

Organizational Justice, Employee Engagement and Intention to Quit: A Case of Uganda's

Ministry of Energy and Mineral Development

By

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Declaration

I Ouma Wafula Harrison Kubengi declare that this dissertation is my original work and has never been submitted to any institution of higher learning for any award.

Sign 

Date 30-01-2026

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Approval

This is to certify that this dissertation titled “Organizational Justice, Employee Engagement and Intention to Quit: A Case of Uganda’s Ministry of Energy and Mineral Development” has been submitted for examination with my approval as University Supervisor.

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Date of approval... 30-01-2026

Signed
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Date of approval... 30-01-2026

Dedication

This dissertation is dedicated to my beloved parents unwavering support, encouragement, and sacrifices for they laid the foundation for my academic journey.

To my family and friends, thank you for your love and constant motivation.

And to all those who believe in the power of education and research to transform lives—this work is for you.

Acknowledgement

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Abstract

The study examined the relationship between organizational justice, employee engagement and intention to quit among employees in the Ministry of Energy and Mineral Development (MoEMD). I specifically examined the relationship between organizational justice and employee engagement, organizational justice and intention, the effect of Employee Engagement on Intention to quit, and the mediation effect of Employee engagement on the relationship between organizational justice and intention to Quit among employees in the MoEMD. Stratified random sampling technique was used to collect data from 113 employees which was analyzed using SPSS Version 25. Results revealed a significant positive relationship between organizational justice and employee engagement ($r = 0.30$, $p < 0.001$); a significant negative relationship between organizational justice and employee intention to quit ($r = -.30$, $p < 0.001$), and a significant negative relationship between employee engagement and employee intention to quit ($r = -0.44$, $p < 0.001$). Finally, there was a partial mediation of employee engagement on the relationship between organizational justice and turnover intentions ($SE = -.033$, 95% CI [$= -.072, -.009$]). It was concluded that when employees perceive the organization as fair, they become more emotionally and cognitively engaged, which indirectly reduces their desire to leave. It was also recommended that Ministries' top management ensure that policies for promotion, discipline, and allocation of resources are documented, accessible, and applied consistently to all staff.

Chapter One

Introduction

Background

The need and quest for justice in organizations and elsewhere is increasingly becoming inevitable in redeeming organisations from the social disorder and breakdown of law (Lee, & Kim, 2020). Justice cuts across and assumes a high degree of importance such that it is a recurrent concept, an ideal in ethics, jurisprudence, governance and every other form of human undertaking that involve human relationships, management and administration (Obioha, 2011). Scholars have generally identified two major perspectives of justice research: distributive justice and procedural justice (Suliman & Kathairi, 2013), and on further extension, justice is proposed to have two more dimensions, namely, interpersonal justice and informational justice (Colquitt, 2001). Fairness research focuses on who gets what (distributive justice), how goods are assigned (procedural justice), and the interpersonal treatment received along the way (interactional justice) (Walumbwa, et al., 2009).

Several studies indicate that an increased sense of justice among employees can have a positive impact on various aspects of organizational behavior, including employee engagement (Alshaabani et al., 2021; Konovsky, 2000; Loi, et al., 2012; Saks, 2022;), organizational trust (McLean, 2009; Saunders & Thornhill, 2003), and employee performance (& Kathairi, 2013; Wang et al., 2010). Likewise, organizational justice has a negative relationship with intentions to quit (Brashear et al., 2005; Cohen-Charash & Spector, 2023; Goh & Lee 2023; Iyigun & Tamer, 2012;). Therefore, understanding how people make judgments about justice in their organizations and how they respond to perceived justice or injustice is a major issue, especially to develop an understanding of organizational behaviour (Maleki & Taheri, 2012), their levels of engagement

(He, et al., 2013) and turnover intentions (Brashear et al., 2005).

Employee engagement is a positive attitude held by the employee towards the organization and its values (Alfes et al., 2023; Saks, 2022, 2006;). An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. Engaged employees are therefore emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement and are less likely to quit (Sridevi, 2010).

Intention to quit, sometimes referred to as turnover intention, is the cognitive process of thinking, planning, and desiring to quit a job (Ahmad et al., 2010) and disengaged employees have been found to be more inclined to this psychological state (Hom et al. 2017). The actualization of this turnover, is very detrimental and costly for the organization. Worse still, a mere labouring of the intention to quit can lower productivity of individual employees (Shahzad & Jamal, 2013). A 2023 study published in BMC Health Services Research found that 38.7% of healthcare workers in Uganda reported intention to quit, with burnout and poor working conditions being primary drivers. In the same study, nurses showed the highest intention to quit (44.5%) compared to doctors (32.3%). Overall 41.2% health care workers expressed intentions to quit their jobs.

In another sector, the Uganda National Teachers' Union (UNATU, 2023 Report) found that 27% of primary/secondary teachers intended to leave the profession owing to many factors beyond the scope of this research. These may be isolated cases of engagement and intentions to quit among employees in both private and public organizations.

Statement of the Problem

In some organizations, there is an apparent desire of some employees to quit their current jobs or organizations they are working in. Particularly, at the Ministry of Energy and Mineral

Development (MEMD), it is seen in some of these employees frequent (3 out of 10) applications for transfers while others applying for vacancies in private companies, yet others in moonlighting, giving major time and effort in second jobs among other counterproductive behaviors (MEMD Human Resource Report, 2025). Antecedents of this are many, but it is probable that reduction in employee engagement and perception of lack of organizational justice in such organizations can exacerbate this plight. Therefore, in any work setting, this state of affairs can negatively affect the quality of service delivery, inherently posing a grave danger to the country's socio- economic development.

Purpose of the Study

To examine the relationship between Organisational Justice, Employee Engagement and Intention to quit among employees in the Ministry of Energy and Mineral Development.

Objectives of the Study

The objectives of this study were:

1. To examine the relationship between Organisational Justice and Employee Engagement among employees in the Ministry of Energy and Mineral Development.
2. To assess the relationship between Organisational Justice and Intention to quit of employees in the Ministry of Energy and Mineral Development.
3. To examine the effect of Employee Engagement on Intention to quit among employees in the Ministry of Energy and Mineral Development.
4. To find out the mediation effect of Employee engagement on the relationship between organizational justice and Intention to Quit among employees in the Ministry of Energy and Mineral Development.

Scope of the Study

Geographically, the study was conducted in the Ministry of Energy and Mineral Development, in the Central Business District of Kampala. The choice is of interest because the ministry employees a sizable number of scientists whose views on intention to quit are important for this study.

The content examined three variables; organizational Justice, Employee engagement, and Intentions to quit. Organisational justice in this study is concerned with the ways in which employees perceive if they have been treated fairly in their jobs and the ways in which those determinations influence other work related variables (Moorman, 1991). Whereas, Employee engagement in this study represented a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.” (Saks, 2022; Schaufeli & Bakker, 2004), it also means that an employee consistently acts physically and psychologically in the best interests of the organization. While Intentions to quit meant both expressed and implied feelings and attitudes the employees show while in the organization that show that they want to leave. The study took eight months owing to the sensitivity of the variable, intention to quit, in which anonymity was key hence time consuming in data collection.

Significance of the Study

The research findings and recommendations may be of value to the employers in both public and private institutions, the employees, and scholars/researchers.

Employees may know the effect of perception of injustice towards employees may have a negative impact on their engagement levels and therefore decide rationally whether to stay or leave the organizations they work in. Employers and Leaders may pick a leaf from the research recommendations in the event their followers are behaving counterproductively. It can be done by

adopting drivers to employee engagement and/or be mindful of the effect of procedural, distributive, and interpersonal fairness on general productivity of organizations. The finding from this study may provide valuable contextualised primary data on organisational justice, employee engagement, and employee intentions to quit to other researchers and scholars alike who can further the same research on a wider scale at a different time.

The Conceptual Framework

Figure 1:

The Relationship between Organisational Justice, Employee Engagement and Intentions to quit

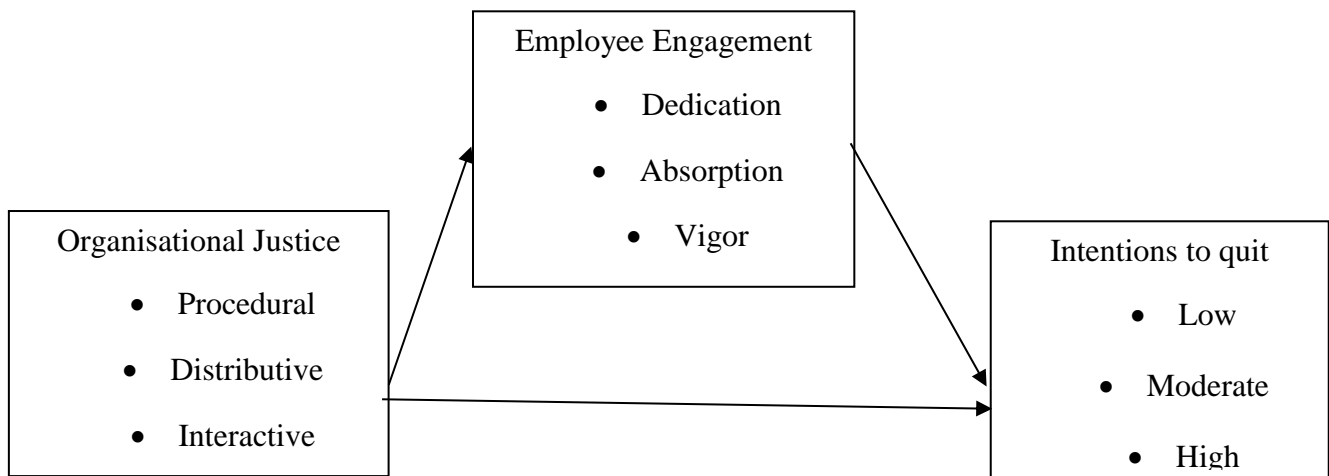


Fig 1 Shows that Organisational justice has an indirect relationship with Employee Engagement which in turn has a direct relationship with intentions of employees to quit their jobs or organizations. Likewise, Employee Engagement has a direct influence on employees Intentions to quit. It is highly likely that if employees perceive fairness the distribution of organizational resources and processes of acquiring them, they (employees) will be dedicated to the jobs and work with vigor and in so doing, have reduced intentions to quit.

Chapter Two

Literature Review

Introduction

In this chapter I present the theoretical underpinning connecting the variables of study, and an empirical review of the literature concerning the variables; organizational justice, employee engagement, and intentions to quit, the relationship among them, conclusion and the hypotheses to be tested.

Theoretical Review

Generally, justice and specifically, distributive justice has been rooted in Adams' (1965) Equity theory which stipulates that a fair balance must be created between one's inputs and his/her outputs. Adams also pointed out that employees will judge their outcomes by their perception of what other employees performing the same job should receive (Biby, 2008). Juxtaposing this with a work setting, the theory suggests that employees become demotivated if they feel that their inputs outweigh outputs therefrom. Here inputs relate to items such as hard work, enthusiasm, skill level, commitment and dedication, whereas outputs are the rewards achieved such as pay, bonuses, benefits, promotions, and recognition among others. Adams postulated that when there is a perceived equal balance between inputs and outputs, a strong and a productive relationship is created which inevitably results in a motivated and engaged employee (Biby, 2008).

On a wider picture, Adams borrows from Blau's (1964) Social Exchange Theory (SET) to evaluate fairness. Social exchange theory asserts that exchanges between employer and employee can lead to obligations, and meeting these obligations can evoke positive reactions, while unfulfilling obligations may lead to negative outcomes (Blau, 1964). SET posits that human relationships are formed and sustained through a subjective cost-benefit analysis and the

comparison of alternatives. This theory suggests that employees feel obligated to reciprocate when they personally benefit from their employer's actions, such as fair pay and rewards system offered by their organization (Haar & Spell, 2009). Hence in this study, chronic low organizational justice erodes trust and obligation which leads to emotional and behavioral withdrawal (Disengagement), which then makes quitting the logical next step as the employee seeks a more favorable exchange elsewhere.

Organisational Justice

Generally, the concept of organization justice is perceived to be as one's opinion on distribution of resources and mechanism of reward system. According to Greenberg (1987) organizational justice is defined as perception about reward distribution, resources, interactions among people within the organization and distribution of processes. Thus by and large, organizational justice is divided into three broad dimensions namely distributive, procedural and interaction justice (Colquitt, 2001; Luo, 2007). Value and damage distribution are considered to be elements of distributive justice (Colquitt, 2001; Greenberg, 1987). Level of justice during decision making process is termed as procedural justice (Luo, 2007; Niehorff & Moorman, 1993) and interactional justice is related to processes and their social aspects (Luo, 2007).

Concept of organizational justice was first postulated by Homans (1961) and later on Walster, Berschied, Carlson and Anthony (1999) discussed it thoroughly. Later on, Greenberg (1987) further categorized justice in two broad dimensions: 1) reactive and proactive and 2) process and content dimension. Reactive related studies used to focus on tackling and avoiding the unfair circumstances, while focus of proactive justice theories was on improvement in justice conditions. On the other hand, process related justice focuses on the techniques of gaining outputs, while justice conditions during output distribution process are associated with content related

dimension. Currently, there are three forms of justice that emerge from organizational justice (Niehoff & Moorman,1993) which include distributive, procedural and interactional justice Bakhshi et al.,(2009).

Distributive Justice

Niehoff and Moorman (1993) define distributive justice as extent to which rewards are distributed in a rightful way. It is the fairness that is expected to get from the outcomes of the organization. According to Greenberg (2001), distributive justice explains the employees 'reaction to the actions or distribution of rewards such as salary, extra benefits, up-gradation, job safety and dismissals from the organization. According to Colquitt et al., (2001), when resources are distributed fairly and equally, this is called distributive justice. This form of organizational justice emphasis on people's views about getting fair amount of work related outcomes and have emotional impact on worker satisfaction with their work outcomes, such as remuneration and job tasks (Noruzy et al., 2011).

Procedural Justice

First introduced by Thibaut and Walker (1975). Procedural justice is the extent to which employees perceive that the decisions about distribution of resources are made honestly according to the organization's formal processes and apply as it was made (Moorman, 1991). According to Greenberg (1990), procedural justice is the degree of fairness of the methods and policies used in determining the employee outcomes. This dimension of organizational justice mainly concentrates on people's perceptions of fairness of procedures through which outcome decisions are made. Roch and Shanock (2006) stated that procedural justice refers to fairness in procedures used in decision- making about advancement, performance appraisal, and bonuses other organizational opportunities.

Interactional Justice

Compared to the other two, this is a new dimension in justice literature introduced by Bies and Moag (1986) by directing consideration towards the significance of the excellence of the relational behaviors. They referred these sides of justice as "interactional justice." Ambrose (2002) found that fairness of the interpersonal behavior and communication is considered by the people. Interactional justice is further divided into two dimensions-interpersonal and informational by Colquitt, (2001). Interpersonal justice is the extent to which individuals are treated with respect, whereas informational justice focuses on providing sufficient information about processes employed and why rewards were circulated in such manner (Walumbwa et al., 2009).

The reactive-proactive was suggested by a distinction made by Van Avermaet et al. (1978), and was used to organize the equity theory literature by Greenberg (1982). The distinction is between seeking to redress injustice and striving to attain justice. Thus a reactive theory of justice focuses on people's attempts either to escape from or to avoid perceived unfair states. Such theories examine reactions to injustices. By contrast, proactive theories focus on behaviors designed to promote justice. They examine behaviors attempting to create just states.

Employee Engagement

Vazirani (2007) defines employee engagement as the level of commitment and involvement an employee has towards his or her organisation and its values. This means that an engaged employee is aware of the organisational context, and works with colleagues to improve performance for the benefit of the organisation. The organisation thus must work to develop and nurture engagement, which requires a two-way relationship between the employer and the employee. Thus engagement is a measure that determines the associations of a person with the organization.

This means therefore that an employee who is engaged is emotionally, cognitively and personally committed to the organisation and its goals by exceeding the basic requirements and expectations of the job (Bagraim et al., 2007). Bagraim et al. (2007) continue to point out that engaged employees experience meaning in their jobs, and, as a result, are responsible, accountable and innovative, form strong relationships with co-workers and managers, and demonstrate organisational citizenship behaviour. Engaged employees share their knowledge, experience, insight and wisdom in the organisation, which, ultimately, gives an organisation a competitive edge.

Greenberg (2004) defines employee engagement as the level of commitment and involvement an employee has towards their organisation and its values. He states that the primary behaviour of engaged employees are: Speaking positively about the organisation to co-workers, potential employees, and customers, having a strong desire to be a member of the organisation, and exerting extra effort to contribute to the organisation's success. Yet Bagraim et al. (2007) further assert that many smart organisations work towards the development and nurturing of employee engagement, but it is important to note that employee engagement is a process that requires a two-way relationship between employer and employee.

The drivers of engagement

Further, Cook (2008) introduces a case study that studies BellSouth and the car manufacturer Chrysler Group. Chrysler group has identified that the key factors influencing engagement in its business are: a collaborative work environment where people work well in teams; challenging work; input on decision making; resources to get the job done; authority to make decisions; career advancement opportunities; the company's reputation as a good employer; evidence that the company is focused on customers; a clear vision from senior management about

future success; and senior managers' interest in employees' well-being. Chrysler Group sees the four parts of the jigsaw that leads to engagement as company leaders, supervisors, HR practices and policies, and company communications.

Elegbe (2010) suggests that employee engagement is based on a certain philosophy, stating that the employees can only give their best effort if their own needs are met inside the organization, including, a challenging job, an enabling and social work environment, competitive total rewards and rapid career development. In contrast, he writes that the symptoms of low engagement or disengagement include; slow or tardy reaction to challenges gradual failure to meet deadlines, innovation and effectiveness, lack of drive for creativity, ceasing to give customers' concerns the priority attention they used to receive or deserve, lack of drive, enthusiasm and low energy – burn-out , consistently only doing enough to get by, reluctance to make discretionary effort due to lack of emotional commitment to the job and the company, lack of cooperation in working with team members, finding fault in virtually every policy, system, procedure, initiative, programme and behaviour in the corporation. These symptoms of low engagement can also be interpreted as the opposite of the symptoms of high employee engagement.

Intention to Quit/Leave

Intention to leave is defined as employee's wish to break away from the current organization (Mobley et al., 1979). Employees who intend to leave the organization focus only on finding new jobs and therefore show low level of interest in their current jobs (Vigonda, 2007). Kassing et al. (2012) state that intention to leave is an important phenomenon and there is strong need to further explore factors of intention to leave in order to overcome this issue. There are several factors which are related to employee intention to leave. These include, but not limited to, payments, work schedule, promotion opportunities and working conditions. According to Tett and

Meyer (1993) there are several indirect factors which are concerned with personal factors which impact their attitude. Besides this, there is another type of intention to leave which is termed as voluntary-involuntary job leaving (Milgrom & Oster, 1987). Voluntary job leaving involves personal willingness to leave the organization while involuntary job leaving involves forced intention by the employer.

Organisational Justice and Employee Engagement

Multiple studies including Alshaabani et al. (2021) and Saks (2022) found that that perceptions of fairness (distributive, procedural, interpersonal, and informational justice) significantly enhance employee engagement. They further stated that distributive justice (fairness in rewards) and procedural justice (fair processes) are the strongest predictors of employee engagement. In addition, they found that interactional justice (respectful treatment) boosts emotional engagement, thereby increasing emotional attachment to the employees' job or their workplaces.

The earlier studies also found that procedural justice is one of the main dimensions of the justice construct and it connotes the perceived fairness of the procedures and processes used to make decisions on the allocation of resources (Loi, Lam, & Chan, 2012; Colquitt, et al., 2001; Cropanzano & Greenberg, 1997; Konovsky, 2000;. In the case of a courtroom setting Thibaut and Walker (as cited in Colquitt, 2001) established that the fairness process that leads to a verdict and the verdict itself are independent. These processes or procedures may lead employees to focus more on the steps taken to arrive at certain outcomes than the outcomes themselves leading them to evaluate whether or not the procedures used are in themselves fair (Cropanzano & Greenberg, 1997). Leventhal (1980) suggests that procedures are deemed fair to the degree that the decision-making process demonstrates consistency, bias-suppression, accuracy, correctability,

representativeness, and ethicality. The consistency rule is closely related to the notion of equality which emphasises consistency over time and across persons in the allocation of procedures. The bias-suppression rule dictates that self-interests and narrow preconceptions in the allocative process should be avoided at all points which means that one should not be the judge in their own case. The accuracy rule dictates that processes and procedures should as much as possible be based on good information and an informed opinion. The correctability rule dictates that in order to enhance perceptions of procedural fairness, opportunities must exist to modify and even reverse decisions made at any stage of the procedure. Colquitt et al. (2002) agree with this view proposing that in order to ensure a favorable justice climate within teams, leaders in organizations should provide opportunities for members to appeal decisions. Further, a study on managers from three organizations supported the notion that correctability can be used to create a fair decision-making process (Greenberg, 1986). The representativeness rule dictates that the basic concerns and values of all subgroups of the population should be adequately represented and the ethicality rule dictates that procedures must be compatible with the fundamental moral and ethical values accepted by that individual (Leventhal, 1980).

Procedural justice is an important construct in organizations (Cropanzano & Greenberg, 1997) and has a positive impact on employee engagement which is an important aspect for many sectors especially where job burnout and turnover intention is more likely to happen (He et al., 2013). A study carried out in India involving employees in public sector organizations established that procedural justice is associated with job satisfaction, turnover intentions and organizational commitment (Aryee et al., 2002). Given that organizational commitment and employee engagement constructs are related though distinct from one another (Saks, 2006), it is logical to construe that procedural justice will be associated with employee engagement. An interesting

research finding established that in the presence of fair procedures, individuals are more likely to accept the responsibility for their problems than if the procedures are unfair. If the procedures leading to the unwanted outcomes are considered unfair, however, individuals are more likely to respond destructively (Cropanzano & Folger, 1989). This paper is aimed at investigating the relationship between procedural justice, among other organizational justice components, and employee engagement as little academic research exists on the link between these two variables (He *et al.*, 2013).

Organisational Justice and Intentions to Quit

According to social exchange theory, relationships play an important role in organizational setting and these relations turn into trust, mutual commitments and loyalty if relationships remain stable (Cropanzano & Mitchell, 2005). There is a relationship between economic exchanges and social exchanges in relation to employee motivation (Niehoff & Moorman, 1993). Employees with better economic exchanges are highly motivated towards their job as compared to social exchanges ((Niehoff & Moorman, 1993). Employees who prefer economic exchanges over social exchanges in organizational setting, then their turnover intentions are lower when they have better economic exchanges in terms of better pay structure, justice and reward system. Better and fair organizational systems develop employees trust in organization and results into lower turnover intentions (Aryee *et al.*, 2002).

More recent studies have found that, employees who perceive unfair pay, promotions, or workload distribution report higher turnover intentions (Alfes *et al.*, 2022). In another Meta-analysis by Cohen-Charash and Spector (2023) it was found that distributive justice has the strongest direct effect on reducing quit intentions as compared to the rest. When employees believe policies (e.g., promotions, layoffs) are applied fairly, they are less likely to

quit (Skarlicki et al., 2021). Yet still, lack of transparency in remote decision-making increases turnover risk (Goh & Lee, 2023). In other studies, interpersonal justice (respect, dignity) and informational justice (clear, honest communication) reduce turnover intentions (Lee & Jensen, 2024). Yet, abusive supervision increases quit intentions, especially when procedural justice is low (Zhang et al., 2022).

Earlier, in one Meta-analysis, Cohen-Charash and Spector (2001) found dimensions of organizational justice, distributive and procedural justice, to have negative relationship with employee turnover intentions. Yet in another study later, Byrne (2005) analyzed that both procedural and interactional justice have negative association with employee turnover intentions. In another study of Brashear et al. (2005) found that procedural and distributive justice has negative association with employee turnover intentions. Human resource management departments try to establish rules and regulations in order to maintain organizational justice within organization. As long as there is fair application of organizational justice, each employee gets equitable share in all job related matters. Organizational justice has significant relationship with employee turnover (Parker & Kohlmeyer, 2005; Zagladi et al., 2015). Byrne (2005) analyzed that organizational justice has positive impacts on employee output level. Harris et al., (2007) found that when the attention is paid towards organizational justice, then employee turnover intention becomes weak.

Employee Engagement and Intentions to Quit

Seijts and Crim (2006); Harter et al. (2002) have used the term engagement to refer to employees, who are involved in, enthusiastic about, and satisfied with his or her work. It includes those characteristics of a workplace environment that attracts and retains the most productive employees with the organization, (Falcone, 2006). Jamrog (2004) suggested that Human Resource Development professionals today focus on building a culture of both retention and engagement in

the workplace. The researcher argued that employers who lay strategies to build a culture that retains and engages the best and talented employees will rely less heavily on traditional pay and benefits and more on the creation of a work environment that allows people to grow and develop. The encouragement of engagement among employees through the creation and development of a stronger workplace culture has enormous return on investment. Thus, prepared organizations will be able to weather the storm of turnover intention and disengagement (Dychtwald et al., 2006; Lockwood, 2007).

Disengaged employees however are more likely to perform poorly, actively look for another job, and make negative comments about management or the organization for which they work (Gubman, 2004). Eventually, they cost their organizations financially via decreased profits, decreased sales, lower customer satisfaction, and lower productivity (Slatten, 2011).

Organisational Justice, Employee Engagement and Employee Turnover Intentions

Alfes et al. (2023) longitudinal study found that organizational justice (especially distributive justice) was the stronger predictor of turnover intention and that employee engagement mediated the relationship but was not as strong a standalone predictor. Implying that unfair pay/workload (distributive justice in Organisational justice) drives employees quitting their jobs more than disengagement. In one cross-industry study, Lee and Jensen (2024) found that in high-stress jobs like healthcare, interactional justice (fair treatment by managers) was the top predictor of quit intentions. Yet in the knowledge work (such as tech, consulting), engagement only mattered slightly more than Organizational Justice.

Conclusion

The literature reviewed shows indeed that there is a wide research done on the three variables and the relations among them thereof; organizational justice, employee engagement, and

intentions to quit. However, there is dismal research on the effect of organizational justice on employee engagement and intentions to quit, and more specifically in the local context here in Uganda and specifically in the public institutions, a glaring gap this study intends to fill.

Hypotheses

In this study, I tested the following hypotheses:

H1 : There is a significant positive relationship between organizational Justice and Employee Engagement among employees of Ministry of Energy and Mineral Development

H2: There is a significant negative relationship between Organisational Justice and Intention to quit of employees of the Ministry of Energy and Mineral Development.

H3: There is a significant negative relationship between Employee Engagement on Intention to quit among employees of the Ministry of Energy and Mineral Development.

H4: Employee engagement mediates the relationship between intention to quit and organizational justice among employees of Energy and Mineral Development

Chapter Three

Methods

Introduction

In this chapter I present research design, study population, sample size, sampling procedure, research instrument, measures, data collection procedure and analysis methods that were used in conducting the study.

Research Design

I adopted a quantitative approach owing to the fact that I wanted to quantify the presence of experiences of employees for easy generalization of findings. Specifically, a cross sectional survey design was used. Cross sectional survey design is chosen because it will help capture perceptions of employees on justice, employee engagement and their intentions to quit in a short time as they are currently expressed.

Study Population

Ministry of Energy and Mineral Development has a population of 463 employees from the nine (9) departments (Directorate of Human Resources Management, 2025). Therefore, this was the population of the study.

Sample Size and Sampling Technique

Using Krejcie and Morgan (1970)'s table to determine the sample size, 113 employees were used from the population of 463 employees. A stratified random sampling technique was employed to get this sample. This choice was premised on the logic that all departments of the ministry acted as heterogeneous and independent strata from where employees were randomly selected from each stratum.

Data Collection Tool

I used a standardized self-administered questionnaire. This saved time for both the researcher and respondent. The questionnaire had four parts. The first part, section A contained questions about the bio data of the respondents, section B; perceptions of Organizational Justice, section C; Employee Engagement and section D; Intention to Quit.

Measures

Organisational justice

Niehoff and Moorman (1993) scale was used to measure organizational justice. The scale has five items of organizational justice, six items of procedural justice and nine items of interactional justice. Overall reliability of the scale was 0.90. In total 20 items were measured on a likert scale ranging from (1) totally disagree, (2) disagree, (3) impartial, (4) agree, and (5) totally agree.

Employee engagement

Employee engagement was measured using the EYA Survey tool (2013). This tool as chosen because it has been used here in Uganda covering both profit and non-profit organizations' practices that depict and enhance employee engagement. The 7-point scale covers 21 items with responses of; (1) Not sure, (2) Not at all, (3) To a small extent, (4) To a moderate extent, (5) To a large extent, (6) To a very large extent, and (7) completely agree. The scale had a Cronbach's alpha of over 0.85.

Turnover Intentions

The Turnover Intention Scale was adapted from a model developed by Mobley (1977). Four items were used to measure turnover intentions. A likert scale ranging from (1) totally disagree, (2) disagree, (3) impartial, (4) agree, and (5) totally agree was used. The scale had a

Chronbachs alpha of 0.92.

Quality Control

The study adopted already standardized instruments that had been used in several published scientific research. Instruments were verified by research supervisors since it is recommended as the best method for ensuring content validity of already developed and standardized instruments (Gay, 1997). The instruments were pretested using a sample of 20 respondents from a small company, and I refined the items thereafter. An instrument is assumed to be reliable if it has a minimum Alpha coefficient of .70 (Nunnally, 1978). All the questionnaires under study were above 0.70 with Organisational justice (.73), employee engagement (.71) and intention to quit (.78).

Research Procedure

The researcher obtained a letter of introduction from Makerere University, Department of Educational, Social and Organisational Psychology. The letter was presented to the Directorate of HRM of the Ministry of Energy and Mineral Development. After obtaining permission, the copy of the approved letter was given to the Heads of Department and thereafter, employees were requested to participate with acknowledgement of a consent letter. Each employee was given ample time to fill the questionnaire, and later the questionnaires were collected from departmental heads and collection centers that were neutral.

Data Management

Data was entered and processed using IBM SPSS version 25. Entry errors and missing values were detected using frequencies. Linear interpolation method were used to impute the missing values to give meaningful results.

Data Analysis

Data was analysed in accordance with the four objects. Objectives 1, 2, and 3, covering the relationship between organisational justice, employee engagement and turnover intentions were analyzed using Pearson product moment correlation coefficient to establish the direction and strength of relationships between these variables. The level of significance (p) .01 was used to determine if the relationship between variables was significant or not, values less than .05 indicated that the relationship between variables was significant while a value above .05 indicated an insignificant relationship. For objective 4, Regression analysis was carried out to determine the mediating role of employee engagements on the relationship between Organisational justice and turnover intention. A mediation analysis was conducted using bootstrap (Hayes' PROCESS Macro, Model 4). The indirect effect was tested by bootstrap confidence intervals whether between them was no zero.

Chapter Four

Results

Introduction

In this chapter I present the results and their interpretations in accordance with the set objectives and hypotheses.

Demographic Characteristics of Respondents

In this section I present data on gender, age, qualification of respondents and their duration at the MoEMD

Table 1

Bio Data of the Respondents

Characteristic	Category	Frequency	Percentage
Gender	Male	80	70.8%
	Female	33	29.2%
Age	18-25 years	2	1.8%
	26-34 years	37	32.7%
	35-43 years	44	38.9%
	44 years above	30	26.6%
Years in service	0 - 2 years	33	29.2%
	3-5 years	20	17.7%
	6-8 years	6	5.3%
	9-11 years	9	8.0%
	12 years above	45	39.8%
Highest qualification	Diploma	7	6.2%
	Degree	42	37.2%
	Masters	64	56.6%

Table 2 reveals that almost three quarters of the respondents were males (70.1%) depicting that the ministry has more male staff than females. This is congruent with the Ugandan statistics that shows that the majority of public servants are males (Uganda Public Service Pay and Grading Structure Review Reports 2021/22 & 2022/23). The majority of the respondents were between 26-43 years (71.6%). This is consistent with the 2024 census results that shows the population of Uganda to be predominantly young. The age range determines the duration in service and thus most employees have worked with the ministry for not less than 12 years (39.2%). Though still young, over half of them (56.6%) were Masters degree holders depicting that most public servants in this ministry have advanced skills relevant for their jobs; and may have the temptations to seek employment elsewhere thus making the study on their perceived Organizational Justice, Employee Engagement and Intention to Quit relevant.

Inferential Statistics

In this section, I present the results from the person's' correlation test, and regression analysis that were used to answer the study hypotheses which were:

H1 : There is a significant positive relationship between organizational Justice and Employee Engagement among employees of Ministry of Energy and Mineral Development

H2: There is a significant negative relationship between Organisational Justice and Intention to quit of employees of the Ministry of Energy and Mineral Development.

H3: There is a significant negative relationship between Employee Engagement on Intention to quit among employees of the Ministry of Energy and Mineral Development.

H4: Employee engagement mediates the relationship between intention to quit and organizational justice among employees of Energy and Mineral Development

The relationship between Organizational Justice and Employee Engagement among employees of the Ministry of Energy and Mineral Development

H1: There is a positive significant relationship between organizational Justice and Employee Engagement among employees of the Ministry of Energy and Mineral Development.

Table 2

Relationship between Organisational Justice, Employee Engagement and Employee Intention to Quit

	1	2	3
1. Organ Justice	-		
2. Employee Engagement	.30**	-	
3. Intention to Quit	-.30**	-.44**	-

Note. N = 113. **p < .01.

From Table 2, it was revealed that there is a significant positive relationship between Organizational justice and employee engagement ($r = 0.30$, $p \leq 0.01$). This implies that the more employees perceive organizational justice being executed at the workplace, the more they increase in their engagement with the job or work. Hence the H1 was retained.

The relationship between Organizational Justice and Employee intention to quit among employees of the Ministry of Energy and Mineral Development

H2: There is a negative significant relationship between Organizational Justice and Intention to quit of employees of the Ministry of Energy and Mineral Development.

From Table 2, it was revealed that there is a significant negative relationship between Organizational justice and employee intention to quit ($r = 0 -. 30$, $p < 0.01$). This means that the

more employees perceive organizational justice executed at the workplace, the less their intentions to quit. Hence H2 was retained.

The relationship between Employee Engagement and Employee intention to quit among employees of the Ministry of Energy and Mineral Development

H3: There is a negative significant relationship between Employee Engagement on Intention to quit among employees of the Ministry of Energy and Mineral Development.

From Table 2, it was revealed that there is a significant negative relationship between employee engagement and employee intention to quit ($r = -0.44$, $p < 0.01$). This implies that the more employees are engaged at the workplace, the less their intentions to quit. By this, H3 was retained.

The mediation effect of Employee engagement on the relationship between organizational justice and Intention to Quit among employees in the Ministry of Energy and Mineral Development.

H4: Employee engagement mediates the relationship between intention to quit and organizational justice among employees of Energy and Mineral Development

To answer this hypothesis, I used bootstrap (Hayes' PROCESS Macro, Model 4.2).

Table 3

Total, Direct, and Indirect Effects of Organizational Justice on Employee Intention to Quit through Employee Engagement

Total effect of X on Y						
Effect	se	t	p	LLCI	ULCI	c_cs
-0.086	.026	-3.337	.001	-.137	-.035	-.302
Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	c'_cs
-0.053	.025	-2.109	.037	-.102	-.003	-.186
Indirect effect(s) of X on Y:						
Effect	BootSE	BootLLCI	BootULCI			
engagement	-.033	.016	-.072	-.009		
Completely standardized indirect effect(s) of X on Y:						
Effect	BootSE	BootLLCI	BootULCI			
engageme	-.116	.053	-.245	-.035		

I hypothesized that employee engagement would mediate the relationship between organizational justice and turnover intention. A mediation analysis was conducted using bootstrap (Hayes' PROCESS Macro, Model 4). The indirect effect was significant, as indicated by a 95% bias-corrected bootstrap confidence interval that did not include zero. In Table 3, I therefore found a significant indirect effect of organizational justice on turnover intention through employee engagement (SE = -.033, 95% CI [= -.072, -.009]. This result supports a model of partial mediation suggesting that the influence of organizational justice on turnover intentions is partially explained by employees' level of engagement. Hence hypothesis 4 was maintained.

Chapter Five

Discussion, Conclusion and Recommendations

Introduction

In this chapter I present the discussion of findings, conclusion of the research and thereafter, recommendations that can be adopted by policy makers.

The relationship between Organizational Justice and Employee Engagement among employees of the Ministry of Energy and Mineral Development

Results revealed that there was a significant positive relationship between Organizational justice and employee engagement. The more employees perceive organizational justice executed at the workplace, the more they increase their engagement with the job or work and the reverse is true. Multiple studies including Alshaabani et al. (2021) and Saks (2022) also confirm that perceptions of fairness (distributive, procedural, interpersonal, and informational justice) significantly enhance employee engagement. They further stated that distributive justice (fairness in rewards) and procedural justice (fair processes) are the strongest predictors of employee engagement. In addition, interactional justice (respectful treatment) boosts emotional engagement, thereby increasing emotional attachment to the job or workplace.

The relationship between Organizational Justice and Employee intention to quit among employees of the Ministry of Energy and Mineral Development

It was also revealed that there was a significant negative relationship between Organizational justice and employee intention to quit. The more employees perceive organizational justice executed at the workplace, the less intentions of them quitting. Or the more intentions of quitting are precipitated by decrease in distributive, procedural and interactional justice at work. other studies found similar results, for example, employees who perceive unfair

pay, promotions, or workload distribution report higher turnover intentions (Alfes et al., 2022). In another Meta-analysis by Cohen-Charash and Spector (2023) it was found that distributive justice has the strongest direct effect on reducing quit intentions as compared to the rest. When employees believe policies (e.g., promotions, layoffs) are applied fairly, they are less likely to quit (Skarlicki et al., 2021). Lack of transparency in remote decision-making increases turnover risk (Goh & Lee, 2023). In other studies, to support the current study finding, interpersonal justice (respect, dignity) and informational justice (clear, honest communication) reduce turnover intentions (Lee & Jensen, 2024). Yet, abusive supervision increases quit intentions, especially when procedural justice is low (Zhang et al., 2022).

The relationship between Employee Engagement and Employee intention to quit among employees of the Ministry of Energy and Mineral Development

This study revealed that there was a negative significant relationship between employee engagement and employee intention to quit. In this regard, the more employees are engaged at the workplace, the less likely are their intentions to quit. Or the increased intentions of quitting are fomented by decreased fairness in distributive, procedural and interactive justice at work. This finding resonates with several other studies. For instance, in the Meta-analyses of Saks (2022) and Alfes et al. (2023) show that engaged employees are 43% less likely to report turnover intentions. In the similar vein, the Gallup (2023) Workplace Report found that disengaged employees are two and a half more likely to quit than engaged ones. To cement this, the longitudinal studies of Harter et al. (2024) confirm that employee engagement predicts future turnover behavior, not merely intentions to quit. This may be because engaged employees report higher satisfaction, hence reducing their desire to leave (Macey & Schneider, 2023) or

because they develop an emotional attachment, making them less likely to quit (Meyer & Allen, 2024).

To find out the Mediation Effect of Employee Engagement on the Relationship between Organizational Justice and Intention to Quit among Employees in the Ministry of Energy and Mineral Development.

Findings reveal a partial mediation suggesting that the influence of organizational justice on turnover intentions is partially explained by employees' level of engagement. While both organizational justice and employee engagement have significant impact in lowering employees' intentions to quit their jobs, employee engagement was a better predictor of turnover intentions than organizational justice. Contrary to this finding, Alfes et al. (2023) Longitudinal Study found that organizational justice (especially distributive justice) was the stronger predictor of turnover intention and that employee engagement mediated the relationship but was not as strong a standalone predictor. Implying that unfair pay/workload (OJ) drives employees quitting their jobs more than disengagement. In one cross-industry study, Lee and Jensen (2024) found that in high-stress jobs like healthcare, interactional justice (fair treatment by managers) was the top predictor of quit intentions. Yet in the knowledge work (such as tech, consulting), engagement only mattered slightly more than Organizational Justice.

Strengths and Limitations

This study had several strengths, firstly, one can calculate exact correlation coefficients between perceived organizational support and employee engagement scores and use regression analysis to see which variable is a stronger predictor of intention to quit in the Ministry. This provides actionable, data-driven diagnostics for management.

Secondly, quantitative analysis can segment the data to reveal where problems are most acute. one can use t-tests or ANOVA to see if intention to quit is significantly higher among non-science workers or employees in a recently acquired division. Example: "Intention to quit scores are higher in Department A than Department B , indicating a localized issue."

Thirdly, this can be a strong baseline for longitudinal tracking where if an organization implements an intervention, the quantitative findings from this case study provide a perfect pre-test baseline. One can measure the same variables later to assess change. For example, after the new mentorship program, one can re-administer the survey to see if perceived support scores increased from the baseline mean of 3 to a target of 4.

These notwithstanding, limitations exist in this study, for instance the findings are context-bound. The unique culture, industry, or leadership of this ministry may drive the results. What causes high intention to quit in this ministry may not apply to another ministry or government agency.

The study lacks explanatory depth on "Why": The numbers tell you what the relationships are, but not why they exist. You may find low organizational support correlates with high intention to quit, but you won't know if employees feel unsupported due to poor communication or toxic managers.

In addition, quantitative data from a one-time survey such as this is a snapshot. It fails to capture the dynamic process of disengagement—how an employee's intention to quit evolves over months in response to specific events.

Areas for Further Research

Future studies should employ a longitudinal design to track the same employees over time, which would allow for stronger causal inferences about the relationship between justice perceptions and engagement

This study focused on a single public sector organization. Replicating this research in private sector or multinational corporations would test the generalizability of the findings.

Conclusion

The study found that both organizational justice and employee engagement significantly influenced employee's intentions to quit. By this, the core finding from decades of research is clear: When employees perceive the organization as fair, they become more emotionally and cognitively engaged, which directly reduces their desire to leave. However, in this study, employee engagement was a better predictor of quitting intentions. This is unlike other studies which found that Organizational justice is generally the stronger predictor of turnover intention than engagement, especially in unstable environments like the one MEMD is in right now, of merging with REA.

Recommendations

Conduct Regular Pay Equity Audits: Go beyond gender/race. Analyze pay by role, tenure, and performance to ensure internal equity. Publicly commit to addressing any unjustified disparities.

Tie Rewards Clearly to Performance: Ensure the bonus, raise, and promotion systems are transparent. If someone gets a larger bonus, it should be clear why based on pre-defined, measurable criteria.

Distribute Undesirable Tasks Fairly: Don't always assign the tedious work to the same reliable person. Create a rotation system or tie it to developmental goals.

Create and Communicate Clear Policies: Ensure that policies for promotion, discipline, and allocation of resources are documented, accessible, and applied consistently to everyone.

Involve employees in Decision-Making: When creating new policies or making decisions that affect a team, solicit input through surveys, focus groups, or representative committees. This creates "voice."

Establish a Clear and Accessible Appeal Process: Employees must have a safe, formal channel to challenge decisions without fear of retaliation. This reinforces that the organization is confident in its fairness.

To improve on engagement, empower Managers to be Coaches, not Controllers: The number one driver of engagement is the immediate supervisor. Train managers to focus on removing obstacles, providing resources, and developing their team members.

Provide Clear Line of Sight: Employees need to understand how their individual role contributes to the company's overall mission and goals. Regularly connect their work to larger successes.

Invest in Growth and Development: Create individual development plans (IDPs) for every employee. Offer training, mentorship programs, and stretch assignments. Show you are invested in their future, even if that future might eventually be elsewhere.

To reduce on Intention to quit, use Predictive Analytics: Regularly pulse-check the ministry with anonymous surveys measuring perceptions of justice, engagement, and turnover intent. Segment the data by department and manager to identify "hot spots" before people start resigning.

Create Clear and Attainable Career Paths: A primary reason for quitting is a lack of advancement opportunity. Map out "career lattices" (not just ladders) showing how employees can grow laterally, diagonally, or vertically within the ministry.

Conduct Rigorous Exit Interviews (and be intentional and act on the Data): Analyze exit interview data for trends. Find whether there a specific manager with a high turnover rate? A department where procedural justice is perceived as low? Use this data to drive structural and managerial changes.

Lobby for Competitive Total Rewards: While not the primary driver, unfair compensation is a powerful "push" factor. Regularly benchmark salaries, benefits, and work-life balance offerings (e.g., flexible work, PTO) against the market.

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Appendix A:

Questionnaire

Dear respondent,

Introduction: **Organizational justice, Employee Engagement, and Employee Intention to quit at Ministry of Energy and Mineral Development Uganda**

Please kindly spare some of your valuable time and respond to the topic above. The researcher has randomly selected you to participate in this study. The information you will provide will be treated with utmost confidentiality and will be used for academic research purposes.

Thank you.

Section A. *Background information*

(Please tick in box where applicable)

1. Name of Department
2. Position held
3. Gender 1. Male 2. Female
4. Age; 18-25 26-34 35-43 44 above
5. Years in service; 0-2 3-5 6-8 9-11 12 +
6. Type of employment; Temporarily Contractual Permanent
7. Qualification; Certificate Diploma Degree Masters+
8. Salary.....

Section B: Perception of Organisational Justice

Totally disagree	Disagree	Impartial	Agree	Totally agree
1	2	3	4	5

Use the “frequency” scale below to evaluate your perceptions of organizational justice

	Organisational justice	1	2	3	4	5
1	My work schedule is fair. DJ	1	2	3	4	5
2	I think my level of pay is fair. DJ	1	2	3	4	5
3	I consider my work load to be quite fair. DJ	1	2	3	4	5
4	Generally, the rewards I receive here are quite fair. DJ	1	2	3	4	5
5	I think my job has several responsibilities. DJ	1	2	3	4	5
6	Job decisions are made by the manager in a biased manner. PJ	1	2	3	4	5
7	My manager makes sure that all employee concerns are heard before Job decisions are made. PJ	1	2	3	4	5
8	To make job decisions, my manager collects accurate and complete information PJ	1	2	3	4	5
9	My manager clarifies decisions and provides additional information when requested by employees. PJ	1	2	3	4	5
10	All jobs decisions are applied consistently to all affected employees. PJ	1	2	3	4	5
11	Employees are allowed to challenge or appeal job decisions made by their managers. PJ	1	2	3	4	5
12	When decisions are made about my job, the manager treats me with kindness and consideration. IJ	1	2	3	4	5

13	When decisions are made about my job, the manager treats me with respect and dignity. IJ	1	2	3	4	5
14	When decisions are made about my job, the manager is sensitive to my personal needs. IJ	1	2	3	4	5
15	When decisions are made about my job, the manager treats with me in a truthful manner. IJ	1	2	3	4	5
16	When decisions are made about my job, the manager shows concern for my right as employee. IJ	1	2	3	4	5
17	Concerning decisions made about my job, the manager discusses with me the implications of the decisions. IJ	1	2	3	4	5
18	The manager offers adequate justification for decisions made about my job. IJ	1	2	3	4	5
19	When making decisions about my job, the manager offers explanations that make sense to me. IJ	1	2	3	4	5
20	My manager explains very clearly any decisions made about my job. IJ	1	2	3	4	5

Section C: *Employee Engagement*

Engagement experiences

Statements provided in this section require you to indicate your feelings and experiences in relation to your Ministry, job, work tasks, manager/supervisor or indeed the people with whom you work (e.g. colleagues). Please respond using the scale below by circling the figure in the table that best represents what you feel about the issue, what you have experienced or indeed what you do in a given situation referred to in the statement:

	Don't know/Not sure	Not at all	To a small extent	To a moderate degree	To a large extent	To a very great extent	Completely agree
	1	2	3	4	5	6	7
1.I am proud to work for this company/business	1	2	3	4	5	6	7
2.I would say this company/business is a good place to work	1	2	3	4	5	6	7
3.This company/business inspires me to do my best work	1	2	3	4	5	6	7
4.I would like to keep working for this company/business for a long time to come	1	2	3	4	5	6	7
5.I really care about the future of this company/business	1	2	3	4	5	6	7
6.At work, I have the opportunity to do what I do best every day	1	2	3	4	5	6	7
7.I feel a sense of personal accomplishment from my job	1	2	3	4	5	6	7

8. There is someone at work who encourages my development	1	2	3	4	5	6	7
9. The mission or purpose of this company/business makes me feel my job is important	1	2	3	4	5	6	7
10. I enjoy working with my team	1	2	3	4	5	6	7
11. In the last six months, someone at work has talked to me about my progress	1	2	3	4	5	6	7
12. This last year, I have had opportunities at work to learn and grow	1	2	3	4	5	6	7
13. I understand how my unit/department contributes to this company/business's success	1	2	3	4	5	6	7
14. I understand how my role relates to this company/business's goals and objectives	1	2	3	4	5	6	7
15. I have no plans to leave	1	2	3	4	5	6	7
16. I am not looking for another job, but would consider the right opportunity	1	2	3	4	5	6	7
17. I have made plans to leave my current job	1	2	3	4	5	6	7
18. I plan to retire in the next few years	1	2	3	4	5	6	7
19. I am bursting with energy in my work	1	2	3	4	5	6	7
20. I am enthusiastic about the job I do.	1	2	3	4	5	6	7
21. Sometimes I am so into my job that I lose track of time	1	2	3	4	5	6	7

Section D: *Employee Intention to Quit*

Totally agree	Agree	Impartial	Disagree	Totally disagree
5	4	3	2	1

Intention to Quit

1	I often think about quitting	1	2	3	4	5
2	It is very likely that I will actively look for a new job in the next year.	1	2	3	4	5
3	I will leave this organization in the next year	1	2	3	4	5
4	I will leave this organization as soon as I find another job	1	2	3	4	5

Thank you