

"A man is  
great by  
deeds, not by  
birth"

-Chanakya

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## **Influence of Interpersonal and Informational Justice on Work Engagement**

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## **Influence of Interpersonal and Informational Justice on Work Engagement**

### **Abstract:**

We advance research on organizational justice, and demonstrate that both interpersonal justice and informational justice are positively associated with work engagement. Results of our moderated mediation model indicate that the indirect effects of interpersonal and informational justice on engagement via perceived organizational support are significant only at high levels of distributive justice. Even though organizational justice research has flourished for several decades, there is little research on the relationship between interpersonal and informational justice, and work engagement. This paper draws from social exchange theory and posits that both these forms of justice are positively linked with engagement, and perceived organizational support acts as the mediating factor. More importantly, distributive justice is a significant moderator of these relationships as results show that treating employees with respect (interpersonal justice), and providing explanations about procedures (informational justice), can motivate employees to fully engage in their jobs, but only when organizations are seen to truly deliver fair pay and benefits i.e. distributive justice.

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