

**ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL
CITIZENSHIP BEHAVIOUR: THE MODERATING ROLE OF
ETHICAL LEADERSHIP OF APPAREL SECTOR IN KANDY**

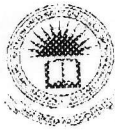


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ABSTRACT

Ethical leadership, organizational commitment and organizational citizenship behaviour are becoming important concepts to organizations in recent years. The purpose of this study is to empirically investigate whether there is a moderating influence of ethical leadership in the relationship between employee organizational commitment and employee organizational citizenship behaviour at Apparel sector in Kandy. In this study, independent variable is organizational commitment, dependent variable is organizational citizenship behaviour and moderate variable is ethical leadership. According to literature review organizational commitment has three dimensions such as, affective, continuous, and normative. Similarly, organizational citizenship behaviour also has five dimensions such as altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

The researcher has considered two Garment factories for this study, namely Smart Shirts (Lanka) Ltd and Nobles Manufacturing (Pvt) Ltd. The structured questionnaire was used to collect primary data from machine operators of selected Garment factories. It consists of 285 respondents out of 1000 population. The sample was selected through stratified random sampling method. The collected data was analyzed by using descriptive statistics, correlation and regression analysis.

The major findings of the study revealed that, there are high levels of organizational commitment, organizational citizenship behaviour and ethical leadership. The results also showed that, there is significant positive relationships among organizational commitment, organizational citizenship behaviour and ethical leadership. In addition, there is a moderating influence of ethical leadership to the relationship of employee organizational commitment and employee organizational citizenship behaviour. Employee perceptions of high ethical leadership influenced willingness to engage in positive organizational commitment and also organizational citizenship behaviour. By implication, leaders with high ethical conduct have the potential to positively stimulate the commitment of employees towards supporting the organizational values and mission.

Keywords: Organizational Commitment, Organizational Citizenship Behaviour, Ethical Leadership, Apparel Sector.

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