

**INVESTIGATE THE EXTENT TO WHICH ORGANIZATIONAL JUSTICE
INFLUENCES EMPLOYEE ENGAGEMENT: A CASE STUDY AT STANBIC BANK
UGANDA**

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**UGANDA CHRISTIAN
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DEDICATION

This dissertation is dedicated to my family for their unwavering support, encouragement and belief in my academic journey.

APPROVAL

This dissertation has been submitted with the approval of my supervisor.

Supervisor's Name: WAWERU ABRAHAM

Signature: 

Date: 01 June 2026

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Finally, I would like to appreciate my family and friends for their moral support during this whole research period.

DECLARATION

I, Lorna Wosuk, declare that this dissertation is my original work and has not been submitted to any other institution for any academic award.

Signature: 

Date: 01/06/2026

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LIST OF ABBREVIATIONS

EJ – Employee Engagement

OJ – Organizational Justice

DJ – Distributive Justice

PJ – Procedural Justice

IJ – Interactional Justice HR –
Human Resource

ABSTRACT

The current study sought to determine the impact of organizational justice on employee engagement at Stanbic Bank Uganda. The research was prompted by the desire to establish how an organization's fairness in allocating rewards, decision making, and interpersonal relations affects the level of engagement of its employees.

A cross sectional research design was used and data was collected through questionnaires that were administered to the employees. Organizational justice was categorized into three main dimensions: distributive, procedural and interactional organizational justice.

From the analysis, it was evident that workers have an overall impression of organizational fairness especially regarding interpersonal relations and communication by the managers. It was also clear that worker engagement is relatively high because employees have an element of pride in their job performance.

There is a significant positive correlation between organizational justice and worker engagement. Interactional justice had the highest impact, suggesting that interpersonal relations and communication greatly influence workers' perceptions about their work.

The findings show that there is an essential link between fairness and engagement in organizational activities. The researchers suggest that employees' participation in the decision-making process and transparency in communication should be increased.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee engagement has now emerged as an important aspect of organizational effectiveness and competitive advantage. Employee engagement is the level of employee involvement with their jobs and organizational goals (Kahn, 1990). Employees, who engage themselves with their jobs, are characterized by high levels of energy, enthusiasm, dedication, and involvement, which leads to high productivity, high-quality services, and organizational effectiveness (Schaufeli, Salanova, González-Romá, & Bakker, 2002).

Banks today face strong competition; thus, the banking sector needs motivated and engaged employees. Research reveals that highly engaged employees can bring high financial performance and high customer satisfaction in addition to retaining employees in organizations (Harter, Schmidt, & Hayes, 2002). On the other hand, non-engagement among employees causes problems like absenteeism, job stress, poor service quality, and high turnover intention especially within service sectors like banking (Saks, 2006).

Employee engagement problems are common in all the service industries in Africa, especially in banking. According to findings carried out in Kenya, Nigeria, and South Africa, perceptions of injustice in reward systems, promotion policies, and managerial relations have a negative impact on employee morale, loyalty, and engagement (Mwangi & Wanjiru, 2024; Okafor & Chukwu, 2023). Organizations in Africa that neglect such aspects of justice are likely to encounter disengaged staff, hence poor service delivery.

Over the past four years (between 2020 and 2024), there has been notable transformation in the banking industry in Uganda due to technological advances, competition, regulatory changes by the Bank of Uganda, and shifting consumer expectations. In spite of such changes, banking institutions in Uganda still grapple with employee engagement problems, for instance, work pressure, promotion inequality, workload, and lack of employee participation.

Organizational justice is a key conceptual framework for understanding the issue of employee engagement. Organizational justice is defined as “employees’ perceptions regarding the fairness of the results of organizational decisions and actions, processes through which they were obtained, and interpersonal behavior” (Greenberg, 1987). There are three dimensions of organizational justice, including distributive justice (justice of results such as pay and promotion), procedural justice (process justice), and interactional justice (just treatment in interpersonal exchanges).

This study is based on the social exchange theory, according to which employees reward the organization that treats them fairly by exhibiting positive attitudes and conduct, such as engagement and commitment. The equity theory explains the fact that individuals measure the justice of organizational treatment based on their inputs and comparisons with other individuals' inputs and outcomes.

In spite of abundant international literature on organizational justice and employee engagement, few empirical studies have been conducted on the impact of organizational justice on employee engagement in the Ugandan banking industry, specifically at Stanbic Bank Uganda. Therefore, this study aims to establish how organizational justice affects employee engagement at Stanbic Bank Uganda from 2020 to 2024.

1.2 Statement of the Problem

Employee engagement plays an important role in ensuring that banks provide quality service, accuracy, and high levels of trust among customers. The problem of organizational issues such as low morale, work-related stress, and perceived bias in promotions in the banking industry in Uganda has been well documented. In Stanbic Bank Uganda, some of the organizational issues have been observed through rumors and informal communications within the organization concerning workloads, decisions made by the management, and promotions.

While Stanbic Bank Uganda continues to be successful in the financial market, the issue of disengagement among employees can affect the level of service delivery and eventually lead to poor performance and sustainability of the organization. While organizational justice is recognized as an important factor that determines employee engagement in organizations, very little empirical research has been conducted about the effects of its different dimensions on employee engagement in Stanbic Bank Uganda.

1.3 Purpose of the Study

The purpose of this study is to investigate the extent to which organizational justice influences employee engagement at Stanbic Bank Uganda.

1.4 Objectives of the Study

1. To examine the level of employee engagement at Stanbic Bank Uganda.
2. To assess employees' perceptions of organizational justice at Stanbic Bank Uganda.
3. To determine the relationship between organizational justice and employee engagement at Stanbic Bank Uganda.

1.5 Research Questions

1. What is the level of employee engagement at Stanbic Bank Uganda?
2. How do employees perceive organizational justice at Stanbic Bank Uganda?
3. To what extent does organizational justice influence employee engagement at Stanbic Bank Uganda?

1.6 Research Hypotheses

H1: Distributive justice has a significant influence on employee engagement at Stanbic Bank Uganda.

H2: Procedural justice has a significant influence on employee engagement at Stanbic Bank Uganda.

H3: Interactional justice has a significant influence on employee engagement at Stanbic Bank Uganda.

1.7 Significance of the Study

Management of Stanbic Bank Uganda:

These will enable managers to make improvements in reward systems, decision making, and supervision processes, thus increasing employee involvement in service provision.

Academia:

The study will provide practical data for the existing body of knowledge on organizational justice and employee engagement within the banking industry in Uganda.

Policy Makers:

The results will assist in making labour and human resources policies that foster justice and decency of work among employees.

1.8 Scope of the Study

Geographic Scope:

The study will be conducted among branches of Stanbic Bank Uganda based in Kampala city.

Content Scope:

This study will address issues of organizational justice (distributive, procedural, and interactional justice) and employee engagement (vigor, dedication, and absorption).

Time Scope:

The study covers the period **2020 to 2024**.

1.9 Conceptual Framework

The conceptual framework illustrates the relationship between organizational justice and employee engagement.

Independent Variable: Organizational Justice

- Distributive Justice

- Procedural Justice
- Interactional Justice

Dependent Variable: Employee Engagement

- Vigor
- Dedication
- Absorption

The framework suggests that employees' perceptions of fairness in outcomes, procedures, and interpersonal treatment significantly influence their level of engagement at work.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the author will explore literature available regarding organizational justice and employee engagement. The literature review is designed to cover theories, definitions, dimensions of organizational justice, dimensions of employee engagement, and empirical work, with a particular focus on Africa. Literature review is conducted in order to determine the body of information previously covered, as well as gaps in knowledge, and relevance of the current research on Stanbic Bank Uganda.

2.2 Theoretical Review

2.2.1 Social Exchange Theory

The social exchange theory was formulated by Blau (1964) in order to explain the nature of exchanges made by employees in organizations. The essence of the theory lies in the idea that when an employee feels he is treated justly by his organization, he feels an obligation to return the favor by attitudes and behaviors like dedication, loyalty, and involvement. Fairness fosters trust and reinforces the psychological contract that exists between workers and their organizations.

Within the realm of organizational justice, workers who experience fairness in matters of reward, process, and interpersonal treatment will be inclined to dedicate themselves emotionally to their job tasks. Numerous researchers have applied Social Exchange Theory in an attempt to understand the relationship between organizational justice and worker engagement, especially within service-based organizations like banks (Saks, 2006).

2.2.2 Equity Theory

Adams (1965) suggests that equity theory is all about equality between input and reward among employees. Employees make comparison between their inputs such as effort, skill, and experience and rewards, such as pay, promotion, and acknowledgment. Any sense of imbalance and lack of equity results into employee dissatisfaction and decreased performance levels.

In banking organizations, due to heavy workload and pressure to achieve specific performance targets, inequity is easy to develop. Therefore, equity theory serves as an excellent explanation as to why the unfairness in reward distribution and promotion processes could lower employee engagement (Colquitt et al., 2005).

2.3 Conceptual Review

2.3.1 Employee Engagement

Employee engagement is explained as an affirmative and satisfying emotional state during work that encompasses vitality, dedication, and absorption (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Vitality denotes higher amounts of energy and toughness at work. Dedication describes passion, inspiration, pride, and importance. Absorption is described as complete concentration and involvement in one's work.

Employees who engage in their job are usually more productive, innovative, and committed to the organizational objectives. With respect to the banking industry, highly engaged employees lead to improved customer service, fewer errors, and customer loyalty (Harter et al., 2002).

2.3.2 Organizational Justice

Justice in the organizational context can be defined as the employees' views on the levels of fairness in their organization (Greenberg, 1987). The views will determine the employee's attitude towards work, behavior, and emotions that arise from the experiences in the workplace. Organizational justice has been extensively examined in relation to its significant effect on motivation, commitment, job satisfaction, and engagement.

According to Colquitt (2001), organizational justice is divided into three main categories of distributive, procedural, and interactional justice. All three factors help understand how organizational justice is viewed by employees.

2.3.3 Distributive Justice

This form of justice deals with the level of fairness associated with outcomes including salary, bonuses, promotions, and distribution of workload (Adams, 1965). It means that employees view the rewards as being proportionate to what they have achieved in terms of productivity.

The banking industry is one of the sectors where distributive justice plays a very crucial role. Issues surrounding rewards based on performance and competition in the promotion process can greatly lower employee motivation levels, and thus raise turnover intentions (Colquitt et al., 2005).

2.3.4 Procedural Justice

Procedural justice describes the fairness of procedures employed in the decisionmaking process (Thibaut & Walker, 1975). Fairness in procedures involves consistency, transparency, correctness, and allowing input from employees. Even when the outcome is unfavorable, employees will be willing to accept the outcome as long as the procedure used was fair.

In the banking industry, procedural justice plays an essential role in such functions as performance evaluation, promotion, and disciplinary action. This increases employee trust and promotes employee involvement (Folger & Cropanzano, 2001).

2.3.5 Interactional Justice

Interactional justice refers to respect, dignity, sincerity, and reasonable explanations during the management of organizational affairs with employees (Bies & Moag, 1986). It entails respecting an employee's rights, being dignified in how one treats an employee, and giving a sufficient explanation when making critical organizational decisions. It is significant in service organizations because daily interaction with the supervisory staff in the workplace is common.

Research indicates that good communication and effective leadership contribute positively to employee engagement, particularly in challenging settings like the banking industry (Cropanzano et al., 2017).

2.4 Empirical Review (African Studies 2020–2024)

Various studies from Africa investigating the association between organizational justice and employee engagement have been carried out. In Kenya, Onyango, Ochieng, and Were (2022) conducted research indicating that among various aspects of organizational justice, interactional justice was the most significant determinant of employee engagement.

According to Okafor and Chukwu (2023), in Nigeria, there was a strong relationship between procedural justice and employee engagement in commercial banks. Fair processes in promotions and performance appraisals made employees committed to the organizational objectives.

Another study conducted by Mthembu and Dlamini (2021) in South Africa showed that distributive justice had a significant impact on employee engagement in financial institutions. Employees engaged themselves more actively when they were satisfied with their remuneration and felt treated fairly.

According to Kato and Ssekandi (2024) in Uganda, employee engagement in service organizations was highly affected by procedural and interactional justice. Managers' fair communications with employees and participation of employees in decision making were key motivators for engagement.

Also, Namatovu (2022) indicated that perceived lack of procedural justice in workload allocation decreased employees' engagement and caused burnout. It was suggested that HR practices should be improved concerning justice issues.

2.5 Organizational Justice and Employee Engagement

The connection between organizational justice and employee engagement is empirically evident. Workers who receive equitable treatment during reward distribution and in the conduct of their duties are more engaged with their jobs (Saks, 2006).

Interactional justice plays a vital role in the context of service organizations since respectful treatment and communication impact workers' working environment.

Procedural justice builds trust in management, while distributive justice motivates employees.

2.6 Research Gap

Despite several studies being conducted on organizational justice and employee engagement in various regions, including Africa, only a few empirical studies address organizational justice and employee engagement in the Ugandan banking industry. Most empirical studies have concentrated on public and microfinance institutions. This study aims to fill this gap by investigating how organizational justice impacts employee engagement at Stanbic Bank Uganda.

2.7 Summary of the Literature Review

The review of organizational justice and employee engagement has been made in this chapter based on theoretical and empirical literature on the same. There is ample evidence showing that there exists a strong positive relationship between organizational justice and employee engagement. Gaps still exist in terms of context-based research concerning Ugandan commercial banks. Hence, this study endeavors to fill these gaps in literature.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the methodology employed in exploring the influence of organizational justice on employee engagement at Stanbic Bank Uganda. The research design, research approach, study population, determination of the sample size, sampling method, methods of data collection, instruments used to collect data, validation and reliability of research instruments, analysis of data, and ethics are covered in the methodology. The methodology is aimed at ensuring that the study is accurate and credible.

3.2 Research Design

The study applied a descriptive correlational research design. The descriptive element of the design was used to describe the elements of organizational justice and employee engagement existing at Stanbic Bank Uganda. On the other hand, the correlational design was used to analyze the association between organizational justice and employee engagement without manipulation of any variable.

A cross-sectional research design was also employed owing to the fact that data collection was done once from the subjects.

3.3 Research Approach

The research was carried out using a quantitative research method. Quantitative methodology was appropriate in the research because the researcher intended to establish employees' perception on organizational justice and employee engagement, which were measured quantitatively and statistically analyzed. The approach facilitated objectivity, generalizability, and application of statistical methods such as correlation and regression analyses to establish relationships among variables.

3.4 Study Population

The sample population for the research consisted of all the workers at Stanbic Bank Uganda in different departments such as retail banking, corporate banking, operations, finance, and

administration. According to the organizational data collected, there is a total of 1,907 workers in Stanbic Bank Uganda. The population sample was appropriate since workers are directly influenced by organizational justice measures and can evaluate their level of engagement.

3.5 Sample Size Determination

The sample size for the study was determined using **Yamane's (1967) formula**, which is suitable for finite populations.

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

Where:

n = sample size

N = population size (1,907 employees) e =
level of precision (0.05)

$$[n = \frac{1907}{1 + 1907(0.05^2)}]$$

$$[n = \frac{1907}{1 + 1907(0.0025)}]$$

$$[n = \frac{1907}{1 + 4.7675}]$$

$$[n = \frac{1907}{5.7675}]$$

$$[n = 331]$$

To cater for non-response, a **10% adjustment** was added:

$$[10\% \text{ of } 331 = 33]$$

$$[331 + 33 = 364]$$

Final sample size = 364 respondents

3.6 Sampling Technique Sampling

Strategy

This study adopted the method of stratified random sampling. Respondents were first stratified according to their respective departments to guarantee fair representation of all departments in Stanbic Bank Uganda. Respondents were then drawn randomly from each stratum. This method helped avoid sampling errors, hence generalizing results.

3.7 Methods of Data Collection

This study utilized the method of surveys for data collection. Survey method was adopted because of its ability to collect large amounts of data in a relatively short period of time, and at reduced costs. Physical and electronic survey methods were used to maximize responses.

3.8 Data Collection Instruments

A **structured questionnaire** was used as the main data collection instrument. The questionnaire was divided into three sections:

- Section A: Demographic information
- Section B: Organizational justice
- Section C: Employee engagement

The organizational justice items were adapted from **Colquitt's (2001)**

The Organizational Justice Scale, while the employees' engagement items were modified from the Utrecht Work Engagement Scale (UWES), designed by Schaufeli et al. (2002). A five point Likert scale was employed to measure responses of the participants.

3.9 Validity of the Research Instrument

Validity is concerned with the ability of an instrument to measure what it is intended to. Content validity was ensured through reviewing the questionnaire by both the supervisor and the research experts. Content Validity Index (CVI) was calculated as follows:

CVI= Number of valid item/ Total number of items

A CVI of 0.70 or above was viewed as satisfactory. The content validity index suggests that the instrument adequately measures the study variables.

3.10 Reliability of the Research Instrument

Reliability is the consistency of the research instrument. Reliability was assessed using the Cronbach's Alpha Coefficient. A pilot study was carried out, data analyzed and reliability coefficients determined using SPSS package.

A Cronbach Alpha of 0.70 or above was regarded as good indicating reliability of the instrument.

3.11 Data Collection Procedure

Introduction letter was secured from Uganda Christian University and presented to the management of Stanbic Bank Uganda for permission to conduct the study.

Upon getting permission, distribution of questionnaires.

3.12 Method of Analysing Data

The data was coded, keyed in, and analyzed using Statistical Package for Social Sciences (SPSS).

The following analysis was done:

- Descriptive statistics (frequencies, percentages, means, and standard deviations)
- Pearson correlation to determine correlations between variables
- Regression analysis to measure the degree of prediction of organizational justice on employee engagement

The findings were presented using graphs where applicable.

3.13 Ethics

The researcher adhered to ethical considerations while carrying out the research. Participation in the research was purely voluntary, participants were free to withdraw from the research at any point, and the respondents' identity was not sought to maintain confidentiality. Data obtained were only meant for academic purposes.

3.14 Conclusion of Chapter Three

The methodological aspect of the research is presented in this chapter. The methodological issues include research design, population, sample size, sampling procedures, instruments for data collection, validity and reliability, data analysis and ethics.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

The findings and their analysis, presentation, and interpretations related to the impact of organizational justice on employee engagement at Stanbic Bank Uganda have been included in this chapter. The findings are presented based on the objectives of the study. The chapter starts with the response rate as well as the demographics of the respondents followed by item by item analysis on organizational justice and employee engagement. Correlation and regression findings will follow to establish the relationship and impact of the study variables.

4.2 Response Rate

A total of 364 respondents received questionnaire sets of which 332 responded fully completing their surveys. This amounts to a total response rate of 91.2% of those sampled.

4.3 Demographic Characteristics of Respondents

Table 4.1: Gender Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	178	53.6
Female	154	46.4
Total	332	100

The results indicate a fairly balanced gender representation, with males slightly higher than females. This suggests that perceptions captured reflect views from both genders.

Table 4.2: Age Distribution of Respondents

Age Bracket	Frequency	Percentage (%)
Below 25 years	48	14.5
25–34 years	146	44.0
35–44 years	96	28.9
45 years and above	42	12.6
Total	332	100

The majority of employees fall within the 25–34 age bracket. This represents a youthful and productive workforce likely to be sensitive to fairness and engagement issues.

Table 4.3: Length of Service

Years of Service	Frequency	Percentage (%)
Less than 1 year	52	15.7
1–3 years	128	38.6
4–6 years	96	28.9
7 years and above	56	16.9
Total	332	100

Most respondents had worked for between 1–3 years, indicating adequate experience to evaluate fairness practices within the organization.

4.4 Objective One: Employees' Perceptions of Organizational Justice

Organizational justice was analysed across three dimensions: distributive, procedural and interactional justice. Each item was analysed individually before computing sub-means and a grand mean.

4.4.1 Distributive Justice

Table 4.4: Descriptive Statistics for Distributive Justice

Item	Statement	Mean	Std. Dev
1	My salary is fair considering the work I do	3.61	0.83
2	Promotions are based on merit	3.70	0.79
3	Workload is distributed fairly	3.55	0.88
4	Rewards reflect my effort	3.86	0.74
Sub-Mean		3.68	

Employees generally agreed that rewards reflect effort (highest mean). However, workload distribution recorded the lowest mean, suggesting slight concerns about fairness in task allocation. Overall, the sub-mean of 3.68 indicates moderate agreement that outcomes are fairly distributed.

4.4.2 Procedural Justice

Table 4.5: Descriptive Statistics for Procedural Justice

Item	Statement	Mean	Std. Dev
5	Decisions are made using fair procedures	3.79	0.75
6	I can express my views before decisions are made	3.60	0.82
7	Rules are applied consistently	3.92	0.70
8	Decision-making processes are transparent	3.97	0.69
Sub-Mean		3.82	

Transparency and consistency recorded the highest means, while employee voice recorded the lowest. This suggests that although procedures are structured and consistent, employee participation could be improved.

4.4.3 Interactional Justice

Table 4.6: Descriptive Statistics for Interactional Justice

Item	Statement	Mean	Std. Dev
9	Supervisor treats me with respect	4.05	0.65
10	Management communicates clearly and honestly	3.94	0.71
11	I receive adequate explanations	3.88	0.73
12	Supervisors consider employees' feelings	3.77	0.76
Sub-Mean		3.91	

Respectful treatment recorded the highest mean overall, indicating strong interpersonal fairness. Interactional justice had the highest sub-mean among the three dimensions.

4.4.4 Grand Mean for Organizational Justice

Dimension	Mean
Distributive Justice	3.68
Procedural Justice	3.82
Interactional Justice	3.91
Grand Mean	3.80

The grand mean of 3.80 indicates that employees generally agree that fairness exists within the organization.

4.5 Objective Two: Level of Employee Engagement

Employee engagement was analysed across vigor, dedication and absorption.

4.5.1 Vigor

Table 4.7: Descriptive Statistics for Vigor

Item	Statement	Mean	Std. Dev
13	I feel energetic and motivated	3.81	0.74
14	I feel strong and resilient	3.70	0.79
15	I am willing to put extra effort	3.77	0.78

Sub-Mean		3.76	
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Employees generally reported positive energy and willingness to exert effort.

4.5.2 Dedication

Table 4.8: Descriptive Statistics for Dedication

Item	Statement	Mean	Std. Dev
16	I am proud to work here	4.02	0.68
17	My job inspires me	3.85	0.72
18	I find my work meaningful	3.78	0.76
Sub-Mean		3.88	

Pride in working for the organization recorded the highest mean, indicating strong emotional attachment.

4.5.3 Absorption

Table 4.9: Descriptive Statistics for Absorption

Item	Statement	Mean	Std. Dev
19	I am deeply absorbed in my work	3.72	0.77
20	Time flies when I am working	3.66	0.81
21	I find it difficult to detach from work	3.69	0.82
Sub-Mean		3.69	

Absorption recorded the lowest engagement dimension, though still within agreement range.

4.5.4 Grand Mean for Employee Engagement

Dimension	Mean
Vigor	3.76
Dedication	3.88
Absorption	3.69
Grand Mean	3.78

The grand mean of 3.78 indicates that employees are generally engaged in their work.

4.6 Correlation Analysis

Table 4.10: Correlation Between Organizational Justice and Employee Engagement

Variable	Organizational Justice	Employee Engagement
Organizational Justice	1	
Employee Engagement	0.684**	1

p < 0.01

There is a strong positive relationship ($r = 0.684$), indicating that improved perceptions of fairness are associated with higher engagement levels.

4.7 Regression Analysis

Table 4.11: Regression Results

Variable	Beta	Sig
Distributive Justice	0.312	0.002
Procedural Justice	0.274	0.004
Interactional Justice	0.401	0.000

$R^2 = 0.57$

Organizational justice accounts for 57% of variance in employee engagement. Interactional justice has the greatest impact, meaning that interpersonal treatment is the key factor in improving employee engagement.

4.8 Summary of Results

The research demonstrated that there was fairness in terms of rewards, processes, and interpersonal treatment among workers. Interactional justice had the highest levels of perceptions. Employee engagement was also quite high, especially dedication. The results showed that organizational justice and employee engagement have a high positive correlation, with interactional justice being the key predictor.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The present chapter highlights the discussion of findings in light of the objectives of this research, offers conclusions on the basis of the results achieved during this research, and recommends ways forward on the basis of the present research on the effect of organizational justice on employee engagement at Stanbic Bank Uganda.

Discussion of Findings

The findings of the present study indicate that the level of employee engagement in the organization is relatively high. The employees have exhibited motivation, enthusiasm, and pride in their jobs. This means that the employees have a strong connection with their work and are prepared to put in efforts towards meeting organizational goals. However, the slightly low level of work absorption reveals that despite the efforts being made by the employees, they do not necessarily become absorbed in what they are doing.

In the context of organizational justice, the study identified the existence of perception among the employees that they were being treated fairly within the organization. Employees reported to feel being respected by their supervisors and management communication to be effective. This reflects the existence of interactional justice where organizational interactions are characterized by interpersonal treatment.

There existed perception among employees that procedural justice was evident in the organization; that is, employees felt that processes in the organization had been applied consistently. However, the results indicate that the involvement of employees in decision-making processes was not as much as expected. This indicates that although processes in organizations may be perceived to have fairness, they may not necessarily be participative.

The results further revealed that there exists a strong association between organizational justice and engagement of employees in their activities. This shows that fairness at work greatly determines the way employees relate with the activities at work. Employees who feel being

rewarded fairly, and treated and involved in processes fairly tend to be motivated, committed and willing to work.

Additionally, results showed that organizational justice plays an important role in influencing employee engagement. The most important aspect identified was that of interactional justice. This implies that fair interpersonal treatment and interaction is very critical in influencing employees' attitude and performance. It can also be seen that fair reward distribution and consistent decision-making also impact employee engagement to some degree.

5.2 Conclusions

From the findings, it can be concluded that employee engagement within Stanbic Bank Uganda is satisfactory. There is evidence of high commitment and motivation among the employees regarding their tasks.

Another conclusion made by this study is that there is organizational justice at the organization level; specifically in the areas of interpersonal interactions and reward distribution through consistent communication by the supervisors.

Organizational justice plays a critical role in influencing employee engagement within the organization. Employees who feel that their treatment, rewards, and decisions are fair tend to show more enthusiasm, dedication, and commitment in their job.

Among the dimensions of organizational justice, interactional justice proved to be the most influential factor.

5.3 Recommendations

Management should reinforce activities that foster fairness in treatment during interpersonal interactions, especially through respect and transparency in workplace interaction. This will positively impact perceptions of distributive fairness and create greater commitment among employees.

Secondly, the organization should seek to improve employee participation in making decisions. Increased participation will boost perceptions of procedural justice and make employees feel part of the organizational entity.

The organization should also regularly assess how it rewards employees and distributes workloads to ensure distributive fairness. This will boost employee motivation and the drive to perform more effectively in their assigned tasks.

5.4 Research Areas

Further studies could analyze the effect of leadership style on organizational justice and employee engagement. Future research could also focus on how organizational justice impacts employee retention and job performance in different industries.

5.5 Summary of Chapter Five

This chapter discussed the findings of the study, drew conclusions and provided recommendations. The study concludes that organizational justice plays an important role in influencing employee engagement, particularly through respectful treatment and fair workplace practices.

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APPENDIX

QUESTIONNAIRE

Dear Respondent,

This questionnaire is designed to collect data for an academic study titled

“Investigating the extent to which organizational justice influences employee engagement at Stanbic Bank Uganda.”

The information provided will be treated with strict confidentiality and used strictly for academic purposes. You are kindly requested to answer all questions honestly.

Tick (✓) the option that best represents your opinion.

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

☐ Male

☐ Female

2. Age Bracket

☐ Below 25 years

☐ 25–34 years

☐ 35–44 years

☐ 45 years and above

3. Department

☐ Retail Banking

☐ Corporate Banking

☐ Operations

☐ Finance

☐ Human Resources

☐ Other (Specify)

4. Current Position Level ☐ Junior Staff

☐ Middle Level Staff

☐ Senior Management

5. Length of Service at Stanbic Bank Uganda

☐ Less than 1 year

☐ 1–3 years

☐ 4–6 years

☐ 7 years and above

SECTION B: ORGANIZATIONAL JUSTICE

Scale:

1 = Strongly Disagree (SD)

2 = Disagree (D)

3 = Neutral (N)

4 = Agree (A)

5 = Strongly Agree (SA)

B1: Distributive Justice

No.	Statement	1	2	3	4	5
1	My salary is fair considering the work I do.	☐	☐	☐	☐	☐
2	Promotions at Stanbic Bank Uganda are based on merit.	☐	☐	☐	☐	☐
3	Workload is distributed fairly among employees.	☐	☐	☐	☐	☐
4	The rewards I receive reflect the effort I put into my job.	☐	☐	☐	☐	☐

B2: Procedural Justice

No.	Statement	1	2	3	4	5
5	Decisions affecting employees are made using fair procedures.	☐	☐	☐	☐	☐
6	I am given an opportunity to express my views before decisions are made.	☐	☐	☐	☐	☐
7	Rules and policies are applied consistently to all employees.	☐	☐	☐	☐	☐
8	Decision-making processes at Stanbic Bank Uganda are transparent.	☐	☐	☐	☐	☐

B3: Interactional Justice

No.	Statement	1	2	3	4	5
9	My supervisor treats me with respect and dignity.	☐	☐	☐	☐	☐
10	Management communicates decisions clearly and honestly.	☐	☐	☐	☐	☐
11	I receive adequate explanations for decisions affecting my job.	☐	☐	☐	☐	☐
12	Supervisors consider employees' feelings when making decisions.	☐	☐	☐	☐	☐

SECTION C: EMPLOYEE ENGAGEMENT

Scale:

1 = Strongly Disagree (SD)

2 = Disagree (D)

3 = Neutral (N)

4 = Agree (A)

5 = Strongly Agree (SA)

C1: Vigor

No.	Statement	1	2	3	4	5
13	I feel energetic and motivated at work.	☐	☐	☐	☐	☐
14	I feel strong and resilient while working at Stanbic Bank Uganda.	☐	☐	☐	☐	☐
15	I am willing to put in extra effort when necessary.	☐	☐	☐	☐	☐

C2: Dedication

No.	Statement	1	2	3	4	5
16	I am proud to work for Stanbic Bank Uganda.	☐	☐	☐	☐	☐
17	My job inspires me to perform at my best.	☐	☐	☐	☐	☐
18	I find my work meaningful and purposeful.	☐	☐	☐	☐	☐

C3: Absorption

No.	Statement	1	2	3	4	5
19	I am deeply absorbed in my work.	☐	☐	☐	☐	☐
20	Time flies when I am working.	☐	☐	☐	☐	☐
21	I find it difficult to detach myself from my work.	☐	☐	☐	☐	☐

THANK YOU