

Impact of Organizational Justice on Organizational Citizenship Behaviour: Evidence from a Leading Telecommunication Company in Sri Lanka

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The purpose of this study is to investigate the impact of Organizational Justice (in the form of distributive justice, procedural justice & interactional justice) on the Citizenship Behaviour of employees who work in a well-reputed telecommunication sector organization in Sri Lanka. The relationship between organizational justice and organizational citizenship behaviour is heavily debated in western literature, but when it comes to the Sri Lankan context, very few studies have been done on this topic. This study fills the knowledge gap in the literature by looking at how organizational justice affects employee Citizenship Behaviour in Sri Lanka's telecommunications sector. The results of the study provide empirical evidence that the three dimensions and overall Organizational Justice have a significantly positive impact on Organizational Citizenship Behaviour. This is deductive research (theory-testing), and it was conducted as a quantitative, cross-sectional study by using a survey research strategy. 312 executive-level employees of ABC Telecommunication Company were chosen as the population of the study, and according to the Kreutz & Morgan table, the sample size was 169. Data were collected through a structured questionnaire using the convenience sampling technique. Correlation analysis and simple regression analysis were used to measure the relationship and test the advanced hypotheses of the study by using the Statistical Package for Social Sciences (SPSS) version 23.0. The analyzed results show there is a significant positive impact on Organizational Citizenship Behaviour from Distributive, Procedural & Interactional Justice separately while ensuring a significantly positive relationship between overall independent and dependent variables. The results indicate that fairness perceptions, particularly those derived from distributive, procedural, and interactional justice, are critical in predicting the occurrence of employees' citizenship behaviour. Therefore, managers should pay high attention to how they treat their employees in a fair manner because employees' perceptions will affect the occurrence of their citizenship behaviours.

Keywords: *Organizational Citizenship Behaviour, Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice*

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