

**JOB-RELATED CLIMATE, JOB SATISFACTION,
COMMITMENT AND ORGANISATIONAL CITIZENSHIP
BEHAVIOURS IN UGANDA BUREAU OF STATISTICS.**

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**A Research Thesis submitted in partial fulfilment of the requirements for the
award of the Degree of Masters of Business Administration of Makerere
University Kampala.**

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DECLARATION

I declare that this dissertation is a result of my own independent research effort and investigation. It has not been submitted to any other institution for any award.

Where it is indebted to the work of others, due acknowledgement has been done.

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APPROVAL

This is to certify that this dissertation has been submitted with our approval as the University Supervisors.

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DEDICATION

To my wife who always supported me during this research, my children who accepted to make the sacrifices while I undertook the studies and my late companion, Pamela, who gave me encouragement up to her final moments that coincided with the completion of my coursework.

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ABSTRACT

The main aim of the study was to examine organisational citizenship behaviour in Uganda Bureau of Statistics in relation to the job-related climate, job satisfaction and commitment. This was done by developing a conceptual framework which relates the job-related climate, job satisfaction, commitment and the organisational citizenship behaviours. The specific objectives were to determine the relationship between the job-related climate, job satisfaction, commitment and the organisational citizenship behaviours among various members of the Uganda Bureau of Statistics employees.

A cross-sectional correlation survey was adopted. The research instruments were self administered questionnaires. The questionnaires evaluated employees on job-related climate, commitment, job satisfaction, and organisational citizenship behaviours.

Using a sample of 140 employees, from a total population of 220, the results revealed a strong significant positive correlation coefficient between job-related climate, commitment, job satisfaction and organisational citizenship behaviours.

It can be concluded that the work environment explains most of the variance in organisational citizenship behaviours in Uganda Bureau of Statistics in relation to the magnitude of the beta coefficient in the regression statistical model.

There is need to improve the job-related climate, in order to uphold the job satisfaction, increase commitment and positive Organisational citizenship behaviours.

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List of Acronyms

ANOVA	Analysis of Variance
BOU	Bank of Uganda
CD-ROM	Compact Disc – Read only Memory
COBE	Census of Business Establishments
CS	Corporate Services
CSOs	Civil Society Organisations
DANIDA	Danish International Development Agency
DED	Deputy Executive Director
DFID	Department For International Development
ED	Executive Director
GDP	Gross Domestic Product
GIS	Geo-Information Systems
GOU	Government of Uganda
HR	Human Resources
IT	Information Technology
LAN	Local Area Network
LGs	Local governments
MIS	Management Information Systems
MoFPED	Ministry of Finance, Planning and Economic Development
NORAD	Norwegian Agency for Development
NDF	Nordic Development Fund
OCBs	Organisational Citizenship Behaviours
P/St	Principal Statistician
SDP	Statistical Development and Production
SPSS	Statistical Package for Social Scientists
UBOS	Uganda Bureau of Statistics
UDHS	Uganda Demographic Health Survey
UNFPA	United Nations Fund for Population Activities
UNHS	Uganda National Household Surveys
UNICEF	United Nations International Children’s Fund
USAID	United States Agency for International Development

CHAPTER ONE

INTRODUCTION

1.0 Background

The Uganda Bureau of Statistics (UBOS) was established by Act of parliament in June 1998, that setup the legal framework for the development and maintenance of the National statistical system. The core business of UBOS is the production, coordination and dissemination of official socio-economic statistics that commands trust and confidence of the public. **(UBOS Corporate plan, 2002-2007).**

However, the implementation of this core business is partly derailed by some existing weaknesses manifested in a poor job-related climate that does prevail. For example, at the headquarters, coordination and linkages of various sector statistics has been difficult, since there is limited equipment and facilities like computers, printers, scanners, reliable Internet connectivity and photocopiers. Lack of adequate transport, reduces ability to carry out field surveys useful in the review of government policy performance as well as timely access of information from the sectors **(Minutes of UBOS, management meeting, July2005).**

Employee levels of commitment to their jobs are low. For example, staff satisfaction surveys which have been conducted indicate that only 22%, of which the higher proportion is from top management, are satisfied with the working environment. The results of such surveys are only a matter for discussion at the highest level of management. There is high labour turnover in the National Accounts section, Directorate of Information Services, and at the Census 2002 Data Processing Centre **(Minutes of UBOS, management meeting, July2005).**

Commitment to accomplish organisational tasks is inadequate. For example, despite the fact that there are clearly defined responsibilities for each section/unit to provide specific data for the statistical abstract, it is usually left to the National Accounts Section alone to compile. This does not enable report submission on a timely and regular basis (**senior staff meeting minutes with top management 2003**). In addition, preparing work plans on time is rarely done. Most employees rarely provide input during preparation of annual work-plans that are sent to both government institutions, like the Ministry of Finance, Planning and Economic Development, and to the Development Partners, seeking quarterly releases of funds. There is a serious concern by Board members that editing and proof reading of the publications before dissemination is not properly done by the Bureau. (**UBOS board meeting February 2004**)

There is laxity in adhering to the bus time table of leaving Kampala by 7.30 a.m. resulting into many staff arriving late. Most staff break off from work at 3.00pm on Friday. A lot of laxity on the part of staff exists in accounting for official advances, which in turn makes it difficult to produce final annual accounts in time. In addition, official vehicles, most of which are for operations, are often driven to unspecified destinations that are not related to UBOS business (**Memo to Departmental Heads, 2003**).

1.1 Problem Statement.

Job-related climate in Uganda Bureau of Statistics may be affecting the levels of job-satisfaction and commitment to task achievement which in turn are suspected to have had an influence on the extra-role behaviours (organizational citizenship behaviours - OCBs) among staff in all departments of the organisation.

1.2 Purpose of the Study

The study seeks to examine the relationship between job-related climate (such as role overload, task attributes, job challenge, importance and variety), job-satisfaction, commitment and OCBs.

1.3 Objectives of the Study

- 1) To determine the relationship between job-related climate and job-satisfaction.
- 2) To examine the relationship between the job-related climate and commitment.
- 3) To determine the relationship between employee job-satisfaction and commitment.
- 4) To examine the relationship among job-related climate, job-satisfaction, commitment and OCBs.

1.4 Research Questions.

- 1) What is the relationship between job-related climate and job-satisfaction?
- 2) What is the relationship between the job-related climate and commitment?
- 3) What is the relationship between employee job-satisfaction and commitment?
- 4) What is the relationship among job-related climate, job-satisfaction, commitment and OCBs?

1.5 Significance of the Study

- 1) Scholars and researchers may use the created knowledge to explain and/ or explore further research on job-related climate, job-satisfaction, commitment and OCBs.
- 2) The board and management of the Uganda Bureau of Statistics could use the findings to improve on the performance of its core activities.
- 3) Other government ministries, departments and agencies may use the findings to enhance their performance.
- 4) The study would contribute to the existing literature on job-related climate, job satisfaction, commitment and OCBs.

1.6 Scope of the Study

1.6.1 Area Scope

The study was carried out at the Uganda Bureau of Statistics headquarters in Entebbe, the UBOS office at the Ministry of Finance planning and Economic Development head office in Kampala and the various field areas where some of the staff had been deployed for data collection. It involved a representative sample of members of staff in all directorates, sections and projects totalling about 220.

1.6.2 Content Scope

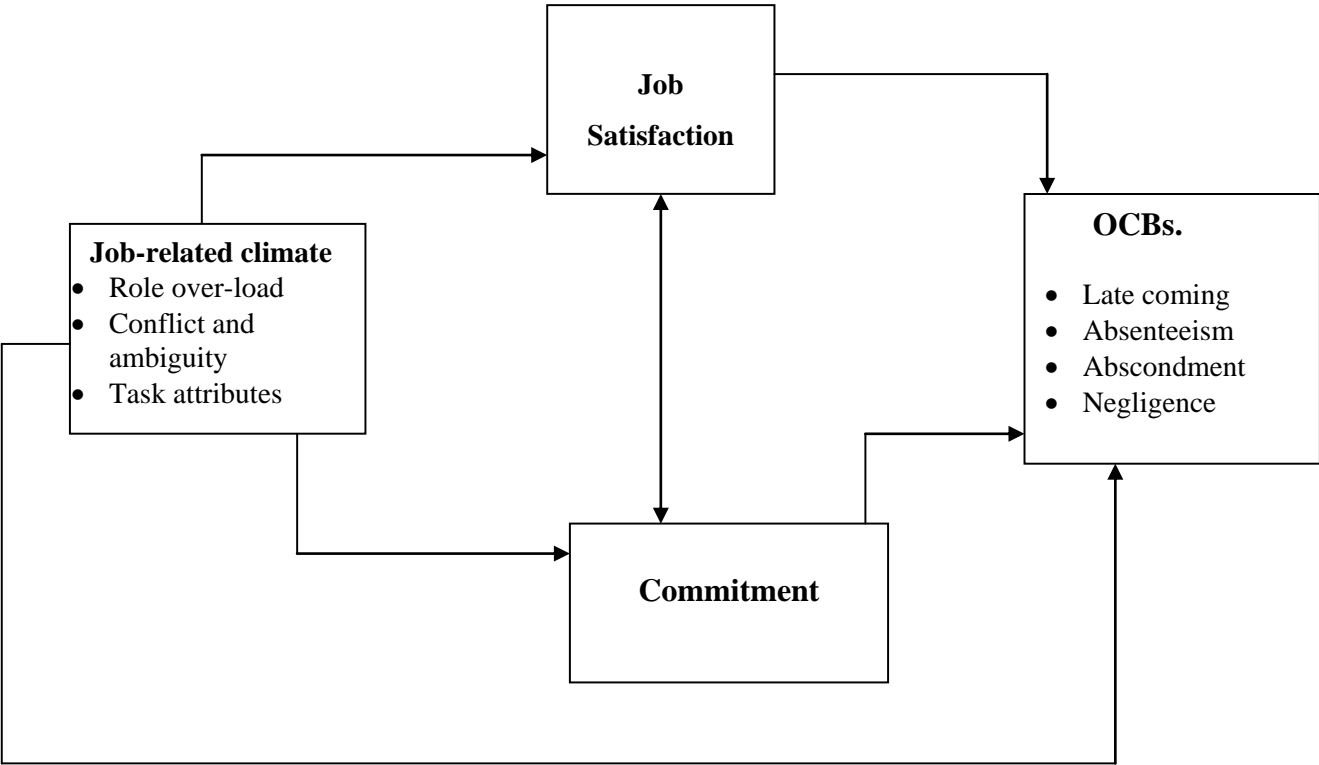
The study focused on establishing the relationships that may exist between the job-related climate (such as role over-loads, task attributes, conflict and ambiguity), job-satisfaction, commitment and OCBs (such as late coming, absenteeism, abscondment and negligence)

1.7 Conceptual Model

1.7.1 Description of the model:

The model (Figure 1) below reveals that, when the job-related climate is not conducive, there may result a reduction in job-satisfaction and commitment among employees. This reduction is suspected to lead to the demonstration of poor organizational citizenship behaviour (OCBs) like absenteeism, abscondment and late coming. In addition, job-satisfaction influences commitment while commitment also influences job satisfaction. Lastly, weaknesses in the job-related climate may also directly lead to demonstration of poor OCBs.

Figure 1.



Source: Self developed.

Independent Variable	Intervening / Moderating Factors	Dependent Variable
Job-related Climate	1. Job Satisfaction 2. Commitment	Organisational Citizenship Behaviours (OCBs)

1.7.2 Structure of the Study Report

The study has been organised into five chapters.

Chapter one introduces the study, beginning with a brief introduction, the research problem, the objectives and research questions. It then presents the conceptual model, the significance and scope of the study.

Chapter two presents a detailed review of relevant literature written about job-related climate, organisational commitment, job satisfaction and how these variables relate with each other under organisational citizenship behaviour.

Chapter three provides the methodology used to obtain and analyse data while chapter four deals with the findings and interpretation of the results in relation to the research questions.

Chapter five contains the discussion, conclusion, recommendations and proposed areas for further research.

1.8 Case Study

1.8.1 Background Information

The Uganda Bureau of Statistics (UBOS) Act of 11th June 1998, sets the legal framework for the development and maintenance of the National Statistical System. The Act outlines the objectives and functions of the Bureau, its institutional and financial setup, statistical information to be produced and disseminated and the powers of the Bureau.

1.8.2 Ownership and Governing Principles

UBOS is a semi-autonomous body within the Ministry of Finance, Planning and Economic Development (MoFPED). The three key governing principles behind the Bureau's status are:

1) Professional Independence

UBOS is governed by a Board that is required to keep the Minister of Finance, Planning and Economic Development informed of the Bureau's progress on a quarterly basis. The Board, appointed every three years consists of the Chairperson, the Executive Director, one representative from each of MoFPED, Institute of Statistics and Applied Economics (ISAE) of Makerere University, and three representing some of the major users and producers of statistics.

The Board is responsible for providing policy guidelines, approval of annual plans and budgets, review of structure and staff terms and conditions, rules and procedures for appointments, procurement and financial management.

2) **Trustworthiness**

UBOS serves all users of statistics as well as the general public by producing data that are comprehensive and impartial, collected and processed by scientific methods and free from interference by any interests be they political, economic or otherwise. Confidentiality, a very important element in building trust between the Bureau and its data providers, is enshrined in the Uganda Bureau of Statistics Act.

3) **Usefulness**

Data and information produced by UBOS is assured of usefulness by being timely and packaged and disseminated in ways appropriate for all types of users.

1.8.3 Bureau Objectives

1.8.3.1 Mandate

The core mandate of the Bureau is the: “*Production, coordination and dissemination of official socio-economic statistics*”.

This therefore defines the purpose of the Bureau’s existence and explains its mission.

Production means the collection and processing of data and the analysis and publication of official statistics. It also means coordinating, monitoring and supervising statistics published by other statistical data producers.

Coordination means that the Bureau ensures that the statistics produced adhere to standard concepts, definitions, classifications and methods.

Dissemination means that the statistics are accessed by the end users in a timely and user-friendly manner.

Official means that the statistics produced have been endorsed by the Bureau as reliable, relevant, coherent and that they conform with internationally accepted standards.

1.8.3.2 Aims

The aims of UBOS are to produce , coordinate and disseminate official statistics in order to:

- 1) inform the decision making process in all aspects of life
- 2) inform and underpin the national and local government planning process
- 3) inform public policy analysis and debates; and
- 4) monitor the impact of government initiatives, policies and programmes including decentralisation, the implementation of the Poverty Eradication Action Plan, transformation and Modernisation of Agriculture, Universal Primary Education and others.

To achieve these aims, UBOS must assess the data needs for information and determine the sources of data, measurement methods and efficient methods of collecting and ensuring public participation.

In the process, the Bureau works in close cooperation with other Statistics producers and key data users that include the MoFPED, other line Ministries, Local Governments (LGs),

the Bank of Uganda (BOU), the private sector, civil society organisations (CSOs), research and academic institutions and the Developing Partners.

1.8.4 Vision and Values

1.8.4.1 Vision

UBOS envisages constant development and improvement of the Bureau hence its vision is:

UBOS must be a “Centre of Excellence” in statistical production in Africa, measured by results as outlined in our corporate indicators.

1.8.4.2 Values

UBOS has identified four core values that are at the basis of all its efforts to achieve even better results.

- 1) **User-orientation.** Since users are the reason for UBOS to exist, the Bureau strives to subsume users and their priorities in all its activities in order to generate demand-driven products
- 2) **Quality.** The quality of products is used to define the UBOS image and hence its usefulness in society. UBOS is committed to producing increasingly better quality products in terms of timeliness, coherence, reliability and relevance. This is achieved through investment in human resource development and improvement of the working environment.
- 3) **Efficiency.** To ensure efficiency, UBOS stresses the importance of teamwork, networking and cooperation while encouraging individual and team motivation, responsibility, innovation and resource awareness.

- 4) **Sustainability.** UBOS wishes to increase its control and management of its resource base, improve ability to analyse cost of products in light of long term affordability in a bid to decrease dependency on donor resources.

1.8.5 UBOS Operations

The Bureau operations revolve around its core mandate of producing, coordinating and disseminating official socio-economic statistics.

1.8.5.1 Main Tasks

UBOS's main tasks are determined by the Uganda Bureau of Statistics Act, 1998 and specified in the Fourth Schedule. The schedule lists thirty four matters relating to which statistical information may be collected, compiled, analysed, abstracted and published. The subject matter falls in the areas of demographic and social statistics and economic statistics.

1.8.5.2 Strategic Areas and Objectives

UBOS identified four strategic areas which underpin the Bureau's efforts and direction, each with well defined specific objectives.

1) Improvement of Statistics.

Improve and consolidate a demand-driven national statistics system and service capable of providing, in a cost-effective and timely manner, comprehensive, accurate, consistent and credible demographic, social and economic statistics. Improve coordination, monitoring and supervision of national data production. Ensure that

statistics produced are relevant to users and continue to be trustworthy to inform policy decisions at all levels.

The specific objectives include:

- Improving the quality of statistical products;
- Improving the capacity to carry out data analysis;
- Improving the quality of demographic, social, economic and district statistics;
- Strengthening the relationships and complementation and collaboration with other data producers.

2) Dissemination and Awareness

Create general awareness about the importance of statistical data and information in managing the affairs of society and build an information society where statistical data and information are appreciated and used in everyday life. Continually review and update the dissemination policies and strategies with the aim of improving access to data and information by the users and the general public. Present information in a form suitable for all potential users' needs, giving due consideration to frequency and mode of presentation and content. Master and adopt the best ICT possible to disseminate the products.

The specific objectives include:

- Carrying out a comprehensive user survey and measuring user satisfaction;
- Establishing standing producer-producer and producer-user committees;
- Disseminating an annual products calendar to all producers and users;
- Becoming a national depository of statistical data;

- Being at the cutting edge of IT and networking with other producers in-country and abroad;
- Producing and implementing a marketing and information strategy.

3) Resource Management

Increasingly enable the Bureau to gain more control over its financial resources through the introduction of a basket funding modality to channel support from its development partners. Tailor Financial management methods, systems and procedures to fit UBOS's new financial arrangements (government grants and basket funding) and increase understanding and analysis of the relationship between products and their costs.

The specific objectives include:

- Putting in place and implementing a Human Resource Development Strategy;
- Devising a basket funding mechanism for short and medium term financing;
- Streamlining financial and administrative systems and procedures;
- Establishing and implementing a product pricing user charge policy;
- Laying the foundations for generating own income.

4) Organisational Development

Develop and organisational culture reflecting modern principles of management that are results oriented, focused on teamwork, rationalisation and optimisation of human resources, delegation and decentralisation of responsibilities, networking and communication throughout the organisation (vertically and horizontally) and promotion of innovation.

To introduce new management functions and disciplines such as planning and quality control. Corporate management style, renewed systems, procedures and incentives increasingly reflect the organisational development strategy.

The specific objectives include:

- Completing timely and well developed annual plans and budgets;
- Instituting joint GOU/Donors/UBOS annual reviews;
- Promoting results oriented management;
- Finalising and implementing the Management of Change strategy;
- Increasing internal and external coordination and net-working;
- Putting in place and implementing various administrative policies, structures, procedures and systems that increase corporate transparency;
- Promote the Corporate Image.

1.8.5.3 Core Products

The Bureau generates its core products from the collection, analysis and coordination of the production of socio-economic data. In determining the core products, UBOS uses the criteria outlined below:

- Alignment with government policy priorities;
- Changes in the fundamental nature of social, economic and political institutions;
- Legislative requirements; and
- Provision of needed comparative data nationally or internationally.

The core products so far defined are as given in the figure below:

No.	Core Product	Process/Activity
1	Total Population (Actual and Projected) by sex	Census, Population Projections
2	Population Density	Census, Population Projections
3	Age Specific Fertility Rate	Census, UNHS, UDHS
4	Total Fertility Rate	Census, UNHS, UDHS
5	Crude Birth Rate	Census, UNHS, UDHS
6	Infant Mortality Rate	Census, UNHS, UDHS
7	Life Expectancy	Census, UNHS, UDHS
8	Literacy Rates	Census, UNHS, UDHS, Secondary Sources
9	Employment by Sector, Unemployment	Census, UNHS, Industrial Surveys, Secondary sources
10	Health Facility Attendance	UDHS, Secondary Sources
11	Immunisation Rates	UDHS, Secondary Sources
12	Proportional Morbidity Ratios	UDHS, Secondary Sources
13	Population-Hospital beds Ratios	UDHS, Secondary Sources
14	Cartographic Materials	Enumeration Area Mapping
15	Wages	UNHS, Secondary Sources
16	Poverty Trends	UNHS, Secondary Sources
17	Food Poverty Line	UNHS, Secondary Sources
18	Poverty Gap	UNHS, Secondary Sources
19	Poverty Index	UNHS, Secondary Sources
20	Research Papers	UNHS, COBE, UDHS, Education Data Surveys, Census
21	Consumer Price Index	Market Surveys
22	Gross Domestic Product	Censuses, Industrial Surveys, Secondary sources
23	GDP Growth Rates	Censuses, Industrial Surveys, Secondary sources

24	GDP Deflators Sources	Market Surveys, Industrial Surveys, Secondary sources
25	Producer Price Index	Market Surveys
26	Index of Industrial Production	Industrial Surveys
27	Value Added	Industrial Surveys, Secondary sources

Source: UBOS Corporate Plan 2002-2007

The Bureau also produces additional products in order to:

- Explain changes in statistical documentation;
- Provide in-depth analysis of certain data to satisfy specific customer needs;
- Increase knowledge in a specific area; and
- Provide auxiliary subject matter information.

1.8.6 Organisation Structure and Staffing

The UBOS organisation structure is such that it has the Executive Director at the apex with two Deputy Executive Directors in charge of the sectors for corporate services and statistical production and development respectively. Within the sectors are departments referred to as Directorates or Divisions which are responsible for different sections whose heads are referred to as Directors or Managers respectively.

1.8.6.1 The Corporate Services (CS) Sector

This sector is responsible for the provision of services in the areas of Finance, Audit, Administrative and Human Resources, Information Technology, and Communication and Public Relations. The heads of these departments are all referred to as Managers (heading Divisions) apart from that for IT who is a Director (heading a Directorate).

- 1) **The Finance Division** is charged with the mobilisation and management of the financial resources required for the production of the Bureau core products and supporting functions and activities.

- 2) **The Audit Division** is responsible for monitoring the usage of the financial resources and all other Bureau assets. It therefore provides guidelines and regulations to ensure proper accountability of these resources.

- 3) **The Division for Administration and Human Resources** deals with all matters of procurement and storage, staff mobilisation and development issues, general administrative support and security for all UBOS staff and assets.

- 4) **The Communications and Public Relations Division** handles the dissemination and provision of information to stakeholders using a multi-channel approach (UBOS Website, Library Resource Centre, Internet, Press releases, Newsletters, Workshops, Publications etc). It is responsible for the Corporate Image, publicity, sensitisation and both internal and external communication.

- 5) **The Directorate of Information Technology** provides the necessary technologies for the harnessing of data and ease of communication. It is responsible for the data backup, IT security, intranet, the LAN and the design, development and maintenance of the corporate databases.

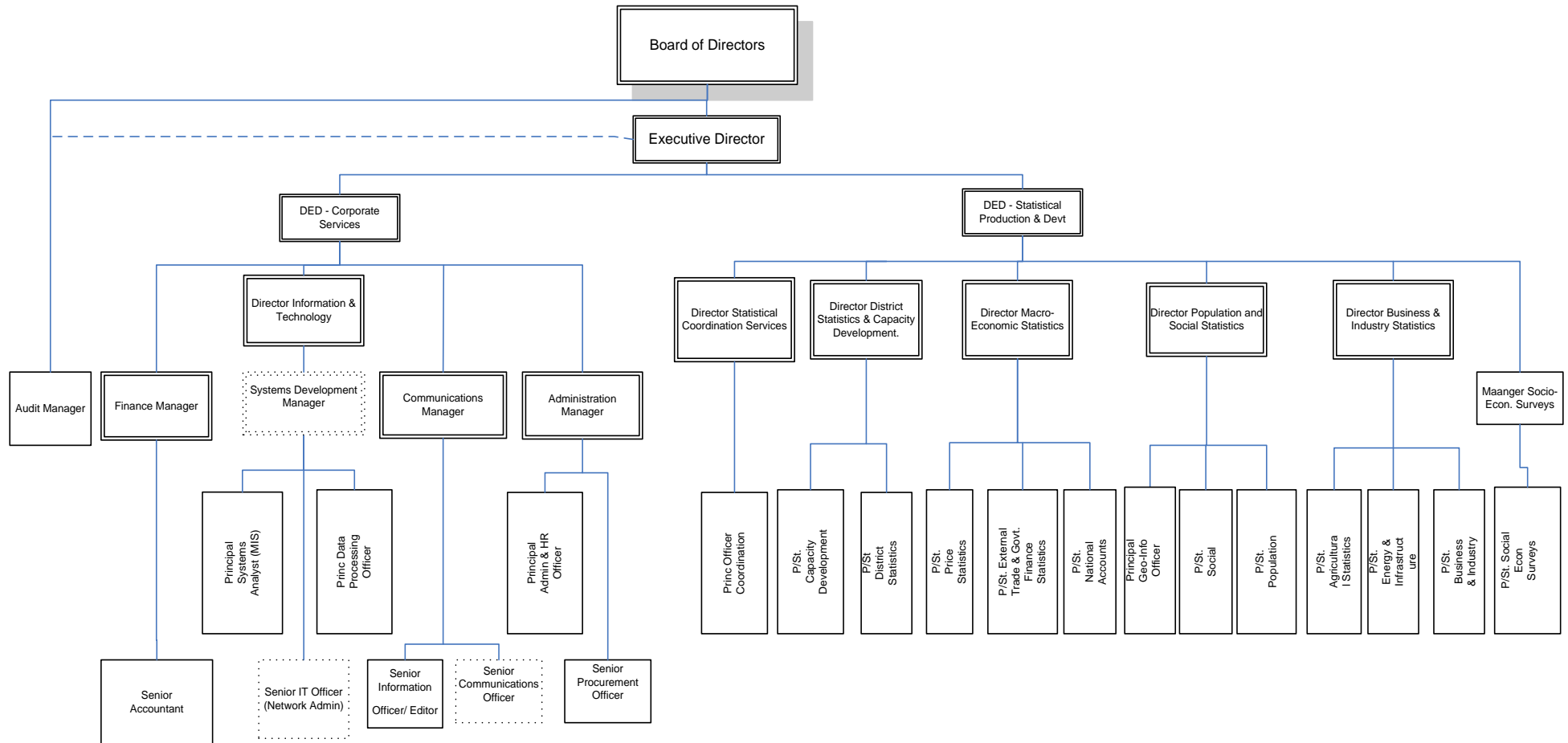
1.8.6.2 The Statistical Production and Development (SPD) Sector

The SPD is responsible for the development and coordination of statistical production. It comprises of the Directorates responsible for the production of demographic and social statistics, macro-economic statistics, business and industry statistics, district statistics and capacity development, statistical coordination and a Division for socio-economic surveys.

- 1) **The Directorate for Population and Social Statistics** has three sections of social statistics, population statistics and geo-information systems (GIS). It is charged with generating social statistics such as crime, education, health and others mainly from the secondary sources. It is also responsible for conducting the population and housing censuses, generating demographic indicators and the production of population projections. The GIS section carries out the enumeration area mapping and production of maps and atlases.
- 2) **The Directorate for Macro-Economic Statistics** is organised in three sections that produce the Finance and Trade statistics, the National Accounts (including GDP) and the Consumer Price Index.
- 3) **The Directorate for Business and Industry Statistics** is also divided into three sections which are responsible for the production of industrial, business, energy, building and construction, and agricultural statistics. It also generates the register of business establishments.
- 4) **The Directorate for District Statistics and Capacity Development** is primarily responsible for district profiling and capacity development. It has two sections.
- 5) **The Directorate for Statistical Coordination Services** deals with standardisation of methods, coordination of the Plan for Statistical development and the ‘genderisation’ of statistics.

The chart below provides the UBOS structure up to section level.

UBOS NEW ORGANISATION STRUCTURE (UP TO SECTION / UNIT LEVEL)



1.8.7 Development of Statistics

1.8.7.1 The role of Statistics

Good national Statistics are a vital part of Uganda's development as they inform debate and allow government to formulate policy. They also support the monitoring and evaluation of trends in all sectors and support decision making about the appropriate allocation of resources.

Good statistics also inform society especially in the effort to promote decentralisation and democracy as well as allowing for international comparison.

The Bureau mainly produces statistics of two categories namely economic statistics and demographic and social statistics

1.8.7.2 Demographic and Social statistics

These statistics mainly include statistics in the areas of population, labour, education, migration, health, and cartography. They are basically collected from population and housing censuses, Uganda National Household Surveys (UNHS), Uganda Demographic and Health Surveys (UDHS), Education data surveys and secondary data sources mainly from the central government departments.

1.8.7.3 Economic Statistics

The economic Statistics include the macro-economic statistics which are the basis for the computation of Gross Domestic Product (GDP) estimates. These macro-economics include national accounts, prices, finance statistics and trade statistics. The price statistics are the basis for the computation of the consumer price indices and are collected from primary sources including shops and markets.

Other economic statistics include the business and industrial statistics, energy and agricultural statistics as well as construction statistics. The industrial statistics are collected basically from the monthly industrial surveys of major manufacturing establishments while the energy and agricultural statistics are collected from government and the private sector institutions involved in these sectors.

1.8.8 Dissemination and Awareness

Statistical data and information collected has no value until it is disseminated to its users. Potential users also need to be made aware of the existence of such statistical information and available capacity for statistical production.

1.8.8.1 Dissemination

Dissemination of Statistical Data and general information is one of the Bureau's key strategic goals. It is fully aware and therefore uses a variety of different dissemination formats and media to meet the needs of the different users. The formats and media used include hard copy publications, electronic newsletters, web access to statistical analysis, digital distribution, content management system, and metadata.

1.8.8.2 Awareness

The Bureau would like to build an information society as mandated by the Act. A great effort is therefore dedicated to increasing awareness both of the public and specialised organisations about statistical information. UBOS therefore uses a number of available channels in managing the information dissemination. These include press releases, workshops, e-information, internet and e-mail as well as the intranet.

1.8.9 Strategic Issues

1.8.9.1 Sources and Strategic Management of Finance

The Bureau's sources of funding are mainly the Government of Uganda and the development partners. Major among the partners are: DANIDA, DFID, the World Bank, UNFPA, UNICEF, NORAD, NDF, USAID and the Government of Japan.

Every financial year the Government of Uganda makes available a funding provision for the Bureau's recurrent and development costs including the provision for by those donor partners who offer assistance through General Budget Support. Besides the normal budgeted funds, some donors provide direct project aid to UBOS normally in large sums earmarked for specific programmes/surveys.

This direct funding by the donors broadens and strengthens the Bureau's financial basis but also causes problems of multiple financial reporting requirements that range between Financial years and Calendar years which compromises the level of control by UBOS.

It is for this reason that the basket funding arrangement was chosen as opposed to the piecemeal project approach. The basket funding approach is such that all agencies interested in supporting a UBOS programme pool their resources that are managed jointly as a single fund or by a single actor following the signing of a Memorandum of Understanding.

The advantages of the basket funding were envisaged as:

- Enhanced clarity of the cost implications of implementing single activities and the whole agreed plan;
- Uniformity of reporting and accounting modalities;
- Coherence and complementarity of the initiatives of different stakeholders;
- Focus on Commonly agreed initiatives;
- Enhanced corporate transparency;
- Enhanced control of UBOS over its direction and priorities.

1.8.9.2 Partnership with Donors

The development partners played an important role during the transition to the basket funding arrangement. This was because UBOS required financial support to fill the funding gap and technical advice to meet its mandate and improve the quality of the core products.

The partnership was to enable the Bureau access technical expertise existing within the donor community through arrangements such as twinning, exchange of personnel, technical assistance and specific consultancies. UBOS was to commit to meeting the information requirements of the development partners and increasingly move towards performance management and corporate transparency.

1.8.9.3 Corporate Image

UBOS prepares to strengthen its image by creating its own brand, the trademark that guarantees the quality and trustworthiness of Official Statistics. This will be done in a bid to foster a sense of belonging to the organisation and pride in the quality of its products.

The Bureau does this through:

- Working within a framework of well defined standards and methods;
- Developing report-writing guidelines and ensuring that they are adhered to;
- Upgrading the in-house ability to produce quality publications;
- Ensuring that the publications achieve the professional standards required;
- Increasing the methods of disseminating information, including CD-ROM, e-mail requests and on-line data access.

1.8.9.4 Coordination and Collaboration

In fulfilling part of its mandate, the Bureau encourages inter-institutional coordination in statistical production through the constitution of the producer-producer standing committees to:

- Prevent duplication and wasteful utilisation of scarce resources available for data production;
- Facilitate pooling of resources for greater impact;
- Avoid working at cross-purposes;
- Share of best practices among producers;
- Generate enriched statistical products;
- Ensure technical coordination by promoting across the board use of standard concepts, definitions and classifications to improve data comparability.

At the same time, UBOS values its close partnership with sector specific research institutions, data producers and experts with whom the strategic alliance becomes of great value when analysing and publishing sector specific data.

UBOS also cooperates and collaborates with foreign and international statistical agencies and institutions to exchange data/information and methods, expertise and to develop common classifications and procedures to promote international comparability of data,

The Bureau is committed to developing a robust, coordinated, effective and demand driven national statistical system and services that are accountable to multiple data users. UBOS therefore consults widely with a broad spectrum of users and technical specialists on ideas on data concepts, methods and products in a variety of formal and informal ways. While safeguarding the confidentiality of individual responses, UBOS ensures equal access to information by all potential users.

1.8.9.5 Confidentiality and Data Security

The UBOS Act legally binds public authorities, private enterprises and any citizen or resident to provide, when requested, information to the Bureau. However, the Bureau has found it imperative to maintain a harmonious relationship with the data providers by assuring them of the confidentiality attached to the data they provide. This is important to ensure that the data provided is timely, accurate and of good quality. That is the reason that the confidentiality issue is also enshrined in the Act.

1.8.9.6 Information Technology Systems

The Bureau has continuously upgraded its IT infrastructure that includes a large local area network (LAN) with multiple servers and over 200 workstations. UBOS stresses the need to use the best possible IT systems for the processing of data and production of reports and other products.

The IT standard should be such that the Bureau can comfortably share data across the globe without compatibility problems.

1.8.9.7 Human Resources Development

Management maintains the commitment to develop and implement a strategy for the development of the Bureau human resources in the short, medium and long term.

The UBOS has therefore continued to revise its organisation chart, identifying personnel gaps, recruiting new staff, documenting the job descriptions and establishing attractive terms and conditions of service to retain the staff.

The Bureau is also in the process of developing a training strategy that should impact on knowledge transfer, competence transfer and confidence building. UBOs is also working on the development of a balanced performance appraisal system.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This Chapter deals with the review of the literature relevant to the study as developed by some scholars and researchers. It is divided into four sections whereby in the first section, each of job-related climate, job satisfaction, organizational commitment and organizational citizenship behaviours is discussed independently. Other sections discuss the relationship between job satisfaction and OCBs; the relationship between job-related climate and OCBs; and the relationship between job-related climate and commitment.

2.1 Organisational Climate

Organizational Climate is viewed as the atmosphere that employees perceive in their organizations through practices, procedures and rewards, Schneider (1996). Issues like clear and direct reporting, giving feedback, pressure from above in the work environments are a key substantive concern by most employees in an institutional setting (Adler and Kwon ,2002). Generally, it refers to the shared perceptions of organizational policies, practices and procedures, both formal and informal (Reichers and Schneider, 1990).

2.1.1 Job-related Climate

This is the context within which the worker carries his/her duties and responsibilities. It entails work over-load, task difficulty, and task ambiguity.

2.1.1.1 Role Over-load:

This is a situation that occurs when an individual is not able to complete the work that is part of a particular job (Adler and Kwon 2002). It can either be quantitative or qualitative over-load. Quantitative role over-load occurs when the individual does not have enough time to complete all the work that is required of a job, while Qualitative role over-load takes place when work is too much due to inadequate skills to accomplish that particular job. It occurs when employees do not believe they can perform adequately with the effort or skill they possess.

2.1.1.2 Task attributes

Task attributes are believed to affect directly and indirectly the affective and behavioural responses of an employee to a job, because of the interaction between the individual and the attributes (Lazega et al, 2001). For example, a job that offers little opportunity for interaction will be perceived as more stressful for a worker who is normally placed in work situations that need a lot of interaction with other colleagues.

2.1.1.3 Conflict and ambiguity,

This reflects perceived conflict in organizational goals and objectives, combined with ambiguity of organizational structure and roles, a lack of interdepartmental cooperation, and poor communication from management. It also reflects inefficient job design, a lack of awareness of employee needs and problems, and a lack of fairness and objectivity in the reward process (Bennet, 2002).

2.1.1.4 Job challenge, importance and variety,

This reflects a job perceived as challenging, which involves a variety of duties, including dealing with other people. The job is seen as providing autonomy and feedback, and demanding high standards of quality and performance.

2.1.2 Organisational Commitment

Organizational commitment refers to the degree to which a person identifies with, and feels part of, an organization or company (Schermerhorn, Hunt and Osborn, 2002) An individual who has high organizational commitment is considered very loyal, which brings about a number of organizational benefits such as higher productivity, better work quality, higher employee morale, reduced turnover, and more employee willingness to exert extra effort (Willemse, 2002). In this study the emphasis is on the attitudinal component organizational commitment, which is a state in which an employee identifies with a particular organization (or company) and its goals, and wishes to maintain membership in the organization (or company) in order to facilitate the realization of such goals.

McGum, (2000) finds that employee commitment to the organization, both attitudinal and behavioural, enables them to have a greater say hence more committed to the company, less likely to leave, much more involved in their work, and more satisfied with their jobs.

2.1.3 Job Satisfaction and Organisational Commitment

The relationship between job satisfaction and organizational commitment has attracted numerous researchers. For example, Yousef (2000), Terry Lam et al., (2003), found out that there are significant and positive relationships between organizational commitment and job satisfaction.

Jenkins and Thomlison (1992), found positive association between affective commitment and job satisfaction, and negative association between continuance commitment and job satisfaction. Hellen and Macmillan (1994), reported that overall, satisfaction and commitment are moderately correlated. Sagar (1994), also reported that job satisfaction has significant effect on organizational commitment. Similarly, Jamal and Badawi (1995), found that job satisfaction is moderately correlated to organizational commitment.

Harrison and Hubbard (1998), discovered that job satisfaction is predictive of organizational commitment. Further more, Decottis and Summers (1987), found a significant relationship between Job Satisfaction and organizational commitment. In contrary, Curry et al., (1996), found no relationship between the two constructs.

Bhuiyan and Abul-Muhmin (1997), found support for the influence of overall job satisfaction on organisational commitment. Yavas and Bodur (1999), and Yousef (2001), found strong association between satisfaction and organizational commitment.

2.1.4 Organisational Citizenship Behaviours (OCBs)

2.1.4.1 In organizations, voluntary cooperative behaviours include many types and OCBs can be viewed as one of them (Chen, 2002).

Organizations cannot survive or prosper without their members behaving as good citizens by engaging in all sorts of positive organizational-relevant behaviour, Bachrac Bachrach (2000). Because of the importance of good citizenship for organisations, understanding the nature and sources of “Organizational Citizenship Behaviour” (OCB) has long been a high priority for organizational scholars (Organ, 1998) and remains so. Organisational citizenship Behaviour has been defined in the literature as a multi- dimensional concept that “includes all positive organisationally relevant behaviours of individual organisational members; (including) traditional in- role behaviours, organisationally functional extra- role behaviours, and political behaviours such as full and responsible organisational participation” (Van Dyne, Graham, and Dienesch, 1994).

OCB is essential, in that organizations cannot anticipate through formally stated in- role job descriptions all the necessary behaviour needed for achieving its goals. Organ (1988) identified five dimensions of OCB which include altruism aimed at a specific person, generalized compliance (conscientiousness) which is impersonal but includes faithful adherence to rules about work, courtesy, aimed at preventing problems of fellow workers, sportsmanship (willingness to forbear minor temporal personal inconveniences) and lastly civic virtue which is the responsible participation and constructive involvement in the issues of governance of the organization. Waterman et al (1994) argues that individual contribution to the production of goals

and services is a measurement of work performance. However, more important and what makes the organization move on are the non-prescribed behaviours and gestures exhibited by members such as OCBs. These behaviours have been described as spontaneous, cooperative and protective of the organization and enhance the organization image (Graham and Verna, 1991).

OCB represents individual behaviour that is discretionary not directly or explicitly recognized by the formal reward system and that in the aggregate, promotes the effective functioning of the organization (Organ, 1998).

2.1.4.2 OCB in Developing Countries

In most lowly developed countries like Uganda, in both the public and private sectors, the level of OCB like absenteeism, limited participation in policy formulation and implementation are high. This relates to employees' knowledge about the ineffectiveness of performance appraisal and planning systems. In most cases, employees lower their inputs and are dissatisfied and quite willing to leave the organisation (Munene, 1994).

2.2 Relationship between Job-related Climate and Organisational Citizenship Behaviors.

Job -related climate perceptions include perceptions such as role clarity and role facilitation, both of which have been found to be significantly positively related to OCBs (Adler and Kwon, 2002). Discretionary effort is influenced by the extent to which individuals feel they are supported in decisions which affect them .The greater

such participation causes reduced uncertainty surrounding events affecting them hence the higher the reported extra-role behaviour.

2.3 Relationship between Job-related Climate and Job Satisfaction.

A supportive organizational related climate leads to innovative and spontaneous behaviour leading to performance beyond role requirements for accomplishments of organizational goals. Organizational behaviours like citizenship are seen as intervening between the climate of the organization and commitment. So management should, on a continuous basis, monitor employees about the climate. The Some Studies (Kanzira , 2003), clearly demonstrates the positive relationship between supportive management, together with clear work goals as being crucial in producing greater job effort, commitment and performance.

2.4 Relationship between job-related Climate and Commitment.

It is established that the job -related climate of individual employees of an organisation can take pronounced positive or negative effects on commitment to organizational goals (Falkenberg, 2001). Therefore, it becomes essential that management on a continual basis should monitor employees' attitudes towards their jobs. A conducive job climate evokes innovative and spontaneous behaviour leading to performance beyond role requirements for accomplishment of organizational goals. Salient organizational behaviours such as commitment to organizational tasks and citizenship are seen as intervening between the climate of the organization and the ultimate outcomes (Nyangoma, 2003).

2.5 Conclusion

Both theoretical and with research findings, relationships have been established between job-related climate and the job satisfaction, between the job-related climate and organisational commitment and that all variables have an influence on Organisational Citizenship Behaviours. However these conclusive results have arrived at mainly basing on studies done in developing countries. Practical findings in a different development and cultural setting (African setting) could differ from earlier findings due to cultural differences hence the need for further studying.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter focuses on the description of the methods that were used in the study. It specifies the research design, target population in which the study was conducted, sample size and selection, measurement of variables, data collection tools, procedures, reliability and validity of instruments and data processing and analysis.

3.1 Research Design

The design that was adopted in this study was the cross-sectional correlational type because of the suspicion that job-related climate affected commitment and job satisfaction; and all three affected OCBs. The unit of analysis was the individual employees.

3.2 Sampling Design

3.2.1 Target Population:

The study was carried out on Job-related climate, Job-satisfaction, commitment and organizational citizenship behaviour (OCB) targeting the entire Uganda Bureau of Statistics 220 staff since they are all affected by the study variables.

3.2.2 Sample Size determination, and Selection method:

The sample size as determined by adopting the Krejcie and Morgan (1970) model table was 140 for the population of 220 staff. The final sample was selected using a disproportionate stratified purposive sampling method. This was to ensure that the small strata were to be well represented in the responses.

All the established staff were listed and stratified by rank as manifested in the job levels. The sample size for each stratum was purposively determined to be higher than 50% except in the case of the senior management whose number was determined on purpose basing on availability. The total sample size added to 140. The sample was thereafter selected using the random sampling approach in respect of each stratum.

The table below shows the sample size by strata.

Job level	No. of staff	Final Sample size
Senior Management	3	1
Directors	5	3
Principal officers	14	8
Senior Officers	19	10
Officers	28	18
Semi Professionals level1	33	20
Semi Professionals level2	41	30
Support Staff	31	20
Contract staff	46	30
Total	220	140

3.3 Measurement of Variables

The variables under study were job-related climate, job-satisfaction commitment and OCBs. A standard self-administered structures questionnaire was used with respondents selecting for each question an appropriate value on a five point Likert scale with responses from 1 as strongly disagree to 5 as strongly agree. The questionnaire approach was adopted as the preferred mode for data collection as it is the more reliable and convenient method since the individual was the unit of study. The questionnaire survey method is also a very good tool for collection of quantifiable primary data from individual respondents hence relevant for this study which followed a quantitative approach.

The study variables have been measured as follows:

- Job-related climate has been measured using Munene's 2000 local measure;
- Job-satisfaction has been measured using Opwonya's 2000 measure of intrinsic and extrinsic job-satisfaction an improvement from the Baron and Byrne (1999) measure whose responses range from strongly disagree as response 1 to strongly agree as response 5; and
- Commitment has been measured using Allen and Meyers' measure of 1989.
- Organisational citizenship behaviour has been measured using Kagga's 2000 measure of 22 items developed from Organ's 1988 measure of OCBs whose responses range from strongly disagree as response 1 to strongly agree as response 5.

Secondary sources of data used have largely comprised the recent journal articles on all variables.

3.4 Reliability and Validity of the Instrument

For quality control, a pre-test of the research instrument to test the validity and reliability was carried out. However, the accuracy and completeness were checked through factor analysis and deriving the Cronbach's alpha which also measures consistency respectively. With a Cronbach alpha value exceeding 0.7 for all variables (see table below), the instrument was rendered acceptable.

Variable	Anchor	Cronbach Alpha Value
Job Related Climate	5 point	.8395
Job Satisfaction	5 point	.9263
Commitment	5 point	.7991
Organisational Citizenship Behaviour	5 point	.8312

Finally the questionnaire was checked for accuracy and completeness.

3.5 Data Collection Procedures

The researcher made a self introduction to the respondents (staff of Uganda Bureau of Statistics) since he was also a staff and did not necessarily require introduction

from the School. Key informants (senior management and Directors) were interviewed on appointment while all other sampled staff were notified at their respective directorate or section meetings and through the corporate internal mail system. The respondents were able to schedule themselves to complete the questionnaires within reasonable time. The researcher was able to collect the questionnaires within four weeks.

3.6 Data Collection Tools, Instruments and Methods

The quantitative measure of the variables was pre-determined within the questionnaire which consisted of two parts. One part included items on the independent and the moderating variables (sections B, C and D) which are; job-related climate, job-satisfaction and commitment. These were filled by the employees while the other part (section E) that evaluated the employees on OCBs, measured the dependent variable (OCBs) and was filled by the employee immediate supervisors.

3.7 Data Processing and Analysis:

Completed questionnaires were retrieved at the end of each working day by the research assistants. These were then edited and coded to have the required quality, accuracy and completeness. The quantitative data was entered into a computer using CsPro (a census and surveys data capture programme). The required tabulations for analysis were produced using the statistical package for social scientists (SPSS).

The relationship between the independent/moderating variables (job-related climate, job-satisfaction and commitment) and the dependent variable OCBs have been analysed using correlations (which establish both the significance and direction of the relationships between study variables), regressions (which determine the predictive strength of the independent variables on the dependent variable), Cross-tabulations (which describe the sample characteristics) and Analysis of Variance (ANOVA) Tests and T-tests (which determine the difference in perception about the variables in relation to sample characteristics).

3.8 Challenges faced and how they were overcome

- 1) The researcher experienced financial constraints to facilitate the collection of data from respondents who were off station and data processing/ analysis given that the process coincided with other routine domestic expenses such as childrens' school fees. Funds were thus solicited from the spouse.
- 2) Delays in receiving the filled questionnaires as the timing for the data collection coincided with the end of year festive season. Some of the respondents were not readily available while others were reluctant to engage in completing the questionnaire because of the timing. Constant reminders by phone and personal contact had to be made by the research assistants and in a few cases by the researcher himself.
- 3) The researcher had to personally get involved in securing the cooperation of employee supervisors in completing the second part (section E) of the questionnaire in good time.

- 4) The researcher lost the electronic storage media for the research data and the draft report and therefore had to repeat the data processing, analysis and report writing.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter presents and explains the results from the data analysis. It comprises of descriptive and inferential statistics of the study. It includes descriptive and inferential statistics as they relate to job-related climate, commitment and organisational citizenship behaviours. These results were obtained using the following;

- 1) Reliability tests that involved factor analysis and obtaining the Cronbach's alpha;
- 2) Cross tabulations to explain the nature of the sample (sample characteristics);
- 3) Correlations and regressions to explain the research objectives;
- 4) One-way Analysis of variance (ANOVA) and t-tests to explain other findings of the study.

4.1 Reliability Tests:

These were carried out to test to what extent the scaling method used was reliable. Inter-correlating a number of items with correlations of 0.5 was deemed to provide a reliable scale with a coefficient as high as 0.9.

4.2 Descriptive Statistics

The descriptive statistics included cross tabulations that were used to describe characteristics of the sample. These were followed by the chi-square tests to show whether the differences were significant.

4.2.1 Cross Tabulations:

The results from the cross-tabulations are presented below.

Table 1: Gender by Marital Status

Gender		Marital Status		
		Unmarried	Married	Total
Male	Count	23	44	67
	Row %	34.3%	65.7%	100.0%
Female	Count	25	15	40
	Row %	62.5%	37.5%	100.0%
Total	Count	48	59	107
	Row %	44.9%	55.1%	100.0%
X ² = 8.036		df = 1	Sig = .005	

The Pearson's chi-square value shows that there is a significant difference in the gender of the respondents with respect to their marital status ($X^2 = 8.036$, Sig = 0.005). While the majority of the male respondents were married (65.7%), the majority of the females were not married (62.5%).

Table 2: Rank By Gender

Rank		Gender		
		Male	Female	Total
Principal Officer	Count	2		2
	Row %	100.0%		100.0%
Senior Officer	Count	6		6
	Row %	100.0%		100.0%
Officer	Count	9	6	15
	Row %	60.0%	40.0%	100.0%
Semi Professional	Count	18	26	44
	Row %	40.9%	59.1%	100.0%
Support	Count	10	4	14
	Row %	71.4%	28.6%	100.0%
Contract	Count	22	4	26
	Row %	84.6%	15.4%	100.0%
Total	Count	67	40	107
	Row %	62.6%	37.4%	100.0%
$X^2 = 19.517$		Df = 5	Sig. = .002	

The Pearson's chi-square value ($X^2 = 19.517$, sig = 0.002) shows that there is a significant difference in the gender of the respondents in relation to the rank they hold. The higher ranks are more likely to be occupied by a male employee.

The males dominate the highest (Principal, Senior and Officer levels) and the lowest (Contract and Support levels) ranks with percentages above 70%. The females are only predominant at the semi-professional level with 59.1%.

Table 3: Highest Education by Terms of Appointment

Highest Education		Terms of Appointment			
		Permanent	Contract	Temporary	Total
Certificate	Count	5	12		17
	Row %	29.4%	70.6%		100.0%
Diploma	Count	6	17	10	33
	Row %	18.2%	51.5%	30.3%	100.0%
Degree	Count	11	33	7	51
	Row %	21.6%	64.7%	13.7%	100.0%
PG Diploma	Count		1		1
	Row %		100.0%		100.0%
Masters	Count	5			5
	Row %	100.0%			100.0%
Total	Count	27	63	17	107
	Row %	25.2%	58.9%	15.9%	100.0%
$X^2 = 24.714$			df = 8	Sig. = .002	

The Pearson's chi-square value ($X^2 = 24.714$, Sig = 0.002) shows that there is a significant difference in the highest level of education attained in relation to the terms of appointment. Employees with higher levels of education were more likely to be on permanent appointment.

Table 4: No of Children By Marital Status

No. of Children		Marital Status		
		Unmarried	Married	Total
None	Count	24	3	27
	Row %	88.9%	11.1%	100.0%
1-2	Count	16	23	39
	Row %	41.0%	59.0%	100.0%
3-4	Count	4	17	21
	Row %	19.0%	81.0%	100.0%
Over 4	Count	4	16	20
	Row %	20.0%	80.0%	100.0%
Total	Count	48	59	107
	Row %	44.9%	55.1%	100.0%
		$X^2 = 32.045$	df = 3	Sig. = .000

The Pearson's chi-square value ($X^2 = 32.045$, sig = 0.000) shows that there is a significant difference in the number of children employees have in relation to their marital status. While the bigger number of children is likely to be had by married employees, the incidence of no children is more likely in the unmarried.

Table 5: Years at UBOS by Terms of Appointment

Years at UBOS		Terms of Appointment			
		Permanent	Contract	Temporary	Total
Less than 1 year	Count		2		2
	Row %		100.0%		100.0%
1 year	Count		11		11
	Row %		100.0%		100.0%
2 years	Count	1	14	5	20
	Row %	5.0%	70.0%	25.0%	100.0%
3 years	Count		9	4	13
	Row %		69.2%	30.8%	100.0%
4 years	Count	4	8	3	15
	Row %	26.7%	53.3%	20.0%	100.0%
5 years	Count	22	19	5	46
	Row %	47.8%	41.3%	10.9%	100.0%
Total	Count	27	63	17	107
	Row %	25.2%	58.9%	15.9%	100.0%
		$X^2 = 31.816$		df = 10	Sig. = .000

The Pearson's chi-square value ($X^2 = 31.816$, sig = 0.000) shows that there is a significant difference in the number of years worked in relation to the terms of employment. The majority of the employees had worked for more than three years regardless of the terms of appointment.

Table 6: Age Category by No of Dependants

Age Category		No. of Dependants				
		None	1-2	3-4	Over 4	Total
21-25 yrs	Count	3	2	2		7
	Row %	42.9%	28.6%	28.6%		100.0%
26-30 yrs	Count	14	16	6		36
	Row %	38.9%	44.4%	16.7%		100.0%
31-35 yrs	Count	3	10	3	2	18
	Row %	16.7%	55.6%	16.7%	11.1%	100.0%
36-40 yrs	Count	2	8	14	7	31
	Row %	6.5%	25.8%	45.2%	22.6%	100.0%
41-45 yrs	Count	2	5		2	9
	Row %	22.2%	55.6%		22.2%	100.0%
Over 45 yrs	Count		2		4	6
	Row %		33.3%		66.7%	100.0%
Total	Count	24	43	25	15	107
	Row %	22.4%	40.2%	23.4%	14.0%	100.0%
$X^2 = 45.420$				df = 15	Sig. = .000	

The Pearson's chi-square value ($X^2 = 45.420$, sig = 0.000) shows that there is a significant difference in the number of dependants employees had in relation to their age. More than 70% of the employees aged 35 years or less either had no dependants or not more than two. The older employees had more than two dependants.

4.3 Results of the Research Questions

The study was guided by the following research questions:

- 1) What is the relationship between job-related climate and job-satisfaction?
- 2) What is the relationship between the job-related climate and commitment?
- 3) What is the relationship between employee job-satisfaction and commitment?
- 4) What is the relationship among job-related climate, job-satisfaction, commitment and OCBs?

4.3.1 Pearson's Correlation Test

Pearson's correlation test was used to establish the relationships as in providing the answers to the questions of the study. Results are interpreted in the subsections that follow, guided by the objectives of the study.

Table 7: Correlations

	Job Climate	Job Satisfaction	Commitment	OCBs
Job Climate	1.000			
Job Satisfaction	.738**	1.000		
Commitment	.415**	.459**	1.000	
OCBs	.955**	.688**	.426**	1.000

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

4.3.1.1 Correlation between job-related climate and job-satisfaction

The organisational job related climate shared a high positive correlation of 0.738 ($P < 0.01$) with job satisfaction. This implied that at UBOS, employees were most likely to get more satisfied with their jobs with increasing improvements in the job-related climate and vice-versa. Either variable can be used to predict 54.4644% of the other.

4.3.1.2 Correlation between job-related climate and commitment.

The organisational job related climate shared a moderate positive correlation of 0.415 ($P < 0.01$) with commitment to the job. This shows that if the work conditions are improved, the employees are more likely to get more committed to their jobs and vice-versa. However, either variable can only predict 17.2225% of the other.

4.3.1.3 Correlation between employee job-satisfaction and commitment.

There was a moderate positive correlation of 0.459 ($P < 0.01$) between employee job-satisfaction and commitment to the job. This implied that the more employees felt satisfied with their work, the more they are likely to get committed to their organisation and its mission and objectives, and the vice-versa. Either variable can predict 21.0681% of the other.

4.3.1.4 Correlation between job-related climate, job-satisfaction, commitment and OCBs

There was a strongly significant positive relationship between the independent variable job climate ($R = 0.955$, $P < 0.01$) with the organisational citizenship behaviours (OCBs); and a moderately significant positive relationship between the independent variables job-satisfaction ($R=0.688$, $P < 0.01$) and commitment ($R = 0.426$, $P < 0.01$) with OCBs. The study revealed that the OCBs in UBOS are almost perfectly correlated with the job-related climate. This implies that the expectations and treatment of staff within UBOS translates almost directly into extra role behaviour and the vice versa. This phenomenon however is recommended for further research in order to explain this close relationship of the two variables.

4.3.2 Regression Analysis

Regression analysis was done to establish to what level the independent variables (job climate, job satisfaction and organisation commitment) independently and collectively predict the dependent variable (OCB)

Table 8: Simultaneous Multiple Regression analysis – Standardised Coefficients

Model		Beta	t	Sig.
Dependent Variable	Independent Variable		.060	.060
OCBs	Job Climate	.974	.000	.000
	Job Satisfaction	.051	.246	.246
	Commitment	.046	.162	.162
Dependent Variable: OCBs				
R Square = .914		F Change = 365.689		
Adjusted R Square = .912		Sig. F Change = .000		

The adjusted R-square results indicate that the job-related climate, job satisfaction and commitment predict 91.2 % of the variance in OCB in the Uganda Bureau of Statistics. However, the most significant predictor of OCBs is the job-related climate with Beta 0.974, t=0.000 and sig. = 0.000. The F statistic of 365.689 with a P-value of 0.000, shows that these variables are statistically significant predictors and are in line with the observed correlations.

4.4 Analysis Of Variance (ANOVA)

ANOVA Descriptives were used to rank holders of various qualifications and the ethnicity of supervisors against the study variables (Tables 10 and 11 below).

Table 9: ANOVA Results - Study Variable by Education Level

Variable	Educational Level	Mean	Std. Deviation	F	Sig.
Job Climate	Certificate	3.6124	.3938	1.566	.189
	Diploma	3.3603	.3749		
	Degree	3.4039	.4555		
	PG Diploma	3.2700	.		
	Masters	3.1740	.2164		
Job Satisfaction	Certificate	3.6135	.3929	3.197	.016
	Diploma	3.0797	.5237		
	Degree	3.0839	.6665		
	PG Diploma	2.9700	.		
	Masters	3.3600	.1375		
Commitment	Certificate	3.7659	.4564	3.647	.008
	Diploma	3.6661	.3492		
	Degree	3.4192	.4017		
	PG Diploma	3.4300	.		
	Masters	3.4260	.1424		
OCBs	Certificate	3.7153	.3826	2.287	.065
	Diploma	3.4303	.4217		
	Degree	3.3900	.4933		
	PG Diploma	3.1800	.		
	Masters	3.1720	.3048		

On Job-related climate, certificate holders (Mean =3.6124) were observed to perceive the job climate as being very favourable as compared to Degree holders (Mean = 3.4039). Employees with higher qualifications had higher expectations of the job climate than those with lower ones.

The Researcher noted that holders of certificates (Mean = 3.635) and masters (Mean = 3.3600) qualifications were more satisfied with their jobs while the holders of post graduate qualifications were least satisfied (Mean = 2.970).

It was also noted that certificate holders expressed highest commitment to work (Mean = 3.7659) and exhibited the best OCBs (Mean = 3.7153) while the Degree holders expressed the least commitment (Mean = 3.4192) and the Masters holders exhibited the lowest OCBs (Mean = 3.1720)

However, the job related climate, job satisfaction and commitment at the Uganda Bureau of Statistics were found to be moderate leading to moderate OCBs.

Table 10: t-Test Results – Study variable by Gender

Variable	Gender	Mean	Std. Deviation	t	Sig.
Job Climate	Male	3.4512	.3944	1.269	.207
	Female	3.3453	.4548		
Job Satisfaction	Male	3.2672	.5745	2.016	.046
	Female	3.0303	.6108		
Commitment	Male	3.6496	.3621	3.403	.001
	Female	3.3855	.4292		
Organisational Citizenship Behaviour	Male	3.5169	.4138	2.221	.029
	Female	3.3165	.5092		

Respondents of different gender differed significantly on their perception of organisational commitment ($T = 3.403$, $Sig = 0.001$). Of these, the male employees had the higher mean of 3.4696 compared to that of the females at 3.3855.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses the findings in chapter four in relation to the objectives of the study and a review of the related literature. It is subdivided into four sections.

The first section presents the demographic characteristics of the study entities while the second section discusses the relationships between job-related climate, job satisfaction, organisational commitment and organisational citizenship behaviours in the Uganda Bureau of Statistics. The third section presents the conclusion and recommendations and the fourth section suggests areas for further study.

The main objectives of the study were:

- 1) To determine the relationship between job-related climate and job-satisfaction.
- 2) To examine relationship between the job-related climate and commitment.
- 3) To determine the relationship between employee job-satisfaction and commitment.
- 4) To examine the relationship among job-related climate, job-satisfaction, commitment and OCBs.

5.1 Demographic Characteristics

5.1.1 Gender by Marital Status

There is a significant difference in the gender of the respondents with respect to their marital status. While the majority of the male respondents (>60%) were married, the majority of the females (>60%) were not married. This implies a possibility that the job roles at the Bureau do not favour married females or development of marriage relationships by female employees.

5.1.2 Rank by Gender

There is a significant difference in the gender of the respondents in relation to the rank they hold. At the Bureau, the higher ranks are more likely to be occupied by male employees.

The males dominate the high ranks that include Principal, Senior and Officer levels while the females are only predominant at the semi-professional level. It is most likely that the Bureau does not take affirmative action in the recruitment process in support of females as it is apparent from the respondents that they only make 40% of the employees.

5.1.3 Highest Level of Education by Terms of Appointment

There is a significant difference in the highest level of education attained in relation to the terms of appointment. Employees with higher levels of education were more likely to be on permanent appointment.

This implies that the Bureau either follows the principle of quality at the gate thereby taking on highly qualified employees into the permanent establishment or may be implementing a robust staff development strategy that enhances the qualifications of its employees on permanent terms.

5.1.4 No of Children by Marital Status

There is a significant difference in the number of children employees have in relation to their marital status. While the bigger number of children is likely to be had by married employees, the incidence of no children is more likely in the unmarried.

The findings also suggest that the married employees of the Bureau have greater responsibilities as they have children and may therefore be more likely to exhibit greater organisational commitment.

5.1.5 Years at UBOS by Terms of Appointment

There is a significant difference in the number of years worked in relation to the terms of employment. The majority of the employees had worked for more than three years regardless of the terms of appointment.

Most of the employees who were permanent terms of employment had served five years or more at the Bureau which implies that the employees on such terms tend to be committed to the organisation. The number of employees on contract who have worked for many years with the Bureau is also high which may be a manifestation of job satisfaction.

5.1.6 Age Category by No of Dependants

There is a significant difference in the number of dependants employees had in relation to their age. More than 70% of the employees aged 35 years or less either had no dependants or not more than two. The older employees had more than two dependants.

The younger employees tended to have fewer dependants while the older ones had more. This implies that the older employees (>35 years) have kinship roles to play hence are more likely to be protective of their jobs by exhibiting higher organisational commitment.

5.2 Relationships Between the Study Variables

5.2.1 Objective 1: To establish the relationship between job-related climate and job-satisfaction

The organisational job related climate shared a high positive correlation with job satisfaction. This implied that employees were most likely to get more satisfied with their jobs with increasing improvements in the job-related climate and vice-versa.

A supportive organizational related climate leads to innovative and spontaneous behaviour leading to performance beyond role requirements for accomplishments of organizational goals. Organizational behaviours like citizenship are seen as intervening between the climate of the organization and commitment. So management should, on a continuous basis, monitor employees about the climate. The Some Studies (Kanzira , 2003), clearly demonstrates the positive relationship between supportive management, together with clear work goals as being crucial in producing greater job effort, commitment and performance.

5.2.2 Objective 2: To establish the relationship between job-related climate and commitment.

The organisational job related climate shared a moderate positive correlation with commitment to the job. This shows that if the work conditions are

improved, the employees are more likely to get more committed to their jobs and vice-versa.

It is established that the job -related climate of individual employees of an organisation can take pronounced positive or negative effects on commitment to organizational goals (Falkenberg, 2001). Therefore, it becomes essential that management on a continual basis should monitor employees' attitudes towards their jobs. A conducive job climate evokes innovative and spontaneous behaviour leading to performance beyond role requirements for accomplishment of organizational goals. Salient organizational behaviours such as commitment to organizational tasks and citizenship are seen as intervening between the climate of the organization and the ultimate outcomes (Nyangoma, 2003).

5.2.3 Objective 3: To establish the relationship between employee job-satisfaction and commitment.

There was a moderate positive correlation between employee job-satisfaction and commitment to the job. This implied that the more employees felt satisfied with their work, the more they are likely to get committed to their organisation and its mission and objectives, and the vice-versa.

The relationship between job satisfaction and organizational commitment has attracted numerous researchers. For example, Yousef (2000), Terry Lam et al.,

(2003), found out that there are significant and positive relationships between organizational commitment and job satisfaction.

Jenkins and Thomlison (1992), found positive association between affective commitment and job satisfaction, and negative association between continuance commitment and job satisfaction. Hellen and Macmillan (1994), reported that overall, satisfaction and commitment are moderately correlated. Sagar (1994), also reported that job satisfaction has significant effect on organizational commitment. Similarly, Jamal and Badawi (1995), found that job satisfaction is moderately correlated to organizational commitment.

Harrison and Hubbard (1998), discovered that job satisfaction is predictive of organizational commitment. Further more, Decottis and Summers (1987), found a significant relationship between Job Satisfaction and organizational commitment. In contrary, Curry et al., (1996), found no relationship between the two constructs.

Bhuian and Abul-Muhmin (1997), found support for the influence of overall job satisfaction on organisational commitment. Yavas and Bodur (1999), and Yousef (2001), found strong association between satisfaction and organizational commitment.

5.2.4 Objective 4: To establish the relationship between job-related climate, job-satisfaction, commitment and OCBs

There was a strongly significant positive relationship between the independent variable job climate with the organisational citizenship behaviours (OCBs); and a moderately significant positive relationship between the independent variables job-satisfaction and commitment with OCBs.

Job -related climate perceptions include perceptions such as role clarity and role facilitation, both of which have been found to be significantly positively related to OCBs (Adler and Kwon, 2002). Discretionary effort is influenced by the extent to which individuals feel they are supported in decisions which affect them .The greater such participation causes reduced uncertainty surrounding events affecting them hence the higher the reported extra-role behaviour.

5.2.5 ANOVA Tests

5.2.5.1 Education Level

It was observed that the more qualified the employees were, the less they appreciated or ranked the job-related climate as certificate holders were observed to perceive the job climate as being very favourable compared to Degree holders. The Bureau therefore has to improve the work environment in order to ensure secure higher commitment, job satisfaction and OCBs from the employees with higher qualifications.

The Researcher also noted that holders of certificates and masters qualifications were more satisfied with their jobs while the holders of post graduate qualifications were least satisfied. The rest were moderately satisfied and hence require the Bureau to come with human resource development interventions that can boost their satisfaction.

It was also noted that certificate holders expressed highest commitment to work and exhibited the best OCBs while the Degree holders expressed the least commitment. This implies that the degree holders can easily leave their jobs in search for better opportunities elsewhere. The masters holders exhibited the lowest OCBs which may be a sign of indifference as a result of the low perception they hold of the work environment.

The findings of the study also established that the job-related climate, job satisfaction and commitment at the Uganda Bureau of Statistics were generally found to be moderate which in turn led to moderate OCBs.

5.2.6 t-Tests: Gender versus the study variables

Respondents of different gender differed significantly on their perception of organisational commitment. Of these, the male employees had the higher mean implying that they felt more committed to the organisation than the female employees.

However, it suffices to note that generally, there was a difference in the perceptions whereby the male respondents had higher averages than the female ones for all variables. This implied that the male respondents appreciated the work environment as being more favourable, were therefore more satisfied with their jobs and in return exhibited better OCBs.

The findings thus call for deliberate gender sensitive interventions by the Bureau to improve the perceptions of the female employees towards the work environment that should in turn increase the job satisfaction, commitment and improved OCBs.

5.3 Conclusions and Recommendations

From the study the researcher is able to conclude that the objectives of the study were met and thereby derives the specific conclusions and recommendations as follows:

- 1) **The study confirmed a positive relationship between the job-related climate and organisational commitment.**

Management should strive to improve the job-related climate for all categories of staff especially those with higher qualifications in order to retain them. Gender sensitive interventions should be targeted specifically

to create a better environment for the female employees in order to boost their level of organisational commitment.

The Bureau should place emphasis on addressing the role overload both in quantitative and qualitative terms. Employees should be assisted to acquire sufficient skills to deal with the qualitative overloads and also have sufficient manpower to deal with the quantitative aspects. Once assured of such benefits, an employee is bound to be more committed to the organisation.

2) The study confirmed a positive relationship between the job-related climate and job satisfaction.

In this relationship, attention should be paid by UBOS to the tasks assigned to employees such that the task attributes do not result into stress. The tasks should be well designed and rewarded to eliminate conflict of interest, goals and roles between the employee, fellow employees and the organisation which in turn promotes job satisfaction.

Equally important in addressing job satisfaction in this relationship, the Bureau ought to address the role overload both in quantitative and qualitative terms as highlighted above. An employee who is expectant, or has been assisted through the human resource development initiatives, to acquire sufficient skills to deal with the qualitative overloads is most likely to feel satisfied with his/her job.

- 3) The study also confirmed that job satisfaction positively correlated with organisational Commitment.**

This implies that once an employee who has job satisfaction is most likely to identify better with the organisation and vice versa. Management therefore has the challenge of ensuring that an employee attains one of the two variables which in turn is likely to result into attainment of the other.

Management should therefore continuously monitor employee attitudes towards their jobs as these are likely to reveal the degree of commitment towards the organisation.

- 4) The study also established that the job-related climate, job satisfaction and organisational commitment each positively correlated with organisational citizenship behaviours.**

Having established that the correlations between each of the independent variables with the OCBs was significantly positive, it implied that enhancing any of them would have the effect of increasing an employee's performance. It also implied that enhancing a combination or all of the variables would attain a much bigger effect on performance (OCBs).

Therefore, it is recommended that Management should endeavour to harmonise the job-related climate with commitment and job satisfaction in order to achieve congruence to enhance the organisational citizenship behaviours in the Uganda Bureau of Statistics.

5.4 Areas for further Study

In order to have a holistic solution to the shortcomings that underpin the moderate OCBs, it is hereby recommended that an investigation be carried out to establish how the organisational culture, nature of teamwork and social capital also influence the extra role behaviour of employees at the Uganda Bureau of Statistics.

From the findings where the job-related climate is almost perfectly correlated with the organisational citizenship behaviours, it is recommended that further research needs to be carried out to explain this occurrence.

APPENDICES

Appendix I: REFERENCES:

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MAKERERE UNIVERSITY BUSINESS SCHOOL MASTER OF BUSINESS ADMINISTRATION

RESEARCH QUESTIONNAIRE

INTRODUCTION:

In partial fulfillment of the requirement for the award of the Degree of Masters of Business Administration (MBA) of Makerere University, a student is required to undertake a research and submit his/her findings in for of a thesis.

This questionnaire has been designed to guide the researcher in obtaining information about the **job-related climate, job satisfaction, commitment and organizational citizenship behaviours in the Uganda Bureau of Statistics (UBOS)**. The information to be collected is purely for academic purposes and will be kept confidential. The names of respondents will not be collected.

The processing of the research results will be undertaken by the researcher and only aggregated findings will be included in the report for further analysis and interpretation.

You are part of the selected sample of UBOS Employees who are requested to study and complete the questionnaire as truthfully and as objectively as possible. I know how valuable your time is and appreciate your efforts. The completion of the questionnaire should take you no longer than 30 minutes. Your inputs will play a valuable part in my effort in establishing more knowledge on the variables under study within the UBOS context.

Thank you.

INSTRUCTIONS TO RESPONDENTS

This questionnaire consists of 5 sections. All sections should be completed by ticking as appropriate.

SECTION A: Personal Particulars

This section will provide the researcher with the employee personal characteristics. The section should be filled as provided for within the questionnaire.

SECTIONS B, C, and D:

These should be filled by the employee

SECTION E:

This should be completed by the employee's immediate supervisor.

SECTION A: PERSONAL PARTICULARS

1.1	GENDER (1 = Male, 2 = Female)	
1.2	ETHNICITY	
	(1= Easterner, 2= Northerner, 3= Central, 4= Westerner, 5= Other)	
1.3	RELIGION	
	(1=Catholic, 2= Protestant, 3= Moslem, 4=Advent, 5= Born Again, 6= Other)	
1.4	AGE (In years)	
1.5	MARITAL STATUS	
	(1=Not Married {includes divorced, widowed}, 2=Married {includes living together})	
1.6	NUMBER OF BIOLOGICAL CHILDREN	
1.7	NUMBER OF OTHER DEPENDANTS	
1.8	CURRENT JOB TITLE _____	
1.9	NAME OF DIRECTORATE/PROJECT	
	(1=DIS, 2=F&A, 3=MES, 4=PDN, 5=DCT, 6=DPSS, 7=UNHS, 8=OTHER)	
1.10	NUMBER OF STAFF IN DIRECTORATE/PROJECT	
1.11	NUMBER OF YEARS IN CURRENT POSITION	
1.12	NUMBER OF YEARS IN UBOS	
1.13	STAFF CATEGORY	
	(1=Professional, 2=Semi-professional, 3=Support)	
1.14	HIGHEST EDUCATIONAL ATTAINMENT	
	(1=certificate, 2=Diploma, 3=Degree, 4=PGDiploma, 5=Masters)	
1.15	TERMS OF APPOINTMENT	
	(1=Permanent, 2= Contract, 3=Temporary)	
1.16	ETHNICITY OF SUPERVISOR	
	(1= Easterner, 2= Northerner, 3= Central, 4= Westerner, 5= Other)	
1.17	GENDER OF SUPERVISOR	
	(1 = Male, 2 = Female)	

SECTION B: JOB-RELATED CLIMATE		
STAFF IN DIFFERENT SECTIONS ARE		
2.1	given jobs that allow them to use a variety of skills and competencies	
2.2	given significant and important jobs	
2.3	given jobs that provide them with feedback on their work performance	
2.4	given jobs that require cooperative work with other workers	
2.5	given jobs that give them the opportunity to use their personal initiative or judgement in completing the task	
2.6	given jobs with clearly defined tasks	
2.7	given challenging jobs	
2.8	allowed to determine their own work pace, order of tasks and work methods	
2.9	given a high degree of personal responsibility for the work they do	
2.10	being held accountable for the decisions they make	
2.11	recognised for work well done	
2.12	given jobs in which they have to handle new problems or unpredictable situations	
2.13	expected to handle realistic workloads	
2.14	expected to meet realistic performance standards	
2.15	responsible for initiating assignments and projects	
2.16	responsible for budgets and expenditures	
2.17	responsible for carrying out assignments and projects	
2.18	responsible for equipment and facilities	
2.19	required to refer all decisions to their supervisors for approval	
2.20	being listened to when they make suggestions	
2.21	treated with respect and dignity	
2.22	provided with adequate office equipment	
2.23	At ease when attending social events because such events do take cultural differences into consideration	
2.24	feel free to discuss personal work and/or work related problems with co-workers and supervisors	
EVALUATE THE FOLLOWING STATEMENTS ON THE SCALE 1-5		
2.25	(Women) are able to compete with men on equal footing despite having to attend to family responsibilities (unable to travel or work overtime)	
2.26	Supervisor is friendly and easy to approach	
2.27	Everybody is cost conscious and very serious about it	
2.28	Your supervisor offers new ideas for job and related problems	
2.29	Implementing new ideas here is so hard that people with good ideas quit	
2.30	Opportunity for independent thought and action exists in the organisation	
2.31	Responsibility is assigned so that individuals have authority within their own area	
2.32	If I made a mistake today, I would lose my organisational entitlements	
2.33	Staff members generally trust their supervisors	

2.34	A friendly atmosphere prevails among most of the members of your Directorate		
2.35	You are given advance information about changes that may affect you		
2.36	New staff members get on the job training that they need		
2.37	You are able to get the money, supplies and equipment for your section to do its work		
SECTION C: JOB SATISFACTION			
	Using the scale 1-5, evaluate the following statements: YOU ARE SATISFIED WITH THE ...		
3.1	Communication and Information flow		
3.2	Inter-personal Relationships		
3.3	Feeling about the manner in which your efforts are valued		
3.4	The job itself		
3.5	Degree of motivation as far as the job is concerned		
3.6	Current career opportunities		
3.7	The level of job security		
3.8	Extent of your involvement and identification with the organisation's goals and image		
3.9	The nature of supervision		
3.10	The methodology by which change / innovation is implemented in the organisation		
3.11	The manner of tasks you are required to perform		
3.12	The extent to which personal growth and development is possible		
3.13	The methods of conflict resolution in your organisation		
3.14	The scope your job offers for you to realise your aspirations and ambition		
3.15	The extent of your participation in important decisions		
3.16	The degree to which your skills are utilised		
3.17	Flexibility and independence allowed		
3.18	The organisation climate		
3.19	Your level of salary with respect to your experience		
3.2	Your satisfaction with the organisation structure		
3.21	The quality of work expected / allotted to you		
3.22	The degree to which you feel extended in your job		
3.23	Physical working conditions of the job		
3.24	Freedom to choose own method of working		
3.25	Fellow workers		
3.26	Immediate boss		
3.27	Amount of responsibilities given to you		
3.28	Ability to use your abilities		
3.29	Industrial relations between management and the workers in the organisation		
3.30	Opportunity available for promotion		
3.31	Way the organisation is managed		
3.32	Attention given to suggestions I make in the organisation		

3.33	Amount of variety in the job	
3.34	Job security	
SECTION D: ORGANISATIONAL COMMITMENT		
4.1	I feel like 'part of the family' in the organisation	
4.2	I do not feel emotionally attached to the organisation	
4.3	I really feel as if this organisation's problems are my own	
4.4	I am proud of my organisation	
4.5	I love identifying with my organisation	
4.6	I would be happy to spend the rest of my carrier with this organisation	
4.7	This organisation has a great deal of meaning for me	
4.8	I do feel a strong sense of belonging to my organisation	
4.9	If this organisation went down financially, I will still be reluctant to change to anyother organisation	
4.10	It would be too costly for me to leave this organisation now	
4.11	If I am offerred a job in another organisation with a slight increase in pay, I would defnately change my job	
4.12	Too much in my life would be disrupted if I decided to leave this organisaton now.	
4.13	It would be very hard for me to leave this organisation even if I wanted to	
4.14	Jumping from one organisation does not seem at all ethical to me	
4.15	I believe in remainig loyal to one organisation	
4.16	If I got a better offer elsewhere, I would not feel it right to leave my organisation	
4.17	I help others who have heavy work loads	
4.18	I obey the organisational rules, regulations and procedures	
4.19	I do not take unnecessarily long breaks or extra breaks	
4.20	I am punctual	
4.21	I am concerned about the image of the organisation	
4.22	I treat organisational property with care	
4.23	I attend and participate in meetings about the organisation	
4.24	I keep my workplace clean and tidy	
4.25	I make suggetions to improve operations	
4.26	I do not stay away from work without a valid reason	
4.27	I do everything possible to meet deadlines, even if it means working overtime without pay	
4.28	I attempt to prevent problems with colleagues	
4.29	I complain about trivial matters because it will help to correct problems	
4.30	I seldom think about quitting my job	
4.31	I only attend work-related meetings if required.	
4.32	I share ideas for new projects or improvements widely	
4.33	I perform extra duties and responsibilities only if they enhance my carreer prospects	
4.34	I complete tasks beyond what is required	
4.35	I mind my own business and do not interfere with others' dishonesty and wrong doing	

4.36	I express my opinions honestly even if others differ from me	
4.37	I show up for work early so that I can get things ready	
4.38	I use organisational property (printer, computer photocopier, fax, phone etc) for personal use.	
4.39	I dont mind working for a different company as long as the type of work is similar	
4.40	I enjoy my job	
4.41	I find my work environment pleasant	
4.42	I feel a sense of personal satisfaction when I do my work well	
4.43	I regard my job as a 8 to 5 job which enables me make a living	
4.44	I will not resign because the Bureau has done a lot for me and I feel obliged to continue in employment with it	
4.45	I cannot resign because the costs associated with leaving the Bureau are too high (eg retirement, medical and leave benefits)	
4.46	I will not resign because I like my job and enjoy working for the Bureau	
4.47	I make the most of learning opportunities provided by the Bureau	
4.48	I stay with the Bureau because of scarcity of alternative employemnt opportunities	
4.49	I regard my colleagues as friends	
SECTION E: ORGANISATIONAL CITIZENSHIP BEHAVIOURS		
5.1	Seeks and accepts responsibility at all times	
5.2	Performs competently under pressure	
5.3	Gets a great deal done within a set time frame	
5.4	Readily accepts more work	
5.5	Could be expected to be in a position to start at the appointed time	
5.6	Could be relied on to come on time every morning	
5.7	Could be expected to attend work regularly and punctually	
5.8	Does more work than is expected	
5.9	I ready to teach others	
5.10	Does not take days off without asking for them	
5.11	Outstanding and effective in dealing with clients	
5.12	Never deliberately works below his/her best even without supervision	
5.13	Anticipates problems and develops solutions in advance	
5.14	Assists superior with his/her work	
5.15	helps others who have heavy work load	
5.16	Is committed to the work	
5.17	Is concerned with standard of performance	
5.18	Makes innovative suggestions to improve the organisation	
5.19	Willing to work extra hours without being rewarded	
5.2	Spends a great deal of time in personal conversations	
5.21	Gives advance notice if unable to come to work	
5.22	Volunteers to do things not required by the job but necessary for the organisation	