

ORGANIZATIONAL JUSTICE AND EMPLOYEE ENGAGEMENT

:A CASE OF NILE BREWERIES UGANDA

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF HUMAN
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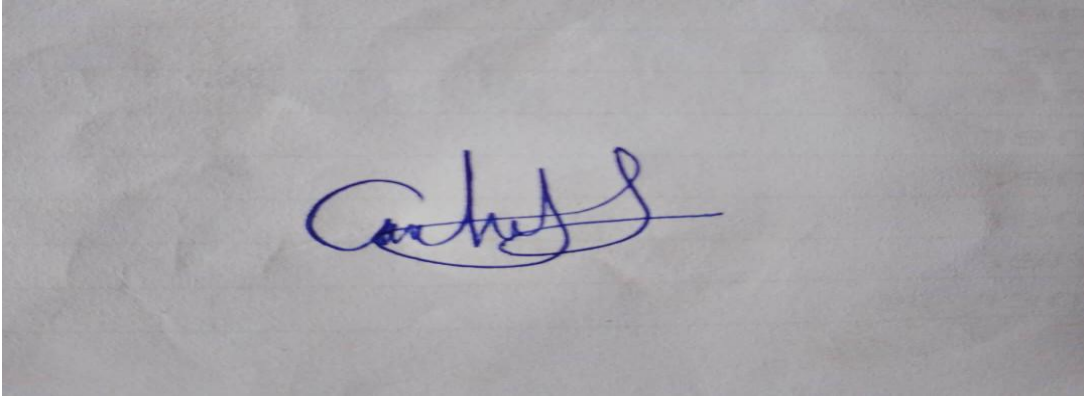


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DECLARATION

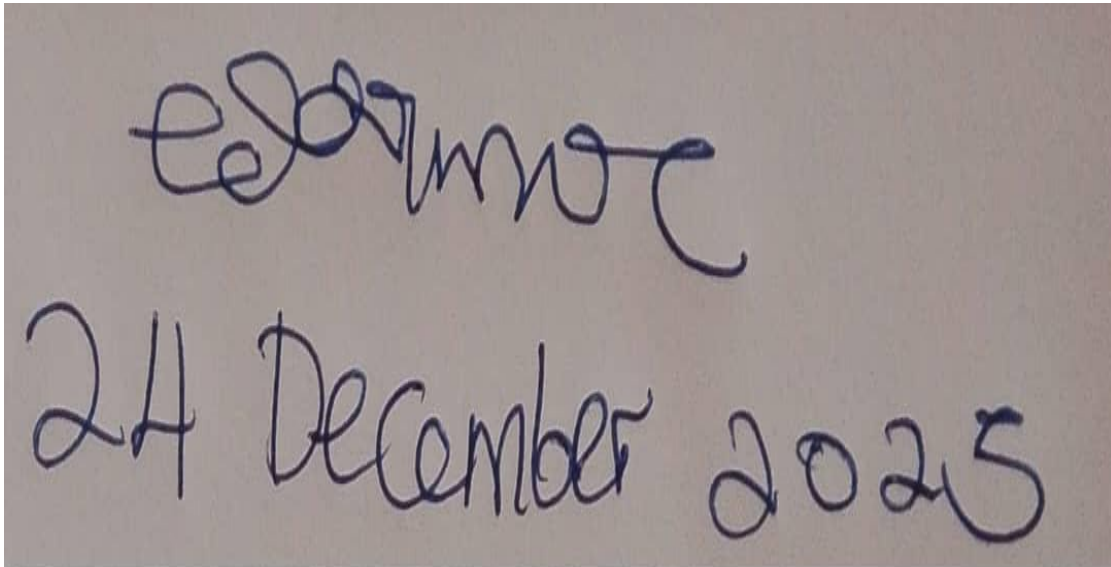
I, AJOLO REBECCA, hereby declares that this dissertation “Examine the Relationship between Organisational Justice and Employee Engagement: with a case study from Nile Breweries in Uganda” is an original work from me and has never been submitted for any academic award at any university or a higher learning institution. Every source used here has been duly acknowledged.

A photograph of a handwritten signature in blue ink on a light-colored, slightly textured paper. The signature is cursive and appears to read 'Ajolo Rebecca'.

Ajolo Rebecca

APPROVAL

I have submitted this dissertation with the approval of my supervisor below;



The image shows a handwritten signature in blue ink on a light brown background. The signature is cursive and appears to be 'Ibrahim Waweru'. Below the signature, the date '24 December 2025' is written in the same cursive style and color.

Mister Ibrahim Waweru

ACKNOWLEDGEMENT

I am so thankful to those who contributed to my successful completion of this dissertation.

Firstly, I am sincerely thankful to my supervisor, Mr. Waweru Ibrahim for his guidance and support, constructive criticism, patience and academic support the whole time during writing and carrying out this research. His professionalism and, commitment and insight greatly led improvement of this work.

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I want to extend special thanks to my family and friends. Prayer support, moral and constant encouragement from them have really helped me in carrying out my research and I am grateful for that.

Above all, I want to thank God who has power over everything for the wisdom, strength and good health he blessed me with abundantly, not forgetting endurance during the tough times which made me able to successfully complete this major academic document which is a requirement for the award of a degree in human resource management at UCU.

DEDICATION

I would like to dedicate this dissertation to my beloved family and friends for their constant love, support and encouragement which has always helped me in my whole academic journey and writing of this dissertation.

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LIST OF ABBREVIATIONS / ACRONYMS

HR - Human Resource

UCU - Uganda Christian University

SPSS - Statistical Package for Social Sciences

UWES - Utrecht Work Engagement Scale

CVI - Content Validity Index

SET - Social Exchange Theory

ABSTRACT

The study was carried out to investigate the relationship between organizational justice and employee engagement in Nile Breweries Uganda. The specific objectives of the study were to examine the level of employee engagement, examine the perception of employees on organizational justice, and finally determine the relationship between employee engagement and organizational justice. A descriptive correlational study was used to answer the study objectives, which was based on the quantitative study design. The study was carried out among 172 employees of Nile Breweries Uganda, who responded to structured questionnaires on employee engagement and perception of organizational justice. The data was analyzed using SPSS Version 26 software.

Basically, the employees are super committed and engaged, scoring high marks in the study. In addition, the study found that employees perceived organizational justice to be high, with a mean of 3.85. Moreover, interactional justice was the highest, which showed that communication was essential in enhancing employee engagement. The study concluded that organizational justice was essential in enhancing employee engagement, which was further confirmed by the strong positive relationship between employee engagement and organizational justice, which was significant at 0.01, with a Pearson's r of 0.635. In addition, regression analysis showed that interactional justice was the strongest predictor of employee engagement, with a regression coefficient of 0.311.

Key Words: Organizational Justice, Employee Engagement, Fairness, Nile Breweries Uganda.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee engagement has become one of the essential pillars of organizational effectiveness in today's workplaces. Employee engagement has been defined as "cognitive, emotional, and behavioral outcomes of an employee's investment in his or her work role" (Kahn, 1990; Saks, 2006). Engaged employees are characterized by high vigor, dedication, and absorption. These are three outcomes of engagement that enable employees to be engaged at work (Schaufeli et al., 2002). Consequently, organizations with high employee engagement experience enhanced performance. Across the globe, various research studies have supported employee engagement as an essential practice. Harter et al. (2002) observed that business units with high employee engagement experience superior productivity, profitability, and customer satisfaction. Other research studies on employee engagement across the globe are consistent with Harter's study. For example, Bakker, Demerouti, and Sanz-Vergel (2023) observed that engaged employees experience high adaptive performance. Albrecht, Breidahl, and Marty (2023) also observed that employee engagement is a significant predictor of organizational commitment.

In European countries, research has also supported employee engagement. For example, Knight, Patterson, and Dawson (2023) observed that employee engagement enhances proactive behavior and creativity among employees in knowledge-intensive organizations. Mazzetti et al. (2024) also observed that engaged employees contribute to organizational sustainability. Salanova and Schaufeli (2025), in a longitudinal study on employee engagement in European countries, observed employee engagement to be a stable predictor of performance.

Conversely, low employee engagement levels have been found to relate to unfavorable outcomes like absence, burnout, and high turnover intentions. Recent evidence by Lesener, Gusy, and Wolter (2023) found that when employees are not engaged at work, they are likely to experience emotional exhaustion and withdrawal behaviors. Parent-Lamarche and Marchand (2024) found that low employee engagement levels significantly predicted low employee morale and declining organizational performance.

Employee engagement levels are critical determinants of success in various organizations in Africa. Recent studies undertaken in Ghana, Kenya, Nigeria, and Ethiopia found that employee engagement levels had a significant impact on organizational commitment and employee performance. For example, in Ghana's manufacturing industry, employee engagement levels were found to positively influence productivity by Owusu, Annor, and Boateng (2023). Mwangi and Wanjiru (2024) found that in Kenya's manufacturing industry, employees who were engaged at work displayed high levels of organizational citizenship and low turnover intentions.

Studies carried out in Africa have shown the importance of engaged employees for instance In Nigeria, Okafor and Chukwu, (2024), showed that when pharmaceutical workers are engaged, performance improves significantly. In relation to that, Abebe and Teshome (2025) also found a strong link between employee engagement and overall company success within manufacturing firms in Ethiopia. To sum it all, these findings confirmed that employee engagement is a vital asset for businesses across the continent for them to succeed.

According to the studies carried out by Namada & Omulo (2022), they found that in Uganda , workers or employees who have or are not engaged exhibit behavior like

absenteeism, low morale, and poor performance, and this is very common in manufacturing industries or organizations whose sizes are large.

In relation to the above, Nile Breweries Uganda's Annual Report (2024) noted that there have been issues like absenteeism, lateness of workers and low employee morale in the industry, and this indicates that there is a gap in the internal systems which can help to sustain high levels of employee engagement.

The understanding of employee engagement is underpinned by a strong theoretical foundation. According to Blau (1964), in his theory of social exchange, employees tend to return loyalty, commitment, and engagement to organizations that have been fair, understanding, and accommodating to them. Equity theory, on the other hand, is supported by Adams (1965), who found that employees tend to compare their inputs to their outcomes, and in cases where they feel that there is fairness, they tend to put in more emotional and physical effort in their organizations.

These theories form the basis for organizational justice, which entails how employees perceive fairness at the workplace (Colquitt et al., 2001). Organizational justice includes three aspects: distributive, procedural, and interactional justice. When employees perceive fairness, their engagement is boosted because they feel appreciated, valued, and supported at their respective workplaces. Based on this understanding, this study sought to assess the impact of organizational justice on employee engagement at Nile Breweries Uganda.

1.2 Statement of the Problem

Employee engagement has been an essential factor in determining organizational success and competitiveness. However, Nile Breweries Uganda has been experiencing low employee engagement levels, which are characterized by absenteeism, lateness, low employee morale, and inconsistent employee

performance (Nile Breweries Uganda Annual Report, 2024). Research carried out in Uganda has indicated that low employee engagement levels are mostly caused by perceptions of unfair reward systems, communication, and decision-making processes (Namada & Omulo, 2022; Okello, Kato, & Alupo, 2023). Although organizational justice has been extensively researched across the globe, limited research has been carried out on the relationship between organizational justice and employee engagement in Uganda's manufacturing sector. Therefore, this study aims to fill this gap by assessing the relationship between organizational justice and employee engagement at Nile Breweries Uganda.

1.3 Purpose of the Study

The purpose of this study is to examine how organizational justice contributes to enhancing employee engagement within Nile Breweries Uganda.

1.4 Research Objectives

1. To examine the level of employee engagement in Nile Breweries Uganda.
2. To assess employees' perceptions of organizational justice in Nile Breweries Uganda.
3. To establish the relationship between organizational justice and employee engagement in Nile Breweries Uganda.

1.5 Research Questions

1. What is the level of employee engagement among employees at Nile Breweries Uganda?
2. How do employees perceive the different dimensions of organizational justice at Nile Breweries Uganda?

3. What is the relationship between organizational justice and employee engagement in Nile Breweries Uganda?

1.6 Significance of the Study

Academia and Researchers:

This study will contribute to the existing literature by offering updated empirical evidence on the impact of organizational justice on employee engagement in the manufacturing industry in Uganda.

Nile Breweries Management:

This study will offer practical implications that will assist in addressing issues of fairness in reward allocation systems, communication practices, and decision-making processes. This will enhance employee engagement.

Policy Makers:

This study will assist policymakers in designing appropriate labor policies that promote fairness and equity in the workplace.

1.7 Scope of the Study

Geographical Scope:

This study took place at Nile Breweries Uganda Ltd. The company is based in Jinja Industrial Area.

Conceptual Scope:

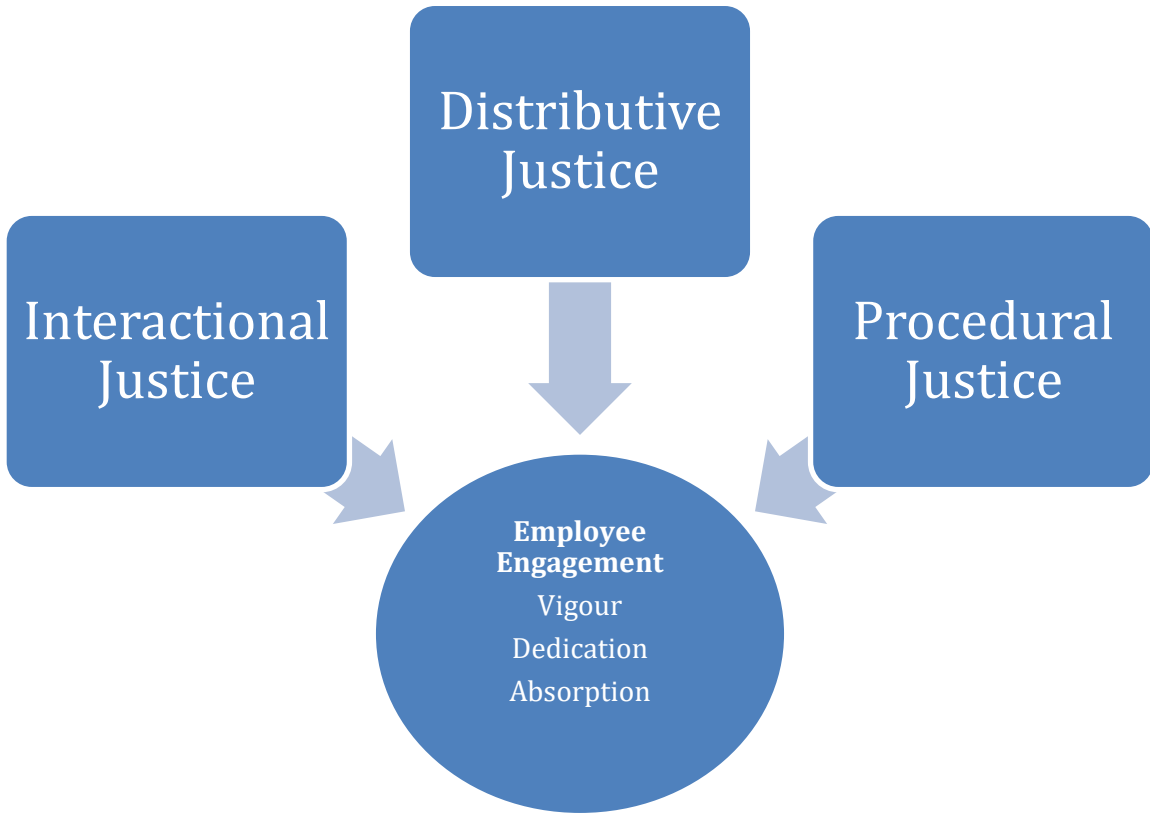
This study examined distributive justice, procedural justice, and interactional justice as independent variables and employee engagement as the dependent variable.

Time Scope:

This study examined data from 2024 and earlier.

1.8 Conceptual Framework

The conceptual framework illustrates the relationship between organizational justice (independent variable) and employee engagement (dependent variable).



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The current chapter aims at presenting the theoretical and empirical literature that is relevant to the study of organizational justice and employee engagement. The chapter is divided into four major sections: theoretical review, employee engagement, organizational justice, and the empirical relationship between the two variables.

2.2 Theoretical Review

The study is anchored on the theoretical premise of the Social Exchange Theory (SET) and the Equity Theory. The Social Exchange Theory argues that social interactions in the workplace are based on the premise of reciprocity; that is, employees reciprocate the organization for the fair and supportive treatment they receive at the workplace by showing loyalty and engagement (Blau, 1964). Employees reciprocate the organization for the support they receive by showing loyalty and engagement at the workplace (Cropanzano & Mitchell, 2005).

The Equity Theory of Adams (1965) is also relevant to the study of the current study because it argues that employees reciprocate the organization for the support they receive at the workplace by showing loyalty and engagement at the workplace because of the fairness of the outcomes of the reciprocity between the organization and the employees (Walster et al., 1978).

2.3 Employee Engagement

Employee engagement is defined as the psychological state of being fully invested in, or committed to, the work role, characterized by high levels of energy,

enthusiasm, dedication, and immersion in work roles. Kahn (1990) defined employee engagement as individuals' physical, emotional, and cognitive presence in their work roles. Schaufeli & Bakker (2010) conceptualized employee engagement using the Utrecht Work Engagement Scale, which consists of three dimensions: vigor, dedication, and absorption.

Vigor entails high levels of energy, resilience, and drive, while dedication entails enthusiasm, pride, and feeling of significance. Lastly, absorption entails being fully immersed in work roles. Engaged employees are those who are proactive, innovative, and willing to transcend their work roles. Macey & Schneider (2008) posit that employee engagement is the primary predictor of organizational performance, innovation, and employee retention. Employee engagement is a key factor in performance, innovation, and keeping staff. For this study, we are looking at engagement through the lens of the Utrecht Work Engagement Scale, which breaks it down into three main parts: feeling vigorous, dedicated, and absorbed in your work.

2.4 Organizational Justice

Organizational justice is all about how fair employees feel their work is, as defined by Greenberg (1987). It has three main components

1. Distributive Justice –This is about fairness in the results, like your pay, bonuses, and chances for promotion. , as defined by Adams (1965).
2. Procedural Justice –This involves fairness in how decisions are made, as defined by Leventhal (1980).
3. Interactional Justice –This relates to how fairly you're treated and communicated with by your bosses. , as defined by Bies & Moag (1986).

Colquitt's framework for organizational justice is widely accepted and shows that when employees feel things are fair, it positively impacts their attitudes, making them trust the company more, feel more satisfied with their jobs, and be more engaged overall.

2.5 Organizational Justice and Employee Engagement

Recent studies (from 2023-2025) consistently confirm that organizational justice is a major driver of employee engagement across different industries and countries. For instance, research in South Korea found that engagement was particularly strong in manufacturing when employees felt their rewards matched their effort, and when communication with management was fair in relations to a study done by Kim and Park (2023).

In the Middle East, specifically Oman's oil and gas industry, the ability for employees to voice their opinions (procedural justice) was the strongest predictor of engagement, according to Al-Naimi and Al-Mahrouqi (2023) .

In the context of India, Sharma and Gupta (2023) found that interactional justice, particularly respectful communication by the supervisor, strongly influenced employee engagement in the banking industry, with employees being more emotionally attached to their work.

In the context of Europe, Lopez and Martinez (2023) examined employee engagement in the public sector of Spain, finding that procedural justice strongly influenced vigor and dedication to work, regardless of employee expectations.

Regarding the United States, Harrison and Cole (2024) observed that distributive justice has a significant influence on engagement among hospital staff. The study

reported a positive relationship between distributive justice and resilience and positive attitude at work.

Similarly, procedural and interactional justices positively influenced engagement among manufacturing firms in Poland. Marek and Kowalski (2024) reported a positive relationship between procedural and interactional justices and engagement. The study also reported a positive relationship between procedural justice and task absorption.

Regarding Africa as a whole, Mwangi and Wanjiru (2024) reported a strong positive relationship between organizational justice and engagement in Kenya's telecom sector. The study reported a strong positive relationship between interactional justice and engagement.

Regarding Nigeria, Okafor and Chukwu (2024) reported a significant relationship between distributive justice and engagement in the pharmaceutical industry. The study reported a positive relationship between distributive justice and dedication and vigor.

Kato and Ssekandi (2024), in Uganda, reported a significant relationship between procedural justice and engagement in the banking sector.

Another study by Nabunya and Mukasa (2024) found that interactional justice was a significant predictor of employee engagement among workers in the hospitality industry in Uganda. The study found that when workers received respectful and honest communication from their superiors, they were highly engaged in their work.

In another study in Ethiopia, Abebe and Teshome (2025) found that organizational justice accounted for over 60% of the variance in employee engagement among large

manufacturing companies. Again, interactional justice was found to be the most important predictor of employee engagement. The study found that interactional justice was most important in environments that required teamwork.

Finally, another study by Tariq and Bashir (2025) in the textile industry in Pakistan found that organizational justice, particularly distributive and procedural justice, was important in sustaining employee engagement during periods of change. The study found that when employees perceived justice in the workplace, they were highly engaged even in high-pressure environments.

From these studies from 2023 to 2025, it is evident that justice always enhances employee engagement. On the other hand, when justice is lacking in an organization, employees become disengaged and lack motivation. They may even start exhibiting withdrawal behavior. Therefore, this study seeks to establish how these three dimensions of justice enhance employee engagement at Nile Breweries Uganda.

2.6 Summary of the Literature Review

From the literature review above, it is evident that justice plays an important role in shaping employee engagement. The Social Exchange Theory and the Equity Theory provide strong theories that support the importance of justice in shaping employee motivation. From the literature review above, it is evident that justice enhances employee engagement. On the other hand, when justice is lacking in an organization, employees may disengage and lack motivation. They may even start exhibiting withdrawal behavior. Therefore, this study seeks to establish how these three dimensions of justice enhance employee engagement at Nile Breweries Uganda. Despite the importance of justice in shaping employee engagement globally, very few studies have been done in the manufacturing industry in Uganda. Therefore, this

study seeks to fill the gap by establishing the importance of justice in shaping employee engagement at Nile Breweries Uganda.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology that was employed by the researcher while carrying out a study on organizational justice and employee engagement at Nile Breweries Uganda. It includes an explanation of the research design, population, sample size, sample collection, data collection instruments, validity, reliability, data analysis, and ethics, among other issues. The aim of outlining this methodology is to ensure that the study produces results that are credible, reliable, and generalizable, especially within the context of the manufacturing sector in Uganda.

3.2 Research Design

The study employed a descriptive correlational and cross-sectional research design. The descriptive part was essential in that it enabled the researcher to collect comprehensive information on how employees viewed organizational justice and their levels of engagement at a specific time. On the other hand, the correlational part enabled the researcher to assess the degree and direction of the relationship between organizational justice, which included distributive, procedural, and interactional justice, and employee engagement, which included vigor, dedication, and absorption. The cross-sectional design was also essential because, at that time, data was collected only once from a specific population within the year 2024, which made this design suitable for the study. This design has been employed by many researchers while carrying out studies on relationships between different variables

quantitatively, especially in behavioral and organizational studies (Creswell & Creswell, 2018).

3.3 Research Approach

The quantitative research approach was used. This was suitable for the study, as it was important to quantify the perceptions of the employees and determine the relationships between variables using statistical analysis. The structured questionnaires with close-ended questions helped generate numerical data, which was later used to analyze the findings using statistical tools to test the hypotheses. The quantitative research approach was important in ensuring objectivity, consistency, and replicability of findings (Sekaran & Bougie, 2019).

3.4 Study Population

The study population was the employees of Nile Breweries Uganda Limited, Jinja Plant. The population included managerial and non-managerial employees in different departments, such as production, logistics, administration, finance, human resources, etc. According to the Nile Breweries Annual Report (2024), the company employed approximately 350 employees at Jinja Plant. This was an appropriate study population, as it included all the employees of the company who were affected by the justice practices of the organization.

3.5 Sample Size Determination

The sample size was determined using Yamane's (1967) formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

$$N = \text{population size} \quad (350)$$

$$e = \text{level of precision} \quad (0.05)$$

$$n = 350 / (1 + 350(0.05)^2) = 350 / 1.875 = 186.7$$

Therefore, a sample size of 187 respondents was selected for the study.

3.6 Sampling Technique

The study used stratified random sampling that ensured the representativeness of the departments involved. This ensured that there was fair representation of the employees at different levels of the organization. Furthermore, purposive sampling was used to include the key managers of the organization who would be able to give detailed information on the organization's policies on fairness and engagement.

3.7 Data Collection Methods and Instruments

The study used a self-administered structured questionnaire as the data collection instrument. The questionnaire had three main parts:

1. Section A: This had demographic information such as age, gender, department, and years of service.
1. Section B: This had the study on organizational justice based on the model of organizational justice developed by Colquitt (2001).
2. Section C: This had the study on employee engagement using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al. (2002).

The study used a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) as the scale for measuring the responses of the participants.

3.8 Validity and Reliability of Instruments

Validity: The content validity of the questionnaire was ensured with the help of two university research supervisors and an HR expert from Nile Breweries Ltd. The feedback provided by these experts was used to clarify ambiguities in the questionnaire, ensuring that all the questions were representative of the variables being studied. The formula for calculating the Content Validity Index (CVI) was applied, and the result was 0.85, which is well above the acceptable limit of 0.70 (Amin, 2005).

Reliability: The reliability of the questionnaire was established using Cronbach's Alpha method, based on the pilot study done with 20 employees of another brewery. According to Gliem & Gliem, (2003), Strong internal consistency and reliability of the instrument was realized since the result obtained was 0.83.

3.9 Data Collection Procedure

When I went to Nile breweries, the hr. asked for introductory letter from the university (UCU) which I provided. I was later on granted permission to engage with workers their as I collect data to aid in my research. Employees were presented with information regarding the purpose of conducting the research, after which they filled out questionnaires during working hours, giving them enough time to complete their questionnaires. This increased the response rate, with the researcher collecting questionnaires from employees to ensure accuracy in obtaining relevant information.

3.10 Data Analysis

Data analysis was conducted on the information gathered from respondents using the Statistical Package for Social Sciences (SPSS Version 26).

- Descriptive statistics, including frequency, mean, and standard deviation, were used to summarize the data collected, in addition to understanding the level of justice and engagement among employees.
- Inferential statistics, including Pearson correlation analysis, were conducted to understand the relationship between justice in organizations and employee engagement.
- Regression analysis was further used to establish the predictive power of each dimension of justice (distributive, procedural, interactional) on levels of engagement.

Finding were presented in table form, and their implications discussed in light of the study's hypotheses.

3.11 Ethical Considerations

Ethical integrity was maintained during the entire research process. The participants were free to participate, and their right to withdraw at any given point without penalty was explained to them. The participants' anonymity/confidentiality was maintained by leaving out personal identifying information in the questionnaire. The information obtained was strictly for academic purposes, and confidentiality was maintained.

The study was conducted in accordance with the Uganda Christian University Research Ethics Guidelines (2025) and the general ethical principles of the American Psychological Association (APA, 2017).

3.12 Chapter Summary

This chapter has outlined the methodology of conducting the study to evaluate the relationship between organizational justice and employee engagement in the case of Nile Breweries Uganda. The following chapter will discuss, analyze, and interpret the findings of the study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents, analyses, and interprets the findings of the study on the influence of organizational justice on employee engagement at Nile Breweries Uganda. The results are organized according to the study objectives: (1) determining the level of employee engagement, (2) assessing employees' perception of organizational justice, and (3) establishing the relationship between organizational justice and employee engagement. Data analysis was conducted using SPSS Version 26, employing both descriptive and inferential statistics.

A total of **187 questionnaires** were distributed, and **172 were returned**, giving a **92% response rate**, which is adequate for analysis and consistent with recommended response thresholds for survey research.

4.2 Demographic Characteristics of Respondents

Table 4.1 presents the distribution of respondents based on gender, age, department, position, and years of service.

Table 4.1: Demographic Characteristics of Respondents (N = 172)

Variable	Category	Frequency	Percentage (%)
Gender	Male	105	61.0
	Female	67	39.0
Age	Below 25	24	14.0

	25–34	78	45.3
	35–44	49	28.5
	45 and above	21	12.2
Department	Production	63	36.6
	Logistics	28	16.3
	Finance	25	14.5
	HR	18	10.5
	Administration	38	22.1
Position	Non-managerial	98	57.0
	Supervisor	44	25.6
	Manager	30	17.4
Years of Service	<1 year	18	10.5
	1–3 years	61	35.5
	4–6 years	53	30.8
	Above 6 years	40	23.3

Interpretation

The respondents were **(61%) male**, and they are aged **25–34 years which is about (45.3%)**, those working in the **production department primarily (36.6%)**. The majority had worked **1–3 years (35.5%)**, and this indicates an experienced workforce that understands the justice practices and organisational systems.

4.3 Employee Engagement level at Nile Breweries Uganda (NBL)

Vigour, dedication, and absorption, was used to measure employee engagement with multiple items per construct.

Table 4.2: Descriptive Statistics for Employee Engagement Items (N = 172)

Dimension	Item Statement	Mean	Std. Dev	Interpretation
Vigor	I feel energetic at work.	3.95	0.78	High
	I can continue working even when tired.	3.88	0.73	High
	I feel mentally resilient at work.	3.92	0.67	High
Dedication	I am enthusiastic about my job.	4.12	0.70	High
	My work inspires me.	4.03	0.61	High
	I am proud of the work I do.	4.00	0.66	High
Absorption	I feel immersed in my work.	3.82	0.77	High
	Time passes quickly when I am working.	3.90	0.72	High
	I find it hard to detach from my work.	3.88	0.69	High

Summary of Employee Engagement Dimensions

Dimension	Mean	Std. Dev	Interpretation
Vigor	3.92	0.71	High
Dedication	4.05	0.66	High
Absorption	3.87	0.73	High
Overall Engagement	3.95	0.70	High

Interpretation

The overall mean score (**3.95**) shows that employee engagement at Nile Breweries Uganda is **high**. Dedication scored the highest (**M = 4.05**), indicating strong enthusiasm, pride, and commitment. Vigor (**3.92**) and absorption (**3.87**) also recorded high means, suggesting that employees are energetic, resilient, and deeply involved in their work.

In terms of vigor, the study revealed that respondents generally felt energetic at work (Mean = 3.95, SD = 0.78), indicating that employees possess high levels of physical strength and mental resilience while performing their duties. Respondents also agreed that they could continue working even when tired (Mean = 3.88, SD = 0.73), suggesting persistence and endurance in handling work-related demands. Additionally, employees felt mentally resilient at work (Mean = 3.92, SD = 0.67), demonstrating their ability to cope with pressure and job challenges.

With regard to dedication, the findings show very high emotional involvement in work roles. Respondents agreed that they were enthusiastic about their job (Mean = 4.12, SD = 0.70), reflecting strong motivation and interest in their work. Employees also indicated that their work inspires them (Mean = 4.03, SD = 0.61), suggesting that they find meaning and purpose in their tasks.

Furthermore, respondents expressed pride in the work they do (Mean = 4.00, SD = 0.66), demonstrating strong identification with the organization and commitment to its objectives.

Concerning absorption, respondents agreed that they felt deeply immersed in their work (Mean = 3.82, SD = 0.77), indicating high levels of concentration and focus. Employees also reported that time passes quickly when they are working (Mean = 3.90, SD = 0.72), which reflects enjoyment and deep involvement in work activities.

In addition, respondents found it difficult to detach from their work (Mean = 3.88, SD = 0.69), showing strong cognitive engagement.

Overall, the findings indicate that employees at Nile Breweries Uganda demonstrate high levels of vigor, dedication, and absorption, confirming that employee engagement within the organization is generally high.

4.4 Employees' Perception of Organizational Justice

Organizational justice was assessed based on **distributive, procedural, and interactional justice**, with multiple items per dimension.

Table 4.3: Descriptive Statistics for Organizational Justice Items (N = 172)

Dimension	Item Statement	Mean	Std. Dev	Interpretation
Distributive Justice	My pay reflects the work I do.	3.62	0.82	Moderate
	Rewards are distributed fairly.	3.70	0.75	Moderate
	Promotions are based on merit.	3.72	0.78	Moderate
Procedural Justice	Decisions are made using fair procedures.	3.85	0.66	High
	Employees have a voice in decisions.	3.81	0.71	High
	Processes are applied consistently.	3.86	0.74	High
Interactional Justice	Supervisors treat me with respect.	4.08	0.62	High

	Supervisors explain decisions clearly.	3.99	0.68	High
	Communication is honest and considerate.	3.98	0.65	High

Summary of Organizational Justice Dimensions

Dimension	Mean	Std. Dev	Interpretation
Distributive Justice	3.68	0.78	Moderate
Procedural Justice	3.84	0.69	High
Interactional Justice	4.02	0.65	High
Overall Organizational Justice	3.85	0.70	High

Interpretation

Overall perceptions of justice were **high (M = 3.85)**. Interactional justice scored the highest (**4.02**), showing that employees feel respected and well-informed by supervisors. Procedural justice was rated high (**3.84**), while distributive justice was moderate (**3.68**), indicating concerns over pay, promotions, and reward fairness.

Organizational justice was assessed in terms of distributive, procedural, and interactional justice. The results show varying perceptions across the three dimensions.

In terms of distributive justice, respondents moderately agreed that their pay reflects the work they do (Mean = 3.62, SD = 0.82), suggesting that some employees have concerns regarding compensation fairness. Similarly, respondents moderately agreed that rewards are fairly distributed (Mean = 3.70, SD = 0.75), indicating

perceived inconsistencies in reward allocation. The perception that promotions are based on merit (Mean = 3.72, SD = 0.78) was also moderate, implying that some employees doubt the fairness of promotion decisions.

Regarding procedural justice, respondents expressed more positive perceptions. Employees agreed that decisions are made using fair procedures (Mean = 3.85, SD = 0.66), demonstrating confidence in organizational processes. Respondents also agreed that employees have a voice in decision-making (Mean = 3.81, SD = 0.71), reflecting participatory management practices. Furthermore, respondents agreed that procedures are applied consistently (Mean = 3.86, SD = 0.74), indicating trust in the impartiality and reliability of organizational systems.

With respect to interactional justice, the findings were particularly strong. Respondents agreed that supervisors treat them with respect (Mean = 4.08, SD = 0.62), reflecting positive interpersonal relationships in the workplace. Employees also agreed that supervisors explain decisions clearly (Mean = 3.99, SD = 0.68), suggesting transparency in communication. Additionally, respondents perceived communication to be honest and considerate (Mean = 3.98, SD = 0.65), highlighting supportive and respectful leadership behavior.

Overall, while procedural and interactional justice were rated highly, distributive justice received moderate ratings, indicating a need for improvement in fairness related to pay, rewards, and promotions at Nile Breweries Uganda.

4.5 Relationship Between Organizational Justice and Employee Engagement (One-Tailed Test)

Pearson's correlation analysis was conducted to examine the relationship between organizational justice and employee engagement at Nile Breweries Uganda. Since the study hypotheses were directional (predicting a positive relationship between

organizational justice and employee engagement), the one-tailed significance test was considered appropriate. The one-tailed p-values were derived from SPSS two-tailed results by dividing them by two, in line with established statistical procedures for directional hypotheses.

Table 4.4: One-Tailed Correlation Results between Organizational Justice and Employee Engagement

Variable	r-value	Sig. (1-tailed)	Interpretation
Distributive Justice	0.472	0.000	Moderate positive relationship
Procedural Justice	0.598	0.000	Strong positive relationship
Interactional Justice	0.654	0.000	Strong positive relationship
Overall Organizational Justice	0.635	0.000	Strong positive relationship

Note: $p < 0.01$ (1-tailed)

Interpretation

The results of the one-tailed Pearson correlation analysis indicate that organizational justice has a positive and statistically significant relationship with employee engagement. Overall organizational justice was strongly correlated with employee engagement ($r = 0.635$, $p < 0.01$), implying that higher perceptions of fairness are associated with higher levels of employee vigor, dedication, and absorption.

Among the justice dimensions, interactional justice exhibited the strongest positive relationship with employee engagement ($r = 0.654$, $p < 0.01$), suggesting that respectful treatment, clear communication, and honest explanations from

supervisors play a critical role in enhancing employee engagement. Procedural justice also showed a strong positive relationship ($r = 0.598$, $p < 0.01$), indicating that fair and transparent decision-making processes significantly influence engagement levels.

Distributive justice demonstrated a moderate but statistically significant positive relationship with employee engagement ($r = 0.472$, $p < 0.01$), suggesting that fairness in rewards, pay, and promotions contributes to engagement, although to a lesser extent than interactional and procedural justice.

In general, all the findings confirm that dimensions of organisational justice significantly influences employee engagement and productivity at Nile breweries Uganda, which therefor, supports the study hypotheses and justifying the use of a one tailed statistical test.

Table 4.5: Regression Model Summary

R	R²	Adjusted R²	Std. Error	Sig.
0.712	0.507	0.496	0.501	0.000

Interpretation

The dimensions of justice which are three (3) explain **50.7%** of employee engagement variance ($R^2 = 0.507$) of which it shows substantial predictive power.

Table 4.6: Regression Coefficients

Predictor	β	Std. Error	t	Sig.	Interpretation
(Constant)	1.012	0.171	5.92	0.000	—
Distributive Justice	0.182	0.059	3.09	0.002	Significant

Procedural Justice	0.246	0.067	3.67	0.000	Significant
Interactional Justice	0.311	0.061	5.10	0.000	Significant

Interpretation

All the justice dimensions significantly predict engagement ($p < 0.05$). Interactional justice ($\beta = 0.311$) is the strongest predictor, followed by procedural ($\beta = 0.246$) and distributive justice ($\beta = 0.182$).

4.6 Summary of Key Findings

1. At Nile breweries, employee engagement is high ($M = 3.95$).
2. In general, organisational justice is rated **high** ($M = 3.85$), with interactional justice having highest score.
3. Organizational justice is not only strong but also positively related to employee engagement ($r = 0.635$).
4. The strongest predictor of engagement is Interactional justice, then procedural and distributive justice fall after.
5. **4.7** To sum it all, this means Nile Breweries confirms that how fairly people feel they're being treated really shapes how much they care about their work. When communication feels respectful, when decisions aren't just handed down from superiors without explanation, when rewards actually match the effort people put in, you see the difference. Employees or workers bring more energy to the job, they're more committed, and they actually get absorbed in

what they're doing and not just going through the motions of work. This means that if companies in the manufacturing industry want a workforce or employees who are genuinely engaged and very productive, doubling down on fairness is not just the right thing to do but it is a very smart and best move to make.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This is the final chapter and it states in summary what the study was about, conclusions drawn from findings, and what it means. A set of recommendations is formulated in this chapter basing on what the data revealed .limitations ran into while doing the research are also laid out and constraints that may have shaped results of the research carried out. Finally, I will round it out with some suggestions for anyone who might want to pick up where this study leaves off and dig even deeper. This chapter is based on the study objectives, findings, and data analysis, as discussed in Chapter Four of the study report.

5.2 Summary of the Study

The study was guided by the study objectives, which included: examining the level of employee engagement, assessing the perception of employees on organizational justice, and establishing the relationship between organizational justice and employee engagement in Nile Breweries Uganda.

5.3 Discussion of Findings

5.3.1 Level of Employee Engagement

The study findings revealed that employees at Nile Breweries Uganda exhibited a high level of employee engagement. High employee engagement means that employees feel energetic, resilient, and mentally strong while performing their tasks. The high vigor of Nile Breweries Uganda employees can be attributed to the good working environment that the company provides to its employees. A good working

environment has been shown to enhance employees' physical and psychological energy, which allows them to feel motivated to work, as noted by Bakker & Demerouti (2008), Robertson & Cooper (2010).

Another possible explanation for the high vigor observed among the employees could be the positive interpersonal treatment received from their supervisors and co-workers. When the employees receive treatment with respect and dignity, this could be a possible reason for their feeling of being valued, which makes them feel more energized at work.

According to Social Exchange Theory, a supportive work environment from the organization could encourage the employees to reciprocate with enthusiasm and vigor (Blau, 1964; Cropanzano & Mitchell, 2005). This could be a possible explanation for the high vigor observed among the respondents, even though their work demands were high.

It has also been observed from the study that the level of dedication observed among the employees is very high, which could be a possible explanation for their feeling emotionally attached to their work and organization. The employees expressed their pride, enthusiasm, and inspiration while at work, which could be related to their job design, as their individual goals could be aligned with the organizational goals. According to Kahn (1990), employees become more engaged with their work if their work is meaningful, and if they feel safe while at work.

Similarly, absorption was also rated highly, which suggests that employees are highly engaged with their activities, which often leads them to lose track of time while at work. This could be attributed to the type of job roles that require concentration, problem-solving, and involvement while at work, especially in a manufacturing organization such as Nile Breweries Uganda.

Besides, the organization's support systems, which include training, performance expectations, and recognition, could also have contributed to the positive levels of employee engagement, considering that engaged employees will always show persistence, dedication, and enthusiasm towards their activities, especially if they feel that their organization is invested in their training and development (Macey & Schneider, 2008; Saks, 2006).

Generally, the positive levels of vigor, dedication, and absorption indicate that Nile Breweries Uganda has been able to create an environment that promotes employee engagement, which is consistent with earlier studies that suggested that a conducive work environment, respect, and meaningfulness at work contribute to positive levels of employee engagement (Harter et al., 2002; Bakker & Demerouti, 2008).

5.3.2 How Employees View Organizational Justice

From the findings, employees view organizational justice as high overall. They rate interactional and procedural justice higher than distributive justice. The mid-to-high rating of distributive justice means that people feel quite alright with the way resources, rewards, and promotions are being distributed, although some minor issues might be of concern. This vibe means that reward structures are more aligned with rewarding good performance than favoritism, hence creating a sense of fairness among employees.

One possible explanation for the high rating of organizational distributive justice is that the company is using standardized HR practices, as is the case with most industries. When organizations regularly evaluate their pay scales and promotion structures, it helps reduce dissatisfaction among employees (Adams, 1965; Colquitt, 2001). It is possible that Nile Breweries Uganda is trying to be competitive in the

manufacturing industry, hence rewarding employees based on their performance and experience.

Procedural justice ratings are high, implying that employees trust the fairness, consistency, and availability of decision-making processes. People feel that rules are being applied fairly, and they are given an ear to express themselves. Leventhal (1980) asserts that procedural fairness helps build acceptance of organizational decisions, even if the decision is not in one's favor.

Thus, high levels of interactional justice imply that supervisors communicate with subordinates in a respectful, honest, and open manner. This implies good and healthy relationships between management and employees. Bies & Moag (1986) argue that being treated with respect and understanding influences how employees view justice.

Yet another possible reason why high levels of interactional justice are reported by Nile Breweries Uganda employees could be due to leadership styles adopted by management. These leadership styles are based on empathy, understanding, and support. Leaders who are concerned about employee well-being create trust, reduce tension at work, and increase perceptions of fairness (Greenberg, 1987; Colquitt et al., 2001).

In conclusion, although distributive justice requires a bit more support, high levels of procedural and interactional justice suggest that Nile Breweries Uganda has put in place mechanisms to ensure fairness, transparency, and respectful treatment of all.

According to studies carried out by Olowookere, (2014), namada & Omulo, (2022), organizations with a high level of justice exhibit high levels of employee satisfaction.

5.3.3 Organizational Justice and Employee Engagement

The study was able to establish a strong and statistically significant positive relationship between employee engagement and organisational justice. This indicated support to the notion that employees who experience fairness in outcomes, procedures, and interpersonal interactions, they are more likely to exhibit high levels of vigor, dedication, and absorption. This study's findings strongly support Social Exchange Theory, which suggests that when employees receive fair treatment, they are more likely to reciprocate with positive work-related attitudes and behaviors according to (Blau, 1964; Cropanzano & Mitchell, 2005).

The most dominant predictor of employee engagement was established as interactional justice. This idea is neither new nor limited to one place. It backs up a ton of international studies that have been saying having a boss who actually listens, who communicates with respect, and who shows a bit of empathy makes a very big difference to how engaged and productive people are at work.

A lot of researchers have confirmed the same pattern playing out in many different corners of the world. Whether you're looking at factory floors in South Korea by (Kim & Park, 2023), corporate offices in India by (Sharma & Gupta, 2023), or workplaces in Kenya by (Mwangi & Wanjiru, 2024) and Uganda by (Nabunya & Mukasa, 2024), the story is consistent. In all of them, the way employees are treated on a personal, day-to-day level, what the academics call "interactional justice" keeps coming out as the single biggest factor in whether someone is genuinely switched on and committed to their job. It turns out that no matter where you are, feeling seen and respected by the person you report to is what really counts.

Procedural Justice also exhibited a strong positive relationship with employee engagement. This suggests that fair decision-making processes boost employee trust,

which in turn leads to high levels of dedication and absorption. This finding supports various international research works carried out in Oman, Spain, Uganda, which also established Procedural Justice as a dominant predictor of employee engagement (Al-Naimi & Al-Mahrouqi, 2023; Lopez & Martinez, 2023; Kato & Ssekandi, 2024).

Distributive justice, although less strong than the other dimensions, still had a strong positive correlation with employee engagement. This means that fairness in rewards and promotions still plays an important role in maintaining employee energy and engagement. The same has also been found in studies done in Nigeria, the USA, and Poland, in which fairness in compensation was found to relate to employee engagement and performance (Okafor & Chukwu, 2024; Harrison & Cole, 2024; Marek & Kowalski, 2024).

The findings from the regression analysis also revealed that 50.7% of the variance in employee engagement could be explained by organizational justice. This means that justice perceptions are not peripheral but core to understanding employee engagement levels. Over time and across different countries, researchers agree that fairness contributes to employee engagement in any given industry and country. The study's findings are in agreement with the global body of evidence and contribute to existing knowledge by including the manufacturing industry in Uganda.

5.4 Conclusions

The study concludes that, based on the results, organizational justice is a major motivator for employee engagement at Nile Breweries Uganda. Fair treatment, communication, and decision-making positively impact employees' energy, enthusiasm, and concentration at work. Although interactions and procedures are normally respectful and fair, fairness in rewards and promotions is a concern that

affects employees' perceptions of justice. Distributive justice, therefore, must be improved for better and increased levels of employee engagement.

5.5 Recommendations

Recommendations to Nile Breweries Management

- Strengthen interactional justice by training supervisors and managers on effective communication, respect, and empathetic leadership, which was found to be a strong predictor of engagement.
- Strengthen procedural justice by being consistent, transparent, and involving employees in decision-making, especially on issues that impact their work.
- Strengthen distributive justice by reviewing reward and promotion systems to ensure that rewards fairly reflect employees' input, skills, and performance.
- Establish channels for explanation on rewards, promotions, and other organizational issues that impact employees' perceptions of fairness and justice.

Therefore, it is recommended that policymakers, especially in the Ministry of Gender, Labour, and Social Development, should advocate for policies that emphasize fairness, transparency, and equity in employment. This would likely enhance employee engagement in Uganda's manufacturing sector.

It is recommended that future research on employee engagement in Uganda's manufacturing sector should be carried out using mixed research designs to obtain deeper insights into employee engagement. Additionally, future research should be carried out on various manufacturing sectors in Uganda to increase generalizability.

5.6 Limitations of the Study

The study only concentrated on Nile Breweries Uganda. Therefore, it can be limited to a certain level of generalization to other organizations. The study used self-reported measures. This may lead to self-response bias. The study used a cross-sectional study. This limits the study to obtaining cause-and-effect relationships on the relationship between employee engagement and organizational justice.

5.7 Suggestions for Further Research

It is recommended that future research on employee engagement in Uganda's manufacturing sector should be carried out using longitudinal research designs.

5.8 Overall Conclusion

The study affirms that organizational justice is an important factor that affects employee engagement at Nile Breweries Uganda. Fairness in procedures, interpersonal treatment, and rewards increases employees' commitment, energy, and involvement at work. Therefore, by improving justice, organizations can build a highly engaged, motivated, and productive workforce.

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APPENDIX

QUESTIONNAIRE

Dear Respondent, I am a student of Uganda Christian University, conducting a study on “Organizational Justice and Employee Engagement in Nile Breweries Uganda.” You have been selected to participate in this research. The information you provide will be kept strictly confidential and used for academic purposes only. Kindly answer all questions honestly.

Thank you for your cooperation.

SECTION A: Demographic Information

Please tick (✓) the appropriate response.

1. Gender: Male Female

2. Age: below 25 25–34 35–44 45 and above

3. Department: Production Logistics Finance HR Administration
 other (specify) _____

4. Position in the company: Non-managerial Supervisor Manager

5. Years of service at Nile Breweries: Less than 1 year 1–3 years 4–6 years Above 6 years

Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

SECTION B: Organizational Justice

B1. Distributive Justice

Statement	1	2	3	4	5
My pay fairly reflects the effort I put into my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rewards I receive are fair considering my performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotions are based on merit rather than favoritism.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe the outcomes of my work are distributed fairly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B2. Procedural Justice

Statement	1	2	3	4	5
Decision-making procedures in this company are applied consistently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees have a chance to express their views before decisions are made.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Procedures are free from bias or discrimination.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rules and policies are clearly communicated to all employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B3. Interactional Justice

Statement	1	2	3	4	5
My supervisor treats me with respect and dignity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervisors communicate decisions with adequate explanations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I receive honest feedback from my supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managers show concern for employees' well-being.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION C: Employee Engagement

C1. Vigor

Statement	1	2	3	4	5
I feel full of energy when I am working.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am enthusiastic about my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can continue working even when things get tough.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C2. Dedication

Statement	1	2	3	4	5
I am proud of the work I do for this company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My job inspires me to perform better.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I find my work meaningful and purposeful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C3. Absorption

Statement	1	2	3	4	5
I am deeply engrossed in my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time passes quickly when I am working.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I get carried away when I am doing my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your participation is greatly appreciated,

AJOLO REBECCA

UCU RESEARCHER

Ajolo Rebecca
ORGANIZATIONAL JUSTICE AND EMPLOYEE ENGAGEMENT

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UGANDA CHRISTIAN UNIVERSITY
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ORGANIZATIONAL JUSTICE AND EMPLOYEE ENGAGEMENT
A CASE OF NILE BREWERIES UGANDA

BY
AJOLO REBECCA
M25B42924

A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF HUMAN RESOURCE MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY

OCTOBER, 2025

LETTER FOR DATA COLLECTION

