



MAKERERE UNIVERSITY
MAKERERE UNIVERSITY BUSINESS SCHOOL

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

**BY
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PLAN A

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DECLARATION

I **Obedgiu Vincent** declare that the dissertation is my original work and has never been published and or submitted to any University or Institution of learning for any award; where authored work has been referred to, citation was made in recognition of their work.

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APPROVAL

This is to certify that the dissertation entitled: “*Organizational Justice, Job Satisfaction, Organizational Commitment and Organizational Citizenship Behaviour in Nebbi District Local Government*” by Obedgiu Vincent was carried under our supervision and that it is ready for submission to Makerere University for examinations with our approval.

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DEDICATION

Dedicated to my beloved parents, beloved sister Ngamita Joyce (RIP), family members, Calvin, Elizabeth, Grace, Daniel, Victoria, Edwin (RIP), Brian and Herbert for inspirational insights towards the accomplishment of the dissertation and the MBA program.

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TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT	iv
LISTS OF TABLES AND FIGURES	vii
ABSTRACT.....	viii

CHAPTER ONE

1.0 Introduction.....	1
1.1 Background of the study	1
1.2 Statement of the problem	3
1.3 Purpose of the study.....	3
1.4 Objectives of the study.....	4
1.5 Research Questions	4
1.6 Scope of the Study	4
1.7 Significance of the study.....	5
1.8 The Conceptual Model.....	6

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction.....	7
2.2 Description of the study variables.....	7
2.2.1 Organizational Justice (OJ)	7
2.2.2 Job Satisfaction	8
2.2.3 Organizational Commitment (OC)	9
2.2.4 Organizational Citizenship Behaviour (OCB).....	10
2.3 The relationships between the variables	12
2.3.1 The relationship between Organizational Justice (OJ) and Job Satisfaction (JS).....	12
2.3.2 The relationship between Organizational Justice and Organizational Commitment.....	13
2.3.3 The relationship between Job Satisfaction and OCB.....	14
2.3.4 The relationship between Organizational Commitment and OCB	16
2.3.5 The relationship between Organizational Justice and OCB	17
2.4 Conclusion	22

CHAPTER THREE

METHODOLOGY

3.1 Introduction.....	23
3.2 Research design	23
3.3 Study population	23
3.4 Sampling size and design.....	24
3.5 Data sources and collection methods.....	25
3.6 Research procedure	25
3.8 Measurement of the research variables.....	26
3.9 Reliability and validity of the instruments.....	28

3.10	Data processing, analysis and reporting.....	29
3.11	Ethical considerations	29

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.1	Introduction.....	30
4.2	Characteristics of respondents	30
4.2.1	Department of respondents.....	31
4.2.2	Job ranks of the respondents	32
4.2.3	Gender of the respondents	32
4.2.4	Marital status of the respondents	33
4.2.5	Age of the respondents.....	34
4.2.6	Academic qualification of the respondents.....	35
4.2.7	Length of service of the respondents.....	36
4.3	Relationship between the study variables	37
4.3.1	The relationship between organizational justice and job satisfaction	37
4.3.2	The relationship between organizational justice and organizational commitment	38
4.3.3	The relationship between job satisfaction and OCB.....	38
4.3.4	The relationship between organizational commitment and OCB	38
4.3.5	The relationship between organizational justice and OCB.....	39
4.4	Regressions Analysis	40

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1	Introduction.....	42
5.2	Discussions of findings.....	42
5.2.1	The relationship between organizational justice and job satisfaction.....	42
5.2.2	The relationship between organizational justice and organizational commitment.....	43
5.2.3	The relationship between job satisfaction and OCB.....	44
5.2.4	The relationship between organizational commitment and OCB	46
5.2.5	The relationship between organizational justice and OCB	47
5.3	Conclusions.....	48
5.4	Recommendations.....	49
5.5	Limitations of the study	50
5.6	Areas for further research	50
	REFERENCES	51
	APPENDICES	64
	Work Plan	71
	Research Budget	72

LISTS OF TABLES AND FIGURES

Table 3.1: The population distribution and sample size.....	24
Table 3.2: Cronbach alpha reliability coefficients for the instruments.....	28
Table 4.1: Representation of the respondents by department	31
Table 4.2: Representation of the respondents by job title.....	32
Table 4.3: Representation of the respondents by gender	32
Table 4.4: Representation of the respondents by marital status.....	33
Table 4.5: Representation of the respondents by age	34
Table 4.6: Representation of the respondents by academic qualification.....	35
Table 4.7: Representation of the respondents by length of service	36
Table 4.8: Pearson correlation analysis coefficients of the variables	37
Table 4.9: Multiple regression analysis coefficients of the variables	40

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 behaviour.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The success of any organization depends on the employees' willingness to go beyond the normal call of duty to achieve organizational goals and objectives (DiaPaola & Hoy, 2005). Organizational operations can be managed with greater efficiency and services delivered with higher quality whenever employees interact with clients in a way that exhibit positive actions associated with organizational citizenship behaviours (OCBs) (Kim, 2005). OCB includes all behaviours extended to colleagues, supervisors and clients, such as lending a colleague a hand with work overload or undertaking innovative and spontaneous activities and talking favourably about the organizations to outsiders (Organ, Podsakoff & Mackenzie, 2006). Researchers have shown that OCB improves on organizational effectiveness based on the conviction that the ways employees behave affect their beliefs, emotions, attitudes and behaviors at work (Park & Yoon, 2010).

Employees demonstrate organizational citizenship behaviours (OCBs) based on just and fair working environment (Vigoda et al, 2001). Studies have shown that justice processes play important role in the development of OCB in organizations (Deci & Ryan, 2000), such that procedural, distributive and interactional justices promote organizational citizenship behaviour, job satisfaction and organizational commitment (Gagne & Deci, 2005). Organizations with high levels of job dissatisfaction arising from organizational injustices (Blader & Tyler, 2009); employees experience loss of power and begin to engage in destructive behaviours such as sabotage to regain control over their job (Choi, 2009),

failure to succeed creates a sense of anxiety, stress, irresponsibility, loss status and esteem and engage in non-work pursuits that result into low levels of commitment (Carmeli, 2005).

Blume (2009) have compiled considerable evidence that showed that OCB is linked to organizational justice, job satisfaction and organizational commitment. Hassan and Mehmet (2011) stated that there is a mediating effect of job satisfaction and organizational commitment on procedural justice and organizational citizenship behaviour. Organizational justice, job satisfaction and organizational commitment are the explanation for the most frequently observed OCBs in most organizations (Kim, 2006, Pandey et al., 2008, Yazıcıoğlu & Topaloğlu, 2009). Despite the enormous contribution of organizational justice, job satisfaction and organizational commitment to the field of OCB, few organizations have incorporated the practice in their operations (Dessler & Starke, 2004).

Nebbi District Local Government is not an exception as cases of injustice (Rupiny, 2011), job dissatisfaction and low level of commitment has been common among the civil servants (Nebbi District Development Plan, 2011/2012) that have led to a continued decline in OCBs with adverse effects on service delivery to the local people (Amony, 2010). Cases of administrative injustices and partiality characterized by irregular recruitment and promotion, unfair dismissals, victimization, delayed payment of salary arrears, and terminal benefits form the basis of management decision-making (IGG Report, 2009) that has left a lot to be desired (MOLG, 2004).

In 2010, District Service Commission rescinded the appointment of 159 junior officers and 2 senior officers on the recommendation of Inspector General Government (IGG) for lack of academic qualifications and experience (IGG Report, 2010). The demoted officers, lost

morale and commitment; and began to withdraw discretionary gestures, took excessive breaks, failed to promote the district's image, non-attendance at meetings became frequent and they failed to go beyond the normal call of duty, a sign of decline in OCBs (Bikadho, 2012) that affected the district's performance in terms of revenue collections (Rupiny et al, 2010). There is need for the district to instill desirable work behaviors among employees to achieve organizational efficient and effective service delivery.

1.2 Statement of the problem

There is low level of OCB among civil servants in Nebbi District as demonstrated by employee's unwillingness to volunteer beyond formal job requirement, taking excessive breaks, using work time to do personal businesses, non-attendance at meetings, and withholding discretionary behaviours that is affecting the quality of service delivery in the district (Staff minutes, 2011 and Bikadho, 2012). The decline in the level of OCB seems to be a result of unfair organizational practices, job dissatisfaction and lack of organizational commitment.

1.3 Purpose of the study

The study investigated the relationship between organizational justice, job satisfaction, organizational commitment and Organization Citizenship Behaviour (OCB).

1.4 Objectives of the study

- i. To investigate the relationship between organizational justice and job satisfaction
- ii. To examine the relationship between organizational justice and organizational commitment
- iii. To investigate the relationship between job satisfaction and OCB
- iv. To examine the relationship between organizational commitment and OCB
- v. To investigate the relationship between organizational justice and OCB

1.5 Research Questions

- i. What is the relationship between organizational justice and job satisfaction?
- ii. What is the relationship organizational justice and organizational commitment?
- iii. What is the relationship between job satisfaction and OCB?
- iv. What is the relationship between organizational commitment and OCB?
- v. What is the relationship between organizational justice and OCB?

1.6 Scope of the Study

1.6.1 Geographical scope

The study was carried out in Nebbi District, West Nile Sub-Region of Uganda. The area has been chosen because the district is where the researcher come from and familiar with district practices it was easier to collect data from the respondents; above all the district have the required number of respondents who able to provide accurate data.

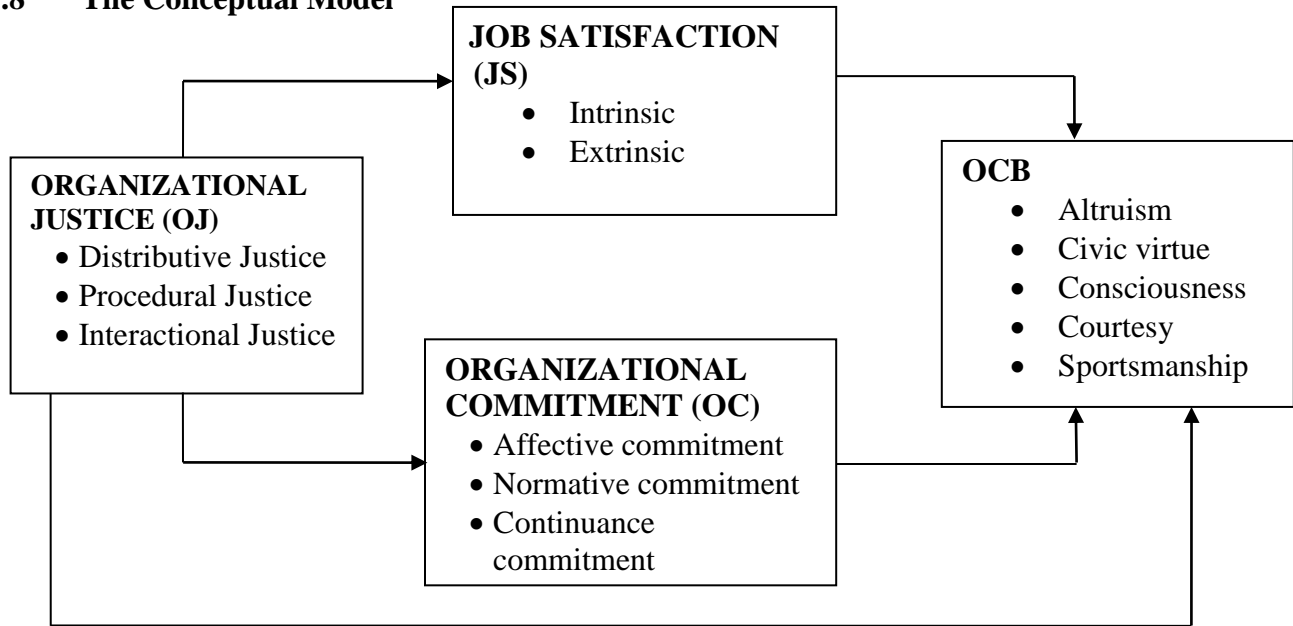
1.6.2 Subject scope

The study centered on organizational justice, job satisfaction, organizational commitment and OCB among civil servants.

1.7 Significance of the study

- i. The study results is aimed at improving on the state of OCB among employees in Nebbi District Local Government for effective services delivery to the local population (clients) according to the client charter in line with Government priority areas.
- ii. The study will help the Leadership of Nebbi District Local Government, Ministry of Local Government and Ministry of Public Service on how to use organizational justice practices to increase employee morale and commitment for effective service delivery.
- iii. The study will contribute to the pool of knowledge on organizational justice, job satisfaction, organizational commitment and OCB, which will be very useful for researchers and practitioners.

1.8 The Conceptual Model



Source: Own creation with literatures from Niehoff & Moorman (1993), Weiss et al., (1967), Allen & Meyer (1990); Organ (1988) and Organ, Podsakoff & Mackenzie (2006).

Description of the conceptual framework

The model examined the relationship between organizational justice, job satisfaction, organizational commitment and Organizational Citizenship Behaviours (OCB). Organizational justice has a two-way relationship with OCB. On one side, the relationship is mediated by job satisfaction and organizational commitment, where it is can be seen that organizational justice leads to job satisfaction, job satisfaction leads to OCB; organizational justice leads to organizational commitment, organizational commitment leads to organizational citizenship behaviours. On the other hand, organizational justice has a direct relationship with OCB, where organizational justice leads to OCB. The model indicates that the perception of justice in organizational processes and procedures creates job satisfaction and organizational commitment, which increases the level of OCB among employees in the organization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The study reviewed literatures written by other scholars in relation to the research objectives. The literatures were drawn from textbooks, journal articles and unpublished dissertations. These were assessed in terms of their contribution, weaknesses and gaps in light of the purpose of the study.

2.2 Description of the study variables

2.2.1 Organizational Justice (OJ)

Organizational Justice involves the encouragement of fair and ethical applications operations within the organization (Erkutlu, 2008). In a fair organization, employees evaluate the administrators' behaviour as fair, ethical and rational (FitzGerald, 2002).

In most literatures, OJ is commonly constructed in the form of: distributive, procedural (process) and interactional (Cohen-Charash, 2001). In this sense, distributive justice (DJ) is the justice employee perceives as a result of comparing the commitments he makes to his work and the outcomes from work such as rewards, duties and responsibilities, with the commitments other employees make and their outcomes to organizational output (Colquitt et al., 2001). Procedural (process) justice (PJ) implies that, while justifying the fairness of the organizational decisions, the employees are not interested in what these decisions are; however, they are concerned about the processes, which determine organizational decisions made (Lam et al., 2001). Interactional justice (IJ) concentrates on the interpersonal

relationships among employees and the fairness of communication with supervisors within the organization (Colquit & Chertkoff, 2002).

2.2.2 Job Satisfaction

Armstrong (2006) defined job satisfaction as the feelings and attitudes of people toward their job. When employees have favourable and positive attitudes towards their job, they derive job satisfaction, but when unfavourable and negative attitudes are developed towards the jobs, the employees become dissatisfaction with the job (Armstrong, 2003).

Spector (2006) stated that the antecedents of job satisfaction are categorised into two groups. The first group includes the job environment itself and some factors related to the job. The second group includes individual factors related to the person, who bring the factors to the job including previous experiences and personality (Rollinson, 2005). Job satisfaction is affected by social, personal, cultural, environmental, and organizational factors (Mullin, 1999). These factors can be extrinsic and intrinsic comprising of social relationships at work place, individuals' abilities to do their work, and the quality of supervision (Armstrong, 2003).

The content theory of motivation is viewed as a contributor to job satisfaction (Wright & Davis, 2003). For instance, Herzberg's theory is considered as a theory of job satisfaction that relate to employee motivation at work (Mak & Sockel, 2001). The theory suggests that unsatisfied needs lead to a state of tension within the employee. Herzberg's (1959) theory argued that hygiene factors include working conditions, interpersonal relations, supervision, job security, benefits, company policies, salary and management. When the state of the above factors are unacceptable to employees, job dissatisfaction occurs, but an

acceptable level does not lead automatically to job satisfaction and but simply prevents dissatisfaction and poor performance. While motivating factors include; recognition, advancement, achievement, autonomy, work itself and responsibility lead to job satisfaction (Payne et al., 2006). The theory argues that satisfaction factors and dissatisfaction factors are distinct and separate factors, which needs to be handled in isolation.

In the hospitality industry, hygiene factors appear more important than in some other industries because employees have low expectations of satisfying their higher-level needs and so rely more on the hygiene factors (Twenge & Campbell, 2008). In support, Twenge et al. (2008) found that employees in Greek hotels were more concerned with hygiene factors than motivating factors.

2.2.3 Organizational Commitment (OC)

Hersey and Johnson (2001) stated that OC accounts for the overall normative pressures that are put on the employees to fulfill organizational tasks, the psychological contract created towards the organization and the state of mind that forces the individual to remain in the organization (İşcan & Naktiyok, 2004).

Allen and Meyer (1990) advance the most common classification of Organizational Commitment (OC). In their classification, OC is classified into three components: Affective Commitment (Emotional Loyalty) (AC), Continuance Commitment (CC) and Normative Commitment (NC). Affective Commitment (AC) is defined as the desire of the employees to remain in the organization (Meyer, 1997). Employees with high AC are eager to stay as a member of the organization (Balay, 2000). Continuance Commitment (CC) is

described as the employees' desire to remain within the organization unless it is too costly to leave the organization or they have no other choice (Meyer, 2002). In Normative Commitment (NC), the employees believe they have obligations and responsibilities in the organization and therefore they have a feeling to remain in the organization (Wasti, 2002). In NC, the employee feels he has to work in the organization; it differs from AC where the employee is not affected by the calculation of the loss in case he resigns and differs from CC (Solmuş, 2004).

2.2.4 Organizational Citizenship Behaviour (OCB)

OCB has been a subject of interests to many scholars and academicians (Organ, 1997). Organizational management systems eventually adopted the practice because of its ability to be used when evaluating employee's performance by clients (Wagner, 2000). Its importance to the organizations relates to the nature and sources, which has long been a high priority for organizational scholars (Salamon, 2006). The growth and development of OCB study can be traced way back to Organ's research of 1988, accompanied by more recent work on the subject (Podsakoff, Mackenzie, Paine, & Bachrach, 2000; Salamon, 2006) which in a way points out the important weaknesses in the field of the study.

The literatures developed so far failed to operationalize the OCB concept, much of the scholars' attention were devoted to relating the concept to other variables (Podsakoff et al., 2000). Therefore, unless the new scholars pay more attention to conceptualization of OCB and its appropriate measures, academicians run a risk of developing a stream of literatures that may prove to be of no value in the long run. This presents an academic imbalance that calls for research to bridge the knowledge gap or academic jingoism.

Organizational Citizen Behaviour has been described in literature as a multi-dimensional concept that includes all positive organizationally relevant behaviour of individual organizational member including traditional in-role behaviour, organizationally functionally extra-role behaviour, and political behaviour, such as full and responsible organizational participation (Turnipseed et al., 2000). Podsakoff, Mackenzie, Paine, & Bachrach (2002) noted that OCB contribute to the organizational effectiveness by reducing administrative and maintenance costs, and increase organizational productivity through promoting interpersonal relationships and the organization's image.

Organ (1988) stated that employees engage in OCB when there are strong relationships in the organization's social system shown in the level of equity, and interpersonal relationships in the organization. Organ (1988) found a five-factor structure of organizational citizenship behaviour (OCBs) i.e. altruism, conscientiousness, civic virtue, courtesy and sportsmanship whose application varies from country to country depending on the national culture (Lam, Hui & Law, 1999; Yilmaz, 2010; Farh, Earley & Lin, 1997, & Wang et al., 2010).

Organ (1988) described the hierarchical architecture of OCBs as below: **Altruism** is a helping or pro-social behavior demonstrated to co-worker, customer or supervisor in a discretionary manner. **Conscientiousness** refers to faithful adherence to policies/procedures at work place like coming early to work, not taking too excessive breaks and carrying out duties beyond the minimum requirements. **Civic virtue** refers to responsible participation and constructive involvement in the political affairs of the organization such as attending meetings and giving constructive suggestions for

improvement of the organization. **Sportsmanship** are actions, which enhance internal relationships and include the willingness to forebear minor and temporary personal inconveniences without any complaint. **Courtesy** is aimed at preventing problems for fellow workers and being mindful of the effects of one's behaviour on others.

2.3 The relationships between the variables

2.3.1 The relationship between Organizational Justice (OJ) and Job Satisfaction (JS)

Job satisfaction was found to be positively associated with overall perceptions of organizational justice such that the greater the perceived injustice, the lower the levels of job satisfaction and greater perceptions of justice result in higher levels of job satisfaction (Al-Zu'bi, 2010).

Management are required to explain to all employees the criteria used to reach a particular decision to enhance their understanding of the process that improve employee's level of job satisfaction; a sign that management is dealing with employees fairly on issues related to organizational policies and procedures (Cropanzano & Mitchell, 2005). Barsky and Kaplan (2007) argued that applying rules fairly and consistently to all employees and reward them based on their performance and merit without personal bias would have a positive perception of procedural and distributive justice, which might lead to a higher satisfaction (Fatt et al., 2010).

The perceptions of unfair procedures and unjust outcomes can lead to employee's resentment, which affect job satisfaction ultimately (Young, 2010). When an employee feels that he or she has been betrayed via an unfair organizational process or outcome, the feeling of job satisfaction is lost (Zhang et al., 2009). While it is theoretically acceptable to

conclude that organizational justice will help shape worker's job satisfaction and organizational commitment, empirical findings are needed to provide support for the theorized impacts of organizational justice on the attitudes of employees.

2.3.2 The relationship between Organizational Justice and Organizational Commitment

Organizational Commitment is related to perceptions of procedural justice such that greater perceived injustice results into diminished commitment while greater perceived justice results into increased commitment to the organization (DeConick, 2010; Cohen-Charash & Spector, 2001).

There are various factors, which affect the levels of commitment among employees in the organizations. Bakshi (2009) stated that one of the clearly distinguishable factors is organization justice (OJ). Bakshi further noted that individuals with higher OJ have more job satisfaction, higher performance that leads to less resignation and consequently, higher commitment in the organization.

Cohen and Charash (2001) have claimed that there is a relationship between distributive justice and organizational commitment, Chang (2002) has found positive and significant connections between organizational commitment and distributive and procedural justice. As stated in present researches, the employees' perceptions on the fairness of the organizations they work for lead to an increase in their job commitment (Erkuş, 2011).

2.3.3 The relationship between Job Satisfaction and OCB

The assumption held among practitioners and researchers is that job satisfaction should be a major determinant of employee's Organizational Citizen Behaviour (Spector, 2006). Satisfied employees are more likely to talk positively about the organization, help others and go beyond the normal expectations in their job (Robbins, 2001). Satisfied employees might be more prone to go beyond the call of duty because they want to reciprocate their positive experiences; consistent with the early assertions that OCB was closely linked with job satisfaction (Robbins, 2003). Recent researchers suggest that employee satisfaction influences OCB through perceptions of fairness (Robbins, 2002). Robbins (2003) asserted that there is a modest overall relationship between job satisfaction and OCB, which reduces when fairness is controlled. When employees perceive organizational processes and outcomes to be fair, trust develops that creates employee's willingness to engage in voluntary behaviours beyond their formal job requirements.

The early research on OCB consistently identified job satisfaction as an antecedent of OCB (Podsakoff et al., 2000). Social exchange theory supported this connection by framing OCB as one mechanism through which employees could reciprocate their needs in the workplace as low level of satisfaction evoke a lower level of OCB (Organ et al., 2006; Bateman & Organ, 1983; Smith, Organ & Near, 1983). However, Fassina, Jones, and Uggerslev (2008) stated that job satisfaction accounts for a significant degree of variance in OCB, even when three types of organizational justices are simultaneously controlled. Public sector researches have not included a measure of job satisfaction to predict OCB within a multivariate model (Alotaibi, 2001; Kim, 2006, & Noblet et al., 2006). The lack of alignment in reported measure of job satisfaction between public and private sector

samples study of employees in the sector regarding OCB has yet remained unexplained. Nevertheless, in accordance with social exchange theory, the conceptual model framing the present group-level study anticipated a direct positive relation between job satisfaction and OCB (Organ, Podsakoff & MacKenzie, 2006, & Williams et al., 2002). The degree to which they are related have not been clearly presented, a clear premise is expected to rest on this study finding.

There is a justifiable claim that positive attitudes and job satisfaction may lead to positive behaviour in the job as there are many examples in every-day-life that support the assumption (Williams et al., 2002). For example, people perform better in things they like, than in others they do not favor much. Thus, one naturally tends to assume that someone who likes his/her job will perform well in it, and vice versa.

In fact, few behavioural scientists claim job satisfaction as the single predictor of organizational citizenship behaviour (Sharma, 2011). Organizational citizenship behaviour is being proven as the catalyst for enhancing job satisfaction level among employees in organizations. According to Penner et al. (2005), job satisfaction is the only reason for the accurate prediction of Organizational Citizenship Behaviour. Moorman (2001) found that Job Satisfaction measures which reflect cognitive aspects of an individual is strongly related to Organizational Citizenship Behaviour than measures of Job Satisfaction, which reflect an affective aspects of the individual.

Payne et al. (2006) found that the job satisfaction was positively related to service-oriented organizational citizenship behaviour such as customer satisfaction and customer loyalty; whereas affective commitment was not related to these outcomes. High levels of job

satisfaction or affective commitment resulted in more service-oriented Organizational Citizenship Behaviour for employees and self-employed workers, which resulted into more OCB for owners of the enterprise (Greenberg & Baron, 2000, Remus et al., 2006, & Evans, 2001).

2.3.4 The relationship between Organizational Commitment and OCB

Organizational commitment is one of the important factors that foster Organizational citizenship behaviour at workplace (LePine, Erez & Johnson, 2002). Employees' commitment is positively related to organizational citizenship behaviour (Carmeli, 2005). Affective Commitment is a significant predictor of OCB (Rifai, 2005, Feather & Rauter, 2004). The Affective Commitment of employees will help increase the extra role behaviour. Becker (1992) also provides support for a significant relationship between Organizational Commitment and OCB. Truckenbrodt (2000) suggests that a significant relationship exists between the quality of the supervisor-subordinate relationship and subordinates' commitment and altruistic organizational citizenship behaviour. Yilmaz & Bokeoglu (2008) determined that the teachers had positive perceptions of organizational commitment (OC) and organizational citizenship behaviour (OCB). There was a moderate positive relationship between the teachers' perceptions of OC and OCB (Chen et al., 2009 & Loi et al., 2006).

Studies on organizational commitment have provided strong evidence that affective and normative commitment is positively related to OCB and continuance commitment is negatively connected with organizational outcomes such as performance and citizenship behaviour (Shore & Wagner, 1993). Chen and Francesco (2003) study showed that

affective commitment (AC) is related positively to in-role performance and OCB, while continuance commitment (CC) was not associated with in-role performance but negatively correlated with OCB. In addition, normative commitment (NC) moderated the relationship between AC and in-role performance as well as OCB. The linear relationship between AC and in-role performance/OCB was stronger for those with lower NC. Gautam, Dick, Wagner, Upadhyay & Davis (2001) study showed a positive relationship between affective and normative commitment on one hand in relation to citizenship factors such as altruism and compliance on the other hand continuance commitment was negatively related to compliance and unrelated to altruism.

2.3.5 The relationship between Organizational Justice and OCB

Organizational Citizenship Behaviours are actions that employees take to support the organization that go above and beyond the scope of their job description. OCBs are related to both procedural justice (DeConick, 2010; Cohen-Charash & Spector, 2001, Karriker & Williams, 2009) and distributive justice perceptions (Cohen-Charash & Spector, 2001; Karriker & Williams, 2009). As organizational actions and decisions are perceived as more just, employees are more likely to engage in OCBs. Karriker and Williams (2009) established that OCBs are directed toward either the supervisor or the organization depending on whether the perception of just stems from the supervisor or the organization. Additional relationship was advanced in favour of interpersonal justice and OCBs; however, the relationship was not mediated by the source of justice perceptions (Ertürk, 2007, Forret & Love, 2008).

According to Williams et al. (2002) there are some preconditions that premises Organizational Citizenship Behaviour. The primary condition is the perceptions of the workers about the decision and practices. These perceptions set the trust of the workers into motion and then stiffen their citizenship behaviour. The more justice perception means a positive state of mind, which increases the possibility of performing certain organizational citizenship behaviours (Williams, Pitre & Zainuba, 2000). In this context, the psychological conditions and humors of employees are among the most important factors that determine the relationships between organizational justice perceptions and organizational citizenship behaviour, as is stated in the studies of Organ (1988); employees behave positively when they perceive just practices (Giap et al., 2005, & Asgari et al., 2008).

Moorman et al. (1998) stated that organizational justice is about the organizational behaviour. The evaluation of the employees by their supervisors and their perceptions toward its fairness determine their organizational behaviour. Moorman's theory points out that the fair attitudes of managers are more important than the just evaluations of the general procedures. The procedural justice originates from the formal procedures that relates to the organizational processes and general functionality that focuses on organizational routines basis, on the other hand, interpersonal justice enables the workers see themselves as valuable and important individuals within the organization. The studies of Moorman (1991) shows that workers perceive fair practices that manager provide more than organizational citizenship behaviour.

Vigoda (2001) noted that the consciousness of organizational citizenship behaviour depends primarily on the organizational justice perception. Poon and Rahid (2006) noted

that one cannot talk about organizational justice without Organizational Citizenship Behaviour. Implying that the two are inseparable that builds value-laden relationship between employees and management for harmonious co-existence in pursuit of common goal. Konovsky (2000) concluded that the trust developed toward Managers strengthen the relationship between procedural justice and Organizational Citizenship Behaviours. The studies in this field points out a common belief toward a positive relationship between organizational justice and organizational citizenship behaviour. According to the literature, organizational citizenship behaviour follow the just practices of managers that rest on the perceptions job dimensions, pay equality and their extra role behaviour exhibited by employees (Asgari et al., 2008, Dittrich & Carroll 1979, Scholl, Cooper & McKenna 1987). Konovsky and Folger (1991) have a proof that shows a strong relationship between the helpfulness dimension of organizational citizenship behaviour and procedural justice. This implies that Organizational Justice have important roles to play in the development of Organizational Citizenship Behaviour.

Organ (1988) coined that distributive and procedural justice help improve the levels of organizational citizenship behaviour among employees who will feel that the organization is supportive. Employees tend to show less desire for organizational citizenship behaviours in case of unfair practices; such behaviours go out of the formal roles. The negative organizational justice perceptions reduce the loyalty and performance along with negative behaviour towards their coworkers and managers (Finkelstein & Penner, 2004). Employees develop attitudes that translate to real organizational practices (Houston, 2006). The negative emotions of organizational members toward procedural justice and distributive

justice will give rise to absenteeism, low performance, deviance, low loyalty and citizenship behaviour (Barsky & Kaplan, 2007).

The international surveys examining the relationships between perceived organizational justice and organizational citizenship behaviour, Moorman et al (1993) found a positive relationship between procedural justice and the five dimensions of organizational citizenship behaviour in a Television (TV) broadcasting firm's employees and managers. Tansky (1993) found out a positive significant relationship between justice perception and altruism and conscience dimensions of organizational citizenship behaviour among non-union member employees.

Aquino (1995) found a positive relationship between altruism dimension of organizational citizenship behaviour and interpersonal justice perception of MBA students. Farh et al., (1997) concluded that there is a positive relationship between distributive and procedural justice perceptions and organizational behaviour of workers and managers in 8 Electronic Firms in Taiwan. Moorman et al. (1998) found out that there is a positive relationship between procedural justice and organizational citizenship behaviour among the civilian employees and managers in a military hospital in Midwest. Williams and others (2002) determined positive and significant relationship between formal procedural justice, distributive justice and interactional justice and organizational citizenship behaviour intent of workers in various sectors including manufacturing, finance, ICT, banking in a city at the southwest of USA. In another survey, Blakely et al. (2005) asserted that there is a positive relationship between perceived organizational justice and organizational citizenship behaviour among full time personnel in different organizations.

Chiaburu and Lim (2008) found out that there is a positive relationship between procedural justice and organizational citizenship behaviour among employees in a firm in USA. Chegini (2009) determined high correlation between organizational citizenship behaviour and organizational justice dimensions among 300 Rasht Public Sector employees in Iran. Young (2010) has also reaffirms the positive relationships between organizational justice and organizational citizenship behaviour following a study conducted on 454 Private Sector workers in Korea, which was similar to Erkutlu (2008) studies which revealed that there is a positive relationship between interactional, procedural and distributive justice and Organizational Citizenship Behaviour among academicians in 10 Public Universities in Turkey. The above arguments indicate that organizational justice and Organizational Citizenship Behaviour are related positively via justice perception, the act managers show to employees at workplace have a direct bearings on employees' behaviour in relation to organizational citizenship behaviour. Managers are always required to be just to reap a better harvest from employees for attainment of organizational goal without payment extra payments for discretionary behaviour.

2.4 Conclusion

The literature revealed that OCB is fundamental in enhancing organizational efficiency and effectiveness. A decline in the level of OCB affects the normal functionality of an organization. Organization justice under the moderation of job satisfaction and organizational commitment influences the level of OCB among employees. Once these factors are adequately taken into account, employees will be self-supervised, which reduces the administrative costs incurred in supervision. This call for management to appreciate the value of OCBs among employees and a mechanism be adopted to incorporate OCBs in performance evaluations using justice practices.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The chapter provides a detailed description of the method that was used to conduct the study. It consist of research design, study population, sampling size and design, data sources and collection methods, research procedure, data collection procedure, measurement of the research variables, reliability and validity of the research instruments, data processing and analysis and ethical consideration.

3.2 Research design

The study used cross-sectional and descriptive research design. Cross-sectional research design was used because the study was carried out at one point in time. The researcher carried out an investigation on the phenomena at a particular point in time to give a ‘snapshot’ result. While descriptive design was used to describe the characteristics of the respondents and variables in relation to the current phenomena, using quantitative data collected from the respondents.

3.3 Study population

The study was based on a population of 844 civil servants in Nebbi District Local Government constituted by male and female civil servants in the ten (10) departments. The population is spread over the district’s operations including the district headquarter, 2 town councils, 2 town boards and 13 sub-counties whose employee’s base constitute the 10 departments at the district’s headquarter.

3.4 Sampling size and design

The sample size consisted of 265 civil servants that were selected from a population of 844 civil servants using Krejcie & Morgan (1970) sample size determination model. Later, the researcher applied proportionate sampling technique to divide the population in each department to determine the optimal departmental sample size determined by the formula $N/\Sigma N * \Sigma S$, the results of the population and sample distribution are illustrated in the table below:

Table 3.1: The population distribution of civil servants in Nebbi District and Sample Size

Departments	Population size (N)	Sample size (S)
Internal Audit	06	02
Environment and Natural Resources	10	03
Community Based Services	18	06
Production and Marketing	21	07
Engineering and Works	21	07
Statutory Bodies	29	09
Finance and Planning	41	13
Education	205	64
Health	240	75
Management and Support Services	253	79
Total	844	265

Source: Nebbi District Local Government staff list, 2013

3.4.1 Sampling method and procedure

The district population was grouped into department, where proportionate sampling technique was applied to get the optimal departmental sample size. The selection of the sample from the departments was based on a lottery where list of employees in each department were assigned random number, put in a container, shaken and picked randomly without replacement.

3.5 Data sources and collection methods

The study used primary and secondary data. Primary data was required due to its original nature and was obtained from the respondents (civil servants) in Nebbi District Local Government. On the other hand, secondary data was used to supplement the primary data to acquire valid data for the study.

Primary data

This is unpublished data, which the researcher collected from Nebbi District Local Government. The primary data for the study was collected using questionnaires administered to the respondents (civil servants) by the researcher and research assistants.

Secondary data

This consisted of data from record of events that happened in the district some time back including; annual reports, development plan, minutes of departmental meetings and books from the libraries. The researcher thoroughly reviewed the documents to obtain supplementary information.

3.6 Research procedure

The researcher got a letter of introduction from Graduate and Research Centre, MUBS to go and collect data from Nebbi District Local Government. This letter was presented together with the researcher's identification card to the Chief Administrative Officer who acknowledges it and informs the head of departments to collaborate with the researcher in the process of data collection from staff in their departments.

3.7 Data collection procedure

When I got a letter of introduction from Graduate and Research Centre, Makerere University Business School I went to Nebbi District Local Government Headquarter where I identified two Research Assistants who helped in data collection from the respondents in the different departments. We issued 265 questionnaires to respondents (civil servants) in Nebbi District Local Government. A total of 239 questionnaires were filled and returned representing a response rate of 90%, which is suitable to draw valid and reliable conclusions. This is consistent with Amin (2005) who stated that *“a response rate of 70% and above is representative of the population, and can be relied on to draw valid conclusions”*.

3.8 Measurement of the research variables

The items in the questionnaires were linked to a five point Likert's scale ranging from Strongly Disagree (1) to Strongly Agree (5). This helped the respondents to rate their responses against the given items on the various measures. The measures include the following variables that were studied:

- **Organizational Justice (OJ)** was measured using Organizational Justice Scale (OJS) that determined the employees' Justice Perceptions. The scale was created by Niehoff and Moorman (1993) applied with modifications. The scale had three components with a total of 21 items: distributive justice (6 items), procedural justice (8 items) and interactional justice (7 items).

- **Job Satisfaction (JS):** This was measured using Minnesota Satisfaction Questionnaire (MSQ) a multidimensional instrument that was developed by Weiss et al., (1967) and validated by (Fields, 2002), which measure job satisfaction based on the intrinsic and extrinsic job elements using 20 items (Hirschfield, 2000).
- **Organizational Commitment (OC)** was measured using Organizational Commitment Scale (OCS) developed by Allen and Meyer's (1990). OCS is used to measure OC. As stated in Wasti's original commitment scale, OC scale had three dimensions: affective commitment with 8 items, continuance commitment with 8 items and normative commitment with 11 items; with a total of 27 items.
- **Organizational Citizen Behaviour (OCB)** was measured using five dimensions of altruism, conscientiousness, sportsmanship, courtesy and civic virtue as modified by Podsakoff et al. (2000). The instrument consisted of five items on each dimension with 25 items on OCB.

3.9 Reliability and validity of the instruments

The study used research instruments that were earlier tested and found to be valid and reliable. Expert opinion in the field of human resource management to ensure that the items in the instruments were accurate and relevant for the study. This was further followed by the supervisors' conviction that the items in the questionnaires measure what it purports to measure. However, items in the instruments were further checked for internal consistency using Cronbach Alpha reliability test and Content Validity Index were computed the results are shown in the table below:

Table 3.2: Cronbach Alpha Reliability and Content Validity Index of the instruments

Instruments	Instrument's Cronbach Alpha Coefficients		Content Validity Index
	No. of items	Cronbach Alpha	
Organizational justice	21	.88	.81
Job satisfaction	20	.87	.80
Organizational commitment	27	.85	.81
Organizational Citizenship Behaviour	25	.88	.84

Source: Secondary and primary data

The results from the table showed that reliability coefficient and content validity index for the research instruments are considerably high and can be relied on to draw valid conclusions on the study variables. The reliability coefficients and content validity index of .70 and above are deemed satisfactory (Sait & Ibrahim, 2009). Therefore, the reliability coefficients and content validity index of the research instruments were above the cut off range of .70. The general convention in research has been that one should strive for reliability values of .70 or higher (Nunnally & Bernstein, 1994).

3.10 Data processing, analysis and reporting

Statistical Package for Social Scientist (SPSS) version 20 was used for data entry and analysis. Data collected from the field was edited and entered into the computer using unique codes for the variables. The coding was done to reduce the information to themes/categories of the variables. A check for missing values was computed using missing value analysis within the multivariate analysis of the study. The linearity test was done to show the fit for the data within regression line that gave confidence to carryout correlation and regression analysis. Descriptive statistics was also conducted to describe the respondents' characteristics. Correlation analysis was used to establish the degree of relationship between organizational justice, job satisfaction, organizational commitment and organizational citizenship behaviour (OCB). Multiple regression analysis was conducted to determine the variance in OCB (dependent variable) that is explained by organizational justice, job satisfaction and organizational commitment as the independent variables.

3.11 Ethical considerations

The researcher obtained an introductory letter from Makerere University Business School that was presented to the office of the Chief Administrative Officer (CAO), Nebbi District Local Government (NDLG) to seek permission to undertake the study in the district. Assurance was made to the office of the CAO that the information obtained is meant for academic purposes. Therefore, measures were taken to safeguard the respondent's interest by not disclosing any information about them. The questionnaire was also designed in a way that the respondents cannot be identified.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.1 Introduction

This chapter contains the presentation, analysis and interpretations of the study findings. The presentation of the findings is aimed at addressing the research objectives based on the views of 239 respondents (civil servants) from Nebbi District Local Government. The research objectives were as outlined below:

- i. To investigate the relationship between organizational justice and job satisfaction.
- ii. To examine the relationship between organizational justice and organizational commitment.
- iii. To investigate the relationship between job satisfaction and OCB.
- iv. To examine the relationship between organizational commitment and OCB.
- v. To investigate the relationship between organizational justice and OCB.

The first part of the chapter presents the response rate, demographic characteristics (i.e. department, job rank, gender, marital status, age, academic qualification and length of service) of the respondents using frequency analysis followed by the research objectives. Tables were used to present, interpret and explain the findings of the study.

4.2 Characteristics of respondents

The characteristics of respondents were presented according to their department, job ranks, gender, marital status, age, academic qualification and length of service. The results were presented in the tables as shown below:

4.2.1 Department of respondents

The results in the table below show the distribution of respondents by their department

Table 4.1: Representation of the respondents by department

Department	Frequency	Valid Percent
Internal Audit	02	0.8
Environment and Natural Resources	03	1.3
Community Based Services	06	2.5
Production and Marketing	07	2.9
Works and Engineering	07	2.9
Statutory Bodies	08	3.3
Finance and Planning	13	5.4
Education	61	25.5
Health	64	26.8
Management and Support Services	68	28.5
Total	239	100.0

Source: Primary Data

The above table shows that majority of the respondents were in management and support services (28.5%), Health (26.8%), Education (25.5%) while the smallest proportion of the respondents were in Audit (0.8%), Environment & Natural Resources (1.3%), Community Services (2.5%), Works & Engineering (2.9%), Production & Marketing (2.9%), Statutory Bodies (3.3%) and Finance & Planning (5.4%). This is an indication that some departments are under staffed as per the staff establishment, which affects their capacity to deliver efficient and effective services to clients in the district.

4.2.2 Job ranks of the respondents

The results in the table below show the distribution of respondents by Job Ranks.

Table 4.2: Representation of the respondents by job ranks

Job ranks	Frequency	Valid Percent
Junior Officer	114	47.7
Officer	86	36.0
Senior Officer	35	14.6
Principal Officer	4	1.7
Total	239	100.0

Source: Primary Data

The table illustrates that 47.7% of the respondents were Junior Officers, Officers constituted 36.0% while 14.6% and 1.7% consisted of Senior Officers and Principal Officer respectively. This shows that it takes time to step into higher ranks in the district as majority of the employees are at the rank of Junior Officers and Officers, which is the entry rank for diploma holders and degree holders respectively.

4.2.3 Gender of the respondents

The results in the table below show the distribution of respondents by gender.

Table 4.3: Representation of the respondents by gender

Gender	Frequency	Valid Percent
Male	143	59.8
Female	96	40.2
Total	239	100.0

Source: Primary Data

The table indicates that 59.8% of the respondents who participated in the study were males and 40.2% of the respondents were females. This shows that Nebbi District Local Government employs more males compared to females. Nonetheless, there is fair

representation of both males and females in employment, an indication that the district is acting within the affirmative action to uplift the status of women in political, social and economic spheres of life.

4.2.4 Marital status of the respondents

The result in the table below shows the distribution of respondents by marital status.

Table 4.4: Representation of the respondents by marital status

Marital Status	Frequency	Valid Percent
Single	79	33.1
Married	146	61.1
Widow	12	5.0
Widower	2	0.8
Total	239	100.0

Source: Primary Data

The table depicts that 61.1% of the respondents are married, 33.1% are single, 5.0% are widows and 0.8% represents widower. The majority of the workforces in the district are constituted by unmarried and married employees, which in one way or the other impact on their work life.

4.2.5 Age of the respondents

The results in the table below show the distribution of respondents by age.

Table 4.5: Representation of the respondents by age

Age	Frequency	Valid Percent
18-24 years	23	9.6
25-31 years	54	22.6
32-38 years	70	29.3
39-45 years	61	25.5
32-38 years	22	9.2
Above 52 years	9	3.8
Total	239	100.0

Source: Primary Data

The table depicts that 29.3% of the respondents lies in the age group between 32-38 years, 25.5% fall between 39-45 years, 22.6% are aged between 25-31 years while the lowest proportion of the age group of Above 52 years, 32-38 years, 18-24 years represents 3.8%, 9.2% and 9.6% respectively.

4.2.6 Academic qualification of the respondents

The results in the table below show the distribution of respondents by academic qualification.

Table 4.6: Representation of the respondents by academic qualification

Qualification	Frequency	Valid Percent
Certificate	57	23.8
Diploma	88	36.8
Bachelor's Degree	68	28.5
Post Graduate Diploma	20	8.4
Master's Degree	6	2.5
Total	239	100.0

Source: Primary Data

The analysis above revealed that 36.8% of the respondents had Diplomas, 28.5% had Bachelor's Degrees, 23.8% while those who had Post Graduate Diplomas and Master's Degrees were 8.4% and 2.5% respectively. Majority of the employees were ordinary diploma and bachelor's degree holders that fit within the structure of local government for effective service delivery. This further indicates that Nebbi District is equipped with qualified and competent staff as the lowest employees have formal level of education.

4.2.7 Length of service of the respondents

The results in the table below show the distribution of respondents by length of service.

Table 4.7: Representation of the respondents by length of service

Length of service	Frequency	Valid Percent
Less than 1 year	25	10.5
1-5 years	71	29.7
6-10 years	52	21.8
11-15 years	54	22.6
16-20 years	24	10.0
Above 20 years	13	5.4
Total	239	100.0

Source: Primary Data

The table depicts that 29.7% of the respondents have served the Nebbi District Local Government between 1-5 years, 22.6% had served between 11-15 years, 21.8% served between 6-10 years, 10.5% served less than 1 year, 10.0% served between 16-20 years, 5.4% served for period of above 20 years. This demonstrates the district has experienced workforce that are in position to deliver effective service to the clients. Although district has experienced workforce, civil servants with a very long experience are very few. This implies that district is disadvantaged when it comes to filling senior positions that require high levels of experience, which might not be easy to attract civil servants from other parts of the country.

4.3 Relationship between the study variables

Pearson correlation coefficient (r) was carried out to establish the extent to which the study variables are associated to each other in line with the research objectives. The (r) values ranges from -1.00 to +1.00. The results are presented in the table below and interpreted according to the stated research objectives.

Table 4.8: Pearson correlation coefficients of the variables

Correlations Analysis				
Variables	1	2	3	4
Organizational Justice (1)	1			
Job Satisfaction (2)	.47**	1		
Organizational Commitment (3)	.24**	.33**	1	
Organizational Citizenship Behaviour (4)	.13*	.17**	.25**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data

4.3.1 The relationship between organizational justice and job satisfaction

The above table indicates that there is significant positive relationship between organizational justice and job satisfaction ($r = .47^{**}$, $p < 0.01$). These results imply that the higher the level of justice supervisor's exhibit in reward, decision making and interpersonal relations is associated with higher level of job satisfaction among the employees.

4.3.2 The relationship between organizational justice and organizational commitment

The table illustrates that there is significant positive relationship between organizational justice and organizational commitment ($r = .24^{**}$, $p < 0.01$). This implies that the level of perceived justice in the district practices is associated with the level of commitment exhibited by employees in the district.

4.3.3 The relationship between job satisfaction and organizational citizenship behaviour

The result in the table demonstrates a significant positive relationship between job satisfaction and organizational citizenship behaviour ($r = .17^{**}$, $p < 0.01$). This implies that job satisfaction is associated with organizational citizenship behaviour that impact positively on district's operations in terms of efficiency and effectiveness.

4.3.4 The relationship between organizational commitment and organizational citizenship behaviour

The result shows that there is a significant positive relationship between organizational commitment and organizational citizenship behaviour ($r = .25^{**}$, $p < 0.01$). This indicates that the level of commitment among employees is associated with the level of organizational citizenship behaviour exhibited by the employees that improve on the district's image in the interest of the different stakeholders.

4.3.5 The relationship between organizational justice and organizational citizenship behaviour

The result from the table revealed that there is a significant positive relationship between organizational justice and organizational citizenship behaviour ($r = .13^*$, $p < 0.05$). This implies organizational justice is associated with organizational citizenship behaviour i.e. when employees perceive organizational practices as fair; they display organizational citizenship behaviour to reciprocate their positive encounters they had with the organization.

4.4 Regressions Analysis

Regression model was used to examine the predictive power of organizational justice, job satisfaction and organizational commitment on organizational citizenship behaviour. The regression analysis results explained the variance in organizational citizenship behaviour as a result of change in organizational justice, job satisfaction and organizational commitment using coefficient of determination (r^2). The results of the regression analysis are presented in the table below:

Table 4.9: Multiple regression analysis of the variables

Regression Analysis					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	2.964	.217		13.660	.000
Organizational Justice	.030	.057	.038	.526	.599
Job Satisfaction	.062	.056	.082	1.116	.265
Organizational Commitment	.183	.056	.217	3.250	.001
Dependent Variable: Organizational Citizenship Behaviour					
Predictors: (Constant), Organizational Commitment, Organizational Justice, Job Satisfaction					

Model Summary

R = .272, **R**² = .074, Adjusted **R**² = .062, Std error of the est. = .488, **F** Statistic = 6.259, Sig. = .000

Source: Primary Data

The results in the table depicts that organizational justice, job satisfaction and organizational commitment predicts 6.2% of the variance in organizational citizenship behaviour (OCB) (Adjusted R Square = .062, Sig. = .000) indicating that other factors explain 93.8% of the variance. Based on the results above, organizational commitment (Beta = .217, Sig. = .001) was the only significant predictor of OCB. The regression model

is linear and the data is evenly distributed along the regression line (F Statistic = 6.259, Sig. = .000).

Therefore, the multiple linear regression function for the model could be derived as;

$$\mathbf{OCB} = \mathbf{\beta_0} + \mathbf{\beta_1OJ} + \mathbf{\beta_2JS} + \mathbf{\beta_3OC} + \mathbf{\epsilon}$$

Where; **OCB** = Organizational Citizenship Behaviour (dependent variable), **β_0** = constant value of the Beta coefficient; **β_1** , **β_2** and **β_3** are the Beta coefficient values of **OJ** = Organizational Justice, **JS** = Job Satisfaction and **OC** = Organizational Commitment as independent variables and **ϵ** = standard error of the estimate.

However, since Organizational justice and job satisfaction were insignificant (see Table 4.9), the modified model function is stated as;

$$\mathbf{OCB} = \mathbf{\beta_0} + \mathbf{\beta_3OC} + \mathbf{\epsilon}$$

$$\mathbf{OCB} = \mathbf{2.964} + \mathbf{.217OC} + \mathbf{.488}.$$

Implying that organizational commitment ($\beta_3 = .217$, Sig. =.001) is an explanation for observed variance in OCB, organizational justice ($\beta_3 = .038$, Sig. =.001) and job satisfaction ($\beta_3 = .082$, Sig. =.001) which were insignificant in predicting OCB are neglected in the model above.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the discussions, conclusions, and recommendations of the findings presented in chapter four in line with the research objectives and reviewed literatures. The chapter is divided into three sections. The first is on the discussions, second on conclusions and third is on the recommendations based on the findings.

5.2 Discussions of findings

This section is devoted to discussing the findings in the previous chapter. The researcher attempted to highlight similarities and inconsistencies that the results of study showed in relations with earlier studies portrayed in the literatures. The discussion is presented according to the themes of the research objectives.

5.2.1 The relationship between organizational justice and job satisfaction

The research findings indicate that there is a significant positive relationship between organizational justice and job satisfaction. This is an indication that perception of justice in organizational practices is associated with job satisfaction among employees, which is demonstrated in the morale while performing their tasks in the organization that result into effective functioning of the organization.

The study finding is in line with Al-Zu'bi (2010) who argued that the overall perception of organizational justice is positively associated with job satisfaction. He contends that the greater the level of perceived injustice, the lower the levels of job satisfaction and greater

perceptions of justice result into higher levels of job satisfaction. Young, (2010) stated that perceptions of unfair procedures and unjust outcomes lead to employee's resentment that affects job satisfaction. The view is shared with Zhang et al, (2009) who believed that an employee who feels that he or she has been betrayed through unfair organizational process or outcome, the feeling of job satisfaction is lost. These arguments supported the theorized ideas that there is a positive relationship organizational justice and job satisfaction, which is consistent with the study findings.

5.2.2 The relationship between organizational justice and organizational commitment

There was a significant positive relationship observed between organizational justice and job satisfaction. Organizational justice presents itself in the form distributive, procedural and interactional justices for it to cause an impact on organizational commitment whose presence is seen in the antecedents such as affective commitment, continuance commitment and normative commitment. Any form of injustice noticed in the organizational practice impacts negatively on organizational commitment. For instance, injustice can be highly related to continuance commitment that binds the employees to remain in the organization because of personal needs that must be met by the employee, once achieved, the employee withdraw his membership from the organization either physically or emotionally (Malik, 2011). This is true characteristic feature of a target worker.

Various studies found that organizational justice has a substantial level of association with organizational commitment (Colquitt, 2001, Wasti, 2001, & Yavuz, 2010). This is consistent with earlier studies, which revealed that there is high positive relationship between organizational justice dimensions and organizational commitment antecedents. For

instance, DeConick (2010) found that perceptions of procedural justice results into high level of organizational commitment the argument shared with (Cohen-Charash & Spector, 2001). Bakshi (2009) stated that individuals with higher organizational justice have more commitment that translate into higher performance resulting into less resignation, which is in line with Erkuş (2011) study that found positive and significant connections between organizational commitment, distributive justice and procedural justice. It should be noted that employees' perceptions of fairness lead to increase in the level of job commitment.

The employees' being deeply committed to their organizations leads to certain behaviors such as considering the objectives and merits of the organization as his own undertaking, undertake organizational risks ventures and desire to remain in the organization. In addition, because of the commitment created, there are decreased resignations that increase employees' performances and organizational effectiveness. In order to sustain the effectiveness, management need to institute measures that increases organizational commitment (Lambert et al., 2007).

5.2.3 The relationship between job satisfaction and OCB

The findings of the study indicated that job satisfaction had a significant positive relationship with organizational citizenship behaviour. The implication is that job satisfaction is positively association with organizational citizenship behaviour, which when critically taken off results into effective functioning of the organization's operations as employees go beyond their normal call duty in response to positive experiences.

Social exchange theory supported this connection by stating that OCB is a mechanism through which employees reciprocate their needs in the workplace since low level of job satisfaction evokes a lower level of OCB (Organ et al., 2006; Bateman and Organ, 1983; Smith, Organ, and Near, 1983). Robbins (2003) and Spector (2006) noted that job satisfaction relate to OCB through perceptions of fairness, once fairness is controlled, the level of OCB reduces. Fassina, Jones, and Uggerslev (2008) disagree with the above results. Their findings revealed that job satisfaction accounts for a significant degree of variance in OCB in both private and public sector organizations, even when the three types of organizational justices are simultaneously controlled.

A few behavioural scientists believed that job satisfaction is a strong predictor of organizational citizenship behaviour (Sharma, 2011). Yet, others like Penner et al. (2005) contends that job satisfaction is the only reason for the accurate prediction of Organizational Citizenship Behaviour. In a related study, Penner et al (2005) found that job satisfaction is positively related to service-oriented organizational citizenship behaviour; such as customer satisfaction, and customer loyalty, whereas affective commitment was not related to these outcomes. Therefore, high levels of job satisfaction resulted in more service-oriented organizational citizenship behaviour for employees (Remus et al., 2006 & Evans, 2001).

5.2.4 The relationship between organizational commitment and OCB

The finding showed that there is a significant positive relationship between organizational commitment and organizational citizenship behaviour. This means that committed employees have the desire to demonstrate citizenship behaviour that improves on the corporate organization image, a revelation that all is going well in the organization. This is reflected in employees taking extra role on their job, assisting colleagues and clients, adhering organizational policies and procedures as they are emotionally attached to their job and the organization (Rifai, 2005). However, this might not be a common phenomenon among all employees due to behavioural cues, background and needs of employees. It is not common to have all employees in the organization committed to its goal at the same time, which account for the level of variations in OCB in organizations. The reality is that organizational commitment is related positively to organizational citizenship behaviour a view shared with several scholars such as (LePine, Erez and Johnson, 2002; Carmeli, 2005; Feather & Rauter, 2004).

To support the above arguments further, Shore & Wagner, (1993) stated that studies on organizational commitment have provided strong evidence that affective and normative commitment is positively related with organizational outcomes such as performance and citizenship behaviour. Chen and Francesco (2003) study showed that affective commitment (AC) is positively related to in-role performance and OCB, while continuance commitment (CC) was not associated with in-role performance but negatively correlated with OCB. In addition, normative commitment (NC) moderated the relationship between AC and in-role performance as well as OCB. Having employees displaying organizational citizenship behaviors (OCBs) are instrumental to the survival of organizations perhaps now more than

ever because of increases in global competition, emphasis on customer service, and reliance on team-based structures, researchers have tried to examine the best way to incorporate organizational commitment within organizational practices so as to increase OCB (Fassina, Jones & Uggerslev, 2008).

5.2.5 The relationship between organizational justice and OCB

The result revealed that there is a significant positive relationship between organizational justice and organizational citizenship behaviour. This indicates that when employees' perceptions of organizational justice is associated with organizational citizenship behaviour. This is because employees reflect their positive experiences they had with the management and translate it into organizational outcomes. This perception builds trust between employees and management, which strengthened employee's citizenship behaviour. The more justice perception means a positive state of mind, which increases the possibility of performing certain organizational citizenship behaviours; a view shared by (Giap et al., 2005 & Asgari et al., 2008). These imply that the psychological conditions and humors of employees are among the most important factors in determining the relationships between organizational justice perceptions and organizational citizenship behaviour as stated in the studies of Organ (1988).

Studies in behavioural science point to a common belief that organizational justice and organizational citizenship behaviour are positively related. Asgari et al. (2008); Dittrich and Carroll (1979) contends that organizational citizenship behaviour follow the just practices of managers that rest on the perceptions job dimensions, pay equality and extra role behaviour exhibited by employees based on the actions of their managers.

Konovsky and Folger (1991) have proofs of strong relationship between the helpfulness dimension of organizational behaviour and procedural justice. Organizational justice plays a fundamental role in the development of organizational citizenship behaviour in organization. Young (2010) reaffirms the positive relationships between organizational justice and organizational citizenship behaviour following a study conducted on 454 Private Sector workers in Korea, which was similar to Erkutlu (2008) studies, which revealed that there is a positive relationship between interactional, procedural and distributive justice and organizational citizenship behaviour among academicians in 10 Public Universities in Turkey.

5.3 Conclusions

The study adds on to the growing debates on organizational citizenship behaviour and its predictors. The correlation coefficients results indicated that there were significant positive relationships between organizational justice, job satisfaction, organizational commitment and organizational citizenship behaviour at varying levels depending on the research objectives. In essence, civil servants' perception of justice influences job satisfaction, organizational commitment and organizational citizenship behaviour.

On the other hand, regression results revealed that organizational justice, job satisfaction, organizational commitment predicts 6.2% of the variance in the organizational citizenship behaviour, with organizational commitment as the only significant predictor. From this it can be deduced that both organizational justice and job satisfaction do not predict organizational citizenship behaviour among civil servants in Nebbi District. Accordingly, organizational justice, job satisfaction and organizational commitment predict a small

proportion of the variance in organizational citizenship behaviour. This implies that there are other predictors that explain the 93.8% of the variance in organizational citizenship behaviour.

5.4 Recommendations

The following recommendations were drawn on the study findings;

In this study, organizational commitment was the only significant predictor of organizational citizenship behaviour. This requires management of Nebbi District Local Government to direct their efforts towards providing an environment that enhances civil servants' commitment to work.

There is to need find out the other predictors of organizational citizenship behaviour in Nebbi District Local Government since organizational justice, job satisfaction and organizational commitment predicts 6.2% of the variance in OCB among the civil servants in the district.

There is need to investigate why organizational justice and job satisfaction do not explain organizational citizenship behaviour among civil servants in Nebbi District Local Government following the regression analysis results, yet the correlation coefficients revealed that they are related positively and significantly.

Lastly, there is a need for a comparative study to be conducted between Local Governments in Uganda in regards to organizational justice, job satisfaction, organizational commitment and organizational citizenship behaviour. Such a study can use a longitudinal approach since the current study did not consider changes in data relative to time.

5.5 Limitations of the study

The researcher faced the following challenges in the course of conducting the study:

- i. The study was limited by content scope as the main focus of the research was on organizational justice, job satisfaction, organizational commitment and OCB. This limited the researcher from exploring emerging issues that arose during the study. This will require a new study to be undertaken address the issues that emerged during literature review as spelt out in the areas for further research.
- ii. Since the study was cross-sectional in nature changes in data that occur relative to time was not considered.
- iii. Misunderstanding and misinterpretation of the items in the research instrument due to the differing levels of education among the respondents may have affected the quality of information provided, despite the researcher's attempt to explain the key concepts used in the questionnaires using simple terms and language to ensure clarity.

5.6 Areas for further research

The researcher suggests that more study should be carried out on the emerging issues that were not addressed by the findings of the research due to time factors. The areas suggested for further study includes:

- i. The relationship between organizational justice, job satisfaction and organizational citizenship behaviour (OCB).
- ii. A study on the predictors of OCBs in Local Government in Uganda.
- iii. The nature of OCBs and its antecedents in Civil Service in Uganda.

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APPENDICES

Appendix I: Introductory Letter



MAKERERE UNIVERSITY BUSINESS SCHOOL

Plot M118, Portbell Road, P. O. Box 1337, Kampala - Uganda
Phone: Direct Line: +256-414-222545; General Line: +256-414-338120; Fax: +256-414-505921

Graduate & Research Centre

September 27, 2013

To Nebbi District Local Government
Nebbi


Dear Sir/Madam,

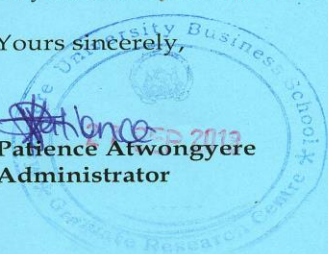
RE: OBEDGIU VINCENT MBA Reg.No. 2011/HD10/3495U

The above named is a student of Makerere University Business School, pursuing studies leading to the award of Master of Business Administration degree of Makerere University. He wishes to undertake research in your organization on the topic; **“Organizational Justice, Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior.”**

Any assistance rendered to him will be highly appreciated.

Yours sincerely,


Patience Atwongyere
Administrator



Email: deangrc@mubs.ac.ug

Website: www.mubs.ac.ug



Appendix II: Questionnaire



MAKERERE UNIVERSITY BUSINESS SCHOOL

QUESTIONNAIRE ON ORGANIZATIONAL JUSTICE, JOB SATISFACTION,
ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP
BEHAVIOUR IN NEBBI DISTRICT LOCAL GOVERNMENT.

Dear Respondent,

I am Obedgiu Vincent, a student of Makerere University Business School pursuing Master of Business Administration (MBA) of Makerere University. I am collecting data for my dissertation. The main objective of the study is to find out how employees react to management practices on the assumption that workplace procedures, interactions and the product of work outcomes are fair. You have been identified as a key person to give accurate data about the study. The study is purely academic and all data provided shall be treated with confidentiality.

Kindly spare 15-30 minutes to answer the questions and provide the valuable information following the directions in the questionnaire.

SECTION A: BACKGROUND INFORMATION (Tick on the most appropriate)

1. State your current department

Management and Support Services		Finance and Planning	
Health		Education	
Statutory Bodies		Works and Engineering	
Environment and Natural Resource		Production and Marketing	
Audit		Community Services	

2. State your job rank in the department

Junior Officer	Officer	Senior Officer	Principal Officer
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3. Gender: Male Females

4. Marital status: Single Married Widow Widower

5. Age

18-24yrs	25-31yrs	32-38yrs	39-45yrs	46-52yrs	Above 52yrs
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6. Academic qualification

Certificate	Ordinary Diploma	Bachelor's Degree	Post Graduate Diploma	Master's Degree	PhD
-------------	------------------	-------------------	-----------------------	-----------------	-----

7. Length of service in the district

Less than 1 yr	1-5 yrs	6-10 yrs	11-15 yrs	16-20 yrs	Above 20 yrs
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FOR SECTION B-E

Indicate the extent to which you agree and disagree with the statements on the items in each of the section by ticking (✓) the appropriate number listed in the tables.

Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	2	3	4	5

SECTION B: ORGANIZATIONAL JUSTICE (The extent to which employees perceive workplace procedures, interactions and outcomes to be fair)

ITEMS		SCORES				
ORGANIZATIONAL JUSTICE						
Distributive Justice (Perception of justice in distributing and allocating resources and rewards in the district)						
01	Nebbi District has been rewarding employees according to assigned responsibilities	1	2	3	4	5
02	The reward takes into account employee's knowledge, skills and qualifications	1	2	3	4	5

03	The reward considers the workload allocated to each employee	1	2	3	4	5
04	The reward takes in account the effort the employee put into the job	1	2	3	4	5
05	The reward takes in account employee's level of performance	1	2	3	4	5
06	Management has been fair in allocating privileges such as housing, transport, entertainment and medical care to employees	1	2	3	4	5
Procedural Justice (Fairness of decisions leading to particular outcome in the workplace)						
01	Management shows favouritism to some employees in decision making process (e.g. promotion, disciplinary matters etc.)	1	2	3	4	5
02	Employees have the opportunity to change unjust management decisions in Nebbi District Local Government	1	2	3	4	5
03	Management decisions are based on accurate information	1	2	3	4	5
04	There is consistency in implementation of management decisions to all employees in the Local Government	1	2	3	4	5
05	The management explains to employees the outcome of decisions that affects them	1	2	3	4	5
06	Management's interests and biasness are prevented throughout the decision making process	1	2	3	4	5
07	Employees have influence on decision making process and the outcome of the decisions	1	2	3	4	5
08	The procedures used to arrive at decisions in the Nebbi District upholds moral standards to employees	1	2	3	4	5
Interactional Justice (The quality of interpersonal treatment of those engaged in formal decision making process)						
01	The supervisor treats subordinates with respect, politeness and dignity	1	2	3	4	5
02	The supervisor deals with employees in a truthful manner when making decisions	1	2	3	4	5
03	The supervisor avoids making negative remarks or comments on employees	1	2	3	4	5
04	The supervisor offers adequate explanations justifying his/her decisions in the workplace	1	2	3	4	5
05	The explanation offered by the supervisor about decisions in the workplace is always sensible	1	2	3	4	5
06	The supervisor shows concern for employee's right when making decisions	1	2	3	4	5
07	The supervisor pays keen attention to employee's needs when making decisions related to the job	1	2	3	4	5

SECTION C: JOB SATISFACTION (Set of favourable or unfavourable feelings and emotions with which employee view their work environment) 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

	ITEMS	SCORES				
	JOB SATISFACTION					
01	I have the chance to do something that makes use of my abilities	1	2	3	4	5
02	The feeling of accomplishment I get from my job is satisfactory	1	2	3	4	5
03	The activity I do keeps me busy all the time	1	2	3	4	5
04	The chance for advancement on this job is high	1	2	3	4	5
05	I have the chance to tell others what I do	1	2	3	4	5
06	I like the way Local Government policies are put into practice	1	2	3	4	5
07	My pay and the amount of work I do are satisfactory	1	2	3	4	5
08	The way co-workers get along with each other is interesting	1	2	3	4	5
09	I have the chance to try my own methods of doing the job	1	2	3	4	5
10	I have the chance to work independently on the job	1	2	3	4	5
11	I have the opportunity to do things that don't go against my conscience	1	2	3	4	5
12	I receive praise for doing good work	1	2	3	4	5
13	I have the freedom to use my own judgment on the job	1	2	3	4	5
14	My job provides for a steady employment	1	2	3	4	5
15	I have the chance to do things to other people	1	2	3	4	5
16	My job provides me an opportunity to be recognized as somebody in the community	1	2	3	4	5
17	I am satisfied with the way my boss handles his subordinates	1	2	3	4	5
18	My supervisor has the required competence for decision making	1	2	3	4	5
19	I have the chance to do different things from time to time	1	2	3	4	5
20	The working conditions are satisfactory	1	2	3	4	5

SECTION D: ORGANIZATIONAL COMMITMENT (The degree of emotional attachment employee has towards the district and wants to continue working in the district) 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

	ITEMS	SCORES				
	ORGANIZATIONAL COMMITMENT					
	Affective Commitment (Commitment based on emotional ties the employee develops with the district via positive work experiences)					
01	I would be happy to spend the rest of my career with Nebbi District Local Government	1	2	3	4	5
02	I enjoy discussing about the district with outsiders	1	2	3	4	5
03	I really feel that the district's problems are my own	1	2	3	4	5
04	I feel I could easily be attached to another District as I am to Nebbi District Local Government	1	2	3	4	5
05	I feel am part of the work family of Nebbi District Local Government	1	2	3	4	5
06	I feel am emotionally attached to Nebbi District	1	2	3	4	5

07	I feel the district has a great deal of personal meaning to me	1	2	3	4	5
08	I feel I have a strong sense of belonging to the district	1	2	3	4	5
Normative Commitment (Commitment based on the perceived obligation towards the district as rooted in the norms of reciprocity)						
01	I feel a person must always be loyal to his or her employer	1	2	3	4	5
02	I believe in loyalty as a strong sense of moral obligation	1	2	3	4	5
03	If am offered another better job elsewhere, I would prefer to stay with the Nebbi District Local Government	1	2	3	4	5
04	I was taught the value of being loyal to the Local Government	1	2	3	4	5
05	I believe that things were better in the district those days when people stayed with the district for the rest of their careers	1	2	3	4	5
06	I feel that being a committed employees is sensible	1	2	3	4	5
07	I am loyal to the district because my values match its values	1	2	3	4	5
08	I feel the district has a mission that I believe in and am committed to	1	2	3	4	5
09	I feel it is morally correct to dedicate myself to the district	1	2	3	4	5
10	I feel that I owe the district because of what it has done for me	1	2	3	4	5
11	I feel I would be letting my co-workers down if I wasn't a member of the Nebbi District Local Government's work family	1	2	3	4	5
Continuance Commitment (Commitment based on the perceived political, economic psychological and social costs of leaving the district)						
01	I worry about the loss of investments I have made in Nebbi District Local Government	1	2	3	4	5
02	I am loyal to the Nebbi District Local Government because of the investment I have made in it	1	2	3	4	5
03	I feel if I leave the position I hold in the district, my career would be disrupted	1	2	3	4	5
04	I often feel worried about what I have to lose with the Nebbi District Local Government	1	2	3	4	5
05	I worry about what might happen to Nebbi District Local Government, if I withdraw my service	1	2	3	4	5
06	I am dedicated to Nebbi District because I fear what I have to lose in it	1	2	3	4	5
07	My life would be disrupted if I leave the district's job now	1	2	3	4	5
08	I continue to work for Nebbi District as leaving it requires personal sacrifice to another district that might not match the benefits I have	1	2	3	4	5

SECTION E: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (Extra-role activities or contributions, which employees offer to the district beyond the formal job description without pay)

1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

ITEMS		SCORES				
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR						
Altruism (Helping behaviour rendered to colleagues or workmates)						
01	I help others who have been absent from work	1	2	3	4	5
02	I help others who have heavy work load	1	2	3	4	5
03	I help others who have work-related problems	1	2	3	4	5
04	I help orient new people even though it is not part of my job requirements	1	2	3	4	5
05	I am willing to lend a helping hand to people around me	1	2	3	4	5
Conscientiousness (Faithful adherence to organizational rules, policies and procedures)						
01	I carefully follow the district's regulations and procedures	1	2	3	4	5
02	I always come to work on time	1	2	3	4	5
03	I never leave work early without permission	1	2	3	4	5
04	My work attendance is above the required norm	1	2	3	4	5
05	I conserve and protect the district's property	1	2	3	4	5
Sportsmanship (Willingness to accept personal inconveniences)						
01	I act as a peacemaker when co-workers have disagreement	1	2	3	4	5
02	I take personal initiative to troubleshoot and solve technical problems	1	2	3	4	5
03	I take action to protect the organization from potential problems	1	2	3	4	5
04	I defend the district when other employees criticize it	1	2	3	4	5
05	I go along with necessary changes at work	1	2	3	4	5
Courtesy (Being polite and considerate to others)						
01	I take steps to prevent problems with co-workers	1	2	3	4	5
02	I take a personal interest in other employees	1	2	3	4	5
03	I take time to listen to co-workers' problems and worries	1	2	3	4	5
04	I try to avoid creating problems for co-workers	1	2	3	4	5
05	I show genuine concern and courtesy to co-workers	1	2	3	4	5
Civic Virtue (Responsible participation in the district activities)						
01	I keep updated with changes in the district's work schedules	1	2	3	4	5
02	I attend district's meetings that are not mandatory, but considered important for the district operations	1	2	3	4	5
03	I attend district's functions that are not required, but help promote the district's image	1	2	3	4	5
04	I read the district's announcements, memos, notices etc. to remain updated with district's activities	1	2	3	4	5
05	I tell outsiders good news about the district and clarify their misunderstandings	1	2	3	4	5

THANKS FOR YOUR PARTICIPATION AND SUPPORT

Appendix III: Work plan and Research Budget

Work Plan

The study used Gantt chart to show the series of activities that was undertaken during the process of the research project. The activities were plotted against time expressed in months from the start to the end of the research project as shown below:

ACTIVITY/TIME	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Topic Selection and choice of Supervisors									
Review of Journal Articles									
Developing Research Proposal									
Submission of Research Proposal									
Designing Research Instruments									
Data Collection									
Data Analysis									
Presentation of findings									
Submission of Draft Dissertation									

Research Budget

The budget for this research was **2,404,000/=** financed by the Makerere University Business School and the researcher. The fund was spent on the following items that were material to the research project.

ITEMS	QUANTITY	UNIT COST (UGX)	TOTAL (UGX)
Orange internet modem	1	99,000	99,000
Internet airtime	3	45,000	135,000
Cell phone airtime	15	20,000	300,000
Secretarial work	-	400,000	400,000
Transport and meals	-	500,000	500,000
Research Assistant	2	150,000	300,000
Data analysis	1	500,000	500,000
Binding dissertation	9	30,000	270,000
TOTAL COST		1,334,000	2,404,000