

**PSYCHOLOGICAL CAPITAL, TALENT MANAGEMENT, ORGANISATIONAL
CITIZENSHIP BEHAVIOUR AND EMPLOYEE ENGAGEMENT
A CASE OF SOROTI DISTRICT LOCAL GOVERNMENT**

AKELLO DEBORAH

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PLAN A

NOVEMBER, 2014

DECLARATION

I Deborah Akello do declare that this research has never been presented to any institution for any academic award .it has been submitted as partial fulfillment of award for a master of science in human resource management degree of Makerere University.

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.....

Akello Deborah

Date

APPROVAL

This dissertation has been produced under the supervision of two University supervisors and it has been a proved for the award of Masters of Human Resource Management.

.....

Proffessor Dr. J. C . Munene
Makerere University Business School
Makerere University
Date.....

.....

Dr. Samuel Mafabi
Makerere University Business School
Makerere University
Date.....

ABBREVIATIONS

1. **OCB** Organizational citizenship behavior
2. **OCHA** United nation office for the coordination of humanitarian affairs
3. **CIPD** Chartered institute of personal and development
4. **PSYCAP** Psychological capital
5. **SPSS** Statistical Package scientists
6. **CVI** Content Validity Index
7. **DC** district commissioner
8. **LCI** Local council I
9. **NRA** National resistance army
10. **NRM** National resistance movement
11. **RCI** Perish resistance council
12. **RCiii** Perish resistance committee
13. **RCiii** Sub county resistance council
14. **RCiv** County resistance councils
15. **RCv** The district resistant council
16. **DA** District administrator
17. **DES** District executive secretary

ABSTRACT

The purpose of the study was to establish the relationship between Psychological capital, talent management, organizational citizenship behavior and employee engagement of staff in soroti local governments. The researcher used a simple random sampling method to select a sample of 312 respondents. A self administered questionnaire was used to collect data and analyzed using a statistical package for social scientists (SPSS) software. The results indicated that there was a significant positive relationship among the study variables. A significant positive relationship between Psychological capital and organizational citizenship behavior, a significant positive relationship between talent management, and organizational citizenship behavior was revealed and a significant positive relationship between organizational citizenship behavior and employee engagement was revealed. Regression analysis showed that 47.7% of the variance in employee engagement can be attributed to Psychological capital, talent management, and organizational citizenship behavior. However it was noted that Psychological capital, talent management, and organizational citizenship behavior alone can predict employee engagement. The researcher concluded that Psychological capital, talent management, and organizational citizenship behavior are the most necessary pre- requisites for employee engagement in Local Governments. The integration of Psychological capital, talent management, and organizational citizenship behavior and other factors like it was revealed in the study findings would consequently enhance employee engagement in local governments. The researcher recommended that it is crucial for the management of Soroti District local government to continuously develop the talents of their employees through talent management, as this will help attain OCB. Increasing the psychological capital of their employees and improving on the environment for building OCB.

DEDICATION

To the Lord God Almighty, who by His grace has seen me through my academic journey to this level, the glory returns to Him.

To my parents Mr Ogonono Febian and Mrs Amwako Immaculate

Thank you for inspiring me always to strive higher, being supportive and exemplary to me.

May the Lord reward you.

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May God bless you abundantly

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INTRODUCTION

1.1 Background

Employees who are engaged in their work give organizations crucial competitive advantages including higher productivity and lower employee turnover (Welch & Welch, 2006). Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement in their workforces (Jack & Suzy W, 2006). In support of the above statement, Loehr & Schwartz, (2003) indicated that fully engaged workers (employees) are those who are physically energized, emotionally connected, mentally focused, and feel aligned with the purpose of the agency. They create high levels of efficiency, higher levels of customer satisfaction, and higher productivity (Buhler, 2006). In addition, organizations find themselves in an environment where 'talented' employees and knowledge provide the competitive edge and do act better in OCB (Wiig, 1999). As a result, 'talented' employees are becoming an asset that organizations employ to build a sustainable competitive advantage. However, both business practitioners and academics indicate that talented employees are becoming harder to find, more difficult to retain and easier to lose (Cheese, Thomas and Graig, 2008). Therefore, the importance of effective and efficient talent management is emphasized by multiple authors (Guest and Conway, 2002; CIPD, 2006; Cheese et al., 2009).

In addition, individuals higher in Psychological capital would seem to be more likely to engage in OCBs than would those with lower Psychological capital. Employees who are more positive are likely to exhibit more OCBs than employees who tend to be negative (Avey et al., 2010). Individuals high in Psychological capital would be expected to remain optimistic that the situation will improve, generate plans and pathways to change the situation for the better and feel

efficacious in their abilities to persevere in the situation and continue being successful despite the adversity (Avey et., 2010).

Staff members in local government occupations work closely with communities. They are vital link in the chain of services provided to our nation. Low level of engagement causes local government to incur excess costs, under performance, low productivity and creates dissatisfaction (Ayer, 2006). This is evidenced by the September 2007 heavy rains in Soroti District, which killed hundreds, displaced thousands of peoples and destroyed crops (OCHA, 2007). The local government allocated people to camps to collect data. However, they came up with different records from what was expected of them thus worsening conditions of people living in camps by limiting their access to relief. This in turn this attracted resistance from both the masses and activists who felt that their relocation was to inconvenient places that lacked social services. This led to unpermitted returns to former homes (OCHA 2007).

If this or similar situations are not addressed they may result into more negative effects on the displaced people living in the camps of Soroti District. There was need therefore for local government to establish whether psychological capital, talent management and organizational citizenship behavior among other factors did not affect the engagement of the employees deployed. This would help nature good conducive environment for the employees and a positive work behavior that would ensure effective rendering of assistance to the people in the camp.

1.2 Statement of the problem

Some employees in Local government have demonstrated less engagement at work through misallocation of time, effort and resources in their private businesses instead of the local government, less concern for the masses and service mismanagement. This was attributed to inadequate psychological capital, poor talent management and absence of organizational citizenship behavior (OCHA, 2007).

1.3 Purpose of the study

The study sought to establish the relationship between psychological capital, talent management, organizational citizenship behavior, and employee engagement of local government staff in Soroti District.

1.4 Objectives of the study

- i. To examine the relationship between psychological capital and organizational citizenship behavior
- ii. To examine the relationship between talent management and organizational citizenship behavior
- iii. To examine the relationship between organizational citizenship behavior and employee engagement

1.5 Research questions

- i. What is the relationship between psychological capital and organizational citizenship behavior?
- ii. What is the relationship between talent management and organizational citizenship behavior?
- iii. What is the relationship between organizational citizenship behavior and employee engagement?

1.6 Scope of the Study

1.6.1 Content Scope

The study was limited to psychological capital, talent management, and organizational citizenship behavior and employee engagement.

1.6.2 Geographical Scope

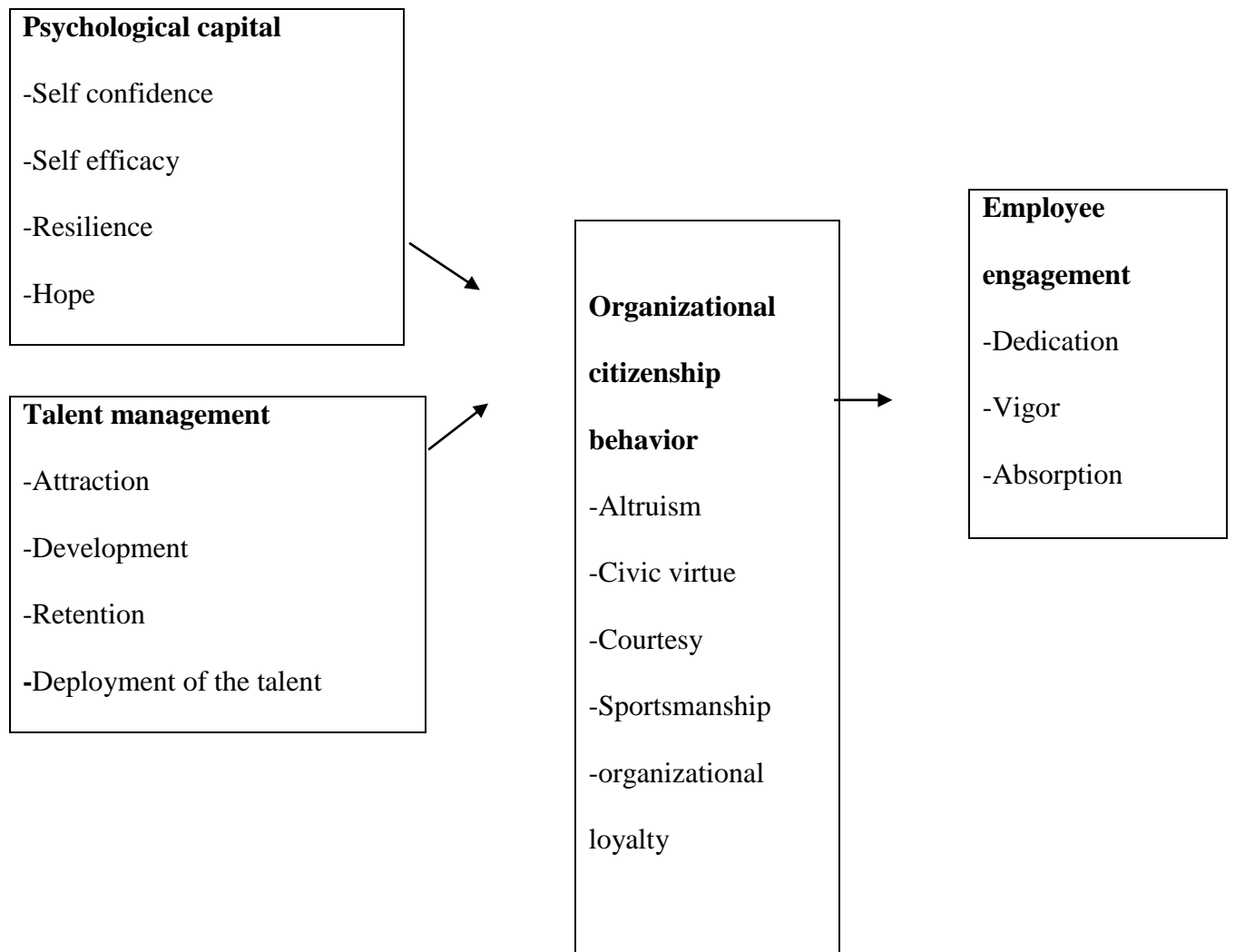
The study focused on local government in Soroti District. This was because of easy access of the target population.

1.7 Significance of the study

- i. To develop solutions to disengagement for human resource practitioners, and researchers in the field of human resource management
- ii. The study is intended to trigger more interest in this concept so that further research can be conducted in the Ugandan context. This in turn should affect positively on the retention of talent and productivity.
- iii. Lastly, the study also aims to add to the body of knowledge that exists locally and globally, in the area of talent, attraction, motivation and retention.

1.8 Conceptual Framework

FIG.1



Source: Modified from the Literature review: Avey et al., (2010); Fredrickson's (2007); Masten and Reed, (2002), Michaels, Hadfield-Jones and Axelrod, (2001), (Bhatnagar, 2007; Forman, 2005), Podsakoff and Mackenzie, (1994); (Dicke, 2010), Saks (2006), Ripens (2009), Bassi and McMurrer, (2007); Harter et al., (2002); Truss et al., (2006).

Explanation of the Model

The conceptual framework gives the relationship between psychological capital, talent management, and OCB and employee engagement. The framework shows that in an organization, the prevailing psychological capital will lead to employees having OCB that will lead to employee engagement, and then the prevailing talent management will lead to OCB and OCB that will lead to employee engagement.

1.9. The profile of Local Government of Uganda (www.molg.ug)

Definition of a Local Government

Local Government is the government of a specific local area constituting a subdivision of a major political unit (as a nation or state).

Local Governments during the Colonial Period

Local Government is, by definition and ascription, the level of government closest to the people and most intimately concerned with their day to day affairs. Their performance and non-performance critically affect the pattern and pace of local development. Over time each country has evolved and sought to improve its own system of local government best suited to its circumstances, perceptions, goals and capabilities. The local government system in Nigeria has evolved from the beginning of colonial rule to the present, with particularly rapid and fundamental changes in the last thirty years

In colonial times the political system was essentially unitary. Administrative authority flowed down the hierarchy from the Governor-General to the Governors (in charge of regions) to the Residents (in charge of provinces) and the District Officers (in charge of administrative divisions). The colonial administration was primarily concerned with the maintenance of law and order and the promotion of trade. Under the principle of *Indirect Rule* the primary responsibility for the social and economic development of the people was left with the "Native Authorities" formally recognized by Government. They were designed to correspond as much as practicable to the basic units of traditional organization in each area. They were therefore very varied in size, power and resources. Correspondingly their performance varied, intensifying patterns of inequality across regions and local government areas.

In general, under colonial rule local governments played a more autonomous and larger role in the local economy than they have since Independence. Thus in the period 1935 to 1949, when the colonial system was at full maturity and before the transition to Independence, the share of local governments in total public expenditure averaged over 30 percent. At the peak of the colonial period, when the in the period when much larger and much more autonomous

With the transition to Independence, much of the responsibility for the social and economic development of the people was taken over by the Regional Governments. The scope for local government was diminished and their establishment depleted in favor of the expanding federal and regional services. The advent of military rule further eroded the status of local governments as the federal and state governments took over some of their remaining functions, including police and prisons. The state governments began to re-organize them on the more prefectural, French style, 'development administration' in which new administrative units were created and used more as field units of state administration than as autonomous centers of local initiative. It also became common to establish parastatals and task forces for specific functions, like rural electrification and environmental sanitation, cutting across the jurisdiction of local government units. Thus the role of local government was increasingly marginalized. By 1976 the total expenditure of local government amounted to a mere 2 percent of total government expenditure. In 1976 the military regime of General Obasanjo began a fundamental reform process aimed at standardizing, restructuring and re-invigorating the local government system. For the first time the local government was recognized as the third tier of the federal system rather than as a creature and ward of the state government. The local governments were rationalized and harmonized into 301 standardized units within a narrow permissible size range, given a uniform structure and endowed with identical status and functions. Most significantly, the Federal

Government assumed the primary responsibility for funding local government, establishing the principle of local Government entitlement to an ascribed share of Federation Account Revenue.

Following the recommendations of a Revenue Allocation Commission Report Local Governments were granted 10 percent of Federation Account Revenue in 1980. Since the Local Government share has been progressively increased to a present 24 percent. Today federation account allocation accounts for an average of over 80 percent of Local Government revenue.

Evolution of Local Governments in Uganda

In the early protectorate period, the district commissioner (DC), the representative of the governor, was the most important government official in each district. Before the kingdoms were abolished in 1967, each one had a local government made up of chiefs, who reported to the king, and a central government official who was an adviser to the king. The 1919 Native Authority Ordinance gave the DC responsibility for a hierarchy of appointed chiefs at village, parish, sub county, and county levels. Councils, originally consisting of these chiefs, were created during the 1930s at each level. After 1949 local administration in Uganda was shared by central and district government officials. The Local Government Ordinance of 1949 established the district as a local government area and as the basis for a separate district administration. During the 1950s, elections to district councils were introduced, and the councils were given responsibility for district administration. Nevertheless, the central government retained the power to control most district council decisions. Chiefs were salaried local government officials but responsible to the central government through the DC for the proper administration of their areas.

At independence Uganda consisted of ten districts, four kingdoms, and one special district (Karamoja). The 1967 constitution abolished the kingdoms and made them districts as well.

Because the kingdom of Buganda was separated into four districts, the country was thus divided into eighteen districts. In 1974 President Amin further increased the number of districts to thirty-eight and grouped them into ten provinces. In 1979 after Amin was overthrown, the number of districts was reduced to thirty-three. Moreover, each district was named for its capital in an effort to reduce the significance of ethnicity in politics. In February 1989, however, the addition of Kalangala brought the number of districts back up to thirty-four, and the number of counties increased to 150. There were also sixty-five urban authorities, including Kampala City Council, fourteen municipalities, twenty-seven town councils, and twenty-three town boards.

The 1962 constitution had required that nine-tenths of district council members be directly elected. In keeping with its overall emphasis on strengthening central control, the 1967 constitution gave the parliament the right to establish district councils and their offices, to decide whether some or all of their members would be elected or nominated, and to empower a national minister to suspend a district council or to undertake any of its duties. The 1967 Local Administrations Act and the 1964 Urban Authorities Act created a uniform set of regulations that gave the central government direct control over local administration in each district. District councils were limited to specified areas of responsibility--particularly primary education, road construction, land allocation, community development, law and order, and local tax collection. When district councils were revived in 1981, their members were again nominated by the central government. Chiefs and local officials continued to be appointed on the basis of the 1967 act until 1986.

The NRM government significantly altered local administration by introducing elected resistance councils (RCs) in villages, parishes, sub counties, and districts throughout the nation. The

original RCs had been created during the early 1980s to support the NRA during its guerrilla war. But after 1986, the introduction of these new assemblies sharply curtailed the powers of chiefs and provided an indirect channel for popular influence at the district level and above. Creation of the RCs was in response to the first point of the Ten-Point Program, which insisted on democracy at all levels of government. In no other respect during its first four years did the NRM government achieve as much progress in implementing the political program it had adopted before taking power.

By September 1987, the NRC had established both district administrations and a hierarchy of RCs. All adults automatically became members of their village resistance council, known as an RC-I, and came together to elect a nine-person resistance committee, which administered the affairs of the village. An RC was given the right to remove any of its elected resistance committee officers who broke the law or lost the confidence of two-thirds of the council. The nine officials on the resistance committee elected by the RC-I joined with all other village resistance committees to form the parish resistance council, the RC-II, and elected the nine officials who formed the parish resistance committee. The members of this committee assembled with the other parish committee members in the sub county to form the sub county resistance council (RC-III) and elected the nine officials who formed the sub county resistance committee. County resistance councils (RC-IVs) were established in the statute but functioned only intermittently as governing bodies, principally for election purposes. The district resistance council (RC-V) contained two representatives elected from each RC-III and one representative for women elected from each RC-IV and from each municipal RC. At all RC levels, heads of government departments serving that council, including chiefs, were made ex officio members of their respective RCs but without the right to vote. In 1989 the NRC determined that each RC-III

would choose one representative for the NRC, and each district resistance council (RC-V) would choose a woman as its representative on the NRC. Thus, direct RC elections and popular recall existed at the village level only. The term of each RC was two years, and the RC could be suspended by the minister of local government for disrupting public security, participating in sectarian politics, engaging in smuggling, obstructing national plans, or diverting commodities to its members' private use. However, the NRC was given the power to overrule the minister.

The NRC also replaced the DC with a new official, the district administrator (DA), appointed by the president as the political head of the district. In addition to providing political direction to the district, the DAs were responsible for overseeing the implementation of central government policy, chairing the security and development committees, and organizing RCs. Providing political direction included organizing courses in political education for officials and ordinary citizens. A second new post that of district executive secretary (DES), was filled by former DCs. The DES was required to supervise all government departments in the district, integrate district and central administration, supervise the implementation of district resistance council policies, and serve as the accounting officer for the district.

The formal change from the officially neutral DC to the explicitly political DA suggests the importance that the NRM government placed on political education in order to gain support for basic political and economic reforms. The addition of a new bureaucratic level of assistant district administrators, with responsibilities for administration at the county and sub county levels, and reporting through the DA to the president, further entrenched the central government at the expense of the RCs. The creation of this position further reduced the direct popular control

that was contemplated in the Ten-Point Program and that had been enthusiastically supported by NRM officials.

In 1990 the exact duties of the RCs and their relation to the chiefs had not been fully determined. The purpose of RCs during the guerrilla war had been far easier to establish before the NRM took power. In addition, continuing civil war and the sheer effort of electing RCs in every village, parish, sub county, and district drew attention away from the business of the RCs. RCs were new to Uganda, and it took people time to understand how to make use of them. In 1987 the NRC had given the RCs the power "to identify local problems and find solutions." During times of shortages of basic commodities, such as sugar in June 1986, the RCs were effectively used as distribution centers. But because RC officials below the district level received no compensation, they were reluctant to give too much time to managing local affairs. In addition, the position of the chiefs remained ambiguous. Chiefs still reported to the Ministry of Local Government. Many chiefs were uncertain how much power they had under the new system, or even whom to obey when the Ministry of Local Government and the RC disagreed over the proper course of action a chief should follow.

The Local Government Structural design since 1986

The village

A village is the lowest political administrative unit. A village usually consists of between 50 and 70 households and may be home to anywhere between 250 and 1,000 people. Each village will be run by a local council – local council I (LCI) - and is governed by a chairman (LCI chairman) and nine other executive committee members. There are 66 villages in Katine sub-county.

The parish

The parish is the next level up from the village. A parish is made up of a number of villages. For example, in Katine parish – one of the six parishes in the [Katine project](#) area – there are seven villages, with a population of about 3,800. Each parish has a local council II (LCII) committee, made up of the entire chairman from the village LCIs in the parish. Each LCII will elect, from among themselves, an executive committee. Today, LCIIIs are largely involved in settling land distributes and mobilizing the community for various activities. The parish is largely run by a parish chief – a government employee who provides technical leadership to the LCII. There are six parishes in Katine sub-county - Katine, Ochuloi, Ojom, Ojama, Olwelai and Merok.

The sub-county

After the parish comes the sub-county. A sub-county is made up of a number of parishes – in Katine, the number is six. The sub-county is run by the sub-county chief on the technical side and by an elected local council III (LCIII) chairman and his/her executive committee. The sub-county also has an LCIII council, a kind of parliament at that level, complete with a speaker and deputy speaker. The council consists of elected councillors representing the parishes, other

government officials involved in health, development and education, and NGO officials in the sub-county. In towns, a sub-county is called a division.

The county

A county is made up of several sub-counties. Katine sub-county is one of seven that make up Soroti county. Each county is represented in the national parliament in Kampala by an elected member (an MP). In major towns, the equivalent of a county is a municipality (which is a set of divisions). LCIII executive committee members of all the sub-counties constitute the local council IV (LCIV). They then elect an LCIV executive committee from among themselves. These committees have limited powers, except in municipalities, which they run.

The district

A district is made up of several counties and any municipalities in that area. Soroti district, with a population of about 500,000, consists of three counties and one municipality – called Soroti. A district is led by an elected local council V (LCV) chairman and his executive. In Soroti, the chairman is [Stephen Ochola](#). There is also an elected LCV council, with representatives from the sub-counties and technical staff in the district. The council debates budgets, decisions and bylaws. On the technical side, the district is led by a chief administrative officer, appointed by central government. The district also has heads of various departments such as education, health, environment and planning, which are responsible for relevant matters in the whole of the district. So, the district education officer of Soroti is responsible for education matters in the whole of Soroti, which includes Katine.

At present, Uganda has 80 districts, but the number keeps growing. When President Museveni captured power 23 years ago, after a five-year guerrilla war, Uganda had around 30 districts. The

government says it creates districts to take services nearer to the people, but critics argue that the only thing more districts bring is poverty.

Reasons as to why Local Governments were introduced in Uganda

Mission

To coordinate, support and advocate for Local Governments for sustainable, efficient and effective service delivery in the decentralized system of governance.

Vision

To have a democratic, participatory, decentralized local government system that can sustain development and deliver services efficiently and effectively to the people.

Functions and Mandate of the Ministry:

The Ministry is mandated to carry out a number of responsibilities in the Local Government Act as follows:-

- To inspect, monitor, and where necessary offer technical advice/assistance, support supervision and training to all Local Governments.
- To coordinate and advise Local Governments for purposes of harmonization and advocacy.
- To act a Liaison/Linkage Ministry with respect to other Central Government Ministries and Departments, Parastatals, Private Sector, Regional and International Organizations.
- To research, analyze, develop and formulate national policies on all taxes, fees, levies, rates for Local Governments.
- To research, analyze, develop, establish and disseminate national standards on accounting manuals, financial regulations, internal audit guidelines, tender board regulations public accounts regulations for Local Governments.

- To research, analyze, design or develop structures, e.g. financial systems, information systems, procedures, internal management systems for Local Governments within the framework of functions of the Local Governments Act, 1997.
- To interpret and undertake sensitization programmes for Local Governments with respect to the Local Governments Act, 1997 and to design and develop training materials for various modules.
- To inspect and coordinate decentralization policy and legislation to all line Ministries and Departments of Government.
- To harmonize, coordinate and advocate requests for Line Ministry inputs from Local Governments or vice versa.
- To harmonize, coordinate and play the advocacy role on requests from Local Governments for donor or other organizational assistance.
- To research, analyze, develop and formulate criteria for demarcation, creation and grading of urban areas, sub-counties and districts.
- To coordinate activities of a District Council in case of taking over the administration of a District Council by the President under Article 202 of the Constitution.

Key Elements of the Decentralization Process:

- The key elements of the decentralization policy include the following:
- The devolution of powers, functions and services to the people at appropriate levels where they can best manage and direct their affairs
- Empowerment of the people to participate in and take decisions on all matters affecting their lives
- The transfer and distribution of adequate resources to support the implementation of decentralization

- To establish in each Local Government a sound financial base with reliable sources of revenue.
- Building capacity of Local Governments to plan, initiate and execute policies in respect of all matters affecting the people in their areas.

Structure of Local Government System in Uganda

Local Governments in Uganda are composed of urban and rural councils. The figure below demonstrates the structure of the system

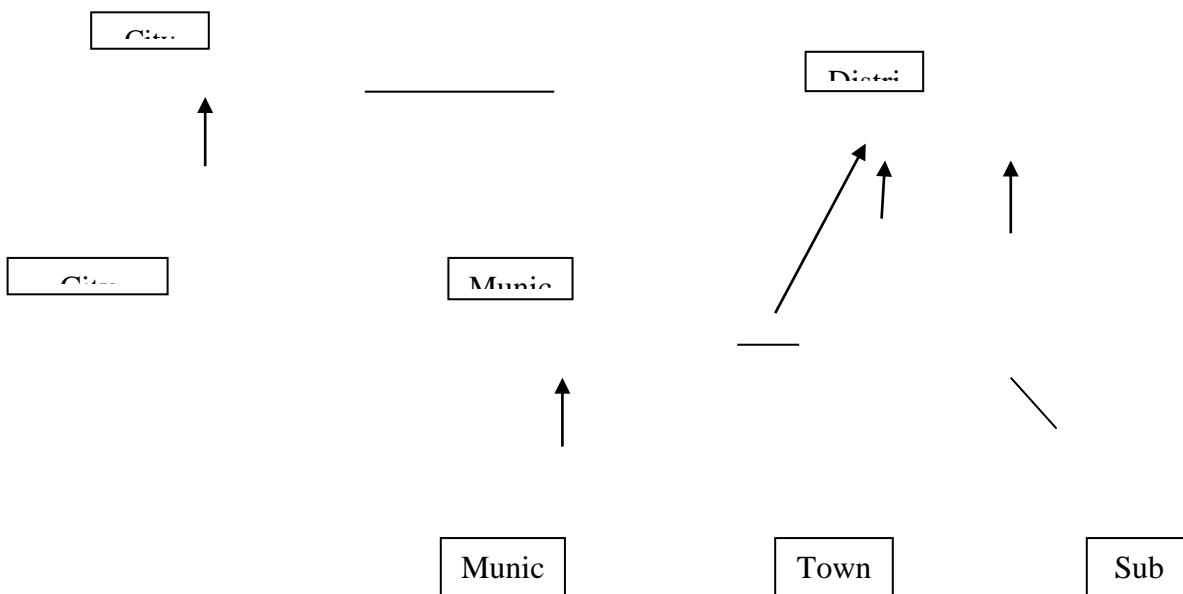


Figure 1 The hierarchy and relationship of Local Governments in Uganda (September 2008)

- *It is important to note that all entities reflected on Figure1 are autonomous in financial matters. Every local government is a body corporate with perpetual succession and a common seal. It has a defined geographical jurisdiction, and has revenue raising powers to finance delivery of services for its subjects.*

Roles and Responsibilities of officials in a Local Government

Council roles and responsibilities

The council is the governing body of the municipal corporation and the custodian of its powers, both legislative and administrative. The Municipal Government Act provides that councils can only exercise the powers of the municipal corporation in the proper form, either by law or resolution.

The councilor's job is to work with other council members to set the overall direction of the municipality through their role as a policy maker. The policies that council sets are the guidelines for administration to follow as it does the job of running a municipality. A councilor will spend a lot of time while on council creating new policies and programs or reviewing the current ones to make sure they are working as they should.

The Councilors

Under the Municipal Government Act, councilors have the following duties:

- To consider the welfare and interests of the municipality as a whole and, to bring to council's attention anything that would promote the welfare or interests of the municipality
- To participate generally in developing and evaluating the policies and programs of the municipality
- To participate in council meetings and council committee meetings and meetings of other bodies to which they are appointed by the council

- To obtain information about the operation or administration of the municipality from the chief administrative officer
- To keep in confidence matters discussed in private at a council committee meeting until discussed at a meeting held in public
- To perform any other duty or function imposed on councilor's by this or any other enactment or by the council.

The Chief Elected Official (CEO): Mayor, Reeve or I.D. Chairperson

The CEO, in addition to performing a councilor's duties, must preside when attending a council meeting, unless a bylaw provides otherwise. The CEO must also perform any other duty imposed under the MGA or any other enactment. In practice, the CEO is also generally the main spokesperson for the municipality, unless that duty is delegated to another councilor. The title CEO may be changed to one that council feels is appropriate to the office, such as mayor, reeve, or I.D. chairperson.

The CEO of a city or town is elected by a vote of a municipality's electors, unless the council passes a bylaw requiring council to appoint the CEO from among the councilors. In a village, summer village, or municipal district, council appoints the CEO from among the councillors unless it passes a bylaw providing that the official is to be elected by a vote of the municipality's electors. The CEO role includes:

- Chairperson of council
- Consensus seeker amongst members of council
- Liaison with senior staff
- Advisor to council

- Ex officio member on various boards and committees
- Key representative with regard to ceremonial responsibilities
- Liaison with other levels of government
- Advice with regard to policy development

The Entire Municipality

A councilor is elected to look after the interests of the entire municipality. A councillor who is in a municipality that has wards must be careful not to place the interest of the ward or electoral district above the interest of the whole municipality. As tough as it may be at times, the councilor must base any decision on what is best for the entire municipality. Council's effectiveness depends on councilors providing input on their areas while thinking and voting for the whole municipality. Councilors also have to make certain that they do not put themselves in a conflict of interest situation. They must ensure that decisions made do not benefit them, their immediate family, or their friends.

Chief Administrative Officer (CAO)

Every council must establish, by bylaw, a position of CAO. The council may give the position an appropriate title, such as Town Manager or Administrator. The CAO is the administrative head of the municipality. The CAO's responsibilities include ensuring that the municipality's policies and programs are implemented, advising and informing the council on the operation of the municipality, performing other duties assigned by the council, and ensuring appropriate staffing is in place.

Staying out of the day-to-day operation of the municipality allows councilors to concentrate on policy making and program monitoring. Councilors should work with the CAO to keep informed on what the municipality is doing and will depend on the administration to provide information so that they can make sound decisions.

A performance appraisal system for the CAO is a key building block for a lasting and positive relationship between council and the CAO. Section 205.1 of the Municipal Government Act states that a council must provide the CAO with an annual written performance evaluation.

Designated Officers

A CAO may delegate any of his or her powers, duties, or functions to a designated officer or to another employee. Designated officer positions are established by bylaw and are subject to the CAO's supervision, unless otherwise provided by bylaw. A designated officer may also further delegate to an employee of the municipality any of those powers, duties, or functions.

Achievements of local governments in Uganda

Uganda is in the process of implementing Local economic development system to manage its resources and to stimulate its economy. This initiative is planned to improve the economic and tax bases in the local areas in the country. The plan is through a number of avenues such as:

- Local development that involves improving the state of natural and built environments (including basic infrastructure such as roads, electricity, water and waste removal);

- Local enterprise development, which will stimulate economic growth in the rural areas in Uganda. These enterprises include large, medium, small and micro enterprises in both the agricultural and non-agricultural sectors;
- Local economic governance that entails improving the economic performance of local government in Uganda, based on better management, accountability and transparency.
- Establishment of Local Economic Investment Committees. The major roles of these Committees are to identify local opportunities that they can market to investors from within and outside the country. If there is need for land, they identify the land; notify the Uganda Investment Authority at the centre especially if the land needs to be serviced with utilities and infrastructure.
- Establishment of Millennium Development Villages. These are still at trial level. However, the objective to this initiative is to provide examples of what a community with access to services looks like.
- Promotion of Public Private Partnerships in provision of local government services. This is evident in joint committees, contracting for infrastructure development and maintenance.

- Other tangible results of decentralization. Local Governments are the main actors in the implementation of the millennium Development Goals. With the empowerment of the communities through decentralization, there have been tangible results in a number of development areas for example:
 - (i) Education: With the introduction of Universal Primary Education (UPE), primary school enrolment increased from 1.6 million in the year 2000 to 7 million in 2007.
 - (ii) Water: Access to safe and clean water has increased in all districts with an average increase from 45% in 2000 to about 63% for rural and 65% for urban local governments in 2007.
 - (iii) Roads: These attract priority attention by the local governments in their budgets. Local Governments are also responsible for the community and feeder roads while Government is responsible for the main trunk roads and major inter districts roads.
 - (iv) Infant Mortality has reduced from 505/100,000 in 2000 to 435/100,000 in 2006. A survey to get this information is carried out every 5 years. Local governments are also in charge of primary health care delivery.
 - (v) Agriculture extension services which are the responsibility of local governments have been reformed to promote services to farmers on high yielding and commercial

enterprises. This has been done through a Programme for Modernization of Agriculture (PMA). This programme has key components of research, national advisory services, agro processing and marketing.

- (vi) Gender promotion, in particular empowerment of women, youth and persons with disability has become a reality with statutory representation in governance structures at a minimum of 33%

- (vii) Poverty has reduced from about 45% in 2000 of people earning less than one dollar per day to 31% in 2007.

Constraints Faced By Local Government employees

- Low local revenues which constitutes about 5% of local government budgets. This poses a challenge of operation and maintenance of investments.

- Little discretionary funding available to local governments. Most of the funds are conditional grants and on sector basis which constitutes 88% despite the fact that there are negotiations.

- Improvement in service provision in some local governments has caused a tide of advocating for new local government entities where they feel marginalized. At the start of fiscal decentralization in 1993, the country had only 39 districts. This has increased to 80 by July 2007.

- Besides funding for teachers and health sector workers whose wages central government pays 100%, other staff structures in local governments are inadequately funded. This financial year 62% of the cost of structures has been provided for. However, these structures were developed by the central government in consultation with local governments.
- Some Local Governments in the country cannot attract and retain key staff to provide basic services especially in education, water, health, roads etc.
- Sometimes there have been tendencies by sector ministries to recentralize some staff.

Number of Districts Since 1959

The demarcation of a district as an administrative unit came with the colonial government. By 1959, Uganda had 16 districts and at the time of independence in 1962 one more district was created.

Six years after independence, Milton Obote created one more district. When Idi Amin came to power in 1971, he created one more district. After three years in power, Amin created 19 more districts, raising the total number from 19 to 38.

This virtually meant splitting every district into two. In January 1979, three months before Amin was overthrown, he created two more districts, raising the number to 40.

After Amin was overthrown by a combination of Tanzanian forces and Ugandan exiles, Yusuf Lule was installed as President.

Lules government merged many of the districts, reducing the total number to 22. But three months later, 11 more districts were created. By this time, Lule had been ousted and Godfrey Binaisa had just taken over as President.

The number of districts then remained at 33 for 12 years. On March 15, 1991, after President Yoweri Museveni had been in power for five years, six more districts were created, raising the number to 39.

Another six were created on March 20, 1997, raising the number to 45. Thereafter the number was steadily increased to 56 in 2000, 80 in 2006, 97 in 2009 and 112 by July 2010.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The researcher reviewed the existing theories and empirical evidence in the body of literature related to psychological capital, talent management, organizational citizenship behavior, and employee engagement. Below is the presentation of the review of literature about the study variables.

2.2 The relationship between Psychological Capital and OCB

Psychological Capital (PsyCap) is an individual's positive Psychological state of development and is characterized by having confidence (self-efficacy) to take on and put in the necessary effort to succeed a challenging tasks, making a positive attribution (optimism) about succeeding now and in the future, persevering towards goals and when necessary redirecting paths to goals (hope) in order to succeed and when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success, (Luthans, Youssef & Avolio, 2007). However organizational citizenship behavior is extra role behavior that employees freely carry outside their formal job role. It is going beyond the call of duty and its omission is not punishable (Ozturk, 2011)

PsyCap is oriented towards goal success through one`s ability to find various (path) ways (i.e., hope) to success, some of which might be creative and thus not part of the formal task role, such as being resilient when necessary in order to persist toward goal attainment, confident in one`s abilities and therefore not afraid to try novel methods, and optimistic about the future in order to maintain a positive orientation, This a logical and practical association between each of these qualities and extra role behaviors help to achieve that success, both individually and

organizationally. (Avey, Luthans, & Youssef, 2010) suggests that the composite variable of PsyCap may have higher positive effects than the individual variables of hope, resilience, self-efficacy, and optimism when related to desirable employee behaviors.

Many studies in the field of management have made it clear that psychological capital produces more effects on the employees` job performance behavior compared with distinct psychological variables. Thus, the whole concept of psychological capital brings the organization to job performance, organizational citizenship behaviors improvement, job satisfaction and organizational engagement (Guojuan & Jingzhou, 2008)

Peterson et al., (2003) discovered a direct relationship between psychological capital and the performance of Chinese workers” were he found that there are three types of positive psychological behavior in them that is hope, optimism and stability (resiliency), which are positively associated with their jobs. For example, they noted that managers` hope produces a significant relationship with the financial performances of business units, employees` satisfaction and their loyal stay at work

2.3 The relationship between Talent Management and OCB

Talent management is defined as a mission critical process that ensures organizations have the quantity and quality of people in place to meet their current and future business priorities, development, succession and performance management. Key components of talent management process include, a clear understanding of the organizations current and future business strategies, identification of key gaps between the talent in place and the talent required to future business success, a sound talent management plan designed to close the talent gaps. It should also be integrated with strategic and business plans, accurate hiring and promotion decisions,

Connections of individual and team goals to corporate goals, and providing clear expectations and feedback to manage performance as well as readiness for transition to the next level, a focus not just on the talent strategy itself, but the elements required for successful execution (McMurrer, 2006). However organizational citizenship behavior is the extent to which employees go an extra mile and exhibit behaviors that are discretionary, not directly or explicitly recognized by the formal reward system to promote efficient and effective functioning of the organization.

A wide range of findings suggests that China attaches more and more importance to human resources, companies should intervene in a systematic way of achieving talent management of employees` by offering training in the process of human resources development and management, if they are to improve employees` work behavior, performance and create positive effects out of their organizational commitment, work satisfaction. OCB has a significant impact on leaders and employees as well. (Luthans et al., 2005) conducted empirical studies on 422 Chinese employees and discussed the relationship between talent management and OCB. The results showed that the three kind of positive organizational citizenship behavior, i.e. altruism, loyalty and sportsmanship that the Chinese employees displayed are positively correlated to the organizational plans and employee intervention that primarily address how to intervene in the stock and quality of individual (talent management). Employees are selected with an intention of getting only those who have a positive picture towards their organization.

Kennedy & Daim, (2007) discovered that the motive of an employer to retain a given section of employees is based on the ability to manage and motivate them. Many organizations guide their employees and develop them through training to the level and direction that they are deemed relevant for the company`s operations and success. Trainings are important since they create

retention, togetherness and build lasting loyalty among the most talented employees, which is a path to success in the modern global economy (Daviy, 2009). Loyalty bonds workers to the organization and makes them work for the good of the organization resulting in engagement in citizenship behaviors like orienting new people, helping others with a heavy work load, assisting a supervisor with his own work and making innovative departmental contributions (Organ, 1988). Managing talent in an organization can create an environment that fosters OCB. The number of progressive talent practices in process is the key determinant of whether employees believe they are fairly treated, because they exert a major influence on work attitudes (Armstrong, 2006). Dzansi and Dzansi, (2010) found out that any interference in talent management or poor management in talent whether real or perceived could make employees form negative justice perceptions of their organizations, Such perceptions may lead to the development of anti-citizenship attitudes and behaviors which led to poor quality of service delivery, Coyle-Shapiro et al (2004), urges that employees engage in OCB as a form of reciprocity based on how well they have been treated by the organization that is to say they are likely to exceed work role requirements or not to and engage in anti-citizenship behavior depending upon their perceptions of fairness in talent management .

Dzansi and Dzansi, (2010) found out that while recruiting and selecting people to fill the vacant position, individual difference that exhibit OCB should be considered, Individual differences are considered to have considerable implication for OCB thus eliciting it in organizations begins with proper hiring decision. Organizations fill jobs which consist of sets of role expectations which anticipate certain behaviors which call for recruitment of people who are ready to uphold these expectations. (Bennett et al. 1997 and 2000).

It should also be taken into account that the hiring manager needs to always engage with colleagues who best understand the role expectations/ requirements and include them as part of the interview process to ensure that the best candidates are recruited, Techniques like use of psychological tests and interview can be used during the selection and recruitment process. More to this, personality tests are used during selection to screen out individuals whose personality tendencies predict behavior that are contrary to OCB (Fox & Spector, 2001). McBain (2005) also points out that organizations should adopt selection procedures that predict citizenship such as situational interviews and validated tests to identify applicants willing and predisposed to engage in OCB alongside placing new employees whenever possible into work units or groups characterized by high levels of OCB.

Employee trainings help employees adapt to the organizational standards of behavior. It conveys to the employees that the organization considers human resources to be a competitive advantage (Schwochaum Delany, Jarley & Fiorito, 1997), and that the organization seeks to establish a long term relationship with employees who will in turn reciprocate by engaging in extra role behaviors. Employees who are properly trained as per what they are supposed to do will get satisfaction from their jobs and will eventually exhibit OCB that is to say they will go an extra mile. During orientation and induction new recruits gain skills and knowledge about the organization culture which later on dictates the kind of OCB to be exhibited.

According to McBain (2005), training and development promote team work, organizational justice and relationships all which foster OCB that is to say, employees who are trained will be able to execute their roles efficiently and effectively leaving them with time to help others or to go an extra mile.

Reward and compensation as talent management practice also contributes to whether employees will engage OCB in case they perceive pay as being unfair they will definitely reciprocate by not going an extra mile or worse still by engaging in anti-citizenship acts like theft, corruption, bribery, destruction of property, low commitment among others. When wages paid are equal to work done, workers will behave in a positive way therefore employers have to reward employees fairly and equally. When there is equity in the reward system, employees will feel equal importance consequently putting in equal or more effort during working.

According to Organ (1988), cited by Murphy, Athanasius and King (2002), Organizational citizenship behaviors (OCB) are individual behaviors that are discretionary and not directly or explicitly recognized by the formal reward system. This definition suggests that the reward and compensation is not directly linked to OCB. On the contrary, Aryee, Chen & Budhwar (2004) found out that employees may be willing to help co-workers because they expect to gain valuable rewards or feedback for the behaviors. More to the above, some research found out that people spend less time on uncompensated work (DeVoe & Pfeffer, 2007a). Economical evaluation of time such as hourly pay can lead people to spend less time on uncompensated work (OCB) while monthly pay lead people to spend more time on uncompensated work.

Scholl (2006) pointed out that motivating employees through proper pay is one way of managing talent as it's a source of extra role behavior among employees. This is often a difficult task that often creates more problems. In many cases, organizations attempting to develop a

system of pay motivation often create high levels of perceived inequity, which defeats the purposes of the pay system and counteracts any positive value achieved. Pay systems that have potential to motivate extra role behavior include; merit pay systems. Commissions, Incentive plans, bonuses, profit sharing and gain sharing.

Due to the importance of OCB to the organization, OCB was considered a part of performance (Rotundo & Sackett, 2002). Organ (1997) suggested that OCB could be one kind of criteria during performance appraisal and redefined OCB as performance that support the social and psychological environment in which the task performance takes place. This therefore suggests that employees will engage more in OCB since it forms part of performance appraisal.

More to the above, the performance management process should be considered as fair by the employees to allow job accomplishment and performance of extra role expectations, Employees who are fairly evaluated during performance appraisal as their contributions and the extra roles will exhibit more of these behaviors and will also encourage others to do the same.

Since talent management suggest a long-term employment relationship. Employees in organizations with such practices are more likely to be cooperative and assist others or, in other words, engage in service-oriented OCB. As a standard mode of behavior in an organization, services-oriented OCB denotes a quality of ties among co-workers that, by satisfying the relational needs of employees, increases the psychological cost of leaving a supportive work

environment. High levels of service-oriented OCB therefore suggest high-quality ties or a high level of attachment to the organization, leading to low turnover. Thus, the relational aspects of a supportive work environment, Such as trust and cooperation. Which are manifested in service-oriented OCB, constitute an underlying mechanism for the documented high-performance human resource practices-turnover relationship. This therefore suggests human resources management practices as an organization's strategy for managing the employment relationship. Since these practices signal a long-term investment in employee, they suggest a relational view of the employment relationship that obligates employees to reciprocate the organization's inducements with discretionary role behaviors or contributions that benefit the organization.

According to Collings & Mellahi., (2009) the organization must take up management that involves systematic attraction of employees, identification of key positions that contribute to competitive advantage and development of talent through training increases high levels of employee loyalty to the organization, and retention.

2. 4 The relationship between OCB and Employee Engagement

OCB is extra role behavior that employees freely carry outside their formal job role. It going beyond the call of duty and its omission is not punishable (Ozturk, 2011). OCBs create strong identification with workmates and organization. According to Ripens (2009), strong identification in employee group programmes increases mutual helping behavior, the feeling of pride and respect that flows, is translated in to greater loyalty to the organization. Characteristics of OCB like altruism and sportsmanship increases engagement. Basis & McMurrer, (2007),Freeney& Tiernan, (2006), Gebauer et al., (2008); Salanova et al., (2005) and Schaufeli & Bakker, (2004), indicate that back up assistance occurs when an employee is to not able to perform his duties and another employee steps in to help in order to accomplish. Employee engagement is the positive attitude held by the employee towards the organization, its values Robinson et al, (2004) focuses on employee involvement and commitment, which certainly lies outside the given parameters of any organization, For organizations that fairly treat their employee. According to Saks (2006), the good way for employees to repay their organization is through their level of engagement. Employees will choose to engage in relation to their sources they get from their organization.

Avolio et al,(2007) states that management sciences acknowledges two techniques to have employee engagement in order to promote the achievements of organizational goals, the first approach is mechanism of external control (external motivation) and the second method is a kind of internal control (internal motivation) that is known as engagement strategy which tries to establish organizational citizenship behavior link between an employee and organizational goals .In simple word ,employees with strong emotional commitment and courtesy stay in the

organization as an attachment to their organization, those who have a strong on going engagement remain because they need to stay and those who have strong duty engagement to the organization stay Luthans et al., (2005).

Currently Organization expects their employees to be proactive and show initiative, collaborate smoothly with others, take responsibility for their own professional development. And to be committed to high quality performance standards (Saradha, 2010). Employees who feel energetic and dedicated and who are absorbed by their work, employees who can create a culture in the organization that would be for the well-being of the organization and people involved in the organization are most critical for the organization. Such individuals are engaged employees. According to Bergeron (2007), OCB is a valuable investment for employees to build up relationships with co-workers, subordinates and supervisors which suggests that OCB can improve employee's interpersonal connections which in the end result into strong attachment to peers and the organization. More to the above, Mossholoder, Setton and Henagan (2005) state that behavior performed to benefit peers symbolizes the depth of feeling for and interaction with others in the organization fostering employee engagement.

Based on the social exchange theory, aggregate citizenship behavior improves group and organizational performance because they help people work together. Employees who help each other do not have to go to supervisors for help leaving the supervisors free to do more important things (Koys. 2001). Such employees are engaged in what they do and seek to improve individual and organizational performance through coordinating activities among team members

and among groups. For instance, courteous employees inform each other about non routine demands, allowing them to take steps to mitigate problems, Conscientious employees go beyond customer expectations, Altruistic workers help internal and external customers in their day to day work, those exhibiting civic virtue make suggestions to improve quality and customer satisfaction and those exhibiting sportsmanship create a positive climate among employees that spills over to the customers. All the above contribute to the employee's state emotional and intellectual commitment to the organization. According to Gallup's state of the American workplace: 2010-2012 report. of the 70% of American workers who are not reaching their full potentials. 52% are not engaged, and another 18% are actively disengaged. These employees are emotionally disconnected from their companies and may actually be working against their employer's interest; they are less productive, are likely to steal from their companies, negatively influence their coworkers, miss workdays, and drive customers away. The more organizational citizenship behaviors exhibited by employees the higher the levels of engagement and the reverse is true, In other words, the extent to which an employee puts discretionary effort into his or her work beyond the minimum to get the job done in the form of extra time, brainpower and energy will determine the level of employee engagement (Rama. 2009).

Understanding of how individuals are engaged with their work would be to look at survey data against the elements of corporate citizenship. Organizational citizenship behaviors contains dimensions like altruism or willingness to help other and generalized compliance in that they will carry out their work conscientiously accept minor frustration and behave with courtesy and respect to others as the evidence suggests that emotionally engaged individuals are more likely to display these behaviors, this could be one way to help understand the level at which people are engaging. In other words a measure of emotional engagement may be to understand to what

extent people are acting in the interests of the organization and the team rather than the interests of themselves. Citizenship behavior requires the skills of co-operation across teams and more horizontal integration of organizations, whereas historically organizations have been better at promoting hierarchy and hence competitive skills. Hence fostering organizational citizenship requires a fundamental re-think around how to bring about engagement.

The extent to which individuals are willing to display organizational citizenship behaviors is mediated by their perceptions of organizational justice. Managers ought therefore to be aware of how their behavior is perceived by their staff. The indications are that even people who believe they are fairly treated by their own manager will become disengaged and less likely to display corporate citizenship behavior if they see other employees being unfairly treated. Such treatment may be actual or perceived if information is not available for individuals to make an accurate judgment of the fairness or unfairness of the behavior of others. As well as being aware of how their own behavior can impact on that of the people they manage, line managers are also in the front line of driving individual engagement, This means that not only should they be aware of how their behavior and management activities can trigger and drive engagement, but they should also try to understand how and with what people are engaging. “Engaging managers facilitate and empower rather than control or restrict their staff; they treat their staff with appreciation and respect and show commitment to developing, increasing and rewarding the capabilities of those they manage.” (CIPD, 2011b).

Rukhum (2010) found a positive relationship between employee engagement and Organizational Citizenship Behavior (OCB). The dimensions of OCB are in fact characteristic of employee

engagements, but the most strongly co-related OCB are in fact characteristic of employee engagement, but the most strongly co-related OCB dimension with employee engagement is “taking initiatives individually” which refers going an extra-mile (Dicke,2010).

According to (Saks, 2006) OCB deviates from employee engagement with a point of view that OCB involves voluntary behaviors that are beyond the job requirements whereas employee engagement is a formal role of an employee to perform. It is in fact not an element of employees’ job description going for extra role behavior. Dicke (2010) argued Saks’s view that going an extra is a general description of employee engagement, which represents a voluntary behavior that occurs when there is strong emphasis on employee group concerns. This influences employee engagement, motivation to maximize employee group rather than individual rewards.

According to Ripens (2009), strong identification in employee group programmes increases mutual helping behavior, the feeling of pride and respect that flows from engaged employee is translated into greater loyalty to the organization, enhanced compliance with the organizational rules and increased OCB. Characteristics of OCB like altruism and sportsmanship increase engagement, Bassi & Mc Murrer, (2007); Freeney & Tiernan, (2009); Gebauer et al.; (2008); Salavnova et al.; (2005) and Schaufeli & Bakker, (2004), indicate that back up assistance occurs when an employee is not able to perform his duties and another employee steps in to help in order to accomplish a task in this way everyone feels part of the organization and build interdependence based on trust that increases commitment and engagement.

An organization can promote OCB by paying attention to factors conducive to employee engagement. Important factors, which an organization should pay attention to, for enhancing employee engagement, include an effective and meaningful job design, an appropriate workload, supportive supervisors and colleagues, an organization's sincere interest in employees' well-being, opportunities for development and for career advancements, and fairness procedures in an organization. OCB contributes to increased levels of performance, both in terms of individual and business levels are usually found to be positively related to employee engagement (Bassi & McMurrer, 2007; Harter et al., 2002; Truss et al., 2006). Another desired behavior found to have a positive relationship with employee engagement is the intention to stay with the organization (Jones & Harter, 2005; Richman et al., 2008; Truss et al., 2006). Several studies have confirmed one of the important features of employee engagement, the transferability of the influence on employee engagement among employees (Bakker et al., 2006; Salanova et al., 2005). Working on a team with highly engaged members can influence other team members to feel and behave in the same way, which in turn promotes a supportive work environment leading to better customer service.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

This section summarized the tools and techniques that are to be used to investigate the research issues in the field. It spelt out the research design, the area of study, the study population, the methods and techniques in choosing the sample and sample selection procedures and data sources and collection instruments. The section also summarized data processing, analysis and measurement of variables.

3.2 Research design

The study used a cross sectional survey and quantitative research design to answer the research questions and examine the effect of psychological capital, talent management, organizational citizenship behavior, and employee engagement of local government staff in Soroti District.

3.3 Study populations

The study population comprised of employees of Soroti District Local Government. These employees were from different departments. A population of 1660 employees was used in this study (Uganda bureau of statistics 2012).

3.4 Sample size and method

A sample size of 312 was used in this study. This was selected according to the sample size determination table by Krejcie and Morgans, (1970). The researcher used simple random sampling to select participants in the study. The sampling technique was considered appropriate

to the study because each respondent has a chance to be selected to fill the research questionnaire.

3.5 Data sources

The researcher used primary data, which was obtained from the respondents selected from the district staff Soroti local government.

3.6 Data collection Instruments

Questionnaire, the data collection instrument was self-administered questionnaire on appointment with the intended respondents. The questions offered were on a Likert-scale rating to ask the respondent how strongly he/she agrees or disagrees with a statement.

3.7 Measurement of variables

Specifically in this research, the following variables were measured by:

- i. Psychological capital: Self-confidence; self-efficacy; resilience and hope. This was according to the works of: Avey et al., (2010); Fredrickson's (2007); Masten and Reed, (2002); Guojuan and Jingzhou,(2008) ,among others.
- ii. Talent Management: Attraction; development and retention. This was according to works of: Michaels, Hadfield-Jones and Axelrod, (2001), (Bhatnagar, 2007; Forman, 2005), among others.
- iii. Organizational citizenship behavior: Altruism; Civic virtue; Courtesy and Sportsmanship. This was according to the works of: Podsakoff and Mackenzie, (1994); (Dicke, 2010), among others.

iv. Employee engagement: Dedication, Vigor and Absorption. This was according to the works: Saks (2006), Ripens (2009), Bassi and McMurrer, (2007); Harter et al., (2002); Truss et al., (2006), among others.

3.8. Validity and Reliability

Validity of the instrument was obtained through the development of the scales with the help of the experts in the field using the Content Validity Index (CVI). This was confirming the dimensions of the concepts under study that was operationally defined, to ensure appropriateness of results.

Table 3.6. 1: validity results

	Mean	Std. Deviation
Professional qualifications educational background	3.020	1.104867
Respondents Age	2.48	.96109
Respondents sex	1.46	.49897
Marital status	2.40	1.86241
How long you have worked in the organization	3.05	1.47818
Number of workers in local government administration	1.38	.656
How old is the district	3.65	.74242
Type of local government administration	1.89	.78846

To ensure reliability of data collection instrument, a pilot study (pretesting) was done to ensure that the questions were consistent and not vague. A reliability test was therefore run to ensure that the instrument is reliable. The Cronbach Alpha method of internal consistency was used to compute the reliability of the measures of the variables of the study using various questionnaire

items administered to respondents (Sekaran, 2000). The reliability analysis results are shown in the table 3.6.1 below:

Table 3.6. 2: Reliability analysis results

Variables	Cronbach alpha	N=312	Mean
Psychological capital	.880		4.531
Organizational citizenship behavior	.838		4.404
Talent management	.927		4.426
Employee engagement	.888		4.650
OCB supervisory report	.865		4.308

Source: Primary Data

The reliability of the questions used in the study range from 0.865 to 0.927, above the acceptable minimum of 0.50 (Cronbach alpha) which indicates that the instrument used to collect data from the respondents was dependable and can yield similar results at all time

3.9. Data analysis

The data collected was edited for completeness and consistence to ensure correctness of the information given by the respondents. Statistical package for social scientists (SPSS 17) was used for data entry and analysis of the study variables. The analyses to be run were Descriptive analysis in order to establish the demographic sample characteristics of the respondents. However, the research objectives were answered by Pearson's correlation coefficient for establishing the associations in the study variables.

3.10 Ethical considerations

The study was approved by Makerere University business school, making the researcher to obtain an introduction letter from Makerere University business school which enabled her to obtain authorization from management of local government Soroti to access the respondents. Different departments were particularly informed of the nature of the study to be carried, the title, the purpose of the study, the reasons for the study .The names, telephone contacts and address of the research were provided. The respondents were clearly informed of the duration of the study as well as the confidentiality of the information obtained.

3.11. Anticipated problems

- i) Some important information may be withdrawn by the Respondents and lack of cooperation, especially those who considered the information not confidential. However the researcher convinced the respondents that the information would be kept confidential and would only be used for academic purposes.
- ii) Unwillingness of respondents to fill questionnaires. The researcher used good communication skills and regularly checking on the respondents to remind them to fill the questionnaires.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF THE RESEARCH FINDINGS

4.1. Introduction

This chapter presents and interprets the findings of the study, obtained from the primary data, which was analyzed in relation to the topic of: Psychological Capital, Talent Management, Organizational Citizenship Behavior, and Employee engagement of local Government staff in Soroti District. This Chapter begins with the presentation and interpretation of the demographic characteristics of the respondents, such as Gender, Age, Work experience and academic qualification, using frequency analysis. The Data was collected by use of questionnaires and the findings are presented in the tables showing the descriptive analysis. The research objectives were:

- i. To examine the relationship between psychological capital and organizational citizenship behavior.
- ii. To examine the relationship between talent management and organizational citizenship behavior.
- iii. To examine the relationship between organizational citizenship behavior and employee engagement.

4.2. Descriptive Statistics

The results below show the descriptive analysis for the respondents with the help of the frequency analysis. Frequency analysis was used to analyze the demographics data of the respondents.

Table 4.2. 1: Descriptive statistics for Educational background of the respondents

		Frequency	Percent	Cumulative Percent
Valid	Certificate	30	9.6	9.9
	Ordinary Diploma	54	17.3	27.6
	Bachelors degree	137	43.9	72.7
	Postgraduate diploma	47	15.1	88.2
	Master's degree	35	11.2	99.7
	PhD	1	.3	100.0
	Total	304	97.4	
Missing	System	8	2.6	
Total		312	100.0	

Source: Primary Data

Results from table 4.2.1 above indicate that the majority of the respondents in this study had attained education up to the level of Bachelors Degree and these constituted 43.9% of the total respondents.

Table 4.2. 2: Descriptive statistics for Age of the respondents

		Frequency	Percent	Cumulative Percent
Valid	Below 25 years	44	14.1	14.2
	26-35 years	130	41.7	56.1
	36-45 years	80	25.6	81.9
	46-55 years	54	17.3	99.4
	Above 55 years	2	.6	100.0
	Total	310	99.4	
Missing	System	2	.6	
Total		312	100.0	

Source: Primary Data

Results from table 4.2.2 above indicate that the majority of the respondents in this study were young and energetic enough to fill the research questionnaire and this were of age group between 26 to 35 years of age, constituting 41.7% of the total respondents.

Table 4.2. 3: Descriptive statistics for sex of the respondents

		Frequency	Percent	Cumulative Percent
Valid	Male	164	52.6	54.3
	Female	138	44.2	100.0
	Total	302	96.8	
Missing	System	10	3.2	
Total		312	100.0	

Source: Primary Data

Results from table 4.2.3 above indicate that the majority of the respondents in this study were male, constituting 52.6% of the total respondents.

Table 4.2. 4: Descriptive statistics for marital status of the respondents

		Frequency	Percent	Cumulative Percent
Valid	Married	185	59.3	61.9
	Separated	5	1.6	63.5
	Divorced	9	2.9	66.6
	Widowed	11	3.5	70.2
	Single	83	26.6	98.0
	Cohabiting	6	1.9	100.0
	Total	299	95.8	
Missing	System	13	4.2	
Total		312	100.0	

Source: Primary Data

Results from table 4.2.4 above indicate that the majority of the respondents in this study were married, constituting 59.3% of the total respondents.

Table 4.2. 5: Descriptive statistics for how long the respondents worked in the organization

		Frequency	Percent	Cumulative Percent
Valid	0-1 year	49	15.7	15.8
	2-4 years	76	24.4	40.3
	5-7 years	81	26.0	66.5
	8-10 years	39	12.5	79.0
	11-13 years	44	14.1	93.2
	Above 14 years	21	6.7	100.0
	Total	310	99.4	
Missing	System	2	.6	
Total		312	100.0	

Source: Primary Data

Results from table 4.2.5 above indicate that the majority of the respondents in this study had worked between 5 to 7 years in their organization. These constituted 26% of the total respondents.

Table 4.2. 6: Descriptive statistics for how old is the district

		Frequency	Percent	Cumulative Percent
Valid	1-5 years	1	.3	.3
	6-10 years	45	14.4	15.4
	10-20 years	11	3.5	19.1
	20+	241	77.2	100.0
	Total	298	95.5	
Missing	System	14	4.5	
Total		312	100.0	

Source: Primary Data

Results from table 4.2.7 above indicate that the majority of the respondents in this study confirmed that the district had been in existence for over a period of 20 years. These constituted 77.2% of the total respondents.

Table 4.2. 7: Descriptive statistics for the distribution of staff.

		Frequency	Percent	Cumulative Percent
Valid	District headquarter	114	36.5	36.9
	Municipality	114	36.5	73.8
	Sub County	81	26.0	100.0
	Total	309	99.0	
Missing	System	3	1.0	
Total		312	100.0	

Source: Primary Data

Results from table 4.2.8 above indicate that the majority of the respondents in this study showed the type of the local government in Soroti was both District headquarter and Municipality. These both constituted 36.5% and 36.5% respectively of the total respondents.

4.3. Correlation Analysis

Table 4.3 below shows the correlation analysis of the respondents understanding of the relationship between: Psychological Capital, Talent Management, Organizational Citizenship Behavior, and Employee engagement of local Government staff in Soroti District. Therefore, Correlation analysis was run to establish the relationship btn variables as explained in the table 4.3 below.

Table 4.2. 8: Zero Order.

Variables	PC	OCB1	TM	EE	OCB2
Psychological Capital (PC)					
	.671**				
Organizational Citizenship Behavior					
	.545**	.556**			
Talent Management (TM)					
	.627**	.545**	.573**		
Employee Engagement (EE)					
	.589**	.790**	.601**	.551**	
Organizational Citizenship Behavior					

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

Source: Primary Data

The relationship between psychological capital and organizational citizenship behavior.

The results in table 4.3 above show that psychological capital has positive significant relationship with organizational citizenship behavior ($r=.589^{**}$, $p \leq 0.01$). This implies that any positive change in psychological capital is associated with positive changes in organizational citizenship behavior.

The relationship between talent management and organizational citizenship behavior

The results in table 4.3 above show that talent management has positive significant relationship with organizational citizenship behavior ($r=.601^{**}$, $p \leq 0.01$). This implies that any positive change in Talent management is associated with positive changes in organizational citizenship behavior.

The relationship between organizational citizenship behavior and employee engagement

The results in table 4.3 above show that organizational citizenship behavior has positive significant relationship with Employee engagement ($r=.551^{**}$, $p \leq 0.01$). This implies that any positive change in organizational citizenship behavior is associated with positive changes in employee engagement.

To confirm the results of the correlation in this study, the researcher went ahead and carried out the multiple regression analysis so as to establish the extent to which the three variables of Psychological Capital, Talent Management and Organizational Citizenship affects Employee engagement of local Government staff in Soroti District. The Regression analysis is shown in the table 4.4 below.

Table 4.2. 9: Regression analysis results of Psychological Capital, Talent Management, Organizational Citizenship Behavior and Employee engagement of local Government staff in Soroti District

Coefficients ^a							Rsq	adjustedr	F	sig
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.					
	B	Std. Error	Beta			.484	.477	72.022	.000	
1	(Constant)	1.931	.167		11.548	.000				
	psychological capital	.306	.047	.377	6.546	.000				
	Organisational Citizenship Behavior	.024	.063	.028	.385	.701				
	Talent Management	.140	.029	.263	4.884	.000				
	Organisational Citizenship Behavior	.111	.053	.148	2.105	.036				
a. Dependent Variable: Employee Engagement										

Source: Primary Data

Regression Analysis

The results in the table above show that the predictor variables can explain at least 47.7% of the variance in employee engagement (adjusted $r = .477$). This implies an improvement Psychological Capital, Talent Management and organizational citizenship behavior led to 48.4% improvement in employee engagement in Soroti District Local Government. The results further indicated that psychological capital and talent management (Beta = .337, $P < .05$, Beta = .263, $P < .05$) respectively were better predictors of employee engagement as compared to OCB (Beta = 0.28 $P < .05$.) This means that the regression model is significant.

CHAPTER FIVE.

DISSCUSION OF FINDINGS, CONCLUSION AND RECOMMENDATION.

5.0 Introduction

This research study was aimed at establishing relationship between psychological capital, talent management, organizational citizenship behavior and employee engagement .this chapter is divided into three sections .The first section presents the results of the research study derived from the selected areas of the research study in relation to the set objectives of the study .The second gives the conclusion and the recommendation s whereas the last section suggest areas of further.

5.1 Discussion of the findings

5.1.1 The relationship between psychological capital and organizational citizenship behavior.

The first objective was to examine the relationship between psychological capital and organizational citizenship behavior and study revealed a strong positive correlation between psychological capital and organizational citizenship behavior this implies that if employees are resilient and optimistic of the situations in the organization, the more likely to exhibit OCB .The findings were in line with the earlier research findings on the relationship between psychological capital and organizational citizenship behavior.

In addition, the results in the study are also supported by Avey, Wernsing and Luthans (2008) who confirms that PsyCap has shown mounting evidence that it is significantly associated with desired worker behaviours and attitudes towards work. This is supported by studies by Avey, Wernsing and Luthans (2008) who found that employees PsyCap was related to their positive emotions that in turn were related to their attitudes and behaviors relevant to organizational success. In other words, employees with positive psychological capital and positive emotions may demonstrate behaviors that may consequently lead to positive organizational outcomes and change specifically organizational citizenship behavior may lead to positive outcomes.

To supplement the above support, Avey, Luthans and Youssef (2009) also suggested that individuals with elevated levels of PsyCap are more likely to engage in OCB than individuals with lower levels of PsyCap. Generally, employees who are positive seem to demonstrate more OCBs than employees who are negative (Avey, Luthans and Youssef, 2009). Also a in a study on the effect of PsyCap on OCB, Lifeng found that PsyCap had a positive impact on employees OCB and that PsyCap is related to OCB. PsyCap was also shown to hold predictive value for OCB.

5.1.2 The relationship between talent management and organizational citizenship behavior

The second objective was to examine the relationship between talent management and organizational citizenship behavior and the researcher analyzed the respondents understanding of the variable with the help of, correlation analysis to answer the objective of the study. The results in table 4.3 above show that talent management has positive significant relationship with organizational citizenship behavior. This implies that once employees are taken through training

and proper recruitment procedures in the organization, they are able to improve employees' work behavior, performance and create positive effects out of their organizational commitment.

The argument is in line , with some authors such as Luthans et al., (2005) point out that a wide range of findings suggest that China attaches more and more importance to human resources, therefore companies should intervene in a systematic way of achieving OCB of employees' by offering training in the process of human resources development and management, if they are to improve employees' work behavior, performance and create positive effects out of their organizational commitment, work satisfaction. OCB has a significant impact on leaders and employees as well. Employee trainings help employees adapt to the organizational standards of behavior. It conveys to the employees that the organization considers human resources to be a competitive advantage (Schwochaum Delany, Jarley & Fiorito, 1997), and that the organization seeks to establish a long term relationship with employees who will in run reciprocate by engaging in extra role behaviors. Employees who are properly trained as per what they are supposed to do will get satisfaction from their jobs and will eventually exhibit OCB that is to say they will go an extra mile. During orientation and induction new recruits gain skills and knowledge about the organization culture which later on dictates the kind of OCB to be exhibited.

In addition, to the above support by Luthans et al., (2005), Kennedy and Daim, (2007) also discovered that the motive of an employer to retain a given section of employees is based on the ability to manage and motivate them. Many organizations guide their employees and develop them through training to the level and direction that they are deemed relevant for the company's

operations and success. It is also shown that trainings are important since they create retention, togetherness and build lasting loyalty among the most talented employees, which is a path to success in the modern global economy; this is indicated by (Daviy, 2009). Loyalty bonds workers to the organization and makes them work for the good of the organization resulting in engagement in citizenship behaviors like orienting new people, helping others with a heavy work load, assisting a supervisor with his own work and making innovative departmental contributions, as shown by (Organ , 1988).

5.1.3 The relationship between organizational citizenship behavior and employee engagement

The results in table 4.3 above show that organizational citizenship behavior has positive significant relationship with Employee engagement. This implies that any positive change in organizational citizenship behavior is associated with positive changes in employee engagement.

In support of the above findings from table 4.3, the extent to which individuals are willing to display organizational citizenship behaviors is mediated by their perceptions of organizational justice. Managers ought therefore to be aware of how their behavior is perceived by their staff. The indications are that even people who believe they are fairly treated by their own manager will become disengaged and less likely to display corporate citizenship behavior if they see other employees being unfairly treated. Such treatment may be actual or perceived if information is not available for individuals to make an accurate judgment of the fairness or unfairness of the behavior of others. As well as being aware of how their own behavior can impact on that of the people they manage, line managers are also in the front line of driving individual engagement,

This means that not only should they be aware of how their behavior and management activities can trigger and drive engagement, but they should also try to understand how and with what people are engaging. “Engaging managers facilitate and empower rather than control or restrict their staff; they treat their staff with appreciation and respect and show commitment to developing, increasing and rewarding the capabilities of those they manage.” (CIPD, 2011b).

In addition, some authors such as Bukhari, (2008); Yen and Neihodd, (2004) points out that research on OCB have shown that these behaviors are beneficial to creating engagement in organizations. This is because OCBs creates strong identification with workmates and organization. In addition, according to Ripens (2009), strong identification in employee group programmes increases mutual helping behavior, the feeling of pride and respect that flows, is translated into greater loyalty to the organization. According to Saks (2006), the good way for employees to repay their organization is through their level of engagement. Employees will choose to engage themselves in relation to the resources they get from their organization.

In compliment to the above support, based on the social exchange theory, aggregate citizenship behavior improves group and organizational performance because they help people work together. Employees who help each other do not have to go to supervisors for help leaving the supervisors free to do more important things (Koys. 2001). Such employees are engaged in what they do and seek to improve individual and organizational performance through coordinating activities among team members and among groups. For instance, courteous employees inform each other about non routine demands, allowing them to take steps to mitigate problems, Conscientious employees go beyond customer expectations, Altruistic workers help internal and

external customers in their day to day work, those exhibiting civic virtue make suggestions to improve quality and customer satisfaction and those exhibiting sportsmanship create a positive climate among employees that spills over to the customers. All the above contribute to the employee's state emotional and intellectual commitment to the organization. According to Gallup's state of the American workplace: 2010-2012 report. of the 70% of American workers who are not reaching their full potentials. 52% are not engaged, and another 18% are actively disengaged. These employees are emotionally disconnected from their companies and may actually be working against their employer's interest; they are less productive, are likely to steal from their companies, negatively influence their coworkers, miss workdays, and drive customers away. The more organizational citizenship behaviors exhibited by employees the higher the levels of engagement and the reverse is true, In other words, the extent to which an employee puts discretionary effort into his or her work beyond the minimum to get the job done in the form of extra time, brainpower and energy will determine the level of employee engagement (Rama. 2009).

However, according to Bassi and McMurrer, (2007); Harter et al., (2002); Truss et al., (2006), it is indicated that an organization can promote OCB by paying attention to factors conducive to employee engagement. Therefore that important factors, which an organization should pay attention to for enhancing employee engagement according to Bassi and McMurrer, 2007; Harter et al., 2002; Truss et al., 2006, include an effective and meaningful job design, an appropriate workload, supportive supervisors and colleagues, an organizations sincere interest in employees well-being, opportunities for development and for career advancements, and fairness procedures

in an organization.OCB contributes to increased levels of performance, both in terms of individual and business levels are usually found to be positively related to employee engagement

5.2 Conclusion

In this research, statistical findings indicated that psychological capital was related to OCB, talent management was related to OCB and OCB was related to employee engagement. Regression analysis results have shown that Psychological Capital, Talent Management, and Organizational Citizenship Behavior can influence variance in the Employee Engagement of local Government staff in Soroti District. This therefore calls for specialized recruitment, selection and training of the talented employees aimed at increasing organizational citizenship behavior which will ultimately increase employee engagement in local government staff in Soroti.

5.3 Recommendations:

The aim of this study was to investigate the relationship between psychological capital, talent management, organizational citizenship behavior as well as employee engagement .consequently; the following recommendations were made;

1. The study recommends that it is crucial for the management of Soroti District local government to continuously develop the talents of their employees through talent management, as this will help attain OCB.
2. The management of Soroti district local government should consider increasing the psychological capital of their employees.

3. The researcher recommends Soroti District local government should work on improving on the environment for building OCB.

5.4 Areas for further Research:

This study established the relationship between psychological capital, talent management, organizational citizenship behavior, and employee engagement of local government staff in Soroti District. This could be a good starting point for further research:

- i. Establishing the effect of psychological capital, talent management, organizational citizenship behavior and employee engagement on other staff in the District local governments of Uganda other than the ones in Soroti District local government.
- ii. Establishing the other factors that affect Employee engagement of the staff of Soroti District local government other than psychological capital, talent management, and organizational citizenship behavior.

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Appendix I: Research Questionnaire

QUESTIONNAIRE FOR LOCAL GOVERNMENT STAFF

DEAR RESPONDENT,

I am **AKELLO DEBORAH**, a student at Makerere University, pursuing a post graduate study for the award of **Masters of Human Resource Management** and currently carrying out research on the topic, **Psychological capital, Talent management, Organizational Citizenship behaviors and Employee Engagement, in Soroti District Local Government.**

You have been identified as a key and valuable respondent in carrying out this research .it is purely an academic research being undertaken. Your responses will be treated with the **utmost confidentiality** and will purely be used for the purpose of this study. It's my humble request to you, therefore, to spare part of your valuable time and answer the following questions. I appreciate your cooperation.

SECTION A: BACKGROUND INFORMATION.

1. Professional qualification in organization.

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2. Educational background:

Certificate	Ordinary diploma	Bachelors degree	Postgraduate diploma	Master's degree	PhD

3. Age of the respondent

Below 25 years	26-35years	36-45 years	46-55years	Above 56 years

4. Sex of the respondent

Male	Female

5. Marital status

Married	Separated	Divorced	Widowed	Single	Others

6. How long have you worked in the organization?

0-1 year	2-4 years	5-7 years	8-10 years	11-13 years	Above 14 years

7. How old is the district, (please, tick where appropriate)

1-5 years,

6-10 years

10-20 years

20+

8. Staff distribution (please tick)

District headquarter

Municipality

Sub County

SECTION 1: PSYCHOLOGICAL CAPITAL

Personal Control and Optimism at Work Items

Luthans et al. (2007a) psychological capital focuses on positive argentic motivation and serves as a latent variable reflected by self –efficacy, optimism, hope and resilience.

Rate yourself on behavior listed below by comparing yourself to an imaginary individual described by each behavior. Use the scale below to compare and rate yourself.

This is very much like me	This is like me	This is somewhat like me	This is a little like me	This is not like me	This is not like me at all
6	5	4	3	2	1

1	He / she feels confident analyzing a long – term problem to find a solution.	6	5	4	3	2	1
2	He / she feels confident in representing his/her work area in meetings with management.	6	5	4	3	2	1
3	He / she feels confident contributing to discussions about the company’s strategy.	6	5	4	3	2	1
4	He / she feels confident helping to set targets /goals in his /her work area.	6	5	4	3	2	1
5	He / she feels confident contacting people outside the organization (e.g. suppliers, customers) to discuss problems.	6	5	4	3	2	1
6	He / she feel confident presenting information to a group of colleagues.	6	5	4	3	2	1
7	If he /she should find him/herself in a jam at work, he or she could think of many ways to get out of it.	6	5	4	3	2	1
8	At the present time, he/she energetically pursues his or her work goals.	6	5	4	3	2	1
9	He or she finds lots of ways around any problem.	6	5	4	3	2	1
10	Right now he/she sees him/herself as being pretty successful at work.	6	5	4	3	2	1

11	He/she can think of many ways to reach his/her current work goals.	6	5	4	3	2	1
12	At this time, he/she is meeting the work goals that he/she has set for him /her self	6	5	4	3	2	1
13	When he/she get a setback at work, he/she gets trouble recovering from it, moving on.	6	5	4	3	2	1
14	He/she usually manages difficulties in one way or another at work.	6	5	4	3	2	1
15	He/she usually can be “on his/she own”, so to speak, at work if he/she has to.	6	5	4	3	2	1
16	He/she usually takes stressful things at work in stride.	6	5	4	3	2	1
17	He/she can get through difficult times at work because he/she has experienced difficulty before.	6	5	4	3	2	1
18	He/she feels can handle many things at a time in the job.	6	5	4	3	2	1
19	When things are uncertain for him/her usually expects the best.	6	5	4	3	2	1
20	He/she is always looks on the bright side of things regarding his/her job.	6	5	4	3	2	1
21	He/she is optimistic about what will happen to him/her in the future as it pertains to work.	6	5	4	3	2	1
22	In this job, things never work out the way h/she wants them to.	6	5	4	3	2	1
23	He/she approaches this job as if every activity or situation is promising no matter the initial roadblocks.	6	5	4	3	2	1

Section 2: organizational citizenship behavior

Refers to employee's behavior that goes beyond formal job requirements or contributions which employees offer to the organization without pay. It could be during work time or after work, without supervision but out of their own feelings. Podsakoff&MackKenzie, (1994)

How far do you agree with the following statement about your project?

Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
1	2	3	4	5	6

	Altruism [Unselfishness or self-sacrifice]						
1	<i>I am always ready to help others who are absent</i>	1	2	3	4	5	6
2	<i>Ready to help others with heavy work loads</i>	1	2	3	4	5	6
3	<i>I help to orient new people even though it is not required</i>	1	2	3	4	5	6
4	<i>I willingly help with work related problems</i>	1	2	3	4	5	6
5	<i>I am always ready to lend a helping hand to those around me</i>	1	2	3	4	5	6
	Conscientiousness [Faithful adherence to organizational rules and polices]						
1	<i>My work attendance is above the norm</i>	1	2	3	4	5	6
2	<i>I do not take extra breaks</i>	1	2	3	4	5	6
3	<i>I obey organizational rules and regulations even no one is watching</i>	1	2	3	4	5	6
4	<i>Am one of the most conscientious employee</i>	1	2	3	4	5	6
5	<i>I believe in giving an honest day's work for an honest day pay</i>	1	2	3	4	5	6
	Sportsmanship [willingness to forego personal inconveniences].						

1	<i>I spend a lot of time complaining about trivial matters.</i>	1	2	3	4	5	6
2	<i>I always focus on the wrong than the positive</i>	1	2	3	4	5	6
3	<i>I tend to make 'mountains out of molehills'</i>	1	2	3	4	5	6
4	<i>I always find fault with what management is doing.</i>	1	2	3	4	5	6
5	<i>Am the classic 'squeaky wheel' that always needs greasing.</i>	1	2	3	4	5	6
	<i>Courtesy [Good manners and being considerate].</i>						
1	<i>I take steps to prevent problems with others workers</i>	1	2	3	4	5	6
2	<i>Am mindful of how my behavior affects other people's work.</i>	1	2	3	4	5	6
3	<i>I do not abuse other people's rights.</i>	1	2	3	4	5	6
4	<i>I try to avoid creating problems for co-workers.</i>	1	2	3	4	5	6
	<i>Civic Virtues [Responsible participation in organization].</i>						
1	<i>I attend meetings that are not mandatory but considered important</i>	1	2	3	4	5	6
2	<i>I attend functions that are not required but help the company image</i>	1	2	3	4	5	6
3	<i>I keep abreast of changes in the organization.</i>	1	2	3	4	5	6
4	<i>I read and keep updated with organizational announcements, memos etc.</i>	1	2	3	4	5	6

Section 3; Talent Management

This refers to recruitment, development and retention of individuals who deliver superior performance (Davis, 2007).

Please use the frequency scale below to evaluate talent management practices in your organization.

<i>Always without fail</i>	<i>Most of the time</i>	<i>Half of the time</i>	<i>Less than half of the time</i>	<i>Less than a quarter of the time</i>	<i>Never</i>
6	5	4	3	2	1

1.	<i>Employees who demonstrate superior performance and potential to become high achievers are identified and guided in how to excel or become better.</i>	6	5	4	3	2	1
2.	<i>On a regular basis, each employee discusses the goals to achieve and agrees on the targets for each goal.</i>	6	5	4	3	2	1
3.	<i>When an individual performs well above expectations, she or he gets feedback from management.</i>	6	5	4	3	2	1
4.	<i>Employees who perform consistently below expectations are given a warning and eventually terminated</i>	6	5	4	3	2	1
5.	<i>Resources such as accelerated salaries, bonuses and benefits are made available for retaining superior performers.</i>	6	5	4	3	2	1
6.	<i>Resources such as training opportunities are made available for developing individuals who demonstrate capacity to perform.</i>	6	5	4	3	2	1
7.	<i>The CEO and the HR take more than a keen interest in ensuring that the goals and targets for each employee are set and known.</i>	6	5	4	3	2	1
8.	<i>The person in charge of Human Resource personally drives the process of target setting.</i>	6	5	4	3	2	1
9.	<i>My organization has formal talent management system and procedure that are used regularly to assess employee' potential to take on more responsibility</i>	6	5	4	3	2	1

Use the frequency scale below to evaluate the talent management practices from 10-12

<i>Every employee</i>	<i>Most employees</i>	<i>Many of the employees</i>	<i>Some of the employees</i>	<i>Few employees</i>	<i>None of the employees</i>
6	5	4	3	2	1

<i>1. All employees are measured against a clear set of competences or values</i>	6	5	4	3	2	1
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2. <i>All employees are trained in integrating the organization's core values, vision and mission in their daily tasks.</i>	6	5	4	3	2	1
3. <i>Target setting is taken seriously and all employees are trained in setting goals and targets.</i>	6	5	4	3	2	1

Use the frequency below to evaluate the talent management practice in your organization.

<i>This is extremely true of this organization</i>	<i>This is very true of this organization</i>	<i>This is somehow true of this organization</i>	<i>This is untrue of this organization</i>	<i>This is very untrue of this organization</i>	<i>This is extremely untrue of this organization</i>
6	5	4	3	2	1

4. <i>My organization has a clear appraisal system that enables individuals to discover whether they are or not able to demonstrate superior performance and potential to grow).</i>	6	5	4	3	2	1
5. <i>The organization has a clear system of separating employees into groups based on employee's capacity to set higher targets for themselves (employee potential to grow).</i>	6	5	4	3	2	1
6. <i>This organization has a clear system of separating employees into groups based on employees capacity to perform</i>	6	5	4	3	2	1
7. <i>This organization has a clear and well-publicized set of skills, knowledge and abilities or values that drive the business.</i>	6	5	4	3	2	1

Section 4; Employee Engagement

This means the amount of dedication, vigor and absorption an employee has towards the organization and its values

Use the 'frequency' scale below to evaluate the following Engagement practice

Always without	Most of the time	Half of the time	Less than half of the time	Less than a quarter of the time	Never
(100%)	(76%-75%)	(51%-75%)	(26%-50%)	(1%-25%)	0%
6	5	4	3	2	1

Engagement experience and practice item						
1. I know what is expected of me at work	6	5	4	3	2	1
2. I have enough resources to get my work done best	6	5	4	3	2	1
3. I always receive recognition or praise for doing a good work	6	5	4	3	2	1
4. My supervisor cares about me as a person	6	5	4	3	2	1
5. I am always encouraged by workmates to put more effort.	6	5	4	3	2	1
6. At work, my opinion seems to count	6	5	4	3	2	1
7. The mission / purpose of my organization makes me feel my job is important	6	5	4	3	2	1
8. My fellow workers are committed to doing quality work	6	5	4	3	2	1
9. I feel that the amount of work I am expected to do is reasonable	6	5	4	3	2	1
10. My job inspires me	6	5	4	3	2	1
11. I am involved in the performance of this organization	6	5	4	3	2	1
12. I can easily communicate with my seniors	6	5	4	3	2	1

13. I trust my colleagues	6	5	4	3	2	1
14. I can easily communicate with my co-workers and seniors	6	5	4	3	2	1
15. My work gives me feeling of personal accomplishment	6	5	4	3	2	1
16. I am happy to be part of this organization	6	5	4	3	2	1
17. I find my work full of meaning and purpose						
Engagement experience and practice item	6	5	4	3	2	1
18.I am bursting with energy in my work	6	5	4	3	2	1
19.I am enthusiastic about the job I do.	6	5	4	3	2	1
20.At work, I am prepared to work hard, even when things do not go well	6	5	4	3	2	1
21.I enjoy my work and feel happy at work	6	5	4	3	2	1
22.This job is all consuming am totally into it	6	5	4	3	2	1
23.Sometimes I am so into my job that I lose track of time	6	5	4	3	2	1
24.I share my skills and experience with other workers of my organization	6	5	4	3	2	1
25.When I get up in the morning, I feel like going to work	6	5	4	3	2	1
26.I trust my senior management						

Section 1: organizational citizenship behavior

Refers to employee's behavior that goes beyond formal job requirements or contributions which employees offer to the organizations without pay. It could be during work time or after work, without supervision but out of their own feelings. Podsakoff & Mackenzie, (1994);

Please evaluate your junior or colleague on the following practices and behaviors described below as regards to OCB

Position of evaluator (please tick).

1. *Supervisor*

2. *Colleague*

Staff distribution.

District headquarter

Municipality

Sub County

Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree				
1	2	3	4	5	6				
Altruism [Unselfishness or self-sacrifice]									
1	He /she always helps others who are absent			1	2	3	4	5	6
2	He/she readily helps others with heavy work loads			1	2	3	4	5	6
3	He/she helps orient new people even though it is not required			1	2	3	4	5	6
4	He/she helps willingly helps others with work related problems			1	2	3	4	5	6
Conscientious [Faithful adherence to organizational rules and policies]									
1	The work attendance for him/her is above the norm			1	2	3	4	5	6
2	He /she does not take extra breaks			1	2	3	4	5	6
3	He/she obeys organizational rules and regulations even no one is watching			1	2	3	4	5	6
4	He/she is the most conscientious employee			1	2	3	4	5	6
5	he/she gives honest days work for an honest day pay			1	2	3	4	5	6
Sportsmanship [Willingness to forego personal inconveniences]				1	2	3	4	5	6

1	He/She spends a lot of the time complaining about trivial matters.	1	2	3	4	5	6
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1	He/she attends meetings that are not mandatory but considered important.	1	2	3	4	5	6
2	He/she attends functions that are not required but help the company image.	1	2	3	4	5	6
3	He/she reads and keeps updated with organizational announcements, memos, etc.	1	2	3	4	5	6

THANKS FOR PARTICIPATING IN THIS STUDY