



## **ORGANIZATIONAL JUSTICE, EMPLOYEE COMMITMENT, TALENT RETENTION AND EMPLOYEE SERVICE QUALITY: A CASE OF HEALTH WORKERS IN KAMPALA CAPITAL CITY AUTHORITY (KCCA) HEALTH CENTRES**

### **ABSTRACT**

The purpose of the study was to establish the relationship between organizational justice, employee commitment, talent retention and employee service quality in KCCA Health Centres. A cross sectional research design was used for the study and a quantitative approach to data collection was applied. A sample of 214 health workers from seven KCCA Health Centres was selected for the study using proportional simple random sampling. The researcher obtained 174 usable questionnaires as the response rate for the study. The data collection instrument was pre-tested for validity and data collected was analyzed using the Statistical Package for Social Scientists and results presented based on the objectives of the study.

The results of the study revealed a significant positive relationship between organizational justice and employee service quality ( $r=.206^{**}$ ,  $P < .01$ ); a significant positive relationship between organizational justice and employee commitment ( $r=.542^{**}$ ,  $P < .01$ ); a significant positive relationship between organizational justice and talent retention ( $r=.387^{**}$ ,  $P < .01$ ); a significant positive relationship between employee commitment and employee service quality ( $r=.256^{**}$ ,  $P < .01$ ); and a positive but not significant relationship between talent retention and employee service quality ( $r=.137$ ,  $P > .01$ ). The study further showed that employee Commitment (Beta = .211, Sig. = .030), was a better predictor of employee service quality. The study further revealed that talent retention did not mediate the relationship between organizational justice and employee service quality of health workers at KCCA health centres; but employee commitment was found to fully mediate the relationship between organizational justice and employee service quality of health workers at KCCA health centres.

Based on its findings, the study concluded that organizational justice and employee commitment had a significant positive effect on employee service quality in KCCA Health Centres; and talent retention had a positive but not significant effect on employee service quality. The researcher recommends that the Management of KCCA Health Centres should put in place measures and systems to build employee commitment as it significantly predicted employee service quality, according to the results of the study.