Organizational Justice and its Impact on Organizational Commitment: An Empirical Investigation among Employees of Selected Banks

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Abstract

Employees' attitudes and behaviours play a vital role in the quality of service and customer satisfaction. Customer satisfaction and customers' perceptions of service quality are significantly influenced by the attitudes and behaviors of service employees (Bitner, Booms, & Tetreault, 1990). It is empirically researchable to explore the perception of organizational justice among bank employees and its impact on organizational commitment. Thus, this study focused on the level of organizational justice among the bank employees and its significant impact on organizational commitment. The objectives of this paper are to identify the level of organizational justice and organizational commitment and to explore the relationship between the organizational justice and commitment of employees of selected banks in Trincomalee District. This study was conducted among 163 employees of selected banks by using structured questionnaire. Collected data were analyzed by univariate and bivariate analysis. The finding of this study highlighted that the perception of organizational justice and organizational commitment are in higher level among the bank employees. There is strong positive relationship between organizational justice and commitment among employees of selected banks. Findings of this study will be important in understanding empirical knowledge on the subject of organizational justice and organizational commitment from the service sector perspective.

Key words: Organizational justice, organizational commitment.

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