

THE IMPACT OF MEDIATING AND MODERATING RELATIONSHIP
BETWEEN ORGANIZATIONAL JUSTICE AND EMPLOYEE TRAINING
ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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DEDICATION

This research is dedicated to both my parents, my wife and the children, and all my friends and well-wishers on whom I drew immense love, inspiration and support throughout, in accomplishing this mission.

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ABSTRACT

Organizational citizenship behavior increases organizational efficiency and effectiveness by developing resource innovation, adaptability and transformation. From an organizational perspective, organizational citizenship behavior is valuable and necessary but it is difficult for managers to stimulate its occurrence or decrease its absence by prescribed arrangements and formal rewards, as behavior of the employees is voluntary. This study examined the relationships between organizational justice, perception of training, organizational commitment, and organizational citizenship behavior. In this study, the effect of organizational commitment as mediating variable in the relationship between organizational justice and perception of training on organizational citizenship behavior was investigated. In addition, power distance as the moderating variable in the relationship between organizational justice and perception of training on organizational commitment was also tested. Stratified sampling technique was used to select employees working in bank branches located in five metropolitan cities of Pakistan. 379 questionnaires were useable for analysis and Structural Equation Modeling (SEM) technique using AMOS 21.0 was adopted to test the hypotheses. Results of the current study reported that the relationship between organizational justice and organizational citizenship behavior was not significant, but the relationship between organizational justice and organizational commitment was significant. There was a significant relationship between perception of training and organizational citizenship behavior, but there was no significant relationship between perception of training and organizational commitment. Organizational commitment fully mediated the relationship between organizational justice and organizational citizenship behavior, and partly mediated the relationship between perception of training and organizational citizenship behavior. The results show that power distance moderated the relationship between organizational justice and perception of training on organizational commitment. Findings of this study can be useful for banking organizations and policy makers who have long term vision and expect organizational citizenship behavior from its employees to be sustainable in a dynamic market. The study provides the scope and space for potential scholars and researchers for carrying out further research.

ABSTRAK

Tingkah laku kewarganegaraan organisasi dapat meningkatkan kecekapan dan keberkesanan organisasi dengan membangunkan inovasi sumber, kesesuaian dan transformasi. Dari sudut pandangan organisasi, tingkah laku kewargaan, organisasi adalah sesuatu yang bernilai dan perlu tetapi ia adalah sukar bagi pengurus untuk merangsang kejadian atau mengurangkan ketiadaannya disebabkan oleh aturan yang telah ditetapkan dan ganjaran formal kerana tingkah laku pekerja adalah secara sukarela. Kajian ini mengkaji hubungan antara keadilan organisasi, persepsi latihan, komitmen organisasi, dan tingkah laku kewargaan organisasi. Dalam kajian ini, kesan komitmen organisasi sebagai pengantara pembolehubah dalam hubungan antara keadilan organisasi dan persepsi latihan tingkah laku kewargaan organisasi telah dikaji. Di samping itu, jarak kuasa sebagai pembolehubah sederhana dalam hubungan antara keadilan organisasi dan persepsi latihan kepada komitmen organisasi juga telah diuji. Teknik persampelan berstrata telah digunakan untuk memilih pekerja yang bekerja di cawangan bank yang terletak di lima bandar metropolitan Pakistan. 379 soal selidik telah digunakan dalam analisis dan teknik Model Persamaan Struktur (SEM) menggunakan AMOS 21.0 telah digunakan untuk menguji hipotesis. Hasil kajian menunjukkan bahawa hubungan antara keadilan organisasi dan kelakuan kewargaan organisasi adalah tidak signifikan, tetapi hubungan antara keadilan organisasi dan komitmen terhadap organisasi adalah signifikan. Terdapat hubungan yang signifikan antara persepsi latihan dan tingkah laku kewargaan organisasi, tetapi tidak ada hubungan yang signifikan antara persepsi latihan dan komitmen organisasi. Komitmen organisasi mempunyai hubungan pengantara sepenuhnya antara keadilan organisasi dan tingkah laku kewargaan organisasi, dan sebahagiannya menjadi pengantara hubungan antara persepsi latihan dan tingkah laku kewargaan organisasi. Hasil kajian menunjukkan bahawa jarak kuasa menyederhanakan hubungan antara keadilan organisasi dan persepsi latihan terhadap komitmen organisasi. Hasil kajian ini boleh digunakan oleh organisasi perbankan dan pembuat dasar yang mempunyai wawasan jangka panjang dan mengharapkan tingkah laku kewargaan organisasi daripada pekerjanya akan menjadi mampan dalam pasaran yang dinamik. Kajian ini meninggalkan skop dan ruang untuk pengkaji dan penyelidik untuk menjalankan kajian lanjut yang lebih berpotensi.

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LIST OF ABBREVIATIONS

AGFI	-	Adjusted Goodness-of-Fit Index
AMOS	-	Analysis of Moment Structures
ANOVA	-	Analysis of Variance
AVE	-	Average Variance Extracted
CFA	-	Confirmatory Factor Analysis
CFI	-	Comparative Fit Index
CST	-	Coworker Support for Training
FL	-	Factor loading
GFI	-	Goodness-of-Fit Index
HRM	-	Human Resource Management
HRD	-	Human Resource Development
NBP	-	National Bank of Pakistan
OC	-	Organizational Commitment
OCB	-	Organizational Citizenship Behaviour
OJ	-	Organizational Justice
PT	-	Perception of Training
PD	-	Power Distance
SPSS	-	Statistical Package for the Social Sciences
SEM	-	Structural Equation Modelling
SMC	-	Squared Multiple Correlations
SBP	-	State Bank of Pakistan
RMSEA	-	Root Mean Square Error of Approximation

LIST OF SYMBOLS

%	-	Percentage
N	-	Frequency
α	-	Alpha Cronbach
β	-	Beta

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The last three decades has brought in a lot of changes in the workplace all over the world, in general and the developing world in particular. While I was in the second year of my management program, I visited a few organizations to gain insight into business processes. I observed a sense of disconnectedness between people, process and systems; perhaps this was at the root of most of the interpersonal problems in organizations.

In my conversation with the managers in the banks I learnt that employees engage very little in informal roles, even if I was told that compensation and the benefits were matching markets standards. I pondered, an organization that pays well, treats well, can have employees distancing themselves from organizational well-being. Some scholarly studies in this discipline indicated the crippling impact of organizational factors like training and organizational justice on employee commitment and loyalty (Organ, 1990; Moorman, 1991; Husin, Chelladurai, & Musa, 2012; Elamin & Tlaiss, 2015).

This study is primarily based on the banking sector of Pakistan, and this forms the backbone of any aspiring economy. It is imminent for financial institutions to upgrade the employees' skills and establish a system that ensures judicious allocation of its resources (Islam et al., 2012; Ghosh et al., 2014; Akram et al. 2015). Hence, this thesis is aimed at examining the impact of mediating and moderating

relationship between organizational justice and employee training on organizational citizenship behavior (hereafter OCB). It is expected that this thesis will assist the managers and decision makers to improve process and practices to keep the employees engaged.

Undoubtedly, the banking sector performs significant role in the development of an economy since banking sector is a highly service oriented sector. It is important for the banks to have employees ready to go beyond their formal job description for the satisfaction of bank's clients. The increased competition in recent years has made human resources critical for banks' survival. A skilled, trained and committed manpower can make all the difference to the performance of the banks. These employees can help retain the clients through dedicated service.

Throughout the history, the concept of justice and fair process in organizations has been valued by practitioners and scholars. The perception of fair processes in organizations has been much appreciated by the employees. Therefore, it is widely held that ensuring fair processes within the framework of justice mechanisms in organizations can potentially increase employee commitment and prosocial behaviors (Jiang, 2015). Today organizations are paying increased attention on employees' development through training efforts at a strategic level. Well-designed training programs assist employee retention and increases employee productivity through enhanced skills (Taylor & Davies, 2004; Jehanzeb & Bashir, 2013).

Organizational commitment has been widely discussed and referred in most of the organizational studies (Allen and Meyer, 1996; Meyer & Smith, 2000; Newman, Thanacoody, & Hui, 2011; Jiang, 2015). The vast literature on organizational commitment have indicated that organizational commitment can provide beneficial results to individual and organization, such as high work efficiency, work performance, productivity, commitment and OCB (Meyer et al., 1998; Fiorito et al., 2007). Therefore, it becomes incumbent upon organizations to view organizational commitment as a major employee concern as it leads to positive outcomes.

Organizational culture plays a very crucial role in the organizational climate, employee attitudes, and employee relations. Therefore understanding the context of organizational culture becomes important for organizations seeking change (Yang, Mossholder, & Peng, 2007; Rafiei & Pourreza, 2013; Din et al., 2014). In this study the pioneering work of Hofstede (1980) has been utilized. In his study he brought out four dimensions of organizational culture namely individualism, collectivism, masculinity-femininity, uncertainty avoidance, and power distance. Of these four dimensions power distance has been used as a moderator, since it is pervasive in nature and represents the national culture (Hofstede, 1980; Lee et al., 2000).

Since Pakistan characterizes as a high power distance in the organizations, seniors within the organizations mostly occupied decision making space (Islam, 2004). This phenomenon usually dampens the employee morale and willingness to participate in informal rules. This can be encapsulated within the framework of OCB. In this study I have endeavored to examine the voluntary behaviors that defy the traditional definition of formal workplace requirements. For long it has been held that employee intention to move out of prescribed job roles increase employee camaraderie and organizational harmony. As indicated by Organ (1988) that OCBs can be a very dependable measure to establishing employee commitment, loyalty and pro-organizational sentiments. Therefore, in this study the thrust is on establishing the exact impact of organizational factors on citizenship behaviors of employees.

Hence a study examining the roles of organizational justice, perception of training, and organizational commitment on OCB can be useful to banks and financial institution. There have been limited studies in Pakistani context evaluating the role of organizational justice and training on OCB in the banking sector. A few available are not very focused on this subject. This study will endeavor to bridge the gap left between previous studies and the current challenges encountered by the banking sector on the HR front. However, available literature provided ample of scope to conduct a study examining the impact of organizational justice and training on OCB (Newman et al., 2011; Crow, Lee, & Joo, 2012; Ghosh et al., 2014; Jiang, 2015).

1.2 Background of the Study

The importance of banking sector's contribution to Pakistani development cannot be emphasized more. Studies and reports have clearly argued for a strongly banking system for a prosperous and stable Pakistan economy. Also studies have indicated serious shortfalls in the manpower skill and quality in banking sector of Pakistan, particularly related to personnel and HR issues (Saleem et al., 2012). A study highlighted the importance of creativity and innovation at workplaces to cope with emerging business challenges (Khan, 2009). With this as the background this section of the chapter will discuss and present the conceptual foundation of the study.

Several studies in distant past and in recent times have shown a larger impact of perceived organizational justice and OCB. A study conducted by Elamin & Tlaiss (2015) on the 250 Saudi Arabian managers working in different organizations and industries reported overwhelming impact of distributive justice on prosocial behaviors. Similarly, a research study conducted by Jafari & Bidarian (2012) on university employees working in Islamic Azad University, Iran inferred a significant positive relationship between factors of organizational justice (distributive, procedural, and interactional justice) and OCB.

A strong influence of organizational justice (i.e. distributive and interactional justice) on OCB was recorded in a study on 11 public elementary school principals in Turkey (Aydin & Karaman-Kepekci, 2008). In a research conducted on chain of grocery stores across the US involving 3914 participants reported a procedural justice as critical factor in employees' OCB (Ehrhart, 2004). A landmark study by Moorman (1991) conducted among the employees from two medium-sized companies in the mid-western U.S. The findings of the study suggested that perceptions of fair procedural justice significantly influence employees' OCB. In another study by Organ & Moorman (1993) augmented the earlier study that organizational justice and its factors are a strong predictor of prosocial behaviors in employees. Further commenting the argument that employee will be more likely involve in extra role behaviors, if they are assured of procedural and distributive justice.

A study by Nasurdin, Ahmad, & Ling (2014) on 29 hotels located in Peninsular Malaysia was conducted with 290 participants, demonstrated a direct positive relationship between training initiatives of the organization and engagement of employees in OCBs. In the same study support was found social exchange theory of Blau (1964) in an Asian context. Another study by Begum, Zehou, & Sarker (2014) involving a sample of 57 from six commercial banks of China concluded training as the second most important factor after pay to enhance OCBs of employees.

Research study conducted in public and private sectors organizations in Barbados, West Indies with a cross sectional sample of 200 reported an enduring relationship between training provided by organizations and employee involvement in OCB. Employees agreed on positive impact of training on their intent to engage in OCB in a study conducted by Husin et al. (2012) on 68 employees from 84 privately owned Malaysian golf club. Similarly, Ahmad (2011) examined the relationship among the four training variables (i.e. support for training, motivation to learn, training environment, and perceived benefits of training) and OCB. A survey was developed among 120 employees working in a customer services center in Malaysia. The findings concluded a significant relationship between support for training, motivation to learn, training environment, benefits of training, and all dimensions of OCB, except for sportsmanship.

A total of 152 employees from labor union in Canada agreed that training enhances their skills and therefore motivates them to undertake role outside their job description (Skarlicki & Latham, 1996). Becker (1964) in his human capital theory emphasizes the role of training and education in general enhances employees' productivity and prosocial behaviors.

Social support among employees plays a significant role in the overall performance of the organization. The studies suggested that social support is an important resource facilitating the psychological, physical and overall well-being of employees (Eisenberger et al., 2002). It is noted that social support can be from three sources, such as family and friends, coworkers, and immediate supervisors

(Eisenberger et al., 2002). A study was conducted by Newman et al. (2011) in China among employees working in multinational companies. Their study was aimed to examining the relationship between supervisor support for training, coworker support for training, and organizational commitment. The results of their study reported that there is significant positive relationship between supervisor support for training, coworker support for training, and affective commitment. Similar, results have been reported by Rousseau & Aube (2010) and Bashir & Long (2015) that there is a positive correlation between supervisor support for training, coworker support for training, and organizational commitment.

Study conducted by Khan & Rashid (2015) on 50 academic staff members of higher education in Malaysia, inferred a mediating role between organizational justice and OCB. Similarly, Zayas-Ortiz et al. (2014) examined the relationship between organizational commitment and OCB among 154 private bank employees in Puerto Rico. The findings explained that there is a positive correlation between organizational commitment and the indicators of OCB (i.e. civic virtue, courtesy, and altruism dimensions). It is also suggested that organizations should support employee commitment (i.e. affective and moral commitment) for OCB in employees at workplace.

Muhammad (2012) investigated the relationship between organizational commitment and OCB among the bank employees of Pakistan involving 350 employees. The results of the study stated that organizational commitment positively influences citizenship behaviors of bank employees. Furthermore, the study pointed that employees having emotional attachment with their organizations put their all efforts to perform extra duties which is significantly enhances the organizational efficiency. Similarly, a survey conducted by Mukhtar et al. (2012) in Pakistan with 131 non-governments organizations found organizational commitment and OCB significantly correlated, justifying that organizational commitment is a phenomenon valued by organizations both profit and non-profit organizations. In a study conducted by Batool (2013) in public sector banks in Peshawar, Pakistan involving 200 employees reported a significant relationship between organizational commitment and OCB.

A study on 154 teachers of Victoria, Australia indicated a normative organizational commitment as a significant predictor of OCB (Feather & Rauter, 2004). On similar lines Kuehn & Al-Busaidi (2002) found normative commitment as a significant predictor while studying 153 subjects from public and private organizations in Oman. Another study by Schappe (1998) in the Mid-Atlantic insurance company with 150 employees found organizational commitment to be the most influential factor among the other organizational variables studied.

Din et al. (2014) in their study on ten public and private universities in Pakistan with 350 employees reported that power distance significantly moderates the relationship between employee motivation and organizational commitment. In a similar study done on 240 hospital employees in Tehran University, Iran by Rafiei & Pourreza (2013) found a significant relationship between power distance and organizational commitment. In another research on 213 Chinese managers working in the private sector found power distance moderates the relationship between organizational justice and decision-making behaviors of employees (Wang & Nayir, 2010).

Yang et al. (2007) in their research on 280 employees from manufacturing and service sector found power distance moderates the relationship between procedural justice and organizational commitment. Another study by Begley et al. (2002) established a negative impact of higher power distance on affective trust and turnover intentions in his study of 600 employees from state owned firms in Beijing, China. Brockner et al. (2001) studied 254 Chinese and US university students, found the survey participants responded less favorably to lower voices indicative of higher power distance in Chinese culture than in US where power distance is low. Similarly, Francesco & Chen (2000) reported power distance moderating the relationship between participation and organizational commitment in 520 pharmaceutical stores employees in China.

Clugston et al. (2000) while studying 175 officers from the tax department in a sparsely populated Western state in the US inferred high power distance resulted in the relationship with continuance and normative commitment but not with affective

commitment. Gomez, Kirkman, & Shapiro (1999) reported in their study the moderating role of power distance between procedural justice and management behaviors relationship.

Studies conducted across cultures and contexts have supported the relevance of studying the phenomenon of OCB in the banking sector of Pakistan. The theoretical discussion has indicated gaps conducive to studies involving workplace behaviors and attitudes. This study found support for studies involving organizational justice, training, organizational commitment, power distance, and OCB in various relationships particularly organizational commitment as a mediator and power distance as moderator.

1.3 Baking Sector in Pakistan

1.3.1 Introduction

Pakistani banking sector is a growing and vibrant entity in the rapidly changing economy of Pakistan. It forms the backbone of the nation's finance with \$130 billion in assets and the 13% profits over the past few years; the commercial banking sector is taking long strides to match with the global banking systems and practices. The story of Pakistani banking sector is an evolutionary one. Prior to the partition in 1947, the British banking system was prevalent all over undivided India. The first local banking system developed in the 1940s, immediately after the independence of the Pakistan from Britain (Shah et al. 2012). These banks include Australasia Bank (today: Allied Bank), Muslim Commercial Bank, Habib Bank, and National Bank of Pakistan. However, the government of Pakistan founded State Bank of Pakistan in 1948 to control the monetary and fiscal policy of the country.

State Bank of Pakistan provided the policy frame work and stimulated the private sector to open banks and financial institutions in 1950s and 1960s. This led to a lot of increased banks and financial institutions, but at a cost of nepotism and

corruption (Zafar & Aziz, 2013). Lack of proper regulations and policy guidelines led to massive misappropriation and graft. Therefore, all the existing banks were nationalized by the Government in 1974. The Pakistan Banking Council was established, which performed the role of a bank holding company with restricted regulatory powers. However, Pakistan Banking Council was dissolved in 1997, leaving the State Bank of Pakistan as the sole governing authority for banks and financial institutions in Pakistan.

The poorly performing banking sector in 1980s became a hindrance in the way of economic performance and liberalization plans of the current day government. Therefore in early 1990s, the low performance of nationalized banks caused the privatization of banking sector in Pakistan (Shah et al., 2012). In early 90s, the Government of Pakistan started economic liberalization. One of first sector to be liberalized and opened to privatization was the banking sector. This motivated the entrepreneurs to establish new financial institutions with the rise of economic activity. The pressure on the banks also increased to improve services and performance.

1.3.2 A brief history of banks in Pakistan

Banking sector in Pakistan witnessed three phases, namely pre-nationalization, nationalization and post-nationalization (Zafar & Aziz, 2013). In pre-nationalization phase, Australasia Bank Limited and Habib Bank Limited were the only two banks after the partition of Pakistan and India on August 14, 1947. For both the newly found nations, the Reserve Bank of India was performing as the apex bank. A need was felt to establish the banking sector of Pakistan. The Pakistani government founded State Bank of Pakistan in 1948 and National Bank of Pakistan in 1949. The Government then launched State Bank of Pakistan Act in 1956 and introduced Banking Companies Ordinance in 1962 for the development of banking sector of Pakistan (Zafar & Aziz, 2013).

The phase two started owing to several deviations from the initial vision and processes. The government nationalized the banking sector by merging all the banks

and created five banks. Under the nationalization policy implemented by Zulfikar Ali Bhutto's government, thirteen banks were brought under full government control, and those were converted into six nationalized bank. The Pakistan Banking Council was set up to monitor nationalized banks, marginalizing the State Bank of Pakistan's role as a regulator.

The last phase began in 1990 termed as post-nationalization (Zafar & Aziz, 2013). The government of Pakistan privatized the banks and denationalized two financial institutions by making amendments in National Act of 1974. The government related its policy of starting private banks which encouraged the private sector to grow. After privatization, transformational reforms were initiated. The central bank's regulatory powers were restored via amendments to the Banking Companies Ordinance (1962) and the State Bank of Pakistan Act (1956). Massive changes were incorporated into the banking systems. Some of the changes were strict corporate governance, strong internal controls and increased bank supervision. Delays in recovery of bad loans were streamlined in 2001 by new laws. In addition the scope of prudential framework set up in 1989 was enhanced, allowing banks to venture henceforth into untapped business segments.

1.3.3 The present and future of Pakistan banking sector

Today, the banking sector of Pakistan is playing pivotal role in the growth of country's economy. In Pakistani banking sector total 44 banks are functioning including 5 public and 39 private banks having a number of 12731 branches all over the country (Saleem et al, 2015; Kashif, Mehmood & Aijaz, 2016). To comply with rules and regulations of the State Bank of Pakistan, banking sector is comprised of specialized banks, commercial banks, microfinance banks, and Islamic banks. The banking sector of Pakistan is one of the fastest developing service sectors which cause the fierce competition among the substantial number of banks (Hanif & Kamal, 2009).

Pakistan's banking sector continues to post strong performance during post liberalization in the past two decades. Pakistan has ranked third in the year 2014

amongst the top ten performing markets in the world. This can be largely attributed to the evolving banking sector of Pakistan. Profitability in the banking sector has been reporting a consisted 12% growth year after year since 2012.

In the year 2015 deposits of the banking sector grew by 12% to \$90.5 billion which is in line with last year's growth of 12%. Top 5 banks' deposits grew by 11%, whereas deposits of smaller banks rose by 15%. JS Bank reported highest deposit growth of 31%, whereas Muslim Commercial Bank recorded lowest deposit growth of 3%.

Post privatization the bank in Pakistan has entered into a tough competitive era. The private and foreign banks are posing considerable challenges to the state owned public sector banks. But as pointed out by Otchere (2003) the private banks could not performed exceedingly well in poor and middle income countries due to excess staff and lack of adequate training and exposure. Even though the results of liberalization in banking sector have been positive, the performance has been less than desired. Therefore compelling the policy makers and researchers to give a relook at the man power strategy for future challenges.

1.4 Statement of the Problem

Banking sector plays a significant role in the development of the economy, and employees are the best resources for ensuring differentiated services (Nayyab et al., 2011). Banks allocate capital used for highest value, manage risks, and maintain cost factors to produce economic activities (Jaffe & Mark, 2001; Kashif et al., 2016). Therefore, providing high quality and customer centered services become critical for a positive perception and long-lasting image of the bank. Hence employees engaged in delivering of customer centered and efficient services can immensely help in customer satisfaction and retention (Ghosh et al., 2014). Hence healthy HRM practices not only enhance the bank performance but also positively impacts the growth and development of the economy (Thakur, 2007).

Banks are increasingly paying more attention to their customers and investors which is difficult without having skilled and qualified employees. Lack of skilled, educated and trained employees, particularly managers, is one of the most serious problems for developing countries which compel the business and governments to focus on training needs of the organization (Al-Madhoun & Analoui, 2003). Similarly, Wachtel (2001) stated that bank failure is gradually becoming an issue in developing countries around the world due to lack of desired banking skills in the employees and adequate modernization of the banks.

The banking sector of Pakistan has faced indistinct changes since Independence in 1947. In the beginning, it faced serious deficiency of resources due to uncertain political and economic condition (Shah et al., 2012). The banking sector of Pakistan also faced many obstacles, such as inadequate deployment of technological equipment and lengthy working hours which formulated a sense of dissatisfaction and low level of organizational commitment among employees (Khan et al., 2013). HRM policies and strategies are significantly important for organizations to determine the behavior of employees (Muhammad, 2012; Husin et al. 2012). It is also essential for the organizations to practically engage employees so that better and efficient services are delivered to the customers. Developing countries are paying for more attention now than before on HR functions, since this has become an important component of their new strategies (Muhammad, 2012). However, the HRM practices are still being ignored in growing banking sector of Pakistan (Saleem et al., 2012). According to the investigation of quality assurance professionals, losses resulting from poor quality services, the annual collective loss to banking sector run almost in billions of Rupees which is a heavy drain of national resources (Khan, 2009).

It is significant for the banking sector to provide high quality services to their customer to survive in the tough competitive market (Qayyum et al., 2012). For delivering high quality service and strive for business excellence, the banks should have committed and skilled employees. This can be achieved only if the top level management takes extra care while designing and developing internal training programs to their employees, and setting up cooperative work design for their

employees (Riaz et al. 2013). Unfortunately in Pakistan, the banking sector having lacks of coherent and thorough HR practices which leave the employees dissatisfied. Therefore, unable to deliver required level of customer services (Khan, 2009).

Today, in Pakistan every bank is striving to hire and retain best human resources to get competitive advantage in the market (Ahmad et al. 2015). It is also challenging for banking sector to increase the knowledge and skills of existing employees to improve quality of service to the customers. The bank employees of Pakistan do not have adequate skills of general banking (i.e. Time Management, Effective Communication, Certified Banking Teller) and specialized banking (i.e. Operational Risk, Asset Quality, Risk Management) to satisfy their employees' need which resulted in lack of work efficiency (Shah et al., 2012; Kashif et al., 2016). Therefore, it becomes necessary for the banking sector to refine their HR polices and training strategies to stay competitive in a rapidly changing banking system. As such empowerment opportunities through training programs, enhances and fascinates the employees.

Training is recognized as the most significant function of the organization due to its valuable contribution in achieving competitive advantages (Hughes et al., 2004). The researchers have contended that training helps in enhancing skills and knowledge of employees which is required to carry out their job tasks effectively (Ng & Dastmalchian, 2011). Most of the studies suggested that availability of training positively impacts organizational commitment (Whitener, 2001). However, there are less empirical research studies that examined the relationship between training benefits and employee commitment towards their organization in Pakistan (Riaz, Idrees, & Imran, 2013).

The issue of organizational justice has been extensively studied in employees' attitude and behavioural literature. Most of the studies argued that a positive perception of organizational justice among employees may have a positive impact on different aspects of organizational behaviour, such as organizational commitment (Wang, Indridasson, & Saunders, 2010; Crow et al., 2012; Suliman & Kathairi, 2013) and OCB (Moorman, 1991; Orłowska, 2011; Muhammad, 2012).

Therefore, considering how employees perceive organizational justice within their organizations and how they respond to the perception of justice or injustice is a key issue, particularly, to create a sense of understanding about organizational behaviour (Maleki & Taheri, 2012). According to Cropanzano, Prehar, & Chen (2002), fairness in the organization mainly focuses on who gets what (distributive justice), how procedures and policies are identified (procedural justice), and the interpersonal communication between supervisors and subordinates (interactional justice).

OCB refers, as discretionary behavior which is linked to organizational commitment (Batool, 2013). The working strategy of banking services has changed from simple work services to specialized services. This working strategy provides a substantial revolution in working dynamics of banks, such as individual work to team work. Teamwork can only be achieved by employees when they work collectively with each other, and also having more passion for group benefits instead of individual one (Batool, 2013). Teamwork is one construct of OCB which can be described as “Altruism” (Organ, 1988a). Therefore, the bank employees who have traditions of working together in banking institutions often engage in OCB.

Having reviewing the relevant literature, it is perceived that fewer studies have addressed the practices of organizational justice and employee training in banking sector of Pakistan. For instance, Riaz et al. (2013) recommended that there is a significant relationship between training benefits and organizational commitment. The study suggested that organizations should enhance the level of employees’ commitment by providing them training opportunities. Batool (2013) recommended that there is a significant relationship between organizational commitment and OCB, while insignificant relationship was found with organizational justice. Moreover, organizational commitment mediates the relationship between organizational justice and OCB which is appreciably accepted and significantly verified by the observed data (Batool, 2013).

Newman et al. (2011) observed the impact of employees’ perceptions of training (i.e. availability of training, supervisor support for training, coworker support for training) on organizational commitment (i.e. affective and continuance

commitment), and commitment relationship with turnover intentions. They called for future research to examine the moderating role of power distance on the relationship between perceptions of training and organizational commitment. Secondly, they recommended to examining the impact of organizational commitment on other key outcome variables in Asian countries as well as in different industries to generalize their results.

Asian societies in general and Pakistan in particular has a rigid top down hierarchical organizational structures (Hofstede, 2001; Islam, 2004). Due to rigidity and tall structures a high power distance has been reported in some studies in Pakistan (Shah, 2011; Syed & Malik, 2014). Therefore examining the impact of power distance on justice and training results becomes important, because training is manifestation of acquired skills (Wang & Nayir, 2010; Ghosh, 2011). A higher power distance may reduce the overall impact of training on individual skills improvement, due to perceived distance between advisory role and implementation powers of the supervisors.

Crow et al. (2012) established a research on the perception of organizational justice and its impact on organizational commitment during in-service training of South Korean Officers. They called for future research to examine the other organizational factors as a predictor or outcome variables. Furthermore, they recommended that future studies may examine more variables, such as OCB as being influential factors. Similarly, a study conducted by Ghosh et al. (2014) in public sector banks of a developing country to examine whether perception of distributive, procedural and interactional justice are associated with job engagement and organization engagement, and to observe the possibility of inter-relationships among given three dimensions of organizational justice. They strongly recommended for future research to examine the relationship between organizational justice and OCB.

Most recently, a study conducted by Jiang (2015) among university employees of China, South Korea, and Australia. The purpose of this paper was to examine the impact of distributive justice and procedural justice on affective commitment. Jiang (2015) recommended that future research should consider more

dependent variables (e.g. organizational citizenship behavior) to obtain fruitful findings in this area.

Regardless of the extensive research on the topic of OCB, a very few empirical researches have been conducted with organizational commitment in banking sector of Pakistan (Muhammad, 2012; Islam et al., 2012; Batool, 2013). The literature recommended that there is still need for a study that examines the relationship between organizational justice, perception of training, and OCB. Specifically, there is no study found in the context of Pakistan that takes into account the role of power distance as a moderator on the relationship between organizational justice, perception of training, and organizational commitment. Therefore, future research required to investigate other factors that will help to increase employees' commitment (Ali et al., 2010), and OCB (Batool, 2013). Furthermore, Wong et al., (2012) suggested that there is still need to observe the relationship between organizational justice and OCB.

In the light of the literature discussed so far, it becomes pertinent to conduct studies in linking organizational justice, perception of training, power distance, organizational commitment and OCB in the context of Pakistan. It is proposed that this study will provide insights related to the issues and challenges that are faced by banking sector of Pakistan in the perspective of organizational commitment and OCB. Furthermore, this study will help the banking sector and policy makers to enhance organizational commitment and citizenship behaviors of employees by providing coherent organizational justice and training practices. To conclude, the earlier discussion has justified theoretically the unexamined areas concerning to the moderating role of power distance on organizational justice and perceptions of training that significantly influences individual OCBs.

1.5 Purpose of the Study

The basic purpose of the study is to investigate and examine the impact of organizational factors, such as organizational justice, perception of training,

organizational commitment and power distance on OCB of employees. The study is aimed at focusing on evidence based findings to assist managers and decision makers to improve employee-organization interaction and engagement. The study is based on Pakistan banking sector which is evolving fast, particularly in the last two decades due to increased market and customer pressure.

A review of literature indicates a majority of studies on OCB linked to organizational justice and training has been done in West on Western samples. A few scattered studies in the recent past have been done on this topic though are far and few. Therefore a study in a Pakistani setting will contextualize the issue and highlight the short comings.

The concept of justice has been a basic requirement for individual in their work life. Employees want justice in their work environment in the terms of procedures used to determine reward, distribution of resources, and a vigorous interaction with their manager which make them committed towards their organizations (Jiang, 2015). The perception of fair processes in organizations has been much appreciated by the employees. The topic of organizational justice has been extensively studied in employees' attitude and behavioural literature (Crow et al., 2012). Another study by Wang et al. (2010) reported that organizations ensuring their processes substantially to enhance the level of commitment in employees. In this study organizational justice has been studied as a fundamental requirement to infer its impact on organizational commitment and OCB. It is assumed in this study that fair process and equity in reward distribution can positively influence in organizational outcomes in term of exhibiting prosocial behaviors in workplace. Therefore this study may assist decision makers in the banking sector in Pakistan at the micro branch level and also at the policy making level to induce organizational practices that strengthen employee perception of fair and just processes in the organization.

Training has emerged as a strategic tool for enhancing employee skills and abilities in order to make them successful in the organization. Today organizations have understood the importance of training to enhance employee and organizational

efficiency (Jehanzeb & Bashir, 2013). A number of studies reported different positive benefits that can be achieved by providing employees with purposeful trainings (Rehman et al., 2011). Study by Pate & Martin (2000) observed that organizations that are committed to employee training are receiving the benefits of enhanced skill-set, motivation, high efficiency, and transfer of knowledge to other employees. This study aims at examining the impact of perception of training on organizational commitment and OCB. This is based on the premise that positive perceptions of training in bank employee in Pakistan will enhance their commitment and motivate them to engage in OCB. Thereby improving overall performance of the organization. It is hoped that the findings of this study will assist organizational leaders and decision makers to improve the training & development plans of individuals to instill confidence in employees that their organization is committed to their overall development and welfare.

Organizational commitment has been recognized as an important factor impacting the level of success in many organizations (Meyer, Allen, & Smith, 1993). This study examined the mediating role of organizational commitment that plays significant role in the relationship between organizational justice and OCB, and perception of training and OCB. Several studies indicate significance of organizational commitment on organizational productivity and efficiency (Boxall & Macky 2007; Suliman & Al-Junaibi, 2010). Many studies have stated that committed employees have in them a sense to exhibiting prosocial behaviors which are not only beneficial for employees but for the organizations too.

Several scholars have highlighted the importance of power distance in the organizational context. A majority of studies have shown negative consequences in high power distance culture (Yang et al., 2007; Din et al., 2014). However, few studies have been conducted to examine the moderating role of power distance on the relationship between organizational justice, perception of training, and organizational commitment simultaneously. The empirical studies in this area within Pakistan are very few. Therefore, this study would be a modest contribution to the existing body of knowledge and help practitioners in improving employee relations and camaraderie as it helps in understanding the impact of organizational culture (i.e.

power distance) to determine the relationship between organizational justice, perception of training, and organizational commitment.

Therefore, variables of organizational justice, training, organizational commitment and OCB were selected given their overall significance to the functioning of the organization and the ability to provide an adequate index for examining the relationship between employee and work environment. The study further examines the role of power distance as a moderator between organizational justice and organizational commitment, and perception of training and organizational commitment.

The study derives from the increasing interest among scholars and practitioners who see organizational justice and training having the potential to enhance OCB. Also, it has the potential to achieve the required level of work efficiency and performance within the banking sector of Pakistan. The banking sector of Pakistan is considered as high rivalry service sector, in order to survive in the competitive market it is essential to improve employee engagement and loyalty mechanism through organizational justice and positive perception about training. The findings of current study will be useful to the staff members, managers, and policy makers to understand the overall nature and impacts of organizational justice and perception of training on employee OCB in banking sector of Pakistan. Thereby the study will assist the bank management to handle their employees and organizational processes better.

1.6 Research Questions

Considering the background and problem statement, this study will answer the following research questions:

- i. What is the relation between organizational justice and organizational citizenship behavior?

- ii. What is the relation between organizational justice and organizational commitment?
- iii. What is the relation between perception of training and organizational citizenship behavior?
- iv. What is the relation between perception of training and organizational commitment?
- v. To what extent organizational commitment mediates the relation between organizational justice and organizational citizenship behavior?
- vi. To what extent organizational commitment mediates the relation between perception of training and organizational citizenship behavior?
- vii. To what extent power distance moderates the relationship between organizational justice and organizational commitment?
- viii. To what extent power distance moderates the relationship between perception of training and organizational commitment?
- ix. What are the inter-relationships among the structural model variables: organizational justice, perception of training, organizational commitment, power distance, and organizational citizenship behavior?

1.7 Research Objectives

In order to address the earlier research questions, this study will focus on the following objectives:

- i. To examine the relation between organizational justice and organizational citizenship behavior.
- ii. To examine the relation between organizational justice and organizational commitment.

- iii. To examine the relation between perception of training and organizational citizenship behavior.
- iv. To examine the relation between perception of training and organizational commitment.
- v. To examine the mediating role of organizational commitment between organizational justice and organizational citizenship behavior.
- vi. To examine the mediating role of organizational commitment between perception of training and organizational citizenship behavior.
- vii. To examine the moderating role of power distance between organizational justice and organizational commitment.
- viii. To examine the moderating role of power distance between perception of training and organizational commitment.
- ix. To examine the inter-relationships among the structural model variables: organizational justice, perception of training, organizational commitment, power distance, and organizational citizenship behavior.

1.8 Significance of the Study

This study is significant in a sense that it will be one of the few studies done to contextualize OCB and other variable in the banking sector of Pakistan. The study is intended to benefit multiple stakeholders in the banking industry. This study can assist or benefit the academic scholars, bank employees, bank managers, policy makers and other practitioners.

1.8.1 Significance to Academicians

This study may assist or interest academicians and research scholars working in the field of human resource management, organizational behavior, industrial psychology, personnel management and organizational dynamics though not limited to these areas.

- a. This study is based on a formulated and comprehensive theoretical framework to understand the effect of organizational justice and perception of training on OCB in bank employees of Pakistan. The results will add to the current available literature in the field of organizational justice and perception of training in banking sector within the developing countries, as earlier studies were conducted mostly in developed countries (Rowden & Conine, 2005; Ng & Dastmalchian, 2011; Crow et al. 2012).
- b. The selected variables were tested among bank staff members located in five metropolitan cities of Pakistan. Therefore providing a perspective about how banking sector view and value organizational justice, training, organizational commitment, power distance and OCB.
- c. This study described how organizational commitment mediates the relationship between organizational justice, perception of training, and OCB. A mediated model of organizational commitment will provide the justice and training literature with a psychologically based description for the relationship between organizational justice and OCB, and perception of training and OCB.
- d. The study has tested the direct, mediating, and moderating effect among the selected variables. To examine data and testing hypotheses, structural equation modeling (SEM) technique was adopted by applying AMOS 21.0. This statistical tool is widely used and accepted since its inception (Kline, 2010; Byrne, 2010). As a result, it is a valuable inclusion to the existing literature on statistical validation of the current model in the context of Pakistan.

- e. To fill the gap, this study extended the future call of Newman et al. (2011) to examine the unexplored moderating role of power distance on the relationship between perception of training and organizational commitment.
- f. The study provides the scope for further investigation for academicians and researchers.

1.8.2 Significance to Bank Employees

- a. The findings of this study have some practical significance to the bank employees of Pakistan. It will provide information about the causes and consequences of fair organizational justice and training practices. Moreover, the findings of this study will enable the bank employees to understand the significant role of OCB on their performance.
- a. The findings of this study will help the bank employees to understand the effects of organizational justice and perception of training on OCB.
- b. The findings of this study will help bank employees to understand the importance of pro-social behaviours on their contributions and organizational well-being.
- c. The findings of this study will help the bank employees to understand significant role of organizational justice and perception of training in strengthening and enhancing organizational commitment towards their bank.
- d. The findings of this study will help the bank employees to understand that low power distance is suitable to develop a strong relationship between organizational justice, perception of training, and organizational commitment.

1.8.3 Significance to Bank Managers

- a. The findings of this study will help the bank managers to understand the effects, causes and consequences of OCB on bank performance. As a result, they can make decisions about providing useful working environment in which fair

organizational justice practices and training opportunities are available to the employees.

- b. The findings of this study will help the bank managers to understand the effect of power distance in strengthening the relationship between organizational justice and organizational commitment, and perception of training and organizational commitment. Thus, bank managers might offer better opportunity to their subordinates with lower power distance to value their justice, training, and commitment relationship.

1.8.4 Significance to Policy Makers

- a. This study will provide purposeful guidance to policy makers about how organizational justice and perception of training can impact on employees' organizational commitment and OCB. The policy makers can develop an effective training program which can help the employees to improve their skills to execute job tasks well. The training opportunities will also help the bank employees to go beyond their formal job description and engage in OCB. In this way, policy makers can enhance employees' efficiency which later help in improving overall performance of the bank.
- b. The findings of this study will guide the banking professionals and policy makers, how they can apply justice and training practices to influence on employee attitudes and behaviors which will help the banks to achieve organizational goals.
- c. The findings of this study will be also helpful to policy makers to understand role of human resource development (HRD) as a strategic partner to achieve organizational objectives. Therefore, the professionals are required more information on the relationship between employee training and OCB.

1.9 Scope of the Study

Today, the academics and practitioners have a consensus on the prominence of the banking sector in a country. The banking sector facilitates the mobility of financial resources among different parties and plays a significant role in the economic activity of the country (Shah et al., 2012). In brief, banks are certified by the government to receive deposits, clear checks, act as an intermediary in financial transactions and provide financial services to the clients (Machiraju, 2008). The topic of OCB is the subject of interest and has been studied in the context of banking sector and other organizations (Islam et al., 2012; Muhammad, 2012; Batool, 2013). The positive relation between organizational justice, perception of training, and organizational commitment has been recommended by a number of studies (Newman et al., 2011; Bashir & Long, 2015; Jiang, 2015). This positive relation significantly effect on OCB of the employees (Batool, 2013; Khan & Rashid, 2015). Therefore, there is a need to examine the relationship between organizational justice, perception of training, organizational commitment, and OCB, particularly, in the context of banking sector of Pakistan (Islam et al., 2012; Wong et al., 2012; Batool, 2013).

The study also explores the moderating role of power distance on the relationship between organizational justice, perception of training, and organizational commitment. The study is conducted to assist bank managers in achieving a better understanding and developing awareness about employees' perception of organizational justice, training, commitment, and OCBs issues which may improve the behavior and attitude of the employees. Therefore, from the available literature there is a significant scope for a study on OCB impacted by organizational justice and training in Pakistani context, since such a study will reinforce the criticality of organizational and human factor in having a healthy financial and banking system in Pakistan.

1.10 The Conceptual and Operational Definitions of Key Terms

The following section presents the conceptual and operational definitions of the key variables of this study.

1.10.1 Organizational Justice

In the context of present study the notion of organizational justice may be defined as fair work practices at every level within the organization that is acceptable to all its members. These practices might be perceived by the individuals based on equality and organizational fairness. This vantage point is consistent with Koys and DeCotiis (1991) perception of organizational justice. They contended that employees perceived practices of the organizations are equitable and non-arbitrary or unpredictable. Sheppard, Lewicki, and Minton (1992) also described in their empirical study organizations that affirm to deploy justice may lead to positive results for the individual and organizations in terms of commitment, productivity, efficiency, and quality of task. These high work performances are based on fair organizational practices that are comprises of its critical components i.e. distributive, procedural, and interactional justice (Greenberg & Colquitt, 2005).

Distributive Justice refers to the fair distribution of resources within the organization perceived as fair distribution of organizational resources. The employees who perceived that their work contribution is equal to the outcome they received often made them feel satisfied and content. Greenberg (1990) described distributive justice as the perception of individual or judgment about the fairness of resource distribution which is established on the basis of outcomes received as compared to the projected contributions. The items in survey included as “Overall, the rewards I receive here are quite fair”, “My pay is appropriate given my responsibilities”, “I am fairly rewarded taking into account the amount of education I have had”, and “I am fairly rewarded for the amount of effort I put forth”.

Procedural Justice can be described as Employees who observed their organization has a fair process in the term of defining salary, promotion and legal proceedings perceived as procedural justice. Perceived fairness in procedural justice commonly provides a sense of satisfaction in employees and keeps them committed. Thibaut and Walker (1975) described procedural justice as, an individual's perception of fairness on the basis of organizational procedures and policies. The items included in the survey are: “Procedures used in this organization are fair”, “My supervisor gets input from me before a recommendation”, and “In making decisions in this organization, objective procedures are used”.

Interactional Justice refers to fair interaction between manager and subordinate can be described as interactional justice. When employees perceive that their interaction with authority is based on appropriate measures then subordinate will demonstrate feeling of contentment toward their manager or organization. Interactional justice refers to the individuals’ perception about the fairness of organizational interpersonal communications (Greenberg & Colquitt, 2005). The sample items are: “When decisions are made about my job, my supervisor treats me with kindness and consideration”, “When decisions are made about my job, my supervisor shows concern for my rights as an employee”, “My supervisor offers adequate justification for decisions made about my job”, and “I have friendly relations with my supervisor”.

In this organizational justice is proposed to be tested and inferred in Pakistan banking sector. Banking sector being a dynamic and skill dominant sector, the employee often rate processes as fair or unfair. The very perception of fair or unfair leads to favourable or unfavourable organizational consequences. Predominantly employees look forward to equity and fairness in distribution of organizational resources and processes. Therefore to examine the construct of organizational justice Beugre’s (1998) scale of organizational justice is being used having a total of 25 items. This scale has been widely used by researchers and considered as one of the most reliable and versatile scales, having the features relevant across different sectors and services (e.g. Rezaiean et al., 2010; Jafari & Bidarian, 2012; Sokhanvar et al.,

2016). Hence, this instrument provides credibility to the conceptual background and discussion on organizational justice.

1.10.2 Perception of Training

Training is a planned activity taken by the organization to transfer the job knowledge and skills, and improve the attitude and behavior of employees which is consistent with the organizational goals (Noe, 2008). Training helps the employees to learn innovative knowledge and skills which are required to successfully complete a job task. Training not only assists the employees to learn innovative skills but also help them to develop for longer term (Dias & Silva, 2016). Training usually comprises educating to employees new skills, helping them to perform a specific task, providing them chance to get practices of a particular technique (Noe, 2008). Providing employees with significant and purposeful training program benefits the organization to get success in the competitive market. It is significant for the organizations to develop such a training program that meets the needs of both employees and organization (Ng & Dastmalchian, 2011). Maximum benefits can be achieved from training program that are properly planned and carefully implemented. This study adopted three dimensions of perception of training: availability of training, supervisor support for training, and coworker support for training (Bartlett, 2001; Bulut and Culha, 2010; Newman et al., 2011).

Availability of training refers as, the extent to which employees feel they are able to access training opportunities (Newman et al., 2011). Availability of training in Pakistan banking sector means the employee perception about organizational keenness on providing new skills through training and other development plans. A positive perception about availability of training can improve the readiness of the employee for learning new skills and stay curious to implement the learnt skills in the workplace. Availability of training in this study is measured by Newman et al.'s (2011) using 5 items scale. Newman and his colleagues developed this scale to measure the availability of training in Chinese service sector. Later, this scale has been tested to measure availability of training program in a number of different studies, particularly, in Asian service sector (Ashar et al. 2013; Jehanzeb et al. 2013).

This particular instrument is used due to its extensive coverage of factors in availability of training. The items included in the survey are: “My organization provides a good environment for new recruits to learn job-specific skills and knowledge” and “My organization provides assistance for its employees to take management training and development courses” intends to measure availability of training.

Supervisor support can be mentioned as the overall perception of the employees that their supervisors care about their well-being and appreciate their efforts towards the organization (Maertz et al., 2007). Workplace social support performs a significant role in overall performance of the organization. It performs an important role in facilitating employees’ psychological, physical, and overall well-being (Eisenberger et al., 2002). Evidently in a high power distance culture like Pakistan, supervisor support can be critical in employee learnability and usefulness of training programs. Pakistan banking sector is at an evolutionary phase, training is critical for learning new skills. Supervisor support or lack can greatly influence the employee morale and attitudes towards organizational training programs. Therefore it is pertinent to examine the supervisor support for training, as it creates a positive perception in subordinates about supervisor care and concern for them. To measure the construct of supervisor support for training, 12 items were selected from Noe & Wilk’s (1993) study. The study involved 2200 respondents from a variety of services sector. This scale was later adopted by a number of studies in Western and non-Western context (e.g. Kacmar, Wright, & McMahan, 1997; Bartlett and Kang, 2004; Chuang, Liao, & Tai, 2005; Chiaburu & Lindsay, 2008; Bulut & Culha, 2010; Riaz et al., 2013) to examine the supervisors and peers support in training program. The items included in this survey are: “My manager gives me coaching and guidance to help achieve my work objectives”, “My manager makes sure I get the training and development needed for job effectiveness”, and “My manager assigns projects using skills and knowledge from training and development”. This instrument was found to be consistent with the objective of this study.

Coworker support is referred to as employees helping each other in their job tasks by sharing knowledge and skill, as well as providing assistance and support at

workplace (Zhou & George, 2001). Coworker support for training is a very important part of organizational training and development plans for individual employees. In banking sector of Pakistan, bank employees or colleague support each other for acquiring new skills and implementing those at workplace. Organizations in Pakistan are collectivist in nature; this often leads to high dependence on work colleague at work. Therefore the importance of support received by coworkers and immensely contributes to acquiring and implements new skills. To measure the construct of coworker support for training, 3 items were adopted from Noe & Wilk's (1993) study. This scale was adopted by many studies, and reported an acceptable internal consistency estimates (e.g. Bartlett, 2001; Al-Emadi & Marquardt, 2007; Newman et al., 2011). Therefore, Noe & Wilk's (1993) scale was adopted in this study to measure the coworker support for training. The items in the survey included are: "My coworkers help me to develop the skills I have learned in training and development" and "My coworkers resist my efforts to apply new knowledge or skills on the job".

1.10.3 Organizational Commitment

Organizational commitment refers to individual's emotional state that describes the relationship of employee with the organization, and has implication to make the judgment to continue or discontinue their affiliation with the organization (Meyer et al., 2002). Meyer et al. (1993) suggested a three-dimensional attitudinal concept of organizational commitment which is; affective, normative, and continuance commitment.

The concept of Meyer and Allen's affective commitment is based on Buchanan's (1974) description of attitudinal commitment and the study of Mowday et al. (1979). Meyer & Allen (2004) recommended affective commitment as an individual's affective or emotional attachment to the organization in which individual strongly commit to his recognition and cherish the affiliation with the organization. Allen & Meyer (1996) suggested that individual developed emotional attachment toward organization when identifies the goals of the organization, and enthusiastic to support the organization in achieving its goals. Moreover, they suggested that

affiliation with an organization take place when there is a consistency between individuals' and organizational values, and employee is capable to positively impact on values and goals of the organization.

The second dimension of Meyer and Allen's model is continuance commitment which is based on Becker's "side-bet" theory (1960). Continuance commitment refers to the tendency to involve in consistent lines of activity on the basis of individual's perception of the costs linked with quitting the organization (Allen & Meyer, 1996). The theory stated that individuals stay in the organization for longer term when they realize it would be costly for them to leave the origination. These investments refer as time, benefits, rewards, job effort, seniority, and job-specific skills that might not be transferable to other organization. Therefore continuance commitment is a form of psychological attachment to the organization that described as the employees' perception of loss suffering from quitting the job.

The third dimension of Meyer and Allen's model is normative commitment. This dimension is based on the work of Wiener (1982) who described it as a moral belief or responsibility to stay in the organization. Normative commitment builds on the foundation of organizational socialization experiences. Employees feel themselves to remain loyal with the organizations through receiving benefits, such as skills improvement, training programs, and tuition fees reimbursement for education which create a sense of responsibility in employee to respond positively (Meyer et al., 1993). Meyer and Allen stated that employees with high normative commitment remain with the organization due to feelings of obligation towards the organization (Meyer & Allen, 1997). It is suggested that employees who feel obligation with organization perform better than those having lesser sense of commitment (Meyer & Allen, 2004).

To measure the construct of organizational commitment, this study used Meyer & Allen's (2004) 18-item Three-Component Model of Employee Commitment Survey. This survey comprises of six items for each of the three components that are affective, normative, and continuance commitment. This survey has been adopted in a number of organizational studies to examine employees'

behavior and their commitment to the organizations (e.g. Bulut & Culha, 2010; Saleem, Adnan, & Ambreen, 2011; Riaz et al., 2013). Organizational commitment has been an indispensable component of work life. Employers in Pakistan banking sector attach a lot of importance to employee commitment. They value and rewarded employees having tangible commitment at workplace. All the three components used the scale are valued by employees. Due to existing high power distance employee depend a lot on individual job commitment for achievement of organizational objectives. Therefore in this study all three organizational components have been used for participants' response. The survey instrument aims at self-assessment of employee in terms of their commitment to job roles. Since all the three components have individual and organizational factors embedded into it. Hence this instrument was chosen for the survey. The sample items are: "I would be very happy to spend the rest of my career with this organization", "I do not feel a strong sense of "belonging" to my organization", "I would not leave my organization right now because I have a sense of obligation to the people in it", and "Too much of my life would be disrupted if I decided that I wanted to leave my organization now".

1.10.4 Power Distance

Power distance can be described as the degree to which less powerful members of the organizations believe and accept that power is distributed unequally (Hofstede, 1991). Power distance has been used as a moderator variable in this study. Power distance has been rarely used in the studies of voluntary behaviors like OCB and organizational commitment. Pakistan workplace characterizes high power distance (Syed & Malik, 2014). Often high power distance in organizational levels disengages people from work and makes people deviate from organizational goals. Therefore in this study power distance has been used to detect the commitment gaps in employees due to the perception that power is unequally distributed in organizations.

In this study power distance is measured using eight items developed by Earley and Erez (1997). This scale has been used by different studies to examine the impact of power distance on employees' behavior in different organizational setting

(e.g. Yang et al., 2007; Rafiei & Pourreza, 2013; Montag et al., 2016). Some of the items are: “Employees who often question authority sometimes keep their managers from being effective”, “Once a top-level executive makes a decision, people working for the company should not question it”, and “Managers who let their employees participate in decisions lose power”.

1.10.5 Organizational Citizenship Behavior

OCB has been derived from the Katz’s (1964) notion of extra role behaviors. Organ (1988a) defined OCB as, job-related activities of individual that are optional, not directly or explicitly known by the scope of job descriptions, contractual agreement, or official reward system, and in the aggregate enhance the effectiveness and efficient operations of the organization. This study has adopted three most popular dimensions of OCB proposed by Organ (1988a) which are: Altruism, Sportsmanship, and Civic virtue.

Altruism includes all discretionary behaviors that have the influence of helping others in specific tasks or problems within the organization (Organ, 1988a). These helping behaviors not only benefit the individuals but also the organization in achieving its goals. Altruism usually refers as cooperative and spontaneous behaviors that comprise providing assistance to others or helping others in work-related problems (Cirka, 2005). These behaviors can be explained as voluntary workplace behaviors like having extra workload, provide assistance to colleagues who were absent, and guiding colleagues to accomplish difficult tasks.

Sportsmanship refers to the willingness of individual to tolerate the inevitable problems and frustrations of work without complaining (Organ, 1988a). Individuals having sportsmanship attitudes are less concerned about their own needs and try to ensure a cooperative and positive work behavior despite daily rejections, encounters, and personal conflicts. (Podsakoff et al, 2000). Such employee shows a sense of patience, enduring individual costs or frustrations related to his or her work. Therefore, sportsmanship contributes to organizational efficiency by enhancing the

total volume of individual's stamina that can be dedicated to constructive behaviors (Organ, 1988a)

Civic virtue is a constructive involvement of the individual in the political processes of the organization and contribution to those processes by honestly expressing opinions, attending meetings and seminars, and discussion on organizational issues for the well-being of the organization. Civic virtue indicates the willingness to actively participate in organization's events, monitor organization's surroundings for threats and opportunities, and to work out the greatest substitute for the organization (Podsakoff et al, 1990). These behaviors appear when employees consider themselves with the organization and perceived to be part of the organization (Podsakoff et al, 2000).

Crux of this study OCB is a dependable organizational behavior widely studied by social sciences scholars. Voluntary activities often reflect individual resilience and concern for organization. In Pakistan banking sector this would mean those voluntary behaviors that fall outside the scope of formal reward systems or broad job description. Due to the impact of liberalization jobs have become more demanding in the Pakistan banking sector, therefore formal measurement systems are not adequate to measure employee concern and commitment towards organizations. Hence informal and voluntary behaviors can prove useful in examining employee loyalty and employee development decisions in Pakistan banking sector.

In this study OCB was measured using 14 items scale of Podsakoff et al. (1990). Some of the items are: "I help others who have heavy workloads", "I willingly help others who have work related problems", "I always focus on what's wrong, rather than the positive side", and "I attend meetings that are not mandatory, but are considered important". Many studies adopted this scale and recommended a best instrument for measuring employees' prosocial behavior in organizational settings. This scale was adopted by a number of studies in Western and Asian countries (e.g. Tayyab, 2005; Bukhari et al., 2009; Hafidz, Hoesni, & Fatimah, 2012; Pourgaz et al., 2015; Mahembe et al., 2015).

1.11 Outline of the Thesis

The contents of this study comprises of five chapters.

Chapter One: “Introduction” this chapter provides an overview of introduction and background of the study. It also provides the purpose of study, research objectives, research questions, and the significance of the study.

Chapter Two: “Literature Review” this chapter provides a comprehensive review of literature related to the topic and effective context in which this research has been conducted. Furthermore, this chapter explains the relationships among organizational justice, perception of training, organizational commitment and citizenship behaviors of the employees.

Chapter Three: “Research Methodology and Design” this chapter provides detail of research philosophy, design and approaches and later describes the justification of selected method for the research. Moreover, this chapter contains the discussion on the sample population, research questions, data collection method and statistical tools which were used to analyze the data.

Chapter Four: “Data Analysis” this chapter consists of all the stages of data analysis beginning with data screening to ending at hypotheses testing. The data analysis process started with data screening, followed up by basic assumption of SEM, such as missing values, outliers, and data normality. The second part of the analysis comprised of application of SEM which was carried out in two stages (i.e. measurement model and structural model). The measurement model and structural model validation with hypotheses testing results are also presented. Finally, the summary of data analysis and results are provided.

Chapter Five: “Discussion and Conclusion” this chapter discusses the results and explores the impact of different variables obtained by data analysis. This chapter starts with introduction and moves toward the summary of the findings. The discussion of the findings discusses the details of the results of each of the

hypothesis. Then chapter provides the implications, limitations, and recommendation for future research. Finally, conclusion sheds light on the course of the study and researcher experiences.

1.12 Chapter Summary

This chapter provides the foundation for this study. This chapter provided the conceptual and theoretical background of this study and lays down the proposed outcome of the study. The problem statement, research questions and objectives of the study provide the conceptual boundary of the study. The purpose, significance and scope of the study provide the vision and limits of the study, thereby indicating the possible beneficiaries of the study. Overall this chapter encompasses the concept, theoretical boundaries and implementation of the ideas.

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