

# **Inspiring Civil Servants Organizational Citizenship Behaviour Through Interpersonal Justice to Build Resilient Systems to Mitigate Global Challenges in Kenya**

**John Chegenye, Dr Clive Mukanzi and Dr Julius Miroga**

Department of Entrepreneurship, Technology, Leadership and  
Management, Jomo Kenyatta University of  
Agriculture and Technology, Kenya

[Chegenyemjohn@yahoo.com](mailto:Chegenyemjohn@yahoo.com), [chegenyemjohn@gmail.com](mailto:chegenyemjohn@gmail.com)

## **Abstract**

Global challenges facing countries today include climate change, political upheavals, slumping economies, and health pandemics. These have also impacted on organizations which face cash-flow, competition, revenue growth and service delivery challenges. To mitigate these challenges and achieve their bottomline, organizations need employees who are inspired to perform beyond the call of duty. This paper explored the influence of interpersonal justice on organizational citizenship behaviour of civil servants in Kenya. Justice, especially in the interpersonal treatment of employees can achieve increased employee morale, give employees a sense of being valued, and reduce their turnover intentions and put the organization on the path for productivity. Through justice, employees can be inspired into a performance culture that can lead organizations into productivity and build resilient system to respond to environment shocks, political upheaval, slumping economy and health pandemics. The ground for the paper is that the civil service in Kenya faces a myriad of counterproductive work behaviours such as absenteeism, industrial actions, abuse of public property, lateness, and high turnover rates; behaviours which have resulted in poor service delivery and denied citizens quality services and a stagnated economic growth due to reduced percentage of available productive man-hours. This paper hypothesized that when employees perceive interpersonal fairness, they are likely to respond by displaying organizational citizenship behaviour, an outcome that make employees work above and beyond job descriptions, compromise difficulties and foster positive workplace climate. A cross-sectional research design was used to study all civil servants. A sample of three hundred and seventy-five employees was selected using simple random sampling to respond to a piloted structured questionnaire. Data was analyzed using descriptive and inferential statistics. Results confirmed existence of positive and significant relationship and concluded that the variables were related and interpersonal justice should be used to inspire organizational citizenship behaviour of civil servants in Kenya to improve performance.

**Keywords** - Organizational justice, interpersonal justice, organizational citizenship Behaviour, Public Service, Kenya

