Impact of Organizational Justice on Organizational Citizenship Behavior: Study of Operational Level Employees in ABC Company

Abeyrathne, E. V. W. O.¹ and Janadari, M. P. N.²

The purpose of this research is to identify the impact of Organizational Citizenship Behavior on Organizational Justice in the workplace. In addition to that, this study intends to contribute to fill the knowledge gap by looking into the relation between Organizational Citizenship Behavior and Organizational Justice. Although the between Organizational Citizenship Behavior and Organizational Justice established in western literature, very few studies have examined these with employee Organizational Citizenship Behavior in the Sri Lankan context, especially in the manufacturing industry and in executive and managerial positions. This study explored the relationship and examined the influence of those variables among operational level employees who work in a manufacturing Company in Sri Lanka. This research is a deductive (theory -testing) research. This research was conducted using survey research strategy and quantitative research method. Operational level employees of ABC Company were chosen as the population of the study. Simple sampling technique was used calculate the sample size. Accordingly, sample size was 214 observations and used primary data as data source, data collection was done through a self-administered questionnaire. A Google form was created and distributed to collect data. The number of employees who responded was 204 among 214 employees. Statistical Package for Social Science (SPSS), version 23.0 was used as tool for data analysis and both descriptive and inferential statistics, namely correlation and regression were used to analyzed data. The results indicate that organizational Justice has significant direct effects on Organizational Citizenship Behavior.

Keywords: Organizational Justice, Organizational Citizenship Behavior

¹ Undergraduate, Department of Human Resource Management, Faculty of Commerce and Management Studies, University of Kelaniya, Sri Lanka [warunaoshan153@gmail.com]

² Senior Lecturer, Department of Human Resource Management, Faculty of Commerce and Management Studies, University of Kelaniya, Sri Lanka [njanadari@kln.ac.lk]