

**A STUDY ON ORGANIZATIONAL JUSTICE AND
ITS IMPACT ON ORGANIZATIONAL
COMMITMENT AT SELECTED BANKS IN
TRINCOMALEE DISTRICT**



Dept. of Management
Faculty of Commerce &
Management

26 AUG 2011

Eastern University,
Sri Lanka.

MAYOORY MAHALINKAM



FCW1202



Project Report
Library - EUSL

**DEPARTMENT OF MANAGEMENT
FACULTY OF COMMERCE AND MANAGEMENT
EASTERN UNIVERSITY, SRI LANKA**

2011

**THE STUDY OF ORGANIZATIONAL JUSTICE AND ITS IMPACT ON
ORGANIZATIONAL COMMITMENT AT SELECTED BANKS IN
TRINCOMALEE DISTRICT**

ABSTRACT

Organizational justice, which includes distributive and procedural justice and interactional justice, is recognized as an important determinant of employee's commitment with the organization. Organizational commitment is the relative strength of an individual's identification with, and involvement in, a particular organization (Mowday, Steers, & Porter, 1979, p.226). Due to that, this study concentrates on the level of organizational justice among the bank employees and intended to highlight how its significant impact on their organizational commitment.

The objectives of this study are to identify and analyze level of organizational justice and organizational commitment and identify the relationship between the organizational justice and the organizational commitment of employees.

This study included design and distribution of a structured questionnaire to use to collect data from 163 employees of selected banks in Trincomalee district. The sample consisted of managerial and non managerial employees who participate in this study. Collected data were analyzed by univariate and bivariate analysis.

The finding implied that the perception of organizational justice in high level and organizational commitment also high level among banks employees. Correlation analysis also shows strong positive relationship between organizational justice and organizational commitment among employees of selected banks in Trincomalee district. Finding of the study will be important in understanding empirical knowledge regarding the concept of organizational justice and organizational commitment from the service sector perspectives.

Key words: Organizational justice, Organizational commitment, Banks employees

TABLE OF CONTENTS

	Page No
ACKNOWLEDGEMENT.....	i
ABSTRACT.....	ii
ABBREVIATIONS.....	iii
TABLE OF CONTENTS.....	iv
LIST OF TABLES.....	viii
LIST OF FIGURES.....	viii
CHAPTER 01: INTRODUCTION	1-5
1.1 Background of the study.....	1
1.2 Problem statement.....	2
1.3 Research questions.....	3
1.4 Research objectives.....	3
1.5 Scope of the study.....	4
1.6 Significance of the study.....	4
1.7 Organization of the chapters.....	4
1.8 Summary.....	5
CHAPTER 02: LITERATURE REVIEW	6-20
2.1 Introduction.....	6
2.2 Organizational justice.....	6
2.2.1 Definition of organizational justice.....	6
2.2.2 Types of organizational justice.....	7
2.2.3 Outcomes of organizational justice perceptions.....	14
2.3 Organizational commitment.....	16
2.3.1 Definition of organizational commitment.....	16
2.3.2 Model of commitment.....	18
2.4 Relationship among Organizational justice and Organizational Commitment.....	19
2.5 Summary.....	20
CHAPTER 03: CONCEPTUALIZATION AND OPERATIONALIZATION	
3.1 Introduction.....	21

3.2 Conceptualization	21
3.3 Organizational justice	22
3.3.1 Distributive justice	22
3.3.2 Procedural justice	23
3.3.3 Interactional justice	24
3.4 Organizational commitment	25
3.4.1 Affective commitment	25
3.4.2 Continuance commitment	26
3.4.3 Normative commitment	27
3.5 Operationalization	28
3.6 Summary	30

CHAPTER 04: METHODOLOGY 31-35

4.1 Introduction	31
4.2 Purpose of the study	31
4.3 Extent of researcher inference with the study	31
4.4 Study setting	31
4.5 Time horizon	32
4.6 Unit of analysis	32
4.7 Sample size and sampling method	32
4.8 Data collection method	33
4.9 Method of data presentation and analysis	34
4.10 Method of data evaluation	34
4.11 Summary	35

CHAPTER 05: DATA PRESENTATION AND ANALYSIS 36-52

5.1 Introduction	36
5.2 Analysis of reliability and validity	36
5.3 Results and Findings: Level of organizational justice	37
5.4 Results and Findings: Level of organizational commitment	44
5.5 Results and Findings: Impact of organizational justice on commitment	50
5.6 Summary	52

CHAPTER 06: DISSCUSSION	53-64
6.1 Introduction	53
6.2 Discussion of Findings: Level of organizational justice	53
6.3 Discussion of Findings: Level of organizational commitment	58
6.4 Discussion of Findings: Impact of organizational justice on commitment	62
6.5 Summary	64
CHAPTER 07: CONCLUSIONS	65-70
7.1 Introduction	65
7.2 Conclusions on overall organizational justice	65
7.3 Conclusions on overall organizational commitment	66
7.4 Relationship between organizational justice and organizational commitment	68
7.5 Limitations of the study	68
7.6 Implications of the research	69
7.7 Summary	70
References	71
Appendix I: The questionnaire for employees	