

**THE CONTRIBUTION OF ORGANIZATIONAL JUSTICE ON EMPLOYEE
ENGAGEMENT AT 7 STAR CLEANING SERVICES MUKONO UGANDA**

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**UGANDA CHRISTIAN
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DECLARATION

I GRACE PRECIOUS NAMATOVU declare to the best of my knowledge that this study is my original work and has never been presented to any academic institution for any academic award.

SIGNATURE



DATE

9th Sept, 2024

APPROVAL

This is to certify that this study was conducted by GRACE PRECIOUS NAMATOVU under the supervision of:

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Date..... 9/07/2024

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LIST OF ACRONYMS

CT	Cognitive Theory
HRM	Human resource management
DJ	Distributive Justice
PJ	Procedural Justice
IJ	Interactive Justice
OST	Organizational support theory

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ABSTRACT

The purpose of this research study was to examine the role that organizational justice may play in employee engagement at 7 Star cleaning services company. The research also aimed at other objectives that included; examining the relationship between procedural justice and employee engagement, examining the relationship between distributive justice and employee engagement and examining the relationship between interactional justice and employee engagement. The research involved quantitative approach of data collection from employees of the company of which data was analyzed using the SPSS version 23. Based on the findings of this research, it has been noted that many of the respondents are not well engaged at this company because of the unfair procedures, limiting and almost cutting them off from their active involvement in decision making processes undertaken at the company. The study had a major limitation where few people were assessed since the company had many other students who had chosen it, making the workers exhausted with answering students. This research study provides new insights into how justice in organizations reflects much in how employees engage voluntarily at the place of work.

CHAPTER ONE: INTRODUCTION

This examination looks to analyze the contribution of organizational justice in explaining employee engagement among the workers of 5 Star cleaning services, Mukono, wakiso district. This chapter consists of, a background to the study, the statement of the problem and the purpose of study is provided. It also contains the, research objectives, research questions, and also the conceptual framework. The significance of the study, justification of the study, and the definition of the key variables also appear in this section.

1:2 Background to the Study

1.2.1 Historical Perspective

The behavior of employees in an organization is instrumental in the realization of organisational objectives. This is so since desirable behavior couples with other competences to produce performance. As such, behavioral competences were enshrined as among the competencies that a prospective employee is expected to possess (Luenburger & Goleman, 2010). This thus signifies the centrality of employees' behaviour at work.

The effort to have employees exhibit desirable behavior was traced right from the inception of written management works. This is however believed to have been way back where organized labor is said to have existed. For instance, the building of the Egyptian pyramids which was before written management scholarly works must have been done through organized work that required such behaviors as team work and right attitude to have the work done (Horrace, 2018). The early management works that trace management from the classical management theories proposed that certain management principles were employed to achieve the desirable behavior. The scientific theory believed that a prior assessment of the ability and competences of employees coupled with rewards of the demonstrated performance would yield positive behavior (Taylor, 1911). Equally the bureaucratic believed that fairness in rewards and would bring about.

Human relation and human resource management views that yielded a number of motivational theories took a huge effort in an attempt to understand individual and groups and why they behave in a given manner (Bruce & Nylan, 2011). Further, the industrial relation era sought to have the employees through their representatives and the employer on the other hand, strike a good working relation that would see the employees demonstrate desirable behavior at work, with the employer expected to fulfill their part of the bargain (Kapoor, 1968).

The advanced management perspectives like human resource management proposed strategies that an organization adopted includes best human resource practices, job fit, and environmental fit among others that were employed to boost behaviour without mainly relying on sanctions to enforce the behaviour (Armstrong, 2011). In this respect, there has of recently emerged the concept of extra-role behaviour that unlike in-role behaviour. The extra behaviour was considered to be super-ordinate behaviour where an employee deliberately, without expecting any extra reward, exhibits a behaviour that is beyond the call of their duty, which is beneficial to members of an organisation, or the organisation which ultimately leads to the betterment of an organisation.

The concept of engagement as extra role behaviour was considered as one of the organisational citizenship behaviours whose full conceptualisation was traced in the work of the work of (Organ 1998). This is despite the fact that the issue of extra role behaviours has had scholarly studies since 1970s (Ocampo et al. 2018). In the previous period, employee engagement was not so profound since many organisation were still entangled in previous employer - employee relationship where the employers mainly engaged employees from a perspective of costs that needed to be reduced. Again, the top -bottom management styles used to dominate and managers were considered to be superior. As such employees' voice was not well pronounced given the management perspective and the power distance that restricted employees to mainly being mindful of fulfilling their obligations as per their job description.

However, with the movement of such as Human Resource Management practice, organisational leaders began to view employees as an important resource that can actually contribute to competitive edge of an organisation (Armstrong, 2011). In this

respect, managers of an organisation began to listen to the employees and their contribution was now valued. Employees on the other hand began to have confidence with the managers that what they say would be respected. That is how the concept of extra role behaviours of which engagement is among, began to gain its identity in an organisation (Organ1998).

1.2.2 Theoretical perspectives

This investigation was guided by “social exchange theories of equity” advanced by (Adam, 1963) and psychological contract advanced by (Rousseau, 2000). Equity theory posits that both employees and the employer enter in an employment relationship and the employee expects to be treated with equity in comparison with both internal and external realities. Where an employee feels that the organisation has fulfilled their part of the bargain on both tangible and intangible terms, they respond positively and are likely to demonstrate desirable behaviours that even go beyond the call of duty. This can be achieved if organisational justice a concept of interest for the purpose of this study is present (Yadav & Yadav, 2016). On contrary, perceived failure to fulfil its part of bargain may prompt employees to exhibit undesirable behaviour such as counterproductive work behaviour as a form of open or indirect protest. In this study, Equity theory (Adams, 1963) progressed in the view that where the representatives see that they are dealt with decently, as to association equity, they felt compelled to reciprocate by demonstrating in a behaviour that would reward the organisation which demonstrated in employee engagement.

The study was also guided by Psychological contract theory on the other hand, practically acknowledges that beyond the written agreement that form the legal employment contract, there are other unwritten expectations that both the employer and employee have in their mind and seek their fulfilment (Coyle-Shapiro, & Conway, 2004). Employees for instance expect to be treated in dignity, respect and being consulted before changes are made the organisation, their tasks and roles. When they perceive that the organisation has fulfilled their part of the contract, they are likely to exhibit desirable behaviours.

1:3 Statement of the problem

7 Star cleaning services company employees are not well engaged in the company and one of the reasons being the unfair organizational justices for example procedural, distributive and interactive justice. Recently, increased research attention has been paid to employee engagement and that it has become a widely used and popular term. Many organizations count on their workforce and try to engage them in order to remain viable and competitive. In fact, a number of studies have claimed that employee engagement predicts employees' outcomes, organizational success, and financial performance.

Since employees are the most valuable assets to organizations in today's marketplace, leaders have to adapt certain strategies in order to not only maintain the current position but also to move their organizations forward and this can't be achieved unless and otherwise the most valuable assets are being engaged and their capabilities and competencies are completely utilized. Engaged employees are more likely not only to meet but also exceed the expectations of all people they come in contact with because they have every reason for doing so. But for the case of this particular company, employees are not even happy with management and many of them said that they were not pleased with their management because they feel overworked and almost not involved with decisions made hence affecting them largely. The job characteristics that they have, leadership style they are being supported by, and the organizational culture and values they are enlightened with enable them to be more loyal, well committed, really productive, high performers, and also try to engage customers on their part. As it is important for the company, it has been reported that employee engagement is in a decline and there is a deepening disengagement among employees sadly worldwide today. It has even been argued that the majority of workers today, roughly half of all the Ugandans in the workforce, are not fully engaged or are disengaged, costing companies a lot of money. May be this can be attributed to the lack of justice in the business environment. Justice is required and needed not only in organizations but also wherever a human being exists in order to build good employment societies.

1:4 Purpose

The main purpose of this study was to examine the role that organizational justice may play on employee work engagement.

Employee engagement refers to the level of enthusiasm, dedication, and commitment that employees have towards their work and the organization they work for. Engaged employees are deeply involved in their roles, feel a sense of connection to the company's mission and values, and are motivated to contribute their best efforts to help the organization succeed. They are more likely to be productive, innovative, and loyal, leading to higher performance and overall business success. While organization justice refers to the perceived fairness in the workplace, encompassing distributive, procedural, interpersonal, and informational justice.

1:5 Objectives of the study

1:4:1 General objective

This study aimed at examining organisational justice and employee engagement in 7 Star cleaning company Mukono, Wakiso district.

1:4:2 Specific objectives

To examine the relationship between procedural justice and employee engagement in 7 Star cleaning company Mukono, Wakiso district.

To examine the relationship between distributive justice and employee engagement in 7 Star cleaning company Mukono, Wakiso district.

To examine the relationship between interactional justice and employee engagement in 7 Star cleaning company Mukono, Wakiso district.

1:6 Research questions.

What is the relationship between procedural justice and employee engagement in 7 Star cleaning company Mukono, Wakiso district.

What is the relationship between interpersonal justice and employee engagement in 7 Star cleaning company Mukono, Wakiso district.

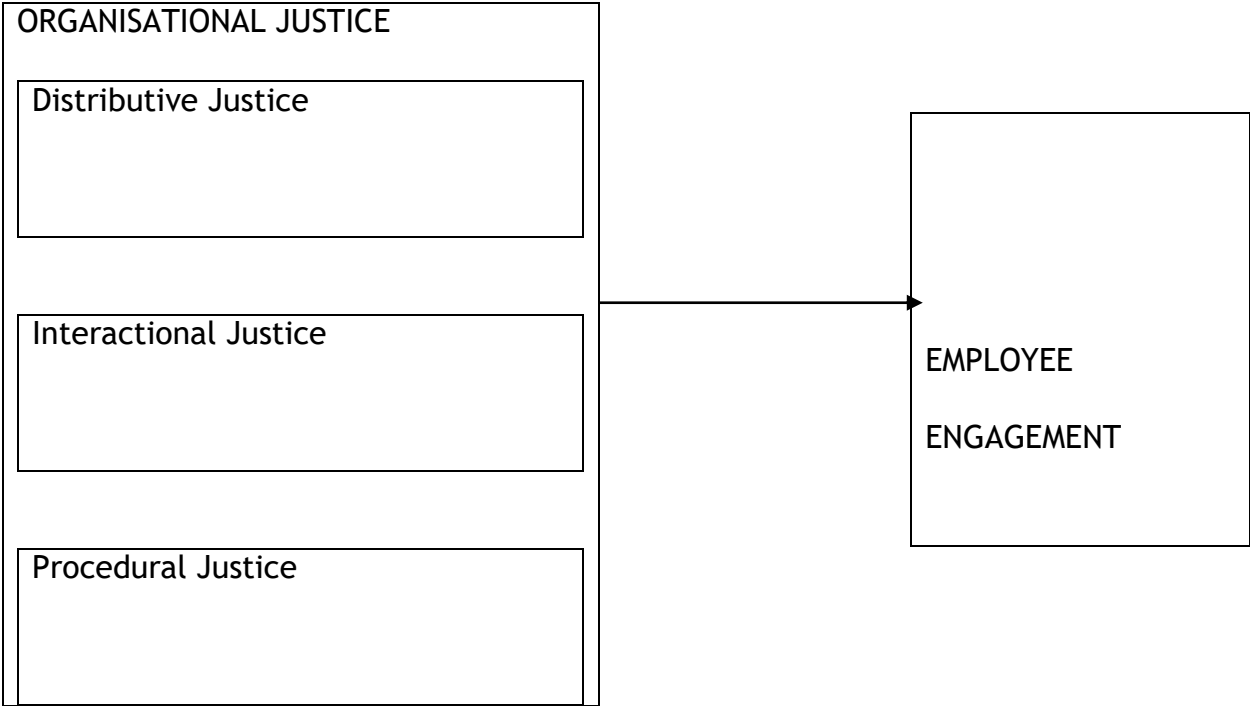
What is the relationship between distributive justice and employee engagement in 7 Star cleaning company Mukono, Wakiso district.

1:7 Conceptual framework

This conceptual framework mainly outlines the theoretical foundations or models, variables' relationships with each other and then the hypotheses. By examining these relationships, the conceptual framework aims to provide insights into how organizational justice dimensions contribute to enhancing employee engagement within the company, ultimately leading to improved performance and organizational outcomes.

ILLUSTRATION 1.1

Figure 1: conceptual framework



1:8 Proposed Model

In suggestion that perceptions of fairness in organizational procedures, interactions, and outcomes (Organizational Justice) directly impact employees' trust in management and job satisfaction.

Trust in management and job satisfaction, in turn, will significantly influence the level of employee engagement.

The model accounts for various control variables to ensure the robustness and accuracy of the findings.

Theoretical Models

- a. Organizational justice theory. This theory posits that perceptions of fairness in organizational processes and outcomes influence employee attitudes and behaviors.
- b. Social exchange theory. This theory emphasizes the reciprocal relationship between employees and their organization, where fair treatment fosters positive attitudes and behaviors.

1:9 Relationship between Variables

#The independent variable(IV) is organizational justice (which includes perceived fairness in procedures, interactions, distributions) in the company.

#The dependent variable(DV) is employee engagement (which includes emotional, cognitive, and behavioral aspects of engagement) in the company. The relationship between these variables are;

- a. Distributive justice and employee engagement. A higher perceived distributive justice leads to increased employee engagement as employees feel fairly rewarded for their contributions.
- b. Procedural justice and employee engagement. An improved procedural justice is positively related to employee engagement as it enhances perceptions of fairness in decision-making processes.

- c. Interpersonal justice and employee engagement. An enhanced interpersonal justice results in higher employee engagement due to positive interactions with supervisors and colleagues, fostering a supportive work environment.
- d. Positive relationship between organizational justice and employee engagement where a higher perceived organizational justice leads to increased employee engagement levels.
- e. The mediating role of trust in the organization mediates the relationship between organizational justice and employee engagement.
- f. The moderating role of perceived support where this perceived organizational support moderates the relationship between organizational justice and employee engagement.

1:10 Hypotheses

- a. Hypothesis 1 (H1). There is a positive relationship between perceptions of organizational justice and employee engagement.
- b. Hypothesis 2 (H2). There is trust in the organization mediates the relationship between organizational justice and employee engagement.
- c. Hypothesis 3 (H3). There is perceived organizational support moderates the relationship between organizational justice and employee engagement.

1:11 Significance

Basing on the topic at hand, "the contribution of organizational justice on employee engagement in the company", it really holds significant implications for scholars, practitioners, policymakers and many others. Here, below is an analysis of its importance for a few of them;

Scholars

The research would help scholars develop theories by;

>Extending their already existing knowledge/theories which actually contributes to organizational behavior literature by extending theories of organizational justice

(distributive, procedural, and interactional justice) and their impact on employee engagement.

>The research would offer multidisciplinary perspective, integrating insights from psychology, sociology, and management to understand the complex dynamics between justice perceptions and engagement.

The research would help provide scholars with empirical evidences by;

>Studying the already provided empirical evidence supporting the validity of organizational justice constructs and their measurement in various organizational contexts.

>Examining diverse contexts, industries, and cultures, the research may end up uncovering new patterns and correlations that challenge or reinforce existing knowledge about organization justice.

The research would help scholars in future research directions by;

>Identification of gaps in current research, suggesting areas for future exploration such as the role of individual differences, organizational culture, and external factors in moderating the relationship between justice and engagement.

>Methodological advances where the research might introduce innovative methodologies or analytical techniques that can be adopted in further studies.

B) Practitioners

The research would help practitioners enhance employee engagement through;

>Practical strategies that the research offers actionable insights and strategies for managers to foster a fair working environment, which can lead to higher levels of employee engagement.

>Performance improvement where they'll get an understanding of the link between justice and engagement helps practitioners implement policies that improve employee performance, satisfaction, and retention.

The research would help practitioners enhance organizational developments by;

>Culture building where it assists in cultivating a culture of fairness and transparency in the organization, which is crucial for employee morale as well as their loyalty.

>Conflict resolution where insights from the study can be used to develop better conflict resolution mechanisms and ensure fair treatment of employees, reducing workplace disputes and grievances.

The research would help with human resource practices through;

>Enlightening on policy Formulation where HR professionals can design policies and practices that emphasize fairness in recruitment, evaluation, promotion, and compensation processes.

>Enlightening on training programs where the research can inform the creation of training programs that are aimed at enhancing managerial competencies in justice and fair treatment of employees and one another.

c) Policymakers

The research would help with policy formulation through;

>Creating regulatory frameworks where the said policymakers can use the findings to craft regulations that promote fair treatment in the workplace, protecting employees' rights and well-being.

>Creating incentive structures where the insights from the research can guide the development of incentive structures that reward organizations for implementing just practices.

The research would help with public sector improvement through;

>Informing government agencies that the study can inform policies in public sector organizations to enhance employee engagement, leading to more effective and efficient public service delivery.

>Legislation support where the research provides empirical backing for existing and new legislation aimed at ensuring fair treatment in workplaces.

The research would help in socioeconomic impact through;

>Encouraging workplace well-being where the policies influenced by this research can contribute to broader societal goals, such as improving overall employee well-being and job satisfaction across industries.

>Encouraging economic growth by promoting engagement and productivity, fair organizational practices can have a positive ripple effect on national economic growth and competitiveness.

1.12 Definition of Variables

1.12.1 Organisational Justice

The concept of organisational justice was developed based on the social exchange theories. It refers to the perceived fairness in regard to various decisions and relationships that take place in the organisational life (Kılıc, Bostan, & Grabowski, 2015). The employees evaluated whether there was fairness in the procedures used to make decisions, the fairness of the decisions made and the relationship quality between the various parties that make decisions towards the employees. A reciprocal reaction either in short term or long term mainly demonstrated through behaviours is expected given the employees evaluations of whether there has been organisational justice or not. Over the time, three key dimensions of organisational justice namely procedural, distributive, and interactional were developed.

1.12.2 Procedural Justice

This dimension of organisational justice assesses the fairness in procedures used in making the various decisions in the organisation (Leventhal, 1976). Of concern to employees, are mainly decisions regarding rewards and penalties. In the organisation, there are decisions made on daily occasion such as allocating resources such as rewards in such terms as pay, allowances, promotions, staff development opportunities among others. Other decisions relate to penalties and other human resource interventions such

as transfers, role reviews among others. Employees are said to be sensitive of the fairness in procedures and whether the standards employed have been consistent (Colquitt, 2012).

1.12.3 Distributive Justice

This form of justice assesses the fairness in allocation of resources in the organisation. There are various resources both tangible and intangible that individuals, groups and department. These resources included pay, allowances, promotions, and staff development programmes among others (Colquitt, 2012). It was expected that individual employees will weigh their rewards against colleagues at work and also other employees in other organisation to assess both internal and external equity. A perceived fairness is expected to attract positive response as opposed to felt injustice in terms of resource allocation.

A six-point criterion of assessing procedural justice was advanced. This includes consistence application of procedures towards all organisational parties, the procedures being free from bias, and collection of accurate information that was used for decision making.

1.12.4 Interactional Justice

This form of justice identifies with the impression of decency as far as whether they are being dealt with reasonably when the choices are being executed and in normal working relationship (Rupp, 2011). Employees expect to receive information either regarding their performance, their role and many other issues. They also expect that the said information is packaged in a way that demonstrates fairness, takes into consideration the impact of social, emotional and psychological impact. Thus, while the managers passed the same information to different categories of people, the way they do it matters to the employees. Again, a felt fairness was expected to attract positive response.

1:12:5 Employee Engagement

Employee engagement is a human_resources (HR) concept that describes the level of enthusiasm and dedication a worker feels toward their job. Engaged employees care

about their work and about the performance of the company, and feel that their efforts make a difference. An engaged employee is in it for more than a paycheck and may consider their well-being linked to their performance, and thus instrumental to their company's success.

Employee engagement can be critical to a company's success, given its clear links to job satisfaction and employee morale. Communication is a critical part of creating and maintaining employee engagement. Engaged employees are more likely to be productive and higher performing. They also often display a greater commitment to a company's values and goals.

Employers can encourage employee engagement in many ways, including communicating expectations clearly, offering rewards and promotions for excellent work, keeping employees informed about the company's performance, and providing regular feedback. Other strategies include making efforts to make employees feel valued and respected, and feeling that their ideas are being heard and understood. Engaged employees believe that their work is meaningful, believe that they are appreciated and backed by their supervisors and that they have been entrusted with the success of their company.

Conclusively in this regard, the research on the contribution of organizational justice to employee engagement is vital for advancing academic knowledge, providing practical solutions for organizational leaders, and informing policymakers. Its comprehensive insights can drive positive changes in workplace dynamics, ultimately benefiting employees, organizations, and society as a whole/altogether.

Therefore, chapter one mainly covers the introduction, background, purpose, statement of the problem, conceptual framework and significance of the research topic and as thoroughly explained in the concludes chapter.

CHAPTER TWO : LITERATURE REVIEW

2:1 Introduction

This chapter presents literature review and arguments that arise from the various scholarly works accessed. In particular, the chapter provides theoretical review, conceptual review and actual empirical review. Finally, the chapter provides a summary of the literature review.

2:2 Theoretical Review

Equity theory suggests that overpaid workers avoid any inequity reduction techniques that result in (a) negative consequences to self-esteem or physical okayness, (b) failure to evaluate a good job outcome such as employee engagement even rewards in form of finances. When employees are not satisfied with their job they react negatively within the company and towards fellow worker hence being reflected in their engagement. This is consistent with what Adams has predicted where workers who feel they're pay is unfair thereafter underpaid employees may respond by raising their outcomes like job dissatisfaction or even poor performance leading to low productivity at the places of work.

Researches on organizational justice have repeatedly demonstrated the significant effect on individual employee commitment, satisfaction, and attitudes caused by fair treatment at the places of work. Organizational justice has three types that are: distributive, procedural, and interactional justice. Distributive justice mainly deals with the perception of employees on the fairness about the company allocations of resources and the outcomes from the allocation of the said resources. Staffs in one organization compare their outcomes with their colleagues within and outside their company for example things like pay, promotion, and access to resources and inputs. Organizational identity, and involvement enhance when people have a positive impression of the company whenever it comes to allocation of resources and their respective outcomes. Meanwhile, procedural justice deals with the perceived fairness about the process utilized to determine the organizational outcomes derived from the perceived equity of organizational policies and procedures. This comprises the processes utilized in determining outcomes; voice and process control perspectives. Interactional justice is concerned with workers'

perception about the fairness of interpersonal views about the fairness of the interpersonal treatment received while implementation. It deals with the way individuals were treated when decisions are made, perceived level of individual feeling if they were being treated fairly with dignity, respect, and provision of explanation on the decision made.

Therefore, a number of theories were over time been created to explain employees behaviour in organisation. Social exchange theories are one of the categories of the theories that attempt to explain how and why the employees exhibit varied behaviour at work (Adam, 1963). The theories are based on the premise that employees are sensitive of what happens around them in regard to the behaviour of the organisation/ employer towards them. It is in reciprocity of the behaviour and treatment that the organisation has had towards the employees that given behaviours are exhibited.

In regard to the behaviour and the treatment demonstrated by the employer or the organisation, it is necessary to note that the people who own the company will usually employ managers and supervisors as their agents (Butler, 2012). They also develop policies and standards such as rewards, code of conduct among others which have either a direct or indirect impact on the work environment. As such when the employees feel that their organisation has treated them well, they are most likely to respond positively.

Employee engagement has become a huge point in companies that seek to attain sustainable growth (Rasool et al., 2021), customer satisfaction (Salanova et al., 2005), and profits at the end of the day (Xanthopoulou et al., 2009) enabling the company to increase their competitive advantage (Macey et al., 2011; Swarnalatha Prasanna, 2013). The competition companies face today has made engagement a crucial element for present organizations as an individual-organization relationship (Schaufeli, 2013). Take an example of the individual-organization relationship of employees' perception of organizational justice influenced the engagement of workers (Saks, 2006). Considering all these facts, it is essential to study the factors that contribute to employee engagement also the mechanisms through which employees engage in their roles at work places and company.

Some of organizational justice include: firstly, distributive justice can be defined as the perception of employees about the fair or unfair distribution of benefits (R. G. Folger - Cropanzano, 1998). It is the distribution of responsibilities, rights, and benefits considering the skills and contributions of employees. Second, procedural justice is referred to as employees' perception of fair procedures or methods for decision making (R. Folger - Greenberg, 1985). Third, interactional justice is defined as a type of justice where employees are concerned with interpersonal dealings received from others and key organizational sanctions (Colquitt et al., 2005). Initially, Greenberg (1990) proposed a two-factor model including distributive justice and procedural justice. Later on, a three-factor model was proposed by Bies and Moag (1986) by dividing procedural justice into two types (i.e., procedural and interactional) along with distributive justice.

Organizational justice research is vast, and it is "guided by the concept that employees who perceive they are fairly treated will be naturally inclined towards the entire organisation and interact in prosocial behavior on its behalf" (Barling & Phillips, 1993). Existing research indicates that, organizational justice is effectively related with the quality of social exchange between employees and companies (Bhatnagar and Biswas, 2010), which is a factor in organizational justice affecting it and reflected in outcomes (Biswas et al., 2013). As a result, when employees believe there is a high level of justice in their organisation, they are more likely to feel compelled to be equitable in how they accomplish their roles by providing more of themselves through affective and normative commitment (Cropanzano & Mitchell, 2005). Low fairness perceptions, on the other hand, seem to be likely to trigger staff members to pull back and disconnect from their job role (Biswas et al., 2013). Furthermore, procedural, distributive, and interactional justice perceptions may be viewed as resources that can aid in increasing employee engagement due to their functional role in goal achievement.

Interactional justice refers to fairness in interpersonal treatment, including the dignity and respect that one receives when their performance is evaluated, resources and rewards are distributed, tasks are assigned, information is provided, and social support are provided. (Yean & Yusof, 2016) The idea that workers who feel they are treated fairly will have a positive opinion of the organisation and act based on its behalf has

served as the foundation for a vast body of research on organizational justice (Barling & Phillips, 1993).

The relationship between workers and their the fulfilment of mutual obligations within organizations and that these responsibilities may cause an impression of organizational justice. Supporting them and failing to do so may result in perceptions misidentification by organizations (Blau, 1964).

Tessema (2014) found that perceptions of organizational justice had a positive impact on employees' level of engagement in a research on bank employees performed in Ethiopia. It was further stated that higher levels of employee engagement are the result of employees feeling more obligated to act fairly in the course of their work when they perceive fairness within the organisation. When workers encounter interactional justice, they believe that their interactions with managers and coworkers are fair and just. When you are treated with the appropriate respect and dignity by colleagues and supervisors, you will be more likely to follow their guidelines or collaborate with the coworkers to accomplish your organisational goals, becoming more involved in the work that you are assigned to do.

Distributive justice and procedural justice had favourable correlations with employee engagement in a 2013 online survey by (Strom et al., 2013). This shows that employees are more likely to become engaged in the work they do for the organisation when they believe that rewards and punishments are given in a fair and just manner.

In their study of Indian managers, Biswas et al., (2013) discovered a positive correlation between employee engagement and distributive and procedural justice. This shows that employees are more likely to become engaged in their work in an organisation when they believe that rewards and punishments are given in a fair and just manner.

2:3 Distributive Justice and Employee Engagement.

This aspect of justice is concerned with the perceptions that people have regarding a sense of justice and a conviction in an impartial system for allocating and distributing rewards at work. The term "procedural justice" refers to the procedures, mechanisms, and methods used to determine and disperse rewards in the workplace. Employees are

much more likely to start believing that the organization's leaders operate on a meritocratic and objective basis if such procedures are perceived as tone and consistent, giving a sense of development and betterment (Colquitt et al., 2005; Niehoff & Moormann, 1993).

Research on distributive justice theory has been heavily influenced by Adams' (1965) Equity Theory. The author held that employees determine fairness by comparing their input/outcome ratio to coworkers' ratio. In this ratio, inputs can be one's efforts towards the job, education, training, experience, personal appearance, social status, skills, and the like. Some examples of outcomes are pay, fringe benefits, interstice rewards, status, and job status. As a result of input/outcome ratio comparisons, employees may put more or less effort, and change their involvement in organizations (Adams, 1965). Hence, it is crucial for organizations to be consistent and predictable when distributing rewards (Saks, 2006).

Kassing and McDowell (2008) stated that increase in perception of fairness are expected to result in positive organizational outcomes. Additionally, Haar and Spell's (2009) research on 184 employees in New Zealand revealed that distributive justice is related with employee job satisfaction, engagement and turnover intentions. Heyns and Rothmann (2018) got to know that external forces, like interpersonal and intergroup affect the engagement of employees at their places if work. Because distributive justice is related to outcome fairness in the organization, it is one of the organizational factors affecting the engagement of employees. Justice is a significant organizational factor that brings about employees' commitment to the relationship, leading them to engage in response which is in certain aspects of work engagement, like dedication or involvement in work (Lyu, 2016).

2:4 Interactional justice and Employee engagement.

Interactional justice was presented as a measurement of equity progressed by Bies and associates who noticed that individuals judge reasonableness of the relational treatment employees receive.

In an organization where justice is well understood, fair and ethical practices and procedures are dominated and encouraged within the organization (Iskan, & Naktiyok, 2004). In such an organization, individuals recognize whether they are being treated fairly and end up developing an attitude towards the company accordingly (Greenberg, 1990). In organizational settings, justice is usually treated as (a) the fairness of output distribution and (b) fairness during procedures used for determining the output distribution. Distributive justice is based on Adams' (1965) equity theory (Choi, et al., 2013; Mao, et al., 2016) and concerns the perceived justice for the allocation of resources by the company and the distribution of outcomes (Ribeiro, & Semedo, 2014). Procedural justice is the fairness of the processes related to the outputs, i.e, the extent to which employees perceive the rules and procedures in this process (Dahanayake, et al., 2018). Therefore, while distributional justice is justice perception related to output, procedural justice mainly informs the processes of distributing outputs and not outputs. In companies, there is a third type of justice for the level of fairness of inter-individual relations and behaviors as well as the output distribution and the process of output distribution. This type of justice is known as "interactional justice". Interactional justice, in its focus on whether people in the decision-making position are fair in their behavior (Bies, & Moag, 1986; He, et al., 2017), is concerned with how one behaves among or with others. Interactional justice is an extension of procedural justice and focuses on the human orientation of organizational practices, like the way the management is behaving toward the recipient of justice (Cohen-Charash, & Spector, 2001). Interactional justice, therefore, focuses on the interpersonal aspects of organizational practices, in particular, on the interpersonal behavior and communication of managers to employees (Ribeiro, & Semedo, 2014). Interactional justice arises in two ways, namely, informational and interpersonal justices (Cropanzano et al., 2007; Colquitt, et al., 2001; Fujimoto, & Azmat, 2014; Collins, & Mossholder, 2017). While interpersonal justice requires that decision-makers are sensitive to their subordinates and respectful of their interaction with them, informational justice is the behavior of decision-makers to inform employees about processes and decisions. Therefore, giving employees the necessary information about

organizational processes and decisions, and being polite and respectful in interacting with employees leads to the expectation to ensure the perception of interactional justice. Interactional justice comes into play when the behavior of the supervisor is evaluated fairly by the employees during the interaction with various individuals within the company (Gurbuz, & Mert, 2009).

Employees seek justice when communicating with their managers and superiors during Interactional justice, based on peer-to-peer relationships, is the perception of justice among employees that is concerned with informing employees of the subjects of organizational decisions, as well as about attitudes and behaviors to which employees are exposed to during the application of organizational decisions (Cohen-Charash and Spector, 2001). In other words, it expresses the quality of attitude and behaviours to which employees are exposed during the practice of (distributive and procedural) operations by managers (Greenberg, 1993). It is stated that interactional justice is composed of two sub-dimensions, interpersonal justice and informational justice (Cropanzano et al., 2007). Interpersonal justice mainly looks at the importance of kindness, respect and esteem in interpersonal relations, mostly in the relationships between employees and leadership. Informational justice, though, is about informing and effectively communicating with employees in matters of organizational decision making. According to Cojuharenco and Patient (2013), employees focus on job results when they consider justice in the workplace, and they are likely to focus on the methods of communication and in return having positive relations within the organization when they consider injustice and work upon it.

If the interactions of managers or manager representatives with employees occur in a just way, employees will respond with higher job performance (Cropanzano et al., 2007). Interactional justice can lead to strong interpersonal interactions and communication over time (Cropanzano et al., 2007). According to social exchange theory, the positive or negative effect of employee administration relationships on job performance stems from interactional justice (Cohen-Charash and Spector, 2001). According to this theory, if employees are satisfied with their relationships with the administration, apart from their formalized roles, they will volunteer to acquire

additional roles, which will increase their contextual performance. Some scholars, who argue that it is expensive and time-consuming to motivate employees with financial incentives alone, highlight interactional justice as another way to increase employee productivity (Cropanzano et al., 2002; Rupp and Cropanzano, 2002; Cropanzano et al., 2007). According to Lind and Tyler (1988), employees have concerns about their relationships with management on the basis of interactional justice.

2:5 Procedural Justice and Employee Engagement.

Procedural justice refers to employees' conceptions regarding the fairness of the formal procedures used to distribute rewards and benefits at work (Thibaut & Walker, 1975). Accordingly, fairness of managerial policies and practices, especially HR practices, form the informational source of employees' perceptions of procedural justice (Kuvaas, 2008), which shapes their cognizance of the various organizational, group, or individual outcomes (Bowen & Ostroff, 2004; Brockner, 2002). Employees who feel that their organizational decision-making and other related processes are impartial and nondiscriminatory will be motivated to comply with organizational requests and requirements (Bies, 2005).

Procedural justice predicts various employee attitudes including, task performance, compliance with rules within the company, cooperation with activities, and being indifferent to authority (Colquitt, 2001; Colquitt, Greenberg, & Scott, 2005). As noted earlier, employees' opinions regarding the fairness of decision making as well as the processes by which they are made makes them to believe that the organization truly and really cares for them to be confident enough that the company is concerned about their welfare (Moorman, Blakely, & Niehoff, 1998). Studies (e.g. Moorman & Byrne, 2005) have also suggested a link between procedural justice and various employee level outcomes like organizational citizenship behaviour, organizational commitment, and organizational identification because employees understand organizational activities favorably towards them when they observe fairness in processes and practices that are within the company hence enabling them to act a a certain way towards the company (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). When employees view decision-making procedures to be accurate, consistent, unbiased, and correct, they get to understand organizational

systems as following processes that meet justice criteria (Colquitt, Scott, Judge, & Shaw, 2006). Even while explaining unfair or inconsistent justice procedures, organizations which allow employees to voice their dissatisfaction and propose suggestions regarding it ultimately led to stronger bonding between individuals and organizations (Colquitt & Chertkoff, 2002). This is because, according to fairness theory and the relational model of justice, fairness in the process of mitigating allocation of outcomes conveys the message that employees are valuable to the organization. This boosts their self-esteem and self-worth and assures them that they are being given due attention in return for their services (Colquitt & Chertkoff, 2002). Thus, procedural justice enhances perceptions of mutual obligations between employer and employees as it strengthens idiosyncratic beliefs arising out of cognitive appraisals of circumstances (Rousseau, 1995).

Additionally, organizational support theory (OST) suggests that employees sometimes get humanlike attributes to their organizations and actions taken by company agents like managers are seen as the companies' intentions (Aselage & Eisenberger, 2003; Rhoades & Eisenberger, 2002). In keeping with OST, employees see organizational activities like HR practices as indicative of the organization's commitment towards them (Settoon, Bennett, & Liden, 1996).

2:6 Summary of literature review

In conclusion of chapter two, a critical analysis of the literature on organisation justice and employee engagement presents an idea that it is important in examining the relationship between two variables. However, one of the relationships is less in terms of procedural, distributive and interaction, then companies/organizations have a challenge in achieving the goals that are set towards the targeted performance. Academic investigation in this field can help other companies in Uganda to promote employee engagement.

The literature above indicates an existing connection between organisation justice and employee engagement. The discussion on the variables under examination that is organisation justice and employee engagement and the study's objective being based on, indicates procedural justice, distributive justice and interactional justice.

According to the specific objectives of the study, there is a significant relationship between variables although this could not be treated true without carrying out a field study incorporating procedural, distributive and interactional as dimensions of organisational justice in relation to employee engagement.

CHAPTER THREE: METHODOLOGY

3:1 Introduction.

This chapter mainly consists of the methodology that was used while conducting this study. Particularly, it presents the research design, target study population, sample size and techniques, data collection methods, data collection instruments, research validity, research reliability, data collection procedures, data management analysis and finally ethical considerations.

3:2 Research Design.

This study adopted a cross sectional design. This design was appropriate in testing the relationship between variables that have been advanced as the cause and effect, in this case, the relationship between organisational justice and Employee engagement. Accordingly, the study has research objective that can only be tested using correlations. In particular, the study seeks to examine the relationship between organisational justice and Employee engagement. The study was also Cross sectional in nature, which entailed collecting data once without repetition. The choice of this designed was

informed by the convenience it gives to the study especially in terms of the time expected to have the results ready. Ghauri et al (1995) as distinguished in Elin and Leon (2010), states that there are two kinds of research draws near; the qualitative and quantitative.

Bryman & Bell (2007), expressed that quantitative approach is objective and systematic means of collecting data that is analyzed statistically, deemed appropriate and was thus adopted in this research. The approach allows generalization of the results to the entire population given its key strengths of being able to accommodate the collection of data from a large sample size and also separating the researcher from the research instrument which minimizes bias.

Therefore, mainly quantitative type of research was used in the collection of data from the field concerning organization justice and Employee engagement.

3:3 Study Population.

The number of people that participated in the study were 60 people from the organization 7 Star cleaning services company. The participants in this quantitative method were casual staff, their supervisor and the manager, which was informative based on their positions in the organization bringing forth insightful responses and results.

3:4 Sampling Technique.

The respondents that participated in this investigation were chosen utilizing a simple random sampling technique and purposive sampling. Random sampling which involves each member in a given population an equal opportunity was employed for staff who participated in the quantitative study. The choice of the technique was based on the need to obtain more objective results that can be generalised. On the other hand, since there was a need to obtain information through interviews/interview guides, I was meant to observe the behaviour of the staff during the purposive technique that was used to select this category of respondents. This is an appropriate technique employed to select a given number of respondents who possess the special kind of information sought (Babbie, 2014)

3:5 Data Collection Methods

Quantitative techniques were used during the collection of information from participants for the needed results in this particular study. The questionnaires that were used for collection of quantitative data were given to them. Interviews/interview guides were utilized to gather subjective data and these were for the illiterates in the company and this was mainly for the casual workers who couldn't read or write. The choice of a mixed method was guided by the fact that the method obtains a rich and comprehensive data that can yield generalizable results which was the aim of this study (Collis & Hussey, 2013) which is very important for the study.

3:5:1 Questionnaire.

This technique was utilized to gather information or data from casual and management staff who were given out questionnaires to fill regarding the study. This method was used because the target group have the largest number of people and has advantages of high complete responses over other data collection methods as noted by (Babbie, 2014). It also helped get first-hand information, accurate data as well as helped reduce on the cost and time on both sides of the respondents and the me (the researcher).

3:5:2 Interview

This method was used while interviewing the management. This is because they are the people who have detailed information, and are well conversant with the policies, procedures and laws governing the organization. The interview was semi-structured, which included issues of organisation Justice and employee engagement in 7 Star cleaning services company, Mukono, Uganda. The method was employed since it provides a deep account of information held by the respondents on the issues being investigated (Saunders et al., 2013).

3.6 Data collection Instruments

The instruments utilized were Questionnaire overview and interview guide so as to get exact information necessary for this investigation. These instruments helped in obtaining first -hand data which empowered the researcher to gather precise information that was utilized to aggregate a last report.

3:6:1 Questionnaire Survey

This instrument contained closed ended questions in form of a five star scale. The questionnaire for data collection also contained statements that respondents were required to indicate the degree to which they agree with the statement anchoring their answers on a 5-point star scale such that ;1= Strongly disagree and 5 = Strongly Agree. The instrument was chosen because it provides quick response from large number of respondents.

3:6:2 Interview Guide

Semi-structured interview guide were employed and distributed to the top management level for obviously information purposes. The interview guides were helpful while acquiring more detailed information about procedural Justice, Distributive Justice, Interactional justice and employee engagement among staff members in the 7 Star cleaning services company, Mukono. This instrument also allowed room for clarification, give information that could not be raised out from some staff members.

3.7 Validity.

Firstly, validity is the degree of accuracy achieved by a research instrument in testing the variables that are intended to be examined. To throw more light on it, a valid tool is one that actually measures what it set out to measure. In this case, a valid instrument is one that can ably measures organisational justice and voice behaviour. To ensure this is achieved, the instruments used in this study were mainly adopted from the previous scholarly works, carry a pre-test and also incorporated the supervisors' comments.

3:8 Reliability

Reliability refers to the consistency and the strength of the test outcomes and a reliable tool is one that allows a gathering of respondents reaction to a similar survey ordinarily with consistency when the conditions are almost the same.

3:9 Data Collection Procedure

Upon the successful proposal, an introductory letter was requested for from Uganda Christian University which really helped in gaining access to the targeted 7 Star cleaning services company, Mukono especially management to allow in the engagement of employees

in the participating in the research study, since it provided a justification that the study is solely for academic purposes.

3:10 Data Analysis and management.

3:11 Ethical Considerations.

Throughout this study, the advanced ethical principles (Shamoo & Resnik, 2009) were followed. Such principles include, seeking official permission to access the company that form the target of this study and the targeted respondents. This entailed providing information about the researcher and the aim of the research which is specifically an academic work. It also included recruiting the targeted participants on voluntary basis. This also involved maintaining the anonymity of the respondents and as such, no disclosure was made that can reveal the identity of the respondents who participated in the research.

Additionally, confidentiality was strictly emphasised, the researcher protected participant's confidentiality, this included not revealing information and participants names when attached. The researcher was sensitive to human dignity and well-meaning in his intentions. Furthermore, any material that was accessed in the course of the research was respected.

CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS.

4.1 Introduction

This chapter four presents the response rate, study findings and interpretation of findings on organisational justice and employee engagement.

4.2 Response Rate

Table 4.1 presents the study response rate amongst employees and out of the 75 questionnaires that were sent out, only 60 were able to respond giving a rate of 80%.

Table 1: Response Rate of the Respondents

Category of respondent	Respondent covered	Response rate (%)
Top Management	15	25
Casual Staff	45	75
Total	60	100

Source: Field Data (2024).

From Table 4.1, the results show a good response rate of 80% from the study respondents. It should be noted that not all the targeted respondents from the sample size actually responded due to a few reasons here and there. For example, some of the top management members were not around then because they were working far away from the location in Mukono district and they also were not in their offices in Mukono district. Also, there were some casual staff members who did not return the questionnaires that were handed to them.

Despite the above issues, Amin (2005) argue that a response rate of 70% and above is representative for a study sample. This therefore indicates that the response rate of 80% is good enough to generate valid findings and conclusions for the research.

4.3 Background Characteristics of the Respondents

This area introduces the foundation attributes of the top managers and casual staff members that participated in the study.

4.3.1 Age of respondents

Age group was one of the variables that the study analysed. The intention of this was to find out whether the sample was fairly selected from the population. The elicited response is appeared in Table 4.2.

Table 4.2 presents the percentage distribution of respondents by age group.

Table 2: Percentage Distribution of Respondents by Age Group

Age Group	Respondent covered	Percentage (%)
20-29 Years	17	28.5
30-39 Years	28	46.6
40-49 Years	10	16.6
50-60 Years	5	8.3
Total	60	100.0

Source: Field Data (2024).

The findings show that most of the study respondents were in the age range of 30-39 years (46.6%) followed by those within the ages 20-29 years (28.5%) and 40-49 years (16%) respectively. The fewest of respondents were in the age range of 50-60 years (8.3%) as illustrated in Table 4.2. This indicates that all respondents were adult enough to participate in the research and therefore were able to give out the required data.

4.3.2 Gender of response

Gender was one of the variables that the study analysed. The intention of this was to find out whether the sample was fairly selected from the population. The elicited response is appeared in Figure 4.1

Figure 4.1 presents the percentage distribution of respondents.



Figure 2: Percentage Distribution of Respondents by Age Group

Figure 4.1 show that most of the respondents were males (53.5%, 33 out of 60). On the other hand, 46.5% of the respondents that participated in the study were females (27 out of 60) which is quite a large proportion. This shows that employees are given equal employment opportunities in line with the legal policies of ensuring gender equality in all sectors of the economy.

4.3.3 Marital Status response

Marital Status was one of the variables that the study analysed. The intention of this was to find out whether the sample was fairly selected from the population. The elicited response is shown in Table 4.3

Table 3: Marital Status of the Respondents

Marital Status of Respondents	Respondent covered	Percentage (%)
Single	40	66.6
Married	11	18.3
Widow	6	10.1
Widower	3	5

Total	60	100.0
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Source: Field Data (2024).

The results in Table 4.3 show that majority of the respondents were single (many of them are single parents and a few of them are divorced) making 66.6% in regard to the marital population in the study. On the other hand, 18.3% of the respondents were married, while 15.1% had lost their spouses. The results therefore show that the study was dominated by single respondents meaning that majority of the respondents were mainly young adults with logical thinking hence answering or participating in the research. This means that good quality data was collected from the said respondents.

4.4 Descriptive statistics

4.4.1: Procedural Justice

Table 4.4 presents the descriptive statistics on the opinions of respondents on procedural justice.

Table 4: Procedural Justice

	SD %	D %	NA %	A %	SA %	mean	std
Opinion on Procedural Justice (n=60)							
I have a voice in decisions that affect me.	8.7	4.8	15.4	23.1	48.0	2.83	1.23
The procedures used to make decisions in this organization are fair.	16.3	11.5	8.5	32.4	31.3	3.24	1.14
I believe that decision-making processes are consistent and impartial.	12.6	8.1	16.2	25.3	37.8	3.43	1.35
I have opportunities to appeal decisions.	10.4	9.7	28.3	41.3	10.3	2.93	1.29
Information about decisions is communicated clearly and honestly.	5.0	6.0	13.3	32.4	43.3	3.51	1.25

Source: Field Data (2024)

The study revealed that very few of the respondents (8.7%) disagreed that they had a voice in decisions that affected them, and this included 4.8% who strongly disagreed. Of special mention is 15.4% who were uncertain; this indicates the lack of clarity on their perceived level of influence. On the other hand, 23.1% constituted a strong majority that agreed, and several more than two times this percentage (48.0%) strongly agreed that they had a voice in decisions that affected them. The mean response (2.83) and standard deviation (1.23) confirmed this more; therefore, empowerment was pretty much felt among respondents. In general, the study indicated that a large number of respondents felt their voices were heard and valued in decision-making processes which impacted them.

In the study, a minority of the respondents (16.3%) disagreed that the procedures used to make decisions in the organization were fair. Only 11.5% strongly disagreed. Only 8.5% were uncertain with it, while this signified doubt about the fairness of decision-making processes. On the contrary, a significant majority (32.4%) agreed that the procedures were fair. They mean most of them (31.3%) strongly believed that the procedures were fair. The mean response (3.24) and standard deviation (1.14) further supported this notion: there was a general perception that decision-making processes' fairness was good. Overall, therefore, most respondents from the study believed that their organization's decision-making procedures were fair and transparent. It implied a positive organizational culture because such a perceived majority of fairness can be confidence-and trust-building in leadership and decision-making processes.

In the study, a minority of the respondents (16.3%) disagreed that the procedures used to make decisions in the organization were fair. Only 11.5% strongly disagreed. Only 8.5% were uncertain with it, while this signified doubt about the fairness of decision-making processes. On the contrary, a significant majority (32.4%) agreed that the procedures were fair. They mean most of them (31.3%) strongly believed that the procedures were fair. The mean response (3.24) and standard deviation (1.14) further

supported this notion: there was a general perception that decision-making processes' fairness was good. Overall, therefore, most respondents from the study believed that their organization's decision-making procedures were fair and transparent. It implied a positive organizational culture because such a perceived majority of fairness can be confidence-and trust-building in leadership and decision-making processes.

A small proportion of respondents (10.4%) did not agree that they had opportunities to appeal decisions, and 9.7% strongly disagreed. On the other hand, 28.3% were unsure, showing some level of ambiguity in redressal mechanisms. In contrast, a large proportion (41.3%) agreed, and 10.3% strongly agreed, that they had opportunities to appeal decisions. The mean response (2.93) and standard deviation (1.29 further) confirmed this general perception regarding the availability of appeal processes. On the whole, a large proportion of respondents felt that they had a voice in appealing decisions; this may be taken as an optimistic sign within the organization. Such strong common perceptions about access to redressed mechanisms may build an atmosphere of fairness, transparency, and accountability in decision-making processes by top leaderships; since if one feels aggrieved by some decision at whatever level in the hierarchy would easily follow channels put up for them unless information isn't clear as evidenced by the quite high percentage who are uncertain about these processes or probably it could be due to awareness creation on these avenues being low.

It was found that a small minority of respondents (5.0%) disagreed with the statement that information about decisions was communicated clearly and honestly, while 6.0% strongly disagreed. Of special mention is 13.3% who were unsure; this shows some doubt in the clarity and honesty of decision communication. In contrast, a strong majority (32.4%) agreed, and 43.3% strongly agreed, that information about decisions was communicated clearly and honestly. This was further supported by the mean response (3.51) and standard deviation (1.25, which showed a general perception of transparent and honest decision communication). Overall, this indicated that most respondents felt well-informed and trusted organizational decision communication; thus, it suggested a positive organizational culture. Such an overall perceived clear and honest

communication can go a long way in building trust, credibility, as well as assurance in leadership and decision-making processes

The efforts likely being made by the organization to communicate its decisions effectively can be instrumental in developing such a positive but informed work environment.

4.4.2 Distributive Justice

The descriptive statistics on the opinions of respondents on distributive justice is presented in Table 4.5.

Table 5: Distributive Justice

Statement	SD %	D %	NA %	A %	SA %	mean	std
I believe the rewards I receive are fair compared to my contributions.	3.9	14.3	5.5	40.9	35.4	3.83	1.14
My workload is fairly distributed compared to other employees.	32	27	6	18	17	2.63	1.43
The pay I receive is equitable considering my job responsibilities.	50	25	5	11	9	2.29	1.51
The allocation of resources in this organization is fair.	23	18	8	35	16	3.14	1.31
I feel that the benefits I receive are fair compared to other employees.	45	19	3	20	13	2.83	1.39

Source: Field Data (2024)

The study revealed that a small minority of the respondents (3.9%) disagreed about believing the rewards they received to be fair in comparison to their contributions, while 14.3% strongly disagreed. Of special mention is the fact that 5.5% were unsure; this indicated some doubt with the fairness of rewards. This was in sharp contrast to a significant majority (40.9%) who agreed, and 35.4% who strongly agreed, that they believed the rewards they received were fair as compared to their contributions. The mean response (3.83) and standard deviation (1.14) further confirmed this notion in

terms of there being general perceptions of fair rewards. On an average basis, therefore, the study implied that a large number of people felt valued and recognized for their contributions – a sign of positive organizational culture – which could work toward building motivation and satisfaction within employees: 35.4%, after all, is quite an overwhelming figure! However, going by this strong percentage disagreement, let alone the others accompanying it, one can safely make an assumption that many employees feel otherwise; maybe underappreciated or undervalued.

The studies revealed that quite a number of respondents (32%) were of the opinion that their workload was not fairly distributed with other employees, not at all comparable. The same statement was agreed on by 27%. A 6% share of respondents was, however, not sure about the fairness of the distribution; this minority share agreed (18%), and strongly agreed levels were matched with 17% that their workload was fairly distributed. This was further supported by both the mean response (2.63) and standard deviation (1.43, tending to agree with general perception in case studies) over unfair distribution of workload. Overall, from more than half to up to two-thirds or so felt overworked or unfairly burdened compared to peers—clearly negative organizational culture in this respect in most cases.

The study revealed that quite a proportion of the respondents (32%) disagreed on their workload being equally distributed with those of other employees, while 27% disagreed strongly. Just to note, 6% were of the opinion that it is uncertain, showing some doubt in fairness of the workload. Surprisingly enough, minority (18%) agreed, and (17%) minority strongly agreed on their workload being fairly distributed. The mean response (2.63) and standard deviation (1.43 supported this further), showing that generally, there is an unfair distribution of workload perception. Overall, the study suggested that over half the respondents felt overworked or unfairly burdened compared to their peers; this infers negative organizational culture for an organization. This majority perception of unfair distribution can indeed lead to burnouts because very few people would agree that a strong majority (50%) had equitable pay taking into consideration their job responsibilities—while 25% strongly disagreed. Just to note, 5% were of the opinion that it is uncertain... Conversely, only a minority (11%) thought that their pay

was fair, with another 9% who strongly believed so. This was confirmed by the mean response (2.29) and standard deviation (1.51, reemphasizing it further to be reflective of generally inequitable pay) in the perception of inequitable pay as a whole. On the contrary, more than half felt either underpaid or that their efforts were not well recognized concerning job responsibilities—depicting negative organizational culture. Such a majority perception of inequitable pay can result in job dissatisfaction, demotivation, and turnover; thus, the organization has to explore and address potential pay disparities to enhance an equitable and motivating work environment. An enormous gap between expected and actual payment for work done has drastic implications on engagement and retention of employees; this underscores the need for looking into its compensation structure.

The study revealed that quite a minority of the respondents (23%) did not agree that resource allocation in the organization was fair. Eighteen percent strongly disagreed. It is worthy of note that 8% were of the opinion that they were uncertain; this confirms some doubt about resource allocation fairness. Contrariwise, a plurality (35%) agreed, and 16% strongly agreed, that the allocation of resources was fair. This was further confirmed by a mean response (3.14) and standard deviation (1.31, which reflected general perception regarding the allocation of resources. Overall, the study suggested most respondents thought their organization's resource allocation was fair; this would be read as positive organizational culture. Such a perception can forge trust, cooperation, and productivity within employees. Nonetheless, the very important percentage disagreement and strong disagreement may imply some employees feel resources are not optimally allocated; therefore, an implication for an organizational review and communication need on its resource allocation processes.

In the study, it was revealed that the greatest proportion of respondents (45%) disagreed that what they felt were the benefits due to them were fair in comparison with other employees. Nineteen percent strongly disagreed. It is important to note that 3% were unsure, indicating some doubt about benefit fairness. Only a minority (20%) agreed, and only 13% did so strongly, that their benefits were fair. This was further supported by the mean response (2.83) and standard deviation (1.39, with a mode of

1), which indicated a generally perceived unfair distribution of benefits. On the whole, the study suggested that most of the respondents felt their benefits were not equitable vis-a-vis their peers within the organization; this implies a negative organizational culture. A perception widely held would result in dissatisfying, demotivating, and eventually high turnover among employees because there are unfair benefits. It is up to the organization to probe into, and act upon the possibility of benefit inequities for a more fair and motivating place of work. Imbalance between the benefits that are expected and what is received could have very adverse effects on employee engagement and retention, underscoring the need for a complete scrutiny of an organization's benefit structure.

4.4.3: Interactional Justice

Table 4.6 presents the descriptive statistics on the opinions of respondents on interactional justice in 7 Star cleaning services company, Mukono district.

Table 6: Interactional Justice

Statement	SD %	D %	NA %	A %	SA %	Mean	std
I feel respected by my supervisors.	35.3	11.1	2.3	30.2	22.1	2.93	1.36
My opinions are valued in this organization.	26.5	7.3	9.4	31.6	25.2	3.23	1.29
I receive clear and honest explanations for decisions that affect me.	39.4	16.5	7.1	26.3	10.7	2.73	1.41
I am treated with dignity and respect by my colleagues.	25.7	17.7	5.6	39.5	11.5	3.04	1.32
I am treated with dignity and respect by my colleagues.	10.2	22.1	8.7	28.3	30.7	3.43	1.24

Source: Field Data (2024)

The study showed that a high proportion of the respondents (35.3%) disagreed that they felt respected by their supervisors. Only 2.3% were unsure, while 30.2% agreed. There was also a notable proportion of respondents (11.1%) who strongly disagreed, indicating

a very high level of dissatisfaction with supervisory respect. The rest of the respondents either strongly agreed (22.1%) or agreed (30.2%) that they felt respected by their supervisor. This perception is reflected in the mean response (2.93) and standard deviation (1.36, which is quite high), indicating general inadequacy in feeling respected by one's supervisor. In total, the study has implied that many of the respondents feel undervalued and disrespected by their supervisors; this would generally mean a negative culture within the organization. To investigate and address such potential supervisory issues, this would mean providing training on effective leadership and communication, then cultivating mutual respect and trust: this is what would lead to higher employee satisfaction, engagement, productivity.

The study found that a substantial minority of the respondents (26.5%) had disagreed that their opinions were valued in the organization, with 7.3% strongly disagreeing. This represents a significant level of dissatisfaction in valuing their opinions. The rest were either uncertain (9.4%), or agreed (31.6%), and strongly concurred (25.2%) upon their opinions being valued. This is also supported by the mean response (3.23) and standard deviation (1.29, indicating a general perception that opinions are seen to be somewhat valuable but with some room for improvement. On the whole, while some of the respondents feel that they are heard and their opinions are well-valued, there is another section that feels just the opposite, thus signifying a mixed organizational culture; to deal with this, what is needed from this end would be for the organization to initiate an open communication climate where it freely seeks employee feedback while demonstrating those voices to be seriously considered in decision-making processes—this way it could do much on fronts like employee engagement, motivation & retention.

In the study, a great majority of the respondents (39.4%) disagreed that they receive clear and honest explanations for decisions that affect them, with 16.5% expressing strong disagreement. This shows a significant degree of dissatisfaction regarding transparency and honesty in decision-making processes that affect them. The rest either were uncertain (7.1%), agreed (26.3%), or strongly agreed (10.7%) that they received clear and honest explanations. The response mean (2.73) and standard

deviation (1.41) drive this home further by showing a general perception of insufficiency as far as transparency and honesty are concerned. On the whole, the findings of this study reveal that many respondents feel left in the dark or blatantly misled about decisions which will eventually have an impact on them— pointing towards a negative organizational culture.

The study found that a large minority of respondents (25.7%) disagreed that they are treated with dignity and respect by their colleagues, with 17.7% strongly disagreeing. This represents a high level of dissatisfaction with the amount of respect and dignity demonstrated by colleagues. Moreover, 5.6% of the respondents were unsure about how they are treated. In comparison, 39.5% agreed that they are treated with dignity and respect, while 11.5% strongly so believed. The very mean response (3.04) and standard deviation (1.32) confirm this as well: There is an overall general perception of being treated respectfully but with some reservations too, hence room for more improvement perception-wise. As a whole, while many respondents feel valued and respected by their colleagues, many others do not— this was the general finding from the study in an organization-wide context. The study found that a sizable minority of respondents (25.7%) disagreed in response to being treated with dignity and respect by their colleagues, while 17.7% were strong disbelievers. There is, therefore, quite a noticeable degree of dissatisfaction with the amount of respect and dignity from colleagues. Furthermore, 5.6% of the respondents had no idea how they were being treated. In contrast, 39.5% of respondents agreed that they were treated with dignity and respect and did not have a problem with it, while 11.5% strongly agreed. This is reinforced by the mean response (3.04) and standard deviation (1.32 further indicating a general perception of being treated respectfully) but with some room for improvement as well. On the whole, indications from this research are that while many respondents feel valued and respected by their colleagues, there is also quite a significant number who do not feel this way; thus, implying a mixed organizational culture.

Findings from the study indicated that a large minority of respondents (32.3%) did not feel treated with dignity and respect by their peers: 22.1% strongly disagreed, and

10.2% disagreed. In addition, 8.7% were unsure. A significantly higher percentage (59%) felt treated with dignity and respect: 30.7% strongly agreed, and 28.3% agreed. The value of the mean response (3.43) and the standard deviation (1.24) is taken to indicate a slightly positive perception in respectful treatment. However, the noteworthy percentage of disagreement would indicate otherwise; at times it might Not all be that rosy because people are dying silently., what do you think? More specifically, this is best addressed by developing an organizational culture that promotes inclusivity for all members while respecting and empathizing with them in different work situations where one may be disrespectful without knowing why or how others perceive such behavior We can show appreciation for each other's efforts in maintaining healthy collaboration within high team morale - synergy will grow stronger over time due to trust among colleagues..

4.4.4: Employee Engagement

Table 4.7 presents the descriptive statistics on the opinions of respondents on the employee engagement.

Table 7: Employee Engagement

statements	SD	D	NA	A	SA	Mean	std
I can continue working for very long periods at a time.	26.2	47.2	14.8	9.4	2.4	2.23	1.19
At my work, I always persevere, even when things do not go well.	29.7	37.9	11.3	15.8	5.3	2.45	1.24
To me, my job is challenging.	34.7	22.1	9.8	13.3	20.1	2.63	1.38
I find the work that I do full of meaning and purpose.	22.5	45.2	20.2	6.0	10.1	2.34	1.27
I am interested in my work.	20.8	36.4	18.9	19.2	4.7	2.51	1.23
I am passionate and enthusiastic about my job.	15.6	23.9	43.2	7.1	10.2	2.83	1.42
It is difficult to detach myself from my job.	20.1	33.3	10.7	29.1	6.8	2.69	1.31

Source: Field Data (2024)

The study revealed that an overwhelming majority of the respondents (73.4%) felt not capable of continuing to work for very long periods: 47.2% strongly disagreed, and in addition, 26.2% more disagreed. Another 14.8% were unsure. In comparison, only a tiny minority (11.8%) felt that they could sustain long work periods; those who did are 9.4% in agreement, and 2.4%, in particular, strongly agreed. The low mean response (2.23) - with a standard deviation of 1.19- tends to show that endurance for prolonged work among the workers' population in this sample is generally low; hence, many might be at risk for burnout or already feeling fatigued. This can be addressed by the organization through promoting work-life balance and allowing breaks to be taken by every worker at regular intervals and providing resources related to well-being so as employees can manage themselves sustainably which would create in turn more healthy and productive workplace.

The study found that a large percentage of the respondents (67.6%) did not feel that they always persevere at work and even when challenged. In this case, 37.9% strongly disagreed, and 29.7% disagreed. An additional 14.8% were not sure whether to disagree or agree. Only a minority (21.1%) expressed feeling that they do persevere with 15.8% agreeing and 5.3% strongly agreeing. The response mean (2.45) and standard deviation (1.24) denote a general perception of limited resilience in the face of adversity. This implies difficulty for many in dealing with hindrances or unfavorable situations that might come their way in terms of productivity as well as well-being; In turn, one plausible suggestion would be for the organization to provide resources and support— related to building resilience among workers which may include training programs plus mentorship as well employee assistance initiatives. By so doing, it will help instill within employees a culture marked by perseverance coupled with grit thus enabling them to easily sail through different challenges while at the same time realizing their various objectives

The study found that quite a number of the respondents (56.8%) did not find their jobs challenging. Disagreeing was 34.7%, and 22.1% strongly disagreed, too. Moreover, 9.8% were not sure. In comparison, 33.4% of the respondents found their job challenging.

The agreement stood at 20.1% strongly agreeing and 13.3% agreeing. The mean response (2.63) and standard deviation (1.38) denote a neutrally slightly negative perception of the job challenge; this means that while some employees find their jobs to be interesting and demanding, a good number may find them to be easy or lacking in terms of stimulation-based activity. An opportunity presented for the organization would entail providing growth-enhancing factors like on-the-job training, mentorship, and sharing new responsibilities as a way of keeping the workers engaged due to resultant boredom or getting too comfortable.

The study found that a large proportion of the respondents (67.7%) disagreed with the statement that they found their work full of meaning and purpose, with 45.2% being strongly in disagreement and 22.5% merely disagreeing. An additional 20.2% were not sure. On the other hand, only a minority reported finding their work meaningful (30.7%), with 10.1% strongly agreeing and 20.6% agreeing to the statement. The very low mean response (2.34) coupled with a standard deviation of 1.27 is an attestation of a generally negative perception of work meaning and purpose; this would imply that many respondents feel unfulfilled, disconnected, or lacking a sense of direction in their work.

The research indicated that 57.2% of the respondents were not interested in their work. This means 36.4% strongly disagreed and 20.8% disagreed that they were interested in their work. A highly significant majority of employees do not show any enthusiasm or interest regarding their jobs. Besides, 18.9% felt unsure, pointing to some ambivalent or detached feelings. Only 23.9%, on the other hand, demonstrated an interest: hence 4.7% strongly agreed and 19.2% agreed that they are interested in their work, thus indicating a wide gap between engaged and disengaged employees.

The research indicated that 57.2% of the respondents were not interested in their work. Therefore, 36.4% strongly disagreed, and 20.8% disagreed that they were interested in their work. This: reveals a very wide lack of engagement and enthusiasm at the workplace among employees. Moreover, 18.9% were unsure, indicating some ambivalence or detachment feelings; as a comparison, only 23.9% showed interest: hence 4.7% strongly agreed, and 19.2% disagreed that they are interested in their work (showing a big gap between engaged and disengaged employees).

The study found that a large percentage of respondents had no passion or enthusiasm for their jobs: 15.6% disagreed, and 23.9% strongly disagreed that they liked their jobs. Moreover, 43.2% were unsure, showing a very high percentage of ambivalence or disconnection. Very few expressed real passion and enthusiasm as confirmed by the small minority (7.1% agreed, 10.2% strongly agreed). The mean response of 2.83 with a standard deviation of 1.42 suggests a neutral to slightly negative perception on job passion; thus, many might be feeling unfulfilled, disconnected or would have lost sense of purpose in their work. An initiative recommended would be for the organization to initiate engagement programs and laterally identify and reward passionate employees through work enrichment for which development is important to provide. With a more passionate and enthusiastic workforce productivity would be enhanced as well as motivation together with overall job satisfaction.

The study found that an appreciable majority of the respondents (53.4%) felt it difficult to detach oneself from their job, with 20.1% disagreeing and 33.3% strongly disagreeing. Besides, 10.7% were in doubt— hence the slight sense of neutrality. On the contrary, 35.9% of respondents did not find it easy to detach, where 29.1% agreed and 6.8% strongly agreed with the statement said perceptions that tend to be neutral to slightly negative on job detachment ($M = 2.69$, $SD = 1.31$). This means that maybe many of them do not have a strong emotional connection with their jobs, or they can manage good work-life balance but a minority may struggle with detachment which would lead toward burnout or work-related stress. The organization should think about programs helping employees keep working out for personal life between work promotion well-being and overall job satisfaction.

4.5. Regression and Correlation

4.5.1. Correlation

Pearson correlation coefficient (r) test was performed to set up the connections between procedural equity, distributive justice, interactional justice and employee engagement.

ORGANIZATIONAL JUSTICE	
Procedural Justice	0.451
Distributive Justice	0.613
Interactional Justice	0.756

4.5.1.1. *The relationship between procedural justice and employee engagement*

The results on the relationship between Procedural Justice and employee engagement are presented in Table 4.8.

Table 8: Relationship between Procedural Justice and employee engagement

		Procedural Justice	employee engagement
Correlations			
Procedural Justice	Pearson Correlation	.852	
	Sig. (2-tailed)	0.000	
	N	60	
employee engagement	Pearson Correlation	.852**	.852
	Sig. (2-tailed)	0.000	0.000
	N	60	60

** Correlation is significant at the 0.01 level (2-tailed)

Source: Primary Data (2024).

Findings in Table 4.8 show that there was a strong positive correlation between procedural justice and employee engagement is ($p < 0.01$). The positive correlation implies that improved procedural justice will bring about a strong positive improvement in employee engagement. Since relationship doesn't infer causal-impact, a coefficient of assurance which is a square of the connection was registered and communicated as a rate to decide the adjustment in employee engagement credited to procedural

equity. The discoveries on the coefficient of assurance show that procedural equity represents 25.1% change in employee engagement. This suggests just 25.1% of employee engagement can be attributed to procedural justice while 74.9% is attributed to other factors. The findings were additionally exposed to a test of significance (p) and it is indicated that the criticalness of the connection between's procedural equity and employee engagement (p=0.000) is not exactly the basic estimation of 0.01 at 99% certainty interim. Hence, the connection between procedural equity and employee engagement was factually noteworthy. Because of this, the null hypothesis "procedural equity has no noteworthy association with employee engagement was dismissed and the alternative hypothesis was acknowledged that procedural equity has a significant relationship with employee engagement.

4.5.1.2. The relationship between distributive justice and employee engagement

The results on the relationship between distributive Justice and employee engagement are presented in Table 4.8.

Table 9: Relationship between Procedural Justice and employee engagement

		Distributive justice	employee engagement
Distributive justice	Pearson Correlation	.785	
	Sig. (2-tailed)	0.000	
	N	60	
employee engagement	Pearson Correlation	.785**	.785
	Sig. (2-tailed)	0.000	0.000
	N	60	60

** Correlation is significant at the 0.01 level (2-tailed)

Source: Primary Data (2024).

Findings in table 4.9 show that there was a strong positive correlation between distributive justice and employee engagement ($r=.678^{**}$, $p<0.01$). The positive correlation implies that improved distributive justice will bring about a strong positive improvement in employee engagement. Since relationship doesn't infer causal-impact, a coefficient of assurance which is a square of the connection was registered and communicated as a rate to decide the adjustment in employee engagement credited to distributive justice. The discoveries on the coefficient of assurance show that distributive justice represents 45.9% change in employee engagement. This suggests just 45.9% of employee engagement can be attributed to distributive justice while 54.1% is attributed to other factors. The findings were additionally exposed to a test of significance (p) and it is indicated that the criticalness of the connection between's distributive justice and employee engagement ($p=0.000$) is not exactly the basic estimation of 0.01 at 99% certainty interim. Hence, the connection between distributive justice and employee engagement was factually noteworthy. Because of this, the null hypothesis "distributive justice has no noteworthy association with employee engagement was dismissed and the alternative hypothesis was acknowledged that distributive justice has a significant relationship with employee engagement.

4.5.1.3. The relationship between interactional justice and employee engagement

The results on the relationship between interactional Justice and employee engagement are presented in Table 4.8.

Table 10: Relationship between interactional justice and employee engagement

		interactional justice	employee engagement
interactional justice	Pearson Correlation	.921	
	Sig. (2-tailed)	0.000	
	N	60	

employee			
engagement	Pearson Correlation	.921**	.921
employee			
engagement	Sig. (2-tailed)	0.000	0.000
	N	60	60

** Correlation is significant at the 0.01 level (2-tailed)

Source: Primary Data (2024).

Findings in table 4.10 show that there was a strong positive correlation between interactional justice and employee engagement ($r=.831^{**}$, $p<0.01$). The positive correlation implies that improved interactional justice will bring about a strong positive improvement in employee engagement. Since relationship doesn't infer causal-impact was registered and communicated as a rate to decide the adjustment in employee engagement credited to interactional justice. The discoveries on the coefficient of assurance (r^2) show that interactional justice represents 68.9% change in employee engagement. This suggests just 68.9% of employee engagement can be attributed to interactional justice while 31.1% is attributed to other factors. The findings were additionally exposed to a test of significance (p) and it is indicated that the criticalness of the connection between interactional justice and employee engagement ($p=0.000$) is not exactly the basic estimation of 0.01 at 99% certainty interim. Hence, the connection between interactional justice and employee engagement was factually noteworthy. Because of this, the null hypothesis "interactional justice has no noteworthy association with employee engagement" was dismissed and the alternative hypothesis was acknowledged that interactional justice has a significant relationship with employee engagement.

4.5.2 Multiple Linear Regression Analysis

Results in Table 4.11 presents multiple linear regression results on the contribution of organization justice on employee engagement.

Table 11: The contribution of organization justice on employee engagement in a company

Model	Unstandardized Coefficients		Standardized Coefficients		p-value
	β	Std. Error	Beta	t	
(Constant)	0.00	0.00	0.00	0.00	0.000
Procedural Justice	0.451	0.081	0.501	5.571	0.000
Distributive Justice	0.613	0.065	0.678	9.425	0.000
Interactional Justice	0.756	0.051	0.831	16.333	0.000

Dependent Variable: employee engagement

Sig.=0.000

* Effect is statistically significant at the 0.05 level (2-tailed).

Source: Field Data (2024)

The results in Table 4.11 show a linear relationship between organizational justice and employee engagement (Sig.=0.001). Given that $\beta=0.756$, it can be concluded that procedural justice, distributive justice, and interactional justice explain 75.6% of the change in employee engagement. On the coefficients, it ought to be noticed that the size of the coefficient for every independent variable gives the size of the impact that a variable is having on the dependent variable, and the sign on the coefficient (positive or negative) provides guidance on the impact.

In this regard, therefore, procedural justice had a weak positive effect on employee engagement ($\beta=0.451$). This implies that a 29.0% change in procedural justice will bring

about a 29.0% change in employee engagement. The effect of procedural justice on employee engagement was statistically significant at 95% confidence interval ($p=0.022^*$).

Results also show that distributive justice had a weak positive effect on employee engagement ($\beta=0.615$). This implies that an 18.7% change in distributive justice will bring about 16.8% change in employee engagement. The effect of distributive justice on employee engagement was statistically significant at 95% confidence interval ($p=0.002^*$).

Lastly, interactional justice had a moderate constructive outcome on employee engagement ($\beta=0.756$). This implies that a 25.0% change in interactional justice will bring about a 25.0% change. The effect of interactional justice on employee engagement was statistically significant at 95% confidence interval ($p=0.000^*$). However, it should be noted that interactional justice affected most employee engagement.

CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0. Introduction

This chapter presents the summary of the findings, conclusions and recommendations of the study on the objectives of the study

5.1. Summary of the findings

5.1.1. The relationship between procedural justice and employee engagement

The study found a positive relationship between procedural justice and employee engagement. Employees who perceived fair treatment involving open decision-making

were more likely to be engaged in their jobs (Eisenberger et al., 1986). A lot of them, however, lacked interest regarding their jobs and did not have passion or enthusiasm for work-related activities during working hours; they also experienced a lot of difficulties detaching from these tasks. This underlines the need for initiatives that aim at increasing employee motivation and well-being. Improving procedural justice can positively impact employee outcomes while contributing toward creating a favorable work environment. Having employees highly engaged is very important since productivity will be higher as well as job satisfaction due to organizational success. Through fairness, transparency, and open communication, employee engagement and motivation can be improved with 7 star cleaning company; job performance will follow. Not that alone, turnover is reduced and well-being increases. A focus on procedural justice helps the firm to create a supportive work environment where everybody feels included.

5.1.2. The relationship between distributive justice and employee engagement

The study surveyed the relationship between distributive justice and employee engagement. Employee engagement was significantly influenced by distributive justice: proper rewards. When employees perceive that resources and benefits are distributed fairly, this increases engagement and commitment to the organization (Folger & Cropanzano, 1998). On the other hand, imbalances in pay as well as promotions and benefits breed decreased engagement together with increased turnover. Preserving equity in resource distribution goes a long way in creating favorable working conditions by boosting morale. Distributive justice holds so much weight on employee engagement apart from motivation; it also impacts general well-being. Fairness of resource distribution is what will see 5 star cleaning company having highly engaged employees thereby being very productive. This will enhance job performance, decrease turnover, and increase organizational success. Distributive justice will help the organization in creating a supportive work environment. Trust is a direct result of distributive justice and this, in turn, fosters positive employee-employer relationships.

5.1.3. The relationship between interactional justice and employee engagement

The study focused on the relationship between interactional justice and employee engagement. Interactional justice was found to significantly predict employee engagement: respectful and open communication act as motivators by enhancing job satisfaction hence employee engagement in the company (Bies & Moag, 1986). Workers were more engaged and attached to the organization when they received fair and transparent treatment from their supervisors and fellow workers or employees in the company (Tyler & Lind, 1992). This is achieved through respecting open communication. If proper communication is not observed and respect not given, this can be a source of decreased engagement plus an increase in turnover. Over respect can provide a favorable atmosphere of work which restores morale or tide... Interpersonal justice has constructs with the ability of improving employees' attitudes at work, hence their engagement. This can enhance job performance, cut turnover, and increase organization effectiveness. Interactional justice is putting the right information in place. This will help ensure trustful relationships with employees and employer of the house.

5.2. Conclusions

5.2.1. The relationship between procedural justice and employee engagement

The research was focused on the relationship between interactional justice and employee engagement. Interactional justice was found to predict employee engagement significantly: respectful and open rather effective communication act as motivators by increasing job satisfaction of employee engagement among workers within the company (Bies & Moag, 1986). Employees were more engaged and attached to the organization when they receive fair and transparent treatment from their supervisors and fellow workers at the places of work. It is all about respecting open communication. If proper and effective communication communication is not observed and respect not given, this can be a source of decreased engagement and in addition to that an increase in turnover. Too much or excessive respect can provide a favorable atmosphere of work which restores morale or tide... Interpersonal justice has constructs with the ability of improving employees'

attitudes at work, hence their engagement. This can enhance job performance, cut turnover, and increase organization effectiveness. Interactional justice is putting the right information in place. This will help ensure trustful relationships with employees and employer of the house.

5.2.2. The relationship between distributive justice and employee engagement

The findings of the study will add to the existing body of knowledge regarding distributive justice and employee engagement. In summary, this study emphasizes the role of distributive justice in enhancing employee engagement which further leads to organizational success. Distributive justice should be promoted since it fosters such worthy principles as fairness and equity that make organizations places where support and inclusivity thrive. The study is of practical importance for human resource practitioners and organizational leaders. Through a focus on distributive justice, organizations will enhance employee engagement as well as overall performance. The findings of the study will definitely add value to the existing domain of distributive justice and employee engagement. In general, it can be said that this study emphasizes the importance of distributive justice in enhancing employee engagement that eventually leads organizations toward success by creating a fair and just working environment. The findings of this study are very important for human resource practitioners and organizational leaders. This means that if organizations want to improve employee engagement as well as overall performance, they have to promote distributive justice within its organization members.

5.2.3. The relationship between interactional justice and employee engagement

Interactional justice has a positive impact on employee engagement. Fair and respectful treatment of employees by their supervisors and colleagues increases their drive which results from the motivation, job satisfaction related to the engagement at work. The study also found that employees who were going to experience open and honest communications would be much engaged and committed to the organization. Therefore, interactional justice is an important determinant in shaping employee attitudes as well as behaviors regarding their engagement with work. This implies that

if interactional justice is promoted, it will significantly improve employee outcomes due to increased productivity resulting from reduced turnover. Hence creating a culture of respect together with open communication enhances workers' engagement and well-being. The results have implications on organizational practices aimed at promoting employee positive work environments whereby interactional justices should be given priority when it comes to leadership development and training programs. The findings of the study will add to the existing body of knowledge regarding interactional justice and employee engagement. In sum, this study reinforces the importance of interactional justice in enhancing levels of employee engagement for organizational success. Respectful communication should be encouraged by organizations to show support in creating work environments that are inclusive. The results of this study have practical implications for hr practitioners and organizational leaders. Organizations can enhance levels of employee engagement and, in turn, overall performance by focusing first on interactional justice.

5.3. Recommendation

From the findings of the study, the company should put procedural justice first in increasing employee engagement. It means that clear and transparent procedures in decision-making and communication should be established. Feedback should be regular with open channels for an employee's voice. Fairness and consistency while applying rules and policies are to be observed. There could be training programs for managers/supervisors on procedural justice and employee engagement. Besides, it should set a fair and transparent performance appraisal system. Surveys should be regular with feedback sessions on to identify areas for improvement. Trust, a culture of respect, feeling valued at work, and supported is what will help implement so many changes; this is very important for procedural justice. It could further incentivize employees who demonstrate fair and just behavior. This will also improve its reputation as a fair and just employer: winning the best talent and lowering turnover. Through the observance of procedural justice, the company can elicit a supportive work environment with free circulation of positivity.

According to the study's findings, the company has to first ensure distributive justice for better employee engagement by maintaining the right proportion in the distribution of resources, benefits, and rewards. A transparent as well as consistent compensation system is to be developed. Frequent feedback in relation to reward and recognition processes is to be communicated. This involves also setting up a fair and transparent performance appraisal system. It may be advisable that managers and supervisors of the company undertake programs on distributive justice as well as employee engagement. The company has to use such values in recognizing and rewarding employees who show outstanding performance. Fairness and equity have to be brought out in hr policies and practices of the company. Employee benefits and rewards should be competitive with what is paid within the industry while also conducting periodic surveys along with feedback sessions that can help to identify areas for improvement. The company can further better its standing as an equitable and fair employer who gets the top cream of talent, and reducing turnover. Through distributive justice, the company will have achieved a supportive work environment.

According to the study findings, the company should first address interactional justice for bettering employee engagement. This shall include instilling a culture of respect, empathy, and open communicability. Managers need to be sensitized toward proper communication and effective interpersonal skills. Feedback plus coaching sessions must run on a regular basis so that employees actually feel being heard and valued. The doors should literally always be open in terms of employees freely sharing their issues or suggestions. Every interaction has to be fair and respectful while undertaking performance appraisals or even discipline. Those with exceptional people skills need to be granted special recognition by the company. It would then further bond employees closer through more frequent team-building events and social functions. Employee voices need also to find representation in the decision-making processes that affect them. These are a series of recommendations that can see the company attain higher levels of engagement, productivity, and performance from employees. The company can enhance its image as a supportive and all-embracing employer so as to attract top talent and curtail turnover. Prioritizing interactional justice will help the company in

developing a positive and supportive work environment. Consequently, this will bring about increased job satisfaction, decreased stress, and better overall well-being.

5:4 Limitations of the study

The study only assessed few employees due to the traffic of students who had coincidentally chosen the same company to conduct their research from them. This became quite exhausting and tiring for the workers who have work to do as well as try catering to the researchers' research work.

5:5 Areas recommended for further research

The research study focused on the relationship between organizational justice and employee engagement at 7 star cleaning services company in Mukono district. The study did not look at other service providers like banks since it was not in the scope of study but it would be a great and important to study how these corporate services behave in their firms when it comes to justice.

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APPENDICES

QUESTIONNAIRE FOR STAFF OF 7 STAR CLEANING SERVICES COMPANY.

Dear Sir/ Madam

I am Grace Precious Namatovu pursuing a Bachelor’s degree in Human Resource Management at Uganda Christian University-Mukono. For the topic “the contribution of organizational justice on employee engagement”. You have been selected to participate in this study because of your contribution to the company.

This information is strictly for academic purposes and will be treated with utmost confidentiality and respect.

Organisational justice

Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behaviour. *Academy of Management Journal*, 36(3), 527-556.

The following statements are about how you feel at work. Please read each statement carefully and answer accordingly.

Distributive						
DI1	I believe the rewards I receive are fair compared to my contributions.	1	2	3	4	5
DI2	My workload is fairly distributed compared to other employees.	1	2	3	4	5
DI3	The pay I receive is equitable considering my job responsibilities.	1	2	3	4	5
DI4	The allocation of resources in this organization is fair.	1	2	3	4	5
DI5	I feel that the benefits I receive are fair compared to other employees.	1	2	3	4	5

Procedural						
PR1	I have a voice in decisions that affect me.	1	2	3	4	5
PR2	The procedures used to make decisions in this organization are fair.	1	2	3	4	5
PR3	I believe that decision-making processes are consistent and impartial.	1	2	3	4	5
PR4	I have opportunities to appeal decisions.	1	2	3	4	5
PR5	Information about decisions is communicated clearly and honestly.	1	2	3	4	5
Interactional						
IN1	I feel respected by my supervisors.	1	2	3	4	5
IN2	My opinions are valued in this organization.	1	2	3	4	5
IN3	I receive clear and honest explanations for decisions that affect me.	1	2	3	4	5
IN4	I am treated with dignity and respect by my colleagues.	1	2	3	4	5
IN5	My supervisor provides me with sufficient information about work-related matters.	1	2	3	4	5

Likert Scale

1= strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

EMPLOYEE ENGAGEMENT.

The following statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. Indicate by choosing the

most appropriate answer for you. Such that : 1=Never, 2=Almost Never, 3= I don't know, 4=sometimes,5=Always

Vigour						
VI1	At my work, I feel bursting with energy.	1	2	3	4	5
VI2	At my job, I feel strong and vigorous.	1	2	3	4	5
VI3	When I get up in the morning, I feel like going to work.	1	2	3	4	5
VI4	I can continue working for very long periods at a time.	1	2	3	4	5
VI5	At my job, I am very resilient, mentally.	1	2	3	4	5
VI6	At my work, I always persevere, even when things do not go well.	1	2	3	4	5
Dedication						
DE1	I find the work that I do full of meaning and purpose.	1	2	3	4	5
DE2	I am enthusiastic about my job.	1	2	3	4	5
DE3	My job inspires me.	1	2	3	4	5
DE4	I am proud of the work that I do.	1	2	3	4	5
DE5	To me, my job is challenging.	1	2	3	4	5
Absorption						
AB1	When I am working, I forget everything else around me.	1	2	3	4	5
AB2	I feel happy when I am working intensely.	1	2	3	4	5
AB3	Time flies when I am working.	1	2	3	4	5
AB4	I am interested in my work.	1	2	3	4	5
AB5	I get carried away when I am working.	1	2	3	4	5
AB6	It is difficult to detach myself from my job.	1	2	3	4	5

