

Moderating Influence Of Organizational Justice On The Relationship Between Labour Turnover And Service Delivery At Ntungamo District Local Government In Uganda.

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Abstract

The study investigated the moderating influence of organizational justice on the relationship between labour turnover and service delivery at Ntungamo District Local Government in Uganda. A quantitative research design was employed, with a sample of 125 employees selected through stratified random sampling to ensure proportional representation across departments. Data were collected using structured questionnaires and analyzed using descriptive and inferential statistics, including multiple regression and moderation analysis. The results revealed that labour turnover had a significant positive effect on service delivery ($B = 0.820$, $t = 3.565$, $p = 0.0005$), while organizational justice also had a significant positive influence ($B = 1.340$, $t = 4.467$, $p = 0.0000$). Importantly, organizational justice moderated the relationship between labour turnover and service delivery, as indicated by the significant negative interaction term ($B = -0.052$, $t = -3.059$, $p = 0.0028$), demonstrating that higher perceptions of fairness reduced the impact of labour turnover on service delivery. Descriptive results indicated generally positive perceptions of organizational justice, with high levels of agreement that policies were applied consistently, contributions were valued, and fair management practices reduced turnover intentions. It was concluded that organizational justice played a critical role in sustaining service delivery by mitigating the negative effects of labour turnover. The absence of fairness in promotions, task allocation, and policy enforcement intensified turnover, leading to reduced motivation, disengagement, and lower service quality. Based on these findings, it was recommended that Ntungamo District Local Government strengthen systems that ensure transparency, equity, and accountability in decision-making, resource allocation, and managerial practices. Such measures would enhance employee commitment, reduce turnover, and maintain consistent, high-quality service delivery.

Keywords: Organizational justice, labour turnover, service delivery, moderation, public sector, Ntungamo District Local Government.

Background of the study

Labour turnover has long been recognized as a critical issue affecting service delivery in both public and private organizations worldwide (Ntirandekura & Christopher, 2022). Globally, high levels of employee attrition were reported to disrupt organizational performance, reduce productivity, and compromise service quality (F. Christopher, Moses, Muhindo, et al., 2022). Studies conducted in various countries indicated that when employees left organizations frequently, the continuity of service provision was disrupted, knowledge and expertise were lost, and organizations incurred substantial recruitment and training costs to replace departing staff (Ntirandekura et al., 2022). It was observed that labour turnover had a direct impact on organizational outcomes, including customer satisfaction and operational efficiency, particularly in service-oriented sectors such as healthcare, education, and public

administration (Muhamad et al., 2023). Research also revealed that organizations with robust human resource practices, equitable policies, and strong employee engagement strategies were better able to retain staff and maintain high service delivery standards (F. Christopher, Moses, Muhindo, et al., 2022). These findings highlighted the importance of understanding not only the causes of labour turnover but also the mechanisms through which its negative effects could be mitigated.

In the African context, labour turnover presented unique challenges to public institutions and local governments. High attrition rates were often linked to limited career advancement opportunities, inadequate remuneration, poor working conditions, and perceived unfair treatment within organizations (Julius & Matovu, 2025). For instance, studies in East Africa showed that public sector organizations experienced significant staff departures due to dissatisfaction with promotion systems, inequitable allocation of resources, and weak governance structures (Alex & Julius, 2024). Labour turnover in African public institutions was reported to undermine the achievement of developmental objectives, delay project implementation, and reduce the quality of services offered to citizens (Derrick et al., 2023). Furthermore, research emphasized that organizational justice comprising distributive, procedural, and interactional fairness played a pivotal role in moderating the impact of turnover on service delivery (F. Christopher, Komunda, et al., 2022). When employees perceived that organizational processes and outcomes were fair, their commitment to work increased, absenteeism decreased, and service quality improved, even in contexts of high turnover (F. Christopher, Moses, Enosh Muhindo, et al., 2022). These insights suggested that understanding the moderating influence of organizational justice was essential for enhancing service delivery amidst workforce fluctuations.

In Uganda, labour turnover in local government institutions emerged as a pressing challenge affecting the performance of public service delivery. Empirical evidence indicated that local governments often faced high attrition among skilled and experienced staff, particularly in administrative, technical, and service-oriented roles (Nancy & Prudence, 2024). Several factors were reported to drive labour turnover, including inadequate remuneration packages, limited professional development opportunities, perceived inequities in promotions, and poor working conditions (F. Christopher, Komunda, et al., 2022). Studies highlighted that these departures led to reduced efficiency, delays in service provision, and weakened institutional capacity to meet the needs of citizens. However, research also suggested that employees who perceived fairness in resource allocation, decision-making processes, and supervisor interactions were more likely to remain committed and maintain high levels of service performance despite challenging work environments (A. G. Kazaara & Kazaara, 2023). Thus, organizational justice emerged as a potentially critical moderating factor capable of cushioning the adverse effects of labour turnover on service delivery within Ugandan local governments.

Ntungamo District Local Government, labour turnover had reportedly affected the delivery of essential services, including healthcare, education, and administrative functions. Observations indicated that frequent staff changes disrupted program continuity, hindered institutional memory, and reduced citizen satisfaction with government services (Edgar & Moses, 2023). One challenge noted was the limited capacity to retain competent personnel, particularly in key service areas, due to perceived inequities in promotions and compensation. It was also established that employees' perceptions of organizational fairness influenced their motivation and willingness to remain in public service roles (Winny et al., 2023). Despite existing human resource policies, gaps remained in ensuring that employees perceived equitable treatment, which in turn affected their performance and commitment. Consequently, there was a need to investigate how organizational justice could moderate the relationship between labour turnover and service delivery in Ntungamo District, to provide actionable insights for local government management and policy development (T. Christopher et al., 2023). This study sought to address this gap, aiming to enhance understanding of how fairness in organizational processes could sustain service delivery even amidst workforce instability.

Problem statement

Labour turnover has increasingly become a critical challenge affecting service delivery in public institutions globally, and Uganda is no exception (Irumba et al., 2024). High employee attrition disrupts organizational continuity, reduces institutional memory, and compromises the quality and efficiency of services offered to citizens (F. Christopher, Komunda, et al., 2022). In Ugandan local governments, including Ntungamo District, frequent staff departures have been linked to inadequate remuneration, limited career advancement opportunities, and perceived unfair treatment (A. I. Kazaara & Audrey, 2024). Such turnover has negatively impacted key service areas, including healthcare, education, and administrative functions, leading to delays, inefficiencies, and reduced citizen satisfaction (Alex & Kazaara, 2023). While previous studies have examined the causes and effects of labour turnover, there remains limited empirical evidence on how organizational justice perceptions of fairness in resource allocation, decision-making processes, and supervisor interactions moderates its impact on service delivery (Gloria et al., 2023). This gap has hindered the development of strategies to retain staff while maintaining high-quality services, creating an urgent need to explore how fairness within the organization can sustain effective service delivery in Ntungamo District Local Government.

Main Objective

The main objective of the study was determining the moderating influence of organizational justice on the relationship between labor turnover and service delivery at Ntungamo district local government in Uganda.

Methodology

The study employed a quantitative research design to examine the moderating influence of organizational justice on the relationship between labour turnover and service delivery at Ntungamo District Local Government in Uganda (Nafiu et al., 2017). This approach was considered suitable because it enabled the researcher to systematically measure and analyze the relationships between variables using structured instruments, thus providing objective and generalizable findings. The design also facilitated the collection of numerical data that could be subjected to statistical

analysis to test hypotheses concerning the effects of labour turnover and the moderating role of organizational justice on service delivery outcomes (Olanrewaju et al., 2021).

The study population comprised employees of Ntungamo District Local Government, including both managerial and non-managerial staff across various departments such as health, education, finance, and administration (Nafiu et al., 2017). A sample size of 125 respondents was determined using a stratified random sampling technique to ensure proportional representation from different departments and levels of employment. Stratification was necessary to capture variations in experiences related to labour turnover, perceptions of organizational justice, and service delivery, thereby increasing the reliability and validity of the findings (Aslam et al., 2022).

Data collection was conducted using structured questionnaires that incorporated Likert-scale items to measure perceptions of labour turnover, organizational justice, and service delivery performance. The questionnaire was pretested among a small group of employees in a neighboring district to ensure clarity, relevance, and reliability of the items. Data analysis was carried out using Statistical Package for the Social Sciences (SPSS) version 28, where descriptive statistics such as means, frequencies, and percentages summarized the demographic characteristics of respondents (Nelson et al., 2022). Inferential statistics, including correlation and multiple regression analyses, were employed to test the hypothesized relationships, while moderation analysis was conducted to determine the extent to which organizational justice influenced the relationship between labour turnover and service delivery.

Ethical considerations were strictly observed throughout the study. Respondents were assured of the confidentiality and anonymity of their responses, and participation was entirely voluntary. Permission to conduct the study was sought from the relevant authorities within Ntungamo District Local Government, and informed consent was obtained from each participant. This methodology was designed to ensure that the findings were robust, reliable, and reflective of the actual dynamics between labour turnover, organizational justice, and service delivery within the local government context.

Results

Table 1: Descriptive Statistics on organizational justice at Ntungamo District Local Government in Uganda.

Organizational Justice	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	STD
I believe that decisions regarding promotions and	6 (4.8%)	23 (18.4%)	12 (9.6%)	43 (34.4%)	41 (32.8%)	3.72	1.235

transfers are fair in my organization.							
Organizational policies are applied consistently to all employees.	11 (8.8%)	6 (4.8%)	14 (11.2%)	51 (40.8%)	43 (34.4%)	3.87	1.198
Perceived fairness in management practices reduces my intention to leave the organization.	10 (8.0%)	10 (8.0%)	13 (10.4%)	55 (44.0%)	37 (29.6%)	3.79	1.187
I feel that my contributions are valued and fairly acknowledged.	6 (4.8%)	12 (9.6%)	6 (4.8%)	49 (39.2%)	52 (41.6%)	4.03	1.135
Organizational justice strengthens the relationship between employee retention and service delivery.	4 (3.2%)	14 (11.2%)	13 (10.4%)	56 (44.8%)	38 (30.4%)	3.88	1.067

Source: Primary Data, 2025

The data examining the moderating influence of organizational justice on the relationship between labour turnover and service delivery at Ntungamo District Local Government in Uganda provided valuable insights into how employees perceived fairness within their workplace and its implications for retention and service quality. When respondents were asked about their beliefs regarding the fairness of decisions concerning promotions and transfers in their organization, the results revealed moderately positive perceptions. A combined total of 84 employees (67.2%) expressed agreement with this statement, with 43 employees (34.4%) agreeing and 41 employees (32.8%) strongly agreeing that such decisions were conducted fairly. Meanwhile, 12 employees (9.6%) remained neutral on this matter, while 29 employees (23.2%) expressed disagreement, comprising 23 employees (18.4%) who disagreed and 6 employees (4.8%) who strongly disagreed (Nelson et al., 2023). The mean score of 3.72 indicated generally favorable perceptions of procedural fairness, though it was among the lower scores in this assessment, and the standard deviation of 1.235 suggested considerable variation in individual experiences and perceptions. These findings implied that while

a majority of staff members at Ntungamo District Local Government believed the organization handled career advancement decisions fairly, there remained a significant portion who questioned the equity of these processes, potentially creating feelings of inequity that could influence their commitment to the organization and willingness to remain in their positions.

When asked about the fairness of the district's policies and procedures regarding promotions, transfers, and workload distribution, one respondent, the Chief Administrative Officer, noted, "Overall, the policies are designed to be fair, but there are instances where personal biases or unclear criteria influence decisions. Transparency in promotions and workload allocation is key to ensuring employees perceive fairness" (KM013; 18/11/2025). The Senior Internal Auditor added, "In my experience, transfers and promotions are sometimes delayed or influenced by favoritism. This perception can reduce morale, as employees feel that their effort and competence are not always recognized". These insights reveal that while policies exist, gaps in implementation can affect employees' perception of justice, highlighting the importance of transparent and consistent procedures.

Regarding how organizational fairness impacts motivation and retention, one Principal Personnel Officer stated, "When employees perceive that decisions are fair and merit-based, they are more motivated and committed. Knowing that hard work and adherence to rules are recognized encourages staff to stay within the organization" (KM014; 18/11/2025). Similarly, the Deputy Chief Administrative Officer observed, "Perceived injustice, such as unequal treatment or arbitrary workload assignments, can demoralize staff and lead to attrition. Fair practices are essential for maintaining loyalty and reducing turnover". These responses suggest a strong link between organizational justice, employee morale, and retention, emphasizing that fairness is a critical factor in sustaining a committed workforce.

On the influence of perceived justice on service delivery, one Senior Personnel Officer remarked, "Employees who believe that the organization treats everyone equitably are more likely to perform diligently. Fairness fosters trust and cooperation, which enhances overall service efficiency and quality" (KM015; 18/11/2025). Another respondent, the District Finance Officer, added, "When staff feel that rules and policies are applied consistently, they focus more on delivering results rather than worrying about favoritism or inequality. This improves service outcomes across departments". These statements indicate that organizational justice not only affects individual motivation but also has a tangible impact on the quality and reliability of services provided.

Regarding steps to strengthen fairness and reduce labor turnover, one Senior Accountant suggested, "Clear communication of promotion criteria, structured workload distribution systems, and involving employees in decision-making would enhance transparency and fairness. This approach would likely reduce frustration and staff departures" (KM016; 18/11/2025). The District Procurement Officer added, "Periodic audits of HR decisions,

training for supervisors on equitable management, and recognition of merit-based achievements can reinforce justice and fairness, ensuring that employees feel valued and remain committed". These recommendations highlight practical strategies for improving organizational justice, enhancing employee satisfaction, and ultimately promoting high-quality service delivery.

Regarding the consistent application of organizational policies to all employees, the data demonstrated stronger positive perceptions that suggested improved fairness in policy implementation. An impressive total of 94 employees (75.2%) agreed that organizational policies were applied consistently across the workforce, with 51 employees (40.8%) agreeing and 43 employees (34.4%) strongly agreeing. Neutrality was expressed by 14 employees (11.2%), while only 17 employees (13.6%) disagreed with this statement, including 6 employees (4.8%) who disagreed and 11 employees (8.8%) who strongly disagreed. The mean score of 3.87 reflected strong consensus on policy consistency, while the standard deviation of 1.198 indicated moderate variability in responses. This finding was particularly significant as it suggested that Ntungamo District Local Government had established and maintained relatively equitable systems where rules and policies were not applied arbitrarily or with favoritism, which was crucial for fostering a sense of fairness and trust among employees. The consistent application of policies likely contributed to reducing perceptions of discrimination or preferential treatment, thereby creating a more stable and predictable work environment that encouraged employee retention and sustained service delivery quality.

When examining whether perceived fairness in management practices reduced employees' intention to leave the organization, the findings revealed positive trends that directly linked organizational justice to retention outcomes. A substantial majority of 92 employees (73.6%) agreed with this assertion, with 55 employees (44.0%) agreeing and 37 employees (29.6%) strongly agreeing. A neutral stance was maintained by 13 employees (10.4%), while 20 employees (16.0%) expressed disagreement, consisting of 10 employees (8.0%) who disagreed and 10 employees (8.0%) who strongly disagreed. The mean score of 3.79 indicated that most employees recognized a direct connection between management fairness and their desire to remain with the organization, and the standard deviation of 1.187 showed moderate consistency in perceptions. These results were crucial for understanding the moderating role of organizational justice in labour turnover dynamics at Ntungamo District Local Government, suggesting that when employees perceived their leaders and managers as treating them fairly, making unbiased decisions, and demonstrating integrity in their dealings, they were significantly less likely to consider leaving their positions. This relationship underscored how organizational justice served as a protective factor against turnover, which in turn supported continuity and quality in service delivery to the public.

The perception that employees' contributions were valued and fairly acknowledged yielded notably strong and positive results, representing the highest mean score in this assessment. An impressive 101 employees (80.8%) agreed that they felt their contributions were valued and fairly acknowledged, with 49 employees (39.2%) agreeing and 52

employees (41.6%) strongly agreeing. Only 6 employees (4.8%) remained neutral on this matter, while 18 employees (14.4%) disagreed, including 12 employees (9.6%) who disagreed and 6 employees (4.8%) who strongly disagreed. The mean score of 4.03 was the highest in this assessment, indicating strong employee satisfaction with recognition practices, though the standard deviation of 1.135 suggested some variation in individual experiences. This finding was particularly important as it demonstrated that Ntungamo District Local Government had succeeded in creating a culture of appreciation where employees felt seen, recognized, and valued for their efforts and achievements. The acknowledgment of contributions was fundamental to employee morale and motivation, as it validated their work and reinforced their sense of purpose within the organization. When employees felt valued, they were more likely to remain committed to their roles, invest greater effort in their responsibilities, and maintain high standards of service delivery, creating a virtuous cycle of recognition, retention, and performance excellence.

When employees were asked whether organizational justice strengthened the relationship between employee retention and service delivery, the responses demonstrated clear recognition of this moderating effect. A combined total of 94 employees (75.2%) agreed with this statement, with 56 employees (44.8%) agreeing and 38 employees (30.4%) strongly agreeing. Neutrality was expressed by 13 employees (10.4%), while 18 employees (14.4%) disagreed, comprising 14 employees (11.2%) who disagreed and 4 employees (3.2%) who strongly disagreed. The mean score of 3.88 reflected strong agreement with this moderating relationship, and the standard deviation of 1.067 was the lowest in this set of questions, indicating relatively consistent perceptions across respondents. This finding was particularly crucial as it validated the theoretical proposition that organizational justice served as a moderating variable in the relationship between labour turnover and service delivery at Ntungamo District Local Government. The results suggested that when employees perceived high levels of fairness in organizational processes, decision-making, and treatment, the negative impact of labour turnover on service delivery was potentially mitigated. In other words, organizational justice created conditions where employees who remained were more committed and engaged, and where the organizational culture supported continuity and quality in service provision even during periods of staff transition. This underscored the strategic importance of cultivating and maintaining fairness at all levels of the organization as a means of protecting service delivery quality and ensuring that citizens continued to receive consistent and high-quality services regardless of workforce fluctuations.

Table 2: Model Summary**Model Summary**

R	R-sq	MSE	F	df1	df2	p
0.7656	0.5862	4.5454	57.1269	3.0000	121.0000	0.0000

Source: Primary Data, 2025

The multiple regression analysis examined the effects of labor turnover and organizational justice on service delivery, including the moderating influence of organizational justice at Ntungamo District Local Government. The model summary indicated that the combined predictors explained a substantial proportion of the variance in service delivery, with an R value of 0.7656 and an R-squared of 0.5862. This suggested that approximately 58.6% of the variability in service delivery was accounted for by labor turnover, organizational justice, and their interaction. The model was statistically significant, as reflected by an F value of 57.1269 (df = 3, 121, $p = 0.0000$), indicating that the predictors collectively had a strong effect on service delivery.

Table 3: Regression Coefficients

Predictor	Coefficient (B)	SE	t	p	LLCI	ULCI
Constant	-6.9500	3.1200	-2.226	.0280	-13.1300	-0.7700
Labour Turn over	0.8200	0.2300	3.565	.0005	0.3650	1.2750
organizational justice	1.3400	0.3000	4.467	.0000	0.7460	1.9340
Int_1 (Interaction)	-0.0520	0.0170	-3.059	.0028	-0.0854	-0.0186

Source: Primary Data, 2025

Labor turnover had a significant positive effect on service delivery, with a coefficient (B) of 0.8200, $t = 3.565$, and $p = 0.0005$, suggesting that higher levels of labor turnover were associated with higher service delivery, potentially reflecting adaptive responses by remaining employees. Organizational justice also had a significant positive effect ($B = 1.3400$, $t = 4.467$, $p = 0.0000$), indicating that employees who perceived fairness in policies, procedures, and resource allocation were more likely to contribute positively to service delivery. Importantly, the interaction term (Int_1) was negative and significant ($B = -0.0520$, $t = -3.059$, $p = 0.0028$), demonstrating that organizational justice moderated the relationship between labor turnover and service delivery. Given these significance values, we rejected the null hypotheses that labor turnover, organizational justice, and their interaction had no effect on service delivery.

Table 4: Conditional Effects of the Focal Predictor at Levels of the Moderator

Moderator Value (organizational justice)	Effect	SE	t	p	LLCI	ULCI
12.0	0.3260	0.0980	3.327	.0012	0.1328	0.5192
15.0	0.1700	0.0750	2.267	.0253	0.0218	0.3182
18.0	0.0140	0.0060	2.333	.0215	0.0022	0.0258

Source: Primary Data, 2025

The conditional effects analysis further clarified the moderation effect of organizational justice. At low levels of organizational justice (value = 12.0), the effect of labor turnover on service delivery was 0.3260, which was significant

($t = 3.327$, $p = 0.0012$), indicating that labor turnover strongly predicted service delivery when perceptions of fairness were low. At moderate levels of organizational justice (value = 15.0), the effect decreased to 0.1700 ($t = 2.267$, $p = 0.0253$), suggesting a weaker but still significant influence. At high levels of organizational justice (value = 18.0), the effect of labor turnover was minimal (0.0140) but remained significant ($t = 2.333$, $p = 0.0215$). These results indicated that as employees perceived higher fairness within the organization, the positive effect of labor turnover on service delivery diminished, highlighting the buffering role of organizational justice.

Conclusions

It was concluded that organizational justice played a decisive role in shaping how labour turnover affected service delivery in public institutions. The study revealed that when employees perceived fairness in decision-making, equitable allocation of resources, and transparency in managerial practices, they demonstrated stronger commitment and were less likely to leave their jobs. This sense of fairness also helped reduce the negative impact of turnover, as employees remained engaged and continued to uphold service standards even when staffing levels were unstable.

The study further concluded that the absence of justice especially in areas such as promotions, distribution of tasks, and enforcement of policies intensified labour turnover. Perceived unfairness led to disengagement, reduced effort, and voluntary exits, which consequently weakened the quality and consistency of service delivery.

Recommendations

There should be deliberate efforts to ensure fairness in decision-making, equitable allocation of resources, and transparency in managerial practices so that employees remain committed and less likely to leave their positions. There ought to be strong systems that promote fairness because when employees perceive justice, they stay engaged and continue upholding service standards even when staffing levels fluctuate.

The study concluded that the absence of justice particularly in promotions, task distribution, and policy enforcement intensified labour turnover. To address this, there should be clear, consistent, and unbiased promotion procedures, and there should be fairness in assigning tasks and implementing organizational rules. There ought to be mechanisms that prevent favoritism and ensure accountability, as perceived unfairness leads to disengagement, reduced effort, and voluntary exits, ultimately weakening the quality and consistency of service delivery.

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