



Role of the employment act in organizational justice in Uganda: An appraisal

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Abstract

The research evaluates the role of Employment Act in ensuring organizational justice in Uganda with particular emphasis on the extent to which the legal framework enables fairness workplace. Given the perceived deviations in the implementation and enforcement of the Employment Act, this research is necessary in interrogating its provisions with a view to ascertain level of compliance, challenges inhibiting justice delivery for employment relationships and offering constructive recommendations on how justice may be delivered in employment relations. Through the application of a doctrinal research method, this research assesses various Laws including the Employment Act, 2006; the Constitution of Uganda 1995; International Labour Organization treaties as well as secondary literature to examine the operation labour law in Uganda. Findings reveal that though the Employment Act has provisions for transparency like equal pay, fair departure procedures and dispute resolution facilities their operational effectiveness is impaired by structural constraints such as lack of enforcement, low institutional capacity and no awareness among workers. The research recommends legislations for change which will outline and strengthen the enforcement methods, increase protection of practicable workers and increase awareness also promote approaches to mediate employer-employee disputes through ADR. This research enriches the knowledge by conducting a legal assessment of Ugandan employment law through the prism of organizational justice, which would provide understanding that can inform future legislative and type of institution reform for enhancing equity dignity harmony in workplace.

Keywords: Organizational Justice, Employment Act, ILO, Workplace

Introduction

Organizational justice refers to how workers perceive work procedures, interactions, and results as fair. Organizational justice has three dimensions specifically centered on distributive justice and fairness in results such as pay and promotions, procedural justice centering on fairness in procedures applied in arriving at those results, and interactional justice centering on fairness applied in treatment between people and quality of communication by management and supervisors to workers (Yadav et al, 2026). Organizational justice does a lot in determining workers' behavior and attitudes, job satisfaction, and overall level of Organizational trust. Given the importance of Organizational justice has been in the recent human resource management and industrial relations due to Organizational justice builds harmonious working relationships, increased productivity minimise turnover and promote mutual respect Organizational culture, etc (Choi, 2011).

Uganda's employment framework is regulated under the Employment Act 2006 (the Employment Act), which was born out of the consolidation and revision of Uganda's laws in relation to employment matters within Uganda. Traditionally, the development of Uganda's employment law can be traced from colonial law which was more of prejudice and favouritism to employer than of a real concern for either employee rights or Organizational justice. The Employment Act is an important step in harmonizing Uganda's work related laws at national level which reflect the international standards as promoted to Uganda as member state of International

Labour Organization (ILO). The Act makes comprehensive provision for employment contracts, conditions and terms of service, termination of service, wages protection, equality and nondiscrimination, and dispute resolution mechanisms. All These were directed towards a fair and just workplace relations that ensures that the relationship between workers and employers are managed under a spirit of inclusion as well as responsibility (Nyombi & Mulimira,2012).

The progressive contents of the Employment Act notwithstanding, some doubt remains about whether that is not the requisites of a organizational justice in practice. Law in principle is a good thing for workers to be protected and treated equitably but reports and observations reveal that there is a chasm between the law and how it manifests (Lanquetin, 2020). Frequent arbitrary terminations, spurious wage differences, absence of procedural due process in the internal complaints mechanism and insufficient dialogue between employers and workers make some still sound problem in most Ugandan workplaces. Such problems speak to the chasm of theory vs what actually happens, and raises question as to how much uptake has occurred from the Employment Act to actual organizational justice.

The focus of this study is to investigate the role played by the Employment Act in promoting organizational justice in Uganda. More concretely, the review will focus on the provisions of the Employment Act regarding the main components of organizational justice in distribution, process and interaction. We will also probe to what extent and in whose hands these provisions are enforced and

translated into practice the private (or public) sector. It will also attempt to identify the real bottlenecks for the exercise of justice in the work area accompanied by recommendations on how the Act should be effective. This study, employing a critical assessment of the Employment Act as a provider for procedural justice in terms the making of good employment agreements aim to complement existing conversations on legal restructuring and workplace fairness in Uganda.

Methodology

This research adopts a doctrinal methodology to examines the Employment Act as an enabling factor of organizational justice in Uganda. The emphasis remains an understanding of statutory provisions; case law, constitutional mandate and international legal instruments relating to work and organizational justice. This methodology is underpinned by critical analysis of the Employment Act 2006, considered as principal legislation relating to employment in Uganda. The employment Act makes provisions on the contract of employment, equal pay, redundancy, grievance procedures, and anti-discrimination were dissected to see extent these mediate and bring the principles of distributive justice, procedural justice and interactional just into workplaces.

Additionally, the research relies on the Constitution of Uganda, 1995 particularly Article 40 which is on economic rights and just working conditions, as well as other related legislations like Labour Unions Act. In addition, relevant international legal instruments such as the International Labour Organisation (ILO) ratified conventions of Uganda are reviewed to comprehend how

domestic labour legislations and practices relate to both supreme standards of international law and obligations. The sources are examined to see to what degree if Uganda's legislation structure corresponds to the international norms of fairness or equity in the employment field. Secondary sources such as articles and textbooks by scholars from the legal profession, labor organization reports and publications by civil society were also analyzed.

Conceptual and Theoretical Framework

Organizational justice is at the very core of organizational fairness, and a critical component for studying legality-based legal tools like the Employment Act legitimizing fair employment relationships. Organizational justice is an umbrella term with three separate and interconnected dimensions of distributive justice, procedural justice and interactional justice. It is about distribution justice which means fairness of output, i.e. remuneration, benefits and promotions. Whenever workers feel that rewards and organization resources are distributed fairly as per contribution, performance, or need, distributive justice is said to be ensured (Steiner, 2020). Procedural justice, on the other hand, is all about fairness in procedures employed in order to attain the said results. Procedural justice is particularly interested in openness, fairness, neutrality, and how much workers are given an opportunity to add their views in making the decision. Interactional justice is interested in interpersonal treatment quality people experience when carrying out procedures or making announcements about procedures. It is interested a lot about respect, dignity, and sensitivity, particularly in relationships

between employers and workers (Cruceru & Măcărescu, 2009).

Equity Theory, as developed through J. Stacy Adams, holds that workers measure fairness in workplace in terms of comparison between their ratio of inputs (e.g., ability, experience, and effort) and outputs (e.g., recognition, pay) and others perceived ratios (Miles et al, 1994). Employees feel dissatisfaction, demotivation, or even counterproductive behavioural responses consequent upon perceived inequity or unbalance, respectively. Equity Theory underlies firmly distributive justice's analysis and offers a psychological explanation for understanding perceived Organizational fairness's Organizational relationships' impact. Legal Positivism, as explicated through scholars such as H.L.A. Hart, holds that law derives legitimacy from the fact that it is enacted in a formal manner through identified authority, rather than what is in its content being good or right in nature (Kramer, 2021). This perspective is relevant in the Ugandan context, where Employment Act is a statutory instrument for regulating between employer and employee relations. The Labour Law Theory is another explanation for the socio-legal nature of laws regulating work, which contends that labour laws are great mechanisms for balancing out workplace asymmetries and for granting a minimum standard for workers' rights for social justice's promotion.

The theoretical link between law and justice at work is key in this study. While Employment Act-type legislations provide normative and regulatory guidance for work relations, their success at bringing about justice is not merely in their content but in their enforcement,

interpretation, and coordination with workers' lived experience. Employment justice is not merely a compliance matter but a matter of creating workplace climate under which workers are respected, valued, and treated justly. The Employment Act should therefore not be evaluated merely in terms of standards it prescribes but in terms of how far and how well it brings about distributive, procedural, and interactional justice ideals. This research therefore situates organizational justice within a legal and theoretical context for a critical analysis of how the Employment Act operates as an instrument for engendering fairness in Ugandan workplaces.

Legal Framework Governing Employment and Organizational Justice in Uganda

The Employment Act, 2006, which provides the regulatory framework for organizational justice and for employment is the basis of Ugandan law for matters relating to labour. The Act was passed to effect and amend existing labour laws, as well reassert Uganda's place of dedicated adherence to fair conditions of work consistent with international labour standards particularly those of International Labour Organisation (ILO) (Aidonojie et al, 2024). The Act is a well consolidating piece of legislation designed to shape and rationalize the working relationship and the balance between employers unions as well works social justice. Affecting all employers and the workers who are under a contract of service but excluded from the armed forces or other public service categories as determined by other Acts.

A vast part of the Employment Act legal prescriptions fall under organizational justice. So the Act mandates clear and signed

contracts of service first. Section 25 compels all service contracts that last over six months in duration to be in writing and contain the principal terms of employment (job description, salary, working hours and leave). This is in par with distributive justice as it is about benefit and burden sharing with all be told and created transparently. The Act also stipulates that wages must be paid in lawful tender and all unlawful deductions from wages are prohibited. These prescriptions are meant to protect workers from exploitation as well as proportionality of result that ensues. The Employment Act sets out elaborate provisions for the exit of a worker from work in connection with procedural justice (Agboti et al, 2024).

Section 65 to 76 makes protective provisions for reasonable dismissal and termination procedures which entail notice given required, official notification, given with reasons for the revoking or firing; formal explanation from employee before disciplinary steps are initiated. Such practices are intended to stem arbitrary and capricious discharge prevention in employment as well as means of succor upon just procedures burdened with workers' job security. In addition, the Act articulates methods of grievance settlement through labour officers to Industrial Court; institutionalizing avenues for fair redress of grievances in the workplace. Those mechanisms provides procedural justice in far as they are public, equitable means of redress (Antai et al, 2025).

Further provisions of the Act are designed to promote interactional justice by encouraging respect and non-discrimination. As an example, Section 6 specifically prohibits

employment on any ground of discrimination. This call is in consonance with principles of equality and human dignity and obliges employers to treat all workers alike and respectfully in practice as well as principle. Furthermore, the Act provides that all disciplinary procedures must be conducted with due consideration for natural justice, such that the workers are informed about the charges which have to be met by them and are given a meaningful chance to reply (*Kisubi et al, 2024*). Every one of these aspects brings into focus the Employment Act's potential as an effective legal tool for organizational justice in Uganda. The implementation however, is resting on, compliance rates from employers, efficiency of enforcement machinery and awareness among the workers regarding their rights. Although the legal context of its existence is mainly in statute, day by day application of Employment Act as a rule constitutes an important consideration in the effectiveness of such distributive, procedural or interactional justice derived at Ugandan workplaces by the law (*Aidonjio, 2024*).

Aside from the Employment Act, 2006, other laws are equally influential in shaping the organizational and employment justice environment in Uganda. The Labour Unions Act is the core law that governs registration, establishment, and administration of trade unions and employers' associations. The law gives workers a statutory right to organize themselves and bargain collectively, as well as participate in industrial actions aimed at promoting and defending their rights and

interest in work. This Act is designed to secure democratic control on trade union and a balance of employees' rights and employers' obligations and responsibilities in matters of industrial relations (Lwebuga, 2024).

Labour Unions regulates through empowering employees collective bargaining powers for terms of employment and a welcome to injustice in the spirit of the Employment act to deliver distributive and procedural justice by aiding workers voice and agency in decision making matters of workplace concern. Uganda's Constitution of the Republic of Uganda, 1995 the supreme law and provisions that are employment-related and employment oriented guaranteed within the *lex specialis* of human rights and justice. All workers, as provided in the Constitution of Uganda under Article 40 include the right to organise and join unions through lawful strikes as well as fair labour practice (Aidonojie et al, 2024). Article 40 lays the foundations for workplace justice of fairness in remuneration and worker protection from exploitation protected. The Constitution further enshrines equality and non-discrimination and requires all people to treat others alike irrespective of gender, ethnic identity, or other status, lending support to principles of justice in workplace interaction. The constitutional guarantees provide a solid framework that underlies labour law, including the Employment Act, and provide a pedestal for judicial review and enforcement of rights in labour in Uganda.

On the international front, Uganda is an International Labour Organisation (ILO) member country and has ratified some important ILO conventions to be applied

domestically as national Labour standards and policy. A few of these conventions would for example be Convention No. 87 covering Freedom of association and protection of five freedoms of association, Convention 288 covering, right to organize and pursue collective bargaining, Convention No. 100 in relation to Equal Remuneration and Convention 111 in relation to Discrimination, Employment and Occupation (Aidonojie et al, 2024). These conventions establish common global standards for decent work, such as no discrimination, no illegal practice and ensuring equal pay and working conditions etc.. Compliance by the state under these conventions compels Uganda to align local law and practice and adopt internationally accepted canons of organizational justice. Standards under these conventions therefore imbue Uganda's law for workers and shape administration and interpretation of the Employment Act and other ancillary legislation (Antai, 2024).

Together, the Labour Unions Act, Constitution of Uganda, and ILO conventions domesticated under Ugandan law paint a broader legal and normative framework complementing and further cementing the pursuit of organizational justice in workplaces in Uganda. They offer an additional avenue for workers' rights protection, prevention of unfair treatment, and enforcement of fair working relations beyond the Employment Act's prescriptive peculiarities. Again, just like in the case of the Employment Act, however, their enforcement in pursuit of justice will depend upon enforcement, awareness, and the social-economic environment underlying

working relationships in Uganda (Antai, 2024).

Role of the Employment Act in Promoting Organizational Justice

The Uganda Employment Act is pivotal for fostering organizational justice because it provides a legal framework for improving fairness in areas of workplace justice including distributive, procedural, and interactional dimensions. With regard to distributive justice, provision is specifically made under the Act for eliminating discrimination in remuneration for equal work and for assuring fair and non-discriminatory distribution of remuneration, benefits, and other rewards for work done (Antai & Aidonojie, 2024). The Act specifically prohibits discrimination in conduct along lines of color, sex, religion, or political opinion, and in doing so, provides a workplace environment under which employees are treated equally well concerning salary, allowances, leave benefits, and other benefits arising out of employment. This removes the potential workplace imbalance that would lead to backlash and apathy incentivizing a more equitable structure in material terms (Antai, 2024). The Act also promotes openness and accountability in administration of economic rewards, through the compulsion to a written contract determining terms of services and remuneration.

Concretely in Employment Act, procedural justice provides a detailed guideline with respect to disciplining structural clauses, grievance handling and dispute resolution mechanisms that ensure fairness in the way decisions are made on employees as well implemented within the workplace. Based on

the Act fair opportunity for discipline or dismissal has to be invoked for a fair investigation. Stringent procedures are diametrically opposite to arbitrary dismissal and in addition bolster confidence for decision making in organisations. The Act ensures that resolution of grievances and conflict resolution mechanisms through the labour officers, Industrial Tribunals are open as they provide neutral legal fora for conflict. It provides a means not only to ensure by law secure compliance but voice and redress for workers wherein their rights are violated, thereby strengthening procedural justice. Without regular, open use of procedures trust in workers will not be possible, and the organization has no legitimacy (Izevbuwa et al, 2024).

In terms of interactional justice, although the Employment Act seeks for quality interaction between people in work by setting respect, dignity and clear communication as the basis of all interactions concerning work processes for discipline and dismissal must be carried out natural justice style as well—informing a worker truly for what reason he choices are being made about his case and in ways between; treating with courtesy and fairness between. The Act prohibits differential treatment for any discriminatory reasons and thereby contributes to the dignity of different among people based on their equal dignity as a worker heritage. The Act focus on Human and civil communication at even dismissal and disciplinary hearings sets an environment for respect, devoid of humiliation is much less counter-productive for workplace harmony as well morale (Cropanzano et al, 2002).

The narrative from Ugandan workplaces and case law shows the significance of the Employment Act in promoting organizational justice. Workers have, for example, succeeded in invoking the provisions of the Act and obtained relief from either labour officers or from Industrial Court against unfair dismissal claims in some recorded instances and gotten compensation as well as reinstatement (*Airtel Uganda Ltd Vs Peter Katongole, 2022*). These examples showcase the operational mechanism under the Act to redress discrimination and thus force employers to conform to fair treatment norms. These provisions are able to incorporate to a large extent distributive, procedural and interactional justice in organizational frameworks, which will promote higher job satisfaction from employees, labour stability and good employment relations. But the effectiveness of this, is reliant on its enforcement by the responsible part(s) and stakeholders sensitization for keeping pace with evolving workplace challenges (Aidonojie et al, 2024).

Challenges and Gaps in the Employment Act's Effectiveness

Although, the Employment Act 2006 has such comprehensive provisions for promoting organizational justice in Uganda there still exist to some extent challenges and lacunae which make impossible for it to fully actualize all its hoped-for objectives. One of the biggest threats to the Act is enforcing and complying with procedures as provided by the Act. There are little or non-existent labour-monitoring mechanisms and inspections with low manning levels, scant resources and poorly trained labour officers who have no noticeable

interest in monitoring compliance under the law. This institutional weakness is reflected in sparse on-site visits thereby slowing down inaction and creating room for violations like nonpayment, abusive termination & discrimination to be left unaddressed. There is also lack of knowledge of the part of workers in rural and informal sectors who are often not literate enough to the leverage on their right and demands (Atusingwize et al, 2023).

Organizational justice has a very limited impact, if any; under the Employment Act the judicial and institutional mechanisms restrict it tremendously. Labour Grievances usually take very long time to get justice due to congested judiciary and the long process of appeal from the Industrial Court to the supreme court in order to seek redress for grievances that relate with employment. The delay in adjudication not only demoralizes aggrieved workers, but also erodes the confidence of workers in the Ugandan legal system. Furthermore, the vast multitude of workers can not afford litigation therefore denying vulnerable segments of workforce access to justice. One other challenge is that the workforce is largely informal in Uganda, especially those in agriculture, micro and small scale trading service industries as well as part time working which often are not considered under formal employment contracts or statutory protection.

Whether the provision under the Employment Act is enforceable and applicable in these sectors therefore remain largely debatable. The informality leads to employers to be the arbiters of fairness and justice, who have an interest in deflecting compliance costs, unawareness and purposeful inability because

informality provides better control as an alter ego to adaptability. When considered together, all of these gaps and challenges signal the overlapping nature of legal, institutional and socio-economic imperatives that obstruct the functioning of justice delivery systems in Ugandan workplaces. Such gaps demand an integrated solution to strengthen the labour institutions; develop workers legal literacy, expedite judicial processes and a cultural shift in placing more value for compliance and equity in workplace relations. The result of failure to intervene could leave much ado about the Employment Act delivering its promise of organizational effectiveness in frustration.

Comparative Analysis with Other Jurisdiction

A comparison of Uganda's Employment Act and ones in Kenya and Nigeria is bound to have convergences and divergences that are very important to Uganda's Organizational justice labour law regime. Like Uganda, Kenya enforces its law under the Employment Act 2007 (especially) focusing on workers rights through contract, wages, notice period and dispute redress. Kenya's law is, however, stronger in enforcement as organs and machinery have clearer standards for unfair dismissal and prevention from discrimination, with explicit provision for maternity and paternity leave, occupational health and safety, and simpler access to conflict resolution machinery (Mallya, 2023). Kenya's system is undergirded by a broader and better-endowed Directorate of Labour, making regular inspections and mounting regular awareness campaigns among workers, and therefore associating stronger compliance and

applicability. Nigeria's Labour Act similarly provides for essential employment safeguards but is situated in a highly federalized system in which states possess considerable powers in regard to matters of labour, creating lack of uniformity in enforcement and application most times (Coker, 2023). Nigeria's law gives priority to trade unionism and bargaining and empowers trade unions extensively in regard to terms of employment and enforcement of workers' rights (Opara, 2014). Similarly, however, challenges found in Nigeria and Kenya are found as well in Uganda in regard to extensive informality of work and enforcement strength gaps.

From these cross-country observations, some best practices Uganda can adopt in order to maximize its Employment Act's impact in advancing organizational justice include Kenya's pro-active initiative for labour inspections and its effort at raising workers' awareness through education and sensitization campaigns (Owor, 2021). The emphasis put on carrying out massive information campaigns particularly among vulnerable workers in rural and informal economy environments is one Uganda can learn from investing in its capacity for labour inspections and outreach and in building comprehensive information campaigns in these vulnerable worker segments in rural and informal economy environments (Ekpenisi et al, 2024). The importance of workers being heard through collective bargaining, and sharp union involvement as underscored by Nigeria picture is evidence to the worth of having a voice on equitable terms through representation and enforcement collective bargaining (Ogu et al, 2024).

These are echoed again in the civil society and trade unions in Kenya/Nigeria where they are seen as agents of change by pursuing for organizational justice. In Kenya and Nigeria, workers associations are currently in negotiation with employers as well government authorities for better working conditions and compliance. Civil society organizations are providing complementary legal assistance, capacity building and advocacy on behalf of the marginalized community for a rights based access to justice (Ogu et al, 2025). Even as a reaction to political and economic decay, Nigeria trade union movement continues to be the most formidable player in social interest debate, collective bargaining and policy action, and an arbiter of workers interest at all levels. These experiences attest that apart from law, the effectiveness of laws regulating work is further augmented by robust, autonomous trade unions and an engaged civil society that hold employers and governments accountable (Jufri et al, 2025).

This enhanced and multi-faceted approach which could come from strengthening of businesses' institutional capacity through a host of aspects including the Employment Act and enforcement system, education for workers, civil society organizations engagement as well workers unions (Antai et al, 2025). This way, not just compliance but organizational justice on a basis that embeds a culture of fairness and respect for rights would be ensured as well. With lessons from its neighbors in the region, Uganda can adopt best practices and enhance an equitable and just working environment embracing

industrial relations as well as national development (Sendawula et al, 2021).

Conclusion

The importance of the Employment Act, 2006, in organizational justice development in Uganda has been established in this research through provision for a legal framework for distributive equity in benefits distribution, procedures followed in arriving at workplace choices, and interpersonal treatment between workers and employers (Antai et al, 2024). The Act's equal remuneration, non-discrimination, fair disciplinary procedures, and resolution of disputes are affirmative measures towards advancement of distributive, procedural, and interactional justice in Uganda's workplaces (Antai et al, 2024). Enforcement and monitoring weaknesses, however, together with low awareness among workers about their rights, delay and cost involved in settling disputes in the labour market, and prevalence of casual employments beyond which formal legal interventions can stretch their cover umbrella are pervasive weaknesses that negate full accomplishment of such ideals. Such weaknesses were evidence of institutional and socio-economic constraints conditioning the impact of law in practice (Antai et al, 2025).

With regard to law's functions in bringing about workplace justice, we find that law alone cannot guarantee justice except for being complemented through enforcement efforts, sound institutions, and an environment which facilitates compliance and equity. While the Employment Act outlines fundamental legal requirements and rights, they need to be supported through enforcement mechanisms, affordable means for resolving disputes and

continuous activities to educate and mobilise workers (Antai et al, 2025). Also the need to foster sustainable unionism and be actively cautious in the realm of civil society aligns with an indispensable supplement to statute law — not just employer watch, but also representation of workers demanding accountability from their employers. Justice[edit] percolates in the law, as a foundation and vehicle for justice but with a relative sense of its reach dependent on an institutional capacity system, social consciousness, and societal orientation toward equity (Antai et al, 2025).

The Employment Act is a powerful tool that can go a long way in fostering organizational justice for Uganda. The wording of the Act contain underlying principles and machinery if well harnessed, will lead in significant transformation of workplace relations by guaranteeing procedural fairness, outcome fairness and human relationships (Antai et al, 2024). Strategic structural reforms that increase the enforcement bodies' power and improve court proceedings as well as combatting informal sectors is where most of the Ugandan workers reside, are necessary in practice this potential. Also, better coordination among the government, employer associations, workers' organizations and partners in civil society will be a step in the right direction towards an even playing field workplace culture. The failure to name the building blocks — promoting organizational justice is a work in progress and continues to evolve over time in Uganda through the resilience and collaboration (Antai et al, 2024).

Recommendation

As a result of this discussion and from evidence generated from this study, some recommendations are derived to further consolidate the role of Employment Act in improving organizational justice in Uganda. The law reform efforts should enhance the strength of provision in the Act to enforce and monitor. This should entail improving clarity of employers obligations under labour standards and also existent fixed penalties for compliance effectiveness and deterrence (Antai et al, 2024). The Act should be revised with a view to extending workers' cover for vulnerable workers such as workers in the hidden economy, youth, people living with disabilities, and women in order to foster inclusion and responsiveness of legal protection for current workplace realities. By extending legal cover for more workers as well as removing ambiguity from core provisions, the Act can perform its role of guarantor of distributive, procedural, and interactional justice much better.

Strengthening institutional capacity is important as well. The Ministry of Gender, Labour and Social Development, and specifically the Labour Commissioner's office, should be adequately funded and capacity-strengthened for regular inspections, resolution of conflict, and speedy redress for grievances. The Industrial Court and other labour grievance adjudication tribunals should be given higher amounts of finances, human capacity, and technical support for decongestion of case arrears and speedy dispensation of justice. Increased investment in capacity building of labour officers and judicial officers in organizational justice principles and emerging jurisprudence in

labour will enhance quality and standardization of legal interpretation and enforcement. Stronger institutions are essential for translating legal rights into tangible workplace benefits (Edet et al, 2022).

Awareness and advocacy interventions will need to be augmented again in order to keep employers and workers properly informed about their rights, responsibilities, and avenues for seeking redressal. An inter-ministerial cooperation between government, civil society, and trade unions would be needed for implementing outreach interventions on targeted areas such as rural areas, which have high levels of knowledge gaps, as well as for areas in informal economies. Mass media campaigns, community workshops, as well as workplace-based training sessions, can go a long way in further boosting legal literacy and empowering workers to claim their rights positively (Aidonojie et al, 2024). An educated workforce is sure to ask for and claim justice, while an educated employer will likely comply with law as well as adopt ethical standards.

Lastly, we need to foster employer-employee relationships through alternate dispute resolution (ADR) processes and equitable inner organizational procedures. Normal court loads should be reduced through the promotion of mediation/negotiation ADR skills as first line approach in resolving workplace conflict minimizing legislative ingresses and promoting problem solving by cooperation. Encourage employers to move towards open grievance redressal processes, participative decision making and with dignity channels of communication for all workers. Creating Organizational principles of justice

that are not beyond the law down to internalizing respect, openness and fairness in workplace culture (Aidonojie et al, 2024).

The general principle of organizational justice under the Employment Act mandates a 5-pronged approach that includes legal reforms, building institution, sensitize the public and active participation from stakeholders. If implemented correctly, these proposals will turn the Act to a dynamic instrument for peaceful labour and industrial-relations in Uganda.

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