



MAKERERE UNIVERSITY
MAKERERE UNIVERSITY BUSINESS SCHOOL

**ORGANIZATIONAL JUSTICE, JOB SATISFACTION, ORGANIZATIONAL
COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)
IN NEBBI DISTRICT LOCAL GOVERNMENT**

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ABSTRACT

The study was designed to investigate the relationship between organizational justice, job satisfaction, organizational commitment and organizational citizenship behaviour in Nebbi District Local Government. The study was guided with the following objectives; to examine the relationship between organizational justice and organizational commitment, to investigate the relationship between job satisfaction and OCB, to examine the relationship between organizational commitment and OCB, to investigate the relationship between organizational justice and OCB.

The study used cross sectional and descriptive research design to explore the relationship that exists between the study variables. The data was collected using questionnaire from 239 respondents (civil servants) that yielded a response rate of 90%, which was analyzed using SPSS version 20. Later, Pearson correlation and regression analysis were used to determine the degree of relationship between the nature of relationship between organizational justice, job satisfaction, organizational commitment and organizational citizenship behaviour.

The results revealed a significant positive relationship between organizational justice and job satisfaction ($r = .47^{**}$, $p < 0.01$); organizational justice and organizational commitment ($r = .24^{**}$, $p < 0.01$); job satisfaction and organizational citizenship behaviour ($r = .17^{**}$, $p < 0.01$), organizational commitment and organizational citizenship behaviour ($r = .25^{**}$, $p < 0.01$); and organizational justice and organizational citizenship behaviour ($r = .13^*$, $p < 0.05$). However, a moderate positive relationship exists between organizational justice and job satisfaction while the rest of the relationships are weak although positive and significant. The regression analysis

results show that organizational justice, job satisfaction and organizational commitment predict 6.2% of the observed variance in organizational citizenship behavior.

