

**ORGANIZATIONAL JUSTICE AND EMPLOYEE TURNOVER INTENTIONS : A  
CASE STUDY OF BANK OF AFRICA UGANDA**

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**UGANDA CHRISTIAN  
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**Declaration.**

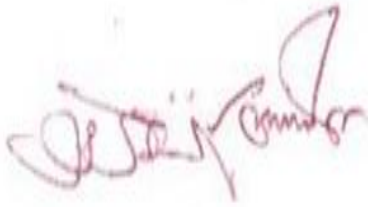
I Natamba Jonas, declare to the best of my knowledge that this research report titled “Organizational justice and employee turnover intention at bank of Africa-Ug” is my original work except where cited and has never been submitted to any institution for any award.

**Signature.** natamba Jonas.

**Date 15/04/2025.**

**Approval.**

This is to acknowledge that this research report entitled, Organizational justice and employee turnover intention. A case of Bank of Africa Uganda was guided by my research supervisor and ready for submission to Uganda Christian University

A handwritten signature in red ink, appearing to read 'Dr. K. Moses', is centered on the page.

**Signature:**

**Date. 15/04/2025.**

**Dr Kanya Moses (PhD).**

**Supervisor**

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**DEDICATION.**

To all my dear parents, sisters and brother Nahabwe Isaac who have always been there to support me in anything I do.

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## **LIST OF ABBREVIATIONS.**

AJ: Aggregated Justice.

BOA- Ug: Bank of Africa Uganda.

CSR: Corporate Social Responsibility.

HRM: Human Resource Management.

ICT: Information and Communication Technology.

OJ: Organizational Justice.

OTR: Organizational Turnover Rate.

OJT: Organizational Justice Theory.

ROI: Return on Investment.

SPSS: Statistical Package for the Social Sciences.

UG: Uganda.

## **ABSTRACT.**

Employee turnover intention is a substantial problem all over the world in all the industries. The problem is further impairing to the performance of knowledge intensive industries such as Banks. This study examined the relationship between Organizational justice constructs i.e., Distributive Justice, Procedural Justice and Interactional Justice and employee turnover intentions. The study adopted a quantitative research design utilizing structured questionnaires administered to a sample size of 108 employees of Bank of Africa using a simple random sampling technique across various departments. Data was analyzed using statistical tools to examine the relationship between the dimensions of organizational justice and turnover intentions. Findings reveal a significant negative correlation between perceived organizational justice and employee turnover intention indicating that higher levels of fairness are associated with lower turnover intentions. Procedural Justice and Interactional justice have moderate negative and significant effect on employee turnover intention. The study concludes that fostering a fair and transparent work environment is essential for reducing employee turnover intentions at the Bank. It recommends that Bank of Africa Uganda enhances its fairness in decision-making processes, employee engagement, and interpersonal treatment to improve workforce stability and organizational performance.

# CHAPTER ONE

## INTRODUCTION.

### **1.0 Introduction.**

This Chapter covers the background to the study, statement of the problem, purpose of the study, study objectives, research questions, study scope, significance of the study, justification of the study and the conceptual framework that guided the study.

### **1.1. Background of the study**

#### **1.1.1 Historical background.**

Employee turnover intention has emerged as a pressing concern within knowledge-based organizations due to the non-substitutability of individual abilities and their substantial influence on organizational achievements (Shariff Harun, 2023). Employee's intention to leave is an individual's own estimated probability that they are permanently leaving the organization at some point in the near future (Apriani et al., 2023; Vandenberg and Nelson, 1999). It is the conscious and deliberate willingness of an employee to leave an organization (Bolt et al., 2022; Tett and Meyer, 1993). In the United States, the turnover intention data showed by the US Bureau of Labor Statistics, indicated that approximately one-third of employees are estimated to quit their jobs in 2020. The report shows that the turnover intention in banking industry is commonly higher ranging from 35% annually than in other sectors (Agovino, 2019). In African countries such as Ghana in the west, according to the Department of Statistics (2018), employee turnover rates across the country increased from 10.1% in 2016 to 27.9% in 2023. (Letchumanan & Apadore, 2023). Studies by Holton (2013) also indicate that in Guinea west of Africa, more than 25% of employees work for an organization for less than one year. According to Uganda Bureau of Statistics 2018, the

annual turnover intention among Ugandan workers was approximately 49% between 2013 and 2017(Wanda 2019).

### **1.1.2 Conceptual background.**

Organizational justice (Independent Variable), which refers to the extent to which employees perceive workplace procedures, interactions and outcomes to be fair in nature has shown a negative and significant relationship with employee turnover intentions through its three dimensions of distributive, procedural and interactional justice. (Susanna Baldwin, J. A. 2001). Employee turnover intention (Dependent Variable) refers to the proportion of employees who are willing to leave an organization within a specific period (Price, 1977). High turnover intention can negatively impact organizational performance by increasing recruitment and training costs, reducing productivity, and lowering employee morale (Hancock et al., 2013). According to Griffeth, Hom, and Gaertner (2000), factors influencing turnover intentions include job satisfaction, organizational commitment, work environment, and career development opportunities. Distributive justice emphasizes the importance in shaping employees' satisfaction and loyalty through perceived fairness in outcomes such as salaries and promotions. Procedural justice involves fairness in the processes used to make decisions where by transparent and consistent decision-making builds trust and reduces turnover intentions (Bayarçelik & Findikli, 2023). Lastly, interactional justice pertains to the quality of interpersonal treatment employees receive, including respect, empathy, and clear communication.

### **1.1.3 Theoretical background.**

The perceptions of understanding the relationship between organizational justice and employee turnover intentions are well grounded in Organizational Justice Theory (Harun, 2023). The Theory which was developed by Jerald Greenberg in 1987 was employed as the theoretical foundation to

the study to examine and synthesize the antecedents in the research study. The theory explains and discusses the three antecedents; distributive justice, procedural justice, and interactional justice. Through this, three organizational justice propositions are offered, and the framework developed in the conceptual study highlighted the retention practices and instigators. The theory is based on the idea of equity, where judgements of fairness are derived from comparisons between oneself and others based on inputs and outcomes which are key components in mitigating employee turnover rates (Hyung-Woo Lee et al., 2023). The theory explains how employees' perceptions of fairness in the workplace influence their attitudes and behaviors, including their likelihood of staying or leaving an organization through key dimensions of distributive justice, which concerns the perceived fairness of outcomes such as salaries and promotions; procedural justice, which relates to the fairness of decision-making processes; and interactional justice, which focuses on the fairness of interpersonal treatment and communication (Colquitt et al., 2001).

#### **1.1.4 Contextual background.**

The study looked at Bank of Africa-Ug as the case study. The banking sector in Uganda has 26 licensed commercial banks all with their head offices in Kampala City and of these, 14 commercial banks have branches in four regions of Uganda (Bank of Uganda 2021 Bulletin). Before Uganda's independence in 1962, the main banks in Uganda were Barclays (UK based); Grindlays (also UK), Standard Bank (South Africa based) and the Bank of Baroda from India.

Bank of Africa – Uganda Ltd started its operations in 1985 is among the licensed commercial banks in Uganda (Bank of Africa 2006). The bank provides a full range of banking products and services to large corporate companies, individuals, as well as Micro, Small, and Medium Enterprises and serves 3 million customers with an asset base of UGX 6.3 trillion with 40 branches and over 5,400 agents nationwide, offering various digital channels, including mobile and online banking

services(bank of Africa 2024). Its mission is to transform lives through inclusive and innovative financial solutions.

### **1.2 Problem statement.**

Commercial Banks in Uganda are faced with the problem of retaining talented employees (Uganda Banker's Association report 2024). It is estimated that the turnover of employees in the banking sector for the last three years from 2021 to 2023 rose from 14.3% to 18.6% with the intentions to leave also high above the industry rate (Uganda Bankers Report 2024). The Report also showed that between 2021 and 2023, the turnover at Bank of Africa Uganda had a high increase in percentage from 8% to 13.4% which was silently above the total average increase in the entire banking industry. According to Walid Abdullah 2023, turnover is caused by different reasons such as job stress, interpersonal conflicts, insufficient rewards and lack of trust. Such perceptions make it hard for employees to love their job, concentrate and work with commitment. Research studies by Shariff Ham (2023) in Malaysia's banking industry indicate that organizational justice has significant relationship with turnover. distributive justice reduces turnover by equipping employees with skills that may justify fairer compensation whereas procedural justice ensures transparent career development opportunities which enhances employees' perception of fairness in promotion systems and interactional justice fosters communication between employees and supervisors, enhancing trust and reducing turnover intentions (Shariff, 2023).

### **1.3 Purpose of the study.**

The purpose of this study was to establish the relationship between organizational justice and employees' turnover intentions at bank of Africa Uganda.

#### **1.4 Objectives of the study.**

1. To investigate the relationship between distributive justice and employee turnover intentions at bank of Arica Uganda.
2. To investigate the relationship between procedural justice and employee turnover intentions at bank of Africa Uganda.
3. To investigate the relationship between interactional justice and employee turnover intentions at bank of Africa Uganda.

#### **1.5 Research Questions.**

1. What is the relationship between distributive justice and employee turnover intentions at bank of Africa Uganda?
2. What is the relationship between procedural justice and employee turnover intentions at bank of Africa Uganda?
3. What is the relationship between interactional justice and employee turnover intentions at bank of Africa Uganda?

#### **1.6 Scope of the study.**

##### **1.6.1 Content scope.**

The scope of this study focused on examining the relationship between organizational justice and employee turnover rates at BOA-Ug. Specifically, it investigated how distributive justice, procedural justice and interactional justice relate to employees' decisions to stay or leave the organization (Colquitt, 2001).

### **1.6.2 Geographical Scope.**

The study was carried out at bank of Africa Uganda with a particular focus on its main branch in Kampala capital city to examine the relationship between Organizational justice and employee turnover rate. The study considered BOA-Ug because it was operating under high employee turnover rate among other banks (Uganda Banker's Association Report, 2023).

### **1.6.3 Time scope.**

The study considered a period of 4 years that is from 2021 to 2024.

### **1.7 Significance of the study.**

This study holds significant value for both academic research and practical applications in organizational management. Academically, it contributes to the body of knowledge on employee turnover rates by providing empirical evidence on how organizational justice influence employee intentions to leave work. Practically, the study offers actionable insights for organizations aiming to enhance employee retention through their organizational justice practices.

### **1.8 Justification of the study.**

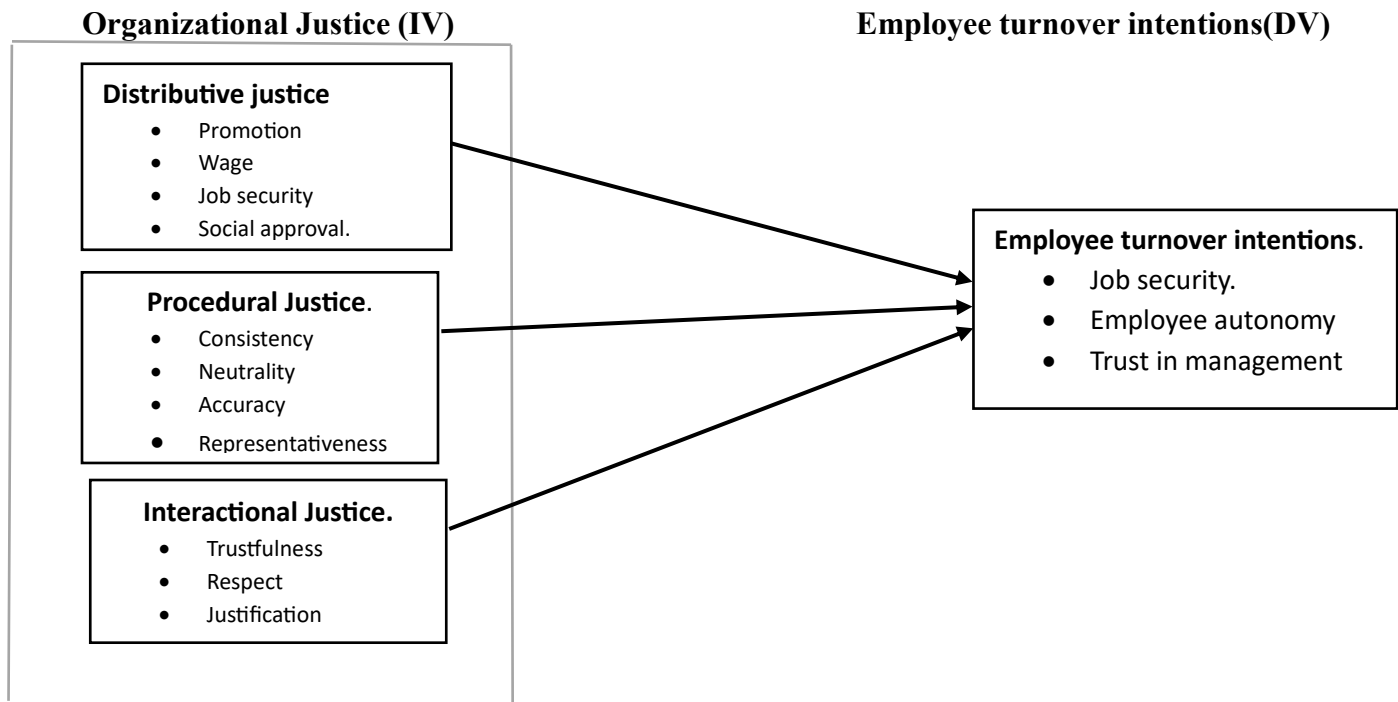
This study is justified by the critical need to address high employee turnover in the banking sector which significantly impact organizational performance, customer satisfaction and financial stability. Bank of Africa Uganda, as one of Uganda's leading financial institutions is no exception to these challenges.

### **1.9 Theoretical / Conceptual framework.**

The theoretical framework of this study was grounded in Organizational Justice Theory developed by Jerald Greenberg in 1987 which highlights the importance of distributive, procedural and interactional justice in shaping employee attitudes and behaviors. Research has shown that

perceived unfairness in these dimensions can lead to dissatisfaction, diminished commitment and high turnover intentions (Colquitt, 2001).

### Conceptual framework.



**Sources:** Adapted from the research works of Shariff Harm (2023) about organizational justice and Walid Abdullah (2021) about employee turnover intentions.

The conceptual framework indicates a relationship between organizational justice as the independent variable and employee turnover intentions as dependent variable. According to Shariff Harm (2023), organizations with high labor turnover can reduce employee turnover by adopting and implementing effective Organizational justice policies. Organizational justice encompasses perceptions of fairness in resource and reward distribution within an organization, often categorized in distributive justice, fairness in decision-making processes in procedural justice and fairness in interpersonal justice in interactional justice which all these dimensions influence

employees' attitudes and behavior including their intention to leave or stay in organization, Shariff Harm (2023). Walid Abdullah 2021, indicate that employees have several reasons to leave their workplaces, such as job stress, job satisfaction, job security, work environment, motivation, wages, and rewards.

## **CHAPTER TWO:**

### **LITERATURE REVIEW**

#### **2.0 Introduction.**

This chapter presents a comprehensive literature review of the study variables namely: Organizational justice constructs such as distributive, procedural and interactional justice and employee turnover intentions. The study objectives and the theory that guided the study were also reviewed.

#### **2.1 Theoretical review.**

This research was guided by Organizational justice theory developed by Gerald Greenberg in 1987. The theory attempts to explain how perceptions of fairness in the workplace relate to employee attitudes and behaviors through emphasizing three dimensions of distributive, procedural and interactional justice that influence employees to stay or leave their work places. It suggests that distributive justice focus on the fairness of outcomes such as salaries and promotion which influences employee turnover and procedural justice examines the fairness of the processes while interactional justice highlights the importance of respectful and treatment which all of them significantly relates to employees' psychological well-being, motivation, and organizational commitment. The theory is however limited to its reliance on subjective perceptions of fairness, which can vary widely among individuals and may not accurately reflect organizational realities and expand it to for future research. This is why up to now turnover researchers are still largely preoccupied with identifying new antecedents to turnover (Horn et al., 2020).

#### **2.2 Employee turnover intentions.**

Turnover intention corresponds to the conscious and deliberate will to leave an organization for the purpose of finding alternative job opportunities in other organization (Meyer et al., 2002).

Likewise, Apriani et al., (2023) stated that turnover intention was an individual voluntary motivation to withdrawal from the company and intent to look for an alternative job. In the traditional antecedent studies of turnover intention, several researches showed that job satisfaction is a highly salient antecedent of turnover intention (Rebenstein, et al., 2018). They argued that job satisfaction could contribute to the prediction of turnover intention. Conversely, Prayogi et al., (2023) did point out that career commitment had more integrity and persistence in terms of predicting the turnover intention, compared with job satisfaction. Low degree of employee job satisfaction reflects negative attitude towards their jobs instead of their organizations. Indeed, the emotional reaction created by work-related outcomes had something to do with individual turnover intention. There are some studies focused on the organization-related and work-related factors antecedents of turnover intention, such as organizational characteristics and work environment (Beecroft et al. 2008); manager gender (Grissom, Nicholson-Crotty, & Keiser, 2012); performance appraisal policy (Poon, 2004); organizational commitment (Agarwala, 2003; Fiorito, Bozeman, Young, & Meurs, (2007); Juhdi et al., (2013); and organizational justice (Shafiq, Khan, Bhatti, & Khan, 2014). In addition to that, some related studies also demonstrated some individual variables, for instance, workplace bullying (Qureshi, Rasli, & Zaman, 2014); employees' age (Kooij, Jansen, Dikkers, & De Lange, 2010); person-organization fit (O'Reilly et al., 1991); and task-related ability (Jackofsky & Peters, 1983). In spite of all the panoply of possible antecedents, this study is focused on career development as an antecedent of employee intention to leave.

Employee turnover has significant effects on organizations Wesley and Gokula, (2013). Organizations invest capital to induct, train and retain their employees. Thus, turnover is costly from the organizations' perspective. Replacement costs, for example, include the cost of recruiting, selecting, inducting and training the new employee. Additionally, the cost derived from losses of

customer service continuity or critical implicit knowledge is real but unmeasurable. Furthermore, employees' voluntary turnover sometimes can affect the decisions of their coworkers who have intentions to leave through a process of turnover contagion (Felps et al., 2009).

### ***Employee Turnover***

The prevalence of employee turnover is global and no different in Africa. For instance, report on private sector demand for youth labor in Ghana and Senegal from the Youth Employment Network confirmed that high personnel turnover rates remained a major concern in the banking sector and other financial services in Ghana (The Youth Employment Network, 2009). Also, a study conducted by Amediku (2008) on employment and labor cost in Ghanaian banking sector indicated that employee turnover has serious cost implications for the industry. Even though the term turnover intention has been accepted by some scholars (e.g. Arnold, 1999) as a proxy construct for measuring actual turnover, it is still imperious to differentiate between these two constructs to facilitate a better appreciation of the terms. According to Loquercio, Hammersly, and Emmemns (2006), staff turnover could be defined as the proportion of staff leaving in a given period but prior to the anticipated end of their contract of employment. Turnover could either be voluntary or involuntary. Voluntary turnover describes the amount of employee turnover that occurs due to the decision of employees to resign from their positions and voluntarily leave their employers. This is in contrast to involuntary turnover, which is turnover that occurs without the consent of the employee. Thus, whereas involuntary turnover may be due to long term sickness, death, travel, or employer-initiated termination, voluntary turnover focuses mainly on situations in which employees elect to tender in resignations for various reasons, rather than their appointment being terminated at the discretion of an employer. As indicated by Vance (2006), employee turnover can never be underestimated giving the cost organizations incur as a result. Extant literature (e.g. Najm,

2010; Kahumuza & Schlechter, 2008), however, suggests that employee turnover may be substantially reduced if leaders exhibit behaviors which reflect employees' expectations of quality leadership. For the turnover intention to leave is an employee's consideration that some time to come and for some reason(s) has to leave the organization voluntarily. The meta-analysis by Armitage and Conner (2001) has been used extensively to support the generic claim that intention and behavior are correlated. Therefore, there is increased reliance among scholars on using employee turnover intention as a proxy for employee actual turnover.

### **2.3 Organizational Justice.**

According to Ibrahim and Perez (2014), organizational justice was coined by Greenberg 1987 to describe how a company's management treats its employees and how those employees react to those treatments. Organizational justice postulates that workers determine whether or not they are being treated fairly by comparing their contributions (knowledge and effort) to those of others and to the outcomes that have been achieved (Asla and Ucar, 2015). This move will have an impact on the response of organizational members to the organization's processes of hiring new employees, rejecting other candidates, promoting specific employees, and demoting others.

The attitudes of employees will then depend entirely on their impressions of how fairly the processes are carried out and it affects the way employees think about their job, the company and their superiors, and this will be reflected through their actions (Abbasi et al., 2022). Employees' discontent and tension levels will grow if they perceive they are victims of injustice and this might lead to negative consequences and they may respond by decreasing or raising their output (Colquitt, 2001). According to Mehmood et al., 2023, employees will experience a positive sense of employee embeddedness if they believe they are being treated fairly. The perception of fairness in both the allocation decisions (distributive justice) and the method of making these decisions

(procedural justice) might result in heightened employee commitment and a decreased inclination to quit the business (Hassan, 2002). Therefore, when workers have a strong sense of organizational justice in the workplace, they are more engaged in their work, more satisfied with their jobs, more loyal to the company, less likely to quit, and more committed to staying (Colquitt, 2001). Organizational justice is an indicative of employee turnover intentions and research indicates that there is a significant and negative correlation between organizational justice and employee turnover rates (Aslan and Ucar, 2015). According to Apriant et al., (2023) the more the employees appreciate that there is fairness in their treatment by the organization, the less they show the indicators of turnover intentions. Organizational justice has three dimensions including distributive, procedural, interactional justice.

### **2.3.1 Distributive Justice.**

According to Ibrahim and Perez (2014), the concept of distributive justice may be traced back to the discipline of political philosophy and ethics, which studied the idea of distributive justice about social contracts and economies. Distributive justice is concerned with fairness of outcomes which in the context of work might take the forms of wages, promotion, social approval, job security and career opportunities in relation to input which include education, training, experience and effort (Ponnu and Chuah, 2010). According to (Ponnu and Chuah, 2010), distributive justice was found to be related to such work outcomes as salary satisfaction, job satisfaction, organizational commitment, organizational citizenship behavior and trust in organizations. Distributive justice exists when there is a fair distribution of outcomes based on employees 'input. Employees perceive fairness of distribution of an outcome by comparing their own input-output ratio with that of others' input-output ratio. This is because an employee's opinions of the organization's fairness in terms of the distribution of work-related outcomes influence both the employee's level of happiness

and the decision they make regarding whether or not to leave their current position (Abou-Shouk et al., 2023).

### **2.3.2 Procedural Justice.**

Procedural justice concerns with the extent of fairness of procedures which are practiced in allocating outcomes to employees (Colquitt, 2001). Employees are assumed to be driven primarily by their self-interest to maximize personal outcomes, so before the introduction of procedural justice, the majority of researchers believed that distributive justice is the most important element in explaining the motivation, attitudes, and behaviors of employees (Kumar and Kumar 2017). Thibaut and Walker (1978) and Greenberg (1987) among others, later discovered that these two notions of justice are diverse in their underlying structures. This is because, in contrast to the concept of distributive justice, procedural justice is concerned with the employees' observations and the fairness perceptions of the organization's methods, rules, and regulations utilized to determine various results (Greenberg,1987). Procedural justice, according to Piotrowska (2022), is concerned primarily with the fairness of the decision-making process in the distribution of organizational outcomes to employees. According to Miles (2012), the concept of procedural justice may be traced back to the work that Thibaut and Walker (1978) did in the course of their investigation of the processes of conflict resolution. Whereby, despite the adverse outcomes, employees are nevertheless able to accept the choice, provided that the employees believe that the procedures that were utilized in the distribution of the outcomes were fair. Under procedural justice, employees perceive that the distribution of outcomes is fair due to fairness in the process which may increase their organizational commitment and reduces turnover rates.

### **2.3.3 Interactional Justice.**

Interactional justice is considered to be among the most important component of the workplace environment because of its correlation with unfair and fair treatment (Almost & Mildon, 2022). In contrast to the concepts of distributive justice and procedural justice, the concept of interactional justice focuses on how management treats its employees and the adequacy with which the formal decision-making processes of the organization are communicated to those employees (Bies, 2005). Interactional justice focuses primarily on the fairness of the interpersonal treatment that employees receive from their management, as well as the employees' comprehension of whether or not the decision-making processes are effectively described to them (Almost & Mildon, 2022). According to Bies and Moag (1986), interactional justice is also concerned with the quality of interpersonal treatment, which focuses on social sensitivity and informational reasons that employees receive from their management. This is one of the aspects of interactional justice that is stated to be concerned with the quality of interpersonal treatment. According to Froman and Cochran (2022), it has a general bearing on the degree of justice that people see in how they are treated by others within their organization. Colquitt (2001) split interactional justice into two independent components, namely interpersonal justice and informational justice. Interpersonal justice is the degree to which management treats employees with civility, dignity, and respect (Colquitt, 2001; Colquitt et al., 2005).

The concept of interpersonal justice is closely connected to the employees' impressions of how they are treated in the business. Employees expect that they will be treated in the same manner as others in the company (Mehmood et al., 2023). Whereas, informational justice refers to how management justifies and explains to employees why and how specific decisions relating to them are taken by the organization (Colquitt, 2001; Colquitt et al., 2005). Informational justice has a

direct bearing on employees' perceptions of fairness; particularly, that the decision maker is a trustworthy official, makes use of the appropriate information when making the decision, and will adequately justify to employees the reasons behind the decisions (Miles, 2012).

#### **2.4 Distributive justice and employee turnover intentions.**

Distributive justice, another dimension of organizational justice, focuses on the perceived fairness of outcome distributions, such as pay, promotions, and rewards. This dimension directly impacts employee satisfaction and their intention to remain with the organization (Ibrahim and Perez 2014). When employees perceive distributive justice, they feel adequately compensated and recognized for their contributions, which fosters job satisfaction and organizational loyalty (Adams, 1965; Colquitt et al., 2001). Conversely, perceived distributive injustice can lead to frustration, resentment, and increased turnover intentions. Research by Greenberg, 1987; Cropanzano et al., 2007 indicates that organizations with equitable reward systems and transparent criteria for resource allocation experience lower employee turnover rates. By ensuring fairness in outcomes, organizations can build a positive work environment that encourages long-term employee retention.

Research by Moorman (1991) demonstrated that perceived inequities in distribution could significantly influence job dissatisfaction which in turn, fuels turnover intentions. Similarly, Colquitt (2001) found that employees who perceive inequity in outcome distribution, such as salary or promotions, are more likely to express dissatisfaction which can lead to voluntary turnover. Moreover, perceptions of fairness in rewards are directly related to employees' overall employee turnover rate. When employees feel that they are being treated equitably and their contributions are properly recognized, job satisfaction increases, reducing turnover intentions

(Greenberg, 1990). Thus, distributive justice impacts job satisfaction, which in turn affects retention rates.

Empirical research has provided significant evidence on the role of distributive justice in influencing employee turnover, especially within the banking sector.

study by Lambert, Hogan, and Griffin (2001) examined organizational justice in the context of financial institutions, particularly in the banking sector. Their findings indicated that employees who perceived unfair distribution of rewards, such as unequal pay for equal work or limited promotional opportunities, had significantly higher turnover intentions compared to those who perceived rewards as distributed equitably. This research highlighted that employees in banking organizations were highly sensitive to perceived inequities, with unfair reward systems being one of the key drivers of turnover.

Another significant study by Shafiq, Ali, and Ahmad (2023) investigated the relationship between distributive justice and employee turnover rates in the banking sector in Pakistan which showed that employees who believed they were not receiving fair compensation or recognition for their work were more likely to express dissatisfaction and consider leaving their jobs. The study found that perceived distributive injustice had a direct and negative effect on employees' emotional attachment to the organization, thereby increasing their likelihood of voluntary turnover.

Rhoades and Eisenberger (2002) conducted a meta-analysis that reviewed multiple studies across banking sector where they concluded that employees' perceptions of distributive justice strongly influenced organizational commitment and turnover rates. Employees who felt that they were unfairly compensated or overlooked for promotions were more likely to leave for better

opportunities. The study suggested that banks must create equitable reward systems to retain talented employees and reduce turnover.

In the African context, Amin and Yousaf (2019) examined the banking sector in Egypt and found that distributive justice was a significant predictor of employee turnover. The study revealed that employees in banks who experienced distributive injustice such as unequal access to promotions or biased reward systems were more likely to seek employment elsewhere. The research emphasized the importance of adopting fair and transparent pay structures to maintain a stable workforce and reduce turnover.

In Uganda, a study by Kiguli-Malwadde et al. (2022) highlighted those employees in the banking sector, particularly those in banks like Bank of Africa Uganda, expressed dissatisfaction with perceived inequities in reward distribution, contributing to increased turnover intentions. Similarly, research by Olweny and Shipman (2020) found that distributive injustice, such as unequal pay for similar roles and limited career advancement opportunities, was a significant factor influencing employee turnover in Ugandan banks, with employees seeking better opportunities in organizations offering more equitable reward systems.

Distributive justice plays a critical role in influencing employee turnover rates as perceptions of unfairness in reward distribution can lead to dissatisfaction, reduced organizational commitment, and higher turnover intentions (Kermally, S. 2020). Organizations that ensure equitable compensation and reward systems are more likely to retain employees and reduce turnover Judge (T. A., & Bono, J. E. 2001).

## **2.5 Procedural Justice and employee turnover intentions.**

Procedural justice, a critical dimension of organizational justice, pertains to the perceived fairness of the processes used to make decisions within an organization (Chan, S. & Lai H.Y. 2017). It plays a significant role in shaping employee attitudes and behaviors, particularly their intention to stay or leave an organization (Cassar, V. & Buttigieg S. C, 2020). When employees perceive procedural justice, they are more likely to feel respected, valued, and fairly treated, which fosters trust in management and strengthens their commitment to the organization (Chan, S. & Lai H.Y. 2017). Research has consistently shown that procedural justice is a significant predictor of employee turnover. When employees believe that the procedures used to determine their outcomes are fair and equitable, they are more likely to feel respected and valued, leading to lower turnover rates. For example, a study by Folger and Cropanzano (1998) found that employees who perceived fair procedural practices were less likely to leave their jobs, even if the outcome itself was unfavorable. In contrast, perceptions of procedural injustice can lead to dissatisfaction, disengagement, and higher turnover rates. Greenberg (1990) demonstrated that when employees feel that procedures are unfair, they are more likely to engage in counterproductive behaviors, including absenteeism and voluntary turnover. This is particularly relevant in the banking sector, where employees are often directly impacted by organizational policies related to promotions, performance evaluations, and rewards. Studies, such as those by Rhoades and Eisenberger (2002), have shown that procedural justice in these contexts is strongly correlated with lower turnover intentions.

Research by Cropanzano, Rupp, and Byrne (2003) further reinforced the link between procedural justice and employee turnover intentions. Their study found that perceived unfairness in procedural practices, such as the lack of employee input or inconsistent application of policies, was strongly

associated with negative outcomes such as lower job satisfaction and increased turnover intentions. This was especially true in high-pressure industries like banking, where employees expect a fair and transparent process in decisions that directly affect their careers.

Additionally, Wright and Cropanzano (2000) explored how procedural justice relates to organizational citizenship behaviors (OCBs), which are voluntary behaviors that contribute to the organization's success. They found that employees who perceived organizational procedures as fair were more likely to engage in OCBs, which in turn led to greater satisfaction and reduced turnover. Their findings suggested that organizations that foster fair decision-making processes not only reduce turnover but also benefit from increased employee engagement and organizational loyalty.

A study by Shore et al. (2006) extended the understanding of procedural justice by examining the effects of organizational justice on employee attitudes and behaviors in a cross-cultural context. Their research showed that perceptions of procedural justice influenced employee turnover intentions in diverse cultural settings, including the banking sector. They concluded that procedural fairness was universally important in maintaining employee commitment and reducing turnover, regardless of geographical or cultural differences.

A study focused on the banking sector in Kenya, Mwangi (2021) found that procedural justice played a crucial role in employee retention. Employees who perceived performance evaluation procedures as fair and transparent reported higher levels of job satisfaction and were less likely to leave the organization. The study suggested that Kenyan banks could reduce turnover by ensuring that their decision-making processes were perceived as just and equitable by their employees.

In Ugandan, Kiguli-Malwadde et al. (2022) found that employees in banks like Centenary Bank expressed frustration over perceived procedural unfairness, particularly in performance appraisal processes and promotional decisions. This dissatisfaction contributed to higher turnover rates, as employees felt their contributions were not adequately recognized or rewarded through fair procedures. Similarly, Olweny and Shipman (2020) noted that when banking employees in Uganda perceived that the decision-making processes regarding promotions and rewards were biased or lacked transparency, they were more likely to consider leaving their jobs for organizations offering fairer procedures.

Organizations that prioritize transparent and consistent decision-making processes are better positioned to retain their workforce and maintain a stable and motivated employee (Yusoff W. F & Yusliza M. Y, 2020).

## **2.6 Interactional justice and employee turnover intentions.**

Interactional justice, a subset of organizational justice, focuses on the quality of interpersonal treatment employees receive from their supervisors and colleagues Colquitt et al. (2022). Interactional justice pertains to the quality of interpersonal treatment employees receive during the implementation of organizational procedures. It includes aspects such as respect, dignity, and the provision of adequate explanations for decisions (Bakhshi, A., Kumar, K., & Rani, E. 2009). High levels of interactional justice contribute to positive relationships between employees and their supervisors, fostering trust and mutual respect (Bakhshi, A., Kumar, K., & Rani, E. 2009). When employees perceive interactional justice, they are more likely to feel valued and supported, reducing the likelihood of turnover (Bies & Moag, Masterson et al., 2000). Perceived interactional injustice can result in feelings of disrespect and alienation, increasing turnover intentions. Research by Cropanzano et al., 2007 suggests that organizations emphasizing effective

communication, empathy, and respectful interactions can significantly lower employee turnover rates. By cultivating a culture of interactional fairness, organizations enhance employee engagement and retention (Cropanzano et al., 2007).

Colquitt et al. (2022) conducted a meta-analysis examining the relationship between interactional justice and employee turnover rate and the study revealed a strong inverse relationship, indicating that employees who perceived high levels of interactional justice were significantly less likely to leave their organizations. The relationship is often mediated by job satisfaction and organizational trust, which deteriorate when fairness in interpersonal interactions is lacking.

A longitudinal study by Wang and Lee (2023) across 10 multinational corporations found that employees who experienced disrespect or insensitivity from their supervisors were 40% more likely to quit their jobs within a year. Similarly, in a study of customer service employees in Australia, Taylor et al. (2023) demonstrated that interactional justice significantly predicted turnover intentions even when controlling for other variables like pay satisfaction and job security. These findings suggest that interpersonal fairness is not just a desirable workplace attribute but a critical factor in retaining talent across different sectors and regions (Taylor et al. 2023).

In Canada, a study by Smith and Johnson (2023) about the banking sector provides compelling evidence of the relationship between interactional justice and employee turnover in five leading banks where findings showed that employees who perceived their managers as respectful, approachable, and transparent in communication had a 30% lower likelihood of leaving their jobs. The study further revealed that interactional justice significantly influenced employees' organizational trust and commitment, which in turn reduced turnover rates. Conversely, employees who experienced dismissive or disrespectful treatment reported higher dissatisfaction and were twice as likely to seek employment elsewhere and these findings highlight the pivotal role of

interactional justice in retaining talent within the competitive banking sector (Smith and Johnson 2023).

In the African context, the significance of interactional justice is heightened due to cultural values that emphasize respect, communal relationships, and mutual understanding. A study by Mensah et al. (2023) in Ghana revealed that employees who experienced fair and respectful communication from their supervisors reported lower turnover intentions compared to those who felt disregarded. The study highlighted that interactional justice is particularly crucial in collectivist cultures, where interpersonal relationships significantly influence workplace dynamics (Mensah et al. 2023).

Employees tend to view respect and empathy as a reflection of organizational support, making interactional justice a critical factor in employee retention strategies.

In Uganda, a study of the Ugandan banking sector, by Namukwaya and Kagimu (2023), found that employees who perceived their managers as approachable, respectful, and empathetic were significantly less likely to leave their jobs. The study also highlighted that organizations with structured training programs focusing on interpersonal skills for leaders experienced lower turnover rates compared to those without such programs (Namukwaya and Kagimu 2023). This underscores the importance of fostering interactional justice in managerial practices to enhance employee satisfaction and commitment. Interactional justice is a cornerstone of employee retention globally, regionally, and locally. Empirical evidence consistently shows that fair and respectful interpersonal treatment reduces turnover intentions by enhancing job satisfaction and organizational trust (Wang & Lee, 2023). Organizations that prioritize interactional justice in their managerial and cultural practices can create a supportive work environment, minimizing the risk of talent loss and fostering long-term organizational success.

## **CHAPTER THREE: RESEARCH METHODOLOGY.**

### **3.0 Introduction.**

This chapter presents the Research Methods that were used to carry out the study. It contains the research design, study population, sample size, sampling techniques, data sources, data collection instruments, measurement of research variables, reliability and validity of instruments, data processing and analysis and limitations of the study.

### **3.1 Research Design.**

The study employed a cross-sectional research design using a quantitative approach to examine the relationship between organizational justice and employee turnover intentions at Bank of Africa Uganda (Asenahabi, 2019). The cross-sectional design enables the collection of data at a single point in time, making it suitable for understanding existing perceptions of organizational justice and their relationship with employees' turnover intentions. Quantitative methods will be selected to allow for the measurement of variables through numerical data, facilitating statistical analysis to establish relationships and draw conclusions. By focusing solely on a quantitative approach, the study ensures objectivity and generalizability of the findings (Fischer et al., 2023; Asenahabi, 2019).

### **3.2 Study Population.**

The study population refers to the entire group of individuals or entities relevant to the research from which conclusions can be drawn (Mishra & Alok, 2022). In this study, population for this research included the 152 employees of Bank of Africa Uganda working at main branch (Bank of Africa, 2024). These employees are distributed across various departments. They include 27 finance and accounting, 18 customer service representatives, 16 loans and credit 20 operations and

IT, 10 risk and compliance, 17 marketing and sales, 12 HR and administration, 11 management and executive and 21 support staff.

### 3.3 Sample Size.

The sample size for this study was 108 employees based on Krejci and Morgan table of 1970. This size was derived from the study population which is 152 employees of Bank of Africa Uganda head quarter.

**Table 3.1:** Proportional break-down of Population and Sample Size for the study.

Department	Population	Sample size
Finance and accounting	27	19
Customer service	18	13
Loans and credit	16	11
operations and IT	20	14
risk and compliance	10	7
marketing and sales	17	12
HR and administration	12	9
Management and executive	11	8
support staff	21	15
Total	152	108

*Source: primary data*

### 3.4 Sampling Technique.

Sampling involves selecting a subset from a larger population relevant to the research (Mishra & Alok, 2022). The study used Simple random sampling, a probability technique which ensures every member of the population has an equal chance of selection, minimizing selection bias (Mishra & Alok, 2022).

### **3.5 Data Source.**

Data sources used in this study were both primary data and secondary data.

Primary data was collected from the respondents through structured scheduled questionnaires (Saunders, Lewis & Thornhill, 2007). Primary data according to Church and Collyer (2002) is information collected through personal interviews, questionnaires with a specific intention and on a specific objective. Data from primary sources are more reliable since they come from the original sources and are collected specifically for the purpose of the study (Axinn & Pearce, 2006).

Secondary data is data that have already been collected for some other purpose, processed and subsequently stored (Saunders, Lewis & Thornhill (2007). Secondary data will be collected from text books, dissertations, annual reports, journals, newspaper articles, bulletins, documentary and archival information. (Saunders, Lewis & Thornhill, 2007).

### **3.6 Data collection instruments.**

A Self-Administered Questionnaire for primary data, (Appendix 1) consisting of close ended questions was used to gather numeric data from the respondents (Anderson et al., 2008). It consists of three sections: demographic information, organizational justice dimensions (distributive, procedural, and interactional justice), and turnover rates. The questions in part two and three will be based on a five item Likert scale (strongly agree or SA (5), agree or A (4), not sure or N (3), disagree or D (2) and strongly disagree or SD (1).

### **3.7 Measurement of Research Variables.**

The study independent variable and dependent variable were namely: organizational justice and employee turnover rate. These variables were measured by adopting the research instruments used by previous scholars and, adjustments were accordingly done as necessary. organizational justice items were revised from the studies of Maha (2015) and Kasimu et al; (2018). Items for employee

turnover rate were developed from the empirical works of Valene and Mia, (2021). The questionnaire items were anchored on 5-point Likert scale with 5 = strongly agree, 4 = agree, 3 = not sure, 2 = disagree and 1 = strongly disagree.

### 3.8 Reliability and Validity Tests.

Reliability and validity are concepts used to evaluate the quality of research. They indicate how well a method, technique or test measures something. Reliability is about the consistency of a measure, and validity is about the accuracy of a measure

(Fiona, 2020). Kasimu, Saadat, Kamuli, Grace, & Isaac, (2018) defines content validity as evidence that the content of a test corresponds to the content of the construct it was designed to cover. Kasimu, Saadat, Kamuli, Grace, & Isaac, (2018) defines reliability as the ability of a measure to produce consistent results when the same entities are measured under different conditions. Validity of the instrument was obtained through the development of the scales with the help of experts in the field using the content validity index (CVI). CVI and Cronbach alpha were used to test the validity and reliability of the scales as measures of the study notions. The lowest Cronbach alpha coefficient was 0.77 and CVI was 0.81; these results were all above their respective minimum levels.

**Table 3.2:** Reliability and Validity results

<b>Variables</b>	<b>Cronbach Alpha</b>	<b>CVI</b>	<b>Item</b>
Distributive justice	0.88	0.81	6
Procedural justice	0.77	0.85	6
Interactional justice	0.78	0.81	6
Employee turnover intentions	0.86	0.82	5

*Source: primary data.*

### **3.9 Data processing & analysis.**

The questionnaires were cleaned, sorted and entered into the computer for computation of descriptive and inferential statistics. The Statistical Package for Social Sciences (SPSS Version 25) was used to run descriptive statistics such as frequencies and percentages. Inferential statistics in the form of Pearson correlation and regression were obtained.

### **3.10 Ethical considerations.**

Ethical considerations were prioritized throughout the research process to ensure integrity, respect, and professionalism (Saunders et al., 2019). An anti-plagiarism test was conducted on the proposal and data collection instruments, ensuring a similarity index below 15%. A letter of introduction from Uganda Christian University facilitated access to respondents and stakeholders. Informed consent was obtained from all participants, briefing them on the study's purpose, procedures, risks, and benefits, and their right to withdraw at any time (Bryman & Bell, 2019). Confidentiality and anonymity were maintained by removing personal identifiers. Ethical standards were also ensured responsible communication of findings, including proper citations and a final anti-plagiarism check. A debriefing session will be held to share the study's outcomes with participants, acknowledging their contributions and ensuring transparency in the research process.

### **3.11 Limitations.**

This study faced several limitations that impacted the generalizability and scope of its findings. Firstly, the research was conducted within a single organization, Bank of Africa Uganda, which limited the applicability of the results to other organizations or industries with different organizational cultures or practices. Secondly, the use of self-reported data through questionnaires introduced response biases, such as social desirability bias, where participants provided answers, they believed are socially acceptable rather than their true perceptions.

## **CHAPTER FOUR.**

### **PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS.**

#### **4.0. Introduction.**

In this chapter, the empirical results of this study are presented, analyzed and discussed. The presented results include demographic results, correlations and regression analysis.

#### **The study objectives are:**

1. To investigate the relationship between distributive justice and employee turnover intentions at bank of Arica Uganda.
2. To investigate the relationship between procedural justice and employee turnover intentions at bank of Africa Uganda.
3. To investigate the relationship between interactional justice and employee turnover intentions at bank of Africa Uganda.

#### **4.1. Response rate.**

The sample size was 108 respondents and all these respondents were identified and each of them received a questionnaire. 70 questionnaires were received back duly filled in, making a response rate of 64.8 percent.

#### **4.2. Background information.**

This section presents, analyzes, and discusses the background information of the respondents in order to provide a clear understanding of their profiles.

**Table 4.1. Table showing the gender of respondents.**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	39	55.7
Female	31	44.3
Total	70	100.0

*Source: Primary data*

Table 4.1 above shows that 55.7% of the respondents were male and 44.3% were female. This means that both male and female participated in the study and therefore, there was no gender bias.

**Table 4.2: Table showing age bracket of respondents.**

<b>Age Bracket</b>	<b>Frequency</b>	<b>Percent</b>
18-25	1	1.4
26-35	24	34.3
36-45	28	40.0
46-55	11	15.7
56-above	6	8.6
Total	70	100.0

*Source: Primary data.*

Table 4.2 indicate that the age distribution of respondents was between 18 years old to over 56 years old. The majority of respondents were between the ages of 35 years old to 45 years old representing 74.3 percent. This means that the majority of the employees were mature and grown up to provide reliable results.

**Table 4.3: Table showing educational level of respondents.**

<b>Education Level</b>	<b>Frequency</b>	<b>Percentage</b>
Certificate	4	5.7
Diploma	8	11.4
Bachelor's Degree	46	65.7
Master's Degree	9	12.9
Ph.D.	3	4.3
<b>Total</b>	<b>70</b>	<b>100.0</b>

*Source: primary data*

Table 4.3 shows the educational levels attained by the respondent. The majority 65.7 percent are degree holders. The degree holders together with holders of master’s degrees and diploma holders account for 90.0 percent. This means that the employees at the bank are highly educated and are professionals to manage to interpret and fill the questionnaires.

**Table 4.4: Department held by respondents.**

<b>Department</b>	<b>Frequency</b>	<b>Percentage.</b>
Finance	16	22.9
customer service	4	5.7
loans & credit	11	15.7
IT	10	14.3
M & Sales	5	7.1
HR	10	14.3
Risk and compliance	9	12.9
Executive	5	7.1
Total	70	100.0

*Source: Primary data.*

Table 4.4 indicates the distribution of respondents by department revealing the Finance department with highest representation, accounting for 22.9% of the total respondents, followed by Loans & Credit at 15.7%, and both IT and Human Resources departments each constituting 14.3%. Risk and Compliance made up 12.9% of the sample, while the Executive and Marketing & Sales departments each contributed 7.1%. The Customer Service department was representation at 5.7%. This distribution indicates a fairly balanced involvement across major functional areas of the institution.

**Table 4.5: Table showing length of service of respondents.**

<b>Length of service</b>	<b>Frequency</b>	<b>Percentage.</b>
Less than 1 year	8	11.4
1-3	21	30.0
4-6	32	45.7
7-above	9	12.9
Total	70	100.0

*Source: Primary data*

Table 4.5 shows analysis of respondents' length of service. 45.7% had majority who had served between 4 to 6 years, followed by 30.0% who had been with the organization for 1 to 3 years. Those who had worked for 7 years and above constituted 12.9%, while the least represented group was those with less than 1 year of service at 11.4%. This distribution suggests that a significant portion of the respondents had considerable experience within the organization which is beneficial for the reliability of the data as their responses are likely informed by a deeper understanding of internal systems, policies, and practices over time.

#### **4.3. Results of the study objectives.**

This section presents the results of each study objective.

##### **Inferential Analysis.**

Pearson's Correlation Coefficient was used in this study to measure the strength of the correlation between the constructs of the organizational justice namely: distributive, procedural and interactional justice and Employee turnover intentions.

**Table 4.6: Pearson Correlations between Study Variables including their descriptive statistics**

Variable	Mean	SD	1	2	3	4
Distributive justice (1)	3.5283	.72024	1			
Procedural Justice (2)	4.3339	.64120	-.021	1		
Interactional Justice (3)	4.5129	.57614	-.013	-.631*	1	
Employee turnover intentions (4).	4.2490	.88857	-.259**	-.657**	-.481**	1
*. Correlation is significant at the 0.05 level (2-tailed); **. Correlation is significant at the 0.01 level (2-tailed).						

*Source: Primary Data.*

The descriptive statistics (mean score) for all the organizational justice shows that interactional justice has the highest Mean of 4.5129 which indicates the most important employee turnover rate by respondents while distributive justice scored the lowest Mean of 3.5283 which indicates as the least important employee turnover rate by respondents. However, based on Norshima B, Nur Binti and Belinda M (2022) a Mean score of 4.5129 is considered as High in the Mean score table, indicating that respondents agree that interactional justice is important for organizational justice. Furthermore, the results show that strong and positive inter-correlation exist among all the organizational justice components i.e. higher positive r values indicate that putting focus on any one of them will enhance the other organizational justice variables.

**4.3.1 Study objective one: To investigate the relationship between distributive justice and employee turnover intentions at bank of Arica Uganda.**

According to the results in Table 4.6, the relationship between distributive and employee turnover intention is negative and significant ( $r = -.259^{**}$ ,  $p < 0.01$ ). The relationship is negative meaning that distributive justice helps to reduce employee turnover. As distributive justice improves for the better, the number of employees with intention to quit reduces. Furthermore, distributive justice plays a significant role (25.9 percent) in lowering employee turnover rate. Shariff Harm (2023) affirms that unfair distribution of resources among employees result in high turnover rates. In the

study by Choi (2022) found out that the relationship between distributive justice and employee turnover rate was negative and significant, which supports the results of this study objective.

#### **4.3.2 Study Objective two: To investigate the relationship between procedural justice and employee turnover intentions at bank of Africa Uganda.**

The results in Table 4.6 shows that the relationship between procedural justice and employee turnover intentions is negative and significant ( $r = -.657^{**}$ ,  $p < 0.01$ ) meaning that procedural justice helps to reduce employee turnover rate and it is a significant factor (65.7 percent) in influencing a decision. Procedural justices correlated negatively with employee turnover rate implying that when appropriate organizational policies such as fairness in the processes of decision making are in place, employee turnover rate decreases. Employees who perceive fairness in processes of decision making are more likely happy with their jobs and less likely to leave their organizations. On the other hand, perceived injustice in decision making processes diminish motivation of workers whose turnover rate becomes very high. These findings of this study are supported by Missaye (2020) who found that there was a significant and negative relationship between procedural justice and employee turnover among workers in banking sector in Ethiopia. In addition, Orucu (2023) states that there is a negative and a significant correlation between employees' perception of procedural justice and their intention to quit.

#### **4.3.3: Study objective three. To investigate the relationship between interactional justice and employee turnover intentions at bank of Africa Uganda.**

Table 4.6 shows that the relationship between interactional justice and employee turnover intentions is negative and significant ( $r = -.481$ ,  $p < 0.01$ ), this means that interactional justice is an important factor (48.1 percent) in helping to reduce employee turnover rate at bank of Africa-Uganda. Interactional justice correlated negatively with employee turnover rate implying that when appropriate interactional justice policies are in place employee turnover rate decreases.

Interactional justice entails the respect given to employees, justification for wrong decisions made to employees and trustfulness among others. The findings of this study are in line with a study by Schaufeli and Bakker (2004) which reported that a high tendency to leave exist at workplaces when employees feel no respect from their bosses. Similarly, Van Sckhalkwyk et al, (2021) revealed that there is significant relationship between interactional justice and employee turnover intentions.

**Table 4.7: Multiple regression results.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.082	.742		-1.458	.150		
Distributive justice	-.302	.108	-.245	.2.789	.007	1.000	1.000
Procedural Justice.	-.808	.157	-.583	.5.155	.000	.602	1.661
Interactional Justice.	-.169	.174	-.110	.969	.002	.602	1.660

**R=.707, R Square =.499, Adjusted R Square=.476, Std Error of the Estimate =.64313, sig=.000**  
*Source: Primary Data.*

**Dependent variable: Employee turnover intentions.**

The general position in Table 4.7 is that all the three predictor variables namely: distributive, procedural and interactional justice have negative and significant influence on employee turnover intentions. This means that all the three practices are important with predictive powers to influence employee turnover intentions and therefore, if they are appropriately practiced, their influence is negative and employee turnover intentions reduces. Adjusted R squared = 0.476 meaning that 47.6 percent in the variance of employee turnover intentions is predicted by the predictor variables.

**Distributive justice** was statistically significantly and negatively related to employee turnover intentions. This means that distributive justice contributes significantly to low employee turnover rate ( $B = -0.245$ ) i.e. 24.5 percent of the variance in employee turnover rate is predicted by distributive justice and therefore, it is a significant factor to consider if an organization wants to lower employee turnover intentions.

**Procedural justice** was statistically significantly and negatively related to employee turnover intentions. This means that procedural justice contributes significantly to low employee turnover intentions ( $B = -0.583$ ) i.e. 58.3 percent of the variance in employee turnover rate is predicted by procedural justice.

**Interactional justice** was statistically significantly and negatively related to employee turnover intentions. This means that interactional justice contributes significantly to low employee turnover intentions ( $B = -0.110$ ) i.e. 11.0 percent of the variance in employee turnover intentions is predicted by interactional justice.

## **CHAPTER FIVE.**

### **SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.**

#### **5.0 Introduction**

This chapter provides the discussion of the findings and the recommendations based on the findings and consistent with the statement of the problem, purpose of the study and study questions. The problem under investigation was how employee turnover intentions is related and enhanced organizational justice. Therefore, the purpose of the study was to establish the relationship between organizational justice and employee turnover intentions at bank of Africa-Uganda.

#### **5.1. Summary.**

The findings from the study indicated that there was a significant relationship between organizational justice and employee turnover intentions. Each of the three independent variables namely: distributive, procedural and interactional justice had significant relationship with employee turnover intentions.

#### **The objectives of the study were:**

1. To investigate the relationship between distributive justice and employee turnover intentions at bank of Arica Uganda.
2. To investigate the relationship between procedural justice and employee turnover intentions at bank of Africa Uganda.
3. To investigate the relationship between interactional justice and employee turnover intentions at bank of Africa Uganda.

### **5.1.1 To investigate the relationship between distributive justice and employee turnover intentions at bank of Arica Uganda.**

Pearson correlation results indicated that the relationship between distributive justice and employee turnover intentions was negative and significant ( $r = -.259^*$ ,  $p < 0.01$ ). A significance of 25.9 percent was predictor variable meaning that distributive justice is important factor in helping to reduce employee turnover intentions. It has a negative correlation in that as distributive justice improves, it lowers the employee turnover intentions. The predictive power of distributive justice is statistically significant and negatively related to employee turnover. This means that distributive justice predicts significantly to low employee turnover intentions ( $B = -0.245$ ) i.e. 24.5 percent of the variance in employee turnover intentions is predicted by distributive justice and therefore, it is a significant factor to consider if an organization wants to lower employee turnover intentions.

### **5.1.2. To investigate the relationship between procedural justice and employee turnover intentions at bank of Africa Uganda.**

Pearson correlation results indicated that the relationship between procedural justice and employee turnover intentions was negative and significant ( $r = -.657^{**}$ ,  $p < 0.01$ ). A significance of 65.7 percent was the highest among the three predictor variables meaning that procedural justice is a very important factor in helping to reduce employees' turnover intentions. It has a negative correlation in that as procedural justice improves it lowers the employees' turnover intentions. The predictive power of procedural justice is statistically significant and negatively related to employee turnover intentions. This means that procedural justice predicts significantly to low employee turnover rate ( $B = -0.583$ ) i.e. 58.3 percent of the variance in employee turnover rate is predicted by procedural justice and therefore, it is a significant factor to consider if an organization wants to lower employee turnover.

### **5.1.3. To investigate the relationship between interactional justice and employee turnover intentions at bank of Africa Uganda.**

Pearson correlation results indicated that the relationship between Interactional justice and employee turnover intentions was negative and significant ( $r = -.481^*$ ,  $p < 0.01$ ). A significance of 48.1 percent was the third among the predictor variables meaning that interactional justice is a very important factor in helping to reduce employees' turnover intentions. It has a negative correlation in that as interactional justice improves the employees' turnover intentions declines. The predictive power of interactional justice is statistically significant and negatively related to employee turnover intentions. This means that interactional justice predictive power significantly to reducing employee turnover intentions ( $B = -0.110$ ) i.e. 11.0 percent of the variance in employee turnover rate is predicted by interactional justice and therefore, it is a significant factor to consider if an organization wants to lower employee turnover intentions.

### **5.2. Conclusion.**

First, and foremost the results indicated that the level of employee turnover intentions at bank of Africa-Uganda was high with a Mean = 425. This means that there is need to reduce on the turnover intentions of employees.

Second, the Pearson correlation matrix indicated that each predictor variable correlated negatively and significantly with employee turnover intentions: i.e. distributive justice ( $r = -.259^*$   $p < 0.1$ ); interactional justice ( $r = -.657^{**}$   $p < 0.01$ ); interactional justice ( $r = -.481^*$   $p < 0.1$ ). Therefore, the contribution of each predictor variable to employee turnover intention is significant: distributive is 25.9 percent, interactional justice is 65.7 percent and interactional justice is 48.1 percent. The negative correlation between each predictor variable and the dependent variable is an indication that improvements in the predictor variables reduces on employee' turnover intentions. In addition,

the results show that strong and positive inter-correlations exist among all the organizational justice i.e. higher positive  $r$  values indicate that putting focus on any one of them will enhance the other dimension Organizational justice

Third, the regression analysis indicated that each of the predictor variables has negative and significant predictive powers on employee turnover intentions. Distributive justice ( $B = -.0.245$ ) meaning that 24.5 percent of the variance in employee turnover rate is predicted by distributive and therefore, it is a significant factor to consider if an organization wants to lower employee turnover intentions. procedural justice ( $B = -.0.583$ ) meaning that 58.3 percent of the variance in employee turnover intentions is predicted by procedural justices and therefore, it is a significant factor to consider if an organization wants to lower employee turnover intentions. Interactional justice ( $B = -.0.110$ ) meaning that 11.0 percent of the variance in employee turnover intentions is predicted by interactional justice and therefore, it is a significant factor to consider if an organization wants to lower employee intention to leave.

### **5.3. Recommendations.**

Based on the findings of this study it is recommended that to reduce on the employee turnover intentions, all the three predictor variables namely: distributive justice, procedural justice and interactional justice be embedded practically into the organizational cultures and organizational norms at the bank. This is so because the results of all the three predictor variables indicated that they were inter-related and moderately correlated with each other to collectively enhance in reducing employee turnover intentions. Therefore, below are recommendations as per objective:

- (1) Distributive justice:** The Bank should enhance fairness in the distribution of rewards, salaries, and benefits. Employees must feel that such outcomes they receive are fairly aligned with their contributions and performance levels. This can be achieved by:

- Regularly reviewing compensation structures to ensure equity and market competitiveness.
- Communicating clearly how rewards are allocated.
- Encouraging performance-based reward systems with transparent criteria.

**(2) Procedural justice:** The bank should reinforce transparent and consistent procedures in decision-making processes, especially those affecting employee careers, such as promotions, grievance handling, and performance evaluations. Key actions include:

- Involving employees in decisions that affect them.
- Applying policies consistently across all departments.
- Providing opportunities for appeal or feedback when decisions are made.

**(3) Interactional justice:** Improve the quality of interpersonal treatment employees receive from managers and supervisors. Management should be trained in effective communication, respectful engagement, and empathy. Suggestions include:

- Conducting regular leadership and communication skills training.
- Promoting a culture of mutual respect and recognition.
- Encouraging managers to provide timely, honest, and courteous feedback.

### **5.5. Further studies.**

Scholars believe that the concept of “employee turnover intentions” is dynamic as its antecedents may change with time and environmental changes. Therefore, there is continuous research studies

to unearth new antecedents of “employee turnover intentions”, it is on this basis that I propose as follows:

Research can be conducted focusing on new predictor variables like relationship between age and employee turnover intentions; relationship between education and employee turnover intentions; and the relationship between self-actualization and employee turnover intentions.

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## Appendix I:

### Questionnaire.

Questionnaire for evaluation of organizational justice and employee turnover rate in the banking sector.

**Dear respondent,**

I am Natamba Jonas, a student of Uganda Christian University, pursuing a Master's Degree in Business Administration. As part of my academic research, I am conducting a study to examine the relationship between organizational justice and employee turnover rate, with a focus on the banking sector in Uganda. The responses will remain confidential and will only be used for academic purposes. Thank you for your time and cooperation.

### Section A: Demographic Information.

1. Gender of respondents.

Gender	Male	Female
Tick		

2. Age of respondents.

Age	18-25	26-35	36-45	46-55	56-above
Tick					

3. Education level.

Educational level	Certificate	Diploma	Bachelor's Degree	Master's Degree	PhD
Tick					

4. Department

Department	Finance	Customer service	Loans & credit	IT	M&Sales	HR	Risk and compliance	Executive
Tick								

5. Length of service.

Length	Less than 1 year	1-3	4-6	7-above
Tick				

**SECTION B: ORGANIZATIONAL JUSTICE.**

Please rate on a scale of 1-5, your perception about organizational justice at your work as indicated below:

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

Code	Item	5	3	4	3	2	1
	<b>Distributive justice</b>						
D1	I am satisfied with promotion opportunities available.						
D2	I receive promotions based on performance and timely.						
D3	Promotions are awarded fairly to all employees						
D4	I receive bonus for extra work						
D5	The bank publicly acknowledges employees for their contribution.						
D6	Recognitions are based on performance not favoritism.						

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

Code	Item	5	4	3	2	1
	<b>Procedural justice</b>					
P1	Performance evaluations are based on factual and accurate data.					
P2	Information used in decision-making process is verified before.					
P3	Decisions based on promotion are based on accurate performance records					
P4	Employees have chances to voice their opinions					
P5	My department is fairly represented in decision-making process.					
P6	My feedback is actively sought and considered.					
	<b>5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly disagree</b>					
	<b>Interactional Justice</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
IN1	My supervisors respect me at work.					
IN2	Feedback is provided in a constructive and respectful manner.					
IN3	Action is taken to employees who engage in disrespectful behavior.					
IN4	Decisions that affect employees are clearly explained.					
IN5	Employees are informed when major changes are made.					
IN6	Communication is clear and honest.					

### Section C: Employee turnover rate

Please rate on a scale of 1-5, your employee turnover rate, as indicated below:

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

Code	Item	5	4	3	2	1
ETR	<b>Employee Turnover rate</b>					
ETR1	I plan to leave the bank in next 6 months					
ETR2	I am currently looking for a new a job					
EPT3	I feel content and happy with my work					
ETR4	I am fed up with this job because am undervalued.					
ETR5	I would leave if offered a similar job elsewhere.					

Thank you for sparing time to participate in this survey and your invaluable contribution is highly appreciated.

The information obtained from your responses shall be treated with utmost confidentiality and only used for the intended purposes. I look forward to your continued co-operation in future.

**THE END.**



# UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

## DIRECTORATE OF POSTGRADUATE STUDIES DISSERTATION CORRECTION COMPLIANCE FORM (POST VIVA FORM)

Date:

Name of Candidate: **NATAMBA JONAS**

Reg. No: J23M15/015.

Title of Dissertation: ORGANIZATIONAL JUSTICE AND EMPLOYEE TURNOVER INTENTIONS.

S/N	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	There are some inconsistencies in formatting i.e. numbering, title capitalization and minor grammatical issues	The entire work was revised to ensure proper numbering, good title capitalization and grammatical issues corrected	Clear headings Consistent numbering Good grammar.
2	Literature review could be strengthened by comparing differing scholarly views and synthesizing the relationship among variables more explicitly	The entire literature review was revised and scholarly articles compared with different views.	Multiple quoted scholars Citing contrasting studies
3	In chapter four, minor inconsistencies in table formatting	Tables were well formatted as advised	Clear formatted tables
	INTERNAL EXAMINER	ACTION TAKEN	INDICATORS
11	The needs to justify why he chose bank of Africa in all	Evidence was shown why the bank was preferred as case study among other banks under problem statement	Percentage increase in turnover at bank clearly shown.
1.	The student needs to justify the sources of Organizational justice and turn over constructs.	The sources were indicated where variables were extracted	Clear citations in conceptual framework

2.	The student needs to clarify on the measurement of turnover	Indicators of turnover were added	Clear written indicators of turn over under DV
	<b>SUGGESTIONS BY VIVA VOCE PANEL</b>	<b>ACTION TAKEN</b>	<b>REMARKS</b>
	The student needs to address comments given with compliance form.	Comments were addressed and final dissertation submitted with compliance report	Final work received by management
	The student is passed for graduation		Permitted to submit work to library for printing

Candidate's Name: NATAMBA JONAS

Signature natamba jonas

Supervisor's Name: DR. Kamyia Moses

Signature