

## IMPACT OF ORGANIZATIONAL JUSTICE, LEADER-MEMBER EXCHANGE, PSYCHOLOGICAL SAFETY AND MENTORING ON EMPLOYEE ENGAGEMENT IN THE COMMERCIAL BANKING SECTOR

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### ABSTRACT

The purpose of this study is to analyze the impact of distributive justice, procedural justice, leader-member exchange, psychological safety, and mentoring on employee engagement. The sample size of 237 was collected from the commercial banking sector after removing 9 outliers in data screening the sample size of 228 was used for further analysis. For data analysis, EFA (exploratory factor analysis) and MRA (multiple regression analysis) were used to determine the relationship between dependent and independent variables. The results show that there is a significant impact of distributive justice, procedural justice and mentoring on employee engagement, and leader-member exchange and psychological safety has an insignificant impact on employee engagement. Therefore, the HR executives of the organizations should focus on the policies and practices that help to increase the level of employee engagement.

**Keywords:** employee engagement, distributive justice, procedural justice, leader member-exchange, psychological safety, mentoring.

### INTRODUCTION

In today's competitive environment organizations require more committed, loyal and productive employees to sustain in this competitive world for this purpose many organizations focus on how to make their employees satisfied. Although they very much aware about the fact that satisfaction is not enough to lead the higher productivity but the thing that leads to high level of productivity is the engagement of the employees. Hence, many organizations working on designing such programmes which helps to increase the level of employee engagement (George et al., 2023). It is said that "involved/engaged employees are there to contribute". So today organizations are making efforts to prevail competitively because employee

engagement is a competitive edge for any firm (Rasheed, Khan, & Ramzan, 2013). Various studies have been done on employee engagement with different aspects. In the past decade, engagement of the employees has been a center of attention of research because productive employee engagement is becoming demanding and challenging in the given unpredictable global scenario and effective business environment (Sugandini, 2023). According to Pennas hierarchy model of engagement 2007 employees seek meaning at work. Meaning is related to the accomplishment of the job which comes from the sense of organizational belonging, being appraised at work, and giving authority in decision-making.

Moreover, when employees get respect, support guidance, and growth opportunities at work they become more enthusiastic about their work. Furthermore, working conditions, flexible working hours, and satisfactory pay enhance the level of staff engagement (Bagyo, & Ratnasari, 2023). Today employee engagement is considered as an emotional element which includes two crucial components such as absorption and attention (Lamprakis, Alamani, Malliari, & Grivas 2018). The problem is despite employees having all the facilities at workplace but still they are not productive enough for the organizations because there is a major issue behind this problem is an unfair at workplace. When employees observe unjustified acts and decisions of their seniors at workplace they become dissatisfied, annoyance and disappointed. On the other hand, when employees treat fairly at workplace it enhances the level of engagement of the employees (Saks, 2006; Niehoff, & Moormann, 1993; Lamprakis, Alamani, Malliari, & Grivas, 2018; Ghosh, Rai, & Sinha, 2014). There are number of studies show that an absence of justice at workplace can reduce engagement level of employees (Lamprakis et al., 2018). Justice is an essential factor which not only helps the employees to be engaged with the workplace but also with the job (Mr., 2014). As the world is changing rapidly in the way of international view point and aging place of work engagement of the employees are competitive edge for any organization. Success of any organization can be measure through employee engagement (Rasheed et al, 2013). There are various predictors used for employee engagement. For instance, better management and mentoring skills, Better articulation of vision, Better self-management and inner balance, Better collaboration with people, bureaucratic leadership style (Papalexandris, & Galanaki 2008); Leader member exchange relationship (Chaurasia, & Shukla 2013); Procedural justice, Moral identity (He, Zhu, & Zheng 2014); Job characteristics, Rewards and recognition, Perceived organizational support, Perceived supervisor support, Perceptions of procedural justice, Perceptions of distributive justice (M. Saks 2006); Distributive justice (Biswas, Varma, & Ramaswami 2013); Psychological contract fulfillment, Interactional justice (A. Agarwal 2013); job engagement, organization engagement, innovative behavior

(Kim & Koo 2016); Job enrichment, Work role fit, Co-worker relations, Supportive supervisor relations, Rewarding co-worker relations, Adherence to co-worker norms, Resources, Self-consciousness, Outside activities (May, Gilson, & Harter 2004). In addition, there are some other variables used to predict DV such as Like the job, Benefits, Cooperation, Team, Company policies, Recognition for performance, Annual performance feedback (Abraham 2012); Supervisor Support and Recognition, Schedule Satisfaction, Career Development and Promotion, Job Clarity (James, Mckechnie, & Swanberg 2011); employee participation and involvement (Benn, Teo, & Martin 2014); employee loyalty, Affective Commitment, Continuous Commitment (Ibrahim, & Falasi 2014); Monetary rewards, Non-monetary, perceived organizational performance (Waqas, & Saleem 2014); Perceived learning environment (Islam, & Tariq 2017); CSR perceptions, CSR towards social and non-social stakeholders, CSR towards employees, CSR towards customers, CSR towards government (Chaudhary, 2017); strategic HR inputs (Payambarpour, & Hooi 2015). Although, previous authors have demonstrated that there are various issues which lead to inhibit employee engagement, there are a number of unaddressed research gaps. For instance, Distributive justice, Procedural justice and Interactional justice have shown a significant impact on employee engagement (Ghosh, Rai, & Sinha 2014) however; the same types of justice have been found statistically non-significant (Schaufeli et al., 2002). Similarly, various other researchers have concluded similar contradictory results e.g. (He et al., 2014; Biswas et al., 2013; Agarwal, 2013). Furthermore, recent research exhibit that among the three elements of justice only one which is distributive justice strongly predict and is positively related to organizational as well as work engagement (Lamprakis et al. 2018). In short, it is yet to be concluded whether justice has a statistically significant and positive impact on employee engagement. Likewise, many studies revealed that mentoring has a significant and positive impact on employee engagement. For instance, (Wang, Chen, Duan, & Du, 2018; Madan, & Srivastava, 2016; Anitha, & Aruna, 2016). Shortly it might be said that mentoring is very important variable we cannot ignore this as it has positive significant impact on the engagement of

the employees. Besides that, (Anitha & Aruna,2016) revealed that previously researchers work with one-way instructional direction and detained focus on senior-level mentoring and feedback.

### **Research Questions**

To link the research variables along with the statistical data, research question is crucial in quantitative study (Creswell, 2015), for the accomplishment of this purpose research question is formulated below:

1. What is the impact of organizational justice, leader-member exchange, psychological safety, and supervisory support on employee engagement in the commercial banking sector of Karachi?

### **The Underpinning Theory: Job Demand Resource (JDR) Model**

Job demand resource (JDR) model is an extremely associated foundation that gives a hypothetical background for research about the predecessor of engagement of employees. About JDR model work environment is divided into two groups, first, job demands and second one is job resources. Job demands involve societal, physical, psychological, and organizational facets of a job which require emotional and mental strive from an employee to endure at the workplace. On the contrary, job resources include those components that support employees to reduce job pressure, encourage individual growth, schooling, and development as well as help to achieve their goals (Demerouti et al., 2001; Bakker & Demerouti, 2007). Moreover, these two groups of work attributes stimulate two comparatively individualistic cognitive processes which are the motivational process and the health impairment process both processes help to raise the size of work engagement, and employee performance and reduce the chances of disengagement (Lee & Ok, 2014)

### **Organizational Justice and employee engagement**

When the employees observe that they treated fairly at work they become more committed toward their work it also enhance the level of engagement of the employees which effects the societal self-identity of the employees and they work more hard for the betterment of the organization. On the other hand, research also reveals that injustice at

workplace may reduce the level of engagement of the employees. Whenever employees observe unjustified behavior of their superiors towards them they become aggressive, dissatisfied and disappointed (Saks, 2006; Niehoff & Moormann, 1993). Moreover many research findings show that when employees treat fairly at workplace, they are more pleased even with those rewards which are not attractive enough to pay off their efforts. They feel they have worth and they consider themselves as valuable resources, as a result of this they effectively communicate or interact with their colleagues Hon et al., 2011. In addition, when employees faced fairly distribution regarding their promotion, salary and earnings they become more honest and devoted towards their work roles and do more efforts for the betterment of their organization (Colquitt, 2001). Although many studies have exhibited that there is a well built relationship between organizational justice and engagement of the employees (Alvi & Abbasi, 2012; Agarwal, 2013; Ghosh, Rai & Sinha, 2014).

H1: Justice has a significant impact on employee engagement

H2: procedural justice has a significant impact on employee engagement

### **Leader member-exchange and employee engagement**

In organizational life professional relationships are very crucial which affects behavioral outcomes and the level of engagement (Rousseau, 1989). When employee receives support from their superiors they get more engaged to their works. High-grade/quality LMX connections are classified by mutual understanding, superior respect, loyalty, open communication, support, and commitment. On the other hand, low-grade LMX connections are classified by limited level of support, obligations, understanding, and trust. Employees with a high-grade/quality link with leaders are very productive for their organizations and vice versa (Hsiung and Tsai, 2009; Kim& Koo, 2017 Agarwal, Datta, Blake-Beard & Bhargava, 2012) stated that quality of interchanges between leaders and followers impacts employee level of engagement. Leader who understands his follower's issues and helps them to resolve those issues as well as guide his followers in order to achieve organizational goals positively affects level of individual engagement (Meijman and

Mulder, 1998). Moreover, employees get more engaged towards their work when they received general psychological support from their seniors because sense of psychological safety enhances the level of involvement and reduces the insufficiency of vigor (Dhar, 2017). Thus, on the grounds of the above literature following hypothesis is mentioned below:

H3: LMX has a significant impact on employee engagement

**Psychological safety and employee engagement**

Three psychological dimensions influence on individual engagement at work place, first one is meaningfulness, second one is safety, and third one is availability. When employee believes that given tasks has some worth and has productive consequences they are more engaged in their roles at the workplace (Renn & Vandenberg, 1995). Moreover, when employees feel safe at work they are more likely to take challenges and make efforts to complete their tasks. In contrast, in unsafe environment employees has a fear of unfavorable outcome which reduce the level of engagement (Amabile, 1983). Furthermore, the availability of resources at work reduces the stress of employees and improves their level of involvement (Ganster & Schaubroeck, 1991; May et al., 2004). So, based

on above studies following hypothesis is developed:

H4: psychological safety has a significant impact on employee engagement

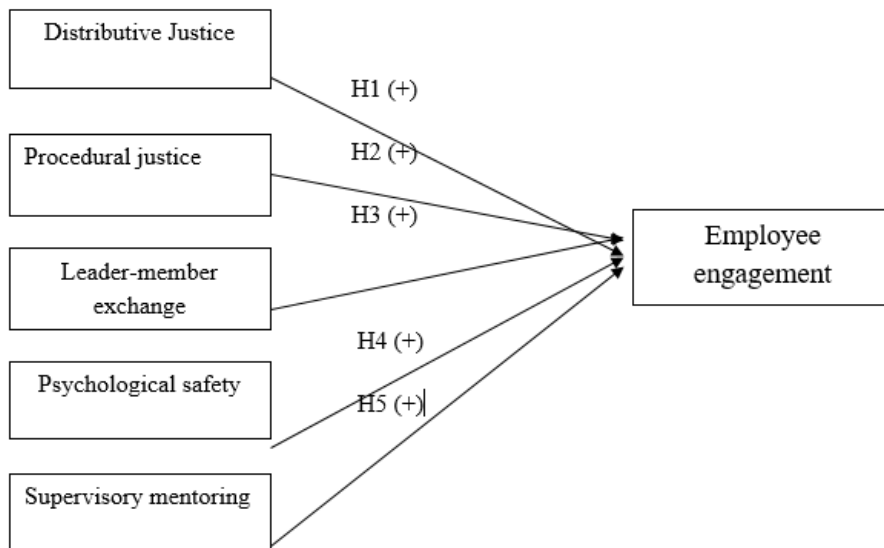
**Mentoring And Employee Engagement**

Supervisory mentoring at workplace can decrease the level of work pressure that newly hired employees faces in organizations when starting a new job its increase their vigor for work, and raise their inner satisfaction (Allen et al., 2004; wang, chen, duan & du, 2018). Additionally, mentoring is utilized to boost the level of employee involvement and coach individuals for their development through guiding, instructing, caching and counseling it also helps to build a process of learning, enlargement, and accomplishment (Madan, & Srivastava, 2016).

Junior employees dispersed technological expertise to superiors and in return the superior’s guides them in form of accomplish their work related activities and give them direction of their career growth, this process is called reverse mentoring which lead to higher attachment (Anitha et al., 2016). Therefore, with the support of above information following hypothesis is produced:

H5: mentoring has a significant impact on employee engagement

**Framework**



**Review of Related Studies**

Research underscores the critical role of organizational justice, which encompasses

distributive, procedural, and interactional justice. Fair treatment and transparency enhance trust and commitment among employees. Organizational

justice, which includes distributive, procedural, and interactional justice, significantly influences employee engagement. Fair treatment in terms of resource distribution, processes, and interpersonal interactions fosters a positive work environment, leading to higher engagement levels. When employees perceive fairness in the distribution of resources, decision-making processes, and interpersonal treatment, their engagement levels tend to be higher. This perception of fairness enhances their trust in the organization, which in turn boosts their commitment and engagement (Dewantoro & Pratama 2022). LMX theory emphasizes the quality of the relationship between leaders and members, focusing on trust, respect, and mutual support. High-quality exchanges foster better engagement, loyalty, and performance (Dionne, James 2010). Psychological safety is crucial for fostering a work environment where employees feel safe to take risks and express ideas without fear of negative consequences. This environment significantly boosts job engagement. Mentoring programs have been identified as vital for employee development and engagement. Effective mentoring relationships provide guidance, support, and career development opportunities, enhancing job satisfaction and engagement. Anitha and Aruna (2016) study investigated the value of numerous variables such as career development, job autonomy, team work, nature of working style, mentoring and work environment and their impact on employee engagement. In this study the statistical tools used to analyze the model were descriptive statistics and regression, by using systematic random sampling 200 respondents were found from automobile companies. Results show that nature of working style, team work and mentoring had significant impact on work employee. Agarwal et al. (2012) this study explored the connections between LMX and employee work engagement, through analyzing the connections between innovative work behaviors, turnover intention, and subordinates work engagement. Although work engagement is a mediator, study results revealed that value exchange between leaders and followers impacts size of engagement and engagement is positively associated with creative work performance and negatively linked with intention to quit also mediates the connection between LMX and creative work performance. Study suggested

that organizations should create healthy environment where employees interact each other and provide better outcome to the organization and also support, coach, guide, develop, mentor and train their employees in order to get fruitful results and engaged their employees. Dhar (2017) this study explained that how to enhance employees service innovative behavior and minimize the chances of employee disengagement in Indian public banking sector. In order to reach the result findings self-administered questionnaire and convenience sampling technique were used. Results show that LMX and employee service innovative behavior positively linked with each other through work engagement and the moderator which is job autonomy boost their relationships. Study recommended that to improve the level of employee service unusual behavior leaders should establish good relationships with their followers help them to adjust in the new environment, support them to deal with pressure, train them to sustain in the competitive environment and motivate them to boost their morale ultimately organizations achieve their desire outcome.

### **Research Methodology**

Research methodology belong to the major concept behind an efficient report which includes crucial part which contains method of investigation, design of the study, data and sampling, study instrument, operational description about variables, reliability of estimation scale, data collection processes face and content effectiveness, ethical attention, analytical model. There are three type of research design causal, correlation and descriptive. Causal studies focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables. Correlational studies are used to show the relationship between two variables. Moreover Research studies that do not test specific relationships between variables are called descriptive studies. The research design used in this study is a based on causal and correlation. Although, quantitative research is perform in this study. As stated in (Johnson & Christensen, 2008) the motive of quantitative technique is to evaluate hypothesis to develop more predictions and consequences to reach the conclusion. present study based on correlation study which investigated the measure of the variables that are connected with the

problem (Ary, Jacobs, Irvine, & Walker, 2018). therefore seven items were adopted from (Niehoff & Moorman’s, 1993; Colquitt, 2001) to measure distributive justice. In order to measure procedural justice 7 items were adopted from (Niehoff et al., 1993; Colquitt, 2001). To measure LMX, present study used seven (7) items were adapted from (Graen & Uhl-Bien, 1995). In order to measure psychological safety, study adopted 7 items from perceived organizational support (Rhoades et al., 2001) items contains “my firm care about my well-being. To measure supervisory mentoring, 7 items were adopted from (Scandura & Ragins, 1993). To evaluate employee engagement study adapted 7 items from (Heerden, 2015). To investigate the employee’s engagement that is dependent variable in this study for that data were gathered from the commercial banking sector that was target concentration from those entry and managerial level and there were no gender discrimination. With regard to pursue this study, the questionnaire

was circulated among the banking representative. Since we used non probability sampling because it is self-funded study, hence the sampling technique practiced in this study is convenient sampling

**Data Analysis**

**Composition of Data**

Table exhibits the descriptive analysis of the employees working in banking sector were the respondents. Without any discrimination 18.3% were female and 40.2% were male. Whereas, the age groups of the respondents were started from 22 to 24 were 13.6%, 25 to 30 were 38.9%, 31 to 35 were 3.5% lastly above 36 were 2.5% .while respondents’ criteria for qualification were started from BCOM/BBA were 13.6%, MCOM/MBA were 41.2% and others were 3.8%. Furthermore, experience criteria of the respondents follows less than 1 year were 33.4%, 1-5 years were 17.3%, 6- 10 years were 5.3% and lastly above 10 years were 2.5%.

Demographic Variables	Characteristics	Frequency	Percent
<b>Gender</b>	Male	160	40.2
	Female	73	18.3
<b>Age</b>	22 to 24	54	13.6
	25 to 30	155	38.9
	31 to 35	14	3.5
	above 36	10	2.5
<b>Highest Qualification</b>	bcom/ bba	54	13.6
	mcom/ mba	164	41.2
	others	15	3.8
<b>Majors</b>	finance	43	10.8
	marketing	52	13.1
	supply chain	20	5.0
	operation mangement	2	.5
	human resource informatio n	102	25.6
	technology	4	1.0
	other	10	2.5
<b>Experience</b>	less than 1 year	133	33.4
	1 - 5 year	69	17.3
	6- 10 years	21	5.3
	above 10 years	10	2.5

**Exploratory Factor Analysis**

This is a statistical method which is useful for reducing large data set along with the association amongst variables in the best way (Leech, 2005). It were containing both dependent variable which is employee engagement with predictor variables

(distributive justice, procedural justice, leader-member exchange, psychological safety, mentoring). To analyze the validity for Likert scale items we have exercised exploratory factor analysis. The test was applied on 42 items from which 6 items were removed after those 36 items

would remain in the component rotated matrix. Table mentioned the component rotated matrix along with its significance. It contain alpha, Eigen value, variance explained percentage and cumulative percentage explained. If the value is higher than 0.5 so it will be assumed as good factor loading (Leech, 2005). KMO should be higher than 0.7 for every item. The Bartlett test must be lower than 0.05 and that means the correlation matrix is not an identity matrix. In the identity matrix one

should have appeared on off-diagonal (Leech, 2007). In this study, the value of KMO is 0.824 which is higher than 0.70 and every factor contain Eigen value greater than one and 60.9% of the total variance explained by the constructs collectively as well as alpha  $\alpha$  are 0.914 LMX, 0.903 psychological safety, 0.886 mentoring, 0.841 employee engagement, 0.79 procedural justice and lastly 0.547 for distributive justice.

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.824
Bartlett's Test of Sphericity	4612.617
df	630
Sig.	.000

Indicators	Cronbach alpha	LMX	PS	MEN	EE	PJ	DJ	Communities
LMX6		0.833						0.72
LMX4		0.829						0.71
LMX3	0.914	0.815						0.684
LMX5		0.795						0.64
LMX1		0.778						0.661
LMX7		0.773						0.65
LMX2		0.771						0.633
PS2			0.872					0.781
PS5			0.855					0.759
PS6	0.903		0.822					0.704
PS4			0.81					0.692
PS1			0.761					0.598
PS7			0.744					0.572
PS3			0.645					0.489
MEN6				0.868				0.763
MEN2				0.865				0.777
MEN4	0.886			0.859				0.773
MEN3				0.801				0.691
MEN1				0.709				0.517
MEN5				0.678				0.488
EE4					0.742			0.697
EE1					0.711			0.657
EE2	0.841				0.708			0.613
EE5					0.697			0.592
EE6					0.679			0.551
EE7					0.626			0.423
PJ4						0.769		0.623
PJ7						0.715		0.567
PJ6	0.79					0.685		0.592
PJ2						0.587		0.417
PJ5						0.564		0.35
PJ3						0.543		0.385
PJ1						0.514		0.45
DJ3							0.739	0.622
DJ2	0.547						0.629	0.478
DJ1							0.549	0.618

eigen value	749	4.	4.	4.	4.	3.	3.	3.	1.
% of variance	.193	13	12	.119	11	9.	9.	9.	5.
Cummulative %	.193	13	25	.948	36	46	55	60	
	.193	.829	.948		.568	.834	.928		

**Multiple Regression Analysis**

Multiple regression analysis approach is used to study the relationship amongst variables.

*Regression Coefficients*

Hypothesis	Predictors (Constant)	B	SE	Beta	t-stats	Sig.	VIF	Remarks
		4.52	1.507		3.000	0.003		
H1	DJ	0.589	0.124	0.279	4.764	0.000	1.200	supported
H2	PJ	0.312	0.05	0.364	6.283	0.000	1.177	supported
H3	LMX	0.028	0.037	0.043	0.761	0.448	1.13	Not supported
H4	PS	0.026	0.036	0.04	0.728	0.467	1.074	Not supported
H5	MEN	0.126	0.042	0.16	2.964	0.003	1.028	supported
F-Statistics=		24.806 (p=.000)		Adj R Square=		0.339		

The regression analysis technique helps to examine the significance and insignificance amongst the variables (Tabachnick & Fidell, 2007; Leech, 2005). The above table exhibiting the values of predictor variables and constant along with their sig. values, beta as well as collinearity of each of it. Moreover, the association between dependent and predictor variables would be recognized by the rate of beta. Accordingly above table revealed a positive impact of distributive justice, procedural justice, LMX, mentoring, and psychological safety on employee engagement. Apart from this t-stats and sig. values indicate the level of significance of each variable. Therefore, the criteria of t-stats is 1.96 at 95% confidence interval and the criteria of significant value should be lower than 0.05. As per the result distributive justice, procedural justice and mentoring have a significant impact on employee engagement. Whereas LMX and psychological safety have insignificant impact on employee engagement. Furthermore we use variance inflation factor (VIF) which shows the coefficients of multi colinearity to examine the significant correlation within variables. In view of this, shortly when the rate of VIF more than 10 this means greater chance of multi colinearity exist. Therefore, above table showed VIF is lesser than 10 which mean that there is no multicollinearity. Additionally, the Adj R Square portrays the fitness of complete model. Therefore, in our table the value of Adj R Square is 0.23 i.e. 2.5% which shows that all the predictor variables are predicting 2.5% of the dependent variable. F-stats represent the combined impact of predictor variables on

dependent variables. In our case the value of F-stats indicates that the entire model is insignificant. Regression equation is stated below:

$$EE = 4.52 + 0.279(DJ) + 0.364(PJ) + 0.043(LMX) + 0.04(PS) + 0.16(MEN)$$

**Discussion**

The results revealed that distributive justice, procedural justice and mentoring have significant impact on employee engagement. While, other predictors i.e. LMX and psychological safety have insignificant impact on worker engagement.

**Hypothesis 1: distributive justice has a significant impact on employee engagement**

On the basis of results distributive justice has a significant positive impact on the level of employee engagement. Employees become more sincere and vigorous in their roles when they get justice at work place (Lamprakis et al., 2018).

**Hypothesis 2: procedural justice has a significant impact on employee engagement**

There is a substantial positive effect of procedural justice and individual engagement therefore, when employees treated fairly at their work they become more productive and devoted toward their work so fair treatment in the organization play an important role in terms of improving the level of employee engagement (Saks, 2006).

**Hypothesis 3: Leader-member exchange has an insignificant impact on employee engagement**

Good quality of association between managers and followers results reflecting believe dedication and respect toward their organization or poor



quality reflects distrust, disrespect and discontentment (Morrow et al., 2005; Agarwal et al., 2012). Therefore, based on our findings which shows that LMX is insignificantly associated with staff engagement the reason behind it is that in banks managers are not behave like leaders they behave like bosses they burdened their staff with heavy work load which causes increased stress and decreased the engagement level.

**Hypothesis 4: psychological safety has an insignificant impact on employee engagement**

Psychological safety has an influential connection with employee psychological fitness and effectiveness. Several studies proved that employees in higher psychological safety surroundings have great level of mental health and they get more engaged with their organizations (Idris et al., 2015; Yulita et al., 2017). Moreover, the results state that there is an inconsequently positive effect of psychological safety on personal engagement therefore, when employees burdened with extra work load it effects employee's mental fitness and also reduces their level of engagement.

**Hypothesis 5: mentoring has a significant impact on employee engagement**

Lastly, the result of mentoring has a significant positive impact on worker engagement. Mentoring affects fresher's level of job engagement. However, workplace mentoring is favorably connected to positive outcomes and career opportunities in today's highly competitive environment most of organizations demand engaged workers who are passionate, optimistic and concerned in their job (Wang et al., 2018).

**Conclusion**

World is changing rapidly in the context of multicultural point of view and developing manpower, for any organization engaged workers are comparative strength. For the progress of the organization employee engagement is at the present time become a crucial indicator of success, so the organizations should investigate it carefully. Whereas meaningful outcomes can be obtain through engaged staff, so the corporations should consider their workers as their powerful representative. Hence, we may conclude that worker engagement should be ongoing process of development, learning, determination and effort. The betterment, progress and development of

employee engagement are depending on organizations.

**Recommendation**

On the basis on findings following suggestions listed below:

- The HR executives of an organization should focus on the practices and policies that build up workers' justice perceptions and make sure that workers are effectively involved with their work (Biswas et al., 2013).
- Leader-member exchange relationship performs a major role for improving the level of staff engagement and personal productiveness as well. Therefore, organizations should focus on strengthen high quality leader-member exchange attitude which improve employee work performance by promoting strong and sincere relation among leaders and subordinates (Chaurasia et al., 2013).
- HR executives should also focus on mentoring programs which help employees in terms of dealing with challenges and surviving in the competitive environment (Poornima et al., 2016).
- Managers should established healthy relation with their subordinates in order to develop employee sense of safety. Particularly, in order to engage individual managers should motivate their employees and supporting them to resolve job related issues, involve them in decision making, fairly treat employees and not to overloaded their staff with extra work load with very short period of time (May et al., 2004).

**Direction for future research**

- This study was carried out by examining the bank staff of Karachi as a responded. Similarly, this study should also be carried out in other cities of Karachi.
- This research can also be conducted on different sectors like industrial sector, educational sector and so on.
- By using qualitative technique this kind of study can also be conducted.
- To determine the engagement level of workers the future researcher may also increase the size of sample.
- The future researcher can also search for other factors which engage the worker with the corporation.

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