

**The effect of Operant Competences, Role Clarity, Psychological Contract,
Organizational Justice, Organizational Commitment on Organizational
Citizenship Behavior**

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for the Award of a degree of Master in Organizational Psychology of
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Declaration

I, Fiida Nabirye Kyendibaiza, declare that this work has not been presented to any Institute of higher education for Masters of Organizational Psychology. It is work that I have done by myself under the supervision of my supervisors, Dr. Kikoma Julius and Dr. J. Ntayi.

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Approval

Fiida Nabirye Kyendibaiza has done this work for a Masters of Organizational Psychology under our guidance as supervisors of Makerere University.

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Dedication

I dedicate this work to my late father, Nekemia Wambi for giving me the background to my academic career and mum for the love and care I received from her, and to my dear husband and all my children for their patience, encouragement and support rendered to me while undertaking this programme.

Acknowledgement

I am very grateful to all those who helped me complete this work.

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Abstract

The study established the effect of operant competences, role clarity, psychological contract, organizational justice, and organizational commitment on organizational citizenship behavior. The study objectives were to examine the effect of: psychological contract and organizational justice on OCB; organizational commitment on OCB; operant competences on psychological contract and organizational justice; operant competences on organizational commitment and OCB; role clarity on organizational commitment and OCB; operant competences, role clarity, psychological contract, organizational justice and organization commitment on OCB. It employed a correlational survey design. Purposive sampling was used to select 100 respondents but the turn-up was 87. Analysis involved Pearson's correlation. A self-administered questionnaire was used to collect the data. Findings revealed that operant competences in some key results had a significantly effect on role clarity, the psychological contract, organizational justice, organizational commitment and OCB. Role clarity had a significantly effect on the psychological contract, organizational justice and OCB. Psychological contract had a significantly effect on organizational commitment. However, organizational justice and role clarity did not significantly effect on organizational commitment. In addition, psychological contract, organizational justice and organizational commitment did not effect on OCB. Lastly, operant competences, role clarity, psychological contract, organizational justice and organization commitment accounted for 31.7% variance in OCB but only role clarity and procedure justice significantly affected OCB. It recommended that the Public Service should adopt the OCAP approach to analyzing roles of its employees because it will help it develop operant competence-based behavior, which will make employees committed and find some justice in the workplace.

Chapter One

Introduction

Background

Successful organizations have employees who go beyond their formal job responsibilities and freely give off their time and energy to succeed at the task. Such behavior is neither prescribed nor rewarded, yet, it contributes to the smooth functioning of the organization. Organ (as cited in Thanswor, Rolf van, Ulrich, Narottam & Ann, 2004) termed these extra efforts “organizational citizenship behaviors” (OCB) and defined them to include activities that target other individuals in the workplace (such as helping co-workers or communicating changes that affect others) and the organization itself (such as actively participating in group meetings or representing the organization positively to outsiders). As managers cannot fore see all contingencies or fully anticipate the activities that they may desire or need employees to perform (Katz & Khan, 1978; Organ 2000), work behavior that goes beyond the reach of organizational measures of job performance holds promise for long-term organizational success (Van Dyne, Cummings & Parks, 2001). This is because they are purported to improve organizational efficiency, effectiveness, and adaptability (Organ, 2000).

However, this kind of behavior is lacking or it is less exhibited at work places in most Government Ministries. For example, the Public Service, the implementing arm of Government, is still characterized by skills gap, weak management, weak performance, accountability inefficient, disenabling work environment, poor pay and inadequate support for the reform from political and technocratic leaders (Public Service Reform Programme Report, 2007/8). Generally, it is not performing in the quest for efficiency and effectiveness in the public service performance and service delivery (Public Service Reform Programme Report, 2007/8).

In recent years, much emphasis has been put on ROM and Performance Management but OCB is yet to be exhibited because of the continued late coming and absenteeism in the entire public service (Public Service Reform Programme Report, 2007/8). OCB represents behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization (Organ, 2000). Most OCB administration singly, would not make a dent in the overall performance of the organization (Organ, 2000). The effect will be seen with the aggregate summation of OCB performed across time and cross persons in the group, department, and organization.

OCB has also been associated with organizational commitment (OC), which is a psychological state that categorizes the employee's relationship with the organization (Thanswor, Rolf van, Ulrich, Narottam & Ann, 2004). The extent to which an individual is committed to the organization depends on the perceptions or organizational justice (Ortiz, 2004) and the attitudes towards the psychological contract (Bruce, 2000). Therefore, both organizational justice and psychological contract are associated with the concept of fairness at the workplace. However, fairness at the workplace is achieved when the role of incumbents and their outputs are clearly defined (Ryan, 2000). If these are not, the criteria for evaluating one's contribution becomes difficult. Each person may use a different criteria and thus leading to perceived unfairness.

However, when role of incumbents and outputs from the roles are clearly defined and there is perceived fairness between the employer and the employee, high levels of organizational commitment are likely to be experienced and thus high level of OCB. To achieve this, a competency analysis to determine work-based competencies and behavioral analysis to establish the behavioral dimensions required for effective job performance has to be carried out (Munene, Bbosa & Eboyu, 2006) need to be carried

out. The outcomes of these analyses are used to produce competence profiles and frameworks hence clearly defined roles and outputs for human resource planning, performance management, training, development activities and recruitment (Munene, Bbosa & Eboyu, 2006).

Problem

Despite emphasis on ROM and Performance Management, in most organizations in the Public Service of Uganda, very few people engage in extra effort behavior necessary for organizational success (Public Service Reform Programme, 2006-2010). At the same time, there are unclear job functions and performance indicators, unrealized expectations of employees and employers indicating a lack of agreement to the psychological contract, unfair evaluation of their employees' performance and thus organizational injustice and a lack of organizational commitment in the Public Service of Uganda (Public Service Reform Programme, 2006-2010). Given that ROM and Performance Management had failed to address these problems in the Public Service organizations, this study intended to help by adopting Munene, Bbosa and Eboyu's (2006) approach of conducting an operant competence analysis and profiling of employee jobs. This is because they asserted that this could assist organizations to clearly define role of incumbents and outputs from the roles, which would lead to perceived fairness between the employer and the employee, high levels of organizational commitment and thus high level of OCB.

Purpose

The purpose of this study was to establish the effect of operant competences, role clarity, psychological contract, organizational justice, organizational commitment on organizational citizenship behavior.

Objectives of the study

The following were the objectives of the study:

1. Examine the effect of operant competences on role clarity
2. Examine the effect of role clarity on psychological contract and organizational justice.
3. Examine the effect of both psychological contract and organizational justice on organizational commitment.
4. Examine the effect of both psychological contract and organizational justice on OCB
5. Examine the effect of organizational commitment on OCB.
6. Examine the effect of operant competences on psychological contract and organizational justice.
7. Examine the effect of operant competences on organizational commitment.
8. Examine the effect of operant competencies on OCB.
9. Examine the effect of role clarity on organizational commitment.
10. Examine the effect of role clarity on OCB
11. Examine the effect of operant competences, role clarity, psychological contract, organizational justice and organization commitment on OCB

Scope

The content of the study focused on operant competences, role clarity, psychological contract, organizational justice, organizational commitment and organizational citizenship behavior. The study was conducted in Government organizations within Kampala under the Public Service, which included Mulago Hospital, Judicial Service Commission, Ministry of Gender, Labor and Social Development, Ministry of Justice and Constitutional Affairs, Ministry of Education and Sports, Office

of the Prime Minister, Education Service Commission and Ministry of Health. The organizations were chosen because they have experienced workers who had shown unwillingness to engage in extra effort behavior. There was a lot of public outcry with customer dissatisfaction with the services provided.

Significance

The study would benefit the Public Service of Uganda in general and the Ministry of Public Service in particular in the use of competence analysis and profiling of jobs to make the role of incumbents clearer for improved organizational justice, psychological contract, organizational commitment and OCB in this era of implementing ROM.

The study will also benefit all the Service Commissions as recruiting agencies in the use of profiled jobs and in developing structured instruments for structured interviews.

Scholars, researchers and learners would benefit from the study because it would supplement the existing literature about competencies, organizational justice, psychological contract, organizational commitment and OCB.

The findings may help other organizations when they make use of competence analysis and profiling because the benefits are numerous.

Conceptual Framework

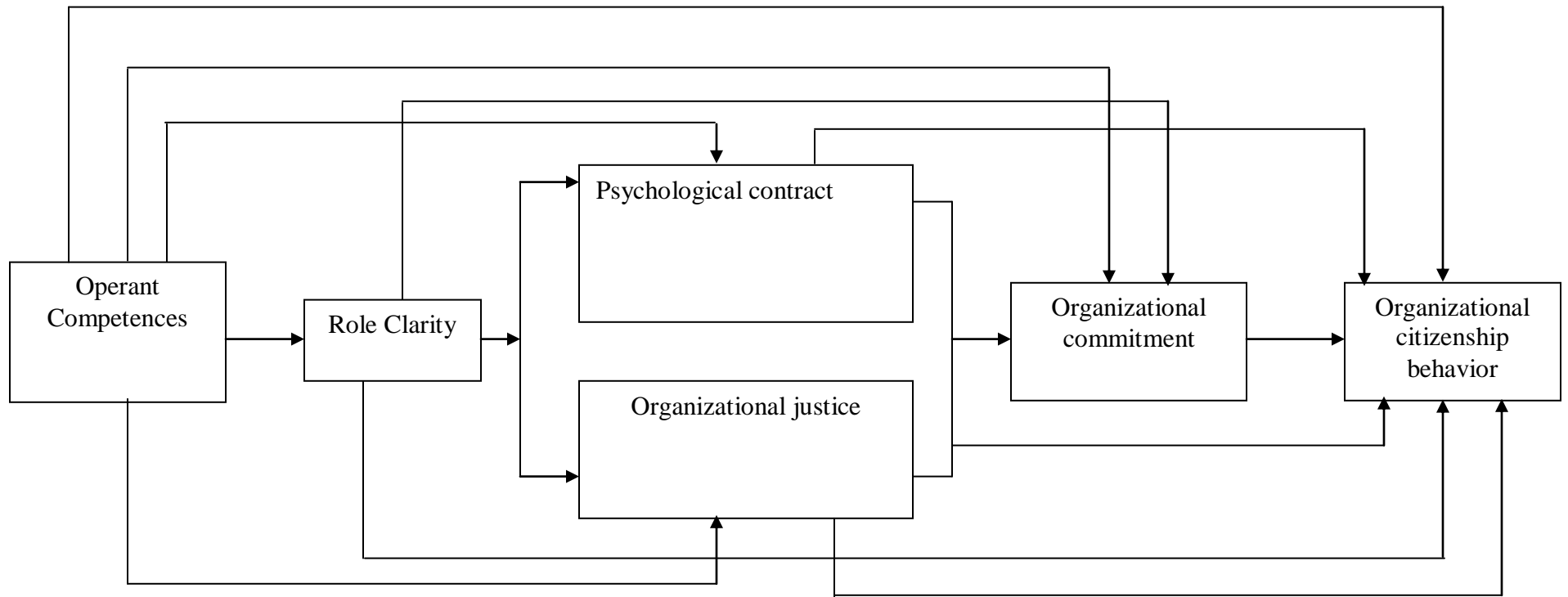


Figure 1: The effect of operant competences, role clarity, psychological contract, organizational justice, and organizational commitment on organizational citizenship behavior

The conceptual framework explains the effect of operant competencies, role clarity, psychological contract, organizational justice, organizational commitment (OC) on organizational citizenship behavior (OCB). It depicts operant competencies as the independent variable, and OCB as dependant variable. Role clarity, Psychological contract, organizational justice and organizational commitment are intervening variables.

While operant competences influence role clarity by clearly defining the roles of the incumbent which result into clear work related functions and clear performance indicators, according to Woocluffe (1998). They assist jobholders to significantly contribute to personal development by enabling them to understand clearly, what is required from them to perform effectively in a particular role, as well as in the wide context of the organization.

The nature of psychological contract will determine the expectations of the employees from their employers. Therefore, with clear related functions and performance indicators, positive and strong perception of organizations meeting their obligations will result into improved psychological contract and better perception of organizational justice hence employees will become more committed to the organization and will exhibit extra role behavior (OCB). It is also assumed that when there is a combination of perceived fairness in the organization meeting its obligations and there is perceived fairness in the procedural and distributive justice, then employees will direct their efforts to become more committed to the organization and consequently their value created knowledge and willingness to put in extra effort for maximum organizational performance.

Chapter Two

Literature Review

Introduction

This Chapter reviews literature in an attempt to present what other scholars have written about the operant competences, psychological contract, organizational justice, organizational commitment and organizational citizenship behavior. In particular, it reviews the literature with respect to the objectives of this study with the first section on competence analysis and profiling of employee jobs. The second section reviews literature on operant competences and role clarity. The third sections reviews literature on the effect of role clarity on psychological contract and organizational justice. The fourth section reviews literature on the effect of psychological contract on organizational commitment. The fifth section reviews literature on the effect of psychological contract on organizational commitment. The sixth section reviews literature on the effect of psychological contract on OCB. The seventh section reviews literature on the effect of psychological contract on OCB.

Competence analysis and profiling of employee jobs

Boyatzis offers a ‘classic’ definition that embraces both the ‘being’ and ‘doing’ aspects of competence as ‘an effective mix of motives, traits, skills, aspects of one’s self image or social role, of body of knowledge used by an individual (Miyazaki, 2004). Motive is defined as a ‘factor or circumstance that induces a person to act in a particular way’. The word is redolent of movement and the tendency to initiate it. The implication of this definition is that underlying traits or qualities become competencies when they are activated in particular ways.

According to Green (2005), the development of competencies, which can be applied across the whole range of human resource process, has three principal advantages.

First, it ensures a common language for describing and a common understanding of, effective throughout an organization. For example, everyone in the organization will know what is expected of him/her, which enhances respect of the psychological contract. Secondly, it helps to ensure a high level of consistency across the organization, which helps to maintain fairness and thus organizational justice and organizational commitment. Finally, it provides an opportunity to ensure that human resource strategies and practices are aligned to, and are consistent with both business needs and the values of the organization. Producing a competency framework means identifying with great care the behaviors that the organization wants to encourage.

Competencies are seen as tools, which can help organizations achieve their objectives. This can be achieved through increasing employee commitment, by enhancing organizational justice and organizational commitment and improving organizational performance, which in this study is organizational citizenship behavior (Hamel, 2000). One study has identified no less than 93 different applications of competencies. Jordan, Striet and Binkley (2003) set out a few minimum criteria for the production of an effective competency framework.

- ❖ Clear and easy to understand: a competency framework should use simple language commonly used within the organization and should be structured in a way that is easy to follow;
- ❖ Relevant to all staff who will be affected by the framework: all job-holders must recognize the behavioral indicators included in the framework as examples of behaviors necessary for effective performance in their jobs and everyone who will use or will be affected by the framework should be able to see its relevance to the demands of the job (s) covered;

- ❖ Takes account of expected changes: in order to remain relevant in the future as well as the present, it must take account of the organization's vision and business plans and of expected changes in the way individuals will need to go about their jobs in the short to medium term;
- ❖ Have discrete elements (no overlap): one of the major uses of competencies is as criteria in assessment and it is important for assessors to be able to assign each example of effective performance to one (and only one) competency. In order to construct a framework consisting of competencies with discrete elements, the following simple rules should be followed:-
 1. One competency must not depend on another competency.
 2. Competencies and indicators must appear in only one place in the framework.
 3. indicators must not relate to more than one competency and;
 4. Indicators must not relate to more than one competency level.
- ❖ Fair to all affected by its use: steps should be taken to guard against unfair bias by ensuring that samples of staff providing data that will be used to construct a competency framework are fully representative of all those who will be affected.

Although competencies can be defined in many ways, most competency frameworks are now based on behavioral statements and this is why Munene, Bbosa and Eboyu (2006) have introduced the concept of operant competence analysis and profiling (OCAP). This is a systematic procedure for obtaining detailed and objective information about the relationship between employee and his/her task, job or work environment that will be performed or is currently performed. Behavioral competence profiles and work frames with clear outputs and outcomes are produced through OCAP. These clear outputs and outcomes inspire the actor and colleagues to be more productive (Munene, Bbosa &

Eboyu, 2006). According to Munene, Bbosa and Eboyu (2006), OCAP uncovers/identifies behaviors, decisions, rules and role relationship implied in tacit knowledge and complexity that comprise all workplace expertise.

Effect of operant competences on role clarity

Operant competences framework is a competence based management model that has been developed and implemented through research and practice in the Ugandan private and public sectors (Munene, Bbossa & Ebonyu, 2006). The model enables the job incumbent to uncover tacit knowledge she/he has accumulated over time, thus culminating the ambiguity (Munene, Bbossa & Ebonyu, 2006). The ambiguity is the uncertainty over the scope of responsibilities and role behaviors necessary to fulfill the tasks (Hall 2004; Munene, Bbossa & Ebonyu, 2006). This in turn increases and makes individual's roles more meaningful and hence increasing the role incumbents' perception of competence (Munene, Bbossa & Ebonyu, 2006). This also means that the more competent one is, the more he/she experiences role clarity.

Gist and Mitchell (2004) argued that individuals who possess information that increases their understanding of tasks attributes, complexities and task environment, strengthen their perception of competences. Similarly, lack of the effective job behaviors can result into effort that is inefficient, misdirected or insufficient for the tasks, and this, reduce job performance.

Tubre and Collins (2000) and Hall (2004) argued that uncertainty about the expectations of a work role can lead to tension, anxiety, fear, anger, hostility, futility and apathy. These feelings decrease an individual's satisfaction with their work roles. Spreitzer (2001) argued that individuals with clear work goals and understanding of how to achieve those goals are likely to feel that they can perform their jobs with skills and thus feel they are competent. Individuals who are uncertain of their roles expectations are

likely to hesitate or not take the initiative due to feelings of uncertainty. Therefore, a competent person should be significantly a better performer than a person who is not competent

Effect of role clarity on psychological contract and organizational justice

Psychological contracts refer to employees' perceptions of what they owe to their employers and what their employers owe to them. In the climate of change, the psychological contract changes (Lawler, Moorman & Benson, 2001), and employees and employers alike reconsider their mutual obligations. More importantly, these changes increase the likelihood of psychological contract breach. Thus, organizations must repeatedly manage, renegotiate and alter the terms of the employment agreement continually to fit in the changing circumstances (Altman & Post, 2002), and this may be achieved through competence analysis and profiling, which makes the roles clearer. In addition, constant contract change means increased opportunities for employees and employers to misunderstand the agreement and to perceive a contract breach even when an actual breach did not occur (Jonach & Sommerlatte, 2003). It should not be surprising, therefore, that the majority of employees currently believe their employers have breached some aspect of their employment agreement (Jordan, Striet & Binkley, 2003). Given the apparent prevalence of perceived contract breach, it is imperative that we develop a solid understanding of this phenomenon. According to Miller and Langdon (1999), psychological contract breach and violation is relatively common.

The psychological contract is defined as an individual's beliefs about the terms and conditions of a reciprocal exchange agreement between that person and another party (Wenger & Snyder, 2000). Although the psychological contract was originally defined to characterize the subjective nature of employment relationships, the present

conceptualization focuses on individual's beliefs in, and interpretation of a promissory contract.

Psychological contracts, comprising of perceived obligations, must be distinguished from expectations which are general beliefs held by employees about what they will find in their job and the organization (Bolton, 2002). For example, a new manager may expect to receive a high salary, to be promoted, to like his job or to find the walls of his office painted a neutral color. These expectations emanate from a wide variety of sources, including past experience, social norms, observations by friends and so forth (Sparrow, 2000). Psychological contracts, however, entail beliefs about what employees are entitled to receive or should receive, because they perceive that their employer conveyed promises to provide those things (Turnley & Feldman, 2004). Thus, only those expectations that emanate from perceived implicit or explicit promises by the employer are part of the psychological contract.

Psychological contract breach is associated with various negative outcomes such as a decrease in perceived obligations to ones employer, lowered citizens' behavior and reduced commitment (Guest, 2004). Guest and Conaway (2004) highlighted that indiscriminative praise or approval by agents of the organization is likely to lead to lower perceived organizational support. On the other hand, increases in materials and symbolic rewards that show a positive evaluation of the employees and are attributed to deliberate and voluntary decision by the organization, are likely to increase perceived support (Smithson & Lewish, 2000; Turney & Feldman, 2004) supporting those individuals who are loyal and committed will strengthen the bond between organization and employees.

The effect of role clarity on psychological contract and organizational justice

When the roles are clear, there is a tendency for employers and employees to fulfill their obligations hence perceived organizational justice. Employees' loyalty and

commitment have attracted much attention due to the expectations that committed and loyal employees will act in the best interest of an organization. Much research has focused on the antecedents and consequences of commitment. It is often argued that organizations should try to maintain a highly committed workforce Meyer (2001) argued that practices such as compensation and promotions, which form part of the psychological contract, are likely to be more antecedents of commitment.

Organizational reward allocation processes are one of the methods of maintaining and increasing work commitment (Erez & Early, 2003). Organizations have great discretion about the specific aspects they can consider and reward when making decisions about highly valued resources such as pay raises or promotions, or making negative decisions that impact on organizational commitment.

One study by Ang. Tan and Ng. (2000) showed that reward practices (promotions) had a stronger effect on subsequent commitment than other concepts normally studied as antecedents of commitment such as supervisory relations or participation. Therefore organizations interested in keeping a committed workforce could communicate thus to employees by rewarding levels of commitment of employees.

Effect of psychological contract on organizational commitment

Organizational justice and psychological contract theories are used in management literature to describe the relationship between employees and employers (Blancero, 2002). As noted by Munene, Eboyu and Bbosa (2006), trust and fairness are elements of psychological contract. Organizational justices lay a foundation for the psychological contract in organizations. Russean (2003) identified forms of contract violations, which erode trust and shows unfairness. Where there is trust and fairness, there would be no violation. Therefore, fairness in organizational systems besides itself being a component of psychological contract also earns the organizational employees trust, which

is a component of psychological contract. She noted that contract violations by definition are unfair in distributive terms and that contract violations occurs when there is low trust in the relationship and that they also erode trust. Therefore, while trust and fairness are foundation elements for psychological contracting, they are relevant for non-violation. Contract consequently, because trust and fairness are elements of organizational justice, procedural and distributive justice provides the support for psychological contract. Thus when organizational justice is in place, the psychological contract is formulated and it is sustained by the organizational justice.

Blancard and Johnson (2004) listed the characteristics of organizational commitment as sharing responsibilities and information, supportiveness and the ‘we’ feelings, participative mindset mission and goal orientation, results orientation contingencies and internal consistency, opportunities for creativity and freedom of ideas. Eby et al (2002) as cited by Ndagire (2000) also listed facilitators of organizational commitment as perceptions of meaningfulness in terms of skill variety, task significance and task identify perceived responsibility due to autonomy on job related feedback and finally, perceptions of empowerment and exchange when work content is supportive, participative and fair.

The common gain through all the above (factors, characteristics) are facilitators of organizational commitment is psychological contract once fulfilled or upheld leads to organizational commitment. There is a relationship between psychological contract and commitment that is indicated by Meyer (2001)’s work that affective attachment to organization is influenced by the extent to which individual needs and expectations about the organizations are marched with actual experiences (Ndagire, 2000). Meyer further defined normative commitment as a perceived obligation to stay with the organization.

Continuance commitment is also a reciprocal obligation to stay with the organization because of the benefits they are getting. The overall implication is that there is obvious relationship between the two variables that the psychological contract influences commitment.

The effect of Organizational Justice on commitment

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The Effect of Psychological Contract on OCB

The psychological contract literature suggests that an employee's beliefs regarding the terms and status of the employment contract will affect what employee's

behavior is with respect to the contract (Miller & Langdon, 2005). Drawing on this argument, we predict that employees' belief about the extent to which the organization has fulfilled its obligation to them will affect their citizenship behavior with their organization. A non-violation of psychological contract allows employees to align their goals to those of the company and thus feel they are helping themselves as they engage in organizational citizenship behavior. When the psychological contract is broken/violated, the employee will also develop negative attitudes/feelings about the organization leading to withdraw of support and hence reduction in productivity (Robinson & Rousseau, 2004). Employees' attitudes and commitment, related behavior such as loyalty to the organization, willingness to exert efforts on behalf of the organization and desire to be identified with the organization will also change negatively.

Effect of Combination of psychological contract and organizational justice on OCB

Justice perceptions may influence OCB by prompting an employee to define his/her relationship with the organization. As one of the social exchange in a social exchange, employees perceiving fair treatment and trust in managers go beyond formal job requirements and voluntarily perform acts which benefit the organization (Rehega, 2004).

On the other hand, with the psychological contract, fairness of contracts according to Moorman and Blakely (2006) may play a major role in OCB. According to Organ and Konovsky (2001), if an employee's trust is violated by perceived unfairness in the relationship with the organization, the open-ended social exchange nature, with services rendered in a more contractual enforcement manner. When employees regard outcomes as failing to meet some criterion of fairness, they may realize that neither reduction of prescribed role performance nor leaving the organization are viable options and thus choose discretionary contributions by reducing the OCB or increasing negative OCB.

Effect of Organizational Justice on OCB

Organizational Justice refers to the search for fairness in the workplace (Colquitt, Conlon, Wesson, Porter & Ng, 2001). Greenberg (2001) presented a new and comprehensive framework for understanding injustices in the workplace. They emphasize among others, balancing of competing interests that modern organizations deal with today. It includes all that organizations do and can be regarded as fair or favorable to the employees for instance, fairness in bonus allocations, consultations of employees on discussions that affect them, how often an employee interacted with his boss on his job (Morris & Leuing, 2000). Justice or fairness exists in the eyes or mindset of the beholder (Morris & Leuing, 2000). Organizational justice is typically examined via either distributive justice or procedural justice (Robertson, 2005). Procedural justice refers to perceived fairness or justice of the organizational procedural and processes and distributive justice refer to perceived fairness or justice of the organizational outcome or discussions (Konvsky & Cropanzano, 1991) while distributive justice is concerned with ‘ends’ procedural justice focuses on the “means”. Organ (2000) has proposed that distributive justice may influence OCB according to predictions driven from the equity theory (Adams, 2000). If employees perceive unfair competition, then they may be likely not to exhibit OCB because such behaviors are discretionary, falling outside on employee formal role.

Moorman and Blakely (2006) specifically examined these concepts and suggested that fairness of contracts may play a major role in organizational citizenship behavior. Another study by Organ (1998) suggests that those employees who perceive violations are less likely to exhibit OCB.

Moorman and Blakely (2006) also examined the relationship between distributive justice and OCB. He argued that if employees perceive a ‘culture’ of fairness, they are

probably likely to reciprocate their OCB. Fairness in organizations has been referred to as important dimensions affecting employees' activities and reactions within organizations (Masterson, Lewis Cold man & Tayler, 2000). According to Organ and Konorsky (1989), if an employee's trust is violated by perceived unfairness in relationships with the organizations the open-ended social exchange nature of relationship shifts an explicit, especially economic exchange nature, with services rendered.

Effect of organizational justice on organizational commitment

Organizational justice research was developed from equity theory (Ryan, 2000). Equity theory considers the proportion of one's input and output and the proportion is compared with referent others. If the person feels inequitable through the comparison, he/she is motivated to reduce that inequity by reducing input, increasing output, or changing the referent others. However, this theory was a little narrow for the understanding of organizational behavior such as organizational commitment. Therefore, organizational behavior researchers tried to broaden this theory to the idea of organizational justice.

The significant advance in the organizational justice research was to distinguish between the distributive and procedural justice (Folget & Cropanzano, 2003). While distributive justice refers to the perceived fairness of the outcome, procedural justice refers to the perceived fairness of the procedure that produces the outcome (Ryan, 2000). Furthermore, recent studies suggest that procedural justice includes structural components (such as fairness of the formal procedure) and interpersonal components (such as fairness regarding interpersonal treatment and adequate information) (Tyler, Boeckmann, Smith & Huo, 2004). Some researches differentiate interactional justice from procedural justice (Skarlicki & Folger, 2005).

Major research has been conducted in order to identify the antecedents and consequences of distributive and procedural justice in various human resource practices and organizational behavior. Previous justice research on HRM practices has primarily focused on allocation of criteria such as equity, equality or need (Fischer & Smith, 2003). Equity or the consideration of work performance is supposed to be the most relevant criterion for organizations (Fischer & Smith, 2003). However, research has demonstrated that managers can consider a number of different criteria such as seniority, need or various forms of equity (Tyler, Boeckmann, Smith & Huo, 2004). The important question is whether individuals perceive such decisions as fair. Employees evaluate their experiences at work in terms of whether they are fair and whether organizations show concern for them as individuals (Colquitt, Conlon, Wesson, Porter & Ng, 2001). If individuals perceive a decision as being fair, they are more likely to reciprocate with higher commitment, greater job satisfaction and engage in extra role behavior (Colquitt, Conlon, Wesson, Porter & Ng, 2001).

Effect of Organizational Commitment on OCB

Organizational citizenship behavior (OCB) has been defined as individual helping behaviors and gestures that are organizationally beneficial, but are not formally rewarded (Organ, 2000). OCB involves discretionary behavior that helps co-workers, supervisors and the organization. Assisting newcomers into the organization, not abusing the rights of co-workers, not taking extra breaks, attending elective company meetings and enduring minor impositions that occur when working with others are examples of OCB that help in coping with various organizational uncertainties. A key element to OCB is voluntarily aiding others with job related problems. Multidimensional delineations have identified OCB facets such as conscientiousness, sportsmanship, civic virtue, courtesy and altruism (Podsakoff, Mackenzie, Moorman & Fetter, 2006; Van Dyne, Cummings & Parks, 2001;

Podsakoff, Ahearne & Mackenzie, 2006). Other researchers have divided OCB into two types: behavior that is directed mainly at individuals in the Organization (OCBI) and behavior that is concerned more with helping the organization as a whole (OCBO) (Williams & Anderson, 2001; Organ & Ryan, 2000). Courtesy and altruism are viewed as mainly benefiting co-workers whereas conscientiousness, sportsmanship and civic virtue are directed at the organization (Organ & Ryan, 2000).

Organizational commitment (OC) has been identified for many years as a central construct in understanding the relationship between the employee and the employer (Meyer & Allen, 2001; Meyer, Stanley, Herscovitch & Topolnysky, 2002). Definitions of the construct indicate its significance in binding the individual both to the organization and to courses of action, which are relevant to the target of the commitment (Meyer & Herscovitch, 2001). With regard to the former, analyses consistently indicate significant correlations between OC and turnover intention (Bycio & Hausdorf, 2002; Becker and Randall, 2002). With regard to the latter, further relationships have been identified between components of OC and a range of discretionary and extra role behaviors (Meyer & Herscovitch, 2001) including attendance (Somers, 1999), performance (Cropanzano, James & Konovsky, 1999) and organizational citizenship behavior – OCB (Organ & Ryan, 1999).

As used here, organizational commitment is a psychological state that categorizes the employee's relationship with the organization; it is understood as a commitment to the entire organization. Three components of commitment have been identified, each of which ties the employee to their organization but the nature of the 'psychological-bonding' is different. Affective commitment (AC) ties people through their emotional attachment, involvement, and identification with the organization. The 'affectively' committed employee stays because they want to. Continuance commitment (CC) depends

on employees' awareness of the costs of leaving the organization – people stay because of the cost of losses associated with leaving the organization. Normative commitment (NC) rests on employees' obligatory feelings towards co-workers or management – people stay because they feel an obligation to do so (Meyer & Allen, 2001). Each component might have different antecedents and, while all lead to a reduced intention to leave the organization, result in different outcomes for employees' discretionary extra-role behavior (Gautam, Van Dick & Wagner, 2001).

Organizational citizenship behavior as noted above is one example of discretionary behavior which has been identified as being linked to OC. OCB is taken to be a positive outcome of a committed workforce, characterized by voluntary extra-role contributions of employees that are not recognized by the formal organizational reward system (Organ & Ryan, 1999). This study focuses on the links between OC and organizational citizenship behavior (OCB) as a form of discretionary extra-role behavior.

Affective commitment is among the affective work reactions that have been offered most often as antecedents to affiliate/promotive extra-role (Meyer & Allen, 2001). Studies have found organizational commitment to be associated with several OCB facets (Chen, Hui & Sego, 2004). For example, when defined as a psychological identification with the organization and its values, organizational commitment has also displayed links with OCB. DiPaola and Tschannen-Moran (2001 September) found positive relationships between affective commitment and several OCB dimensions, though these were mediated by job breadth.

Connections between commitment and OCB at the individual level may result because positive attitudes about the job or the organization tend to predispose people toward extra-role behavior (Koberg, Boss, Bursten & Goodman, 2003). In addition, high levels of commitment can create equity pressures that motivate individuals to provide

non-required helping behaviors as repayment for the fulfillment and belongingness they draw from their work (Moorman & Blakely, 2006).

Effect of Operant Competencies on Organizational Commitment

A study by Pillai et al. (1999) examined the relationship between competences and organizational commitment. He found that a direct relationship exists between competences and organizational commitment. In another study, MacKenzie et al. (2001) examined the effect of competences on marketing personnel's organizational commitment at an insurance company. Their study also suggests that competences have a higher influence on organizational commitment. This finding supports the assumption that the competences have a stronger relationship with organizational commitment.

Locke and Schweiger (1979) and Locke et al. (1980) studied group member knowledge and competence in the context of participative decision making (PDM) and organizational commitment. Based on their studies, they came to view competence as a potential predictor variable. Smithson and Lewish (2000) and Walz & Niehoff (2001) conducted a research on the antecedents of Organizational commitment, finding competences to be one of the best predictor.

Kakoby (2009) conducted a study on operant competence, organizational social capital, organizational commitment and organizational citizenship behavior. The findings revealed a positive and significant relationship between operant competences and OCB. The study showed that operant competences were significant predictors of OCB. From the study, it was established that OCB of employees in any organizations can be improved by improving levels of improving existing institution programmes for capacity building to facilitate members to acquire competence.

Effect of Operant competencies and OCB

It has been proposed that OCB links performance and job satisfaction in a meaningful way (Organ, 1988). This is well argued by Boyatzis (1982) who placed the concept of competency firmly in the context of effective performance from the outset. He further enhanced the inherent conceptual importance of higher levels of performance by defining competencies as those characteristics that differentiate superior performance from average and poor performance. Graham (1988) also suggested that the most important effects of competences should be on extra-role behaviors that exceed the requirements of in-role expectations. Results of past researches show that competences have been consistently linked to higher level of OCB (Hackett, Wang, Chen, 2005; Schlechter & Engelbrecht, 2006; Boerner, Eisenbeiss, Griesser, 2007).

A study by Tremblay (2000) concluded that the perception of a high level of autonomy and influence on the work and the possibility of using competencies have a strong independent positive influence on the mobilization of discretionary behaviors. Complimentary to this, Dio's (1979) research established that subordinates' competency leads to a higher quality of decision and greater achievement and efficiency.

In the same vein, Garavan and McGuire (2001) add that competencies can be liberating and empowering, arguing that if employees are provided with a broad degree of self-control and self-regulation, they will work towards the fulfillment of organizational objectives. In addition, Dennison (1984) argues that once employees are empowered, they will psychologically perceive meaningfulness, competence, self-determination and impact, which will lead to organizational effectiveness (Lee & Koh, 2001). These types of competencies are those possessed by knowledge workers, who are increasingly being regarded as the critical resource of the firm (Drucker, 1993).

Kirabo (2008) investigated the relationship between operant and Emotional competences, Empowerment, Role Involvement and OCB among Middle Managers in URA. Results also showed that there was a significant positive relationship between competences and OCB as rated by Middle managers.

Effect of Role Clarity on Organizational Commitment

The construct of organizational commitment has been cited as one of the most popular variables of interest in the field of organizational psychology and organizational behavior (Mathieu & Zajac, 2002). There are several conceptualizations of the organizational commitment construct. The various definitions and measures share a common theme in that organizational commitment is considered a bond or linking of the individual to the organization. Salancik (2001) viewed commitment as the binding of individuals to behavioral acts, reflecting the behavioral school perspective. On the other hand, attitudinal researchers viewed it as the relative strength of an individual's identification with and involvement in a particular organization (Mowday et al., 2004). However, Scholl (1981) posited that organizational commitment is a type of motivating force rather than an attitude or a descriptor of a set of behaviors, independent from expectancy. Allen and Meyer (2001) conceptualized a three-dimensional definition of organizational commitment that integrated early studies. Their definition of organizational commitment is as follows:

Researchers have posited that role states such as role clarity impact employee's organizational commitment. Mowday et al. (2004) proposed role states as role clarity as one of antecedents of organizational commitment, and Mathieu and Zajac (2002) empirically supported the proposed relationship.

Similarly, Van Dyne, Cummings and Parks (2001) in their study emphasized that organizational commitment will be higher in agencies with higher role clarity, because of

an indirect influence of the role states to people through other people in the agency and due to the agency clarity in articulating the role expectations. Thus, it can be argued that low levels of role clarity are frustrating and unpleasant, and lead to lower levels of organizational commitment.

Effect of Role Clarity on OCB

Role perceptions (or role stressors as they are sometimes called) include perceptions such as role conflict and role ambiguity, both of which have been found to be significantly negatively related to OCBs. On the other hand, role clarity is positively related.

McDowall and Fletcher (2004), Rousseau, Hui, and Lee (2002), and Wong and Wong (2002) also stated that, role clarity, would be significantly and positively correlated with OCB. Those who perceive their role as clear may be more likely to feel like doing more beyond their job descriptions.

Bycio, Hackett, and Allen (2002), Pillai, Schriesheim, and Williams, (2001), and Podsakoff, MacKenzie, Paine, and Bachrach (2000) stated that role clarity may have relationship with some of the dimensions of OCB. Previous empirical studies (Bedeian, & Zacur , 1996; Moorman & Blakely, 2006; Wagner & Rush, 2000; Robbins 2001; Appelbaum, Bartolomucci, Beaumier, Boulanger, Corrigan, Dore, Girard, & Serroni, 2004; Murphy, Athanasou, & King, 2002) provided support for a hypothesized positive relationship between role clarity and organizational citizenship behavior.

Hypotheses

1. There is a significant effect of competences on role clarity
2. There is a significant effect of role clarity on psychological contract and organizational justice.

3. There is a significant effect of both psychological contract and organizational justice on organizational commitment.
4. There is a significant effect of both psychological contract and organizational justice on OCB
5. There is a significant effect of organizational commitment on OCB.
6. There is a significant effect of competences on psychological contract and organizational justice.
7. There is a significant effect of competences on organizational commitment.
8. There is a significant effect of competencies on OCB.
9. There is a significant effect of role clarity on organizational commitment.
10. There is a significant effect of role clarity on OCB
11. There is a significant effect of competences, role clarity, psychological contract, organizational justice and organization commitment on OCB

Chapter Three

Methodology

Introduction

This Chapter presents the methodological aspects, which include the research design, study area, population & sample size, data collection & research instruments, research procedures and data management.

Research Design

A correlational relationship between two variables is occasionally the result of independent variable (Bell, 2001). The correlational method permits the researcher to analyze the relationships among a large number of variables in a style study. A correlational survey design was used because it was suitable for describing relationships between variables and determined whether one variable was associated with another variable. Correlational research refers to studies in which the purpose is to discover relationships between variables using correlational statistics (r). The square of a correlation coefficient yields the explained variance (r -squared).

Population and Sample Size

The targeted population of the study included all employers and employees in the in the Public Service of Uganda who were over 20,000. The study targeted at hundred people to comprise the sample. According to Yamene (1967), for a population of 20,000 and plus, a representative sample is constant at 100 when a precision level is ± 10 . However, the actual people who responded were 87. The selection was purposive in that it focused on a particular section of the people, the records cadre at different levels in the Public Service of Uganda.

Data collection Instrument

The study used a closed-ended type of questionnaire in collecting data. This was preferred because it eased data collection from a large group of respondents in terms of saving time spent in collecting data.

Measurement of Variables

A competency profile guide containing questions about the mission of the organization, role of the incumbents, key result areas, competencies required, context of work in terms flexibility, problems encountered and nature of interaction and unique decisions made was adopted from OCAP (Munene, Bbosa, & Eboyu, 2006). These were presented to the incumbents and information obtained from them was profiled. From the profiles, questions about competencies were developed. The questionnaires consisted of six main parts. The first part contained questions about operant competences. Items about operant competencies were developed from the competence profiles of employees of the Public Service of Uganda. The questions were accompanied with a likert scale running from 1 = very poorly to 5 = outstandingly well. The lowest score indicated a low measurement of the variable while the highest score indicated a high measurement of the variable.

The second part contained questions about the role clarity adopted from Bowen and Lawler (2000). The questions were accompanied with a likert scale running from 1 = strongly disagree to 5 = strongly agree. The lowest score indicated a low measurement of the variable while the highest score indicated a high measurement of the variable.

The third part contained questions about organizational justice adopted from Brockner, Ackerman and Fairchild (2000). Nine items on procedure justice and seven items on distributive justice were accompanied with a likert scale running from 1 = very

unfair to 5 – very fair. The lowest score indicated a low measurement of the variable while the highest indicated a high measurement of the variable.

The fourth part contained questions about psychological contract adopted from Ang, Tan, and Ng (2000). Twenty items measured this variable and were accompanied with a likert scale running from 1 = strongly disagree to 5 = strongly agree. The lowest score indicated a low measurement of the variable while the highest score indicated a high measurement of the variable.

The fifth section contained questions about organizational commitment adopted from Gautam, van Dick and Wagner (2001). The questions were accompanied with a likert scale running from 1 = strongly disagree to 5 = strongly agree. The lowest score indicated a low measurement of the variable while the highest score indicated a high measurement of the variable.

The sixth section contained questions about OCB adopted from Bentein, Stinglhamber and Vandenberghe (2002). Sixteen items were accompanied with a likert scale running from 1 – strongly disagree to 5 = strongly agree. The lowest score indicated a low measurement of the variable while the highest score indicated a high measurement of the variable.

Validity of the Instrument

The construct validity of the research tools was ensured by giving them to the supervisors and other experts in the Institute of Psychology to examine and comment on the questions and adaptations were made according to recommendations. Content validity was established with the help of the two supervisors who rated the items as relevant or not relevant. Thereafter, content validity ratio was computed using the following formula:

$$\text{CVR} = \frac{K}{N} = \frac{\text{Number of items considered relevant}}{\text{Number of items in the Instrument}}$$

The CVI was .8643 (see Appendix 2), which was considered good given that it was greater than 0.70.

Reliability of the Instrument

A pretest was conducted using 30 respondents from the selected organizations. Thereafter, a Cronbach coefficient alpha was used to establish the reliability of the instrument using the following formula:

$$\alpha = \frac{k}{K-1} \left[1 - \frac{\sum SD_r^2}{SD_t^2} \right]$$

Where

K	=	Number of items in the quaternaries
SD_r^2	=	Variance of scores on individual items
SD_t^2	=	Variance of scores in total test
\sum	=	Summation of cells.

The reliability was .9523 (see Appendix 3), which was greater than 0.7, and thus the questionnaire was considered suitable for data collection.

Research procedure

The researcher obtained an introductory letter from Makerere University, which was presented to the Ministry of Public Service to seek permission to conduct the study. Once permission from the Ministry of Public Service was granted to conduct the study, the researcher was given an officer from the Ministry of Public Service be introduced to the public service employees. After the introduction, the researcher explained the purpose of the research to the public service employees and assured them of confidentiality by informing them that people who would be selected to participate in the study to fill in the questionnaires were not required to indicate their identity anywhere on the questionnaires. Any questions were sought from the public service employees before selecting those who would participate in the study. Thereafter, questionnaires accompanied with copies of the

letter were administered to the respondents to be filled in. After week, filled in questionnaires were collected from the respondents for analysis and report writing.

Data Analysis

Data was coded and entered in the computer following the SPSS programme guidelines. The data was used to run the Pearson's correlation. This helped to establish the relationship between the variables as indicated in the objectives of the study. A positive relation indicated a direct relationship between variables where the change in the dependent variables and independent variable were in the same direction while an inverse relationship indicated that the changes in the dependent and the independent variables were in opposite directions. Furthermore, the coefficient of the correlation was used to determine the strength of the relationship. Correlation coefficients tending to zero indicated a weak relationship while those tending to 1 indicated a strong relationship. The 0.5 significance level was used to determine if the relationship was significant or not. Significance values of the correlation coefficient equal to or less than .05 indicated that the relationship was significant while those above .05 indicated an insignificant relationship. Lastly, the coefficient of determination and a regression coefficient were computed to determine the effect of variables on other variables.

Chapter Four

Presentation of Findings

Introduction

This chapter presents the findings of the study. It is divided into nine sections. The first section presents findings on the effect of competences on role clarity. The second section presents findings on the effect of role clarity on psychological contract and organizational justice. The third section presents findings on the effect of both psychological contract and organizational justice on organizational commitment. The fourth section presents findings on the effect of both psychological contract and organizational justice on OCB. The fifth section presents findings on the effect of psychological contract and organizational commitment on OCB. The sixth section presents findings on the effect of organizational justice on OCB. The seventh section presents findings on the effect of competencies on organizational commitment. The eighth section presents findings on the effect of competencies on OCB. The ninth section presents findings on the effect of organizational commitment on OCB.

Effect of competences on role clarity

Respondents in the Public Service of Uganda were asked about their competences on seven key result areas, which were correlated with role clarity and then a coefficient of determination, which is the square of the correlation, was computed to determine the effect of competences on role clarity. The findings were then subjected to test of significance to determine the competences that affect role clarity. Findings are presented in Table 1.

Table 1: *Findings about effect of competences on role clarity*

Competences on key result areas		Role clarity		
		Correlation (r)	Coefficient of determination (r^2)	Sig. (p)
Key result area 1	Receiving and dispatching documents/records/emails/correspondences in accordance with the organization policy and the basic records procedure	.236	.056	.019
Key result area 2	Classifying documents/ records/emails/correspondences with basic records procedure and organization policy	.275	.075	.007
Key result area 3	Maintaining information and records equipment in accordance with the organizational policy and basic records procedure	.19	.036	.046
Key result area 4	Retrieving documents/records/emails/correspondences for timely use	.331	.11	.001
Key result area 5	Weeding documents/records/emails/correspondences in accordance with the basic records procedures and the organizational policy	.188	.035	.046
Key result area 6	Managing the documents/records/emails/correspondences in accordance with the organizational policy and records procedure	.123	.015	.137
Key result area 7	Disposing of records that are no longer in use to the organization	.069	.005	.276

From Table 1, using the correlation coefficient (r) findings show that competencies in key results areas 1, 2, 3, 4, and 5 have a weak significant effect on role clarity ($p < .05$) with key result area 4 most affecting role clarity (11%) and key result area 5 least affecting role clarity (3.5%). Competencies in key results areas 6 and 7 have no a significant effect on role clarity ($p > .05$).

Effect of role clarity on psychological contract and organizational justice

A correlation between role clarity and psychological contract and between role clarity and organizational justice was performed and thereafter coefficients of determinations were computed to determine the effect of role clarity on psychological contract and organizational justice. Findings are presented in Table 2.

Table 2: *Findings on effect of role clarity on psychological contract and organizational justice*

	Role clarity		
	Correlation (r)	Coefficient of determination (r^2)	Sig. (p)
Psychological contract	0.244	0.059	0.014
Distributive justice	0.286	0.082	0.005
Procedural justice	0.209	0.044	0.032

The coefficient of determination (r^2) shows that role clarity had a weak significant effect on psychological contract, distributive justice and procedural justice ($p < .05$), respectively with role clarity most affecting distributive justice (8.2%) and least affecting procedural justice (4.4%).

Effect of psychological contract and organizational justice on organizational commitment

A correlation between psychological contract and organizational commitment and between organizational justice and organizational commitment was performed and thereafter coefficients of determinations were computed to determine the effect of psychological contract and organizational justice on organizational commitment. Findings are presented in Table 3.

Table 3: *Findings on effect of psychological contract and organizational justice on organizational commitment*

	Organizational commitment		
	Correlation (r)	Coefficient of determination (r^2)	Sig. (p)
Psychological contract	.256	.065	.010
Distributive justice	.078	.006	.246
Procedural justice	.178	.032	.057

The coefficient of determination (r^2) shows that psychological contract had a weak significant effect of 6.5% on organizational commitment ($p < .05$, respectively). Distributive justice and procedural justice did not have a significant effect on organizational commitment ($p > .05$).

Effect of psychological contract and organizational justice on OCB

A correlation between psychological contract and OCB and between organizational justice and OCB was performed and thereafter coefficients of determinations were computed to determine the effect of psychological contract and organizational justice on OCB. Findings are presented in Table 4.

Table 4: *Findings on effect of psychological contract and organizational justice on OCB*

	OCB		
	Correlation (r)	Coefficient of determination (r ²)	Sig. (p)
Psychological contract	-.140	.020	.105
Distributive justice	-.004	.000	.487
Procedural justice	.018	.000	.438

Findings show that psychological contract, distributive justice and procedural justice had no significant effect on OCB ($p > .05$).

Effect of organizational commitment on OCB

A correlation between organizational commitment and OCB was performed and thereafter a coefficient of determination was computed to determine the effect of organizational commitment on OCB. Findings are presented in Table 5.

Table 5: *Findings on effect of organizational commitment on OCB*

	OCB		
	Correlation (r)	Coefficient of determination (r ²)	Sig. (p)
Organizational commitment	-.067	.005	.276

There was no significant effect of organizational commitment on OCB ($p > .05$).

Examine the effect of competences on psychological contract and organizational justice.

A correlation between competences in 7 key result areas, psychological contract and organizational justice was performed and thereafter coefficients of determinations were computed to determine the effect of competences on psychological contract and organizational justice. Findings are presented in Table 6.

Table 6: *Findings on effect of operant competences on psychological contract and organizational justice*

Competences in key result areas		Psychological contract			Distributive justice			Procedural justice		
		Correlation (r)	Coefficient of determination (r ²)	Sig. (p)	Correlation (r)	Coefficient of determination (r ²)	Sig. (p)	Correlation (r)	Coefficient of determination (r ²)	Sig. (p)
Key result area 1	Receiving and dispatching documents/records/emails/correspondences in accordance with the organization policy and the basic records procedure	.165	.027	.074	0.039	0.001	0.368	0.192	0.037	0.046
Key result area 2	Classifying documents/records/emails/correspondences with basic records procedure and organization policy	.262	.068	.010	0.035	0.001	0.38	0.062	0.004	0.295
Key result area 3	Maintaining information and records equipment in accordance with the organizational policy and basic records procedure	.344	.118	.001	0.231	0.054	0.019	0.256	0.066	0.011
Key result area 4	Retrieving documents/records/emails/correspondences for timely use	.298	.089	.003	0.163	0.026	0.073	0.363	0.131	0
Key result area 5	Weeding documents/records/emails/correspondences in accordance with the basic records procedures and the organizational policy	.27	.073	.007	0.19	0.036	0.045	0.357	0.127	0.001
Key result area 6	Managing the documents/records/emails/correspondences in accordance with the organizational policy and records procedure	.283	.080	.005	0.165	0.027	0.071	0.281	0.079	0.006
Key result area 7	Disposing of records that are no longer in use to the organization	.198	.039	.043	0.141	0.02	0.112	-0.037	0.001	0.375

Findings in Table 6 show that operant competence in six key results area 2, 3, 4, 5, 6 and 7 had a weak significant effect on psychological contract ($p < .05$) with key result area 3 most affecting psychological contract (11%) and key result area 7 least affecting role clarity (3.9%). Competence in the key results area 1 had no significant effect on psychological contract ($p > .05$). Regarding competences and distributive justice, only competences in two key results areas 3 and 5 had a weak significant effect on distributive justice ($p < .05$) with key result area 3 most affecting role clarity (5.4%) and key result area 5 least affecting role clarity (3.6%). The remaining competences in key result areas 1, 2, 4, 6, and 7 had no significant effect on the distributive justice ($p > .05$). Concerning competences and procedural justice, competences in five key results areas 1, 3, 4, 5 and 6 had a weak significant effect on procedural justice ($p < .05$) with key result area 4 most affecting role clarity (13.1%) and key result area 1 least affecting role clarity (3.7%). The remaining two key result areas 2 and 7 did not significantly affect role clarity ($p > .05$).

Effect of competencies on organizational commitment

Competences in the seven key result areas were correlated with organizational commitment and then a coefficient of determination was computed to determine the effect of competences on role clarity. Findings are presented in Table 7.

Table 7: Findings about effect of competencies on organizational commitment

Competences in key result areas		Organizational commitment		
		Correlation (r)	Coefficient of determination (r^2)	Sig. (p)
Key result area 1	Receiving and dispatching documents/records/mails/correspondences in accordance with the organization policy and the basic records procedure	0.058	0.003	0.306
Key result area 2	Classifying documents/ records/mails/correspondences with basic records procedure and organization policy	0.244	0.059	0.016
Key result area 3	Maintaining information and records equipment in accordance with the organizational policy and basic records procedure	-0.113	0.013	0.160
Key result area 4	Retrieving documents/records/mails/correspondences for timely use	0.129	0.017	0.125
Key result area 5	Weeding documents/records/mails/correspondences in accordance with the basic records procedures and the organizational policy	0.103	0.011	0.181
Key result area 6	Managing the documents/records/mails/correspondences in accordance with the organizational policy and records procedure	0.156	0.024	0.082
Key result area 7	Disposing of records that are no longer in use to the organization	0.148	0.022	0.100

Only competences in one key result areas 2 had a weak significant effect of 5.9% on organizational commitment ($p < .05$). The remaining competences in key result areas 1, 3, 4, 5, 6 and 7 had no significant effect on the organizational commitment ($p > .05$).

Effect of competencies on OCB

Competences in seven key result areas were correlated with OCB and then a coefficient of determination was computed to determine the effect of competences on OCB. Findings are presented in Table 8.

Table 8: *Findings about effect of competencies on OCB*

Competences in key result areas		OCB		
		Correlation (r)	Coefficient of determination (r^2)	Significance of the correlation (p)
Key result area 1	Receiving and dispatching documents/records/emails/correspondences in accordance with the organization policy and the basic records procedure	.379	.144	.000
Key result area 2	Classifying documents/ records/emails/correspondences with basic records procedure and organization policy	.340	.115	.001
Key result area 3	Maintaining information and records equipment in accordance with the organizational policy and basic records procedure	.023	.001	.421
Key result area 4	Retrieving documents/records/emails/correspondences for timely use	.387	.150	.000
Key result area 5	Weeding documents/records/emails/correspondences in accordance with the basic records procedures and the organizational policy	-.143	.020	.102
Key result area 6	Managing the documents/records/emails/correspondences in accordance with the organizational policy and records procedure	-.015	.000	.448
Key result area 7	Disposing of records that are no longer in use to the organization	-.013	.000	.457

Competences in key result areas 1, 2, and 4 had a weak significant effect on OCB ($p < .05$) with key result area 4 most affecting role clarity (15%) and key result area 2 least affecting role clarity (11.5%). The remaining competences in key result areas 3, 5, 6 and 7 had no significant effect on the OCB ($p > .05$).

Examine the effect of role clarity on organizational commitment

A correlation between role clarity and organizational commitment was performed and thereafter a coefficient of determination was computed to determine the effect of role clarity on organizational commitment. Findings are presented in Table 9.

Table 9: *Findings on effect of role clarity on organizational commitment*

	Role clarity		
	Correlation (r)	Coefficient of determination (r^2)	Significance of the correlation (p)
Organizational commitment	0.148	0.022	0.094

There was no significant effect of role clarity on organizational commitment ($p > .05$).

Effect of role clarity on OCB

A correlation between role clarity and OCB was performed and thereafter a coefficient of determination was computed to determine the effect of role clarity on OCB.

Findings are presented in Table 10.

Table 10: *Findings on effect of role clarity on OCB*

	Role clarity		
	Correlation (r)	Coefficient of determination (r^2)	Significance of the correlation (p)
OCB	.318	.101	.002

There was a weak significant effect of 10.1% on role clarity on OCB ($p < .05$).

The effect of competences, role clarity, psychological contract, organizational justice and organization commitment on OCB

A regression analysis was conducted to determine the effect competences, role clarity, psychological contract, organizational justice and organization commitment on OCB. Findings are presented in Table 11.

Table 11: *Regression of competences, role clarity, psychological contract, organizational justice and organization commitment on OCB*

<i>Regression Statistics</i>					
Multiple R	0.661				
R Square	0.437				
Adjusted R Square	0.317				
Standard Error	7.222				
Observations	69				

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Signifi- cance F</i>
Regression	12	2269.9	189.2	3.6	0.000
Residual	56	2921.1	52.2		
Total	68	5191.0			

	<i>Coeffi- cients</i>	<i>Standar d Error</i>	<i>t Stat</i>	<i>P- value</i>
Intercept	91.9	11.6	7.9	.000
Receiving and dispatching documents/records/emails/correspondences in accordance with the organization policy and the basic records procedure	.5	.3	1.7	.093
Classifying documents/ records/emails/correspondences with basic records procedure and organization policy	.7	.5	1.3	.183
Maintaining information and records equipment in accordance with the organizational policy and basic records procedure	.4	.3	1.1	.277
Retrieving documents/records/emails/correspondences for timely use	.5	.4	1.2	.241
Weeding documents/records/emails/correspondences in accordance with the basic records procedures and the organizational policy	.4	.3	1.3	.201
Managing the documents/records/emails/correspondences in accordance with the organizational policy and records procedure	.2	.2	1.0	.336
Disposing of records that are no longer in use to the organization	.3	.3	1.2	.239
Role clarity	.5	.2	2.6	.011
Psychological contract	.1	.1	1.5	.139
Distributive justice	.0	.3	.2	.861
Procedure justice	.7	.3	2.7	.009
Organizational commitment	.2	.2	1.0	.321

The regression coefficient ($R = .661$) shows a strong linear relationship between competences, role clarity, psychological contract, organizational justice, organization commitment and OCB. This finding when subjected to ANOVA test, the significance of the linear relationship ($p = .000$) was less than the critical significance at .05. Thus, competences, role clarity, psychological contract, organizational justice and organization commitment have an effect on OCB. This effect was determined when the regression coefficient was squared ($R\text{-Square} = .437$) than adjusted ($\text{Adjusted } R\text{-Square} = .317$). The

Adjusted R-Square was then expressed as a percentage of the effect competences, role clarity, psychological contract, organizational justice and organization commitment on OCB. Thus, findings show that competences, role clarity, psychological contract, organizational justice and organization commitment accounted for 31.7% variance in OCB.

However, there was need to determine which of the individual independent variables significantly affected OCB with the help of coefficients, t-values and p-values. The p-values show that only role clarity and procedure justice significantly affected OCB ($p < .05$). Of the two, procedure justice was significant in affecting OCB because it had a higher coefficient-value and t-value and a lower p-value (i.e. coefficient-value = .7, t-value = 2.7, p-value = .009) compared to that of role clarity (i.e. coefficient-value = .5, t-value = 2.6, p-value = .011).

Chapter Five

Discussion, Conclusions and Recommendations

Introduction

This chapter presents the discussion, conclusions and recommendations. It is divided into three sections. The first section presents the discussion based on the objective of the study. The second section presents the conclusions. The third section presents the recommendations.

Effect of competences on role clarity

The study established that competences in some key results areas significantly affected role clarity while competences in other key results areas did not. The positive nature of the relationship implied that the more a person is competent in the key results areas, the more role clarity.

Given that competences in some key results areas significantly affected role clarity while competences in other key results areas did not, these findings partially support Munene et al. (2004) who argued that operant competence-profiling model enables the job incumbent to uncover tacit knowledge she/he has accumulated over time, thus making the incumbents roles more clear.

Green (2005) advanced three principals about the development of competencies. From Green's principals, the following can be deduced. First, competences in some key results areas enabled employees in the Public Service to know what is expected of them hence making the roles clear to them. Secondly, competences in some key results areas helped to ensure a high level of consistency the Public Service and finally, they provided an opportunity to ensure that human resources strategy and practices are aligned to and are consistent with both business needs and the values of the Public Service.

King and King (2000) advance four forms of role clarity and basing on them, four relationships can be drawn from the findings of this study. First, instilling more competence-based behavior through OCAP reduces ambiguity regarding what is required. Secondly, it also reduces ambiguity regarding how responsibilities are to be met. Third, it reduces ambiguity regarding role senders. Lastly, it reduces ambiguity regarding the consequences of role behavior.

Thus, the findings of this study also show that developing competencies through OCAP, the dynamics of interrelationships are built through discussion, negotiation and agreement by people who work together, which enable them to clearly define their roles with a common understanding. This is because OCAP can systematically make the roles clearer through a common language, framework, direct linkage with core values and mission of the organization and clear outputs (Baron in Munene, Bbosa & Eboyu, 2006). Competence-based behavior, therefore, prescribes normative role behavior by informing individuals about what is expected of them in their role. They serve a directional function by making specific the goals and appropriate behaviors associated with a work role. In particular, competence based behavior send signals about the preferences, values and types of opportunities that individuals should exploit. Focusing systematically on certain types of behaviors achieves this. This is in agreement with Lawler (2003) who argued that information about the organization's mission is necessary for individuals to know how to behave. Access to information about the organization allows individuals to see the 'big picture' and develop alternative frames of reference for understanding their roles within the organization (Bowen and Lawler, 2000).

The implication of this is that some operant competence-based behavior affected role clarity. In this study, competences in classification of documents, maintaining of

information and records equipment, and retrieving and weeding documents are key in improving role clarity in the Public Service.

Effect of role clarity on psychological contract and organizational justice

Role clarity had a significant effect on psychological contract, distributive justice and procedural justice. Basing on Lawler, Mohrman and Benson's (2001) in their definition of psychological contract, the findings of the study suggest that role clarity in the Public Service improves employees' perceptions of what they owe to their employers and what their employers owe to them. According Wenger and Snyder (2000), the findings suggest that role clarity in the Public Service improves the individual's beliefs about the terms and conditions of a reciprocal exchange agreement between that person and the Public Service as employers. In other words, role clarity improves beliefs about what employees believe they are entitled to receive or should receive (Turnley & Feldman, 2005).

While for King and King (2000), the implications of the findings regarding role clarity and psychological contract are four folds. First, a reduction in ambiguity regarding what is required or uncertainty over the scope of responsibilities makes the psychological contract between employees in the Public Service and their employers to be respected. Secondly, a reduction in ambiguity regarding how responsibilities are to be met makes the psychological contract between employees in the Public Service and their employers to be respected. Third, a reduction in ambiguity regarding role senders or uncertainty about whose expectations for role behaviors must be met makes the psychological contract between employees in the Public Service and their employers to be respected. Fourth, a reduction in ambiguity regarding the consequences of role behavior or uncertainty about the effects of actions on well being, the role set and the organization makes the

psychological contract between employees in the Public Service and their employers to be respected.

Further, the literature identifies two types of psychological contracts: Transactional and Relational. Given that role clarity was related to psychological contract, then it implies that role clarity also positively relates to these two types of psychological contract. This means that as roles in the Public Service became clearer, there is improvement in the transactional and relational psychological contracts. In respect to transactional psychological contract, role clarity increases employee willingness to accept a job transfer in the Public Service, to support the Public Service competition, protect the Public Service propriety information and staying with the Public Service for a long time. Regarding relational psychological contract, findings suggest that role clarity in the Public Service increases employee's willingness to work extra hours.

The findings of this study show that is the more roles of employees are clear in the Public Service, the more the psychological contract between the employees and their employers will be respected.

Effect of psychological contract and organizational justice on organizational commitment

Psychological contract had a significant effect on organizational commitment. However, distributive justice and procedural justice did not significantly affect organizational commitment. The finding of the study is in agreement with Meyer (2001) who argues that practices such as compensation and promotion, which form part of the psychological contract, are likely to be more antecedents of commitment. They also concur with Erez and Earley (2003) that organizational reward allocation processes are one of the main tools for maintaining and increasing work commitment. Furthermore, they concur with Meyer (2001) that pay raises, promotions, or making negative decisions

such as those about dismissals are likely to have an impact on organizational commitment.

The findings of the study also support Ang, Tan, and Ng's (2000) and Guest's (2004) findings, which showed that reward practices have a stronger effect on subsequent commitment. They show that psychological contract breach relates with negative outcomes such as reduced commitment. In other words, increases in material and symbolic rewards that show a positive evaluation of the employee and that are attributable to deliberate and voluntary decisions by the organization, increase perceived support (Smithson & Lewis, 2000; Turnley & Feldman, 2005) and thus increase employees commitment to the organization.

In respect to organization justice and commitment, the study findings suggest that employees in the Public Service are not likely to react more strongly against unfair treatment, which is contrary to Greenberg (2001). Extending this flow of logic to a Public Service context yields a theoretical proposition regarding unfair treatment that it does not cause employees to retaliate in the form of reduced commitment to the Public Service. According to Tyler, Boeckmann, Smith & Huo (2004) and Ryan (2000), organizational justice can be in form of distributive justice (perceived fairness of the outcome) and procedural justice (perceived fairness of the procedure that produces the outcome). Thus, the implication of the relationship that was established in this study is that psychological contract does not increase perceived fairness of the outcome and procedure that produces the outcome. In addition, psychological contract does not lead to improvements in structural components such as fairness of the formal procedure and interpersonal components such as fairness regarding interpersonal treatment and adequate information. This is contrary to existing literature such as that from Munene (1995) and Russean (2003). Munene (1995) states that trust and fairness are elements of psychological

contract and Russean (2003) identified forms of contract violation, which erode trust and fairness.

The implication of the findings of this study is that the more psychological contract is respected between employees and the Public Service as an employer the more committed employees become to the Public Service. Better perceptions employees of what they owe to their employers and what their employers owe to them, the more they become committed. Employees' perceptions of the psychological contract relate to how good or poor their compensation, both monetary and non-monetary are.

Effect of psychological contract and organizational justice on OCB

Psychological contract, distributive justice and procedural justice had no significant effect on OCB. These findings are contrary to Rehega (2004) who observed that a one of the social exchange theory in a social exchange, employees perceiving fair treatment and trust in managers go beyond formal job requirements and voluntarily perform acts which benefit the organization (Rehega 2004).

The findings are also contrary to Moorman and Blakely (2006) who observed that with the psychological contract, fairness of contracts might play a major role in OCB. Thus, the Konovsky's (2000) argument that when employees regard outcomes as failing to meet some criterion of fairness, they may realize that neither reduction of prescribed role performance nor leaving the organization are viable options and thus choose discretionary contributions by reducing the OCB or increasing negative OCB does hold.

The implication of the findings is that in the Public Service of Uganda, psychological contract between employers and employees is not very strong because there is no platform for employees to negotiate their terms and conditions of services with their employers. The terms are usually predetermined and employees only accept what

they have been given because they have no choice. Therefore, the psychological contract does not affect OCB.

Effect of organizational commitment on OCB

There was no significant effect of organizational commitment on OCB. Going by Organ's (2000) definition of OCB, the findings suggest that organizational commitment does not increase the willingness of staff in the Public Service to assist newcomers to the Public Service. In relation to Williams and Anderson (2001) and Organ and Ryan (2000), the study findings show that organizational commitment does not increase behavior that is directed mainly at individuals in the Public Service and behavior that is concerned more with helping the Public Service as a whole.

The findings of the study contrary to Meyer & Herscovitch (2001) who found a relationship between OC and discretionary and extra-role behaviors, the implication of the study findings is that affective commitment (AC), which ties people through their emotional attachment, involvement and identification with the organization does not lead to staff in the Public Service to engage in OCB. In addition, the findings demonstrate affectively committed employee in Public Service will not engage in OCB. These are contrary to Meyer & Allen (2001) that affective commitment is among the affective work reactions that have been offered most often as antecedents to affiliative/promotive extra-role behavior. Furthermore, continuance commitment (CC), which depends on employees' awareness of the costs of leaving the organization will also not make staff in the Public Service to engage in OCB. Lastly, normative commitment (NC) employees' obligatory feelings towards co-workers or management will also not make staff in the Public Service to engage in OCB. Thus, this study shows that OCB is not an outcome of a committed workforce in the Public Service, characterized by voluntary extra-role

contributions of employees that are not recognized by the formal Public Service reward system.

Examine the effect of competences on psychological contract and organizational justice.

Competence in six key results area had a significant effect on psychological contract while competence in the one key results area had no significant effect on psychological contract. Competences in two key results areas had a significant effect on distributive justice while the remaining competences in five key result areas had no effect on the distributive justice. Competences in five key results areas had a significant effect on procedural justice but the remaining competence two key results areas did not.

These findings partially support to Green (2005) how observed that competence-profiling can help an employee in the organization to know what is expected of him/her, which enhances respect of the psychological contract. In addition, it helps to ensure a high level of consistency across the organization, which helps to maintain fairness and thus organizational justice and organizational commitment. Lastly, it provides an opportunity to ensure that human resource strategies and practices are aligned to, and are consistent with both business needs and the values of the organization.

The findings concur with Hamel (2000) who observed that competencies are seen as tools, which can help organizations achieve their objectives. He explained that this could be achieved through increasing employee commitment, by enhancing organizational justice and organizational commitment and improving organizational performance

Effect of Operant Competencies on Organizational Commitment

Only competences in one key result areas had a significant effect on organizational commitment while the remaining competences in six key result areas had

no effect on the organizational commitment. These findings are contrary to researchers who have established that competencies affect organizational commitment.

Effect of Operant Competencies on OCB

Competences in three key result areas had a weak significant effect on OCB while the remaining competences in four key result areas had no effect on the OCB.

The findings of this study partially support researchers who established that competencies affect OCB. Such researchers include Boyatzis (1982), Hackett, Wang, Chen, (2005), Schlechter and Engelbrecht (2006), Tremblay (2000), Boerner, Eisenbeiss and Griesser (2007). In addition, the findings also partially support Graham (1988) who suggested that the most important effects of competences should be on extra-role behaviors that exceed the requirements of in-role expectations.

Effect of Role Clarity on Organizational Commitment

There was no significant effect of role clarity on organizational commitment. This finding suggests that role clarity in the public service of Uganda does not significantly affect an individual's bond or linking to the organization. In respect to Salancik (2001), the findings suggest that role clarity does not significantly bind individuals to behavioral acts. Furthermore, in respect of Mowday et al. (2004), the findings show that role clarity does not significantly affect the relative strength of an individual's identification with and involvement in the public service.

Thus, the finding of this study is contrary to researchers who have posited that role clarity impact employee's organizational commitment. Such researchers include Mowday et al. (2004) and Mathieu and Zajac (2002). Therefore, the finding of this study show the contrary that organizational commitment will be higher in agencies with higher role clarity, because of the influence of the role clarity.

Effect of role clarity on OCB

The resulting implications are restricted to suffice that OCB is likely when roles are clarified. Furthermore, the findings of this study suggest that role clarity affects various dimensions of OCB. These dimensions of OCB are conscientiousness, sportsmanship, civic virtue, courtesy, and altruism (Podsakoff, MacKenzie, Moorman, & Fetter, 2006). In other words, the findings show that role clarity affects behavior that is directed mainly at individuals in the organization (OCBI), and behavior that is concerned more with helping the organization as a whole (OCBO) (Williams & Anderson, 2001).

Regarding altruism, the findings show that role clarity will increase the helping behavior of an employee towards its fellow employees; that is the willingness of an employee to help a coworker (Todd, 2003). As for conscientiousness, it shown in this study that role clarity will increase the employees' willingness to stay informed with up-to-date knowledge about products or services offered (Neihoff & Yen, 2004). Regarding civic virtue, this study shows that role clarity increases employees' involvement of oneself responsibly in and being concerned about the life of the company.

The effect of competences, role clarity, psychological contract, organizational justice and organization commitment on OCB

Competences, role clarity, psychological contract, organizational justice and organization commitment had a moderate significant positive combined effect on OCB

However, among the combined independent variables, only role clarity and procedure justice significantly affected OCB

Conclusions

Findings revealed that operant competence-base behavior positively related to some key results areas, and thus role clarity. That is, the more there is operant competence-based behavior among employees in an organization, the clearer the roles of the employees. It was found out that role clarity positively related to psychological contract. That is the more roles of employees are clear in the Public Service, the more the psychological contract between the employees and employers will be respected.

The study established that role clarity positively related to organizational justice. This meant that the more roles of employees are clear in the Public Service, the more the employees feel that the employers justly treat them. It was found out that psychological positively related to organizational commitment. This meant that the more psychological contract is respected between employees and the Public Service as an employer the more committed employees are to the Public Service. In other words, contract violations were associated with lower perceptions of employee obligations.

However, organizational justice was not related to organizational commitment. In addition, psychological contract, organizational justice and organizational commitment were not related to OCB. There was a positive relationship between competence in most key results areas and psychological contract. This implies that the more competent the employees were in these key results areas, the more respect to the psychological contract. Furthermore, there was a positive relationship between competence in most key results areas and organizational justice. This implies that the more competent the employees were in these key results areas the more organizational justice.

There was a positive relationship between competence in some key results areas and organizational commitment. This implies that the more competent the employees were in these key results, the more organizational commitment. There was a positive relationship between competence in some key results areas and OCB. This implies that the more competent the employees were in these key results areas, the more OCB. There was no significant positive relationship between role clarity and organizational commitment. However, there was a significant positive relationship between role clarity and OCB. The positive nature of the relationship implies that the more role clarity, the more the OCB.

There was a linear relationship between competences, role clarity, psychological contract, organizational justice, organization commitment and OCB.

Recommendations

The Public Service should adopt the OCAP approach to analyzing roles of its employees because it will help it develop operant competence-based behavior, which will make most of the roles of its employees clearer.

Having clearer roles in the Public Service will contribute to the perception of the psychological contract between the employees and employers as being respected. That is

each party (employees and employers) will have a healthy relationship towards one another.

Role clarity in the Public Service will also improve procedure justice. Clearer roles of employees in the Public Service will make employees feel that the employers justly treat them.

The Public Service should respect the psychological contract they have with employees. This is because respecting the psychological contract they have with employees will encourage employees to be more committed to the Public Service.

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Appendices

Appendix 1: Questionnaire

This questionnaire seeks to measure the relationship between competence based performance appraisal, organizational justice, employee empowerment, psychological contract and organizational citizenship behaviors in your Organization. Please give your responses truthfully. This will be kept confidential.

You are requested to tick, what is most appropriate to you.

Background Information

1.	Age of respondent:				
	1. 20-20 years	2. 30-39 years	3. 40-49 years	4. 50-59 years	5. 60-60 years
2.	Gender of respondent:	1. Male			2. Female
3.	Education qualification:				
	1. Certificate	2. Diploma	3. Degree	4. Post-graduate	5. PhD.
4.	Tenure of respondent in the organization:				
	1. Less than 1 yr	2. 1-2 years	3. 2-4 years	4. 4-6 years	5. 6-8 years
	6. 8-10 years	7. 20 yrs and above			
5.	Department of the respondent:	-----			

Operant Competencies

Please evaluate the following Key Result Area by circling or ticking the appropriate responses basing on the scale below:

Very poorly	Poorly	Fairly well	Very well	Outstandingly well
1	2	3	4	5

Key Result Area 1: when you were receiving and dispatching documents/records/mails/correspondences in accordance with the organization policy and the

basic records procedure, how well did you do the following?						
1.	Date, stamp the documents/records/mails/correspondences	1	2	3	4	5
2.	Circulate the documents/records/mails/correspondences to management for information and further necessary action	1	2	3	4	5
3.	Identify urgent documents/records/mails/correspondences and take them to action officers	1	2	3	4	5
4.	Record the documents/records/mails/correspondences on respective subject files	1	2	3	4	5
5.	Minute the documents/records/mails/correspondences to action officers	1	2	3	4	5
6.	Dispatch the documents/records/mails/correspondences	1	2	3	4	5
7.	Provide the documents/records/mails/correspondences when needed for reference or use	1	2	3	4	5
8.	Maintain the documents/records/mails/correspondences in good and usable order	1	2	3	4	5
Key Result Area 2: When classifying documents/ records/mails/correspondences with basic records procedure and organization policy, how well did you do the following?						
1.	Read the content of the documents/records/mails/ correspondences and internalized them	1	2	3	4	5
2.	Refer to the previous documents/records/mails/correspondences when classifying the documents/records/mails/correspondences	1	2	3	4	5
3.	Read and internalize the company's policy on classification of the documents/records/mails/correspondences	1	2	3	4	5
4.	Sort the documents/records/mails/correspondences	1	2	3	4	5
Key Result Area 3: When maintaining information and records equipment in accordance with the organizational policy and basic records procedure, how well did you do the following?						
1.	Keep the documents/records/mails/correspondences in folders by filing	1	2	3	4	5

2.	Keep the documents/records/emails/correspondences away from dust.	1	2	3	4	5
3.	Keep the documents/records/emails/correspondences away under lock and key	1	2	3	4	5
4.	Carry out minor repairs of the documents/records/emails/correspondences	1	2	3	4	5
5.	Duplicated the documents/records/emails/correspondences and kept copies elsewhere for future use	1	2	3	4	5
Key Result Area 4: When retrieving documents/records/emails/correspondences for timely use, how well did you do the following?						
1.	Take care of the urgency of the matter	1	2	3	4	5
2.	Make sure that all the necessary subject matter required is available	1	2	3	4	5
3.	Classified the documents/records/emails/correspondences	1	2	3	4	5
4.	Located the documents/records/emails/correspondences and the reference used	1	2	3	4	5
5.	When similar documents/records/emails/correspondences were last routed to	1	2	3	4	5
6.	Use the index	1	2	3	4	5
Key Result Area 5: When weeding documents/records/emails/correspondences in accordance with the basic records procedures and the organizational policy, how well did you do the following?						
1.	Look at the documents/records/emails/correspondences one at a time to determine the conclusion	1	2	3	4	5
2.	Look at the stipulated time for the retention schedule	1	2	3	4	5
3.	Remove redundant documents/records/emails/correspondences	1	2	3	4	5
4.	Record the documents/records/emails/correspondences on transfer	1	2	3	4	5
5.	Pack the documents/records/emails/correspondences and transfer to the records center.	1	2	3	4	5
Key Result Area 6: When managing the documents/records/emails/correspondences in						

accordance with the organizational policy and records procedure, how well did you do the following?						
1.	Known the number of weeded documents/records/emails/correspondences	1	2	3	4	5
2.	Known the number of boxes to be indexed	1	2	3	4	5
3.	Known the retention schedule of the documents/records/emails/correspondences	1	2	3	4	5
4.	Known the location of boxes in the records center	1	2	3	4	5
5.	Received the documents/records/emails/correspondences	1	2	3	4	5
6.	Allocated number or indexes to the documents/records/emails/correspondences	1	2	3	4	5
7.	Fill the transfer form	1	2	3	4	5
8.	Arranged the documents/records/emails/correspondences according to the location number	1	2	3	4	5
9.	Put a routing slip	1	2	3	4	5
10.	Indicate the transfer date on the transfer sheet	1	2	3	4	5
Key Result Area 7: When disposing of records that are no longer in use to the organization, how well did you do the following?						
1.	Identify the date of retention in the records center	1	2	3	4	5
2.	Review the dates to check whether those documents/records/emails/correspondences have been active in the records center.	1	2	3	4	5
3.	Sorted out what has to go to records center, archives and destruction	1	2	3	4	5
4.	Record each documents/records/emails/correspondences	1	2	3	4	5
5.	Seek permission from top management to destroy the documents/records/emails/correspondences that are no longer useful	1	2	3	4	5

Role Clarity

Please evaluate the following items by circling or ticking the appropriate response basing on the scale below:

Strongly agree	Agree	Disagree	Strongly disagree
4	3	2	1

1.	I am not clear on the scope and responsibilities of my roles (jobs)	4	3	2	1
2.	Many functions of what I should be apart of my role have been assigned to some other role	4	3	2	1
3.	I am not clear as to what the priorities in my role are	4	3	2	1
4.	If I had full freedom to define my role I would be doing some things different from what I do now	4	3	2	1
5.	I do not know what the people I work with expect of me in my role	4	3	2	1
6.	My responsibilities are clearly defined	4	3	2	1
7.	I feel uncertain about how much authority I have	4	3	2	1
8.	I have clearly planned goals and objectives for my job	4	3	2	1
9.	I do not know how to develop my capabilities for future success in my job	4	3	2	1
10.	I work under unclear policies and guidelines	4	3	2	1
11.	Explanations are clear of what has to be done	4	3	2	1
12.	I do not know how to improve my performance on the job	4	3	2	1
13.	i am generally able to reconcile different demands from different people	4	3	2	1
14.	Responsibilities tend to emerge that I had not considered part of my role	4	3	2	1
15.	I know the mission of my role	4	3	2	1
16.	I know the mission of my role but it is not possible to state all the job elements and requirements of my role	4	3	2	1
17.	I can very well appraise my own performance in this role	4	3	2	1

Psychological Contract

Please evaluate the following items by circling or ticking the appropriate response basing on the scale below:

Strongly agree	Agree	Disagree	Strongly disagree
4	3	2	1

1.	Working for this organization allows me to meet my social and economic obligation	4	3	2	1
2.	In this organization, high pay goes to higher performance	4	3	2	1
3.	There are many opportunities in this organization based on your performance	4	3	2	1
4.	Employees in this organization are always encouraged to acquire many skills	4	3	2	1
5.	This organization has given me the change to learn new things	4	3	2	1
6.	My job gives me the opportunity to meet new challenges now and again	4	3	2	1
7.	I always learn something new from my work assignments	4	3	2	1
8.	Working for this organization gives me job security	4	3	2	1
9.	My organization offers me support with personal and family problems	4	3	2	1
10.	I get recognition for what I succeed in doing well	4	3	2	1
11.	This organization allows employees to participate in issues affecting the organization	4	3	2	1
12.	When I make suggestions to management they are taken seriously	4	3	2	1
13.	I always get feedback on my work performance	4	3	2	1
14.	In this organization high performance is highly rewarded	4	3	2	1
15.	This organization has clear plans for the employees' future	4	3	2	1
16.	This organization offers training opportunities to employees	4	3	2	1
17.	Employees who go for further training are promoted on completion of training	4	3	2	1
18.	This organization allows me to set my own work methods and goals	4	3	2	1
19.	I am fairly compensated for work performed	4	3	2	1
20.	I receive respect from the employer	4	3	2	1

21.	I receive dignity from the employer	4	3	2	1
22.	I am consistently evaluated	4	3	2	1
23.	I am justly evaluated	4	3	2	1
24.	When I joined this organization I got necessary, sufficient and correct information about its operation	4	3	2	1
25.	Workers who have stayed in the organization should correspondingly be paid more	4	3	2	1
26.	Seniority and promotion should correspond to length of individual's stay in the organization	4	3	2	1
27.	Training and development of the employees should be a responsibility of the employer	4	3	2	1
28.	Hard working employees should be retained in this organization even without innovation in their work	4	3	2	1
29.	Long term employment should be a characteristic of the employment relation	4	3	2	1
30.	The organization should provide avenues for all employees to progress through the system to the highest levels possible	4	3	2	1

Justice

Evaluate the following items by circling or ticking the appropriate response basing on the scale below:

Very fair	Fair	I am not sure	Unfair	Very unfair
5	4	3	2	1

1.	How fair is the organization rewarding you as compared to the competencies you have?	5	4	3	2	1
2.	How fair is the organization rewarding you as compared to the number of key result areas you have?	5	4	3	2	1
3.	How fair is the organization rewarding you as compared to the amount of efforts you put forth?	5	4	3	2	1
4.	How fair is the organization rewarding you as compared to the work	5	4	3	2	1

	that you have done well?					
5.	How fair is the organization rewarding you as compared to the contribution of your role to the mission of the organization?	5	4	3	2	1
6.	How fair is the organization rewarding you as compared to your job grade in the organization?	5	4	3	2	1
7.	How fair is the organization rewarding you as compared to the relative worth of your job in the organization?	5	4	3	2	1

Organization commitment

Evaluate the following items by circling or ticking the appropriate response basing on the scale below:

I strongly agree	I agree	I am not sure	I disagree	I strongly disagree
5	4	3	2	1

1.	I feel like 'part of the family' in my organization/department	5	4	3	2	1
2.	I do not feel 'emotionally' attached to this organization/department	5	4	3	2	1
3.	I really feel as if this organization's problems are my own	5	4	3	2	1
4.	I am proud of my organization/department	5	4	3	2	1
5.	I identify with my organization/department	5	4	3	2	1
6.	I would be happy to spend the rest of my career with this organization	5	4	3	2	1
7.	This organization has a great deal of meaning for me	5	4	3	2	1
8.	I do feel strong sense of belonging to my organization	5	4	3	2	1
9.	If this organization went down financially, I will still be reluctant to change to another organization	5	4	3	2	1
10.	It would be costly for me to leave this organization now	5	4	3	2	1
11.	If I am offered a job in another organization with a slight increase in pay, I would definitely change my job	5	4	3	2	1

12.	Too much in my life would be disrupted if I decided to leave this organization	5	4	3	2	1
13.	I feel that there are two options to consider when leaving this organization	5	4	3	2	1
14.	It would be very hard for me to leave this organization even if I would have wanted to	5	4	3	2	1
15.	Jumping from one organization to another does not seem at all ethical to me	5	4	3	2	1
16.	If I got a better offer elsewhere, I would not feel it right to leave my organization.	5	4	3	2	1

Organizational citizenship behavior (OCB)

(Supervisors only should fill this section)

This is very much like me	This is like me	This is not like me	This is very unlike me
1	2	3	4

1.	He/She seeks and accepts responsibility at all times	1	2	3	4
2.	He/She gets a great deal done within a set time frame	1	2	3	4
3.	He/She readily accepts more work	1	2	3	4
4.	He/She is always in position to start any engagement at the appointed time	1	2	3	4
5.	You could rely on him/her to come on time every morning and every after break	1	2	3	4
6.	You could rely on him/her to do more work than expected	1	2	3	4
7.	He/She is always ready to teach others what to do including colleagues	1	2	3	4
8.	He/She is not in the habit of taking days off without planning for them	1	2	3	4
9.	He/She does not use company time to attend burial services except for nuclear family	1	2	3	4
10.	He/She makes up company time when he/she attends burial services	1	2	3	4

	during a working day				
11.	He/She never works below his/her best even without supervision	1	2	3	4
12.	He/She is considered outstanding and effective in dealing with clients	1	2	3	4
13.	He/She anticipates problems and develops solutions in advance	1	2	3	4
14.	He/She assists his/her superior with his/her work	1	2	3	4
15.	He/She helps others who have heavy work load	1	2	3	4
16.	He/She is concerned with standard of performance	1	2	3	4
17.	He/She keeps making innovative suggestions to improve the company/organization	1	2	3	4
18.	He/She is willing to work extra hours without being rewarded	1	2	3	4
19.	He/She keeps all personal meetings with relatives and friends outside of office hours	1	2	3	4
20.	He/She gives advance notice if unable to come to work	1	2	3	4
21.	He/She volunteers to do things not required by his/her job but necessary for the company	1	2	3	4
22.	He/She keeps personal meetings held in his/her office very brief if he/she cannot avoid	1	2	3	4
23.	He/She does not keep clients and co-workers waiting through over talking on phone or with other co-workers or doing other activities	1	2	3	4
24.	He/She discourages idle conversations with fellow managers and friends during office hours	1	2	3	4
25.	He/She keeps company resources such as using company vehicle outside of personal business	1	2	3	4
26.	He/She keeps up with any new developments in the company	1	2	3	4
27.	He/She stays at work for longer hours than the work day even without compensation.	1	2	3	4

Thank you for your cooperation.

Appendix 2: Validity

Raters	Relevant	Not relevant	Total
Rater 1	125	15	140
Rater 2	117	23	140
Total	242	38	280

$$\text{CVI} = \frac{\text{Total item rated by two raters as relevant}}{\text{Total items added by two raters}} = 242/280 = .8643$$

Appendix 3: Reliability

		Mean	Std Dev	Cases
1.	PT1AREA 1	3.8333	1.4875	30.0
2.	PT1AREA 2	2.3667	1.2172	30.0
3.	PT1AREA3	2.2333	1.1943	30.0
4.	PT1AREA4	3.9667	1.0981	30.0
5.	PT1AREA5	3.8333	1.3412	30.0
6.	PT1AREA6	3.8000	1.0954	30.0
7.	PT1AREA7	3.6667	1.2130	30.0
8.	PT1AREA8	3.4667	1.2521	30.0
9.	PT2AREA1	3.3333	1.2685	30.0
10.	PT2AREA2	3.6667	1.4223	30.0
11.	PT2AREA3	3.5333	1.4794	30.0
12.	PT2AREA4	3.6333	1.4735	30.0
13.	PT3AREA1	3.8333	1.2888	30.0
14.	PT3AREA2	3.6333	1.1885	30.0
15.	PT3AREA3	3.5333	1.3322	30.0
16.	PT3AREA4	3.5667	1.3309	30.0
17.	PT3AREA5	3.8000	1.2704	30.0
18.	PT4AREA1	3.0000	1.3131	30.0
19.	PT4AREA2	2.4667	1.3222	30.0
20.	PT4AREA3	3.5000	1.3582	30.0
21.	PT4AREA4	4.1000	1.0939	30.0
22.	PT4AREA5	4.0000	1.3391	30.0
23.	PT4AREA6	4.0000	1.1744	30.0
24.	PT5AREA1	3.1000	1.1847	30.0
25.	PT5AREA2	3.3000	1.1492	30.0
26.	PT5AREA3	3.5000	1.1371	30.0
27.	PT5AREA4	3.1333	1.2521	30.0
28.	PT5AREA5	3.4333	1.2780	30.0
29.	PT6AREA1	3.7667	1.3309	30.0

30.	PT6AREA2	3.1000	1.5166	30.0
31.	PT6AREA3	3.3333	1.3218	30.0
32.	PT6AREA4	3.7667	1.1943	30.0
33.	PT6AREA5	3.9000	1.2134	30.0
34.	PT6AREA6	3.9667	1.2994	30.0
35.	PT6AREA7	3.8667	1.2521	30.0
36.	PT6AREA8	3.3000	1.2077	30.0
37.	PT6AREA9	3.6333	1.3515	30.0
38.	PT6AREA10	3.1333	1.2243	30.0
39.	PT7AREA1	3.2000	1.2149	30.0
40.	PT7AREA2	3.0000	1.2318	30.0
41.	PT7AREA3	3.7667	1.1351	30.0
42.	PT7AREA4	1.9000	.6074	30.0
43.	PT7AREA5	1.7000	.9879	30.0
44.	ROLE1	2.2333	1.3309	30.0
45.	ROLE2	2.4000	1.3287	30.0
46.	ROLE3	1.9000	1.1552	30.0
47.	ROLE4	2.8000	1.3493	30.0
48.	ROLE5	2.3333	1.3218	30.0
49.	ROLE6	2.9000	1.2415	30.0
50.	ROLE7	2.7667	1.2229	30.0
51.	ROLE8	2.7000	1.2077	30.0
52.	ROLE9	2.7333	1.3374	30.0
53.	ROLE10	2.0333	1.1290	30.0
54.	ROLE11	1.8333	1.0854	30.0
55.	ROLE12	2.2000	1.2704	30.0
56.	ROLE13	2.2000	1.3493	30.0
57.	ROLE14	2.5333	1.2243	30.0
58.	ROLE15	2.8333	1.3667	30.0
59.	ROLE16	2.2000	1.0954	30.0
60.	ROLE17	3.0333	.6149	30.0
61.	COTRA1	2.8667	.8996	30.0
62.	COTRA2	2.3000	1.1188	30.0

63.	COTRA3	2.1667	1.0854	30.0
64.	COTRA4	3.1667	.6989	30.0
65.	COTRA5	2.9000	.7589	30.0
66.	COTRA6	3.1333	.6814	30.0
67.	COTRA7	3.0000	.7428	30.0
68.	COTRA8	2.9333	.8277	30.0
69.	COTRA9	2.9333	.9444	30.0
70.	COTRA10	2.7333	.6915	30.0
71.	COTRA11	2.6333	.7649	30.0
72.	COTRA12	2.8000	.7144	30.0
73.	COTRA13	2.9667	.7184	30.0
74.	COTRA14	3.0333	.6687	30.0
75.	COTRA15	3.0333	.8503	30.0
76.	COTRA16	2.8333	.6477	30.0
77.	COTRA17	3.0333	.6149	30.0
78.	COTRA18	2.7000	.7497	30.0
79.	COTRA19	2.2000	.9248	30.0
80.	COTRA20	2.9000	.6618	30.0
81.	COTRA21	3.0333	.4901	30.0
82.	COTRA22	2.9667	.4138	30.0
83.	COTRA23	3.3000	.4661	30.0
84.	COTRA24	3.0000	.8305	30.0
85.	COTRA25	3.1333	.6288	30.0
86.	COTRA26	3.1333	.5074	30.0
87.	COTRA27	3.2667	.9803	30.0
88.	COTRA28	3.2333	.8584	30.0
89.	COTRA29	3.1333	.6814	30.0
90.	COTRA30	3.0000	1.0171	30.0
91.	JUST1	3.4667	1.1059	30.0
92.	JUST2	2.0333	1.2452	30.0
93.	JUST3	1.9000	1.0619	30.0
94.	JUST4	4.0000	.0000	30.0
95.	JUST5	3.8000	.7611	30.0

96.	JUST6	3.9000	.3051	30.0
97.	JUST7	3.8667	.4342	30.0
98.	COM1	3.4667	1.1059	30.0
99.	COM2	2.0333	1.2452	30.0
100.	COM3	1.9000	1.0619	30.0
101.	COM4	4.0000	.0000	30.0
102.	COM5	3.8000	.7611	30.0
103.	COM6	3.9000	.3051	30.0
104.	COM7	3.8667	.4342	30.0
105.	COM8	3.5667	.8172	30.0
106.	COM9	3.2000	1.2149	30.0
107.	COM10	3.6333	.8503	30.0
108.	COM11	3.6000	.8550	30.0
109.	COM12	3.6000	.9322	30.0
110.	COM13	3.8333	.5921	30.0
111.	COM14	3.6667	.7112	30.0
112.	COM15	3.6333	.9279	30.0
113.	COM16	3.5667	.8172	30.0
114.	OCB1	3.2667	.7849	30.0
115.	OCB2	3.1333	.8193	30.0
116.	OCB3	3.2000	.7611	30.0
117.	OCB4	2.8333	.6477	30.0
118.	OCB5	2.2333	.9353	30.0
119.	OCB6	2.1333	1.0080	30.0
120.	OCB7	2.9667	.6687	30.0
121.	OCB8	3.0333	.8087	30.0
122.	OCB9	3.0667	.7397	30.0
123.	OCB10	3.1000	.8030	30.0
124.	OCB11	3.0000	.9097	30.0
125.	OCB12	2.7667	.7279	30.0
126.	OCB13	3.1333	.7761	30.0
127.	OCB14	3.0667	1.0148	30.0
128.	OCB15	3.1667	.7915	30.0

129. OCB16	3.0333	.9279	30.0
130. OCB17	2.7000	.6513	30.0
131. OCB18	2.9333	.6915	30.0
132. OCB19	3.1000	.7589	30.0
133. OCB20	3.0333	.7649	30.0
134. OCB21	3.1333	.5713	30.0
135. OCB22	3.0667	.5208	30.0
136. OCB23	3.2667	.5833	30.0
137. OCB24	3.3333	.8023	30.0
138. OCB25	2.9667	.6149	30.0
139. OCB26	3.2667	.5208	30.0
140. OCB27	3.0000	.7878	30.0

Statistics for	Mean	Variance	Std Dev	No. of variables
SCALE	434.8333	2635.3851	51.3360	140

Item-total Statistics

	Scale mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
PT1AREA1	431.0000	2575.3103	.3833	.9519
PT1AREA2	432.4667	2609.0851	.1996	.9524
PT1AREA3	432.6000	2626.8000	.0585	.9527
PT1AREA4	430.8667	2543.9816	.8143	.9508
PT1AREA5	431.0000	2531.0345	.7599	.9508
PT1AREA6	431.0333	2543.8264	.8177	.9508
PT1AREA7	431.1667	2550.2126	.6832	.9511
PT1AREA8	431.3667	2572.6540	.4815	.9516
PT2AREA1	431.5000	2568.7414	.5058	.9515
PT2AREA2	431.1667	2533.7299	.6958	.9509
PT2AREA3	431.3000	2580.4241	.3511	.9520
PT2AREA4	431.2000	2533.6138	.6714	.9510

PT3AREA1	431.0000	2530.4828	.7962	.9507
PT3AREA2	431.2000	2561.2000	.6049	.9513
PT3AREA3	431.3000	2543.1138	.6735	.9510
PT3AREA4	431.2667	2557.6506	.5643	.9514
PT3AREA5	431.0333	2530.7230	.8062	.9507
PT4AREA1	431.8333	2591.0402	.3188	.9521
PT4AREA2	432.3667	2618.2402	.1127	.9527
PT4AREA3	431.3333	2549.6092	.6119	.9512
PT4AREA4	430.7333	2550.4782	.7577	.9510
PT4AREA5	430.8333	2517.0402	.8674	.9505
PT4AREA6	430.8333	2529.6609	.8832	.9506
PT5AREA1	431.7333	2602.5471	.2601	.9522
PT5AREA2	431.5333	2576.1195	.4967	.9516
PT5AREA3	431.3333	2566.4368	.5872	.9514
PT5AREA4	431.7000	2579.5276	.4268	.9518
PT5AREA5	431.4000	2558.2483	.5840	.9513
PT6AREA1	431.0667	2526.1333	.8034	.9507
PT6AREA2	431.7333	2577.7195	.3595	.9520
PT6AREA3	431.5000	2589.4310	.3286	.9520
PT6AREA4	431.0667	2534.8230	.8243	.9507
PT6AREA5	430.9333	2531.8575	.8357	.9507
PT6AREA6	430.8667	2535.7057	.7488	.9508
PT6AREA7	430.9667	2528.3782	.8373	.9506
PT6AREA8	431.5333	2579.2920	.4454	.9517
PT6AREA9	431.2000	2551.8897	.5981	.9513
PT6AREA10	431.7000	2580.7000	.4276	.9518
PT7AREA1	431.6333	2571.5506	.5061	.9515
PT7AREA2	431.8333	2573.8678	.4801	.9516
PT7AREA3	431.0667	2575.7195	.5067	.9516
PT7AREA4	432.9333	2643.7195	-.1393	.9526
PT7AREA5	433.1333	2663.5678	.2860	.9533
ROLE1	432.6000	2565.8345	.5027	.9515
ROLE2	432.4333	2579.7023	.3995	.9518

ROLE3	432.9333	2625.3747	.0733	.9526
ROLE4	432.0333	2627.1368	.0465	.9529
ROLE5	432.5000	2605.6379	.2075	.9524
ROLE6	431.9333	2627.2368	.0519	.9528
ROLE7	432.0667	2611.5816	.1785	.9524
ROLE8	432.1333	2661.9126	-.2246	.9534
ROLE9	432.1000	2585.8172	.3513	.9520
ROLE10	432.8000	2658.5103	-.2096	.9533
ROLE11	433.0000	2620.3448	.1247	.9525
ROLE12	432.6333	2572.4471	.4759	.9516
ROLE13	432.6333	2599.8954	.2447	.9523
ROLE14	432.3000	2577.8034	.4511	.9517
ROLE15	432.0000	2617.8621	.1119	.9527
ROLE16	432.6333	2586.9989	.4234	.9518
ROLE17	431.8000	2597.8207	.5932	.9517
COTRA1	431.9667	2617.1368	.1895	.9523
COTRA2	432.5333	2613.4299	.1810	.9524
COTRA3	432.6667	2634.1609	.0004	.9528
COTRA4	431.6667	2596.2299	.5429	.9517
COTRA5	431.9333	2584.0644	.6577	.9515
COTRA6	431.7000	2587.1828	.6886	.9515
COTRA7	431.8333	2581.2471	.7100	.9514
COTRA8	431.9000	2600.3690	.4067	.9519
COTRA9	431.9000	2589.6793	.4662	.9517
COTRA10	432.1000	2593.1966	.5923	.9516
COTRA11	432.2000	2622.5793	.1560	.9523
COTRA12	432.0333	2598.8609	.4944	.9518
COTRA13	431.8667	2594.3264	.5540	.9517
COTRA14	431.8000	2606.1655	.4214	.9519
COTRA15	431.8000	2590.2345	.5133	.9517
COTRA16	432.0000	2608.2759	.4034	.9519
COTRA17	431.8000	2597.8207	.5932	.9517
COTRA18	432.1333	2631.9126	.0378	.9525

COTRA19	432.6333	2637.6885	-.0333	.9527
COTRA20	431.9333	2610.4782	.3618	.9520
COTRA21	431.8000	2612.9931	.4421	.9520
COTRA22	431.8667	2609.4989	.6082	.9519
COTRA23	431.5333	2623.6368	.2415	.9522
COTRA24	431.8333	2657.3851	-.2650	.9530
COTRA25	431.7000	2628.1483	.1061	.9523
COTRA26	431.7000	2628.7690	.1222	.9523
COTRA27	431.5667	2650.6678	-.1609	.9530
COTRA28	431.6000	2617.4207	.1961	.9522
COTRA29	431.7000	2625.5966	.1335	.9523
COTRA30	431.8333	2690.0057	-.5275	.9538
JUST1	431.3667	2616.7230	.1541	.9524
JUST2	432.8000	2631.9586	.0147	.9529
JUST3	432.9333	2627.1678	.0651	.9526
JUST4	430.8333	2635.3851	.0000	.9523
JUST5	431.0333	2622.3782	.1594	.9523
JUST6	430.9333	2638.5471	-.1038	.9524
JUST7	430.9667	2643.9644	-.1964	.9526
COM1	431.3667	2616.7230	.1541	.9524
COM2	432.8000	2631.9586	.0147	.9529
COM3	432.9333	2627.1678	.0651	.9526
COM4	430.8333	2635.3851	.0000	.9523
COM5	431.0333	2622.3782	.1594	.9523
COM6	430.9333	2638.5471	-.1038	.9524
COM7	430.9667	2643.9644	-.1964	.9526
COM8	431.2667	2633.5816	.0135	.9526
COM9	431.6333	2645.6885	-.0943	.9531
COM10	431.2000	2646.3034	-.1331	.9528
COM11	431.2333	2639.3575	-.0535	.9527
COM12	431.2333	2640.1851	-.0592	.9528
COM13	431.0000	2637.2414	-.0363	.9525
COM14	431.1667	2615.6609	.2642	.9521

COM15	431.2000	2618.0276	.1737	.9523
COM16	431.2667	2641.3057	-.0784	.9527
OCB1	431.5667	2598.7368	.4503	.9518
OCB2	431.7000	2572.1483	.7529	.9512
OCB3	431.6333	2573.0678	.7995	.9512
OCB4	432.0000	2612.8276	.3343	.9520
OCB5	432.6000	2627.4897	.0732	.9525
OCB6	432.7000	2643.3897	-.0870	.9529
OCB7	431.8667	2587.6368	.6953	.9515
OCB8	431.8000	2594.5103	.4882	.9517
OCB9	431.7667	2579.1506	.7412	.9514
OCB10	431.7333	2573.0299	.7575	.9513
OCB11	431.8333	2603.3851	.3358	.9520
OCB12	432.0667	2585.9954	.6600	.9515
OCB13	431.7000	2578.8379	.7098	.9514
OCB14	431.7667	2590.7368	.4222	.9518
OCB15	431.6667	2571.6782	.7858	.9512
OCB16	431.8000	2588.3034	.4896	.9517
OCB17	432.1333	2596.5333	.5790	.9517
OCB18	431.9000	2595.9552	.5528	.9517
OCB19	431.7333	2578.4092	.7318	.9513
OCB20	431.8000	2575.7517	.7605	.9513
OCB21	431.7000	2600.1483	.5991	.9517
OCB22	431.7667	2608.3230	.5036	.9519
OCB23	431.5667	2623.0126	.2014	.9522
OCB24	431.5000	2630.0517	.0570	.9525
OCB25	431.8667	2638.6713	-.0580	.9525
OCB26	431.5667	2622.6678	.2333	.9522
OCB27	431.8333	2669.7989	-.4303	.9533

Reliability Coefficients

No of Cases = 30.0 No. of Items = 140 Alpha = .9523