LEADERSHIP BEHAVIOUR, DISTRIBUTIVE JUSTICE, PROCEDURAL JUSTICE AND

COUNTERPRODUCTIVE WORK PLACE BEHAVIOUR IN THE UGANDA POLICE

FORCE: A CASE STUDY OF KAMPALA EXTRA REGION

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ABSTRACT

The Uganda Police Force was characterised by high rate of corruption, alcohol use and other forms of indiscipline. Unfairness of the leaders in handling formal procedures was suspected to be a contributory factor. The study examined the relationship between leadership behaviour, distributive justice, procedural justice and counterproductive workplace behaviour in the Uganda Police Force.

Cross sectional survey design was used to clarify on the subject. Quantitative design was used to determine the frequencies and predominance of issues under study. The key finding was a positive relationship between Leadership Behaviour and Procedural Justice. However, acts of Counterproductive Workplace Behaviour still exist among the subordinates. The subordinate police officers appreciated the ability of their leaders in ensuring that procedural justices in determination of distribution of outcomes are a point of reference.

The existence of Procedural Justice such as following procedure for selection for promotion, allocation of accommodation and further training led to fair distribution of those outcomes. The respondents were aware of the policies in place to determine the distribution of outcomes in the Uganda Police Force. The study recommends that the elements of leadership behaviour like active management by exception should be practiced by the middle level managers for potential deviations from rules and standards by the subordinates and take corrective actions.

STATEMENT OF DECLARATION

I, Akullo Grace do declare that this dissertation is my original work as a result of my independent investigation except where I have acknowledged. I also do declare that this work has not been presented or submitted elsewhere for any academic qualification and/ or for research purposes.

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APPROVAL

This research dissertation has been submitted with our approval as the University Supervisors.

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ACRONYMS

ACP	Assistant Commissioner of police
ACP/T	Assistant Commissioner in charge of Transport
AIDS	Acquired Immune Deficiency Syndrome
AIGP	Assistant Inspector General of Police
AIP	Assistant Inspector of Police
ASP	Assistant Superintendent of Police
CID	Criminal Investigation Department
CPL	Corporal
CPS	Central Police Station
CWB	Counter productive Workplace Behaviour
DIGP	Deputy Inspector General of Police
D/IP	Detective Inspector of Police
DPC	District Police Commander
IGP	Inspector General of Police
IP	Inspector of Police
IPAC	Institute of public Accountants of Canada
RPC	Regional Police Commander
SGT	Sergeant
SP	Superintendent of police
SSP	Senior Superintendent of police
UPF	Uganda Police Force
OC	Officer in Charge

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Conducting this research and writing out this dissertation has been one of the most challenging periods in my life. It has been very hard work because of having at the same time a full time job and a family to look after. So, without the support from my husband, supervisors, parents, family and friends, the work on this dissertation would have been impossible. The confidence shown to me by dear husband provided a special kind of motivation to get this work done, I am grateful to him. He is my inspiration, my goal and my light. I acknowledge him most sincerely.

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DEDICATION AND MEMORIAM

To my late Mother, Sister and Brothers who never got chance to see my efforts.

CHAPTER ONE

INTRODUCTION

1.0   Background to the study

The Uganda Police Force (UPF) is established under the 1995 Constitution of the Republic of Uganda. The Police Statute (1994) and Article 212 of the 1995 Constitution mandates the UPF to carry out among others the following functions: to protect life and property, prevent and detect crime and preserve law and order. To carry out the functions, the UPF operates under the leadership of the Inspector General of Police (IGP); Deputy Inspector General of Police (DIGP); Assistants Inspector General of Police (AIGP) / Directors; Regional Police Commander (RPC); District police commander (DPC); and Officers In Charge of Sections / Police Posts (OC). In carrying out their leadership functions, the commanders/leaders are guided by the Police Statute (1994) and the Police Code of Ethics. The commanders/leaders use different leadership behaviours in management of officers under their command.

Despite the laid down procedures on selection for deployment, transfer, promotion and recruitment of in-service officers to sections of the Force, there exist unfairness on decisions made by the police commanders/leaders concerning these issues. For instance, the commission of inquiry into corruption in the police force of 2000 was informed by disgruntled police officers that an in-service officer must pay a bribe to be recruited into the traffic department. The commission was further informed that for a traffic officer to be deployed on a "wet" road, he must pay a bribe of Ug Shs 20,000 – Ug Shs 50,000 daily to the officer in-

charge traffic of that district/division. The officer in-charge traffic was also stated to pay a bribe of Ug Shs 0.5 million – Ug Shs 1 million, monthly to the Assistant Commissioner of Police in-charge of Traffic and Road Safety (ACP/T) to be deployed / transferred to a "wet" (profitable) district (Sebutinde et. al., 2000).

The 2000 commission was informed that the Criminal Investigation Directorate(CID) is rife with malpractice such as high-handedness, extortion of bribes from suspects and victims of crime, preferring of bogus charges against innocent citizens, abuse of police bond procedures, torture of suspects and gross discourage of justice. The commission was further informed that corruption has been institutionalised as it permeates through all levels of the CID, and the force has shifted from delivering quality services to personal gain. This grim state of affairs has inevitability caused a public out cry against the CID and the police force in general, and has eroded the effectiveness of the CID.

The Sebutinde Commission of 2000 further found out that the police leadership then left corruption unchecked at all levels and were not taking firm action against corrupt and undisciplined officers.   For example Odomel, then IGP did not discipline Bakiza then Director CID when the latter defied his orders in respect of disciplining Inspector of Police Kasango. The commission further noted that managers who are to be role models in an organization set-up cannot expect ethical behaviours from subordinates if they do not behave ethically themselves.

The unfairness by the leaders in handling these formal procedures have led to Counterproductive Workplace Behaviours (CWB) in the UPF. Such behaviours negatively affect morale and the image of an organisation (Solar 1989). Some of the CWB that exist in the UPF are corruption, alcoholism/ drunkardness, fraud, desertion and other forms of indiscipline. Sebutinde et. al. (2000) defines corruption as any conduct or practice by a police officer serving in the Uganda police force done in flagrant violation of established regulations to the prejudice of the public interest or for self gain. Police records show that, between May 2002-May 2004, 699 police officers from all over the country were identified by their unit commanders as habitual drunkards and were sent to police training school Kibuli for rehabilitation exercise.

Cairo International Bank complained to the commission of inquiry into corruption in UPF in 2000, that it had reported a case of robbery of Ug Shs 218 million in May 1999. The police community liaison officer later announced recovery of Ug Shs 213 million. The anti-robbery squad that was concerned with the handling of the case declared only Ug Shs 5.5 million. (Sebutinde et. al., 2000). These and other cases led to recommendation by the commission for dismissal of the senior police officers and subsequent retirement of six senior officers and fresh appointments were made. However, this did not give a lasting solution.

The Inspectorate of Government (IG) report (July to December 2003) to Parliament ranked UPF as fourth most corrupt department out of 85 in the country. The second national integrity survey (2003) also ranks UPF as the department to which most bribes are paid with 68.7 percent cases reported to the Inspectorate of Government. The third national integrity survey

carried out by the IG ranked the UPF as the most corrupt of the public institution in Uganda with 80.7 per cent rating.

The judicial commission of inquiry into alleged mismanagement of global fund to fight HIV/AIDS, tuberculosis and malaria in Uganda of 2006 found out that the defective Police Officers who were assigned duties to conduct investigation as a follow-up of suspicious accountabilities submitted by recipients of the funds (suspects) were compromised by the suspect. For instance detective Inspector Police (D/IP) George Komurubuga was alleged to have received Ug Shs 5 million to alter, destroy and /or otherwise interfere with the commission evidence in trying to help Ms. Paula Turyahikayo, a project management unit (PMU) staff. The commission further found out that Detective Assistant Inspector of Police Faustine Echengu received a bribe of Ug Shs 20 million to help Dr. W. Kirungi a medical officer of the Ministry of Health to cover up evidence of suspicious accountabilities he had submitted to the commission (Ogola et. al. 2006).

Sebutinde et. al. (2000) found out that there was malpractice in the methods of deployment and recommendation for promotion of police officers which seems to rely on discretion of senior officers rather than established procedures and guidelines. The commission observed that there was laxity by the supervisors because they were sheltering subordinates who give them part of the bribes after extorting from the public. Police management is aware of the various CWB that exist in the UPF but if proper ways are not designed on how some of these formal procedures are to be handled, then the officers will still be counterproductive.

1.2 Problem Statement

Leadership behavior, distributive justice and procedural justice are intended to benefit the organization, and counterproductive workplace behavior is intended to harm the organization (Dalal, R.S., 2005). However, in the Uganda Police Force as an organization, a lot of people have spoken negatively about the Force. More generally, the Force was reported to be characterized by behavior such as weak leadership, stealing, corruption, vandalism, ignoring instructions, and spreading malicious rumors among co-workers as "opposite" of behavior such as praising the organization to outsiders, doing everything a "good" employee would do, and helping co-workers (Sebutinde et. al., 2000). There was therefore a gap from what is expected and what actually happened in the Uganda Police Force. It was therefore imperative to examine the relationship among leadership behavior, distributive justice, procedural justice and counterproductive workplace behavior in the Uganda Police Force as there were no studies carried out to fully understand the situation in the Police Force.

1.3 Purpose of the Study

The purpose of the study was to examine the relationship between leadership behaviour, distributive justice, procedural justice and counterproductive workplace behaviour in the Uganda Police Force.

1.4 Objectives of the study

The study objectives were to:

(i)　　establish the relationship between leadership behaviour and procedural justice;

(ii)　　establish the relationship between leadership behaviour and distributive justice;

(iii)   establish the relationship between distributive justice and procedural justice;

(iv)   establish the relationship between distributive justice and counterproductive workplace behaviour;

(v)   establish the relationship between procedural justice and counterproductive workplace behaviour; and

(vi)   establish the relationship between leadership behaviour and counterproductive workplace behaviour.

1.5   Research questions

The study was guided by the following research questions:

(i)   what is the relationship between leadership behaviour and procedural justice?

(ii)   what is the relationship between leadership behaviour and distributive justice?

(iii)   what is the relationship between procedural justice and distributive justice?

(iv)   what is relationship between procedural justice and counterproductive workplace behaviour?

(v)   what is the relationship between distributive justice and counterproductive workplace behaviour?

(vi)   what is the relationship between leadership behaviour and   counterproductive workplace behaviour?

1.6   Significance of the study

The concepts of leadership behaviour, counterproductive work place behaviour, distributive justice and procedural justice are relatively new to the Uganda Police Force, hence this study

provides a basis for a pool of literature in the subject. The handful of officers in the Uganda Police Force who have chosen to embrace the concepts and try to address counterproductive work place behaviour in the Force, will find the results of this study of much use to them. Therefore, this study will also help to raise awareness among those who are unacquainted with leadership behaviour, counterproductive work place behaviour, distributive justice and procedural justice concepts.

This study is also of significance to Police Trainers who want to learn more about leadership behaviour, counterproductive work place behaviour, distributive justice and procedural justice in the Uganda Police Force enabling them to set up process and application possibilities during police staff trainings at various levels.

The study results will as well be of use to Special Interest Groups by offering members ongoing access to relevant data on the subject for better work with the police force. In addition, over the past decade, there has been an increased attention to counterproductive workplace behaviors including violence, stealing, dishonesty, volitional absenteeism, drug and alcohol abuse, and aggression, many of which have been addressed in this study.

Accompanying the attention to these specific types of behaviors has been a proliferation of theories developed to explain, understand, and manage counterproductive behavior. While these theories have addressed many apparently divergent types of behaviors, many similarities exist between and among these various perspectives. In this study, the researcher integrated these various perspectives into a causal reasoning framework, proposing that individuals'

attributions about the causal dimensions of workplace events are a primary factor motivating both the emotions and behaviors that result in counterproductive workplace behaviors. The study confirmed the theories, added to the existing literature on subject, created knew knowledge, and the findings will enhance effective planning and decision making in the Force.

1.7. Justification of the study

The theories underpinning the study have neither been proven true nor false in Uganda Police Force and hence the need for this study since no one has ever carried out a similar study within the geographical and contextual scope, being part of its uniqueness. The relationship study was supported by principles of evaluation which state that the successes or the failures of a particular intervention or theory must be assessed so that lessons can be learnt for improvement in future policies, interventions and programmes. This study has therefore contributed into verification of the concepts and theories concerning counterproductive workplace behavior, leadership behavior, procedural justice and distributive justice in Uganda Police Force. It has provided answers as to why counterproductive behavior exists in the Uganda Police Force and how junior officers perceive their leaders. The study has also brought out the perception of the Police on the policies, procedures and outcome of the Force. All these provided a strong justification for the study.

1.8.   Scope of the Study

1.8.1. Geographical scope

The study was conducted in Kampala extra-region which is comprised of eight divisions: namely:- Jinja Road, Old Kampala, Kampala Central Police Station(CPS), Kiira division, Kawempe, Wandegeya, Kiira Road and Katwe Police Stations.

1.8.2   Content scope

The scope of the study focused on leadership behaviour, distributive justice, procedural justice and counterproductive workplace behaviour. It was a cross sectional survey and had samples drawn from the population of all ranks of the Uganda Police Force (UPF) in Kampala extra-region.

1.9.   Conceptual Framework

Figure 1:   Conceptual framework showing relationship between variables
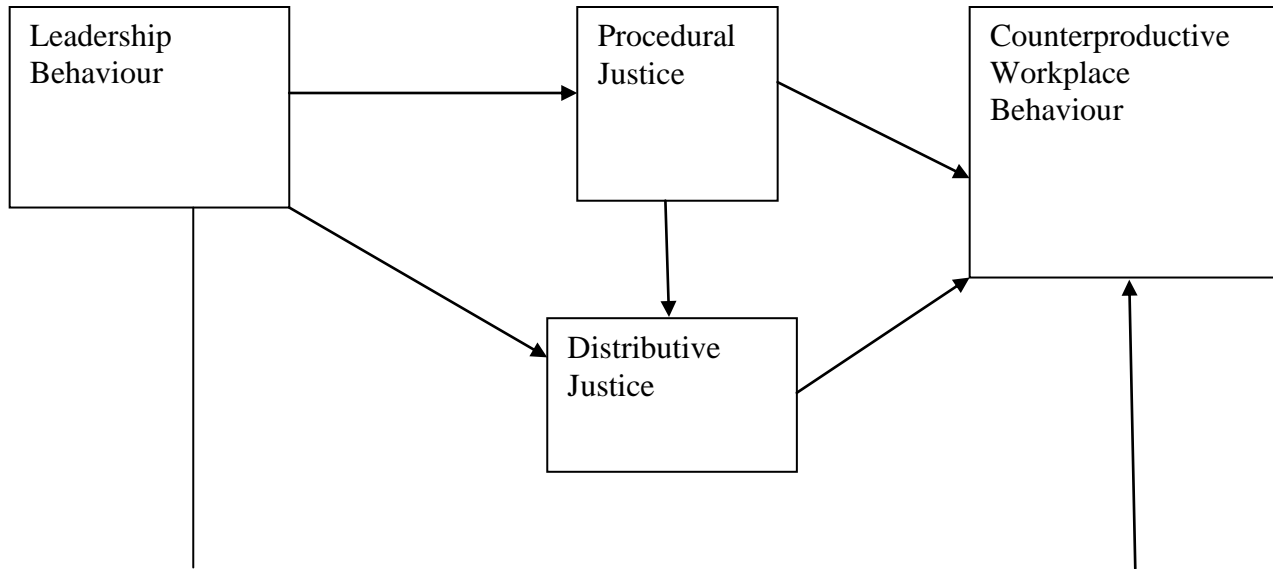
Source: Self generated from existing literature (Penney, L.M. et. al., 2007) and (Dalal R. S., 2005)

The above Figure shows the conceptual framework between variables.   Leadership behaviour is the independent variable; counterproductive workplace behaviour is the dependent variable while procedural justice and distributive justice are mediating variables.   A good leader follows laid down procedures to make decision such as following policies for promotion provides similar outcomes to employees and creates committed employees.   Unfairness in administering organisational policies and procedures results into counterproductive workplace behaviours such absenteeism and theft. Therefore good leadership is expected to have positive relationship with procedural justice, distribution justice and negative relationship with counterproductive workplace behaviour.

CHAPTER TWO

LITERATURE REVIEW

2.0.   Introduction

This chapter reviews the related literature of the study as put forward by different scholars and researchers. It looks at relational literature on leadership behaviour, procedural justice, distributive justice and counterproductive workplace behaviour. There are a lot of classifications concerning the dimensions of organizational justice. Although there are various typologies in the related literature, a theoretical frame involving all types of justice has not been formed (Penney, L. M., et. al., 2007). Nevertheless, the most common classification of organizational justice is distributive justice, procedural justice and interactional justice. This study concentrated on distributive justice and procedural justice. These were handled with leadership behaviour and counterproductive work place behaviour due to lack of studies done on them within the Uganda Police in Uganda.

2.1.   Concept of leadership behaviour

McCann, (2008) explained that the link between effective leadership behaviour and organizational performance must be determined to help firms compete in this challenging environment. Leadership types represent how managers and employees interact with each other. Employees' innovation does not frequently occur within an organization, and managers play the important role of guiding employees' performance and innovation. (Hamel, 2009) points out that leader are no longer treated as extraordinary and brilliant visionaries, wise

decision-makers, and tough rulers. Instead, the job of a leader is to create an environment that allows all employees to work together, innovate, and perform well. Therefore, a manager's leadership behaviour is the key to the future development of an organization.

(Krause, 2005) considers that transactional-leadership focuses on the relationship between performance and rewards as well as the relationship between the leader and the subordinate; transactional-leadership is also referred to as task-oriented leadership. Reform-oriented leadership focuses on the development of future strategies and encouraging employees to increase organizational revenue. Herold, Fedor, Caldwell & Liu (2008) state that transformational leadership is especially effective during change, since subordinates tend to follow the leader with whom they have a long term and trusting relationship. Transformational leadership is seen as true people oriented leadership behaviour.

2.2.   Concept of distributive justice

Distributive justice deals with the outcomes fairness i.e. appraisal ratings in performance appraisal context (Jawahar, 2007). Distribution of the rewards that are based on the equity theory of Adams involve input and output as (Adams, 1965) describes that a person will be given rewards for his contribution towards the output. Adams discussed equity theory that the employees are satisfied when they feel that the rewards have been equally given according to their input and there is no difference as compared to the others. If rewards are not allocated equally and there may be the unpleasant atmosphere and the result will be in the form of de-motivation of employees. Therefore, distributive justice finally deals with the degree of perceived fairness in distribution and allocation of outcome, as an organization refers with

input of employees. (Fortin, 2008) proposes that "distributive justice" is the perception of justice in the outcome of distribution, such as the perception of compensations or the decision of dismissal. It is perceived as being fair if the result of distribution is consistent with the distribution of the workload.

2.3. Concept of procedural justice

Procedural justice is associated with the fairness perceptions of the standards followed, methods and processes used for appraising performance of employees (Jawahar, 2007). Procedural justice refers to the fairness of decision making. There should be consistency across individuals and times in shape of promotions and outcomes among the employees and that employee of any organization prefer fair outcomes followed by fair procedure. Hence the desire of procedural justice in an organization is the desire of every fair employee. Procedural justice refers to the procedure or method while making a decision. Tendency of employees to form evaluation of supervisors has strong relationship with procedural justice. When employee' experience high level of procedural justice, evaluation of supervision is higher across all levels of distributive justice. Thus it can be concluded that procedural justice is about means while distributive justice is about ends. (Ambrose & Arnaud, 2005) state that distributive justice items are measured by asking about outcomes while procedural justice items ask about process control, decision control and voice.

2.4. The concept of counterproductive workplace behaviour

Counterproductive workplace behaviour (CWB) consists of intentional acts by employees that harm organizations or their stakeholders. Included under Counterproductive work behaviour

are acts of physical violence against people, as well as milder forms of aggressive behaviour such as verbal aggression and other forms of mistreatment directed toward people. Counterproductive work behaviour also includes acts directed toward organizations rather than people (although people are often indirect targets). This includes destruction and misuse of organizational property, doing work incorrectly, or failing to notify superiors about mistakes and work problems (e.g., a machine malfunction), and withdrawal (e.g., calling in sick when not ill), Neuman and Baron's (2005).

Bauer, & Fox, (2010) state that unethical behaviour at work can be manifested by Counterproductive Workplace Behaviour such as volitional behaviour that harms or intends to harm organizations or people in organizations. Fleeson & Noftle, (2009) indicates that Counterproductive Workplace Behaviour is an aggregated set of behaviours, rather than single type behaviour. Aggregated behaviours are more consistent across time and situations compared to single behaviours, and they can be predicted more reliably by personality and situational variables.

The categories that comprise Counterproductive work behaviour are: (1) Abuse toward others (e.g., starting or continuing a damaging or harmful rumour at work; being nasty or rude to a client or customer); (2) Production deviance (e.g., purposely doing your work incorrectly; purposely working slowly when things need to get done); (3) Sabotage (e.g., purposely wasting your employer's materials/supplies; purposely damaging a piece of equipment or property); (4) Theft (e.g., stealing something belonging to your employer; putting in to be paid for more hours than you work); and (5) Withdrawal (e.g., coming to work late without

permission; staying home from work and saying you were sick when you weren't). Although Counterproductive work behaviour is comprised of five categories Spector et al., (2006), most research that assesses the construct uses total (sum) scores rather than subscale scores (e.g., Dalal, 2005; Fox et al., 2011; Spector et al., 2010; Zettler & Hilbig, 2010).

2.5.   Relationship between leadership behaviour and procedural justice

Geddes (2005) noted that the move to governance is commonly associated with neo liberalism and that governance practices do not necessarily result in the revival of localities. Instead, he argues, the rise of governance approaches often results in the stripping away of previous institutional structures and an intensification of competition between places. The 'roll out' of neo liberal policies in Australia was accompanied by a further centralisation of power in Australia, with the shift from Keynesian to monetarist economic management resulting in reduced public sector borrowings and expenditure and micro economic reforms – such as the privatisation of government trading enterprises - that adversely affected some regions, especially non metropolitan places.

Erdogan and Liden, (2006), state that an important antecedent of justice perceptions in organizations is the leader and therefore employees' justice perceptions are related to the attitudes and behaviours of the leader. Colonel Williams (2005) argued that toxic leaders are not necessarily all-bad, and the army, as a system, may unsurprisingly be producing these individuals. She questioned if toxic leaders are the extreme result of the army's focus of leaders who are confident, decisive, and demonstrate control. Taken to the extreme, such

leaders can be self-serving and arrogant, rigid and unwilling to admit mistakes, and unwilling to develop others, and micromanage instead.

Williams, (2005) stated that toxic leaders are usually not incompetent or ineffective leaders in terms of accomplishing explicit mission objectives. Many times they are strong leaders who have the right stuff, but just in the wrong intensity, and with the wrong desired end-state, namely self-promotion above all else.   Hannah et al. (2010) concludes that abusive leaders are toxic to units. Not only do they create a negative culture and climate in their unit, but our results showed that they increase ethical transgressions. The Army should develop leaders who understand the line between being firm yet caring, and being abusive; and identify and separate those found to be abusive.

 Padilla et al. (2007) also suggested that some environments are simply more likely to facilitate toxic leadership including unstable environments with many perceived threats, organizations with low or poor cultural values, organizations that have a lack of checks and balances, and organizations that are perceived as struggling and appear ineffective and inefficient.

Hannah et al. (2010) indicated subordinates unwillingness to report serious ethical violations and problems stemming from a superior. (Keller-Glaze et al., 2010 and Riley, Hatfield, Nicely, Keller-Glaze, & Steele, 2011) demonstrated that most learning occurs through informal paths (e.g., job experience, informal mentoring, etc.) and that subordinate leaders who see senior leaders model a behaviour are inclined to emulate that behaviour, and even

though they do so with much greater frequency for constructive behaviours, some also do so for toxic behaviours.

McCain, Tsai and Bellino's (2010) indicated a positive relationship between Procedural justice and ethical behaviour. Eberlin and Tatum (2008) found that when managers inadvertently make biased decisions or cognitive errors that lead to adverse results, their subordinates may perceive these acts as unfair and unjust even when no injustice was intended. Hence, employees have a strong sense of fairness and justice, and the leader needs to consider these perceptions when making decisions. (Erdogan and Liden, 2006) state that the relationship between the quality of leader-member exchange and organizational justice may depend on the cultural values of subordinates.

Størseth (2006) showed that people oriented leadership behaviour, which focuses on improving employee' skills and motivation reduce the perceived job insecurity and are likely to reduce the negative consequences of job insecurity. This decrease in perceived job insecurity and its negative consequences is caused by two main features of people oriented leadership styles.

2.6.   Relationship between leadership behaviour and distributive justice

Geddes (2005) noted that the move to governance is commonly associated with neo liberalism and that governance practices do not necessarily result in the revival of localities. Instead, he argues, the rise of governance approaches often results in the stripping away of previous institutional structures and an intensification of competition between places. The 'roll out' of

neo liberal policies in Australia was accompanied by a further centralisation of power in Australia, with the shift from Keynesian to monetarist economic management resulting in reduced public sector borrowings and expenditure and micro economic reforms – such as the privatisation of government trading enterprises - that adversely affected some regions, especially non metropolitan places.

Soturatua (2010) has argued that, there are new ways of understanding leadership as a process, rather than as an outcome, that acknowledges and privileges the role of public service professionals and managers in ways that conflict with m ore conventional accounts of leadership. (Yan & Hunt, 2005) states that employees with a masculine orientation can be assumed to mainly focus on the distribution of material objects as they are characterized as achievement oriented. They are expected to accord lower importance to personal interactions with supervisors than to the allocation of rewards. Thus, it is more likely that they feel treated unjust when they are not among the ones who receive benefits rather than when interpersonal relationships with supervisors lack dignity and respect. Based on the above presented arguments, it is hypothesized.

(Loi, Hang-Yue, & Foley, 2006) managers should increasingly consider the possible effects of their interpersonal treatment with employees in practice. As a result, managers should realize that efforts toward distributive and procedural justice can be obsolete without placing the same importance on interactions with their workforce.

Kroehn et al (2011) examined two instances of regional leadership in Australia's rural periphery – the Wheatbelt of Western Australia and in Port Lincoln on South Australia's Eyre Peninsula. In the former instance leadership was associated with the emergence of a potential new industry –the commercialisation of products from oil melees – with a number of public sector actors playing an important role in fostering the emergence of this new industry. Burton et al., (2008; Piccolo et al., (2008), showed that employees in low-quality leader member exchanges perceived less fairness in distributive justice, and procedural justice.

2.7.   Relationship between procedural justice and distributive justice

Lambert et al. (2005) also established significant positive associations of employees' perceptions of distributive and procedural justice with commitment to the organization. Lambert et al. (2005) also argued that perceptions of procedural justice have a greater impact on organizational commitment of employees than perceptions of distributive justice. Latham and Pinder, (2005) state that organizational justice is one of the predictor that has also a relationship with the outcomes. When employee perceives that they are treated unfair, their behaviour is affected. Moreover procedural justice has an impact on organization outcome. Lee et al. (2010) found that subordinates in a high supervisor-subordinate relationship perceive greater distributive and procedural justice. Bakshi, Kumar and Rani (2009) reported that procedural and distributive justice both were significantly correlated with the organizational commitment of the employees in India.

2.8.   The relationship between procedural justice and counterproductive workplace behaviour

Kurtzberg et al. (2005) argues that it is tremendously difficult for individuals to remain objective about a situation when they feel that others are disagreeing, or even disapproving, of their point of view. Somech et al. (2009) explains that a cooperative team more often sees an issue as a common problem that needs to be dealt with. In comparison a team that's more competitive focused sees the problem as threat against their personal goals. Somech et al. (2009) also argue that competitive behaviour hinders communication, creativity and knowledge sharing which negatively affects the performance of the team. Bolton and Grawitch (2011) states that creating an ethical climate may help to prevent the influence and spread of a potentially dysfunctional culture in an organisation, because the behaviour of one employee is provoked by the behaviour of co-workers.

(Latham, 2007) stated that the appearance of justice is just as, or more important than, the actual concept of justice because it is what inspires reaction. Cheng and Chan (2008) found a negative relationship between job insecurity and work performance, whereas Probst et al. (2007) found a positive relationship between job insecurity and employees' productivity and a negative relationship between job insecurity and counterproductive work behaviour. Kivimäki et al., (2005) states that recent medical research indicates that recurrent perceptions of injustice at work – no doubt experienced by targets of bullying– are associated with chronic stress, high blood pressure, and increased risk of coronary heart disease.   (Tangney et al., 2007) indicated that guilt proneness predisposes people to think, feel, and act in morally-relevant ways.

2.9.   Relationship between distributive justice and counterproductive workplace behaviour

Somech et al. (2009) also found research that supported the belief that high task interdependence and intense interaction among team members promotes collaborative behaviour through increased communication and joint planning. Somech et al. (2009) expresses that competitive styles are most common in the early stages of team development and when there is a competition for project resources. Later on when the team has developed further and roles and relations have been created, cooperative styles tend to evolve.

Hamel (2009) indicates most organizations rely too much on punishments in order to force their employees to conform, which reflects an organization's lack of faith in its employees. Only in a corporate culture where there is a high degree of trust and low degree of fear can an organization's adaptation and innovation continue to grow. Therefore, while an individual may have creativity, an organization is needed in order for creativity to become innovation. Further, innovation must also rely on an organization's culture, system, and belief.

2.10.   Relationship between leadership behaviour and counterproductive workplace behaviour

Keller, (2006) stated that employees who experience a people oriented leadership behaviour have the feeling that their leader will act in their best interest. A people oriented leader builds long lasting personal relationships with employees. Therefore employees will be more

committed to the company, especially to their manager, and will less often call in sick or be absent, and have less turnover intentions.

Padilla et al. (2007) review found that followers who are low in maturity, and have poorly developed ethics and values, or who hold a similar Machiavellian view reinforce toxic leadership. As a result of their positive organizational intentions (and either negative or lack of consideration of their subordinates), some toxic leaders may not even be aware of their negative behaviours and harmful effects.

Trickett et al (2008), suggests that there are 'new' complexities being encountered by leaders outside the single organisational context; leaders find themselves representing places rather than organisations; there are more uncertainties to be accommodated as outcomes are difficult to pin down and there are more unknowns; leaders are increasingly required to lead initiatives without formal power but with responsibility.

Hilgenkamp & Steele, (2010) indicated that the field believes that much of derailment is caused by personal issues and not living up to Army values. Additional indicators included reckless behaviours of alcohol/substance abuse and adultery/fraternization, or personality conflicts and politicking. (Flynn and Schaumberg, 2011), stated that highly guilt-prone employees work harder at their jobs (i.e., they expend more effort at work), and this effort is associated with increases in affective organizational commitment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0.   Introduction

This chapter covers the methodology that was used in the study and explains the area of study, research design, sample size, method and determination, measurement of variables, sources of data, procedure of data collection, target population, and sampling strategies, data collection and Instruments, data analysis and interpretation, reliability of the instruments and limitation of the study.

3.1.   Research Design

The cross sectional survey design helped the researcher to collect descriptive information so as to clarify on the subject of study. Quantitative design was used to determine the frequencies and hence determine the predominance of issues under study.

3.2.   Study population

The target population for the study was 1,266 police officers of Kampala Extra region. This comprised of police officers from the ranks as follows: Police Constable (PC), Corporal, (CPL), Sergeant (SGT), Assistant Inspector of Police (AIP), Inspector of Police (IP), Assistant Superintendent of Police (ASP) and Superintendent of Police (SP).

3.3.   Sample size

The study population was stratified according to ranks and sample size was 297 respondents chosen using Morgan and Kerjie formula. The respondents were conveniently selected basing on those available at the stations but mindful of the different strata. This was to ensure respondents were divided into different homogenous strata of smaller characteristics so as to ensure external validity of the study. A total of 255 out of 297(85.8%) responded as follows: Police Constable (PC), Corporal, (CPL), Sergeant (SGT), Assistant Inspector of Police (AIP), Inspector of Police(IP), Assistant Superintendent of Police (ASP) and Superintendent of Police(SP). These were considered authoritative, articulate and had reliable and effective information on the subject of study.

3.4.   Measurement of the variables

Structured questionnaires were used to measure the variables. The questionnaires were self administrated and provided for respondents to select a suitable number on a five point Likert scale to establish their existence in the population sample chosen for the study. Respondents were asked to respond to the statements by: indicating the extent to which:-they agreed with them for leadership behaviour, procedural justice and counter productive work place behaviour variables and the fairness in pay and benefits for distributive justice variable.

For each of the statements respondents were asked to circle one of the five alternatives which were: strongly disagree (0), agree (1) neither (2), disagree (3) and strongly disagree (4). Under counter productive work place behaviour the alternatives were: strongly disagree (1), disagree (2), not sure (3), agree (4), and strongly agree (5). For procedural justice the alternatives

were: - I do not agree at all (1), I do not agree (2), I am not sure (3), I agree (4), and I strongly agree (5). For distributive justice the alternatives were: very unfair (1), not sure (2), quite fair (3), very fair (4) and extremely fair (5).

The measurements were:-

- Leadership behaviour derived from Bass et all 1990

- Procedural justice and distribute justice using Deutches' 1995 measure.

- Counter productive work place behaviour using Robinson and Bennett measure of 1995.

3.5.   Sources of data

Both primary and secondary data were used. The main source of data was primary data got from respondents. Secondary data was obtained from Police Human Resource Department, publications, internet and the Makerere University and Makerere University Business School libraries.

3.6.   Data collection and instruments

The researcher used questionnaires and documentary analysis in collecting data. Semi-structured questionnaires were used with both closed and open-ended items so as to balance between qualitative and quantitative data. Data was collected on details of individual officers, leadership behaviour, procedural justice, distributive justice, promotion opportunities, and chances of personal growth and recognition and counterproductive workplace behaviours.

Documentary analysis of available staff records on their work performance was analysed so as to validate information provided in questionnaires and interview.

3.7.   Procedure of data collection

The researcher obtained letter of introduction from Makerere University Business School and proceeded to the field to administer the questionnaires and gather the data. The researcher personally delivered the questionnaires. The researcher explained the purpose of the study to the respondents and allowed them to complete the questionnaires. The researcher personally collected the completed questionnaires.

3.8.   Data analysis

The data collected was edited to ensure completeness, accuracy, and consistency. Open-ended questions were coded before analysis to ensure that various responses were classified into meaningful and exhaustive forms to bring about their essential patterns. The quantitative data was organised in such a way to allow interpretation of analysis. Data was analysed with help of a computer package Statistical Package for Social Scientists (SPSS). This package was used because it is the most commonly used as it quickens data analysis.   Data was categorized and coded and then entered into the package for analysis. Frequency tables, percentages, and graphs were used to help interpret and discuss the findings. Data collected was presented using simple percentages.

3.9. Reliability of the Instruments

To establish whether the instruments were reliable, reliability test was carried out using Cronbach's Alpha coefficient. The result of this test showed that the instruments were reliable in measuring the variables. The reliability results are shown in the Table 1 below:

Table 1: Reliability Analysis (cronbach's Alpha Coefficient)

Variable	No. of item	No. of cases	Alpha
Leadership Behaviour	29	160	0.885
Procedural Justice	8	217	0.514
Distributive Justice	7	222	0.812
Counter Productive Work Place Behaviour	11	191	0.793
Transformation Leadership	14	193	0.859
Populism	10	190	0.708
Transactional Leadership	5	211	0.588

Source: Primary data

3.10. Limitations of the study

It was difficult to get respondents at their stations as their work involves a lot of field movements especially those involved in investigations, traffic and patrol duties. The researcher handled this problem by timing them before their departure for field assignment. The sample size of 297 respondents was not obtained as initially planned by the researcher. A sample of 255 was instead obtained because they were the ones who filled and could be traced to retrieve the questionnaires.

CHAPTER FOUR

PRESENTATION OF RESULTS

4.0. Introduction

This chapter covers the presentation of the results of study. The results were obtained after analysing the data by the use of various tests which included cross tabulation, Pearson M correlation, t-test, Analysis of Variance (ANOVA) and factor analysis.

4.1. Cross Tabulations

In this section, the demographic characteristics of the respondents are presented. They include:- sex, age, marital status, the number of spouses, number of children, the number of relatives' children the respondents look after, number of dependants, the rank the respondents joined the Uganda Police Force, current rank and the number of years the respondent worked with the Uganda Police Force.

Table 2:   Age of the Respondents

Title			Age of Respondents					
			20-25	26-30	31-35	36-40	40-55	Total
Sex	Male	Count	20	32	18	46	37	155
		Row %	14.2	20.6	11.6	29.7	23.9	100.0
		Column %	62.9	78.0	72.0	68.7	78.7	72.1
		Total %	10.2	14.9	8.4	21.4	17.2	72.1
	Female	Count	13	9	7	21	10	60
		Row %	21.7	15.0	11.7	35.0	16.7	100.0
		Column %	37.1	22.0	28.0	31.0	21.3	27.9
		Total %	6.0	4.2	3.3	9.8	4.7	27.9
	Total	Count	35	41	67	25	47	215
		Row %	16.3	19.1	31.2	11.6	21.9	100.0
		Column %	100.0	100.0	100.0	100.0	100.0	100.0
		Total %						
Chi-square =3.627, df =4 , P=0.459								

Source: Primary data

The results in Table 2 show that there is no significant difference between the male and female respondents in terms of age. The majority of the respondents are between 36 – 40 years of age.

Table 3: Marital status of the respondents

Title			Marital status				
			Single	Married	Widow	Others	Total
Sex	Male	Count	24	135	2	1	162
		Row %	14.8	83.3	1.2	0.7	100
		Column %	63.2	76.3	66.7	33.3	73.3
		Total %	10.9	61.1	0.9	0.5	73.3
	Female	Count	14	42	1	2	59
		Row %	23.7	71.2	1.7	3.4	100
		Column %	36.8	23.7	33.3	66.7	26.7
		Total %	6.3	19.0	0.5	0.9	26.7
	Total	Count	38	177	3	3	221
		Row %	17.2	80.1	1.4	1.4	100
		Column %	100	100	100	100	100
		Total %	17.2	80.1	1.4	1.4	100
Chi-squared =5.312, df=3, P=0.150							

Source: Primary data

The results in Table 3 show that there is no significant different between the male and female respondents in terms of marital status. The majority of respondents are married.

Table 4: Rank the Respondents joined the Uganda Police Force

Title			Constables	Cadet	Learner Assistant Inspector of Police	Total
Sex	Male	Count	155	4	0	159
		Row %	97.5	2.5	0	100.0
		Column %	73.8	57.1	0	72.6
		Total %	70.8	1.8	0	72.6
	Female	Count	55	3	2	60
		Row %	91.7	5.0	33	100.0
		Column %	26.2	42.9	100.0	27.4
		Total	25.1	1.4	0.9	27.4
	Total	Count	210	7	2	219
		Row %	95.9	3.2	9	100.0
		Column %	100.0	100.0	100.0	100.0
		Total %	95.9	3.2	0.9	100.0
Chi-square =6.295, df=2, P=0.043						

Source: Primary data

The results in Table 4 shows that there is significant difference between the male and female respondents in terms of rank they joined the Uganda Police Force. The majority of both male and female respondents joined UPF as constables. The number of female respondents who joined as cadets into the UPF is more than that of males. More female respondents also joined as Learner Assistant Inspectors of Police compared to male respondents. Generally, there are more male than female officers in the UPF.

Table 5: The Current Rank of Respondents

Title			Assistant Superintendent & Superintendent of Police	Sear gent	Inspector of Police	Corporal	Constable	Total
Sex	Male	Count	5	13	14	33	97	162
		Row %	3.1	8.0	8.6	20.4	59.9	100.0
		Column %	45.5	65.0	82.4	78.6	72.9	72.6
		Total %	2.2	5.8	6.3	14.8	43.5	72.6
	Female	Count	6	7	3	9	36	61
		Row %	9.8	11.5	4.9	14.8	59.0	100.0
		Column %	54.5	35.0	17.6	21.4	27.1	27.4
		Total	2.7	3.1	1.3	4.0	16.1	27.4
Total		Count	11	20	17	42	133	223
		Row %	4.9	9.0	7.6	18.8	59.6	100.0
		Column %	100.0	100.0	100.0	100.0	100.0	100.0
		Total %	4.9	9.0	7.6	18.8	59.6	100.0
Chi-squared = 6.236, df=4, P=0.182								

Source: Primary data

The results in Table 5 show that there is no significant difference between the current rank of both male and female respondents.   The majority of both male and female respondents are constables.

Table 6:   Number of years' the respondents worked with the Uganda Police Force

Title			0-1	2-3	4-5	6-10	11 and above	Total
Sex	Male	Count	20	17	15	17	91	160
		Row %	12.5	10.6	9.4	10.6	56.9	100.0
		Column%	71.4	81.0	71.4	68.0	72.2	72.4
		Total %	9.0	7.7	6.8	7.7	41.2	72.4
	Female	Count	8	4	6	8	35	61
		Row %	13.1	6.6	9.8	13.1	57.4	100.0
		Column%	28.6	19.0	28.6	32.0	27.8	27.6
		Total %	3.6	1.8	2.7	3.6	15.6	27.6
Total		Count	28	21	21	25	126	221
		Row %	12.7	9.5	9.5	11.3	57.0	100.0
		Column%	100.0	100.0	100.0	100.0	100.0	100.0
		Total%	12.7	9.5	9.5	11.3	57.0	100.0

The header for the "How many years..." columns: **How many years have you worked with the Uganda Police Force?**

Chi-squared =1.036, df =4, P=0.904

Source: Primary data

The results in Table 6 show that there is no significant difference between male and female respondents in terms of the number of years they have worked with the Uganda Police Force. The majority of male and female respondents have worked with the UPF for 11 years and above.

4.2.   Person's M correlation

This section contains a presentation of results that established the relationships of the study variables. The correlation was carried out to answer the six objectives of the study. These were:

(i) The relationship between leadership behaviour and procedural justice

(ii) The relationship between leadership behaviour and distributive justice.

(iii)The relationship between procedural justice and distributive justice.

(iv)The relationship between procedural justice and counterproductive workplace behaviour.

(v) The relationship between distributive justice and counterproductive workplace behaviour.

(vi)The relationship between leadership behaviour and counterproductive workplace behaviour.

Table 7: Correlation between variable

Variable	Leadership behaviour	Procedural justice	Distributive justice	Counter productive workplace behaviour	Kinship responsibility
Leadership behaviour	1	.			
	160				
Procedural justice	.075	1			
	.178				
	154	217			
Distributive justice	.018	.401**	1		
	.411	.000			
	155	211	222		
Counter productive workplace behaviour	-.081	.108	-.021	1	
	.170	.075	.388		
	140	.181	187	191	
Kinship responsibility	.114	.031	-.106	.137*	1
	.081	.331	.063	.032	
	152	.206	211	184	221

** Correlation is significant at the 0.01 level (1-tailed)
* Correlation is significant at the 0.05 level (1-tailed)

The results in Table 7 shows a positive relationship between procedural and distributive justice (r=0.041**, P≤0.01). The results further show that there is a positive relationship between kinship responsibility and counter productive workplace behaviour (r=0.137*, P≤0.05). The table does not show the relationship between other study variables. Factor

analysis was then carried out on the independent variable leadership behaviour. Three other variables were then introduced namely transformational leadership, transactional leadership and populism.

Table 8: Correlation between variable (After factoring the variables)

Variable	Leadership behaviour	Procedural justice	Distributive justice	Counter productive workplace behaviour	Kinship responsibility	Transformational leadership	Populism	Transactional leadership
Leadership behaviour	1							
	160							
Procedural justice	.075	1						
	.178							
	154	217						
Distributive justice	.018	.401**	1					
	.411	.000						
	155	211	222					
Counter productive workplace behaviour	-.081	.108	-.021	1				
	.170	.075	.388					
	140	181	187	191				
Kinship responsibility	.144	.031	-.106	.137*	1			
	.081	.331	.063	.032				
	152	206	211	184	221			
Transformational leadership	.921**	.130*	.037	-.051	.104	1		
	.000	.040	.307	.256	.079			
	160	182	186	165	184	193		
Populism	.787**	-.067	.042	-.111	.080	.544**	1	
	.000	.186	.286	.080	.142	.000		
	160	180	182	161	182	169	190	
Transactional leadership	.608**	.117*	-.058	.017	.010	.453**	.293**	1
	.000	.049	.206	.413	.446	.000	.0000	
	160	201	204	177	202	182	179	211

** Correlation is significant at the 0.01 level (1-tailed)

*Correlation is significant at the 0.05 level (1-tailed)

4.3.   Summary of the relationships among variables

4.3.1. The relationship between Leadership Behaviour and Procedural Justice.

The results in Table 8 shows that there is no significant difference between leadership behaviour and procedural justice (r = 0.075, P<0.05). This implies that the leadership behaviour in the UPF has no relationship with procedural justice.

4.3.2   The relationship between Leadership Behaviour and Distributive Justice

The results shows that there in no significant difference between leadership behaviour and distributive justice, (r = 0.081, P< 0.05). This implies that leadership behaviour has no relationship with the distribution of goods and conditions that affect individuals in the UPF.

4.3.3   The relationship between procedural justice and distributive justice

The result shows that there is positive relationship between procedural justice and distributive justice in the UPF (r=0.401**, p<0.05). This implies that procedural process a relation with distribution of goods and conditions in the UPF.

4.3.4   The relationship between procedural justice and CWB

The results show that there is moderate relationship between procedural justice and CWB. (r = 0.108, P≤0.05). This implies that procedural justice in the UPF influences CWB.

4.3.5   The relationship between distributive justice and CWB

The result shows that there is insignificant difference between the two variables (r=-0.021, P<0.05). This implies that that the variables do not influence each other.

4.3.6.   The relationship between leadership behaviour and CWB

There is insignificant relationship between leadership behaviour and CWB (r=-0.01). This means that the leadership behaviour has no relationship with the negative behaviour of the Police Officers of the UPF

4.3.7.   The relationship between leadership behaviour and transformation leadership

The result in Table 14 shows that there is a significant positive relationship between leadership behaviour and transformational leadership (r = 0.921*, p≤0.01).

4.3.8.   The relationship between transformation and procedural justice

There is moderate relationship between the two variables. (r=0.031, P<0.01)

4.3.9.   The relationship between CWB and kinship responsibility

There is a significant positive relationship between counter productive workplace Behaviour and kinship responsibility (r = 0.137, p< 0.01)

4.3.10. **The relationship between transformation leadership and populism**

There is a positive relationship between transformational leadership and populism (r = 0.453**, p<0.01). This implies that leaders who use transformation leadership skills in the UPF are popular among their juniors.

4.3.11. The relationship between populism and leadership behaviour

There is a positive relationship between populism and leadership behaviour (r=0.787**, p<0.01).

4.3.12. The relationship between leadership behaviour and transactional leadership

There is a positive relationship between transactional and leadership behaviour (r= 0.60,8 p≤0.01).

4.4.   The T-Test

This was used to compare whether there is a significant difference between two groups male and female respondents in relationship to the variables namely: - leadership behaviour, procedural justice, distributive justice and counter productive workplace behaviour.

Table 9: T-Test

Variable	Gender	N	Mean	Std. Deviation	t.	df	Sig. (2-tailed)
Leadership behaviour	Male	120	2.9040	.64009	-1.362	151	.175
	Female	33	3.0784	.69032	-1.305	48.197	.198
Procedural justice	Male	150	2.4717	.65445	-.003	206	.997
	Female	58	2.4720	.56441	-.003	119.334	.997
Distributive justice	Male	158	1.8409	.76888	-1.707	212	.089
	Female	56	2.0485	.81783	-1.658	91.705	.101
Counter productive workplace behaviour	Male	134	2.0380	.62182	.190	183	.850
	Female	51	2.0178	.70653	.179	81.174	.858
Transformational leadership	Male	140	2.9413	.78533	-2.275	183	.024
	Female	45	3.2524	.83683	-2.201	70.645	.031
Populism	Male	139	2.8158	.63785	-.571	181	.569
	Female	44	2.8841	.84163	-.495	59.445	.622
Transformational leadership	Male	151	3.0185	.87494	.196	200	.845
	Female	51	2.9922	.67760	.222	110.489	.824
Kinship responsibility	Male	156	1.9824	.42323	1.298	211	.196
	Female	57	1.8991	.38919	1.349	107.591	.180
P≤0.05							

Source: Primary data

The results in Table 9 show that there is no significant difference between the male and female respondents in the way they perceive the leadership behaviour of their leaders and the way they exhibited leadership behaviour. The male respondents exhibited the highest levels of leadership behaviour than female in the UPF.

The results further show that there is no significant difference between the male and female respondents in the way they perceive procedural justice in the Uganda Police Force. The female have the highest level of perception compared to males.

There is also no significant difference between the male and female respondents in the way they perceived distributive justice in the UPF. Female respondents have the highest perception about the fairness in the distribution of benefits compared to the males.

The results further show that there is no significant difference between the male and female respondents about their perception of CWB in the Uganda Police Force. Male respondent exhibited higher levels of perception about CWB than the females.

The results further show that there is significant different between males and female respondents in the way they feel about transformational leadership and the way they feel their leaders' exhibit transformational leadership. Both male and female respondents exhibited the same level of perception of transformational leadership of their leaders.

The results also show that there is no significant different between male and female respondents in the way they feel about the level of populism of their leaders. The female respondents exhibited the highest level of perception about the level populism of their leaders than the male respondents.

There is no significant different between the respondents in the way they feel about the level of transactional leadership exhibited by their leaders. The males exhibited the highest level of perception about their leaders' level of transactional leadership than the female respondents.

There is no significant difference between the respondents in the way they assume responsibilities of their families. The male respondents had the highest level of kinship responsibility compared to the female respondents.

4.5.   The Analysis Of Variance (ANOVA).

This was used to compare variances of variables.

Table 10: Analysis of Variance (ANOVA) results of age of respondents

Variable	Age (Years)	N	Mean	Std Deviation	df	Mean square	F	Sig.
Leadership behaviour	20-25	21	2.9836	.79629	4	1.309	3.055	.019
	26-30	32	2.9353	.50053	148	.428		
	31-35	49	2.8670	.63975	152			
	36-40	18	3.4406	.88228				
	40-55	33	2.8224	.56088				
	Total	153	2.9551	.67194				
Procedural justice	20-25	34	2.4449	.62704	4	.320	.818	.515
	26-30	37	2.5608	.70503	201	.391		
	31-35	66	2.5152	.66090	205			
	36-40	23	2.3043	.44247				
	40-55	46	2.4049	.57746				
	Total	206	2.4636	.62412				
Distributive justice	20-25	35	2.1551	.79568	4	1.901	3.209	.014
	26-30	38	2.1015	.83755	206	.592		
	31-35	66	1.8658	.77109	210			
	36-40	24	1.5774	.75414				
	40-55	48	1.7411	.69653				
	Total	211	1.8951	.78563				
Counter productive workplace behaviour	20-25	27	2.1279	.68089	4	.383	.879	.478
	26-30	33	2.0083	.58888	177	.435		
	31-35	59	2.1464	.68739	181			
	36-40	22	1.8636	.67084				
	40-55	41	2.0333	.65232				

	Total	182	2.0589	.65880				
Transformational leadership	20-25	27	3.0185	.82413	4	2.538	4.027	.004
	26-30	33	2.9221	.64394	180	.630		
	31-35	58	2.8756	.76119	184			
	36-40	24	3.6161	.96703				
	40-55	43	2.9718	.81622				
	Total	185	3.0232	.81958				
Transactional leadership	20-25	28	3.0000	.74685	4	1.736	3.600	.008
	26-30	37	2.9054	.49718	176	.482		
	31-35	61	2.7541	.66272	180			
	36-40	20	3.2300	.85907				
	40-55	35	2.5686	.77754				
	Total	181	2.8398	.71427				
Populism	20-25	31	3.1806	.87537	4	1.055	1.547	.190
	26-30	38	2.9947	.57982	195	.682		
	31-35	61	3.0557	.89452	199			
	36-40	24	3.2750	1.04642				
	40-55	46	2.8217	.73543				
	Total	200	3.0360	.83027				
Kinship responsibility	20-25	34	1.5588	.36442	4	2.848	23.077	.000
	26-30	39	1.7372	.28068	205	.123		
	31-35	67	2.0597	.35646	209			
	36-40	25	2.0800	.40646				
	40-55	45	2.2167	.35596				
	Total	210	1.9548	.41902				

Source: Primary data

The results show that there is a significant difference between respondents of different age group. Respondents between the 31 – 35 years feel their leaders exhibit the highest levels of transformational leadership feel those between 36 – 40 years have the lowest level of transformational leadership.

The results also show that here is a significant difference between respondents of different groups in terms of their Leadership Behaviour. Respondents in the age, group 31-35 years exhibit and feel their leaders exhibit the highest level of leadership Behaviour in the Uganda Police Force.

The results also show that there is a significant difference between respondents of different age groups in terms of their transactional leadership Behaviour. Respondents in the age group 31-35 exhibit and feel their leaders' exhibit highest level of transactional leadership Behaviour in the UPF.

The results also show that there is a significant difference between respondents of different age group in terms of populism. Respondents in the age group 31-35 years perceived their leaders relate well with their juniors.

There is no significant difference between respondents of the different age groups in terms of procedural justice. Those between 26 -30 years had the highest mean score.

The results further show that there is significant difference between respondents of different age groups in terms of kinship responsibility. The respondents in the age group 40-55 years have the highest mean score. This indicates high level of kinship responsibility.

There is no significant difference between respondents of different age groups in terms of CWB. Respondents between 20-25 years have the highest mean score while those between 26-30 years have the least mean score.

Table 11: Analysis of Variance (ANOVA) of marital status of respondents

Variable	Marital Status	N	Mean	Std. Deviation	df	Mean square	f	Sig.
Adequacy Leadership behaviour	Single	21	2.9475	.74682	3	.129	.282	.839
	Married	135	2.9303	.66390	155	.456		
	Widow	1	3.5172	-	158			
	Others	2	2.7931	.73149				
	Total	159	2.9345	.67100				
Procedural leadership	Single	36	2.4722	.60806	3	.048	.118	.949
	Married	173	2.4509	.64258	211	.404		
	Widow	3	2.5833	.38188	214			
	Others	3	2.2917	.68845				
	Total	215	2.4541	.63151				
Distributive leadership	Single	37	2.1158	.85173	3	.774	1.276	.283
	Married	177	1.8563	.76848	216	.607		
	Widow	3	1.7143	.37796	219			
	Others	3	1.6667	.59476				
	Total	220	1.8955	.78038				
Counter productive workplace behaviour	Single	26	2.0944	.89164	3	.033	.075	.973
	Married	158	2.0288	.62329	185	.439		
	Widow	2	2.0000	.12856	188			
	Others	3	2.0303	.45757				
	Total	189	2.0375	.65802				
Transformational leadership	Single	31	3.0300	.77542	3	.198	.288	.834
	Married	158	2.9855	.83322	188	.686		
	Widow	1	3.7143	-	191			
	Others	2	3.1071	1.36371				
	Total	192	2.9978	.82338				
Populism	Single	28	2.8107	.63790	3	.228	.452	.716
	Married	157	2.8376	.72531	185	.504		
	Widow	2	3.1500	.49497	188			
	Others	2	2.3500	.07071				
	Total	189	2.8317	.70707				
Transactional leadership	Single	33	3.1576	.91482	3	.394	.565	.638
	Married	171	2.9778	.82446	205	.697		
	Widow	3	3.2667	.30551	208			
	Others	2	2.8000	.56569				
	Total	209	3.0086	.83212				
Kinship responsibility	Single	37	1.4730	.28127	3	3.607	27.723	.000
	Married	177	2.0593	.37785	215	.130		
	Widow	2	2.2500	.00000	218			
	Others	3	1.7500	.00000				
	Total	219	1.9578	.42186				

Source: Primary data

The results in Table 9 show that there is no significant difference between respondents of

different marital status. The highest level of Leadership Behaviour is exhibited among the

widowed. The widowed also feel that their leaders have the highest level of Leadership Behaviour.

There is also no significant difference between respondents of different marital status in terms of Transactional Leadership. Highest level of Transactional Leadership is exhibited among the single respondents. The single respondents feel the leaders have the highest level of Transactional Leadership.

There is also no significant difference between respondent of different marital status in terms of populism. The highest level of Populism is exhibited among the widowed. The widowed also feel their leader have the highest level of populism.

There is no a significant difference between respondent of different marital status in terms of Transformational Leadership. Those who are single exhibit the highest level of transformational Leadership. The single respondents also feel their leaders have the highest level of Transformational Leadership.

There is no significant difference between respondents of different marital status in terms of their perception of procedural justice. The widowed had the highest level of perception of procedural justice in the UPF while the respondents with undefined marital status had the least score.

There is also no significant difference between respondents of different marital status in their level of perception of CWB in the UPF. Single respondents had the highest mean score while the widowed respondents had the least.

There is no significant difference between the respondents of different marital status in their perception of distributive justice in the UPF. Single respondents have the highest mean score while other respondents with undefined marital status had the least.

Table 12: Analysis of Variance (ANOVA) on the Rank of the respondents joined the Uganda Police Force

Variable	Designation/title	N	Mean	Std Deviation	df	Mean square	f	Sig.
Leadership behaviour	Constable	149	2.9151	.66541	2	.789	1.788	.171
	Cadet	7	3.3990	.63235	154	.441		
	Learner Assistant Inspector of Police	1	2.8276		156			
	Total	157	2.9361	.66750				
Procedural justice	Constable	205	2.4433	.62786	2	.314	.792	.454
	Cadet	7	2.6429	.63092	211	.396		
	Learner Assistant Inspector of Police	2	2.8750	.88388	213			
	Total	214	2.4539	.62879				
Distributive justice	Constable	209	1.8592	.75716	2	3.134	.5353	.005
	Cadet	8	2.7500	.97416	215	.586		
	Learner Assistant Inspector of Police	1	2.2857		217			
	Total	218	1.8938	.78039				
Counter productive workplace behaviour	Constable	179	2.0584	.66067	2	.438	.999	.370
	Cadet	7	1.7013	.63357	185	.438		
	Learner Assistant Inspector of Police	2	1.9545	.96424	187			
	Total	188	2.0440	.66183				
Transformational leadership	Constable	181	2.9708	.81225	2	1.855	2.801	.063
	Cadet	8	3.6429	.85031	187	.662		
	Learner Assistant Inspector of Police	1	3.5000		189			
	Total	190	3.0019	.82142				
Populism	Constable	177	2.8215	.70048	2	1.693	3.475	.033
	Cadet	8	3.2375	.63231	183	.487		
	Learner Assistant Inspector of Police	1	1.4000		185			
	Total	186	2.8317	.70727				

Transactional leadership	Constable	198	3.0111	.83653	2	.089	.127	.881
	Cadet	7	2.8571	.79762	204	.699		
	Learner Assistant Inspector of Police	2	3.1000	.98995	206			
	Total	207	3.0068	.83268				
Kinship responsibility	Constable	207	1.9638	.41573	2	.616	3.580	.030
	Cadet	8	1.5938	.39950	214	.172		
	Learner Assistant Inspector of Police	2	2.2500	.35355	216			
	Total	217	1.9528	.41987				

Source: Primary data

The results in Table 12 show that there is no significant difference between police officers who joined UPF at different levels. The respondents who joined the Uganda police force as cadet exhibit the highest level of transformational leadership while those who joined as Assistant Inspector of police exhibit the lowest level of transformational leadership.

The result also shows that there is no significant difference between respondents in the way they perceive the leadership behaviour of their supervisors in the UPF. The respondents who joined as cadets exhibit the highest level of leadership behaviour while those who joined as Assistant Inspector of police exhibit the lowest of leadership behaviour.

The results further show that there is a significant difference between respondents in their level of populism in the UPF. Those who joined as cadets are more popular while those joined as constables are less popular.

Table 13: Analysis of Variance (ANOVA) on Current Rank of Respondents

Variable	Designation/title	N	Mean	Std Deviation	df	Mean square	f	Sig.
Leadership behaviour	ASP &SP	8	3.3664	.59267	4	2.024	4.977	.001
	Sear gent	15	2.5103	.40929	155	.407		
	Inspector of Police	16	2.7565	.49275	4			
	Corporal	25	2.6676	.51009				
	Constable	96	3.0643	.71341				
	Total	160	2.9347	.66889				
Procedural leadership	ASP & SP	11	2.5795	.71430	4	.191	.478	.752
	Sear gent	19	2.5526	.53085	212	.399		
	Inspector of Police	16	2.5703	.52633	216			
	Corporal	40	2.4063	.55884				
	Constable	131	2.4265	.66882				
	Total	217	2.4522	.62888				
Distributive justice	ASP & SP	12	2.5714	.95541	4	2.347	4.071	.003
	Sear gent	20	1.8429	.65202	217	.576		
	Inspector of Police	16	1.9911	.71803	221			
	Corporal	42	1.6020	.62273				
	Constable	132	1.9210	.79751				
	Total	222	1.8938	.78000				
Counter productive workplace behaviour	ASP & SP	10	1.8818	.73237	4	.439	1.015	.401
	Sear gent	18	1.8131	.59202	186	.432		
	Inspector of Police	17	1.9465	.43129	190			
	Corporal	35	2.0831	.74294				
	Constable	111	2.0975	.65941				
	Total	191	2.0433	.65740				
Transformational leadership	ASP & SP	10	3.7000	.81775	4	2.848	4.533	.002
	Sear gent	18	2.6071	.69695	188	.628		
	Inspector of Police	17	3.0042	.90155	192			
	Corporal	34	2.7080	.68992				
	Constable	114	3.0846	.81538				
	Total	193	2.9985	.82130				
Transactional leadership	ASP & SP	10	2.9100	.88876	4	3.322	7.613	.000
	Sear gent	17	2.5882	.40602	185	.436		
	Inspector of Police	16	2.2063	.80122	189			
	Corporal	31	2.5774	.54937				
	Constable	116	3.0164	.67437				
	Total	190	2.8326	.70530				
Populism	ASP & SP	11	2.8364	.72010	4	.713	1.036	.389
	Sear gent	19	2.6737	.65730	206	.688		
	Inspector of Police	17	3.0118	.57215	210			
	Corporal	38	3.0474	1.0969				
	Constable	126	3.0603	.79489				
	Total	211	3.0076	.82965				
Kinship responsibility	ASP& SP	12	1.8125	.52359	4	.441	2.571	.039
	Sear gent	20	1.9625	.35610	216	.172		
	Inspector of Police	17	2.1176	.29471	220			
	Corporal	40	2.0938	.36112				
	Constable	132	1.9072	.43838				
	Total	221	1.9570	.42018				

Source: Primary data

The result in Table 13 shows that there is significant difference between respondents of different ranks in terms of their perception of the leadership behaviour of their leaders. ASP and SP have the highest perception of leadership behaviour while sergeants have the lowest level of perception of leadership behaviour in the police force.

Table 13 further shows that there is significant difference in perception among the respondents of the various ranks. ASP and SP respondents exhibited the highest level of transformational leadership while the sergeants exhibited the least level of transformational leadership.

The results further reveal that there is significant difference in perception of distributive justice among the respondents of the various ranks. ASP and SP had the highest mean score while the corporal had the least.

The results also show that there is significant difference in the level of assuming family responsibility among respondents of various ranks. IP had the highest level of kinship responsibility while ASP and SP had the least.

The result further reveals that there is no significant difference among the respondents of various ranks about their perception of CWB in the UPF. Constables had the highest

level of perception about the prevalence of CWB in the UPF while sergeants had the least perception.

The results also show that there is no significant dereference between respondents of various ranks in terms of populism. The constables had the highest mean score while the sergeants had the least score.

The results further reveal no significant difference in terms of perception of procedural justice. ASP and SP had the highest mean score.

The result show insignificant relationship among the respondents of various ranks in terms of transactional leadership.

Table 14:   Analysis of Variance (ANOVA) of Number of years the Respondents have worked with the Uganda Police Force

Variable	Work experience in years	N	Mean	Std. Deviation	df	Mean square	f	Sig.
Leadership behaviour	0-1	22	3.0737	.76887	4	1.057	2.436	0.05
	2-3	15	3.1747	.51353	154	.434		
	4-5	14	3.2635	.63520	158			
	6-10	17	2.9554	.73572				
	11 and above	91	2.8098	.63975				
	Total	159	2.9362	.67072				
Procedural leadership	0-1	26	2.4808	.61815	4	.374	.954	.434
	2-3	21	2.5595	.64786	211	.393		
	4-5	20	2.2125	.56647	215			
	6-10	26	2.5096	.76642				
	11 and above	123	2.4461	.60120				
	Total	216	2.4473	.62626				

Distributive behaviour	0-1	28	2.2704	.89792	4	1.566	2.649	.034
	2-3	21	1.9524	.79325	215	.591		
	4-5	20	2.0429	.75891	219			
	6-10	26	1.9121	.97569				
	11 and above	125	1.7749	.68398				
	Total	220	1.8955	.78038				
Counter productive workplace behaviour	0-1	24	1.9053	.72255	4	.381	.882	.476
	2-3	15	2.1091	.48859	184	.431		
	4-5	18	2.1566	.60608	188			
	6-10	20	1.8591	.57683				
	11 and above	112	2.0722	.68097				
	Total	189	2.0394	.65604				
Transformational leadership behaviour	0-1	27	3.1402	.92444	4	1.143	1.738	.143
	2-3	16	3.2321	.61859	186	.658		
	4-5	16	3.2946	.65251	190			
	6-10	22	3.0130	.94263				
	11 and above	110	2.8721	.79775				
	Total	191	2.9918	.81740				
Populism	0-1	25	3.0160	.67000	4	1.359	2.836	.026
	2-3	20	3.0600	.48818	184	.479		
	4-5	17	3.0647	.65664	188			
	6-10	20	2.9800	.64039				
	11 and above	107	2.6888	.74090				
	Total	189	2.8360	.70566				
Transactional leadership	0-1	27	3.0222	.78119	4	1.722	2.635	0.35
	2-3	20	3.3400	.65887	204	.653		
	4-5	18	3.3000	.73324	208			
	6-10	24	2.6667	.70690				
	11 and above	120	2.9517	.86267				
	Total	209	2.9952	.82098				
Kinship responsibility	0-1	29	1.5000	.35355	4	2.571	19.353	.000
	2-3	21	1.9167	.54962	214	.133		
	4-5	19	1.7368	.29432	218			
	6-10	25	1.8900	.30687				
	11 and above	125	2.1160	.34859				
	Total	219	1.9566	.42140				

Source: Primary data

The results in Table 14 show that there is no significant difference between respondents

who worked with UPF for various years.   The respondents who had spent 2-3 years in

the UPF had the highest mean score of 3.3400 while those who had worked for 6-10 years had the lowest score of 2.6667 for transactional leadership.

The results show a significant difference between respondents who have worked with UPF for various years in terms of their perception about distributive justice. Those who had worked for 0-1 years had the highest level of perception.

The results further reveal that there is no significant difference between respondents who worked for various durations in terms of leadership behaviour. The respondents who had worked 4-5 years had the highest mean score of 3.2635 while those who had worked for 11 years and above had the lowest mean score of 2.8098 for leadership behaviour.

The results also show a significant difference in perception about populism among respondents. Those who had worked for 2-3 years had the highest level of perception while those who had worked for 11 years and above had the least.

The results also show that there is no significant difference between the respondents who had worked for various durations. Respondents who had worked for 4-5 years had the highest mean score of 3.2321. While those who had worked for 11 years and above had the least mean score of 2.8721 for transformational leadership.

The results show no significant difference in perception about CWB among the respondents. Those who had worked for 4-5 years had the highest score while those who had worked for 0-1 years had the least.

The results further show no significant difference in perception about procedural justice among the respondents who had worked for various years in the UPF. Those who had worked for 2-3 years had the highest mean score while those who had worked for 4-5 years had the least.

The results also show insignificant difference of the level of kinship responsibility among the respondents who had worked for various years in the UPF

4.6. Rotated component factor analysis

This test was used to show characteristics of the Eigen values, percentage. The variables for which constructs was shown is leadership behaviour as shown in Table 15 below

Table 15: Rotated components for matrix leadership

Item	Transformation leadership	Populism	Transactional leadership
I place strong emphasis on careful problem solving before taking action	0.677		
I get them to identify key aspects of complex problems	0.649		
I get them to use reasoning and evidence to solve problems	0.609		
I provide them with reasons to change the way they think about problems	0.606		
I require them to back up their opinions with good reasoning	0.600		
I give personal attention to those who seem neglected	0.599		
I get them to look at problems as learning opportunities	0.594		
I express my appreciation when they do a good job	0.582		
I emphasise the use of intelligence to overcome obstacles	0.551		
I let them know how they are doing	0.518		
I increase their optimism for the future	0.452		
When they do good work I commend them	0.439		
I defend my subordinates actions to others in the organisation if they made an honest mistake	0.429		
I treat each of them as an individual	0.292		
My subordinates are impressed with the knowledge of the job		0.664	
My subordinates like me very much		0.627	
My subordinates respect my competence of the job		0.599	
My subordinates admire my professional skills		0.582	
My subordinates would like to have me as a friend		0.499	

My subordinates feel I am a lot of fun to work with		0.448	
I make sure they think through what is involved before taking action		0.428	
I avoid intervening except when there is a failure to meet objectives		0.406	
A mistake has to occur before I take action		0.373	
I defend the action of my subordinates to a superior even without complete knowledge of the issue in question		0.224	
Provide them with new ways of looking at problems which initially seemed puzzling to them			0.623
My subordinates are willing to apply extra effort beyond those normally required to meet the work goals			0.598
My subordinates do not mind working hardest			0.597
My subordinates do work that goes beyond what is specified in the job description			0.513
I communicate expectations of high performance to them			0.436
Total Eigen values	**4.923**	**3.132**	**2.880**
% of variance	**16.074**	**10.800**	**8.206**
Cumulative %	**16.074**	**27.774**	**35.981**

Source: Primary data

Rotational component factor analysis results for leadership behaviour revealed three factors namely: - Transformational leadership, populism and factor 3.

Transformational leadership has the Eigen value of 4.923 and a percentage variance of 16.072, populism has an Eigen value of 3.132 and percentage value of 10.800. factor 3 has an Eigen value of 2.880 and a percentage variance of 8.206. Overall these three factors contribute to 35.981% of the variance in leadership behaviour.

CHAPTER FIVE

INTERPRETATION AND DISCUSSION OF THE FINDINGS

5.0.   Introduction

This chapter covers the interpretation and discussion of findings. The researcher carried out the study to examine the relationship between the leadership behaviour and counterproductive workplace behaviour. Other variables such as procedural Justice and Distributive Justice were considered as mediating variables and they formed conceptual frame work on page 8 which the research questions were based. In this chapter, the findings of the study which are presented in chapter four are interpreted and discussed in relation to the research questions listed below. The conclusion and some recommendations are given at the end of the discussion basing on the following questions:

   i.   what is the relationship between Leadership Behaviour and Procedural Justice?

  ii.   what is the relationship between Leadership Behaviour and Distributive Justice?

 iii.   what is the relationship between Procedural Justice and Distributive justice?

 iv.   what is the relationship between Procedural Justice and Counterproductive Workplace Behaviour?

  v.   what is the relationship between Distributive Justice and Counterproductive Workplace Behaviour?

vi.   what is the relationship between Leadership Behaviour and Counterproductive Workplace Behaviour?

5.1.   The relationship between Leadership Behaviour and Procedural Justice

Initially there was no significant relationship between leadership behaviour and procedural Justice(r=0.075, P<0.05), however after factoring (as shown in Table 15) the variable leadership to show characteristics of the Eigen values, a relationship developed between transformational leadership and procedural justice (r=0.130, P<0.05) and transactional leadership and procedural justice(r=0.117, P<0.05).

This implies that leadership Behaviour in the UPF has a relationship with procedural justice.

The result is in disagreement with the findings of Geddes (2005) who argued that, the rise of governance approaches often results in the stripping away of previous institutional structures and an intensification of competition between places. The 'roll out' of neo liberal policies in Australia was accompanied by a further centralisation of power in Australia, with the shift from Keynesian to monetarist economic management resulting in reduced public sector borrowings and expenditure and micro economic reforms – such as the privatisation of government trading enterprises - that adversely affected some regions, especially non metropolitan places.

However, the finding is in agreement with Erdogan and Liden, (2006), who noted that an important antecedent of justice perceptions in organizations is the leader, and therefore, employees' justice perceptions are related to the attitudes and behaviours of the leader.

The findings is also in agreement with Collinge and Gibney (2011) who noted that, issues of the adequacy and effectiveness of leadership are now seen as helpful in seeking to explain policy and implementation deficits associated with recent urban and regional innovations. The restructuring of key parts of the economy has also called into question 'the efficacy of contemporary arrangement for local and regional economic development......and is placing 'formal' political and executive leadership...under the spotlight. Further, the result is in agreement with Colonel Williams (2005) who argued that some leaders can be self-serving and arrogant, rigid and unwilling to admit mistakes, and unwilling to develop others, and micromanage instead.

It is also in agreement with Hannah et al. (2010) who concluded that abusive leaders are toxic to units. Not only do they create a negative culture and climate in their unit, but our results showed that they increase ethical transgressions. The finding is also in agreement with Eberlin and Tatum (2008) who found that when managers inadvertently make biased decisions or cognitive errors that lead to adverse results, their subordinates may perceive these acts as unfair and unjust even when no injustice was intended. Hence, employees have a strong sense of fairness and justice, and the leader needs to consider these perceptions when making decisions. Further, the result is in agreement with the findings of Størseth, (2006) which found out that people oriented leadership behaviour, which focus on improving employee' skills and motivation, reduce the perceived job insecurity

and are likely to reduce the negative consequences of job insecurity. This decrease in perceived job insecurity and its negative consequences is caused by two main features of people oriented leadership styles. The result supports the findings of Lee et. al., (2010) who found that subordinates in a high supervisor-subordinate relationship perceive greater procedural justice.

5.2. The relationship between Leadership Behaviour and Distributive Justice

Initially the results shows that there is no significant relationship between leadership behaviour and distributive justice, (r = 0.081, P< 0.05).), even after factoring (as shown in Table 15) the variable leadership to show characteristics of the Eigen values, there is still no relationship developed between transformational leadership, transactional leadership and populism and distributive justice. This implies that leadership behaviour has no relationship with the distribution of goods and conditions that affect individuals in the UPF.

The results is in support with the findings of Soturatua (2010) who argued that, there are new ways of understanding leadership as a process, rather than as an outcome, that acknowledges and privileges the role of public service professionals and managers in ways that conflict with more conventional accounts of leadership. The results also is in support with the findings of Yan & Hunt, (2005) who stated that employees with a masculine orientation can be assumed to mainly focus on the distribution of material objects as they are characterized as achievement oriented. They are expected to accord lower importance to personal interactions with supervisors than to the allocation of

rewards. Thus, it is more likely that they feel treated unjust when they are not among the ones who receive benefits rather than when interpersonal relationships with supervisors lack dignity and respect. The result supports the findings of Lee et al. (2010) who found that subordinates in a high supervisor-subordinate relationship perceive greater distributive.

5.3. The relationship between Procedural Justice and Distributive Justice

The result shows that there is significant relationship between Procedural Justice and Distributive Justice in the UPF (r=0.401**, p<0.05). This means that the more fair procedures are used in the UPF to determine resource allocation the more equitable would be the distribution of those resources. The results is in support with Burton et al., (2008); Piccolo et al., (2008) who noted that employees in low-quality leader member exchanges perceived less fairness in distributive justice, and procedural justice.

The result is also in support with Bakshi, Kumar and Rani (2009) who reported that procedural and distributive justice both were significantly correlated with the organizational commitment of the employees in India. The results is also in support with Lambert et al. (2005) who established that significant positive associations of employees' perceptions of distributive and procedural justice with commitment to the organization.

The findings also supports the study by Lambert et. al., (2005) who argued that perceptions of procedural justice have a greater impact on organizational commitment of employees than perceptions of distributive justice. The results is also in support with the

findings of Loi, Hang-Yue, & Foley, (2006) who noted that managers should increasingly consider the possible effects of their interpersonal treatment with employees in practice. Although one may think that material outcomes and the procedures used to distribute those matter more to employees than the way this is communicated.

5.4.   The relationship between Procedural Justice and CWB

The results show that there is significant relationship between procedural justice and CWB. (r = 0.108, P≤0.05). This implies that procedural justice in the UPF influences CWB.

The results concurs with Kurtzberg et. al., (2005) who argued that it is tremendously difficult for individuals to remain objective about a situation when they feel that others are disagreeing, or even disapproving, of their point of view. The result concurs with the findings of Somech et. al., (2009) when they explained that a cooperative team more often sees an issue as a common problem that needs to be dealt with. In comparison a team that's more competitive focused sees the problem as threat against their personal goals. Somech et. al., (2009) they further argued that competitive behaviour hinders communication, creativity and knowledge sharing which negatively affects the performance of the team.

The result concurs with the findings of Bolton and Grawitch (2011) who stated that creating an ethical climate may help to prevent the influence and spread of a potentially dysfunctional culture in an organisation, because the behaviour of one employee is

provoked by the behaviour of co-workers. The result also concurs with the findings of Latham, (2007) who stated that the appearance of justice is just as, or more important than, the actual concept of justice because it is what inspires reaction. The result also supports the findings of Latham and Pinder, (2005) who stated that when employees perceive unfair treatment at workplace, their outcome will be in negative emotion and behaviour.

The results is in support to the findings of Kivimäki et. al., (2005) who stated that recent medical research indicates that recurrent perceptions of injustice at work – no doubt experienced by targets of bullying– are associated with chronic stress, high blood pressure, and increased risk of coronary heart disease.

5.5.   The relationship between Distributive Justice and CWB

The result shows that there is insignificant relationship between the two variables

(r=-0.021, P<0.05). This implies that that the variables do not influence each other. On the contrary Somech et. al., (2009) found that high task interdependence and intense interaction among team members promotes collaborative behaviour through increased communication and joint planning. The results also does not concur with the findings of

Hamel (2009) who indicates most organizations rely too much on punishments in order to force their employees to conform, which reflects an organization's lack of faith in its employees. Only in a corporate culture where there is a high degree of trust and low degree of fear can an organization's adaptation and innovation continue to grow.

5.6.   The relationship between Leadership behaviour and Counterproductive Workplace Behaviour

Initially, there is no relationship between leadership behaviour and Counterproductive Workplace Behaviour (r=-0.081, P<0.05), even after factoring (as shown in table 15) the variable leadership to show characteristics of the Eigen values, there is still no relationship developed between transformational leadership (r=-0.051, P<0.05) transactional leadership (r= 0.017, P<0.05) and Populism (r= - 0.111, P<0.05) and Counterproductive Workplace Behaviour. This means that the leadership behaviour has no relationship with the negative behaviour of the Police Officers of the UPF.

The result does not concur with the findings of Keller, (2006) who stated that employees who experience people oriented leadership behaviour have the feeling that their leader will act in their best interest. A people oriented leader builds long lasting personal relationships with employees. Therefore, employees will be more committed to the company, especially to their manager, and will less often call in sick or be absent, and have less turnover intentions.

The result does not concur with the findings of Kroehn et al (2011) who examined two instances of regional leadership in Australia's rural periphery – the Wheatbelt of Western Australia and in Port Lincoln on South Australia's Eyre Peninsula. In the former instance leadership was associated with the emergence of a potential new industry the

commercialisation of products from oil mallees – with a number of public sector actors playing an important role in fostering the emergence of this new industry.

The result does not concur with the findings of Størseth (2006) who showed that the style of leadership may influence the experienced job insecurity, and probably moderate the relationship between perceived job insecurity and employees' work performance.

5.7. Conclusion

The study was set to establish the relationship between Leadership Behaviour and Counterproductive Workplace Behaviour in the Uganda Police Force. Other mediating variables namely Procedural Justice and Distributive Justice were included in the study and their relation were tested using Pearson's M Correlation coefficient.

(i)   The findings established that there is no significant relationship between Leadership Behaviour and Counterproductive Workplace Behaviour. After the variable leadership was factored to introduce other elements of leadership behaviour transformational, transactional leadership and populism, the relationship still does not exist. The officers have remained counterproductive irrespective of proper leadership. The findings had established that there is a relationship between Kinship responsibility and Counter productivity. In the UPF the more dependents an officer has the more counterproductive he becomes. Further the ability of the leader to appeal to higher ideals and values of subordinate police officers by creating

a feeling of justice, loyalty and trust does not bar the subordinate officers from being counterproductive**;**

(ii) The findings also established that there is a relationship between Leadership Behaviour and Procedural Justice. The subordinate police officers appreciate the ability of their leaders in ensuring that procedural justices in determination of distribution of outcomes are followed;

(iii) The findings also established that Leadership behaviour relates negatively with Distributive Justice in the UPF. A leader in the UPF ensures that at the level he commands, there is fairness in following procedure for the distribution but cannot determine the final disposal of outcome;

(iv) It is also concluded that there is a significant relationship between Procedural Justice and Distributive Justice in the Uganda Police Force. The existence of Procedural Justice like following procedure for selection for promotion, allocation of accommodation and further training leads to fair distribution of those outcomes. The respondents are aware that there are policies in place to determine the distribution of outcomes in the Uganda Police Force;

(v) It is also concluded that there is significant relationship between Procedural Justice and Counterproductive Workplace Behaviour in the Uganda Police Force. In the UPF the laid down procedures to ensure fair distribution of outcomes are followed by the leaders; the police officers have continued to be counter productive; and

(vi)   It is further concluded that there is significant relationship between Distributive Justice and Counterproductive Workplace Behaviour in the Uganda Police Force. There is coexistence between fair distribution of outcomes and counter productive workplace behaviour in the UPF. Much as the police officer are promoted, considered for training, paid fair salaries like any other public servant, they have continued to act contrary to the goals of the UPF like practicing alcoholism, corruption, and absenteeism.

5.8.   Recommendation

(i)   The findings established that there is a relationship between leadership behaviour and procedural justice. The researcher recommends that, all leaders in the police force should enhance their application of procedural justice so as to sustain the appreciation among the junior officers in that respect;

(ii)   It is also concluded that there is a significant relationship between procedural justice and distributive justice in the Uganda Police Force. The respondents were aware that there are policies in place to determine the distribution of outcomes in the Uganda Police Force. The researcher recommends that outcomes in the police force should continue to be determined while following the laid down procedures and following the policies with improvements to take time changes into consideration; and

(iii)   The findings further reveal that much as there is procedural justice and distributive justice in the UPF, there exist acts of Counterproductive Workplace Behaviour. The researcher recommends that the elements of leadership behaviour like active management by exception should be practiced by the middle level managers whereby they (the Managers) search for potential deviations from rules and standards by the subordinates and take corrective actions. The police management should also emphases inspirational motivation whereby the subordinates are inspired through goal-setting, visionary behaviour and role modelling. The police leadership should also transform the subordinate police officers by inducing them to transcend their own self interest for the sake of the organisation objectives.

5.9. Areas for further research

(i)   This research covered mid level leadership of the UPF which show no relationship between Transformation Leadership and Distributive Justice. I suggest that a study be carried out covering top level leadership of UPF to determine the relationship between transformation leadership and distributive justice since distributive justice is determine at higher level leadership;

(ii)   The research also revealed the fact that police officers have remained counter productive despite the fact that proper procedures are followed to determine fair distribution of outcomes. A study should be carried out to find out the

reasons why police officers have remained counter productive despite the fact that there is fair distribution of outcomes and proper procedures are followed to determine the distribution of those outcomes; and

(iii)   Despite perceived existence of procedural and distributive justice, counter productive work place behaviour still exists in the UPF as a result of existence of dependants among the police officers. A study should therefore be carried out to determine appropriate counselling and guidance programmes for police officers with many dependants so as to help the UPF management address existence of Counterproductive workplace behaviour.

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APPENDIX 1

QUESTIONNAIRE

MAKERERE UNIVERSITY BUSINESS SCHOOL

TOPIC: LEADERSHIP BEHAVIOUR, DISTRIBUTIVE JUSTICE PROCEDURAL JUSTICE AND COUNTER-PRODUCTIVE WORKPLACE BEHAVIOR, A CASE STUDY OF UGANDA POLICE)

Dear Respondent,

I am a student of Makerere University Business School carrying out a research on the above-named topic.

Kindly spare your valuable time and respond to the following questions. The purpose of the study is to examine the relationship between leadership behaviour, procedural Justice, distributive justice and counter-productive workplace behaviour in the Uganda Police Force.

Your answer will not be disclosed to any one and thus there is no need to write your name on the questionnaire.

Kindly fill the questionnaire as honestly as possible.

Thank you for your co-operation.

AKULLO GRACE

25th - Oct – 2010

QUESTIONNAIRE (TO BE FILLED BY POLICE OFFICERS)
BACKGROUND INFORMATION

(Tick the correct box where appropriate)

1. Sex   Male   ☐   2.   How old are you?

            Female ☐   20 – 25 yrs   ☐

                              26 – 30 yrs   ☐

                              36 – 40 yrs   ☐

                              31 – 35 yrs   ☐

                              42 – 40 yrs   ☐

3. What is your marital status?

       Single ☐ Married ☐ idow othe ☐   ☐

4. How many spouses

       None ☐   1 ☐   2 ☐   3 ☐   4.   ☐

5. How many children do you have? 1 -3

       None ☐   1 – 3 ☐   4 – 5 ☐ 6 and others ☐

6. How many relatives' children's do you look after?

       None ☐   1 – 3 ☐   4 – 5 ☐ 6 and others ☐

7. Do you have other dependants?

   Yes ☐   No ☐

8. What rank did you join Uganda Police Force?

   Constable ☐   Learner Assistant ☐

   Cadet ☐   Inspector of Police ☐

9. What is your current rank; ....

10. How many years have you worked with Uganda Police Force?

   0-1 yrs ☐   2-3yrs ☐   4-5yrs ☐ 6-10yrs ☐ and above ☐

TO BE FILLED BY JUNIORS:
A.   LEADERSHIP BEHAVIOUR:

Please respond to the following statement by circling the number that best represents what you are and what you think people who lead you think or feel about you.

Please use the following in responding to the items.

Strongly Disagree   Agree   Neither   Disagree   Strongly agree
0   1   2   3   4

1. I like my supervisor very much as a person.

       0   1   2   3   4

2. My supervisor is the type of person one would like to have as a friend

       0   1   2   3   4

3. My supervisor is a lot of fun to work with

       0   1   2   3   4

4. My supervisor defends my work actions to a superior, even without complete
    knowledge of the issue in question

       0   1   2   3   4

5. My supervisor would defend me to others in the organization if I made an honest
    mistake

       0   1   2   3   4

6. I do work for my supervisor that goes beyond what is specified in my job
    description

       0   1   2   3   4

7. I am willing to apply extra efforts, beyond those normally required, to meet my
    supervisors work goals

       0   1   2   3   4

8. I do not mind working my hardest for my supervisor

       0   1   2   3   4

9. I am impressed with my supervisor's knowledge of his/her job

       0   1   2   3   4

10. I respect my supervisors' knowledge of and competence on the job

       0   1   2   3   4

11. I admire my supervisors professional skills

       0   1   2   3   4

My supervisor.

12. Has a sense of mission, which he communicate to us

       0   1   2   3   4

14. Trust my ability to overcome any obstacle

       0   1   2   3   4

15. Communicate expectations of high performance to me.

       0   1   2   3   4

16. Provide new ways of looking at problems, which initially seemed puzzling to them

       0   1   2   3   4

17. Provide us with reasons to change the way we think about problems.

       0   1   2   3   4

18. Emphasize the use of intelligence to overcome obstacles.

       0   1   2   3   4

19. Require the juniors to back up their opinions with good reasoning.

       0   1   2   3   4

20. Get them to identify key aspects of complex problems.

       0   1   2   3   4

21. Place strong emphasis on careful problem solving before taking action

       0   1   2   3   4

22. Make sure the juniors think through what is involved before taking action

       0   1   2   3   4

23. Get the juniors to use reasoning and evidence to solve problems.

       0   1   2   3   4

24. Give personal attention to those who seem neglected.

       0   1   2   3   4

25. Get them to look at problems as learning opportunities

       0   1   2   3   4

26. Let them know how they are doing

       0   1   2   3   4

27. Treat each of them as an individual

| 0 | 1 | 2 | 3 | 4 |

28. Express his/her appreciation when they do a good job.

| 0 | 1 | 2 | 3 | 4 |

29. When the juniors do good work. He/she commend them

| 0 | 1 | 2 | 3 | 4 |

30. Avoid intervening except when there is a failure to meet objectives

| 0 | 1 | 2 | 3 | 4 |

31. A mistake has to occur before s/he takes action

| 0 | 1 | 2 | 3 | 4 |

B.   Procedural justice

Please respond to the following statements by ticking that best represents what you feel about fairness in procedure in your organisation

Please use the following in responding to the items

I don't agree at all agree	I don't agree	I am not sure	I agree	I strongly
☐	☐	☐	☐	☐
1	2	3	4	5

1.   This organization shows favouritism in disciplinary procedures

☐	☐	☐	☐	☐
1	2	3	4	5

2.   Management tries to be fair in its promotion decision

☐	☐	☐	☐	☐
1	2	3	4	5

3.   Personal motives influence salary increments in this organization

☐	☐	☐	☐	☐
1	2	3	4	5

4.   Management here explains to use decisions which may affect us

☐	☐	☐	☐	☐
1	2	3	4	5

5. Questions about staff pay and benefits are always answered in this organisation

☐	☐	☐	☐	☐
1	2	3	4	5

6. This organization allows me to express my opinions about management decisions

☐	☐	☐	☐	☐
1	2	3	4	5

7. The organization applies the same standards throughout when evaluating staff performance

☐	☐	☐	☐	☐
1	2	3	4	5

8. Rules in this organization apply to everyone in the same way

☐	☐	☐	☐	☐
1	2	3	4	5

C.   Distributive justice (Fairness in pay and benefits)

Please respond to the following statements by ticking that best represents what you feel about fairness in pay and benefits

Please use the following in responding to the items

Very unfair Fair	Not sure	Quite Fair	Very Fair	Extremely
☐	☐	☐	☐	☐
1	**2**	**3**	**4**	**5**

1. How fair has the organization been in rewarding you when you consider the responsibilities you have?

☐	☐	☐	☐	☐
1	2	3	4	5

2. How fair has the organization been in rewarding you when you take into account the level of education and training you have?

☐	☐	☐	☐	☐
1	2	3	4	5

3. How fail has the organization been in rewarding you when you consider your work load

☐	☐	☐	☐	☐
1	2	3	4	5

4. How fair has the organization been in rewarding you when you consider the stress and strains of your job?

☐	☐	☐	☐	☐
1	2	3	4	5

5. How fair has the organization been in rewarding you when you consider the work you have done well?

☐	☐	☐	☐	☐
1	2	3	4	5

6. How fair has the organization been in providing you with other privileges such as housing, transport, entertainment and medical care?

☐	☐	☐	☐	☐
1	2	3	4	5

7. How fair is your level of pay

☐	☐	☐	☐	☐
1	2	3	4	5

D. Counter Productive Workplace Behaviour:

Please respond to the following statements by circling the number that best represents what you feel about your behaviour in the organization

Please use the following in responding to the items

1	2	3	4	5
Strongly Disagree	**Disagree**	**Not sure**	**Agree**	**Strongly Agree**

Do you agree that you;

1)   Exaggerate about your work hours,

1	2	3	4	5

2)   Start negative rumours about your organization

1	2	3	4	5

3)   Gossip about co workers.

1	2	3	4	5

4)   Cover up your mistakes

1	2	3	4	5

5)   Compete with your co-workers in an unproductive way

1	2	3	4	5

6)   Gossip about your supervisor.

1	2	3	4	5

7)   Stay out of sight to avoid work.

1	2	3	4	5

8)   Take organization equipment or merchandise

1	2	3	4	5

9)   Blame your co-workers for your mistakes.

1	2	3	4	5

10)   Intentional work slowly

     1   2   3   4   5

11)   Violates established laid down regulations for personal gain

     1   2   3   4   5

Thank you