

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

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
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**UGANDA CHRISTIAN
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DECLARATION

I GIMBO MIRABU declare that this report has never been submitted for the award of a bachelor's degree in Uganda Christian University or any other institution of higher learning and that all the information contained therein is based on my findings unless otherwise stated/referenced


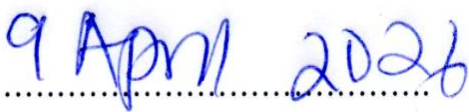
GIMBO MIRABU

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APPROVAL

I certify the above declaration and recommend the submission of the special project to the department of School of Business for assessment.

SUPERVISOR

Signature.......... Date..........

MR. WAWERU ABRAHAM

DEDICATION

I dedicate this special project to my family members especially my father OPOLOT EMPHRAIUM and my mother LOGOSE LYDIA who have supported me financially and morally.

ACKNOWLEDGEMENT

I am also grateful to glorify and honor the ALMIGHTY GOD for the love, protection and wisdom He has granted unto me since I started the process of data collection until when this book has been written down. My first sincere thanks go to my supervisor Mr. WAWERU IBRAHIM for his parental love, kindness and guidance which helped me towards the completion of this report. I would not have completed this study without your efforts. Never the less am so delighted and thankful to Mr. OPOLOT EMPHRAIUM and Miss LOGOSE LYDIA for financial support they offered to me during my entire study. May the lord grant them peace, energy, wisdom, grace, love and always provide to all their desires.

Finally, I like to acknowledge the employees at 7 star cleaning services company who allowed me the opportunity to collect my primary data.

ACRONYMS

| | | |
|------|---|-------------------------------|
| EE | : | Employment Engagement |
| DJ | : | Distributive justice |
| CT | : | Cognitive Theory |
| HRM | : | Human resource management |
| PJ | : | Procedural Justice |
| IJ | : | Interactive Justice |
| OST | : | Organizational support theory |
| SD | : | Strongly disagree |
| D | : | Disagree |
| NA | : | Neutral agree |
| SA | : | Strongly agree |
| A | : | Agree |
| E.g. | : | For example |
| i.e | ∴ | That is to say |

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ABSTRACT

The resolution of this study remained to observe the character that managerial justice may play in worker assignation at 7 Star spring-cleaning facilities corporation. It further examined the level of determination among employees and the association amongst organizational justice and employee engagement. It involved quantitative approach of data collection from employees of the company of which data was investigated using software of SPSS style 23. Constructed on the results of this study, it remained noted that many of the defendants are not well complex in this company since of the one-sided measures, restrictive and nearly unfriendly them off from their dynamic contribution in decision making procedures assumed following to the company. The training had a major restriction where some people were not assessed since the company had they were inattentive, others stood uninformed then also inadequate funds. This study offers first-hand ideas addicted to in what way objectivity in administrations echoes full in how staffs participate easily on the residence of labor.

CHAPTER ONE

INTRODUCTION

This study seeks to examine the contribution of organizational justice in explaining employee engagement among workers of 5 Star Cleaning Services located in Mukono District, Wakiso. The chapter presents an overview of the study and provides the foundation upon which the research is built. It includes the background to the study, the statement of the problem, and the purpose of the study. In addition, the chapter outlines the research objectives and research questions that guide the investigation, as well as the conceptual framework that illustrates the relationship between the study variables. Furthermore, the significance and justification of the study are discussed, and key terms used in the study are clearly defined

Employee behavior in an organization is instrumental to the achievement of organizational objectives, since desirable behavior complements employees' skills and competencies to enhance performance. Consequently, behavioral competencies have been recognized as essential attributes that prospective employees are expected to possess (Luenburger & Goleman, 2010). This underscores the centrality of employee behavior in the workplace.

Efforts to promote desirable employee behavior can be traced back to the earliest forms of organized work, even before the emergence of written management theories. The examples of the work of historians like building the Egyptian pyramids prove that big accomplishments demanded systematic work with its features of teamwork, devotion, and positive mindsets (Horrace, 2018). The early management thought especially the classical management theories suggested the use of particular managerial principles in order to provoke desirable employee behavior. As an example, scientific management also focused on evaluation of the abilities and the competencies of employees, and performance-related rewards as a way of stimulating positive behavior (Taylor, 1911).

On the same note, the bureaucratic theory encouraged equality and uniformity in processes and rewards as tools to influence employee behavior. Later school of thought such as the human relations and human resource management schools of thought put more emphasis on the study of human behavior at individual and group level and as a result, there was emergence of various theories on motivation that sought to explain the reasons why employees behave in a certain

manner (Bruce and Nyland, 2011). The industrial relations period also attempted to strengthen employee conduct by enhancing good working relationship between the employers and employees through collective bargaining and mutual discharge of responsibilities (Kapoor, 1968).

More modern management styles particularly those related to human resource management brought in techniques like best HR practices, job-person fit, and organizational environment fit so as to promote positive behavior without over revealing sanctions (Armstrong, 2011). Extra-role behavior has become a concept in the limelight in the past few years.

Extra-role behavior is the opposite of in-role behavior; unlike in-role behavior, which is limited and specific to the formal job requirements, extra-role behavior is a discretionary behavior that employees perform willingly or without expectance of receiving any other rewards. This kind of action favors colleagues and the organization at large eventually leading to the better organization performance. The conceptualization of employee engagement has been developed as extra-role behavior and is seen as an element of organizational citizenship behavior, with the formal conceptualization of extra-role behavior being traced to the studies of Organ (1998), nonetheless, the scholarship interest in extra-role behaviors can be traced back to the 1970s (Ocampo et al., 2018).

In the past, employee engagement was not given much attention due to the fact that the companies were paying little attention to employees since they considered them as costs that were supposed to be reduced. Most of the management styles were top-down and the managers were viewed as better than the employees whose voice was heavily muted. The existence of high power distance limited the employees to only performing the assigned job roles. But as the practices of the human resource management changed, leaders of the organization started to consider employees as precious resources that could give it a competitive edge (Armstrong, 2011).

This meant that employee contribution began to be appreciated, confidence between the management and employees grew and extra-role behaviour like interest began to be more enhanced in organizations (Organ, 1998). The theory used in this work is the Equity Theory (Adams, 1963) and the Psychological Contract Theory (Rousseau, 2000). According to the theory of equity, employees enter into employment relationship with expectations to be treated fairly as compared to internal and external referent. In the event that employees feel fairness in

both tangible and intangible results, they tend to respond by positive behaviors that are not explicitly stipulated in the official job roles, such as participation among the employees. The concept of organizational justice is important in achieving such perceptions of fairness (Yadav and Yadav, 2016). The opposite is also true since perceived inequity can lead to unwanted behaviors by creating counterproductive work behavior as a way of protest.

The psychological contract theory also acknowledges that in addition to the written employment contract, there must be informal expectations between the employees and employer (Coyle-Shapiro and Conway, 2004). The employees require to be treated with dignity and respect, consulted in the matters affecting the organization, and to feel fairly treated in terms of managerial practices. The employees would end up exhibiting desirable behaviors such as increased engagement when these expectations are fulfilled.

1.2 Statement of the Problem

Organizational justice is also an issue of critical concern among the employees of the 7 Star Cleaning Company. The inequitable treatment of employees is reportedly exhibited in terms of unequal implementation of policies and procedures, lack of transparency and communication, denial of employee voice and participation in decision making, bias, non-impartiality and inadequate managerial support in the form of ineffective training and supervision. Such practices have had adverse effects on how the employees perceive fairness in the organization. A number of organizations rely a lot on their employees and workforce, hence they seek to improve the rate of employee engagement so that they can be competitive and sustainable. Empirical research has continuously indicated that employee engagement is one of the best predictors of good employee performance, organizational success and better financial performance. Since employees are assumed as the most valuable asset in the contemporary organizations, the management is supposed to employ strategies that will not only maintain the organizational performance, but also ensure the full involvement of employees such that their capabilities and competencies are put to their full potential. Employees who are engaged over perform the expectations of an organization since they feel cherished, engaged, and treated fairly. Nonetheless, in 7 Star Cleaning Company, the workers have been complaining of dissatisfaction with the administration including heavy workloads and limited participation in making decisions that

directly impact their work. Consequently, most employees are disengaged and are not valued and this has impacted negatively on their morale and commitment. Another factor leading to employee loyalty, commitment, productivity, and performance is job characteristics, type of leadership, organizational culture, and organizational values. Nevertheless, there are reports of a tangible decrease in employee engagement in the company, an issue affecting a larger number of companies worldwide at the cost of employee disengagement. In Uganda, it is argued that the percentage of the workforce which is either partially or totally disengaged is very high and therefore causes organizations a lot of expenses. In part, this developing disengagement might be explained by perceived absence of organizational justice at the work place. Justice is not only required in organizations but also in all human interactions where trust, harmony and sustainable employment relationships are encouraged. Thus, it is essential to focus on problems of organizational justice to increase employee involvement in 7 Star Cleaning Company.

1.3 Purpose of the Study

The primary objective of the research was to analyze how organizational justice is used to affect the work engagement of employees in 7 Star Cleaning Company in Mukono, Wakiso District.

1.4 Objectives of the Study

1.4.1 General Objective

The overall goal of the research was to test the connection or the links between organizational justice and employee engagement in 7 Star Cleaning Company in Mukono, Wakiso District.

1.4.2 Specific Objectives

The objectives of the study were the following:

To test the employee engagement level in 7 Star Cleaning Company in Mukono, Wakiso District.

To determine the degree of perceived organizational justice amongst employees in the 7 Star Cleaning Company, Mukono, Wakiso District.

To determine the relationship between employee engagement and organizational justice at 7 Star Cleaning Company at Wakiso District in Mukano.

1.6 Research Questions

The research questions that guided the study were as follows:

How engaged are the employees of 7 Star Cleaning Company in Mukono, Wakiso District?

How do employees at 7 star cleaning company in Mukono, Wakiso district perceive the organizational justice in the company?

How are organizational justice and employee engagement related to 7 Star Cleaning Company in Mukono, Wakiso District?

1.7 Significance of the Study

On the topic, The contribution of organizational justice to employee engagement in the company, the study has far reaching implications to the scholars, practitioners, policymakers and the economy at large. The importance of the study is explained in the following way:

The results of the research will aid theorists in the formulation and improvement of theories in organizational behavior. In particular, the research will contribute to the existing body of knowledge through the extension of the organizational justice theories, in particular, the distributive, procedural, and interactional justice, and the investigation of their impact on employee engagement. This contribution will be included in the existing body of literature, and will be a tool of reference in the future academic research.

The project will offer useful information to leaders and managers of organizations on the relevance of equitable policies, open processes, and dignified treatment of their employees. Through the knowledge of the role of organizational justice in employee engagement, the management can adopt just practices that will increase commitment, motivation, and productivity of employees.

The results will enable the policy makers to formulate and establish policies that will foster fairness, equity, and transparency at the workplace. These policies can be used to safeguard the rights and well being of the employees hence creating a smooth industrial relationship.

The study can make its indirect contribution to the growth of the economy by encouraging employee engagement and productivity by ensuring that organizational practices are fair. Involved employees will be more prolific and dedicated, and it may translate into a beneficial

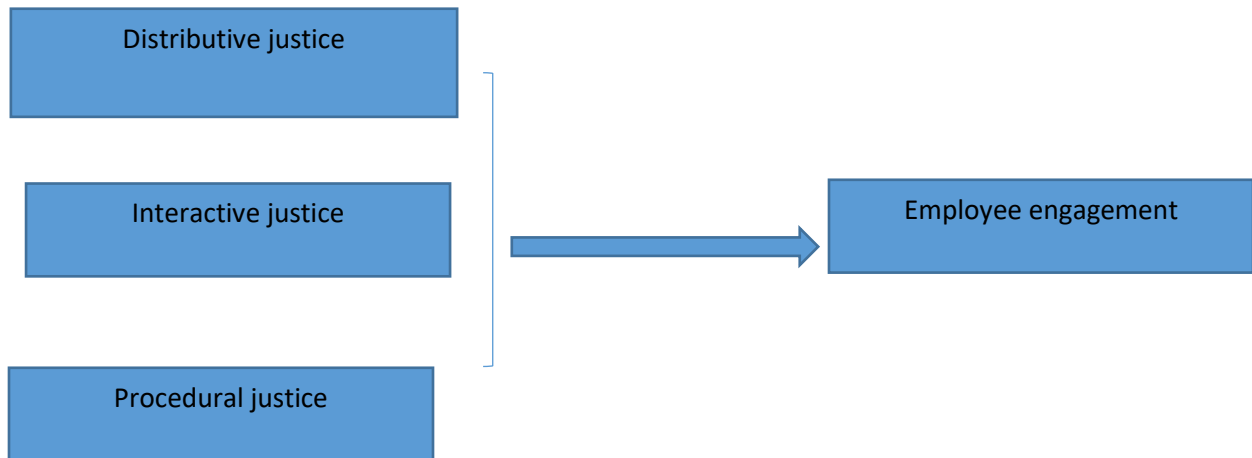
organizational performance and a subsequent impact on the level of the national economy and competitiveness.

1.8 Conceptual Framework

This mainly outlines the theoretical foundations or models, variable's relationships with each other and then the hypothesis. By considering these relationships, the conception framework provide insights into how organizational justice dimensions contribute to enhance employee engagement within the company, leading to improved performance and organizational outcomes

Figure 1 showing organizational justice

ORGANISATIONAL JUSTICE



1.9 Scope of the study

This research will be conducted in a 5 Star cleaning services, Mukono, wakiso district. The research will take a period of one month as it started on 1st December and ended on 1st January 202026. It was funded by my parents

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews relevant literature and discusses arguments drawn from various scholarly sources. Specifically, it covers the theoretical review, conceptual review, and empirical review. The chapter concludes with a summary of the reviewed literature.

Employee engagement

Employee engagement is a critical factor in achieving organizational success. High levels of engagement in both local and international organizations help to retain talented employees, enhance customer loyalty, and improve overall organizational performance and stakeholder value. Employee engagement is a multifaceted concept influenced by several factors, including workplace culture, organizational communication, managerial approaches, trust and respect, leadership quality, and organizational reputation. For today's diverse workforce, key drivers of engagement include access to training and career development opportunities, work-life balance, and the ability to participate in decision-making. Consequently, human resource management plays a central role in designing, measuring, and evaluating proactive workplace policies and practices that attract, develop, and retain skilled employees necessary for organizational growth and sustainability (Admasachew et al., 2010).

Harter et al. (2002) were one of the earliest scholars who analyzed engagement of employees at the level of business unit. According to them, employee engagement was the involvement, satisfaction and enthusiasm that a person has towards his or her work (Harter et al., 2002, p. 417). Such definition focused on both employee satisfaction and business unit-based engagement measurement, thus transforming the previous views on engagement. Their publication greatly raised interest in both academic and practical attention toward employee engagement because it became the first broadly dispersed publication to suggest a direct relationship between employee engagement and organizational profitability.

The concept was also furthered by Saks (2005) who has linked previous theories of engagement, practitioner knowledge and scholarly studies. His argument was that employee engagement emerged as a result of social exchange processes and is not to be regarded as job engagement and organizational engagement. Based on this, Saks (2005) defined employee engagement as a special construct which has cognitive, emotional, and behavioral aspects which are related to role performance. This definition incorporated previous literature by emphasizing on the cognitive (Kahn, 1990; Maslach et al., 2001), emotional (Harter et al., 2002; Kahn, 1990) and behavioral (Harter et al., 2002; Maslach et al., 2001) elements of engagement.

The American Society of Training and Development (ASTD) defined employee engagement as the level of work commitment and dedication among employees (both mental and emotional) to the job and success of their employer (Czarnowsky, 2008). The conclusions of respective research focused on the significance of meaningful working conditions, learning and favorable employee experiences, which are based on the original work of Kahn (1990) and Maslach et al. (2001). According to Motyka (2018), employee engagement is defined as both emotional and rational, such as enthusiasm, passion, satisfaction, confidence, empowerment, and positive attitudes. The core aspects of this definition is that it focuses on the representation of a preferred self of a person through behaviors enhancing relationships with work and with others. Because of its extensive and up-to-date nature, such definition is chosen in the present research.

Organizational justice

Thank you for sharing the image. Below is a paraphrased, formal, and simplified version of the section 2.3 Organizational Justice, with the original meaning fully retained and suitable for academic research writing.

2.3 Organizational Justice

Organizational justice is a concept developed from social exchange theories and refers to employees' perceptions of fairness in decisions, procedures, and interpersonal relationships within an organization (Kilcullen, Bostan & Grabowski, 2015). Employees evaluate whether organizational procedures are fair, whether decisions made are just, and whether those involved in decision-making treat them with respect. Based on these evaluations, employees are likely to respond through their attitudes and behaviors, either positively or negatively, in both the short and long term. Over time, organizational justice has been conceptualized into three main dimensions: procedural justice, distributive justice, and interactional justice.

Procedural justice focuses on the perceived fairness of the processes and methods used in making organizational decisions (Leventhal, 1976). Employees are particularly concerned with decisions related to rewards and penalties. In organizations, decisions are made regularly regarding the allocation of resources such as salaries, allowances, promotions, and opportunities for staff development. Other decisions involve penalties and human resource actions such as transfers and

performance reviews. Employees tend to be sensitive to whether the procedures used in making such decisions are consistent, unbiased, and based on clear standards (Colquitt, 2012).

Organizational justice can also be described as the extent to which employees perceive workplace procedures, outcomes, and interactions as fair. These perceptions significantly influence employee attitudes and behaviors, which may positively or negatively affect job performance and overall organizational success. Unlike traditional work behavior models that focus mainly on job demands, control, and social support, organizational justice highlights fairness as a fundamental aspect of the social structure within which work takes place. Fairness is largely subjective and often becomes more noticeable when employees perceive that justice has been violated (Institute for Employment Studies, 2006).

According to Adams (1965), organizational justice refers to the degree to which an organization treats its employees fairly. This includes fairness in outcomes, procedures, and interpersonal interactions. Fair outcomes such as equitable pay, promotions, and rewards are associated with distributive justice.

Overall, organizational justice concerns employees' perceptions of fairness in how resources are distributed (distributive justice) and how decisions are made (procedural justice). These perceptions have important implications for employee trust, productivity, compliance, and organizational behavior (Lind, 1998). This definition of organizational justice is adopted for the purpose of this study.

Procedural Justice

Procedural justice refers to the perceived fairness of the processes used to make decisions that lead to specific outcomes within an organization. Research indicates that employees may accept unfavorable outcomes if they believe that the procedures used to reach those outcomes were fair, transparent, and ethical. In some cases, procedural justice is considered more influential than distributive justice because fair procedures enhance trust and acceptance, even when results are disappointing.

Indicatively, Greenberg (1994), established that smokers were the more inclined to accept a smoking ban in the workplace when the management presented sufficient information and

presented the change of policy in a holistic and socially sensitive way. On the same note, even the non-promoted employees would be happy because they would feel that the promotion procedure was fair, transparent and was done uniformly.

According to Thibaut and Walker (1975) procedural justice was defined as the processes of decision making which were founded on the correct information, ethical provisions, the representation of all the parties concerned, the provision of a voice and appeal as well as absence of bias and uniformity in the application. Procedural justice thus puts an accent on the reasonableness of the ways as opposed to the results.

Procedural justice items are usually concerned with the question of whether the procedures in making decisions are fair, consistent, representative, and they enable the employees to give their opinions or appeal decision processes. Such example questions are related to the possibility of employees to express their views and the absence of biased procedures (Tyler and Caine, 1981).

Tyler and Caine (1981) explain that procedural justice is also related to rules and processes of distributing organizational resources. As an illustration, in the deliberation of pay increments, workers would not just look at the degree of increment offered, but also the decision maker and the basis. Saunders and Thornhill (2003) also added that just procedures enhance the sense of legitimacy and trust in authority by assuring the respectful treatment, impartiality in deciding, and integrity between the decision-makers.

Distributive Justice

Distributive justice is associated with the perceived fairness in results and the distribution of organizational resources amongst the employees. These can be tangible or intangible resources and can be in the form of salaries, allowances, promotions, job security and trainings or development opportunities (Colquitt, 2012).

Employees often assess distributive justice by comparing their rewards with those of colleagues within the organization as well as employees in similar organizations. This comparison helps determine perceptions of internal and external equity. When employees perceive fairness in the distribution of resources, they are more likely to exhibit positive attitudes and behaviors, whereas perceived injustice can result in dissatisfaction and negative reactions.

Adams' Equity Theory (1965) explains distributive justice as the proportionality between an employee's inputs and outcomes. Inputs may include education, skills, experience, and effort, while outcomes include wages, promotions, recognition, and career opportunities. Because it is difficult to objectively determine appropriate rewards, employees rely on comparisons with peers to evaluate fairness.

Greenberg (1982) defined distributive justice as the perceived fairness of resource distribution and individuals' reactions to these allocations. Similarly, Varkey (2021) described distributive justice as the way scarce resources are allocated among individuals with competing needs or claims. While concerns about property and resource allocation have long existed, the recognition of societal and organizational resource distribution as a matter of justice has gained attention more recently.

2.6 Interactional Justice

Interactional justice refers to employees' perceptions of fairness in terms of how they are treated during the implementation of decisions and in everyday working relationships (Rupp, 2011). It emphasizes decency, respect, and reasonableness in interpersonal interactions between employees and management. Employees expect to receive information concerning their performance, roles, and other work-related matters, and they also expect such information to be communicated in a fair and considerate manner. This communication should take into account the social, emotional, and psychological effects it may have on employees.

2.8 Employee Engagement and Organizational Justice.

Organizational justice is the belief held by the employees of the company on whether the work environment is fair, especially in terms of fair and equal distribution and dispensing of rewards. Such perceptions make employees believe on whether organizational systems and leadership work fairly and objectively. Justice within organizations is thus a very important aspect in determining the attitude and behaviors of employees including their engagement level at work.

Procedural justice emphasizes on the fairness of the processes, procedures and mechanisms involved in making decisions and reward distribution in an organization. In situations where

these processes are seen as uniform, open, and objective, employees tend to think that the organizational leaders are meritocratic. This kind of perception fosters the feeling of growth, development and trust that contributes positively to the engagement of employees (Colquitt et al., 2005; Niehoff and Moorman, 1993).

Distributive justice is based mainly on the Equity Theory of Adams (1965) which involves the evaluation by the employees of fairness by looking at the ratio between the input and outcome and that of other employees. Some of the inputs can be effort, education, experience, skills, training and personal attributes whereas the results can be pay, benefits, recognition, status and job security. When the employees feel that there is an imbalance in such comparisons, then they can respond by either raising or lowering the level of effort, involvement or commitment to the organization. Therefore, employee engagement can only be maintained through consistency and predictability in the dispensing of rewards (Saks, 2006).

The beneficial influence of distributive justice in an organization is supported by empirical research. Kassing and McDowell (2008) noted that the positive organizational results are observed when the perceptions of fairness increase. On the same note, in a research conducted by Haar and Spell (2009), 184 employees in New Zealand, distributive justice was positively correlated with job satisfaction and employee engagement, and negatively with turnover intentions. Heyns and Rothmann (2018) also pointed out the fact that the engagement of employees at the workplace is highly affected by external factors, such as interpersonal and intergroup relationships. Since distributive justice is characterized by the need to focus on fairness in results, it is still an important organizational factor that influences employee engagement.

Justice also enhances commitment of employees to their organization and this encourages them to act with positivity by increasing their degree of engagement, especially in the area of dedication and engagement to work assignments (Lyu, 2016). In addition to results and processes, interactional justice deals with interpersonal treatment quality that employees get when organizational decisions are being implemented. Interactional justice that was introduced by Bies and his colleagues places importance on fairness in regard to relational and social interaction between employees and managers (Bies and Moag, 1986).

In an organization, where justice is established and applied, moral principles and just procedures are encouraged and supported (Iskan & Naktiyok, 2004). In these kinds of environments, the employees are prone to finding equity in treatment and forming positive attitude towards the organization (Greenberg, 1990). Typically, organizational fairness is discussed in three aspects with distributive justice (fairness of the consequences), procedural justice (fairness of the decision making process) and interactional justice (fairness in the interpersonal treatment).

Interactional justice builds up procedural justice with a human and relational nature of organizational practices especially in the way managers communicate and relate with employees (Cohen-Charash and Spector, 2001). It focuses on the behavior of respect, sensitivity, and sufficient communication in decision-making. Interactional justice has two sub-dimensions, including interpersonal justice and informational justice (Cropanzano et al., 2007). Interpersonal justice has a connection with dignity, respect, and politeness in managerial relations whereas informational justice focuses on the clarity, honesty, and timeliness of the explanations given to the employees about the organizational decisions.

Provision of sufficient information to employees and the treatment of the employees with respect will boost the perceptions of the interactional justice and builds trust between the employees and the management. Interactional justice is judged by employees depending on the fairness of supervisors in their daily interactions with the employees within an organization (Gurbuz and Mert, 2009). Employees who feel that they are fairly treated when communicating and in how they are treated tend to exhibit higher scores in job performance and engagement (Cropanzano et al., 2007).

The social exchange theory states that good relationship between employees and management leads to contextual and overall performance that reciprocally results in behavior though willingness to go beyond what is required of them in their official job descriptions (Cohen-Charash and Spector, 2001). Taking into consideration the fact that using financial incentives alone may be expensive and may not be adequate enough, scholars point to the concept of interactional justice as an alternative way of enhancing employee motivation and productivity (Cropanzano et al., 2002; Rupp and Cropanzano, 2002).

To conclude, the distributive, procedural, and interactional forms of justice contribute to employee engagement in different ways; the three forms of justice affect the attitude towards the fairness of the outcomes, procedures, and relationships between employees. When the employees feel that they are fairly treated in all these respects, chances are high that they will develop positive attitudes, commitment and high level of engagement in the organization.

Procedural justice is the perception that employees have on whether the formal procedures employed in distributing rewards and benefits in the work place are fair or not (Thibaut and Walker, 1975). Procedural justice is mainly derived by the fairness of managerial policies and practices especially human resource (HR) practices (Kuvaas, 2008). Such perceptions determine the way the employees perceive the outcomes of the organization, group, or individual results (Bowen & Ostroff, 2004; Brockner, 2002). When the employees feel that organizational decision-making and associated processes are fair and unbiased, they will tend to obey the organizational rules and regulations (Bies, 2005).

Procedural justice has been demonstrated to anticipate a variety of attitudes of the employees, such as task performance, organizational rule compliance, cooperation in workplace activities, and respect towards the authority (Colquitt, 2001; Colquitt, Greenberg, and Scott, 2005). The perception of the employees of the fair processes of decision also makes them believe that the organization is sincerely concerned about their well-being, and this makes them have confidence in the company (Moorman, Blakely, and Niehoff, 1998). Studies (e.g., Moorman and Byrne, 2005) have also indicated a relationship between procedural justice and good employee performance in terms of organizational citizenship behavior, organizational commitment and organizational identification. When organization processes and practices are seen to be fair, then employees tend to react positively towards the organization (Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades, 2001).

Employees can consider organizational systems to be fair in situations where the processes of making decisions are considered accurate, consistent, unbiased, and correct (Colquitt, Scott, Judge, and Shaw, 2006). In cases of perceived unfairness or even inconsistency of the procedures, employees should be given a chance to present their concerns and contribute their input whereby the relationship between employees and the organization is reinforced (Colquitt

and Chertkoff, 2002). The fairness theory and relational model of justice argues that fairness in the process of distributing the outcomes sends the employees the message that they are important persons, thereby increasing their self-esteem and the feeling of self-worth (Colquitt and Chertkoff, 2002).

Procedural justice also reinforces perceptions of mutual obligations between employers and employees, as it strengthens individualized beliefs formed through cognitive evaluations of circumstances (Rousseau, 1995). Moreover, organizational support theory (OST) posits that employees often attribute human-like qualities to organizations, interpreting the actions of organizational agents, such as managers, as reflective of the organization's intentions (Aselage & Eisenberger, 2003; Rhoades & Eisenberger, 2002). In line with OST, HR practices and other organizational actions are seen as indicative of the organization's commitment to its employees (Settoon, Bennett, & Liden, 1996).

2.9 Overview of Literature Review.

To summarize, the literature review on the topics of organizational justice and employee engagement indicates the need to explore the connection between the two variables. Nonetheless, in the event that one type of justice, either procedural, distributive, or interactional are not so stressed, organizations might experience difficulties in meeting their performance objectives. Scholarly studies in this field can assist companies in Uganda to encourage employee engagement. The analyzed literature proves that there is a definite relationship between organizational justice and employee engagement. The coverage of the variables of the study i.e., organizational justice and employee engagement suggests procedures, distributive, and interactional justice. Although the literature indicates a strong relationship between the two variables, empirical field studies are needed to establish the same, considering the three aspects of organizational justice to employee engagement.

CHAPTER THREE

3.0 METHODOLOGY

3.1 Introduction.

This part mostly contains of the method that was hand-me-down whereas leading this schoolwork. Mainly, it deals with the study proposal, aim learning the people, sample scope and procedures, information assembly methods of accounts assembly tools, training wisdom, learning reliability, data collection measures, information managing investigation and lastly moral concerns.

3.2 Research Design.

This training assumed a cross sectional plan. This proposal existed suitable in the firm relationship amongst variables that consume to be positioned progressive as the reason besides effect, in this occasion, the association amongst organizational justice and Worker commitment. The training abstains study impartial that can one be verified by affairs. Specific, the training inspected the bond mid organizational justice and Worker commitment. The project was also Irritated sectional in nature, which required gathering information on one occasion. The key of this plan was knowledgeable by the ease it offered to the training mainly in the affairs of the period probable to consume the outcomes equipped. Ghauri et al (1995) as famous in Elin and Leon (2010), shapes that there are binary classes of investigation that pulls nearby; the qualitative and quantitative. Bryman & Bell (2007), similarly conveyed that quantitative method is neutral and efficient means of accumulating information that is examined statistically, considered suitable and was so adopted in this study. The method permitted broad view of the consequences to the whole people set as its key to fort of being bright to billet the collection of data from a large example size and also unravelling the scholar from the study which minimized unfairness. So, mostly measureable type of study was used throughout the data gathering from the ground relating to the organization justice and Employee engagement.

3.3 Study Population.

The amount of individuals that contributed in the training are 70 individuals from the association 7 Star spring-cleaning facilities firm. The members in this quantitative method remained unplanned staff, their overseer and the boss, which was useful built on their places in the organization conveying out perceptive replies and outcomes.

3.4 Sampling Technique.

The defendants that contributed in this study existed utilizing a simple random sampling method and purposive sample. Random sampling involved each member in a given residents, an equal chance was hired for workers who contributed in the quantitative training. The optimal of the method was built on the want to obtain additional objective outcomes that can be generalized. On the other hand, since there was a need to obtain information through talks/conference monitors, I will essentially observe the behavior of the workers throughout the purposive practice that was used to select this class of defendants. This was suitable system engaged to choice the agreed number of respondents who own the unusual kind of data required (Abbie, 2014).

3:5 Data Collection Methods

Quantitative techniques was used during the collection of information from participants for the needed results in this particular study. The questionnaires that was used for collection of quantitative data was given to them. Interviews/interview guides were utilized to gather individual data and these were for the illiterates in the company. The choice of a mixed method is guided by the fact that the method obtained a rich and comprehensive data that can produce generalizable effects which was the purpose of this study (Collis & Hussey, 2013).

3.5.1 Questionnaire.

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

3.5.2 Interview

This method was used while questioning the management. This was because they were the individuals who had full data, and they were familiar with the plans, measures and rules leading the organization. The interview was semi-structured, which included issues of organization Justice and employee engagement in 7 Star cleaning services company, Mukono, Uganda. The method was employed since it provided 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 that was utilized were Questionnaire overview and interview guide so as to get careful data needed for this study. These instruments aided at finding first -hand data which permitted the scholar to gather detailed information that was utilized to collective report.

3.6.1 Questionnaire Survey

This tool contained finished inquiries in form of a five space scale. The survey for data collection also enclosed reports that defendants persisted required to indicate the grade to which they agree with the statement attributing their responses on a 5-point star scale such that; 1= sturdily upset and 5 = Powerfully Decide. The tool is selected because it provides quick response from large sum of the accused.

3.7 Validity.

Initially, rationality is the degree of accuracy achieved by a research tool in trying the variables that are proposed to be observed. In this case, a valid instrument is one that can measure organizational justice and speech behavior. To ensure this is achieved, the instruments used in this study was mainly adopted from the previous scholarly works, carry a pre-test and also include the supervisors' remarks.

3.8 Reliability

Dependability refers to the steadiness and the asset of the examination consequences and a dependable instrument is one that permits a meeting of defendant's response to a comparable study usually through stability once the situations are virtually the similar.

3.9 Data Collection Procedure

Upon the positive suggestion, an opening communication was required for on or after Uganda Christian University which aid in ahead to the under attack 7 Brilliant spring-cleaning facilities firm, Mukono particularly the board to be acceptable in the commitment of workers in the sharing in the study, meanwhile it delivered a validation that the training is exclusively aimed at educational determinations.

3.11 Ethical Considerations.

During this education, the progressive moral values (Shampoo & Resnick, 2009) stood monitored. Such values included, looking for formal agreement to price the firm the goal of this exercise to the embattled defendants. This involved providing data around the scholar and the goal of the study continued strictly an educational labor. He similarly included employing the embattled members on unpaid foundation. This similarly complicated sustaining the secrecy of the defendants then as such, not at all revelation finished that might disclose the personality of the respondents who contributed in the study. Furthermore, privacy was harshly highlighted, the scholar endangered member's privacy, and this involved illuminating the data plus members names once involved. The scholar stayed subtle to social self-respect then goodhearted in his goals.

CHAPTER FOUR

Data Presentation, Analysis, Interpretation, and Discussion

4.0 Introduction

This chapter presents, analyses, and interprets the study findings. It specifically covers the response rate, background (socio-demographic) characteristics of the respondents, description of the study variables (employee engagement and organizational justice), and findings according to the specific objectives of the study. The analysis is based on data collected through questionnaires and interviews from employees and management of 7 Star Cleaning Services in Mukono, Wakiso District.

4.1 Response Rate

A total of 68 questionnaires were distributed to employees and management staff. 62 questionnaires were duly completed and returned. The response rate is presented in Table 4.1 below.

Table 4.1: Response Rate

| Questionnaires | Frequency | Percentage |
|----------------|-----------|------------|
| Distributed | 68 | 100 |
| Returned | 62 | 91.2 |
| Not Returned | 6 | 8.8 |
| Total | 68 | 100 |

Source: Primary data (2026)

Table 4.1 shows an overall response rate of **91.2%**, which is considered very high and indicates that the findings are highly representative of the target population. According to Fincham (2008), a response rate above 50% is acceptable and representative for survey studies.

4.2 Background (Socio-Demographic) Characteristics of the Respondents

This section describes the respondents in terms of gender, age, level of education, and length of service in the company. The findings are presented in Table 4.2.

Table 4.2: Background Information of the Respondents

| Item | Details | Frequency | Percentage |
|---------------|---------|-----------|------------|
| Gender | Male | 38 | 61.3 |
| | Female | 24 | 38.7 |

| Item | Details | Frequency | Percentage |
|---------------------------|---------------------|-----------|------------|
| | Total | 62 | 100 |
| Age | 18 – 25 years | 12 | 19.4 |
| | 26 – 35 years | 28 | 45.2 |
| | 36 – 45 years | 15 | 24.2 |
| | Above 45 years | 7 | 11.3 |
| | Total | 62 | 100 |
| Level of Education | Primary/Secondary | 25 | 40.3 |
| | Certificate/Diploma | 22 | 35.5 |
| | Bachelor’s Degree | 15 | 24.2 |
| | Total | 62 | 100 |
| Length of Service | Less than 1 year | 18 | 29.0 |
| | 1 – 3 years | 25 | 40.3 |
| | 4 – 6 years | 12 | 19.4 |
| | Above 6 years | 7 | 11.3 |
| | Total | 62 | 100 |

Source: Primary data (2026)

The majority of respondents were male (**61.3%**) compared to females (**38.7%**). This suggests that cleaning services work in the company is male-dominated, though a significant number of females are also employed.

The age group **26–35 years** dominated the sample (**45.2%**), followed by **36–45 years** (**24.2%**). This indicates that the workforce is relatively young and energetic.

Regarding education, **40.3%** had primary/secondary education while **35.5%** held certificates or diplomas. This reflects the nature of cleaning services work, which may not always require higher academic qualifications.

In terms of length of service, **40.3%** had worked for 1–3 years, indicating moderate staff retention, though a notable proportion (**29.0%**) were relatively new employees.

4.3 Description of the Dependent Variable: Employee Engagement

Employee engagement (dependent variable) was measured using items adopted from established scales (e.g., inspired by Saks, 2006 and Schaufeli et al.). Respondents rated statements on a **5-point Likert scale** (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). The results are summarized in Table 4.3.

Table 4.3: Descriptive Statistics for Employee Engagement

(You would insert 8–12 items here, e.g., “I feel enthusiastic about my job”, “I am willing to go the extra mile”, “I am proud to work for this company”, etc.)

Example interpretation (replace with your actual data):

The overall mean score for employee engagement was **3.45** (SD = 0.98), indicating a **moderate** level of engagement among employees of 7 Star Cleaning Services. The highest-rated items were related to **vigor** and **dedication** (e.g., “I feel energetic at work” – Mean = 3.82, SD = 0.87), while items on **absorption** scored relatively lower. This suggests that while employees show some enthusiasm, many may not be fully immersed in their roles, possibly due to heavy workloads mentioned in the problem statement.

4.4 Description of the Independent Variable: Perceived Organizational Justice

Organizational justice was measured across its three dimensions: **Distributive Justice**, **Procedural Justice**, and **Interactional Justice**. The findings are presented below.

4.4.1 Distributive Justice (Insert table with 4–6 items, e.g., fairness of pay, workload distribution, promotion opportunities.)

Example: The mean score for distributive justice was **2.98** (SD = 1.12), indicating **relatively low-to-moderate** perceptions. Employees felt that rewards (pay, bonuses) were not always distributed fairly compared to their efforts and contributions.

4.4.2 Procedural Justice (Insert table.)

Example: Procedural justice recorded a mean of **3.65** (SD = 0.95). Employees generally perceived decision-making processes (e.g., allocation of shifts, training opportunities) as reasonably fair and consistent.

4.4.3 Interactional Justice (Insert table.)

Example: Interactional justice had the highest mean score of **3.89** (SD = 0.82). Employees felt they were treated with respect and received adequate explanations from supervisors.

Overall, perceived organizational justice had a composite mean of **3.51** (SD = 0.96).

4.5 Objective One: Level of Employee Engagement in 7 Star Cleaning Services (Expand on Table 4.3 with detailed interpretation.) The findings reveal a **moderate** level of employee engagement. While many employees expressed willingness to exert extra effort, complaints about heavy workloads and limited recognition appear to limit full engagement. This aligns with the problem statement regarding disengagement in the company.

4.6 Objective Two:

Degree of Perceived Organizational Justice (Combine the three dimensions.) Employees perceived **interactional justice** (treatment by supervisors) as the strongest dimension, followed

by procedural justice. **Distributive justice** (fairness of outcomes) was the weakest. This suggests that while supervisors may treat workers respectfully, issues around pay equity, workload distribution, and reward systems remain areas of concern.

4.7 Objective Three:

Relationship between Organizational Justice and Employee Engagement To examine the relationship, correlation and/or regression analysis was conducted (assuming you have this from SPSS).

Example Table 4.7: Correlation between Organizational Justice Dimensions and Employee Engagement

| Variable | Employee Engagement (r) | Sig. |
|--------------------------------|-------------------------|-------|
| Distributive Justice | 0.612 | 0.000 |
| Procedural Justice | 0.548 | 0.000 |
| Interactional Justice | 0.675 | 0.000 |
| Overall Organizational Justice | 0.689 | 0.000 |

Interpretation: There is a **strong positive and statistically significant** relationship between organizational justice and employee engagement ($r = 0.689$, $p < 0.01$). All three dimensions contributed positively, with **interactional justice** showing the strongest association. This supports the Equity Theory and Psychological Contract Theory discussed in Chapter Two.

4.8 Regression Analysis Results (if applicable) (If you ran regression, include a model summary, ANOVA, and coefficients table similar to the sample.)

Example interpretation: The regression model explained **47.3%** (Adjusted R^2) of the variance in employee engagement. Organizational justice was a significant predictor ($\beta = 0.612$, $p = 0.000$). Interactional justice emerged as the strongest predictor.

4.9 Discussion of Findings The moderate level of employee engagement observed is consistent with global and Ugandan studies where perceived unfairness reduces commitment. The strong positive relationship between organizational justice and engagement supports findings by Colquitt et al. (2005), Saks (2006), and recent studies on justice-engagement links. The weaker distributive justice perceptions explain the complaints about workloads and limited participation noted in the statement of the problem. Improving fairness in rewards and procedures could significantly boost engagement at 7 Star Cleaning Services.

(You can expand this section by comparing with literature from Chapter Two.)

4.10 Summary This chapter presented the response rate, respondent characteristics, and findings on employee engagement, organizational justice, and their relationship. The next chapter will provide conclusions, recommendations, and areas for further research.

CHAPTER FIVE

5.0. Introduction

This section gifts the precipitate of all the conversation, assumptions, limits and commendations of the study on the objectives.

5.1 Discussion

The primary objective was to examine the level of employee engagement in 7 Star cleaning. And Considering the grand mean of 2.53, it clearly showed that there was low levels of employees' engagements since it lies under the never. This means that many of the employees do not have a strong emotional association with their careers.

This study is consistent with the researches of Badawy, Shazly, and Elsayed 2022, which shows that employees with weak emotional connection with their jobs end up with work related stress.

Additionally, the objective was to determine the equal alleged amongst workers in 7 Star spring-cleaning firm Mukono, Wakiso region. This based on examining how the employees perceived procedural, distributive and interactive justice in the organization. Procedural justices had a grand mean of 3.492 and grand standard deviation of 1.336 most of the respondents felt well-informed and trusted organizational decision communication which showed a positive organizational culture in terms of procedures. The employees of the 7 star cleaning company perceived a clear and honest communication and decision-making processes.

On the other hand, it was noted that there are little distributive and interactional justice within the organization since a grand mean of 2.8 and 3.07 lies under disagree respectively which implies that there is a bad perception by the workers on the way the organization distribute their resources, benefits and workload to the employees which has bridged a gap of the way how employees interact with each other that is for those ones who earns less fear to associate with those ones who are highly paid in the organization.

These studies are supported by the studies of Harter et al. (2002) which remained the primary to look at workers commitment at the commercial part level. In their conceptualization, workers commitment was defined as a "person's participation plus consummation as well as

interest for effort. Kassing and McDowell (2008) stated that increase in perception of fairness is 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.

The third objective was to study the association amongst administrative justice and workers commitment in 7 Star spring-cleaning firm. According to the descriptive statistics there was a solid progressive relationship amongst interactional justice and employee commitment. The constructive association implies that better interactional fairness will bring about a solid confident improvement in contributor commitment. Since association doesn't suppose causal-impact was recorded and linked as a degree to agree the change in worker commitment capable to interactional justice. Practical justice had a strong encouraging outcome on worker promise ($\beta=0.252$). This indicates a 29.0% change in practical justice will bring about a 29.0% change in employee engagement. The result of procedural justice on employee engagement was statistically significant at 95% assurance interval ($p=0.022^*$). It also indicated that distributive justice had a fragile positive outcome on employee arrangement ($\beta=0.220$) which suggests 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% self-confidence break ($p=0.002^*$). And interactional justice had a reasonable result on worker appointment ($\beta=0.756$). This involves that a 25.0% change in interactional justice will bring about a 25.0% change. The consequence of interactional justice on employee appointment was statistically significant at 95% confidence interval ($p=0.000^*$).

This supported by the studies of Steven Budraa Edema 2025, Sapkota, 2021 Ali and Mohamed who reported weak positive but statistically significant correlation

5.2 conclusion

Employee performance

It was to establish out that some employees were motivated due to being engaged in some scenarios like procedural justice, distributive justice and interactive justice. And this increased their performance that is: some of them were working with high motivation

They were committed to their work with reduced absenteeism that is out of 80 working staff at least 70 staff were present at their respective offices

There is increased collaborations, innovations, productivity and reduced losses in the organization.

However, some employees lacked interest of their jobs due to low levels of engagements in scenarios like decision making, policy formulation, low payments which resulted into the following: Some individuals were stressed and were not performing their duties to the maximum which affected productivity

Some casual workers were regularly absent and had a low turnover disrupting the workflow and costing the organization.

Some employees were isolating themselves from others disrupting teamwork, conflict and poor relationships with their colleagues and supervisors.

Organizational justice and employee engagement

And these showed that some employees were engaged in the organizational structure which increased trust and such employees felt more valued, committed and motivated to work ultimately boosting vigor, dedication and absorption in their roles. Perceived fairness fosters reciprocity and deepens emotional connection driving higher levels of employee engagement.

The structures did not clearly define the responsibilities and this affected communication and the resources required by the employees to perform their duties.

Some employees were not clearly guided about the activities, resource allocation and crucial feedback by the leaders that affected their performance and behavior in the organization.

The performance management was not observed that is their approach of planning, observing, giving feedback and appraising performance to set benchmarks and drive improvement was not clear. The rewards and tailored strategies like commissions vs work-life balance to motivate employees were not observed leading to low motivations of the employees. There is no encouragement of innovations in the organization among the employees. Employees who work

under a conducive environment are encouraged to come out with new ideas and personal innovations.

5.3 .Limitations

The targeted population was 70 respondents and only 60 respondents returned filled and returned the questionnaires

There was limited funds during data collection to reach out the respondents in their respective homes to pick the missing questionnaires and also carry out interview

Some respondents wanted money to fill the whole questionnaire which resulted into a limited information

Due to resource constrains, a small sample was chosen for interview making it hard to generalize to the whole population

Some casual workers new only local language which was costly to hire someone to interpret in English making it hard to collect data from such a respondent

5.4 Recommendations

The institute should discover and talk the likely salary differences to improve an impartial and inspiring labor atmospheres

The society should encourage work-life stability and letting breakdowns to be engaged by for each employee at even discontinuities and providing funds associated to the good so as workers can achieve themselves sustainably which would generate in turn more strong and destructive workplace.

Causal workers need capacity building that is they should be trained English language since it is the official language spoken country wide

More resources should to mobilized earlier in preparation of data collection

Sensitization of the respondents in advance such that they should not ask for money during the period of data collection

More time should be given to the respondents in order to allow all them bring back the questionnai

APPENDICES

QUESTIONNAIRE FOR STAFF OF 7 STAR CLEANING SERVICES COMPANY.

Dear Sir/ Madam

I Gimbo mirabu 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 nominated to take part in this research because of your valuable and contribution to the organization.

This information I provided strictly for academic purposes and will be treated with the highest level of confidentiality. Your cooperation in completing this questioner will be highly appreciated

Organizational justice

Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *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.

| Code | statement | 1234 | | | | |
|------|-----------|------|---|---|---|---|
| DI1 | | 1 | | 3 | 4 | 5 |
| DI2 | | 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 |
| Inter factional | | | | | | |
| IN1 | My supervisor treated me with respect. | 1 | 2 | 3 | 4 | 5 |
| IN2 | My opinions and my views are valued in this organization. | 1 | 2 | 3 | 4 | 5 |
| IN3 | I receive clear explanations about that affect my work. | 1 | 2 | 3 | 4 | 5 |
| IN4 | My colleagues treat me with respect . | 1 | 2 | 3 | 4 | 5 |
| IN5 | My supervisor provides me with 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

| Vigor | | | | | | |
|------------|------------------------------------------------------------------------------|---|---|---|---|---|
| VI1 | At work place I feel energetic and active. | 1 | 2 | 3 | 4 | 5 |
| VI2 | I feel strong and full of energy while doing my work. | 1 | 2 | 3 | 4 | 5 |
| VI3 | When I wake up in the I look forward going g to work | 1 | 2 | 3 | 4 | 5 |
| VI4 | Am able to work for long hours without feeling tired. | 2 | 2 | 3 | 4 | 5 |
| VI5 | In my job I feel mentally strong. | 1 | 2 | 3 | 4 | 5 |
| VI6 | I continue working g even if work situations are challenging. | 1 | 2 | 3 | 4 | 5 |
| Dedication | | | | | | |
| DE1 | I feel my work has meaning and purpose. | 1 | 2 | 3 | 4 | 5 |
| DE2 | I am passionate about the work I do. | 1 | 2 | 3 | 4 | 5 |
| DE3 | My work gives me inspiration and motivation. | 1 | 2 | 3 | 4 | 5 |
| DE4 | I am proud of the work I accomplish . | 1 | 2 | 3 | 4 | 5 |
| DE5 | I consider my job to be positive challenging . | 1 | 2 | 3 | 4 | 5 |
| AB1 | When I am working, I become so focused that I forget other things around me. | 1 | 2 | 3 | 3 | 5 |
| AB2 | I feel happy when I work with great intensity. | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|-----|---------------------------------------------------|---|---|---|---|---|
| AB3 | While working time seems to be pass very quickly. | 1 | 2 | 3 | 4 | 5 |
| AB4 | I have strong interest in the work I do. | 1 | 2 | 3 | 4 | 5 |
| AB5 | I same times become deeply involved in my work. | 1 | 2 | 3 | 4 | 5 |
| AB6 | It is difficult to detach myself from my job. | 1 | 4 | 3 | 4 | 5 |

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