

## Abstract

The purpose of this study was to investigate the relationship between the perception of the organizational justice and organizational citizenship behavior.

The population consisted of 2 groups of employees. The first group was the main target which was 187 employees and the second group was 59 executives who were the immediate supervisors of employees in the first group.

Two questionnaires were used. The first questionnaire, designed to measure personal characteristics and the perception of organizational justice, was sent to employees in the first group. The second questionnaire, designed to measure organizational citizenship behavior, was sent to the immediate supervisors of employees who answered the first questionnaire. The reliability coefficients of the questionnaire measuring perception of organizational justice and organizational citizenship behavior were .97 and .95 respectively.

The statistics employed were arithmetic mean, standard deviation, one-way ANOVA, t-test, Pearson Product Moment Correlation and multiple regression. The results of statistical analysis were as follow :

1. Employees had a moderate perception of distributive justice, procedural justice and systemic justice. However, they had a high perception of interactional justice.
2. Employees had a high level of organizational citizenship behavior.
3. There was a positive correlation between the perception of distributive justice and organizational citizenship behavior. ( $r = .259, p < .01$ )
4. There was a positive correlation between the perception of procedural justice and organizational citizenship behavior. ( $r = .352, p < .01$ )
5. There was a positive correlation between the perception of interactional justice and organizational citizenship behavior. ( $r = .377, p < .01$ )
6. There was a positive correlation between the perception of systemic justice and organizational citizenship behavior. ( $r = .223, p < .01$ )

The multiple regression analysis revealed that the perception of interactional justice is the only predictor of organizational citizenship behavior, with 14.20 percent of variance.

The results of this study indicate the positive relationship between the perception of organizational justice and organizational citizenship behavior. Therefore the human resource managers can apply the knowledge by increasing the level of organizational justice perception in order to increase organizational citizenship behavior.