


## Cultivating Wellness in Banking: How Organisational Justice and Employee Engagement Combat Job Burnout.

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### ABSTRACT

The primary purpose of this study was to explore how organisational justice influences job burnout through the mediation of employee engagement. To achieve this, the study employed a quantitative positivist etic methodology, surveying 356 employees within the commercial banking sector of Sindh Province, Pakistan, and utilising structural equation modelling (SEM) for data analysis. The findings revealed that justice significantly enhances engagement and reduces burnout. Specifically, OJ predicts approximately 70% of the variance in EE ( $R^2 = 0.698$ ) with a strong path coefficient of 0.838 (T-statistic = 25.659, p-value = 0.000). Additionally, it also explained about 47% of the variance in JB ( $R^2 = 0.469$ ), with a moderate path coefficient of 0.302 (T-statistic = 2.065, p-value = 0.019). Furthermore, EE was found to mediate the relationship between OJ and JB, indicating that fair organisational practices indirectly contributes to reducing burnout levels through enhanced engagement. Along with that, EE mediates the relationship between OJ and JB, with an indirect effect path coefficient of 0.353 (T-statistic = 2.669, p-value = 0.004). The implications of these findings suggest that implementing just organisational practices can effectively balance burnout and enhanced engagement, thereby improving overall employee wellbeing and organisational performance. This research contributes to the existing literature by addressing gaps in understanding how organisational justice affects job burnout and employee engagement in the banking sector of Sindh Province. It provides valuable insights into balancing burnout and enhancing engagement through just organisational practices.

Article Type: Original  
Text

OPEN ACCESS



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Received:  
16 August, 2024

Revised:  
29 August, 2024

Accepted:  
13 September, 2024

Published:  
30 September, 2024

**Keywords:** *OJ -Organizational Justice, JB -Job Burnout, EE -Employee Engagement, Engagement, Justice*

**JEL Classification:** *M00, M10, M12*

**How to cite this article (APA):** Pirzada, Z. A., Phulpoto, N. H., & Mahar, S. A. (2024). Cultivating Wellness in Banking: How Organisational Justice and Employee Engagement Combat Job Burnout. *JISR management and social sciences & economics*, 22(3), 82-109.

## INTRODUCTION

It has been investigated that the organisation's primary objective is to be number one in the market and gain a competitive advantage (Zairbani & Prakash, 2023). However, managing human capital is one of the crucial concerns for firms striving to achieve a competitive advantage. In the last two decades, studies have suggested implementing fair treatment at the workplace and empowerment as key components of managing human capital to reduce disparity among employees and engage employees (Bauwens et al., 2019; Farrar, 2023). The concept of fair treatment came into existence from equity theory, resulting in outcomes of being equal and unequal – derivatives by comparing one's working perimeter and others on a horizontal hierarchy (Ahmed et al., 2019; Colquitt et al., 2023). As the number of Microfinance institutions has increased in Pakistan, it has brought severe issues and pushed for competitive challenges. This competitive landscape necessitates effective management of human capital through fair treatment to maintain a competitive edge. The survival and development of the employees remain severe concerns for the firms. In order to meet the criteria and survive in this competitive age, firms are trying to create a fair environment to satisfy the employees. Implementing fair treatment not only enhances the satisfaction of employees but also reduces job burnout, which is essential for maintaining productivity and sustaining a competitive advantage. However, satisfaction can be brought without just practices, equal treatment, and fairness in management, which trigger psychological empowerment, lessen the burden of burnout, and increase employee engagement (Hafeez et al., 2024; Mufti et al., 2020).

Organisations deliberately work to satisfy and engage employees (Bager & McClellan, 2023; Yu et al., 2019). Effective treatment of employees and employee relation to engagement has been the major point of discussion in the literature for the last decades (Lin et al., 2024; Zawawi et al., 2024). A stream of studies has highlighted the issues of examining fair treatment, employee engagement, and controlling the burst employees' overt behaviour, which remains the topmost researched field (M. Gupta & Kumar, 2015; Lin et al., 2024). It is a general phenomenon that subordinates believed to be justly treated by their managers possess the highest quality of commitment towards the organisation, handling work behaviour, and the significance of morale (Ho, 2024; Mangi & Jalbani, 2013; Wolfe & Lawson, 2020).

Similarly, organisational justice has been a valuable tool for getting organisational performance to its peak and getting employees engaged (Nindyati & Ulfia, 2024). This is particularly important as effective management of human capital is crucial for achieving a sustained competitive advantage in today's competitive markets. Employees must be treated well because time is needed to align

and satisfy human capital (Sarfranz et al., 2018; Uraon & Kumarasamy, 2024). The implementation of fair treatment practices in organisations is crucial to ensure employee satisfaction and retention. Employees treated justly promote the enriched culture within the workplace (Sahoo & Sahoo, 2019). In the commercial banking sector, where job demands are high, implementing fair treatment practices is essential to reduce job burnout among employees. That is why social sanctions are taken for granted to implement change in this unprecedented era of change, where humans and machines are interchanging rapidly at a parallel pace. Therefore, fair treatment serves as a strategic approach to managing human capital to uplift employee engagement and ensure organisational commitment. Multinational companies often incorporate more significant changes in their working situations (Ye et al. (2023). They even sometimes come to a greater extent to protect just treatment at the platform (Andarini et al., 2024; Halbusi et al., 2019). Several studies claimed the significance of organisational justice, where (Greenberg, 2012; Halbusi et al., 2019) state that fair treatment contains a two-way association – employee to employer.

Likewise, organisational justice has been linked to the reduction of job burnout, which leads to significant improvement in overall employee well-being. Connecting to the studies, burnout was investigated and resulted as a significant value to be considered, which involves a concurrent stance of the job; similarly, it is considered a significant obstacle to employee engagement and wellbeing. The scientifically proven statement declares the factors that can be seen as crucial factors for organisations, i.e., diminished job performance, absenteeism, anger, depression, apathy, fatigue, etc. (Calvo & García, 2018; Pasupuleti et al., 2024). Job engagement requires a positive and significant supervisory or managerial role in the work (Ahmad and Gao (2018). In the context of the commercial banking sector in developing countries, effective human capital management through fair treatment is essential to enhance employee engagement and gain a competitive advantage globally. In global competition, developing countries have adopted proactive approaches and have researched the most successful organisations to examine the difference between profitable and failed firms, identifying key factors such as effective human capital management, the implementation of just practices, and the enhancement of employee engagement that contribute to sustained competitive advantage (Ayamga et al., 2024; Shaw & Allen, 2009). Employee engagement remains the most positive and significant, having more than two dimensions: vigour, dedication, and absorption (Ahmad & Gao, 2018; Pirzada et al., 2020).

Such practices not only enhance employee engagement but also reduce burnout, contributing to an enriched workplace culture. Therefore, the current study investigated the influence of organisational justice on reducing job

burnout through the mediation effect of employee engagement in the banking sector of Sindh Province. Meanwhile, treating employees fairly and balancing employee emotions to determine job burnout and employee engagement remains disputed in the Banking Sector of Sindh Province. Employees are quitting their jobs because they cannot handle job burnout in the banking sector in Sindh Province.

### **Research Gap**

Although a growing number of researches examined the link between justice and burnout (Mozafari et al., 2023; Yousefi et al., 2023), there remains limited empirical evidence on how engagement mediates the relationship within the commercial banking sector specifically in Sindh Province, Pakistan. Previous studies has predominantly focused on either the direct effects of OJ or on the antecedents of JB (Cachón-Alonso & Elovainio, 2021; Claponea & Iorga, 2023), leaving a notable gap in our understanding of the combined impact of OJ and JB. Consequently, no clear consensus has emerged regarding the mechanisms through which fair practices indirectly contribute to employee wellbeing and performance outcomes (Clements & Kinman, 2022). Addressing this gap is crucial because it not only clarifies the underpinnings of JB which high-pressure service sectors but also offers actionable insights of enhancing engagement and organisational effectiveness in contexts where workforce retention is paramount.

## **LITERATURE REVIEW**

### **Organisational Justice**

A myriad of literature on employee engagement has recognised that employees work more perfectly when they receive fair treatment in companies, which is a significant component of employee engagement (Nindyati & Ulfia, 2024; Zawawi et al., 2024). Employees would like to show a positive and significant attitude if they are treated fairly (George & Wallio, 2017; Mashi, 2017), which would be called organisational justice. Literature has supported the idea that organisational justice has played a vital role in increasing employee satisfaction, which engages employees in their work (George & Wallio, 2017; Lin et al., 2024). Organisational justice has remained the most notable factor in the organisational context in the last ten years; in the absence of just standard practices – fair and equitable procedures and policies – there are many more chances for psychological issues among employees, such as stress, burnout, and decreased employee engagement (Hayashi et al., 2015). Organisational justice describes employees' awareness of justice in treatment at work (Zhao et al., 2020) Literature has categorised organisational justice

into three different proportions: interactional justice, distributive justice, and procedural justice (Otto & Mamatoglu, 2015; Uraon & Kumarasamy, 2024) Interactional Justice is linked to the decision-makers hoping to be treated equally, receive quality in the relationship, and be treated with dignity and respect (Kyei-Poku, 2019; Takemura et al., 2020) Distributive justice is when decisions are made justly (Bauwens et al., 2019; Hayashi et al., 2015) Lastly, procedural justice can be defined as fairness in distributing resources (Anazor & Onwuamaegbu, 2024; Kyei-Poku, 2019; Poon, 2012).

According to (Gomes et al., 2017), all over the world, Organizational Justice is perceived as an essential tool that affects the employee's way of working with an evidence-based approach despite differences in culture. With this, good relationships can be formed, and interaction can be enhanced at the workplace, leading to high organisational fairness among employees. As the world is being targeted for development, there are antecedent changes in human capital, which is natural – but that can be tackled and maintained by organisational Justice (Haddad et al., 2019). One of the studies suggests that the male gender is more convenient with an outcome-based approach; conversely, women were engaged in processing good outcomes (Haddad et al., 2019; Ludwig & Frazier, 2012). The employees were more engaged, well-behaved, and exceeded minimum moral standards because of organisational justice practices. Organisational justice also impacts the employees' decision-making capability and modest thoughtfulness, which leads them to be engaged and sincere in their work (Faldetta, 2016). Organisational justice has not only embarked on success in the workplace but has also proven itself in social relationships, including employees' relationships with their managers. Organisational justice can influence employees associated with their managers (Faldetta, 2016; Haddad et al., 2019; Moczyłowska, 2012).

The study found that organisational justice practice is closely associated with safety perception and other significant factors that are core to safety (Gyekye and Haybatollahi (2014).

So, here, the first hypothesis can be developed as:

**H1: If Banking Institutes increase their focus on Organisational Justice practices, then Employee Job Burnout will be managed positively and significantly.**

Rationale: This systematic review analyses burnout prevalence among bank employees. Organisational factors i.e., justice could be an approach to manage burnout in banking institutions (Tehrani et al., 2021).

## Employee Engagement

It can be defined as individual motivation toward organisations' core values, driven by their positive or negative attitudes (Rahma et al., 2024; Samuel et al., 2024). Organisations' growth and stability lie in employees' level of engagement (A. Rahman et al., 2020). Employee's intentions to act are shaped by their perceptions, emotions, and behavioural tendencies (Maslach & Leiter, 2016; A. Rahman et al., 2020; U. U. Rahman et al., 2017).

**Vigour:** Vigour, the key sub-dimension of employee engagement, can be defined as Employees working full of energy and having mental stability that can add more stuff to their commitment to doing work (Quansah et al., 2023). Vigour can also be portrayed as continuous stamina in doing work, putting in effort, and mental willingness and even taking a stand in complex situations to achieve goals (Cortés-Denia et al., 2021). Studies revealed that employees who work with full energy lead to more certain positive results (Gede & Huluka, 2024).

**Dedication:** It can be defined as the level of significance an individual puts to get desired results that include its inspirational level, pride, or maybe difficulty level at work (Rustiawan et al., 2023). It is also known for its role in reducing burnout levels at work, where it was observed that the dedication of employees increases positive emotional stance and brings out significant encouraging affirmations in employees' workplace (Akgunduz et al., 2023; Kwon et al., 2024).

**Absorption:** This key dimension of Employee Engagement focuses on the level of attention of employees towards the work or full cognitive concentration in work without a sense of detachment (Quansah et al., 2023). This happens when employees are totally committed to the work and have fewer distractions because of pure focus on completing the given task (Diaz-Carrion et al., 2020; Kriegel, 2016; Schaufeli, 2015).

Engagement of employees at the workplace can be viewed as a constructive affirmation of the employees towards the vision and mission of the organisation (Alola and Alafeshat (2021); Eissa (2019); Jepsen & Rodwell, 2012). In the context of recruitment and selection, employee engagement can be defined as a scale for measuring the employee's positive role with passion and energy toward the work (Deer et al., 2018; Ginsburg et al., 2016). Several research types also predicted a significant association between organisational justice and employee engagement; in that context, perceptions of fairness within the workplace are crucial for enhancing the employee's commitment, enthusiasm, and overall performance ( Connor and Crowley-Henry (2019) (Nair & Salleh, 2015; Navarro-Abal et al., 2018). Engagement at the workplace is essential to achieving organisational goals (Aslam et al., 2020).

The second hypothesis was designed as follows:

## **H2: If banking institutes implement organisational justice practices properly, Job Burnout will be managed positively and significantly through the mediation effect of Employee Engagement.**

Rationale: Fair treatment within organisations fosters higher engagement, which in turn reduces burnout among employees (Moliner et al., 2008).

### **Job Burnout**

Focusing on Job Burnout has been a targeted topic by scholars over the last decades (Agarwal et al., 2020). Considering burnout before it happens is better than waiting for it to become a problem. Employee Burnout can be defined as a response to a chronic problem. Employees may experience burnout one at a time (Bahagia et al., 2024; Zeng & Chen, 2020). Burnout levels may cover personal or relational levels, too. Sometimes, these overt behaviours may lead employees to absenteeism or quitting (Linacre, 2016; Timms et al., 2018; Zeng et al., 2020).

Job burnout remains the most significant aspect for employees, as it adversely affects their success in their professional and personal lives by diminishing productivity, increasing absenteeism, and harming their overall well-being (Atmaca et al., 2020). Job burnout is a grave concern for all fields and is not limited to a single field (Agarwal et al., 2020). Zeng et al. (2020) illustrated Job Burnout as out-of-control exhaustion by employees, a lower level of accomplishment, and emotions based on under confidence. Employee job burnout has been identified as a positive and significant factor for the employees' intentions to quit and be mentally absent at the workplace, undermining their engagement (V. Gupta & Kumar, 2012; Schaufeli et al., 2006; Zeng et al., 2020). Employee job burnout also has a significant role in ensuring a lower level of Engagement (Shkoler & Tziner, 2017; Zeng et al., 2020).

So, the hypothesis number three was designed as follows:

## **H3: If banking institutes implement organisational justice and employee engagement practices properly, job burnout will be managed positively and significantly.**

Rationale: Employees perceive fairness in organisational procedures and interactions, their engagement level increases, that leads to better performance and reduced exhaustion and turnover intentions (Ghosh et al., 2014).

## **CONCEPTUAL FRAMEWORK**

Figure 1

Source: Self-designed

In developing this framework, we draw upon organisational justice theory and empirical findings from the domains of Employee Engagement (EE) and Job Burnout (JB). According to equity-based theories i.e., Adams (1965) and social exchange theory by C Cropanzano and Mitchell (2005), organisational justice fosters perception of fairness, which can lead to reciprocal positive attitudes and behaviours. Specifically, when employees perceive that they are treated fairly, they are more likely to demonstrate heightened engagement and reduced levels of stress and burnout.

## RESEARCH METHODOLOGY

This study adopted a positivist stance to facilitate objective measurement in investigating the relationships among organisational justice, employee engagement, and job burnout; an approach aligned with the view that social phenomena can be observed and measured from an objectivist perspective (Mbanaso et al. (2023). A deductive approach was used, drawing on existing organisational justice theories to formulate hypotheses and subsequently test them against empirical data (Okoli, 2023). A survey strategy enabled the resourceful collection of quantitative data from 356 employees in the Commercial Banking Sector of Sindh Province, Pakistan, following cross sectional strategy allowing for statistical analysis of current relationships among the constructs. For data collections, a structured formula from Monkey (2024) determined the sample size, and a questionnaire covering demographic details, organisational justice, employee engagement, and job burnout was administered to collect the data. This method ensured standardised, large-scale data suitable for deductive testing. Descriptive statistics were then used to summarise the dataset, while structural equation modelling (SEM) in SMARTPLS 4 assessed the associations, reliability, path coefficients, and mediation effects. Throughout the study, strict ethical standards were maintained, including confidentiality measures and informed consent. In last, the geographical (Sindh Province) and sector-specific (Banking) scope of research constituted notable limitations, potentially affecting the generalisability of the findings.

## STATISTICS

### Demographics

Source: SPSS Original File

The table exhibits respondents' dissemination age-wise. Respondents were asked to mention their age. Of the ninety-seven respondents, almost 27.2%

**Table 1.**

<b>What is your age?</b>				
	Occurrence	Out of a hundred	Valid Percent	Cumulative Percent
Valid	Below the age of 25 Years	97	27.2	27.2
	25-30 Years of age	83	23.3	50.5
	31-35 Years of age	130	36.4	86.9
	More than 35 Years of age	47	13.1	100.0
	Aggregate	356	100.0	100.0

**Table 2.**

<b>What is your gender?</b>				
	Occurrence	Out of a hundred	Valid Percent	Cumulative Percent
Valid	Male	306	85.9	85.9
	Female	50	14.1	100.0
	Aggregate	356	100.0	100.0

**Table 3.**

<b>What is your highest qualification?</b>				
	Occurrence	Out of a hundred	Valid Percent	Cumulative Percent
Valid	Bachelor (14 Years)	26	7.3	7.3
	Bachelor/Master (16 Years)	252	70.9	78.2
	MS/MBA/MPhil (18 Years)	78	21.8	100.0
	Aggregate	356	100.0	100.0

of the total respondents are less than twenty-five years of age. Eighty-three respondents, almost 23.3%, are between the ages of twenty and thirty. One Hundred-Thirty respondents, almost 36.4% of total respondents, are thirty to thirty-five years old. Lastly, of the forty-seven respondents, almost 13.1% of the total respondents are aged more than 35 years. Three hundred six respondents, almost 85.9% of total respondents, belong to the male gender, and the rest of the fifty respondents, almost 14.1%, belong to the female gender. There

are twenty-six respondents, and almost 7.3% of the total respondents have a Bachelor’s (14 Years) education working in the banking sector. Two hundred fifty-two respondents, almost 70.9% of total respondents, have a Bachelor’s/Master’s qualification equivalent to 16 years of education working in the respective field. Lastly, seventy-eight respondents, almost 21.8% of total respondents, had achieved a qualification equal to 18 years of education.

**Combined Table: Measurement Properties**

**Table 4.**

Metric/Vari-ables	Original Sample (O)	Sample Mean (M)	Standard Division (STDEV)	T Statistics (IO/STDEV)	P Val-ues
<b>Average Variance Extracted (AVE)</b>					
<b>Employee Engagement</b>	0.615	0.615	0.046	13.357	0.000
<b>Job Burnout</b>	0.659	0.658	0.029	22.380	0.000
<b>Organisa-tional Justice</b>	0.573	0.571	0.047	12.099	0.000
<b>Composite Reliability (rho_c)</b>					
<b>Employee Engagement</b>	0.884	0.881	0.026	34.483	0.000
<b>Job Burnout</b>	0.922	0.921	0.012	77.691	0.000
<b>Organisa-tional Justice</b>	0.870	0.867	0.023	37.621	0.000
<b>Cronbach’s Alpha</b>					
<b>Employee Engagement</b>	0.843	0.839	0.033	25.183	0.000
<b>Job Burnout</b>	0.886	0.884	0.019	46.068	0.000
<b>Organisa-tional Justice</b>	0.819	0.814	0.035	23.620	0.000

Source: SMARTPLS File

hows the combined results of — Average Variance Extracted (AVE), Composite Reliability (rho\_c), and Cronbach’s Alpha—of three constructs, i.e., Employee Engagement, Job Burnout, and Organizational Justice. This type of measurement is necessary to ensure the reliability and validity of the variables’ constructs

when applying structural equation modelling. The study shows that employee engagement is reliable, with a high composite reliability of 0.884 and a Cronbach alpha of 0.843, where the level of measurement is considered acceptable if the threshold exceeds the value of 0.70, which confirms the internal consistency. Secondly, the AVE results showed a value of 0.615, which is considered good construct validity, ensuring the variance illustrated by the variable employee engagement. The variable Job Burnout shows a Composite Reliability of 0.922 and Cronbach Alpha of 0.886, which are also above the set parameter and AVE of 0.659. Lastly, the variable Organisational Justice showed a significant measurement with a composite reliability of 0.870 and Cronbach alpha of 0.819, ensuring the internal consistency of the variable. AVE of 0.573 also exhibits a satisfactory construct validity and adequate variance of organisational justice as its inclusion in the study.

The above table shows a significant p-value of 0.000 in all the metrics and constructs exhibiting the statistical significance of measurements. The results of T Statistics confirm the strong reliability and validity of the items. These metrics show a significant foundation for the analysis, where all constructs are adequately measured, laying the basis for the theoretical framework. Such results support the model fitness so that all the above variable’s hypotheses are in order to carry out further analysis.

**Combined Table: Adjusted R-square and Path Coefficients**

**Table 5.**

Metric/Variables	Adjusted R-square	Path Coefficients	Sample Mean (M)	Standard Division (STDEV)	T Statistics (IO/ST-DEV)	P Values
<b>Employee Engagement</b>	0.689	N/A	0.706	0.055	12.676	0.000
<b>Job Burnout</b>	0.469	N/A	0.490	0.133	3.524	0.000
<b>Organisational justice -&gt; Employee Engagement</b>	N/A	0.838	0.842	0.033	25.659	0.000
<b>Organisational justice -&gt; Job Burnout</b>	N/A	0.302	0.299	0.146	2.065	0.019

Source: SMARTPLS File

This table shows the results of Adjusted R-Square values and path co-efficient derived from SEM analysis. These results exhibit a detailed assessment of the

model’s power alongside associations implored within the study. The measure R-square for the EE and OJ is significantly high, with a value of 0.698, indicating the approx—70% variance in EE predicted by the OJ. The results of the path coefficient show the strong model fitness with a value of 0.838. That suggests that OJ is a notable determinant of EE, with a T Statistics of 25.659, elaborating the significance and strongness of association. The results also showed a perfect p-value of 0.000, which confirms the significance of OJ in EE.

The measure R-square for JB and OJ stands at 0.469, indicating an approx. 47% of the moderate but significant explanation of variance by the model. Such metrics confidently prove that OJ and other variables have a significant role in the model. The path coefficient results exhibit the result of OJ to JB is 0.302, showing a positive but moderate impact on EE. This association is statistically significant with a p-value of 0.0019, along with the lower T statistics of 2.065, drawing attention to the fact that additional factors must be considered for JB. These results highlight the key role of OJ in fostering its impact on EE and JB. Results also highlight the improvement perceived in just practices within the organisation that will enhance employee engagement and lessen the attributes that contribute to job burnout. The model’s strength is confirmed by the high T statistics and significance value of less than 0.05, which suggests that significant predictions are reliable in further organisational settings.

**Table: Heterotrait-Monotrait Ratio (HTMT) - Confidence Intervals**

**Table 6.**

Relationship	Original Sample (O)	Sample Mean (M)	5.0% Confidence Interval	95.0% Confidence Interval
Job Burnout <-> Employee Engagement	0.720	0.719	0.525	0.888
Organizational Justice <-> Employee Engagement	0.894	0.902	0.818	0.978
Organizational Justice <-> Job Burnout	0.744	0.739	0.550	0.897

Source: SMARTPLS File

The above table shows the Heterotrait-Monotrait ratios – HTMT, which assesses the discriminant validity of constructs in research. Concretely, this table shows HTMT metrics for OJ, EE, and JB.

The HTMT results for Job Burnout towards Employee Engagement show a ratio of 0.720, which is considered a moderate-to-high correlation between the variable job burnout and employee engagement. In contrast, the threshold was slightly lower than 0.85 or 0.90, which is usually considered potential with discriminant validity with confidence intervals ranging from 0.525 to 0.888. Such intervals confirm that the constructs are related and are enough to justify individual treatment of constructs in the model. The HTMT ratio for Organizational Justice towards Employee Engagement is 0.894, with a confidence interval of 0.818 to 0.978, confirming the acceptable level of discriminant validity. Such a metric exhibits a significant correlation between organisational justice and employee engagement in an organisational setting with a substantial amount of variance. The table also shows that the HTMT ratio of Organizational Justice towards Job Burnout, which is 0.744, with a confidence interval from 0.550 to 0.897, significantly posing a strong and acceptable association between the variables. The results support the constructs' individuality but highlight a significant intersection; it is the possible reflection of the existence of a theoretical connection where OJ impacts burnout levels.

Concluding this in general, HTMT ratios explain the sufficient discriminant validity among all the proposed pairs of constructs, exhibit variables are interrelated and are not redundant. The analysis also supports the use of such variables as they are interrelated within the structural model while focusing on the dynamics of organisational behaviour and the experiences of employees effectively and efficiently.

**Table: Total Indirect Effects - Mean, Standard Deviation, T Values, P Values**

**Table 7.**

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P values
Organisational justice -> Job Burnout	0.353	0.359	0.132	2.669	0.004

Source: SMARTPLS File

represents the indirect effects of organisational justice on job burnout through the mediating effect of employee engagement. The path coefficient value of 0.353 in the original sample, with a mean of 0.359 from sample analysis, illustrates the moderate yet significant indirect effect. Along with that, a standard deviation of 0.132 also highlights some sort of variability in the effect size. The

T statistics of 2.699 and corresponding p-value of 0.004 (less than 0.05) confirm the statistical significance of the indirect pathway. This also suggests that OJ influences JB possibly through one or more mediating constructs that may encompass aspects like employee engagement, in which the justice perceptions possibly increase the engagement that will lower the burnout levels. The results also emphasise the significance of OJ in lowering burnout levels by a more engaged workforce. The findings support the conceptual framework and focus on improving justice within the organisational practices, which can significantly reduce burnout levels through employee engagement.

## DISCUSSIONS

This study sought to address the key question: does justice enhance engagement and reduce exhaustion at the workplace? Drawing upon 356 responses from employees working in the commercial banking sector of Sindh Province, the results indicate that OJ not only fosters a positive work environment but also significantly enhances employee well-being by reducing burnout levels. Hypothesis 1 proposed that OJ would have a positive effect on both EE and JB. Indeed, the findings support this hypothesis, as evidenced by the path coefficients and HTMT ratios. These results mirror those of Hyder et al. (2022), who identified a strong association between fair treatment and elevated performance outcomes, emphasizing that perceptions of fairness play a critical role in shaping employee attitudes. Similarly, Mubashar et al. (2022) found that both distributive and procedural justice contribute to improved employee well-being, reinforcing that just treatment within organisations directly impacts employees' mental and emotional states. Hypothesis 2 suggested that OJ would indirectly reduce JB through the mediating effect of EE. The empirical evidence confirms that enhanced engagement driven by fair practices significantly lowers burnout levels. These outcomes align with Aggarwal and Mittal (2021), who reported that organisational justice, when coupled with supportive work conditions, uplifts stronger trust and engagement, thereby mitigating stress and exhaustion. In the current study, this mediating effect illustrated how perceived fairness can serve as a catalyst for increased engagement, which in turn protects employees from experiencing high burnout levels. Furthermore, hypothesis 3 highlighted the combined effect of OJ and EE in managing burnout, demonstrating that organisations benefit most when both justice and high engagement levels coexist. The R-square values further indicate that the model explains a substantial proportion of variance in burnout levels, illustrating the synergistic benefits of justice and engagement. This outcome resonates with Jnaneswar and Ranjit (2022), who observed that justice fosters organisational citizenship behaviours, while significant engagement amplifies

these positive effects, culminating in lower burnout and improved retention. So, these findings contribute to the existing literature by reinforcing the critical role of fairness treatment in employee retention, mental health and performance. For the commercial banking sector of Sindh Province, investing in fair practices and fostering engagement emerges as an essential strategy for improving organisational performance and safeguarding employee wellbeing. Several studies have shown that addressing emotional exhaustion is important for sustaining a productive workforce (Wu, Qi and Shaw, 2023). Hence, continuing to develop and refine the just practices may prove instrumental not only in reducing burnout but also in cultivating a supportive organisational culture where employees remain motivated and engaged.

## CONCLUSION

This study reinforces that bank managers and organisational leaders are instrumental in enhancing employee well-being, health, and retention by cultivating a fair and equitable work environment. alongside implementing effective strategies to develop the banking sectors' practice environments and resources, directing investments towards strengthening engagement emerged as crucial. Fairness at the workplace demonstrates a significant association with positive work-related outcomes, particularly heightened engagement and lower exhaustion levels. These findings exhibit that evidence-based interventions aimed at bolstering justice and promoting higher levels of engagement can foster a supportive and productive workplace in the Sindh Province Banking Sector. From a theoretical standpoint, this research extends the existing justice literature by confirming the mediating role of employee engagement in reducing burnout. Such insights align with the broader premises of equity-based and social exchange theories, which posit that fair treatment engenders reciprocal commitment and cooperation. By illustrating how perceived fairness translates into tangible improvements in well-being and performance, these findings contribute to the ongoing discourse on the psychological mechanisms underpinning employee outcomes. Looking ahead, future studies could investigate the long-term effects of OJ interventions on EE and JB across diverse sectors and cultural contexts. Exploring additional mediating and moderating constructs, i.e., leadership styles and organisational culture, would bring deeper insights into the processes through which organisational justice shapes employee outcomes. Longitudinal studies are particularly encouraged to assess the sustainability of engagement and exhaustion reduction over time, offering causal clarity on the effectiveness of targeted strategies. Researches by addressing these areas and subsequent queries can further elucidate the role of organisational justice in promoting employee well-being and organisational

success, leading to strengthening the theoretical and practical understanding of fair practices in contemporary workplaces.

## RECOMMENDATIONS

On the basis of the findings, some recommendations are proposed:

1. That banking institutes should give priority to the development and implementation of just practices. This includes equal distribution of resources/information, equal participation in decision-making, and fair conflict resolution to avoid an increase in burnout.
2. Institutes have to encourage practices that enhance employee engagement. This can be achieved possibly through appraisals, development opportunities, a flexible work environment, and participation in decision-making.
3. A wholesome approach will be beneficial, aligning organisational justice with engagement. This strategy will result in significant reductions in burnout triggers, enhancing overall employee well-being.
4. Feedback from employees is necessary to examine the just practice mechanisms.
5. Empower leaders or managers through training programs or schedule outings. That will freshen the employees. Definitely, it is evident that such things will educate leadership components on such critical issues.

The study confirms the significant association between organisational justice and employee engagement in reducing burnout levels in the commercial banking sector of Sindh province. By adopting these recommendations, commercial banks can enhance the well-being of employees, reduce turnover intentions, and improve wholesome firm's performance.

## ANNEXURE

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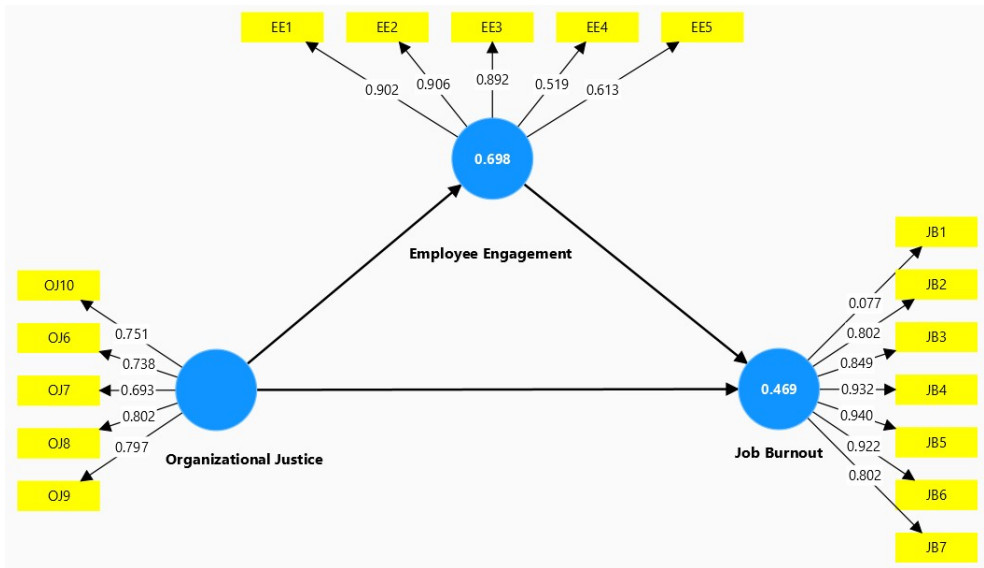


Figure 1:

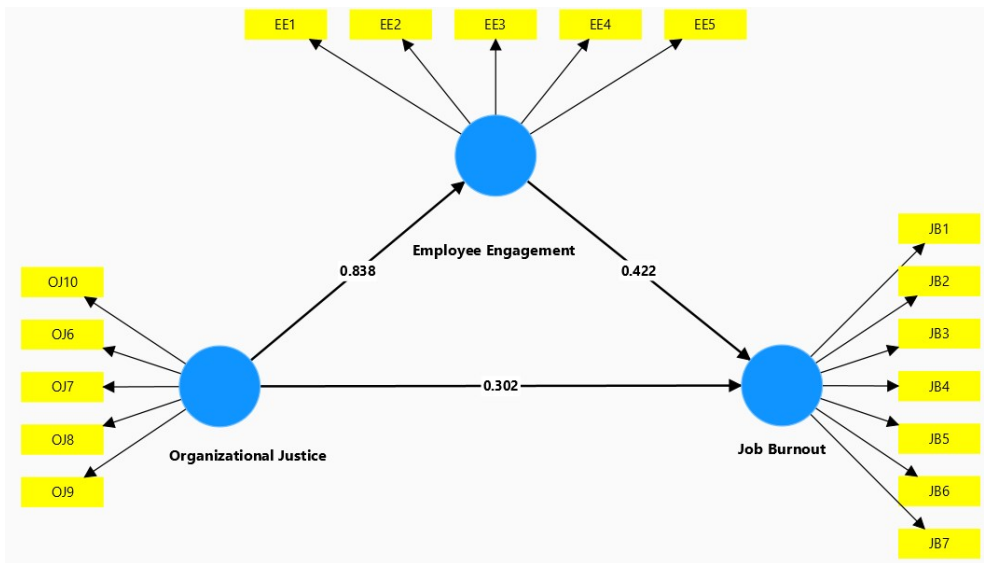


Figure 2:

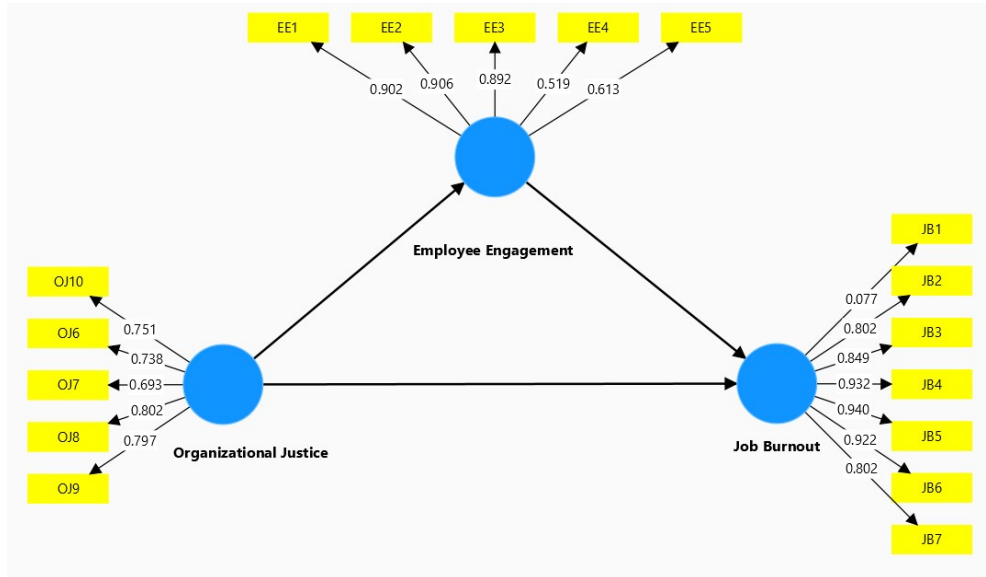


Figure 3:

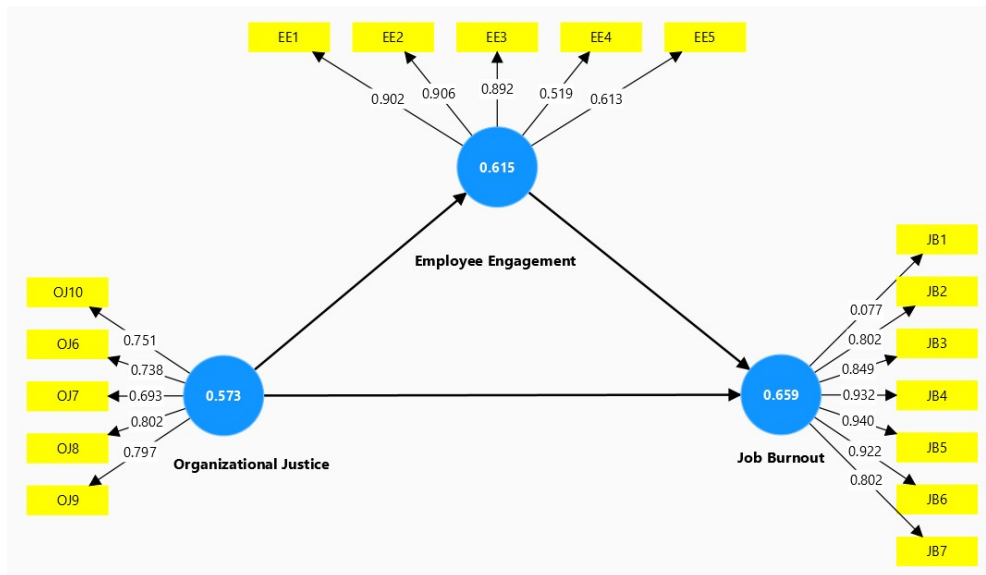


Figure 4:

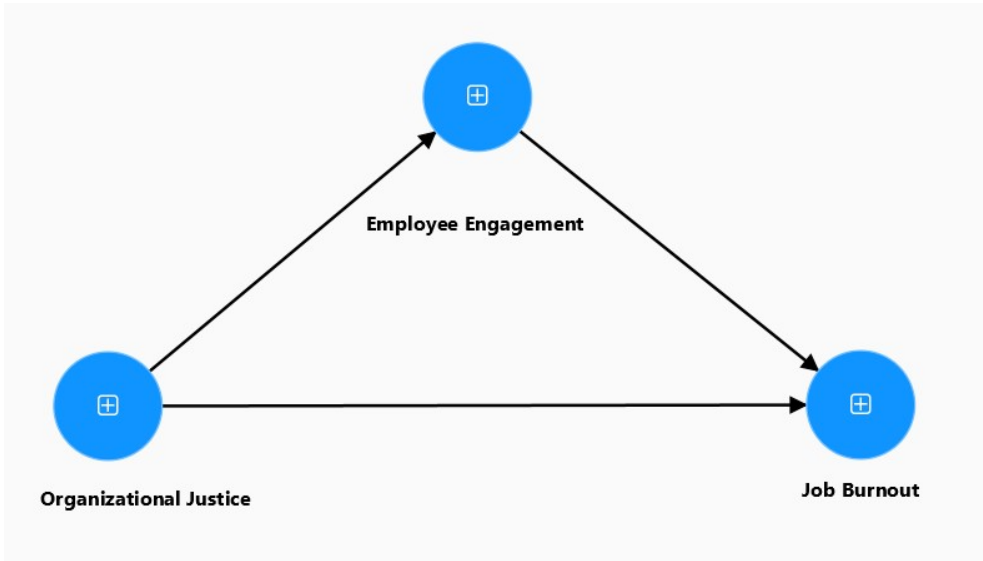


Figure 5:

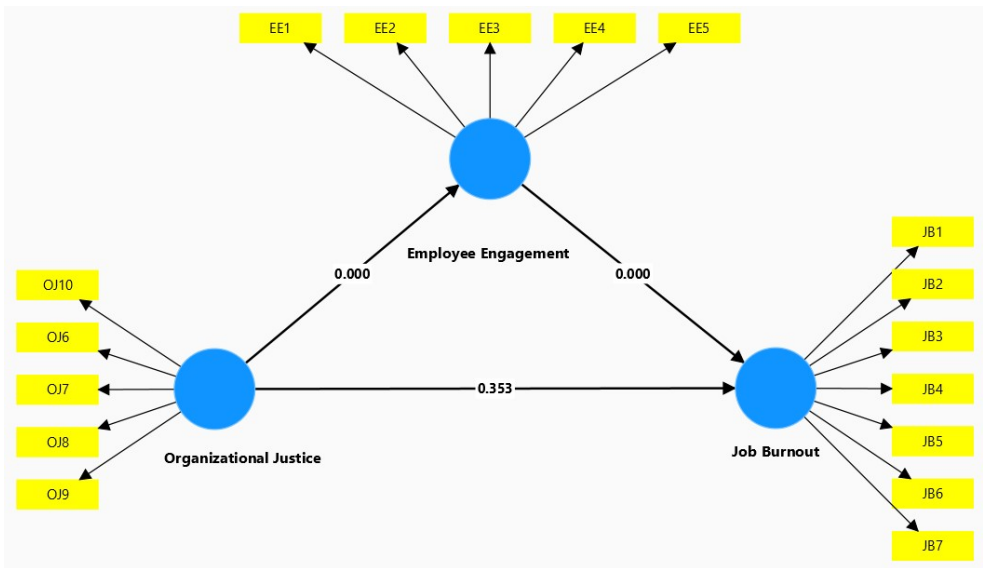


Figure 6:

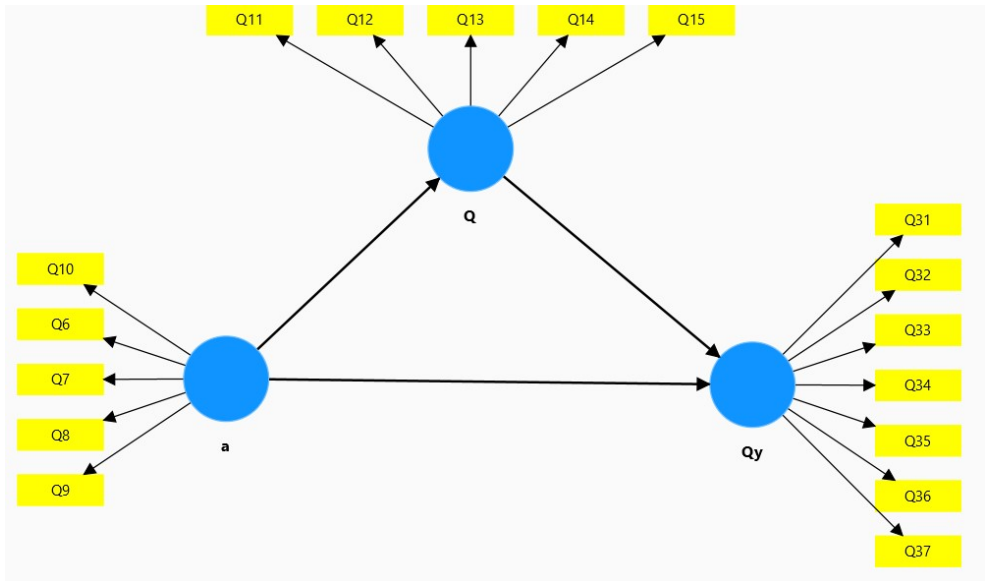


Figure 7:

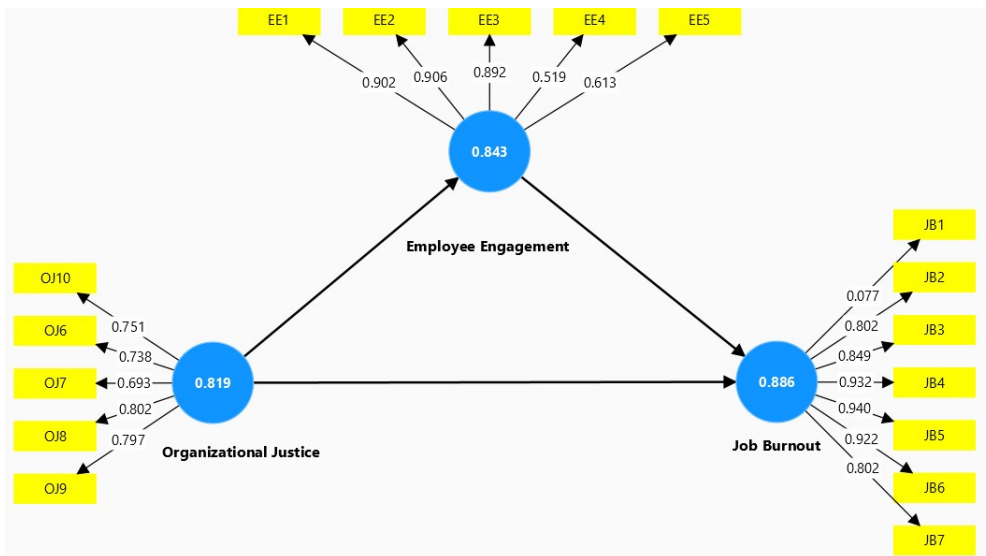


Figure 8:

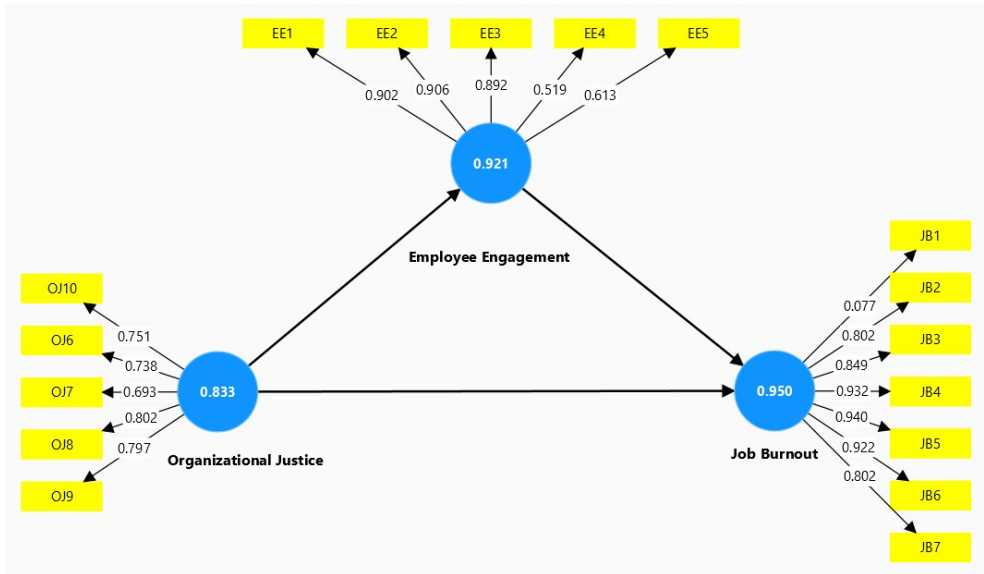


Figure 9:

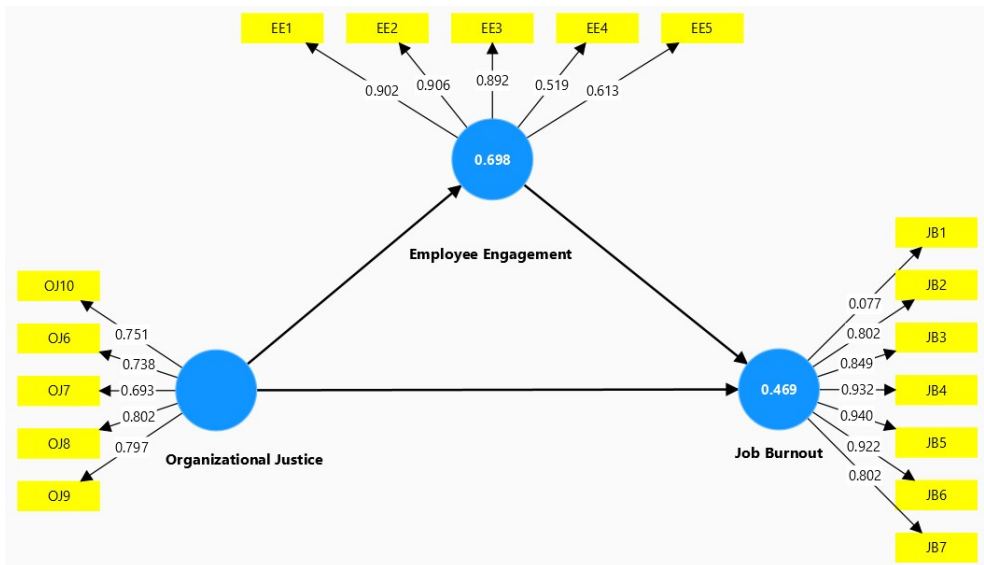


Figure 10:

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