

Organizational Justice and Organizational Citizenship Behaviour of Teachers of English in Anuradhapura District

U.H. Abeywardhana^{1*} and U.W.M.R.S. Kappagoda²

¹*Department of Business Management, Faculty of Management Studies, Rajarata University of Sri Lanka, Mihintale, Sri Lanka*

²*Department of Human Resource Management, Faculty of Management Studies, Rajarata University of Sri Lanka, Mihintale, Sri Lanka*

*Corresponding author: umeshikaharshamali95@gmail.com

Abstract

Organizational Citizenship Behaviour (OCB) is a person's voluntary commitment within an organization that is not a part of his or her contractual tasks. In analysing the results of English of Ordinary Level examination in Anuradhapura district in 2018, 54% of students have failed the subject of the English. The empirical findings reveal a positive relationship between teacher job performance and students' performance. Moreover, they reveal that the students are performing well under the teachers who perform their duties going beyond the contractual tasks. If the teachers of English perform their duties with OCB, it will help to improve the students' performance as well as the performance of the schools. Therefore, improvement of the OCB of teachers of English is timely important. Organizational Justice is the employee perceptions of fairness in the workplace. This is one of the important factors that is influencing OCB. However, the existing literature does not provide clear evidence on the effect of organizational justice on OCB of teachers of English in Anuradhapura district. Therefore, this study investigates the relationship between organizational justice and OCB of teachers of English of national schools in Anuradhapura district. Distributive justice, procedural justice and interactional justice were the dimensions of organizational justice and altruism, conscientiousness, sportsmanship, courtesy, civic virtue was considered as the dimensions of OCB. Randomly selected 100 teachers of English of national schools in the Anuradhapura district were used for this study using a questionnaire. Mean score and standard deviation were used for all the variables for univariate analysis and, the correlation coefficient was used for bivariate analysis using SPSS software. The correlation results revealed that a positive and significant relationship between organizational justice and OCB of teachers of English in the Anuradhapura district. Moreover, distributive justice, procedural justice and interactional justice have positively and significantly correlated with OCB. Thus, the administrators should fairly treat their teachers to improve their organizational citizenship behaviour.

Keywords: Distributive justice, interactional justice, OCB, organizational justice, procedural justice