**ORGANIZATIONAL JUSTICE, CORPORATE CITIZENSHIP
AND WORK ENGAGEMENT. A MEDIATING EFFECT OF ORGANIZATIONAL
TRUST IN THE MALAYSIAN BANKING SECTOR.**

By

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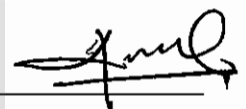|		
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ABSTRACT

The main objective of this research was to determine the relationship between corporate citizenship, organizational justice and work engagement mediated by organizational trust among the employees in commercial banks in Malaysia. This study was motivated by the increase in the number of employees being terminated by their employers in the Malaysian commercial banks due to absenteeism, lack of integrity, missing from the workplace, unpunctuality, failure to complete assignments, frequent medical leave and absent without leave which signal the lack of work engagement among the employees. In times of stiff competition, work engagement is vital for ensuring performance and profit for commercial banks. Seven main hypotheses and 14 sub-hypotheses were developed. Corporate citizenship had four dimensions: perceived economic, legal, ethical and discretionary. Organizational justice had three dimensions: distributional, procedural and interactional; and work engagement had three dimensions: vigor, absorption and dedication. The study's sample comprised of commercial bank employees and out of the 411 responses received, only 396 were accepted and used for analysis. This study found that corporate citizenship and organizational justice have significant effects on work engagement, and organizational trust plays an important mediating role in the corporate citizenship-organizational justice-work engagement relationship. However, organizational trust has an insignificant effect on work engagement. It is suggested to the management of commercial banks to increase activities in corporate citizenship, and practice fairness, which can increase the level of organizational trust in enhancing work engagement. Future researchers can include a new variable such as job satisfaction, and expand the research area to other industries.

Keywords: work engagement, corporate citizenship, organizational justice, organizational trust, commercial banks.

ABSTRAK

Objektif utama penyelidikan ini adalah untuk menentukan hubungan antara tanggungjawab sosial korporat dan keadilan organisasi ke arah keterikatan kerja yang diperantarakan oleh kepercayaan organisasi dalam kalangan pekerja bank perdagangan di Malaysia. Kajian ini didorong oleh peningkatan jumlah pekerja yang ditamatkan perkhidmatan oleh majikan mereka. Hal ini disebabkan oleh ketidakhadiran kerja, kekurangan integriti, hilang dari tempat kerja, lewat datang ke tempat kerja, kegagalan menyelesaikan tugasan, cuti perubatan yang kerap dan tidak hadir tanpa cuti. Kesemua faktor ini menunjukkan petanda keterikatan kerja yang menurun dalam kalangan pekerja bank perdagangan. Pada ketika persaingan sengit, keterikatan kerja adalah penting untuk memastikan prestasi dan keuntungan bagi bank perdagangan. Sebanyak tujuh hipotesis utama dan 14 sub-hipotesis telah dibangunkan. Tanggungjawab sosial korporat mempunyai empat dimensi iaitu ekonomi, undang-undang, etika dan budi bicara. Manakala keadilan organisasi pula mempunyai tiga dimensi iaitu pengagihan, prosedur dan interaksi. Keterikatan kerja pula mempunyai tiga dimensi iaitu kekuatan, penyerapan dan dedikasi. Sampel kajian ini terdiri daripada golongan pekerja bank komersial dan daripada 411 orang responden yang terlibat, hanya 396 sahaja yang memberi maklum balas dan dapat digunakan untuk dianalisis. Kajian ini mendapati bahawa tanggungjawab sosial korporat dan keadilan organisasi mempunyai kesan yang signifikan terhadap keterikatan kerja, manakala kepercayaan organisasi memainkan peranan perantaraan yang penting dalam hubungan antara tanggungjawab sosial korporat-keadilan organisasi-keterikatan pekerja. Walau bagaimanapun, kepercayaan organisasi tidak mempunyai kesan yang signifikan ke atas keterikatan kerja. Oleh itu, adalah dicadangkan kepada pihak pengurusan bank perdagangan untuk meningkatkan aktiviti tanggungjawab sosial korporat dan amalan keadilan. Hal ini kerana ia akan dapat meningkatkan tahap kepercayaan organisasi ke arah peningkatan keterikatan kerja. Penyelidik pada masa hadapan juga boleh memasukkan pemboleh ubah baharu seperti kepuasan kerja ke dalam kajian dan juga mengembangkan bidang penyelidikan ke dalam industri yang lain.

Kata kunci: keterikatan kerja, tanggungjawab sosial korporat, keadilan organisasi, kepercayaan organisasi, bank perdagangan

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I dedicate this thesis to my family!

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
AVE	Average Variance Extracted
CBSEM	Covariance Based Structural Equation Modelling
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CR	Construct/Composite Reliability
DV	Dependent Variable
EFA	Exploratory Factor Analysis
GFI	Goodness-of-Fit Index
GOF	Goodness-of-Fit
IV	Independent Variable
KMO	Kaiser-Meyer-Olkin
LISREL	Linear Structural Model
LV	Latent Variables
MV	Mediating Variable
PGFI	Parsimony Goodness-of-Fit Index
PLS-PM	Partial Least Squares- Path Modeling
PLS-SEM	Partial Least Squares- Structural Equation Modeling
Q2	Cross-Validated Redundancy Measure
RMSEA	Root Mean Square Error of Approximation
SEM	Structural Equation Modeling
SPSS	Statistical Package for the Social Sciences
VBSEM	Variance Based Structural Equation Modeling
UWES	Utrecht Work Engagement Scale

CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

The banking industry in Malaysia underwent successful restructuring and consolidation in 2003 with the objective to change and rebuild the domestic financial infrastructure. As a result, 54 banking institutions have been reduced to 10 domestic anchor banking groups. The consolidation involved two phases. During the first round of consolidations, the government imposed a RM2 billion capitalization on the banks. The second phase of consolidation from 2004 onwards involved further mergers of individual banks and finance company subsidiaries and also mergers among the 10 banking groups.

The global financial crisis which happened from the period 2007-2008 has forced the banking industry to increase its competitiveness for business survival. Most of the commercial banks have reviewed the policies on customers and simultaneously reviewed the benefits to employees for the purpose of adapting to the current economic scenario. A high engagement level of employees is very important during a financial crisis. Due to these external forces resulting from financial crises, work engagement has emerged as the most exciting topic among top management since it is one of the important elements for business survival.

In today's challenging business atmosphere and declining global work engagement, recruitment of good workers and the process of retaining them in the company have become uphill tasks in terms of producing positive results for the performance of the company.

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In the Asia Pacific region, the result from the research on average score of work engagement level shows a reduction from 60% to 56% in 2010, making it the highest decline in the last 15 years (Aon Hewitt, 2011). However, the engagement level rose slightly to 60% in 2012, up two percentage points from 58% in 2011 (Aon Hewitt, 2013).

By examining employee work engagement, employers can create an engagement strategy to augment motivation, behavior, productivity and subsequent business results. Engaging the right employees in the right behaviors remains a critical ingredient for how companies manage the diverse economic conditions facing their organizations today. Harter et al. (2002) commented that based on their research, customer satisfaction, employee retention, service quality, productivity and financial performance, improve when employees are engaged.

Based on the survey by the Gallup (2013) on the state of the Global Workplace which included 142 countries, it has been found that 13% of employees worldwide are engaged at work. Based on the statistics, about one in eight workers of approximately 180 million employees in the countries studied is psychologically committed to his or her job as well as engaged in the company. The remaining employees worldwide, i.e., about 63% are not engaged and 24% are actually disengaged. According to Masood, Dani, Burns and Backhouse (2006), at present, as a result of business markets becoming unstable due to rapid globalization, information flow is becoming more diverse and complex and customer needs and desires are changing; therefore, the organizations and leaders must cope with the need to change.

Further, the workforce is becoming more exposed to the need to enhance performance and be result-oriented. Employers are having a difficult time to engage and retain the best talent in the market. The competition to secure good talent in the market is increasing amongst the employers. According to Gubman (2004), because of this scenario, the market has created more "free agents" to mobilize the talent to the most preferred employer or employee's choice employer. As a result, the talented workforce is becoming diversified with different demographics and values among the different generations (Dychtwald, Erickson, & Morison, 2006). Hence, employers must formulate a proper plan of actions to overcome the challenges during these difficult times.

Based on the research done by Towers Watson (2015) of 40 globally excellent companies, it has been found that three years from now, companies which have recruited highly engaged employees will ultimately achieve excellent financial results in terms of operating and net profit margins as compared to low engaged employees.

Bakker and Leiter (2010) stated that companies are encouraging the employees to work extra hard and even go the extra mile. At the same time, they are expected to stay focused and committed to perform their jobs in order to compete and survive during the current uncertain economic environment.

Organizational agility requires employees to exhibit energy and self-confidence and demonstrate genuine enthusiasm and passion for their work (Bakker & Schaufeli, 2008). In general, the banking sector in Malaysia needs an engaged workforce to drive the company's initiatives towards survival in times of economic uncertainty.

According to a survey by Lim (2001), it has been found that employees in Malaysia are willing to work with their employer for an average of not more than three years. This trend is very worrisome as the exodus of talent from the company will affect the company's overall performance and productivity. Most of the time, the employers need to find replacements for employees who have resigned. Therefore, this study investigates and justifies the main factors that have an impact on employee work engagement.

Most of the employers believe that nowadays, employee work engagement will bring about positive or negative results to the organization, specifically to the company's overall financial performance (John Baldoni, 2013). Many studies have reported that most of the employees nowadays, and in fact, almost half of the Americans labor force, are not engaged completely or some are disengaged. This is known as the "engagement gap" that has caused loss in productivity (Bates, 2004; Johnson, 2004; Kowalski, 2003; Saks, 2006).

In developing countries, a few studies on the relationship between personal resources and engagement have been conducted (Shahpouri et al., 2016). For example, in India, research by Ghosh, Rai and Sinha (2014) has found that organizational justice is significant for driving work engagement in the banking sector.

The factors that drive engagement in western countries are considerably different from eastern countries, specifically Malaysia (Mercer, 2007). This may be due to the national culture having a significant influence over how employees perceive work experience and work engagement.

The primary objective of this study is to contribute to the work engagement literature by examining three variables predicting work engagement, specifically, organizational justice, corporate citizenship and organizational trust.

1.1 Problem Statement

As world economies become uncertain in future, companies around the world are facing hurdles to sustain their business. Most of the companies, including the commercial banks in Malaysia, must plan their strategies ahead in order to survive in this economic environment. One of the important human capital strategies for the purpose of retaining good talent is to increase the work engagement level among the employees. Extraordinary talent is an asset to any organization. The good or talented employees will leave an unstable organization during an economic downturn so as to secure their jobs and survive during difficult periods.

As a result of this economic uncertainty, employees may face a reduction in their salaries and benefits, such as medical bills and insurance from the company. Based on the social exchange theory, employees will reciprocate the benefits they receive from the company. As a result of a reduction of benefits and salary, the employees' level of work engagement will decrease. In many cases, employees will start to give problems to the employer in various ways, such as by being absent from work and bad work behavior and misconduct, which will force the employer to initiate disciplinary action against these employees, including the termination of service or the employees may be asked to voluntarily resign. Due to the above, companies will lose the talented workers and face difficulties due to lack of manpower. The remaining employees with high level of work engagement will begin to feel the pressure due to increased workload when their colleagues resign.

Work Engagement in commercial banks in Malaysia is of utmost importance and should be considered by all employers. This phenomenon is supported by the Financial Services Report by Tower Watson in 2015 that the attrition rate in financial services in Malaysia is high at 13.0%. Furthermore, the rate of disciplinary cases reported to the Industrial Relations Department by the banking industry is increasing every year, which shows that the level of engagement among employees in the banking industry is at a critical stage. In the case of the Malaysia Building Society Berhad (MBSB), the number of disciplinary cases has been increasing every year. A total of 120 cases were registered in 2014, 155 cases in 2015, followed by 183 cases in 2016. All employers should plan effective policies that can overcome the problems in order to maintain a high level of work engagement among employees in the banking industry.

Based on the report from the Malaysian Employers Federation (MEF) in 2014, the annual turnover for 2012 was 17% and 16% in 2013. This trend is considered a high turnover rate in Malaysia. The MEF report also highlights that the companies in Malaysia are experiencing a high attrition rate of between 9.6% up to a phenomenal 75% based on their survey conducted between June 2012 and July 2013 of 143 companies across various sectors, including the financial sector in Malaysia.

In a study by AON Hewitt (a human capital consulting and outsourcing firm) titled, "APAC Year on Year Attrition Rate (2009-2011)", Malaysia was placed sixth in the Asia-Pacific in 2011 for staff turnover with a 15.9% attrition rate. The study placed Malaysia behind China (24.4%), Australia (19%), India (18.6%), Hong Kong (16.3%) and Indonesia (16.1%). Clearly, the job-hopping trend is not limited to Malaysia.

Employees who are engaged in their daily work and committed to their company will help enhance the competitive advantage through higher productivity and lower employee turnover. Therefore, all companies, regardless of the size and industry, must invest in development in human capital across their organizations for the purpose of increasing staff engagement and their commitment.

Engaged employees are more likely to be high performers compared to the less engaged employees. These employees are five times less likely to leave the organization (Robinson et al., 2004). The engaged employees will mingle with other employees to learn and improve their performance. Through their full engagement with the company, they can easily understand the business environment of the company, which in turn, will benefit the company in terms of generating more profit.

As noted by Robinson et al. (2004), companies must make efforts to nurture work engagement. The process really needs a two-way relationship between staff and the owner of the company. According to research findings by Gallup in 2009 which covered the United States of America (USA), the United Kingdom (UK) and Japan, only one-fifth of employees are engaged in their work in these three countries. The level of engagement further declined every year and the companies lost their productivity amounting to US300 billion annually in the USA, US94.5 billion in the UK and US232 billion in Japan. In Australia, the engagement level was worst which registered productivity losses between US37.5 to US47.2 billion (Gallup, 2009).

With the above scenario, there is a crucial need to have more comprehensive studies on the factors that influence work engagement among bank employees. The results of this study will

give a new perspective to the findings of previous studies on the issue of work engagement of bank employees. The main purpose of this research is to explore the factors that influence work engagement among bank employees in Malaysia.

For the purpose of this research, two independent variables, i.e., corporate citizenship and organizational justice, are examined with work engagement as the dependent variable. Organizational trust acts as the mediator between the independent variables and dependent variable. Due to evidence that there is a positive relationship between numerous relevant firm outcomes and work engagement, practitioners and researchers are interested to learn more about work engagement.

According to Maxfield (2008); and Shen and Chang (2009), in spite of much research related to corporate citizenship and instrumental factors, there is insufficient information on how influential corporate citizenship is towards work engagement and organizational trust. Undeniably, employee work engagement that characterizes staff's psychological attachment to their daily work has been overlooked in corporate citizenship literature.

Previous scholars have concluded that organizational justice impacts employees' workplace attitudes and behaviors (Colquitt, 2001; Folger & Skarlicki, 1989). While scholars have recognized the positive effects of organizational justice (Lowe & Vodanovich, 1995; McFarlin & Sweeney, 1992), they have also found that failure to implement organizational justice can produce negative behaviors (Cropanzano et al., 2001; Hollinger & Clark, 1983; Skarlicki & Folger, 1997). Few studies have examined the relationship between organizational justice and employee engagement. Among those that have, Saks (2006) tested the effect of procedural and distributive justice on work engagement and found no association

between these variables. According to Bakker and Demerouti (2008), engaged employees with emotionally positive and excellent health conditions, will contribute more to the company as compared to burn-out and disengaged employees.

Based on the points highlighted, no recent research has been attempted to examine the role of organizational trust as mediator in the relationship between corporate citizenship, organizational justice and work engagement. Hence, this research discusses the mediating effect of organizational trust on the relationship between corporate citizenship, organizational justice and work engagement.

Previous studies on employee work engagement have focused more on job demand and job resources and have failed to capture the other aspects of corporate citizenship, organizational justice and organizational trust. These three factors are very important because they will increase work engagement between the employees and the company which will contribute more in terms of organizational performance (Agarwal, 2014 ; Lin, 2010 & Khuong, 2015).

Contextually, these three variables are very critical in the banking sector. Corporate social responsibility (CSR) is one of the items to be reported in the Annual Report. Both organizational justice and organizational trust are also important to the organization. In terms of organizational justice, employers should treat the employees fairly and without bias for the employees to perform excellently in their daily tasks (William, 1999). Organizational justice is a pillar in the organization in terms of providing rewards, segregation of daily tasks and decision on promotion of the employees (Coetzee, 2005). Accordingly, organizational trust is also important in the banking sector. The element of organizational trust is a key in the social exchange relationship and encourages employees to reciprocate the good deeds of their

employers. Theoretically, based on previous studies on work engagement, most researchers have not focused on the dimensions of corporate citizenship. However, in this study, the four dimensions are considered for analysis as similar to organizational justice, previous researchers have not focused on its dimensions, such as distributional justice, procedural justice and interactional justice. For organizational trust, this variable acts as a mediator between corporate citizenship, organizational justice and work engagement, which no previous research has attempted to examine.

In the Malaysian financial sector, those employees who are not engaged will create a lot of disciplinary issues, such as habitual late coming and even fraud. These phenomena can contribute to high attrition rate in the financial sector.

The three variables mentioned above are critical to be studied in the Malaysian banking sector because they impact on the performance of employees which indirectly will effect also the performance of the company. Productivity of any company depends on the performance of the engaged employees. Anitha (2014) posited that employee work engagement has significant impact on employee performance. Employees who are involved in disciplinary issues will be less engaged as compared to engaged employees. Engaged employees will carry out their responsibilities to achieve organizational goals and will motivate their colleagues as well.

In the context of CSR, Ferreira and de Oliveira (2014) found that employees who are exposed to CSR are more engaged in their work. According to Bhattacharya et al. (2008), engaged employees are questioning the meaning of their work and companies who fail to handle this situation will face a challenge in attracting, retaining and engaging the best employees.

Employees' buy-in is a key factor for ensuring employee work engagement with CSR (Davies and Crane, 2010). Forbes Magazine, in an article published in January 2012, stated that the connection between CSR and employee work engagement continues to grow. Another study undertaken by A Hewitt and Associates (2013) covering 230 workplaces and reaching more than 100,000 employees, found that the more companies are actively engaged in CSR practices, the more engaged their employees are.

Furthermore, results from a study produced by the Society for Human Resources Management (SHRM) show that companies with sustainability programs have higher employee morale and loyalty. In the Malaysian banking sector, most financial institutions have made allocations in their annual budget for CSR activities. Maybank Group allocated about RM22 million for CSR in 2012 (Annual Report, 2012) and CIMB Group allocated about RM100 million for CSR activities through the CIMB Foundation in 2013 (Annual Report, 2013).

Through these sustainability programs, such as CSR, most employees will find more meaning in their work, have increased morale and indirectly become more engaged in their work. Many previous studies have found a significantly positive relationship between CSR and organizational performance (Campbell, 2007; Mackey et al., 2005; Orlitzky et al., 2003; Waddock and Graves, 1997).

In the context of organizational justice, Hadi, Ardakani, Harooni and Pour (2013) observed that organizational justice and its dimensions have a relationship with work engagement among the employees working in the education area. Another study by Ghosh, Rai and Sinha (2014) of India's commercial banks found that the three dimensions of organizational justice,

i.e., distributional, procedural and interactional justice, have a positive correlation with work engagement.

Abbasi and Alvi (2012) observed that organizational justice can enhance the level of employee work engagement in the banking sector of Pakistan. Organizational justice plays an important role in promoting employee work engagement in the corporate sector, particularly banking. This study provides evidence to senior practitioners in the banking sector of Pakistan that justice in all procedures and systems of the organization can guarantee loyal and committed employees to serve over a long period of time, thus reducing turnover and improving organizational productivity and efficiency. In financial institutions, the employees will be fully engaged with their work if organizational justice is being practiced in the company. The employer must pay their employees what they deserve, implement open and fair procedures to all employees, meet employees regularly and keep an "open door policy" when dealing with them.

In the context of organizational trust, Blau (1964) commented that organizational trust is an important factor in order to create a strong social relationship. It also contributes to the employees' feeling safe in the workplace and that they are receiving support from the employer. As a result, employees will improve their commitment towards the organization and indirectly improve their performance which will benefit the company in terms of achieving its business objectives. The existence of a climate of trust in the organization will keep the employees together and enable them to trust each other.

However, one of the common issues in the banking industry is the absence of trust between the staff and the management (Abbasi & Alvi, 2012). Often, superiors fail to involve the

employees in the decision-making process because they do not trust the staff. As a result, this situation will create distrust in the company.

According to Khanifar et al.(2009), much effort does not necessarily guarantee that a desired result could be achieved. Therefore, staff should realise the importance of achieving organizational goals through cooperation as this can lead to increased productivity. To establish this cooperation, there should be mutual trust among employees and between employees and their superiors. Khanifar et al. (2009) further added that all employees must cooperate with each other for the purpose of enhancing productivity and getting good outcomes. Therefore, there should be mutual trust amongst employees and also between employees and managers.

Previous studies by Poon (2006) have shown that the existence of trust amongst employees will lead to employees' willingness to mix with each other comfortably. They voluntarily and unselfishly contribute to the society. Based on the findings by Hadi et al. (2013), when there is trust in the organization, there is a sense of belonging and involvement amongst employees and managers. They will be more engaged in and committed to their jobs and the organization and indirectly contribute to desired organizational outcomes, such as increased motivation, job satisfaction, productivity and Organizational Citizenship Behavior (OCB).

Based on the above scenario, the three factors mentioned are very important and critical to study in the financial sector because they will increase work engagement between the employees and the company which will contribute more in terms of organizational performance.

1.2 Research Questions

This study addresses the following research questions:

1. Does corporate citizenship (perceived economic citizenship, perceived legal citizenship, perceived ethical citizenship and perceived discretionary citizenship) have an impact on Work Engagement?

2. Does organizational justice (distributional justice, procedural justice and interactional justice) have an impact on Work Engagement?

3. Does organizational trust has an impact on Work Engagement?

4. Does organizational justice have an impact on Organizational Trust?

5. Does corporate citizenship have an impact on Organizational Trust?

6. Does organizational trust mediate the relationship between Corporate Citizenship and Work Engagement?

7. Does organizational trust mediate the relationship between Organizational justice and work engagement?

1.3 Research Objectives

The specific objectives of this study are:

1. To determine the direct effect of corporate citizenship (perceived economic citizenship, perceived legal citizenship, perceived ethical citizenship and perceived discretionary citizenship) on work engagement.

2. To identify the direct effect of organizational justice (distributional justice, procedural justice and interactional justice) on work engagement

3. To examine the direct effect of organizational trust on work engagement

4. To analyse the direct effect of corporate citizenship on organizational trust

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5. To examine the direct effect of organizational justice on organizational trust

6. To investigate the mediating effect of organizational trust in the relationship between corporate citizenship and work engagement

7. To investigate the mediating effect of organizational trust in the relationship between organizational justice and work engagement

1.4 Scope and Limitations of the Study

The scope of the research is confined to a sample of employees in Malaysian commercial banks registered with the Malayan Commercial Banks' Association (MCBA). The study aims to examine the level of work engagement of the employees in the commercial banking sector in Malaysia.

The bank employee in the commercial banking sector in Malaysia is the unit of analysis in the study. In this research, the bank's employees comprise of non-executive which is clerical and non-clerical up to management level employees.

The variables under study for this research include corporate citizenship, organizational justice, organizational trust and work engagement. There are four dimensions of perceived corporate citizenship which is economic, legal, ethical, and discretionary citizenship. Meanwhile, distributional justice, procedural justice and interactional justice are dimensions for organizational justice. 'Banking Sector' refers to the commercial banking industry in Malaysia.

1.5 Definition of Key Terms

i) Work Engagement

According to Schaufeli et al. (2002), work engagement is defined as a positive, fulfilling, work-related state of mind characterized by vigor, dedication and absorption. The conceptual basis for work engagement has been provided by Kahn's (1990) ethnographic study of an architectural firm. He defined engagement as the harnessing of organization members to their work role by which they employ and express themselves physically, cognitively and emotionally during work performance.

ii) Corporate Citizenship

Corporate Citizenship or CSR is defined by Wood (1991) as the social responsibility of businesses and the extent to which they meet legal, ethical and economic responsibilities as established by shareholders. The goal is to produce higher standards of living and quality of life for the communities that surround them and still maintain profitability for stakeholders.

According to Maignan and Ferrell (2000) and based on their research and previous literature review, corporate citizenship is divided into four dimensions in terms of employees as stakeholders: (1) economic citizenship, referring to the firm's obligation to bring utilitarian benefits to various stakeholders; (2) legal citizenship, referring to the firm's obligation to fulfil its business mission within the framework of legal requirements; (3) ethical citizenship, referring to the firm's obligation to abide by moral rules to define proper behavior in society; and (4) discretionary citizenship referring to company's responsibilities to conduct the programs voluntarily although it is not requested by regulators.

iii) Organizational Justice

Organizational justice, first postulated by Greenberg in 1987, refers to an employee's perception of his or her organization's *b*ehavior, decisions and actions and how these influence the employees' own attitude and behavior at work. Previous scholars have divided organizational justice into three categories: distributive justice, procedural justice (Greenberg et al., 2004; Greenberg, 1993) and interactional justice (Bies and Moag, 1986; Skarlicki and Folger, 1997).

Distributive justice is one of the dominant aspects of organizational justice (Adams et al., 2002; Greenberg et al., 2004) and is one of the oldest forms of justice (Moon et al., 2008). It is defined as employees' perceptions of the general balance between the comprehensive scope of investments made and rewards received at work (Janssen, 2005).

Procedural justice refers to the process by which outcomes, such as promotions or budgetary allocations, are made (Cohen-Charash & Spector, 2001).

Interactional justice pertains to the treatment employees receive from the decision-makers. This dimension includes two sub-dimensions: interpersonal and informational justice. While interpersonal justice refers to respectful treatment, informational justice refers to decisions, truthfulness and adequacy. These two dimensions are highly interrelated (Colquitt, 2001), with some authors arguing that they are very similar (Cropanzano and Ambrose, 2001).

iv) Organizational Trust

Organizational trust is defined as the extent to which one person can expect predictability in the other's behavior in terms of what is 'normally' expected of a person acting in good faith (Gabarro and Athos 1976).

1.6 Significance of the Study

This study is important from both theoretical and practical perspectives. Around the world, all business owners are struggling to meet the demand or strive for perfection in delivering products and services to their customers due to the competitive and dynamic business environment.

Having discussed the above scenario, work engagement has greatly attracted the interest of both practitioners and academicians. Within the human resources fraternity, many practitioners and researchers have made the conclusion that work engagement has a very significant role in human resource practices, particularly in facing today's economic turbulence.

From the theoretical point of view, this study makes the following clarifications:-

1) Most of the previous research has been conducted to explore three areas, i.e., individuals, their job and inter-organizational characteristics, which will impact work engagement. There is still a grey area on how corporate citizenship and organizational justice drive work engagement. Hence, this research empirically links corporate citizenship and organizational justice to work engagement with organizational trust as the mediator.

2) Lin (2010) tried to establish a model by using the attachment theory as a basis. The model focuses on the role of corporate citizenship in relation to organizational trust and work engagement; it was found that work engagement is positively related to corporate citizenship, which includes economic, legal, ethical and discretionary citizenship, whereas work engagement is indirectly related to corporate citizenship when mediated by organizational trust. Drawing from the attachment theory, this research tested the mediating role of organizational trust in the corporate citizenship-engagement relationship in banking industry.

3) Another study by Agarwal (2014) tested a research model by using the social exchange theory to examine the effects of contextual variables, such as organizational justice (procedural justice, interactional justice and psychological contract) and organizational trust on work engagement. Drawing from the social exchange theory, this research tested the mediating role of organizational trust in the justice-engagement relationship.

4) This research is based on a new research model in the commercial banking industry, whereby the research framework is based on the attachment theory and social exchange theory that examine the function of corporate citizenship and organizational justice in the establishment of organizational trust and work engagement.

5) This research addresses the gap by examining the impact of justice and corporate citizenship on employee engagement. Macey et al. (2008) argued that employees will be engaged only when they feel they are treated fairly in terms of distribution of rewards, procedures by which decisions to give rewards are made and whether

managers and colleagues display courtesy, warmth and support in their interactions. Nevertheless, limited effort has been made to study the organizational justice-corporate citizenship-work engagement relationship with organizational trust as a mediator. This research examines work engagement based on the effects of organizational justice and corporate citizenship with organizational trust as a mediator.

6) When further reviewed, there are two differences. Firstly, earlier studies have not examined economic, legal, ethical and discretionary dimensions in corporate citizenship in relation to organizational trust or work engagement, whereas this research investigates corporate citizenship according to these four dimensions. This can show how the four dimensions influence work engagement. Previous research has failed to take account multi-dimensions. Secondly, no previous study has examined organizational trust as the mediator between the four dimensions and work engagement. Therefore, in this study, organizational trust mediates between work engagement and corporate citizenship. Corporate citizenship also has a direct effect on work engagement.

7) Although researchers have studied the direct effects of organizational trust on work engagement, organizational trust has not been examined as a mediator in the justice-corporate citizenship-work engagement relationship. Aryee et al. (2002) stated that organizational trust is a manifestation of social exchange, which underpins expressing mutual loyalty, goodwill and support. Employee perception of justice makes organizations trustworthy, which in turn, influences employee behavior (Blau, 1964).

8)   In a recent study by Schneider et al. (2009), he only suggested a model of work engagement with organizational trust as a mediator between the justice climate and work engagement. For this present study, another construct, i.e., corporate citizenship, is included in the framework as a new model to be, particularly in the commercial banking sector in Malaysia. This study examines organizational trust as the mediating variable influencing the justice-corporate citizenship-work engagement relationship.

9)   Most previous work engagement research has been conducted in western countries where cultures are typically individualist and low in power distance (Hofstede, 1997). Since work engagement itself can differ across cultures (Abrams et al., 1998), exploring different working populations is important, particularly in this research, where the population comprises employees in commercial banks in Malaysia.

From a practical point of view, this study clarifies as follows:-

1)   The evolving nature of employment contracts and concurrent changes in work arrangements have foregrounded management discussions of organizational justice (Viswesvaran & Ones, 2002). However, these factors have not been sufficiently considered in recent employee engagement conceptualizations (Bakker et al., 2008; Chughtai & Buckley, 2008). Through this research, we are trying to understand the effect of the variables (corporate citizenship, organizational justice, organizational trust and work engagement) on the commercial bank employees in Malaysia. The employers are required to identify the factors that affect work engagement in order to retain talent in the organization.

2)   Both the practitioners and researchers need to put in more effort to understand the factors causing employees' resignation as this could assist the company to manage the costs arising from resignations. Every organization will encounter problems when employees resign and this directly disrupts the operations of the organization. This is because organizations rely so heavily on the human factor (Stohr, Self, & Lovrich, 1992). Recruitment, testing, selection and training of new staff are expensive (Kiekbusch, Price, & Theis, 2003).

3)   Furthermore, employees' turnover will disrupt the social network and contacts that staff members develop over time with other employees (Mitchell, Mackenzie, Styve, & Gover, 2000). Employee morale can be impacted by turnover (Byrd, Cochran, Silverman, & Blount, 2000; Stohr, Self, & Lovrich, 1992). Operational functions are disrupted due to insufficient staffing which typically leads to overworking of the remaining staff.

4) The banking sector is chosen for the study because of several reasons: First, organization such as banks where tasks are complex and require high levels of interdependence, cooperation and information sharing, is particularly important for effective functioning in organizations,. Second, most of the public scandals, fraudulent cases, financial crises, recessions, and so on, are very critical issues being discussed of late in the financial industry.

The overall purpose of this study is to contribute to work engagement research by exploring the relationship between organizational justice and corporate citizenship with organizational trust as a mediator among employees in commercial banks in Malaysia.

In a nutshell, the current study examines the relationship between organizational justice and corporate citizenship with organizational trust as a mediator among employees in the commercial banks in Malaysia and work engagement within one of the fastest-developing economies, i.e., Malaysia involving all levels of the workforce, that forms the basis for an organization's competitive advantage (Tushman & O'Reilly, 1996).

1.7 Organization of the Thesis

This thesis has five chapters.

Chapter 1 (Introduction) provides an introduction to the research background and significance, research questions and the structure of this thesis.

Chapter 2 (Literature Review) presents an overall conceptual framework for the research topic. It reviews the literature on work engagement, underlying theory, Corporate Citizenship, Organizational Justice and Organizational Trust as a mediator. Specific research hypotheses are developed from the literature review.

Chapter 3 (Research Methodology) justifies adopting certain demographic variables and choosing a combination of face-to-face survey and online survey methodology, and presents the unit of study, population, sample size and sampling procedures. It introduces the questionnaire used, including the questionnaire design, content and coding, as well as measures for the variables. It also describes the data collection methods.

Chapter 4 (Data Analysis and Results) explains structural equation modelling (Partial Least Squares) which is used to analyze the data and present the results of the statistical analysis of the data.

Chapter 5 (Discussion and Conclusion) summarizes the findings, discusses the implications, describes the limitations of the research and offers direction for future research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provides a review of the literature on work engagement, corporate citizenship, organizational justice and organizational trust. The review of related literature consists of conceptualization of the construct and theories that may support relationships between the constructs. Based on the literature review, seven hypotheses are developed.

2.1 Work Engagement Concept

In recent years, there has been an increasing number of studies on work engagement as interest in the subject is growing among researchers. According to Kahn (1990), the word, "engagement", refers to how individuals include their personal selves during work role performances. In other words, the employees express themselves physically, cognitively and emotionally during performance of their jobs. When employees are performing their jobs, the level of engagement will increase when the element of psychology exists within them. Maslach (1988) defined engagement as the antithesis of job burnout, or the positive side of the same psychological coin. The term, "engagement", has been used in several ways.

Kahn (1990) stated that personal engagement will exist when the employees perform their jobs physically, cognitively and emotionally in the correct environment and time. Furthermore, he also posited that increase in the relationship of the individual and the role is a result of the mixture of the appearance of an individual's preferred self-yield behavior. Schaufeli and Bakker (2010) defined work engagement as the psychological state that

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accompanies the behavioral investment of personal energy. The term represents how employees understand their tasks and whether or not to be more motivating and enthusiastic. They also regard the given tasks as something they really want to dedicate their time and hard work to (the vigour); as an important and significant search (dedication); and as interesting and something on which they are entirely focused (absorption) (Bakker et al., 2008).

Bakker et al. (2008) posited that work engagement is characterized by a high level of energy and strong identification with one's work. Kahn (1990 & 1992) concluded that it is a dynamic, dialectical relationship that exists between the person who drives personal energies (physical, cognitive, emotional and mental) into his/her work role on the one hand, and the work role that allows this person to express himself or herself on the other.

Previous studies by Demerouti et al. (2001) and Schaufeli and Bakker (2004) have established antecedents of work engagement and both of them used the job demand-resource model to investigate work engagement. In their research, they also considered the findings of Maslach and Leiters (1997) on employee burnout by concentrating on how job resources (e.g., performance feedback, job control, participation in making decisions and social support) and job demand (shift work, physical demand and time pressure) are linked to employees' work engagement. According to Demerouti et al. (2001), when employees are lacking in job control, performance feedback, participation in decision-making and social support, they are likely to be disengaged in their work.

Job demand is defined as the call for employees to physically and/or psychologically concentrate fully on their jobs until they are completed. Meanwhile, job resources refer to the reservoir of energy that employees could draw from in order to cope with their job

demands and to achieve their work objectives. Research by Salanova and Schaufeli (2008) concludes that job demands and employee exhaustion are linked to each other. There is also a positive relationship between job resources and employees' work engagement.

Johnson and Hall (1988) stated that employees may possibly go through psychological stress and cardiovascular disease when they experience high job demand, low control, low social support and poor reward. Karasek (1979) suggested that employers must allow their employees to decide certain actions with regards to their work in order for these employees to be more involved and engaged in their work.

According to Bakker and Demerouti (2008); Korunka et al. (2009); and Schaufeli and Bakker (2004), social support from colleagues and supervisors, performance feedback, skill variety, autonomy, co-worker support, supervisor support, decision latitude and learning opportunities, which are job resource components, are positively related to work engagement. Mauno et al. (2007) also produced the same results. His two-year longitudinal study in Finland on health care personnel found that job resources, rather than job demand, are positively related to employees' work engagement. Hakanen et al. (2006) found that job control, information, supervisory support, innovative climate and social climate, which are components of job resources, are positively related to work engagement.

Maslach (1998) suggested job burnout as the opposite of work engagement. Through his findings, job burnout is the negative side of work engagement. In more detail, according to Maslach, Jackson and Leiter (1996) and based on the Maslach Burnout Inventory-General Survey (MBI-GS), it has been observed that engagement is the opposite of the outcomes. Burnout is defined by the MBI-GS as a combination of emotional exhaustion,

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depersonalization and the lack of self-efficacy or personal accomplishment. Maslach and Leiter (1997) posited that engagement is perceived as high levels of energy, involvement and a personal accomplishment or self-efficacy. Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) do not agree with the view. They posited that there are conflicting variables that need to be examined using independent instruments even though these two variables, i.e., burnout and engagement, are connected.

When a comparison between Maslach and Leiter (1997) and Schaufeli et al. (2002) is made, a different view is given by Schaufeli et al. (2002) on the third variable of engagement, i.e., either absorption or dedication or vigor. They also posited that self-efficacy should not be a part of the conceptualization of work engagement. Their belief, which is supported by their findings, is that the third variable should be absorption and not be considered the direct opposite of efficacy.

The definition utilized by Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002) is that work engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption (Schaufeli et al., 2002). They further defined engagement to be an affective cognitive state that is persistent and not focused on any particular object, event, individual or behavior. Vigor is defined as high level of energy, resilience and the willingness to invest effort in one's work and display persistence when encountering difficulties. Dedication is characterized by a sense of significance, enthusiasm, inspiration and pride. Absorption is characterized by being deeply engrossed in one's work, where time passes quickly, and one has difficulty detaching oneself from work. Schaufeli et al. (2002) developed three scales which were assessed by Utrecht Work Engagement Scale (UWES).

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Shirom (2003) tried to define vigor positively. He stated vigor as a positive, work-related affective response to one's job and work environment. The Shirom-Melamed Vigor Measure (SMVM) dignified vigor by assessing three subscales, i.e., cognitive liveliness, physical strength and emotional energy. The fundamental theories of work engagement by Schaufeli and vigor by Shiromare parallel. Both frameworks show that there is a link between the individual to his or her work that he or she performs.

Saks (2006), in investigating the antecedents and consequences of engagement, came out with a different concept of engagement. Saks found that employee engagement is still a distinct and separate factor even though there is a similarity between employee engagement and job involvement, organizational citizenship behavior and organizational commitment. Saks also developed two scales that measure job engagement and organization engagement. Saks defined the job engagement character as immersing oneself into the job or losing track of time while performing the job; and the organizational engagement character as an individual's involvement in the organization and feeling exhilarated to be a part of the organization.

Maslach and Leiter (1997) considered positive fit as work engagement. A positive fit could be generated between the employee and organization through the perception of justice and the significance of one's work. Other researchers, such as Schaufeli and Salanova (2005), share the same view on the way work engagement grows. Based on attachment theory, work engagement is related to the relationship to available resources, staff confidence and belief and commitment to work.

Work engagement is a concept that is related to positive organizational behavior that has been developed in previous years. According to Macey et al. (2008), engagement is defined as a psychic kick of immersion, striving, absorption, focus and involvement. Meanwhile, according to Cameron, Dutton, and Quinn (2003); and Kahn (1990), engagement is a discretionary effort, achieved through the investment of physical, cognitive and emotional energy in work roles. In addition, Ashforth and Humphrey (1995) defined engagement as investing hands, head and heart.

Kahn (1990) provided the conceptual basis for work engagement through an ethnographic study in an architectural company. He defined engagement as the harnessing of organization members' selves to their work role by which they employ and express themselves physically, cognitively and emotionally during work performance.

Schaufeli et al. (2002) stated that work engagement is a positive, fulfilling, work-related state of mind characterised by vigour, dedication and absorption. Vigour refers to high energy and mental resilience while working, a willingness to invest effort in one's work and persistence even in the face of difficulties. Dedication refers to a 'sense of significance, enthusiasm, inspiration, pride and challenge' while absorption is characterised as being fully concentrated and deeply engrossed in one's work, whereby time passes quickly and one has difficulty detaching it from work.

Despite the proliferation of engagement-related research, a number of writers have argued against viewing it as a new construct, calling it 'old wine in a new barrel' (Macey & Schneider, 2008; Newman & Harrison, 2008), resulting in the 'Jangle Fallacy' (Kelley, 1927). Engagement as a concept has faced scrutiny due to near redundancy with three classic

job attitudes: job satisfaction (JS), organizational commitment (OC) and job involvement (JI). OC is the relative strength of the individual's identification with and involvement in a particular organization, characterized by at least three related factors: (1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to maintain membership in the organization (Mowday, Porter, & Steers, 1982). JI, on the other hand, focuses on the cognitive energy individuals invest to maintain identities related to work; a job-involved person sees his or her job 'as an important part of his or her self-concept' (Lawler and Hall, 1970). JS refers to a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience' (Locke, 1976).

Work engagement, on the other hand, is defined as the harnessing of an employee's full self in terms of physical, cognitive and emotional energies to work role performances (Kahn, 1990). Delineating the differences between work engagement and other psychological constructs, Inceoglu, Fleck, and Albrecht (2010); and Yalabik et al. (2013) noted that while engagement is characterized by high arousal, JS and OC are characterized by less-activated positive feelings, such as contentment and comfort. Further, while JI focuses on the cognitive energy individuals invest to maintain identities related to work, JS focuses on affective reactions and the need to maintain happiness and OC is an affective-cognitive dimension.

Rich, Lepine, and Crawford (2010) argued that none of the old constructs has any utility beyond the possibility that individuals can choose to invest their affective, cognitive and physical energies simultaneously into role performance as with work engagement. Hallberg and Schaufeli (2006), using confirmatory factor analysis, showed that engagement, JI and OC are distinct constructs.

In addition, studies have found that engagement is not the same as 'workaholism' (Schaufeli, Taris, and Van Rhenen, 2007). Unlike workaholics, engaged employees work hard because working is fun and not because of a strong and irresistible inner drive. Albrecht (2010) revisited the arguments on whether or not engagement represents 'same lady, different dresses'. He drew borders among the competing concepts of OC, JI and OCB and emphasized work engagement, suggesting that its scope is larger than the other three; its source of behavior is related much more to work and organization; its personality type is high on 'active coping'; its basic orientation is non-submissive; its situational compatibility is unlimited; and it is high on inter-organizational transferability.

To summarize, while it is important to acknowledge some overlap between engagement and other similar constructs, there is enough empirical evidence to suggest that work engagement is much more than a repackaging of related constructs (Bakker, Albrecht, & Leiter, 2011). At an aggregate level, none of the old psychological constructs accounts for the possibility of investment of cognitive, emotional and physical energy simultaneously; therefore, work engagement provides a more comprehensive explanation for job performance than do concepts that depict the self more narrowly. Work engagement is also considered a better job performance predictor than many old constructs (Rich et al., 2010). Clearly, it is a unique construct that deserves the same theoretical and practical attention as other more established organizational constructs (Bakker et al., 2011).

2.2 Corporate Citizenship

The early writings on CSR or Corporate Citizenship started in 1953 by Bowen's Social Responsibility of the Business Man. During the 1960s, many researchers tried to define CSR. According to Davis (1960), CSR is defined as businessmen's decisions and actions taken for

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reasons at least partially beyond the firm's direct economic or technical interest. Since then, more studies have discussed the ideas of Corporate Social Performance (CSP) and CSR. Carroll (1999) defined the four parts of CSP as economic responsibilities, legal responsibilities, ethical responsibilities and discretionary responsibilities. He further elaborated that managers who choose CSR should consider at least three criteria in defining CSR.

Carroll (1999) stated that during the 1980s, the focus on developing new or refined definitions of CSR gave way to research and writings to alternative concepts and themes, such as corporate social responsiveness, public policy, business ethics and stakeholder theory/management. He further emphasized that in the early 1990s, there was a decrease in contribution to the literature on CSR. However, when Wood (1991) revisited the CSP framework, there was an increase in the interest in CSR. Later, she introduced three dimensional CSP frameworks. The first category comprises legitimacy, public responsibility and individual principle.

In the second category, processes of corporate social responsiveness, environmental assessment, stakeholder management and issue management are acknowledged. The final category is corporate behavior, which includes social impacts, social programs and social policies. Hence, CSR is perceived by customers as the responsibilities that the owner of the business carried out, establishing the policies and decision-making process. Furthermore, all the transactions must comply with the business objectives and values of the community. However, Frederick (1960) posited a different view on CSR. According to him, CSR is a social responsibility which includes society's economic and human resources and not merely related to private persons and firms. Likewise, Friedman (1962) also concentrated on social

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responsibilities that maximise the resources to produce profit for the company. The business activities are governed by laws and free competition according to the laws and ethics of business.

Jones (1980) posited that CSR is the perception that corporations have an obligation to groups in society other than stockholders and beyond that prescribed by law and union contract. According to Kotler and Lee (2005), CSR is a commitment to improve community well-being through discretionary business practices and contributions of corporate resources.

The World Business Council for Sustainable Development (2002) interprets CSR as the commitment of the company to contribute to the sustained economic development by working with employees, their families, the local community and the entire society, in order to improve quality of life. In addition, Wood (1991) explained CSR as a business organization's configuration of principles of social responsibility, processes of social responsiveness and policies, programs and observable outcomes as they relate to the firm's societal relationship.

Chaudhary (2017) stated that organizations are increasingly adopting socially responsible business practices in response to increasing competition and rising commercial pressure from multiple stakeholder groups. In this current situation of turbulent business environment, it is important to ascertain the business value of CSR efforts of an organization. At the same time, organizations need to capitalize on their CSR investments for the sustainability of business operations.

Maignan and Ferrell (2000) defined corporate citizenship as developing rapidly across a variety of popular initiatives, such as the financing of employees' education, promoting ethical training programs, adopting environment-friendly policies and sponsoring community events. As a result, a firm will get an advantage through corporate citizenship by charging the premium price for products, developing a corporate image and increasing investments. Baker (2003) commented that CSR, from a social perspective, emphasizes how the company carries out its processes in doing business which will affect the society. According to Kok et al. (2001), CSR is the obligation of the firm to use its resources in ways to benefit society, through committed participation as a member of society, taking into account the society at large and improving welfare of society at large, independently of direct gains to the company.

The World Bank (2002) defines CSR as the businesses' obligations to provide renewable economic development through cooperation with employees, their families, the local community and society in a manner that enhances their livelihood and consequently leads to beneficial business and development.

Based on previous research, corporate citizenship is divided into four dimensions, i.e., legal, economic, discretionary and ethical citizenships. Zahra and La Tour (1987) stated that economic citizenship refers to the firm's obligation to bring utilitarian benefits to various stakeholders. Maignan and Ferrell (2000) defined legal citizenship as the firm's obligation to fulfill its business mission within the framework of legal requirements; ethical citizenship refers to the firm's obligation to abide by moral rules defining proper behavior in society; and discretionary citizenship refers to the firm's obligation to engage in activities that are not mandated, not required by law and not expected of businesses in an ethical sense.

Bakker and Demerouti (2008) stated that a potential issue for employees in their job career is to be enthusiastic about and fully involved with their work as shown via the social practices of their organization in corporate citizenship. Morrison et al. (2007) stated that business communities increasingly prefer corporate citizenship to be a set of meaningful social practices that are helpful not only in improving their reputation in public, but also for enhancing work engagement and trust of their employees. This is understandable because work engagement and organizational trust can be achieved through meaningful work.

Both Waddock and Graves (1997); and Becker-Olsen et al. (2006) stated that most previous research has tended to emphasize on the influence of corporate citizenship on instrumental or utilitarian factors, such as business performance or a consumer's purchase. For example, Siegel and Vitaliano (2007) posited that the firm should emphasize on the integration of corporate citizenship with the objective to have an impact on the performance of the company. Baron (2001) stated that firms strive for socially responsible customers by clearly connecting their social contribution to product sales.

Turker (2009) posited that examining different dimensions of corporate citizenship is like opening up the black box of corporate citizenship, because such citizenship does mean something, but not always the same thing to everybody. Economic citizenship has financial impact on employees through welfare and training whereas ethical citizenship has social impact on employees through moral yields. Therefore, it would be incorrect to just concentrate on the codes of ethics without considering the financial incentives. For this research, the definition by Turker (2009) is accepted.

2.3 Organizational Justice
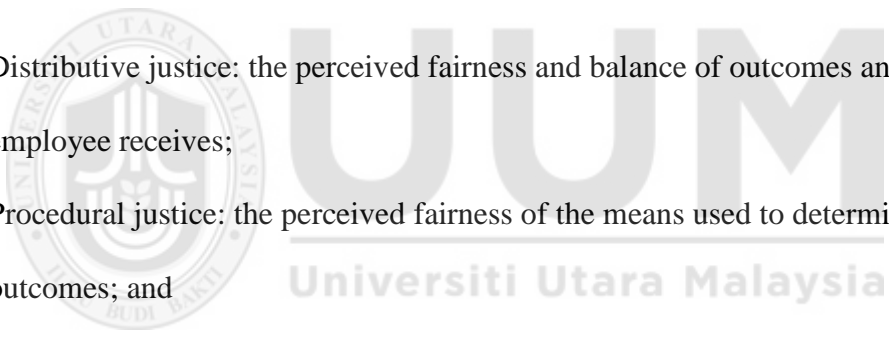
The term, "justice, fairness and equity" are frequently used by management as mentioned by Adams (1963); Leventhal (1980); and Moorman (1991). Bies (1987) related to an individual's beliefs when he mentioned that individual's beliefs, his/her values or normative system decide whether there is fairness in the decisions made by management. According to Greenberg (1990); and Greenberg and Cropanzano (1993), the term, "organizational justice", has been widely used by organizational psychologists. This term which was initiated by Wendell French in 1964 refers to the just, fair and ethical manner in which organizations treat their employees. Adams (1965) further elaborated on it as being based on fairness perceptions. Bies and Tripp (1995) stated that in an organization, justice covers the rules and social norms governing how outcomes (e.g., rewards and punishments) should be distributed, what the procedures used for making such distribution decisions are and how people are treated interpersonally.

Moorman (1991) suggested the term, "organizational justice", discusses the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables. Coetzee (2005) emphasized that organizational justice affects employees' attitude and how they perform besides the success of the organization. Konovsky (2000) highlighted the importance of fairness in organizations. It is the pillar of the success of an organization in terms of promotion decision, distribution of daily duties, decision in providing rewards, etc.

Coetzee (2005) emphasized that organizations need to be properly set up so that employees can mix around with others as people by nature are social beings. According to Suliman and Kathairi (2013), previous research has revealed that so many dealings occur between

employees at work, where justice is a crucial factor. In companies, justice plays an important role and there are always incidents of unseen justice. However, it is often seen when the perception of injustice exists. Podsakoff and MacKenzie (1997) posited that the organizational justice theory is based on the individual's perception of the fairness of treatment received from an organization and the resulting behavioral reaction to such perceptions. On the other hand, Tekleab and Chiaburu (2011) described justice as an expectation of employees with consequences determined based on perceived levels, thus falling within the domain of the social exchange theory (SET).

Generally, there are three types of organizational justice:

(1) Distributive justice: the perceived fairness and balance of outcomes an employee receives;

(2) Procedural justice: the perceived fairness of the means used to determine outcomes; and

(3) Interactional justice: the quality of interpersonal treatment received at the hands of decision-makers.

Adams (1965) defined distributive justice as the fairness of decision outcomes and individuals judge it by determining whether the perceived ratio of outcomes to inputs matches those of another. Leventhal (1976) completed the definition by asking whether resource allocations match appropriate norms. Leventhal (1980) and Thibaut and Walker (1975) defined procedural justice as the perceived fairness of decision-making procedures. They further elaborated that procedures can be evaluated by their level of accuracy, consistency, correct ability, bias suppression, ethicality and the degree to which they allow

voice and input. Bies and Moag (1986) defined interactional justice as the fairness of interpersonal treatment during decision-making procedures. Interpersonal and informational justice are the components of interactional justice. According to Colquitt (2001); and Greenberg and Cropanzano (1993), interpersonal justice describes the degree of respect and good manners authority figures use when carrying out procedures, whereas informational justice describes the degree of justification and truthfulness offered when implementing procedures. Furthermore, Aryee et al. (2002) posited that interactional justice is related to the trust in supervisors, whereas distributive justice and procedural justice are associated with employees' trust in the organization.

Johnson (2007) questioned whether or not the dimensions in the concept of organizational justice can be differentiated, based on extensive research and ongoing debate. According to Colquitt et al. (2005), the dimensions of justice range from one to four. Blader and Tyler (2000); Colquitt (2001); and Colquitt et al. (2001) suggested (based on Greenberg, 1993) the four-factor model of justice: distributive justice, procedural justice and two classes of interactional justice (i.e., interpersonal and informational justice) is different and should be distinguished from one another.

Colquitt (2001) regarded the three-factor model of justice (i.e., distributive, procedural and interactional justice) as the second most commonly used conceptualization after the four-factor model. This three-factor model has been widely used. According to Karriker and Williams (2009), previous research has repeatedly found that all three dimensions of organizational justice relate to employee work-related attitudes and behaviors (Organizational Citizenship Behavior).

This study focuses on distributive, procedural and interactional justice (the three-factor model of justice), which Colquitt (2001) stated has been commonly used in research, besides the four-factor model.

2.3.1 Distributional Justice

Adams (1965) suggested the equity theory which mentions the concept of justice and one of the dimensions is distributional justice. The concept is based on the idea that distribution of outcomes determines social behavior. Examples can be seen through the practices of human resources management, such as recruitment, staff appraisal, mergers and acquisitions and termination or layoff (Johnson, 2007).

Previous researchers, such as Niehoff and Moorman (1993); and Nabatchi et al. (2007) posited that distributive justice discusses the fairness of how outcomes are distributed and/or allocated. According to Niehoff and Moorman (1993), allocation of rewards in an equitable manner shows the degree of distributive justice. In addition, distributive justice also discusses the perceived fairness of managerial decisions relative to the distribution of outcomes, such as pay (Colquitt, 2001); and promotions (Daileyl and Kirk, 1992). According to Clay-Warner et al. (2005) and Simpson & Kaminski (2007); when the distribution of outcomes, such as compensation, benefits and other rewards, meets expectations of employees, distributive justice occurs.

2.3.2 Procedural Justice

Procedural justice research focuses on decision-making procedures of individuals. According to Thibaut and Walker (1975); Austin and Tobiasen (1984); Kressel and Pruitt (1989); and

Suliman and Kathairi (2013), procedural justice refers to people's perceptions of the fairness of the rules and procedures used to determine the outcomes they receive at the workplace. On the other hand, Folger and Cropanzano (1998) viewed procedural justice as fairness issues concerning the methods, mechanisms and processes used to determine outcomes.

Colquitt et al. (2006) commented that employees tend to perceive the organizational system that fulfills justice criteria, when they experience accuracy, consistency, non -biasness and correctness in decision-making procedures. Thibaut and Walker (1975); and Lind and Tyler (1988) found perceived fairness of procedures affects satisfaction with those procedures, independent of their outcomes. Therefore, even if the outcome is unfavorable, individuals will be satisfied with the outcome they receive when they believe that the procedures are fair. It will directly boost and motivate them to do better as they feel that they are given attention due to their job that they have successfully fulfilled (Colquitt & Chertkoff, 2002). This implies how valuable the individuals are to the organization.

2.3.3 Interactional Justice

Bies and Moag (1986) proposed interactional justice as the other dimension of organizational justice, besides distributive and procedural justice. Interactional justice has now become an independent construct and is more distinct and meaningful than procedural justice (Bies & Moag, 1986; Folger & Cropanzano, 1998), even though it was once considered a part of procedural justice (Colquitt, 2001). According to Crow et al. (2012), employees are concerned about whether they are treated with respect and dignity by others, such as colleagues and supervisors, besides being concerned with the outcomes (distributive justice and procedural justice).

According to Bies and Moag (1986), quality of interpersonal processes, treatment of individuals (whether there are elements of sincerity and sensitivity) and the extent to which the reasons behind the outcomes are explained, are three basic ideas discussed in interactional justice. In this research, interactional justice is treated as a single construct rather than dividing it into informational and interpersonal justice.

2.4 Organizational Trust

Organizational trust has been discussed in-depth from multidisciplinary perspectives. However, there is still confusion on the definition and concept of trust even though Bigley and Pearce (1998); and Rousseau, Sitkin, Burt and Camerer (1998) strengthened the trust literature. Mayer, Davis, and Schoorman (1995); Mc-Knight, Cummings, and Chervany (1998); and Rousseau et al. (1998) viewed trust as a behavioral intention, whereas Lewis and Weigert (1985); and Riker (1971) saw trust as an internal action. Cook and Wall (1980); Gabarro and Athos (1976); and Lewicki and Bunker (1995) defined organizational trust as confident, positive expectations regarding a trustee's conduct, motives and intentions in situations entailing risk.

Mayer, Davis, and Schoorman (1995) defined trust as the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other party will perform a particular action important to the trustor irrespective of the ability to monitor or control that other party. This situation exists due to the uncertain feelings, whether the other party will or will not take appropriate action. This happens when the parties are dependent on each other. In other words, one party's objective could not be achieved without the other's.

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According to Robinson (1996), organizational trust is defined as one's expectations, assumptions or beliefs about the likelihood that another's future actions would be beneficial, favorable or at least not detrimental to one's interests. Meanwhile, Zeffane and Connell (2003) defined organizational trust as confidence and absence of suspicion, confirmed by a track record of consistency, kept promises and an ability to correct negative behaviors.

Aryee et al. (2002); Rosen et al. (2009); and Tekleab and Chiaburu (2011) concluded that an employee can lose trust in the organization due to perceived injustices and breaches of the psychological contract which can result in a reduction of trust in the organization. This new idea of organizational trust has been widely used in examining the outcomes of workplace values. The idea that organizational trust can be implemented at the organizational level has been given special attention by the International Journal of Human Resource Management in the February 2003 issue.

Blau (1964) stated the establishment of exchange relations involves making investments that constitute commitment to the other party. Since social exchange requires trusting others to reciprocate, the initial problem is to prove oneself trustworthy. Therefore, fair treatment from the organization will create a social exchange relationship with that employee. Blau (1964) added that organizational trust also allows the development of a more effective exchange relationship between the trustor and trustee. As a result, this will enhance performance behavior on the job. For example, Aryee et al. (2002) emphasized that organizational trust is a key element of social exchange relationships and motivates employees to reciprocate the good deeds of the focal exchange partner. Thus, researchers have given much attention to examining the emergence and impact of trust on employee-organization relationships. Pearce, Branyiczki and Bakacsi (1994) showed that trust in the organization is empirically

related to distributive and procedural justice. Trust of the supervisor is related to interactional justice.

2.5 Underlying Theories

i) Social Exchange Theory (SET)

According to Devan (2006), the SET was introduced by Homans in 1958, which states that social behavior is the outcome of an exchange process to minimize cost and maximize benefits. Based on this theory, when people are involved in a social relationship, they tend to measure the risks and advantages of the relationships. When the risks are more than the benefits, they will cease the relationship.

This theory takes into account a few crucial assumptions. First, in social exchanges, people are rational and obligated to calculate the cost and benefits. Second, people who are involved in relationships will try to increase the profits, specifically when it involves the individual's basic needs. Third, benefits that are generated from the exchange process will lead to the restructuring of social interaction in the organization. Finally, individuals are divided into mission-oriented and profit oriented dimensions in today's competitive social system.

Because of this competition, people will be separated based on their power and privilege. Individual who have power and greater possessions will be at an advantage and hold better position.

The present study sets out to investigate the antecedents of work engagement by employing the assumptions of the SET. The starting point is that social exchange in an employment

relationship may be initiated by an organization's fair treatment or justice of its employees. Given the uncertainty and non-specificity of exchange, social exchange trust is considered as the underlying mechanism.

Accordingly, trust in the organization is examined as an explanatory mechanism in the justice-work engagement relationship. Commensurate with the norm of reciprocity, it is argued that a fair work environment on behalf of the company produces an obligation in terms of work engagement on the employees' part.

ii) Attachment Theory

Sable (2008) defined the attachment theory as a lifespan developmental theory relevant for understanding how certain affectional experiences impact emotional and physical well-being not only during childhood, but also throughout adulthood, including during their working life as well. The company functions as the organization that the employees are attached to during their working period.

According to Keller and Cacioppe (2001), the relationship between employees and their organization which suggests attachment dynamics, the relationship must involve some types of affectional bond (e.g., corporate citizenship).

Sable (2008) posited that the attachment theory is based on the premise that human beings, like animals, have a natural inclination to make and maintain lasting affectional bonds or attachments to familiar, irreplaceable organizations. Nelson and Quick (1991) supported this by saying that human beings will likely influence beliefs and work behavior when they have acknowledged the relationship in terms of its quality, security and stability. According to

Hardy and Barkham (1994), based on previous literature review, the attachment theory is used to explain work behavior from many different aspects, based on adult attachment.

Based on the attachment theory, because of the strong connection with corporate citizenship displayed by the employees, it is expected that corporate citizenship will provide positive significance to affection, attribution, retention and motivation of employees.

Furthermore, this research hypothesizes that employees' engagement in the organization is part of the primary figure that provides adaptive responses to the organization.

2.6 Summary

This chapter determines the limits of this study by reviewing the literature relevant to the seven main research questions which this study has addressed in Chapter One. The empirical studies reviewed also show evidence that corporate citizenship and organizational justice directly and indirectly have an effect on organizational trust and work engagement. However, not many studies have been carried out on the relationship between corporate citizenship, organizational justice, organizational trust and work engagement in one single model, specifically in the financial sector in Malaysia. Thus, how these variables simultaneously affect organizational trust and work engagement has been left unanswered. The following chapter discusses the research methodology.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes the methodology of the study. These include research framework and hypotheses, research design, population and sampling, data collection method, pilot test, variables and measures and statistical tools used to test the hypotheses.

3.1 Research Framework and Hypotheses

The conceptual model representing the proposed relationships is depicted in Figure 1 below. The model suggests that employee's perception of organizational justice and corporate citizenship is reciprocated by employees' engagement with their work. Furthermore, it proposes that the relationships between organizational justice, corporate citizenship variables and work engagement levels are mediated by organizational trust in the organization.
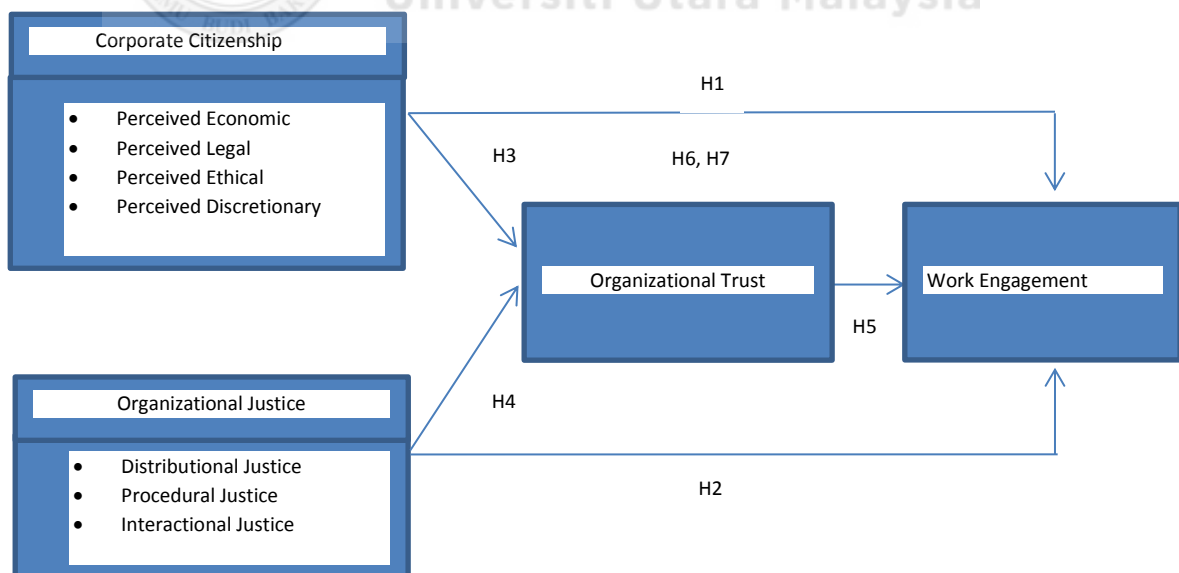
Figure 1.0
Proposed Research Model

3.1.1 The Relationship between Corporate Citizenship and Work Engagement

According to Luo and Bhattachary (2006), corporate citizenship is regarded as highly important for every organization as it depicts the relationship between the organization, society and stakeholders. Several past studies have been conducted on the degree of application of corporate citizenship in organizations (Joyner & Payne, 2002). Backhaus et al. (2002) which have focused on the relationship between corporate citizenship and employer attractiveness. Nonetheless, none of previous studies explains on how different dimensions of corporate citizenship affect employees' work engagement and organizational trust. This is what this study researches further based on the attachment theory.

Based on various previous studies, CSR develops employees' positive attitude and behavior towards the organization. This evidence can be found in studies which are related to OC (ALshbiel & AL-Awawdeh, 2011; Rettab et al., 2009; Lee et al., 2003; Brammer et al., 2007; Maignan et al., 1999); employee loyalty (Branco & Rodrigues, 2006); job satisfaction (Lee et al., 2009); organization attractiveness for job seekers (Backhaus et al., 2002, Albinger & Freeman, 2000; Greening & Turban, 2000; Turban & Greening, 1997); and employee retention (Briggs & Verma, 2006).

As suggested by Chaudhary (2012); Glavas and Piderit (2009); and Lin (2010), if corporate citizenship increases, the level of engagement will increase too. Based on research by Saks (2006), employee engagement can be theoretically understood and studied through the SET.

Based on the research by Blau (1964), there will be an exchange in attitude and behavior by individuals due to their expectations that they will benefit from what is given to them.

Therefore, if there is support from the organization in all aspects, employees will feel grateful towards the organization (Cropanzano & Mitchell, 2005).

According to Saks (2006), employees show their support to the organization by being more engaged in their work. Kahn (1990) supported this view where she defined engagement as the obligation employees feel, as a result of their organization's support, which becomes their impetus to enhance their performance. In other words, employees who can see their organization's commitment towards social responsibilities will be more engaged in their work. Thus, it is hypothesized that:

H1: Corporate Citizenship is positively related to Work Engagement

3.1.1(a) The Relationship between Perceived Economic Citizenship and Work Engagement

There are four dimensions of corporate citizenship, i.e., economic citizenship, legal citizenship, ethical citizenship and discretionary citizenship. Economic citizenship encompasses the firm's economic responsibilities to numerous stakeholders. However, for this research, the focus on the obligation is only for the employees, and therefore, the impact of economic citizenship on work engagement, mediated by organizational trust, is justified.

Lin (2010) stated that work engagement and organizational trust of employees can be initially driven when their firm is able to demonstrate economic citizenship by providing their basic work rights and quality of life.

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Carroll (1999) posited that as the company is the main economic component in our society which plays a big role in economic development and responsibility to the society, the company must take care of the staff and the stakeholders. Maxfield (2008); Turker (2009); and Weyzig (2009) further added that companies are responsible for creating and offering jobs to the society and training the staff for their career development, while the goods and services produced will earn income for the company.

Bowlby (1973) commented that attachment-based research means that a characteristic of economically secure attachment is the capacity to rely trustingly on the organization when the occasion demands it. This suggests the influence of perceived economic citizenship on organizational trust. Therefore, the hypothesis is developed as follows:

H1a: Perceived Economic Citizenship is positively related to Work Engagement

3.1.1(b) The Relationship between Perceived Legal Citizenship and Work Engagement

Lin (2010) stated that compared to insecurely attached individuals (caused by illegal corporate citizenship) and securely attached employees (i.e., those who do not have to break the law when performing their job), securely attached employees show better job satisfaction and better work styles (e.g., who they work with – alone, with others or the number of people with whom they interact) that do not jeopardize their health or relationships with others; they have fewer worries about work performance and colleagues, assuming the influence of perceived legal citizenship on work engagement.

Carroll (1999) posited that just as society has sanctioned the economic system by allowing businesses to assume the productive role as a partial fulfillment of the ''social contract,'' it has also laid down the ground rules, the regulations and laws under which a business is anticipated to operate.

According to Sable (2008), in the attachment theory, secure attachment and adaptive functioning (in which legal citizenship is presented) may be promoted by an organization which is appropriately responsive to its employees' attachment behavior, swaying both their positive and negative working emotions in their organizations.

When comparing between insecurely attached individuals and securely attached employees, it has been found that those who always follow the role show improved quality of daily routine tasks and job satisfaction, whether individually or in a group, communication skills with other colleagues, not endangering their well-being and having less concerns about their colleagues and work performance. This shows how perceived legal citizenship influences work engagement. Thus, the hypothesis is derived as follows:

H1b: Perceived Legal citizenship is positively related to Work Engagement

3.1.1(c) The Relationship between Perceived Ethical Citizenship and Work Engagement

Lin (2010) stated that when employees perceive that their firm conducts business in accordance with morality and ethics beyond the basic legal requirements, they are positively stimulated by the firm and its assigned work, leading to a positive relationship between ethical citizenship and work engagement.

According to Carroll (1979), ethical corporate responsibilities of a firm represent behaviors and activities that are not necessarily codified into law, but nevertheless are anticipated from a business by society's members and a firm's employees.

How well staff members of the company perceive the ethics and social responsiveness of the firm would influence employees to be more motivated, engaged in their work and have more trust in their organization. When a firm conducts its business within the guidelines of morality and ethics, employees will be inspired to work with the firm and be engaged in their work. Thus, the hypothesis is derived as follows:

H1c: Perceived Ethical Citizenship is positively related to Work Engagement

3.1.1(d) The relationship between Perceived Discretionary Citizenship and Work Engagement

Lin (2010) stated that employees' work engagement and organizational trust are likely to increase with the realization of their expected discretionary citizenship. More specifically, given that work engagement is seen as managing discretionary effort in which employees will act in a way that furthers their organization's interests, when the discretionary citizenship presented by the organization is perceived to be good, employees naturally engage fully with their work.

Brammer and Millington (2003) suggested that research evidence has shown that employees are highly concerned with the values of the firm, and inter alia, its socially responsible behavior beyond the requirements by law. Dawkins (2004) found that employees in the UK are very concerned with social and environmental responsibilities of their organization.

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Keller and Cacioppe (2001) stated that the attachment theory helps explain the self-fulfilling nature of employees' expectations on leadership or their organization and so employees' work engagement and organizational trust are likely to increase with the realization of their expected discretionary citizenship.

In more detail, employees will expand their organization's interests and naturally be fully engaged in their work, once the discretionary citizenship offered by the firm is apparently worthy. In summary, the hypothesis is derived as follows:

H1d: Perceived Discretionary Citizenship is positively related to Work Engagement

3.1.2 The Relationship between Organizational Justice and Work Engagement

In previous research, the issue of justice at the workplace has been widely discussed. Studies have shown that an increase in justice among employees will bring about a positive impact on aspects of organizational behavior. These aspects include work satisfaction, OC, organizational trust, OCB and employee performance. Therefore, customers' satisfaction and loyalty will be affected. Organizational justice is segregated into three dimensions, i.e., distributive, procedural and interactional justice (Cohen-Charash & Spector, 2011; Erdogan, 2002).

Yukyung et al. (2016) revealed the directly significant effect of organizational justice on both self-leadership and work engagement. Also, self-leadership has been found to have a significant effect on work engagement as well as a partial mediating effect on the relationship between organizational justice and employees' work engagement.

Hassan and Jubari (2010) stated that organizational justice plays an important role in determining employees' work engagement and the quality of leader-subordinate relationship.

According to Maleki and Taheri (2012), in order to understand organizational behavior, it is vital for employees to understand how people judge justice in the companies they work in and how these people observe justice or injustice. Suliman and Kathairi (2013) stated that there are two major perspectives of justice identified by scholars, i.e., distributive justice and procedural justice. Cropanzano et al. (2001) defined distributive justice as who gets what; procedural justice as how goods are assigned; and interactional justice as how interpersonal treatment is received. Furthermore, Colquitt (2001) suggested another two dimensions of justice, namely interpersonal justice and informational justice.

Much research has been done on organizational justice. Barling and Phillips (1993) stated that organizational justice is guided by the notion that employees who believe they are treated fairly will be favorably disposed towards the organization and engage in pro-social behavior on behalf of the organization. Kashyap et al. (2007) stated that organizational justice, that represents employees' observed fairness at the workplace, governs their social exchange relationships.

Bhatnagar and Biswas (2010) mentioned that existing research has indicated that within the framework of the SET, organizational justice would be directly associated with the quality of social exchange between individuals and their organizations, and in turn, may lead to employee engagement. Biswas et al. (2013), on the other hand, commented that a low perception of justice will cause employees to disengage with their work. The engagement model by Maslach et al. (2001) states fairness and justice as two of the work conditions in the

model. In other words, work engagement can be improved by a positive perception of fairness.

Cropanzano and Mitchell (2005) stated that employees will perform more fairly in carrying out their tasks by being more engaged in their work, when employees have a higher perception of justice in their organizations. They further explained the reasons why some employees are engaged in their work and organization, whereas some are not due to lack of recognition from employer and their failure to suit with the company culture which will lead the employees to resign from the company. It provides the foundation of the engagement of the employees. The relationships between justice and work engagement can be viewed from the perspectives of the SET. This theory provides a strong framework for clarifying how employees' engagement towards their work and organization may be influenced by their perception of organizational justice.

The SET claims that interactions between parties who are interdependent of each other create obligations. According to Cropanzano and Mitchell (2005), over time, relationships lead to trust, loyalty and mutual commitments. This can be achieved only if the parties involved follow certain rules of exchange.

Demerouti et al. (2001) stated that since there is a limitation in terms of reference for employee engagement, most researchers have used the framework of job demands-resource (JD-R) model to research work engagement. In this context, Bakker and Demerouti (2007) stated job resources refer to the physical, psychological, social or organizational resources with regards to the job with the purpose of achieving the goals. Therefore, in line with the above, resources refer to distributive justice, procedural justice and interactional justice,

which will be influential in increasing employee engagement because of their role to achieve the goals. In summary, the hypothesis is provided as follows:

H2: Organizational Justice is positively related to Work Engagement

3.1.2(a) The Relationship between Distributional Justice and Work Engagement

Distributional Justice is based on the idea that social behavior is conditioned by the distribution of outcomes. It originated from the much celebrated equity theory suggested by Adams (1965). According to Johnson (2007), examples of distributional justice include perceptions of human resource management practices, such as hiring decisions, performance appraisals, raise requests, decisions about downsizing, layoffs, etc.

Previous reviews, such as by Homans (1961); Adams (1965); Deutsch (1985); Niehoff and Moorman (1993); Colquitt (2001); and Nabatchi et al. (2007), have stated that distributive justice focuses on equal distribution and allocation of resources.

In the literature on work burnout, many researchers have deliberated fairness as one of the important factors of employees' affective conditions and behaviors; both are features in six work life factors, i.e. workload, control, reward, community, fairness and values, which will lead to work engagement as a work outcome (Maslach et al., 2001).

Engagement could be improved by positive perception of fairness and a lack of fairness creates burnout (Maslach et al., 2001). Studies conducted by Bies (1987); Greenberg (1990); Sheppard et al. (1992); and Folger (1993) have found that employees feel angry and resentful or they might retaliate if they believe that there is unfairness and injustice in the

organizational decisions and managerial actions (Sheppard et al., 1992; Greenberg and Scott, 1996; Skarlicki and Folger, 1997).

On the other hand, if the staff members regard justice as important in the organization, they tend to show fairness in doing their daily jobs with more commitment and higher levels of engagement (Saks, 2006). This view is supported by Organ (1988); Niehoff and Moorman (1993); and Skarlicki and Latham (1997), who stated that employees show their commitment by executing the appropriate OCB. On the other hand, Greenberg (1990) mentioned how the occurrence of disengagement of employees could be explained by organizational injustice.

Distributional justice is positively related to perceived organizational support (POS) (Wayne et al., 2002); and pay satisfaction and general work satisfaction (DeConinck et al., 1996). Lack of distributive justice has been associated with employee theft (Greenberg, 1990). In summary, the hypothesis is provided as follows:

H2a: Distributional Justice is positively related to Work Engagement

3.1.2(b) The Relationship between Procedural Justice and Work Engagement

According to Colquitt (2001); and Rhoades et al.(2001), procedural justice focuses on the perceived fairness of the means and processes used to determine the amount and distribution of resources, whereas distributive justice refers to one's perception of the fairness of decision outcomes.

Cropanzano and Folger (1989); and Sweeney and McFarlin (1993) argued that distributive justice predicts satisfaction with the outcome (i.e., pay satisfaction), whereas procedural

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justice influences the evaluation of the organization and its authorities (i.e., trust in supervision and OC).

Saks (2006) found that procedural justice has a significant effect on organizational engagement. This is found in his research where it is suggested that both procedural and distributive justice relate to work and organizational engagement.

Meanwhile, a research by Gupta and Kumar (2012) has found that both distributive and procedural justice have equal impact on work engagement. For example, employees who perceive procedural justice in an unbiased manner will be committed and perform better in their work. If the supervisors do not have absolute control over distribution of benefits and rewards and also in ensuring the reach of the procedures that are implemented, it shows that the relationship between perceived supervisor support and distributive justice is weak.

Furthermore procedural justice relates to employee engagement, which includes work satisfaction, OC and OCB. So does distributive justice which also relates positively to employee engagement. Thus, there are strong correlations between work satisfaction, OC and OCB with procedural and distributive justice and employee engagement.

A study by Kittredge (2010) has found that procedural justice could significantly predict vigor but not dedication and absorption as proposed by Schaufeli et al. (2002). This finding is consistent with Saks (2006) who stated that procedural justice predicts organizational engagement.

The relevant literature has delineated a few empirical studies that have investigated the relationship between procedural justice and work engagement. However, the SET provides

useful guidelines for developing the relationship between the two constructs. One of the basic tenets of the SET is that relationships evolve over time into trusting, loyal and mutual commitments if the parties (e.g., managers or supervisors and employees) abide by certain rules of exchange (Cropanzano & Mitchell, 2005). Reciprocity or repayment rules are usually among the rules of exchange (Cropanzano & Mitchell, 2005; Herington & Weaven, 2009).

Social exchange in an organization might be initiated through the use of fair procedures in the decision-making process. Aryee, Budhwar, and Chen (2002) stated this favor or spontaneous gesture of goodwill on the part of the organization (or its agents) engenders an obligation on the part of employees to reciprocate the good deeds of the organization. Individuals may repay their organization via elevated levels of work engagement when they have high perceptions of procedural justice in the workplace.

In empirical terms, in a study of employees in a variety of jobs and organizations in Canada, Saks (2006) has failed to demonstrate a significantly positive relationship between procedural justice and job engagement. However, Moliner et al. (2008) found that procedural justice enhanced work engagement among hotel employees in Spain.

Agarwal (2014) also suggested that work engagement has a positive relationship with procedural justice, interactional justice and psychological contract fulfilment, with trust as mediator. Work engagement significantly influences employees' innovative work behavior. In summary, the hypothesis is provided as follows:

H2b: Procedural Justice is positively related to Work Engagement

3.1.2(c) The Relationship between Interactional Justice and Work Engagement

Based on research by Masterson et al. (2000), it has been found that when employees are engaged in relationships with the organization and their superior, it will lead to a positive work engagement. This is supported by Colquitt et al. (2001) that procedural justice is related to organizational-related outcomes, whereas interactional justice relates to managerial-related outcomes.

Interactional justice plays an important role in enhancing the relationship between leader/supervisor and engagement due to it being an important factor in managerial-related outcomes. Cohen-Charash and Spector (2001) found that perceptions of interactional justice are positively related to commitment to the supervisor, leader-member exchange (LMX) and supervisory satisfaction.

Research by Fujishiro and Heaney (2009) has revealed that fairness and respectful supervisors which are parts of interactional justice will lead to more engagement at work among employees. The importance of work engagement is further discussed by Schaufeli and Bakker (2004); Hakanen et al. (2006); and Llorens et al. (2006).

Interactional justice also includes the provision of information about actual decision-making procedures (Bies & Moag, 1986) that allows workers to have better control over their work. Bies and Moag (1986) stated that interactional justice involves decision-making by workers in order to create a better working environment.

Based on studies by Demerouti et al. (2000) and Bakker & Demerouti (2007), job control has been identified as a determinant of work engagement within the framework of the JD-R

model. Inoue et al. (2010) found that procedural justice and interactional justice are significantly and positively associated with work engagement. According to Agarwal (2014), procedural justice, interactional justice and psychological contract fulfilment are positively related to work engagement with trust as the mediating element. Engagement significantly influences employees' innovative work behavior. In summary, the hypothesis is provided as follows:

H2c: Interactional Justice is positively related to Work Engagement

3.1.3 The Relationship between Corporate Citizenship and Organizational Trust

According to Matten and Crane (2005); Tsai et al. (2012); and Rego et al. (2010), senior managers are giving much interest to corporate citizenship. Jeurissen (2004) defined citizenship behavior as active participation and cooperation of people to improve society. On the other hand, Maignan et al. (1999) described corporate citizenship in four dimensions, i.e., economic responsibility, ethical responsibility, legal responsibility and discretionary responsibility.

With regards to the above scenario, Maignan and Ferrell (2001) stated that good employees in an organization are committed to their work in order to fulfill their obligations, such as economic, ethical, legal and discretionary responsibilities to the society. These organizations are considered as having high levels of corporate citizenship. Therefore, they tend to offer quality products, provide better training and promotion to employees as motivation and offer unique moral values to stakeholders. Thus, companies that are engaged in corporate citizenship will produce strong organizational trust amongst employees, perform better and have an exceptional working culture.

Based on the research by Matten and Crane (2005); Maignan et al. (1999); Maignan and Ferrell (2000); and Kusku and Zarkada-Fraser (2004), there is a positive relationship between corporate citizenship and business performance. An example is found in an investigation in Australia and Turkey where it is proven that customer loyalty, organizational trust and business performance are positively related to corporate citizenship (Kusku and Zarkada-Fraser, 2004).

Maignan and Ferrell (2000) supported this view whereby corporate citizenship has a positive effect on business performance based on a study conducted on companies in France. Lamberti and Lettieri (2009) also supported the findings that corporate citizenship has a positive relationship with organizational trust.

Tsai et al. (2012); and Dodds and Kuehnel, (2010) conducted a research on corporate citizenship in the hotel industry. They found that when the hotels encounter crisis in maintaining profitability, good corporate citizenship behaviors can help solve the problem as customers feel encouraged to use the services again due to the positive reputation of the hotel. Moreover, employees tend to stay longer and trust the company they work for if there is a good working culture in the company. Hence, companies can benefit both financially and socially through the implementation of corporate citizenship in the companies. Therefore, the proposed hypothesis is as follows:

H3: Corporate Citizenship is positively related to Organizational Trust

3.1.3 (a) The Relationship between Perceived Economic Citizenship and Organizational Trust

According to Sable (2008), based on the attachment theory, with an economically secure base in relationships, employees will feel more free to explore new work experiences and job activities while being assured of a comfortable and reassuring refuge to return to should this be needed. This view suggests that there is a possible relationship between perceived economic citizenship and organizational trust.

Bowlby (1973) suggested the influence of perceived economic citizenship on organizational trust. The basic perceived economic citizenship and organizational trust of employees can be initially driven when their firm is able to provide secure job opportunities, training, and career development.

When the organization manages to establish economic citizenship by providing jobs and quality of life, the employees' work engagement and organizational trust can be increased. Staff will be more engaged when they observe the organization is involved in corporate social activities. Furthermore, they will have more trust towards their organization when they are satisfied with their jobs (Williams, 2005). Collectively, the hypothesis about the influence of perceived economic citizenship is derived as follows:

H3a: Perceived Economic Citizenship is positively related to Organizational Trust

3.1.3(b) The Relationship between Perceived Legal Citizenship and Organizational Trust

Carroll (1999) stated that society expects a business to fulfill its mission within the framework of legal requirements. Becker (1998) supported this view by mentioning that

employees' work engagement and organizational trust can be positively driven under circumstances of fulfilled legal citizenship by their organization. On the other hand, Chughtai and Buckley (2007) indicated that employees tend to be suspicious, anxious and insecure when they find that the organization is involved in illegal activities. This will lead to them being disengaged with their jobs and having a low organizational trust. Thus, the hypothesis is derived as follows:

H3b: Perceived Legal Citizenship is positively related to Organizational Trust

3.1.3(c) The Relationship between Perceived Ethical Citizenship and Organizational Trust

According to Hardy and Barkham (1994), the attachment theory's basic proposition is that attachment needs (an emotional bond based on care-seeking and care-giving behavior) are primary, and when they are sufficiently met, then an exploration of the environment occurs. Therefore, after employees come to know the organization is receptive to ethical citizenship, the level of work engagement will increase as they feel that they are more attached to the organization. De los Salmones et al. (2005) posited that ethical responsibility taken by firms refers to them being honest in their relationship with their own employees and thus the employees counter this with their resilience and trust toward the organization.

 Hence, the hypothesis about the influence of perceived ethical citizenship is provided as follows:

H3c: Perceived Ethical Citizenship is positively related to Organizational Trust

3.1.3(d) The Relationship between Perceived Discretionary Citizenship and Organizational Trust

According to Carroll (1999), discretionary corporate responsibilities are those about which society has no clear-cut message for business, and such discretionary corporate responsibilities are left to individual judgment and choice.

Maerki (2008) posited that when employees observe that their firm takes such responsibilities and reveals good voluntary citizenship in a society, their psychological confidence about the organization is likely to be boosted which will lead to a positive bonding between perceived discretionary citizenship and organizational trust. Examples of discretionary actions taken by organizations include donations, working together with non-profit organizations, conserving environmental resources or being involved in social welfare. These actions will indirectly increase the recognition and trustworthiness of employees' organizational trust. Therefore, the hypothesis is as follows:

H3d: Perceived Discretionary Citizenship is positively related to Organizational Trust

3.1.4 The Relationship between Organizational Justice and Organizational Trust

Organizational Justice is a fundamental ingredient in any positive and productive social process. Central to the survival of any social exchange is mutual trust. An employment relationship involves many unspecified obligations that cannot be negotiated in a court of law. Since theoretically reciprocal beneficial acts are not negotiated, social exchange entails risk and uncertainty because the exchange partner might never reciprocate. The diffused nature of social exchange obligations makes trust an essential condition for their

establishment. As Blau (1964) noted, since there is no way to assure an appropriate return for a favor, a social exchange requires trusting others to discharge their obligations.

Studies have found that organizational instability, inadequate working conditions and poor treatment (Kiefer, 2005); or job insecurity (Wong et al., 2005), as well as structure, human resource policies and procedures and organizational culture affect employees' trust perceptions (Whitener et al, 1998). Organizational justice (Aryee et al., 2002; Barkhuizen and Rothmann, 2006; Konovsky and Pugh, 1994) and psychological contract are confirmed to be significant predictors of trust (Morrison and Robinson, 1997; Robinson and Morrison, 2000; Robinson, 1996).

A narrative review by Lewicki, Wiethoff, and Tomlinson (2005) has noted that the volume of both theoretical and empirical work over the last 15 years clearly points to a strong relationship between trust and justice. Meta-analyses in the literature on both justice and trust concepts have also pointed to a range of correlations from moderate to strongly positive (Cohen-Charash and Spector,2001; Colquitt, 2001;Dirks and Ferrin, 2002). Tatum et al. (2003); Avalio et al. (1999) and Robinson (1996) showed that organizational justice is affected by leadership style, decision-making style and organizational trust.

Kennedy et al. (2009) examined the roles of organizational justice and trust in a specific type of management control system (MCS), i.e., gain-sharing. Based on the findings, employee perceptions involving the procedural and distributive justice of the gain-sharing plan influence employee trust in managers. McFarlin & Sweeney (1992) stated that trust in the organization is greatly impacted by workers' perception of organizational justice. Positive perceptions of justice lead to high trust, which in turn, have positive consequences for the

organization, such as lower employee turnover. In line with prior work, this study examines the justice-trust relationship among managerial employees in a novel geographical context.

H4: Organizational Justice is positively related to Organizational Trust

3.1.4 (a) The Relationship between Distributional Justice and Organizational Trust

Previous scholars have concluded that organizational justice impacts employees' workplace attitudes and behaviors (Colquitt, 2001; Folger & Skarlicki, 1999). While scholars have recognized the positive effects of organizational justice (Lowe & Vodanovich, 1995; McFarlin & Sweeney, 1992), they have also found that failure to implement organizational justice can produce negative behaviors (Cropanzano et al., 1999; Hollinger & Clark, 1983; Skarlicki & Folger, 1997). Aryee et al. (2002) found that distributional justice is positively related to organizational trust. Another study by Agarwal (2014) has found that psychological contract fulfilment, interactional justice and procedural justice are positively related to organizational trust. In summary, the hypothesis is provided as follows:

H4a : Distributional Justice is positively related to Organizational Trust

3.1.4 (b) The Relationship between Procedural Justice and Organizational Trust

Lind and Tyler (1988) argued that when an organization practices fairness, it shows that the employer is fair and respectful towards the employees. This will develop the trust and fairness between the employees and the employer.

According to Konovsky and Pugh (1994), procedural justice plays an important role as a source of trust because it influences employees' perceptions towards the organization. Moreover, procedural justice plays a significant role in demonstrating respect for the employees and appreciating their contributions. This argument is supported by Folger and Konovsky (1989); and Barling and Phillips (1993). They found that procedural justice is positively related to trust in management.

In addition, their finding is supported by Mayer et al. (1995); Stinglhamber et al. (2006); and Brockner and Siegel (1996). They stated that fair treatment is an antecedent of trust where it develops the employees' trust towards the organization.

A research by Yusof and Shamsuri (2006) has provided evidence that when people perceive that fair procedures have been used in determining the outcomes they have received, commitment to the organization and trust in the leader and the organization are affected. Thus, procedural justice would affect trust in the leader and the organization as well as commitment to the organization as a whole, which would indicate positive outcomes in the organization.

Another research by Agarwal (2014) has stated interactional justice, psychological contract fulfilment and procedural justice are positively related to organizational trust. In summary, the hypothesis is provided as follows:

H4b: Procedural Justice is positively related to Organizational Trust

3.1.4 (c) The Relationship between Interactional Justice and Organizational Trust

Konovsky and Pugh (1994); and Whitener et al. (1998) revealed that interactional justice could prompt organizational trust as a sign of relationship. In other words, it involves the way employees are treated and respected by the organization. This finding is supported by Bies and Moag's (1986) view that people are concerned with fairness in social interaction. This is because it relates to their self-worthiness. In addition, Dirks and Ferrin (2002) highlighted that the quality of the relationship between employer and employees gives a strong indicator to the employees about the way they are respected, thus creating trust between employees and employers.

Their research has proven that in organizational leadership, interactional justice is strongly correlated to trust. Similarly, a research by Cohen-Charsh and Spector (2001) has revealed that distributive justice, procedural justice and interactional justice are positively related to organizational trust. Agarwal (2014) also suggested that work engagement has a positive relationship with procedural justice, interactional justice and contract fulfillment, with trust as the mediator. In summary, the hypothesis is provided as follows:-

H4c: Interactional Justice is positively related to Organizational Trust

3.1.5 The Relationship between Organizational Trust and Work Engagement

Organizational Trust has been found to be an important predictor of outcomes, such as cooperative behavior (Zalabak, Ellis, & Winograd, 2000); OCB (Van Dyne, Vandewalle, Kostova, Latham, & Cummings, 2000); OC (Aryee, Budhwar, & Chen, 2002); and employee loyalty (Costigan, Ilter, &Berman,1998).

Trust in organizations is also a critical driver for engagement. When employees show commitment to their work, they are supporting the organization they work in besides making sure that they have made the right decision in trusting the organization. Trust is very crucial in the relationship between employees and organizations. When there is trust, employees will give full commitment to their work. However, when employees do not trust their organization, they will not really be engaged with the organization.

Studies in the past have examined the direct effects of organizational trust and work engagement (Chughtai et al., 2008; Lin, 2010). Ugwu, Onyishi and Rodríguez-Sánchez (2014) also examined the relationship between trust and engagement in their quantitative study. Similarly, their findings suggest that organizational trust is a predictor of work engagement (Ugwu et al., 2014).

Research by Chughtai and Buckley, (2008) and Tan and Tan (2000) has shown that organizational trust has a significant impact on organizational commitment, work engagement and turnover intention. These directly affect the entire organization. Another research by Spreitzer and Mishra (2002) has revealed that when employees trust their organization, whereby important decisions could be made by the organization, it is anticipated that the staff will stay longer with the company. Having organizational trust in the organization suggests that the organization will deliver its promises.

Accordingly, Robinson (1996) stated that organizational trust in the company will be lost once employees realize that their organization has failed to fulfill its promises which will eventually lead to work disengagement among employees.

According to Gill (2008), employees would attach to the company when they still uphold the trust relationship with the company. Furthermore, employees also would observe that their employer practices important core values which would help the employees to harness the skills (Simmons, 1990). In line with previous studies, it is hypothesized that:

H5: Organizational Trust is positively related to Work Engagement

3.1.6 Mediating Effect of Organizational Trust between Corporate Citizenship and Work Engagement

Lin (2010) proposed an attachment theory model with the purpose of investigating the role of corporate citizenship in the formation of organizational trust and work engagement. In this model, besides being influenced by the four dimensions of perceived corporate citizenship, which are economic, legal, ethical and discretionary citizenship, work engagement is also affected by perceived corporate citizenship through the mediation of organizational trust.

Her research has found that organizational trust is a partial mediator between work engagement and corporate citizenship. The following hypothesis is therefore stated as:

H6: Organizational Trust is a mediator between Corporate Citizenship and Work Engagement

3.1.7 Mediating Effect of Organizational Trust between Organizational Justice and Work Engagement

Since social exchange requires trusting others to reciprocate, the initial problem is proving oneself trustworthy (Blau, 1964). Studies have suggested that an organization's fair treatment of others initiates a social exchange relationship with the employees, which over a period of time, reinforces trustworthiness of the exchange partner.

When employees experience fair organization policies and procedures, they perceive a trustworthy organization and commensurate with the norms of reciprocity, they reciprocate. Organizational justice is an important predictor of trust (Barkhuizen & Rothmann, 2006; Konovsky & Pugh, 1994; Aryee et. al., 2002). Previous studies have also found engagement is one of the outcomes of organizational trust (Chughtai & Buckley, 2008; Lin, 2010).

Aryee, Budhwar and Chen (2002) posited that organizational trust partially mediates the relationship between distributive justice, procedural justice and work engagement but fully mediates the relationship between interactional justice and work engagement.

Therefore, it is proposed that organizational trust mediates the organizational justice-work-engagement relationship. Therefore, the hypothesis below describes how organizational trust influences work engagement.

H7: Organizational trust is a mediator between organizational justice and work Engagement

3.2 Research Design

This study is a correlation study with the aim of delineating the important variables that are associated with the problem (Tabachnick & Fidell, 1996). A structured questionnaire is used in this study to collect the data. Purposive sampling technique is adopted as a strategy of research in terms of suitability, feasibility and ethical considerations. Purposive sampling represents a group of different non-probability sampling techniques. Non-probability sampling focuses on sampling techniques where the units that are investigated are based on the judgement of the researcher. Purposive sampling relies on the judgement of the researcher when it comes to selecting the units (e.g., people, cases/organizations, events,

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pieces of data) to be studied. Usually, the sample being investigated is quite small, especially when compared to probability sampling techniques.

Furthermore, purposive sampling has been used in this research because it is an acceptable kind of sampling for special situation where in the absence of complete list of population. It uses the judgment of an expert in selecting cases or it selects cases with a specific purpose in mind. It is used most often when a difficult-to-reach population needs to be measured and also a cost plus time effective sampling method. This is most appropriate method in case of absence of overall list of population. If target population is pre-determined, then purposive sampling can be used where the researcher can choose the respondent by applying some judgments aligned with the purpose of the atudy (Quansah, 2013). For this research, the criteria, including respondents from commercial banks, their positions from non-executive level up to management level and qualification up to PhD level, were set. All the criteria are clearly stated in the questionnaire and distributed to respondents. A strategy is a plan of action to accomplish a definite goal (Denscombe, 2010). The questionnaire method is employed, on the one-off, which had been tested on the hypothesis under the study.

3.3 Population and Sampling

The population for this study is all employees in Malaysia's commercial banking sector, where the commercial banks are registered with the Malayan Commercial Banks Association (MCBA). Based on the statistics from the MCBA as at 31 December 2015, there are 21 commercial banks registered as MCBA's members and the total employees is 123,819 for the whole of Malaysia.

This research faced limited accessibility to the population and financial resources and time constraints (Trochim & Donnelly, 2008). Nonetheless, this study encompasses the overall employees in Malaysian Commercial Banks. The unit of analysis is at the individual level, i.e., employees of the commercial banks. The population consists of non-executives, executives and managers and above.

With reference to sample size decision guidelines given by Krejcie and Morgan (1970), the sample for a population (N) of 100,000 is 384 (S). Based on the total population of commercial banks which is 123,819 employees, the minimum sample size required is 384 and considered as sufficient for this study.

For the purpose of this study, the total respondents is 411 and 396 questionnaires were usable for the research; 15 were rejected due to incomplete answers of more than 50% of the 45 questions. Employees from the commercials bank answered the questionnaire with the cooperation from their Human Resource Department.

This study chose the banking sector in Malaysia as the main focus due to several reasons. Firstly, as a part of the financial sector, the banking sector plays an important role in the development of Malaysia's economy. In the services sector, the financial sector contributed largely to Malaysia's Growth Domestic Product (GDP) of about 11.8% in 2011(Economic Report, Ministry of Finance, Malaysia, 2013).

Secondly, the financial sector has shown tremendous growth in terms of the total number of workers. In 2013, the Malaysian Economic Report stated that the financial sector is the main

source of employment, constituting 7% of the total workforce in Malaysia. As a result, the financial sector is one of the four major sectors that contributes nearly 60% of the country's workforce.

3.4 Data Collection Method

Within a period of three months, a series of appointments were set with 21 Heads of the Human Resources Department of Commercial Banks for the purpose of sending out the email invitations to full-time employees of the commercial banks. As at 31 December 2015, there were 123,819 employees who represent all employees ranging from non-executive, executive and management levels.

After each meeting with the Head of Human Resources, an email invitation was sent out to employees for the purpose of completing a web-based questionnaire through a professional survey company which is normally used by established human resource consultants, such as Price Waterhouse and Willis Tower Watson. The invitation emails described the aims and objectives of the study, how confidentiality would be maintained and privacy protected. Based on the results, 411 respondents participated in the survey, of which 396 questionnaires were usable and 15 incomplete questionnaires were rejected.

A 45-item questionnaire was created online and the questionnaire had columns for age, gender and profession as well. The respondents were assured that the data collected would be used purely for academic purposes. The email had an attached cover letter and informed consent form describing the study and assuring participants that the study is not affiliated to their employer and that they could withdraw freely from the study at any time.

The online survey was employed due to the accessibility of the bankers and with the co-operation of their Head of Human Resources of each commercial bank. Employees who participated in the survey could access the survey site at their convenience.

3.4.1 Pre-test and Pilot Study

A pre-test and a pilot survey were conducted to refine the research instrument. A pre-test usually refers to a small-scale trial of a particular research component. A pilot test is the process of carrying out a preliminary study, going through the entire research procedure with a small sample.

For the pre-test, the questionnaire was sent to 12 employees in the Malaysian commercial banking sector. They reviewed all aspects of the survey instrumentation, including appropriateness of the questions, scales and instructions. They suggested the inclusion of negative questions in the survey. After the pre-test, a pilot test was performed with 40 employees working in Malaysian commercial banks; they examined statistical and methodological accuracy, especially reliability of the measures and normality of data distribution. Table 3.4.1 below shows the result of Cronbach's Alpha for the pilot test is closer to 1.0, which shows higher internal consistency of the items.

Table 3.4.1
Pilot Test Result

Variables	N	Min	Max	Mean	Std. Deviation	Cronbach's Alpha
OT	40	3.14	6.57	5.3679	0.71676	0.907
CC Econ	40	2.75	6.50	5.3813	0.80261	0.905
CC Ethical	40	3.00	7.00	5.5375	0.87989	0.904
CC Legal	40	2.50	7.00	5.6813	0.92679	0.903
CC Discretionary	40	3.75	7.00	5.8500	0.90724	0.912

OJ Procedural	40	3.00	7.00	5.3250	0.97472	0.899
OJ Distributional	40	3.40	6.80	4.7550	0.77986	0.908
OJ Interactional	40	2.17	7.00	5.1750	1.09710	0.899
WE Vigor	40	3.00	7.00	5.4375	0.94785	0.918
WE Dedication	40	3.80	7.00	5.8800	0.84949	0.917
WE Absorption	40	4.00	7.00	5.4550	0.80510	0.929
Valid N (listwise)	40					

Legend:

Organizational Trust	- OT
Corporate Citizenship (Economic)	- CC Econ
Corporate Citizenship (Ethical)	- CC Ethical
Corporate Citizenship (Legal)	- CC Legal
Corporate Citizenship (Discretionary)	- CC Discretionary
Organizational Justice (procedural)	- OJ Procedural
Organizational Justice (Distributional)	- OJ Distributional
Organizational Justice (Interactional)	- OJ Interactional
Work Engagement (Vigor)	- WE Vigor
Work Engagement (Dedication)	- WE Dedication
Work Engagement (Absorption)	- WE Absorption

3.5 Instrumentation

3.5.1 Work Engagement

Work engagement was measured using the Utrecht Work Engagement Survey (UWES) developed by Schaufeli and Bakker (2003). The UWES assessed the three underlying dimensions of employee engagement: vigor, dedication and absorption. Participants in this study rated each item on a 7-point Likert scale ranging from strongly disagree (1) to strongly agree (7). Examples of the item questions are as in Table 3.5.1 below:-

Table 3.5.1
Operational Definition and Measure of Work Engagement

Variable	Operational Definition/Dimension	Source	Number of Items/item questions	Cronbach's alpha
Work Engagement	A positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption	Schaufeli and Bakker (2003)		

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Vigor: Vigor is termed as "high levels of energy and mental spirit"	6 1. At work, I feel full of energy 2. In my job, I feel strong and vigorous 3. When I get up in the morning, I feel like going to work 4. I can continue working for very long periods at a time 5. In my job, I am mentally very resilient 6. At work, I always persevere, even when things do not go well	0.93
Dedication: Dedication is a composition of manners encircling passion for the job, delight and stimulation	5 1. I find the work that I do full of meaning and purpose 2. I am enthusiastic about my job 3. My job inspires me 4. I am proud of the work I do 5. I find my job challenging	0.93
Absorption: Absorption is defined as "being fully concentrated and deeply engrossed in one's work".	5 1. Time flies when I am working 2. When I am working, I forget everything else around me 3. I feel happy when I am working intensely 4. I get carried away when I am	0.94

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working
5. It is difficult to
   detach myself
   from my job

3.5.2 Corporate Citizenship

Corporate citizenship was measured by four dimensions refined from previous literature in terms of employees as stakeholders, i.e., economic citizenship, legal citizenship, ethical citizenship and discretionary citizenship (Maignan and Ferrell,2000). Participants in this study rated each item on a 7-point Likert scale ranging from strongly disagree (1) to strongly agree (7). Examples of the questions are as in Table 3.5.2

Table 3.5.2
Operational Definition and Measure of Corporate Citizenship

Variable	**Operational Definition/Dimension**	**Source**	**Number of Items/item questions**		**Cronbach's alpha**
Corporate Citizenship	Corporate citizenship – also known as corporate social responsibility (CSR), corporate responsibility and responsible business – is a form of corporate self-regulation integrated into a business model	(Maignan and Ferrell,2000)			
	1.Perceived Economic Citizenship - Economic citizenship refers to the firm's obligation to bring utilitarian benefits to various stakeholders	Zahra & LaTour (1987)	1.	4 My firm supports employees who acquire additional education	0.92
			2.	My firm has flexible policies that enable employees to better balance work and personal life	
			3.	My firm	

			provides important job training for employees
			4. My firm provides quality working environment for employees

2.Perceived Legal Citizenship- Legal citizenship refers to the firm's obligation to fulfill its business mission within the framework of legal requirements.	Maignan and Ferrell (2000)	4 1. The managers of my firm comply with the law 2. My firm follows the law to prevent discrimination in the workplace 3. My firm always fulfils its obligations in contracts 4. My firm always seeks to respect all laws regulating its activities	0.92
3. Perceived Ethical Citizenship - Ethical Citizenship refers to the firm's obligation to abide by moral rules defining proper behavior in society	Maignan and Ferrell (2000).	4 1. My firm has a comprehensive code of conduct in ethics 2. Fairness toward co-workers and business partners is an integral part of the employee evaluation process in my firm; 3. My firm provides accurate information to its business partners 4. We are recognized as a company with good	0.92

			business ethics	
			4	0.92
4.Perceived Discretionary Citizenship - Discretionary citizenship refers to the firm's obligation to engage in activities that are not mandated, not required by law and not expected of businesses in an ethical sense	Maignan and Ferrell (2000) and another two items re-worded from De los Salmones et al. (2005).		1. My firm gives adequate contributions to charities 2. My firm sponsors partnerships with local schools or institutions 3. My firm is concerned about respecting and protecting the natural environment 4. My firm sponsors to improve the well-being of society	

3.5.3 Organizational Justice

Organizational Justice was measured by three dimensions, i.e., Distributional Justice, Procedural Justice and Interactional Justice, adapted from Niehoff and Moorman(1993).

Participants in this study rated each item on a 7-point Likert scale ranging from strongly disagree (1) to strongly agree (7). Examples of the questions are as below:-

Table 3.5.3
Operational Definition and Measure of Organizational Justice

Variable	Operational Definition/Dimension	Source	Number of Items/item questions	Cronbach's alpha
Organizational Justice	Organizational justice refers to "the ways in which employees determine if they have been treated fairly in their jobs and the ways in which	Niehoff and Moorman (1993)		

those determinations influence other work-related variables" Organizational justice is divided into three categories: distributional justice, procedural justice and interactional justice.			
1) Distributional Justice - Distributional Justice is defined as employees' perceptions of the general balance between the comprehensive scope of investments made and rewards received at work.	Niehoff and Moorman (1993)	5 1. My work schedule is fair 2. I think that my level of pay is fair 3. I consider my workload to be fair 4. Overall, the rewards I receive here are quite fair 5. I feel that my job responsibilities are fair	0.92
2) Procedural Justice - Procedural Justice refers to justice in the process by which outcomes, such as promotions or budgetary allocations are made	Niehoff and Moorman (1993)	6 1. Job decisions are made by managers in an unbiased manner 2. My manager makes sure that all employee concerns are heard before job decisions are made 3. To make job decisions, my general manager collects accurate and complete information 4. To make job decisions, my manager clarifies decisions and provides additional information when requested by the employees 5. All job decisions are applied consistently across all affected	0.91

		employees	
		6. Employees are allowed to challenge or appeal job decisions made by the manager	
3)Interactional Justice - Interactional Justice pertains to the treatment employees receive from the decision-makers.	Niehoff and Moorman (1993)	6	0.91
		1. When decisions are made about my job, the manager treats me with respect and dignity	
		2. When decisions are made about my job, the manager treats me with kindness and consideration	
		3. When decisions are made about my job, the manager is sensitive to my personal needs	
		4. When decisions are made about my job, the manager deals with me in a truthful manner	
		5. When decisions are made about my job, the manager shows concern for my rights as an employee.	
		6. When making decisions about my job, the manager offers explanations that make sense to me	

3.5.4 Organizational Trust

Table 3.5.4

Operational Definition and Measure of Organizational Trust

Variable	Operational Definition/Dimension	Source	Number of Items/item questions	Cronbach's alpha
Organizational Trust	Organizational trust is defined as employees' willingness to being vulnerable to the actions of their organization, whose behavior and actions they cannot control	Gabarro and Athos (1976; 1978)	7 1. I believe my employer has high integrity 2. I can expect my employer to treat me in a consistent and predictable manner 3. In general, I believe my employer's motives and intentions are good 4. I think my employer treats me fairly 5. Managers from my organization are open and upfront with me 6. My employer is always honest and truthful I am not sure I fully trust my employer	0.92

3.6 Data Analysis

3.6.1 Structural Equation Modelling (SEM)

This research used Structural Equation Modelling-Partial Least Squares (SEM-PLS 3.0) for

data analysis and determining the overall model/goodness of fit (GoF), multiple regression

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analysis, confirmatory factor analysis (CFA), test of significance, etc. (Selamat et al., 2008; Chin, 1998).

The SEM-PLS method is used for the purpose of testing and estimating causal relations by combining the statistical data and quantitative causal assumptions. It also allows confirmatory and exploratory modelling which suits both theory testing and theory development. In confirmatory modelling, a hypothesis is presented in a causal model. In order to test the relationship between the concepts in the model, the concepts must first be operationalized. The test is conducted on the obtained measurement data to see whether or not the model fits the data. In the model, the causal assumptions often have falsifiable implications which can be tested against the data.

By using SEM inductively, the values of free parameters could be estimated by using a specified corresponding model and data. Normally, in the light of model evidence, the hypothesis requires adjustment. Technically SEM has a similarity to a technique which is commonly used in psychometrics known as exploratory factor analysis.

3.6.1.1 Methodological Features

The widespread use of SEM-PLS path modelling in the literature concerning causal modelling often focuses on the methodological features (e.g., Fornell & Bookstein, 1982; Hair, Sarstedt, Pieper & Ringle, 2012; Joreskog & Wold, 1982; Lohmoller, 1989). Given that PLS-SEM has attracted increased interest in the literature in the last two decades (Kaplan, 2000; Schumacker & Lomax, 2004), it needs a more detailed explanation of the rationale leading to the selection of this method. Specifically, the four methodologically most

frequently used reasons for adopting the PLS-SEM are non-normal data, small sample size, reflective and formative measures and model complexity (Hair et al., 2012).

3.6.1.1a Non-normal Data

The most commonly used estimation method in SEM is the maximum likelihood (ML) method. Greene (1997) advocated that the ML estimators are attractive because of their properties of consistency, normality, efficiency and invariance.

However, an examination by Breckler (1990) of 72 journal articles that used SEM has determined that only 19% acknowledged the normal assumptions. Interestingly, fewer than 10% explicitly considered whether these assumptions have been violated. To summarize the robustness of ML, Chou and Bentler (1995) highly asserted that when the data are multivariate and normally distributed and when the sample size is large enough, the ML method is certainly preferred because of computational simplicity, accuracy and correctness of statistical results. However, when data are non-normal, the situation changes completely (Chou & Bentler, 1995).

Furthermore, with regression and covariance-based (CB) SEM, multivariate normality is required, but this is not applied for PLS-Path Modelling (PLS-PM) (Hair *et al*., 2012). Fornell and Bookstein (1982) suggested that for those with strong familiarity with regression as a statistical technique, it can be easier to interpret the statistics and findings when using PLS-PM. Bagozzi and Yi (1988) also proposed that the PLS-PM can be employed in highly skewed distributions. For these circumstances, PLS-PM is employed in this study.

3.6.1.1b Sample Size

A main benefit of PLS-SEM over CB-SEM is that it works well specifically in smaller sample sizes (Chin & Newsted, 1999; Reinartz, Haenlain & Henseler, 2009). In other words, CB-SEM is a large sample technique, where any sample size less than 200 may lead to untenable results (Kline, 2005). Because the PLS-PM algorithm is based on linear regression, the sample size requirements are not as large as those of CB-SEM (Lee, Petter, Fayard & Robinson, 2011).

However, one aspect of PLS-SEM in handling a small sample size is the widespread application of the "ten times rule of thumb" as asserted by Barclay, Higgins & Thompson (1995); and Hair *et al*. (2013). This rule recommends a minimum sample size of 10 times the scale's number of indicators with the highest number of formative indicators or 10 times the highest number of structural paths concentrated on a specific construct located in the inner path model (Barclay, Higgins & Thompson, 1995; Hair *et al*., 2013).

While this rule of thumb may allow for a broad estimate of minimum sample size requirements for the use of PLS-SEM, it needs to be pointed out that it does not consider effect size, reliability, the total number of indicators and other issues which are likely to affect the statistical power of the PLS-SEM method (Hair *et al*., 2011). In other words, it is important for the researcher to keep the distributional characteristics of the data, potential missing data, the psychometric properties of the variables examined and the relationships magnitude prior to deciding on a suitable sample size to utilize or to guarantee that an appropriate sample size concerning the phenomenon of interest is available (Marcoulides, Chin & Saunders, 2009).

3.6.1.1c Reflective and Formative Measures

Depending on the observed construct, a measurement model can either include reflective or formative indicators exclusively, or involve both indicators (Fornell & Bookstein, 1982). Formative indicators are also known as cause or induced indicators, while reflective indicators are also known as effect indicators (Hair *et al*., 2013). Bollen and Lennox (1991); and Diamantopoulos, Riefler & Roth (2008) maintained that whereas reflective constructs have indicators that are assumed to reflect the variation in the underlying construct, formative constructs are modelled with indicators that form or determine the construct, typically as a linear combination of the indicators.

Furthermore, Chin and Newsted (1999) mentioned that the advantage of utilizing PLS compared to the CB methods is the relationship between a construct and its indicators which can be modelled as either formative or reflective. In a similar vein, Diamantopoulos and Winklhofer (2001) also supported that as opposed to singularly stressing on the common reflective model, the PLS path modelling algorithm enables the unconfined calculation of cause-and-effect relationship models employing both reflective and formative measurement models. There are four dimensions under corporate citizenship and three dimensions under organizational justice measured in this study and both are reflective.

3.6.1.1d The Complexity of Model

Anderson and Gerbing (1988) stated that certain CB-SEM discrepancy functions (e.g., Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI), decline and they may become unsuitable for more complex models. Additionally, Boomsma & Hoogland (2001) conducted an experimental variation of model complexity by modifying the estimated parameters and the number of freedom levels; they revealed that the more the parameters to

be estimated, the more will be the occurrence of non-convergence and ineffective solutions. In short, the larger the number of estimation requirements, the more will be the information required.

On the other hand, PLS has the capacity to deal with very complex models with a high number of constructs, indicators and relationships (Barclay *et al*. 1995; Fornell, Lorange & Roos, 1990). Wold (1985) emphasized that the PLS path models can turn very complex as they comprise varying latent and manifest variables, but they never lead to issues of estimation. The PLS algorithm enables a significant increase in model complexity and a significant reduction between the distance of subject matter analysis and statistical methods within domains that are characterized by continuous access to data that is reliable (Hair *et al*., 2011). Thus, PLS is prominent among larger models when the importance moves from individual variables and parameters to groups of variables and total parameters (Wold, 1985).

One of SEM's strengths is to construct latent variables which are not measured directly but are estimated from several measured variables in the model which are then predicted to tap into the latent variables. In this way, the unreliability of measurement in the model could be identified which could accurately estimate the structural relations between latent variables. Special cases of SEM are represented by factor analysis, path analysis and regression.

SEM allows flexibility that a researcher has for the interplay of theory and data (Chin, 1998). There are two known approaches, namely: the CB (LISTREL, AMOS and EQS) and PLS-Graph approaches. However, the researcher's choice of SEM-PLS is based on its theoretical conditions, measurement conditions, distributional considerations and practical considerations.

As a conclusion in this section, the PLS-SEM is preferred as an alternative method over the CB-SEM in these situations (non-normal data, sample size, reflective and formative measures, model complexity), since it allows researchers to create and estimate such models without imposing additional limiting constraints.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.1 Introduction

This chapter focuses on the analysis output based on research objectives in Chapter One and presents the empirical results to test the research hypotheses developed in Chapter Two. This chapter consists of 14 main sections. Following the introduction, the response rate and data screening are explained in section two and section three. Here, procedures used to purify the data, such as missing data treatment, are explained. The fourth section examines the profiles of respondents. The study describes the main dimensions of this study using descriptive statistics in section five. Section six focuses on the multivariate assumption and justification of choosing the PLS-SEM approach. Section seven focuses on the measurement model examination. Section 8 is the assessment of first order and second-order constructs. Having done this, section 9 is the process to examine the quality of the structural model once the construct validity had been established. The GoF on the overall model assessment is performed in section 10. Then, the structural model (inner model) and testing procedures assessment are described in section 11. The results of mediating effect of the organizational trust are performed in section 12. Effect size is performed in section 13. Finally,a short summary concludes this chapter and results of hypotheses testing are summarized in section 14.

4.2 Response Rate

As discussed in Chapter Three, the data used in this study was gathered from employees at Malaysian commercial banks which are registered with the MCBA. Data collection started in October 2015 and completed in early January 2016.

A total of 21 commercial banks participated in this study which has an equivalent of 123,819 employees. Having respondents from all commercial banks is significant to assure that the sample is representative of the population.

The appointment with the Heads of the Human Resources Department from 21 commercial banks was secured prior to personally visiting them. A letter from the Dean, Othman Yeop Abdullah Graduate School of Business UUM, was shown to them for the purpose of collecting the data for the research to be conducted on commercial banks. A follow-up email on the online survey was sent to all the Heads after the meeting in order for them to email it to all staff.

From the period of October 2015 to January 2016, a total of 411 responses was received of which 15 were rejected due to incomplete data, leaving a total of 396 usable questionnaires. The response rate for this study was considered sufficient to represent the population and to conduct SEM analysis (Hair *et al*., 2010; Kline, 2011), which is used in this study. Therefore, the 396 questionnaires were taken for further analysis in this study.

4.2.1 Non-Response Bias Assessment

Non-response bias pertains to the prejudice that occurs when respondents' responses to the survey are different from those who did not respond due to diverse demographic factors, such as gender, age and educational level (Sax, Gilmartin & Bryant, 2003). Chang and Lee (2007) maintained that the non-response bias assessment is conducted to ensure the similarity of some of the main criteria between the participants and the total population. The respondents who respond late have similar criteria to non-respondents (Armstrong & Overton, 1977). As proposed by Armstrong and Overton (1977), the respondents' basic data were separated into two periods of time: early response (responses received within two weeks after distribution); and late response (responses received after two weeks of distribution).

In this study, 95 respondents were classified as late respondents. The late respondents' responses were compared to the responses of the early respondents (316) on all dimensions of corporate citizenship (Economic, Legal, Ethical, Discretionary); Organizational Justice (Procedural, Distributional, Interactional); Organizational Trust; and Work Engagement (Vigor, Dedication, Absorption).

As suggested by Chang and Lee (2007); and Pallant (2007), this study employed the independent sample *t*-test analysis to test whether a non-response bias exists between the early and late respondents. Table 4.2.1a and Table 4.2.1b provide the results of the independent sample *t*-test.

Table 4.2.1a shows that there are only small differences of the mean score between the two groups (early and late responses) for each dimension. Therefore, it can be indicated that the respondents from these two groups are free from data bias, as also supported by Levene's test

for equality of variance in Table 4.2.1b

Table 4.2.1a
Group Statistics of Independent Sample t-test

Dimension	Response Bias	N	Mean	Std Deviation	Std. Error Mean
Economic	Early Response	316	5.6685	.72037	.04052
	Late Response	95	5.8500	.85163	.08737
Legal	Early Response	316	5.6377	.70545	.03968
	Late Response	95	5.9553	.90211	.09255
Ethical	Early Response	316	5.5973	.69310	.03899
	Late Response	95	5.9553	.79975	.08205
Discretionary	Early Response	316	5.5902	.64039	.03602
	Late Response	95	6.0579	.80429	.08252
Procedural	Early Response	316	5.4425	.70332	.03956
	Late Response	95	5.6544	.91133	.09350
Distributional	Early Response	316	5.4975	.68646	.03862
	Late Response	95	5.3768	.94840	.09730
Interactional	Early Response	316	5.4863	.67885	.03819
	Late Response	95	5.6825	.92862	.09527
Organizational Trust	Early Response	316	5.1637	.57184	.03217
	Late Response	95	5.2556	.65263	.06696
Vigor	Early Response	316	5.5396	.63212	.03556
	Late Response	95	5.8632	.82046	.08418
Dedication	Early Response	316	5.5892	.70698	.03977
	Late Response	95	6.1032	.66516	.06824
Absorption	Early Response	316	5.5386	.66124	.03720
	Late Response	95	5.8042	.78495	.08053

The results in Table 4.2.1b suggest that there are no significant differences between early and late responses across all the dimensions (p-value at the 0.05 significance level). Pallant (2007) maintained that if the significance level of the Levene's test is greater than 0.05 (p $\geq$ 0.05), the equal variances assumption between the early and late responses is treated relevantly. Hence, it can be concluded that the samples obtained are able to represent the total population of the study (Armstrong & Overton, 1977).

Table 4.2.1b
Independent Sample t-test Results for Non-Response Bias

Dimension	Levene's Test for Equality of Variances	
	F Value	Significance
Economic	0.186	0.906
Legal	1.790	0.148
Ethical	2.653	0.057
Discretionary	1.423	0.236
Distributional Justice	0.081	0.970
Procedural Justice	1.165	0.323
Interactional Justice	0.396	0.756
Organizational trust	1.951	0.121
Vigor	0.825	0.481
Dedication	0.683	0.563
Absorption	0.485	0.693

4.2.2 Common Method Variance

Common Method Variance (CMV) is variance that is attributable to the measurement method rather than to the constructs the measurements represent. The sources of CMV from the use of a common rater, the manner in which items are presented to respondents, the context in which items on a questionnaire are placed and the contextual influence, such as time, location and media, are used to measure the constructs.

Harman's single test was used to measure the CMV. Based on the result, percentage of variance is 31.8% which is below 50%, thus supporting that CMV is not a threat.

Table 4.2.2
Common Method Variance

Item	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	19.407	31.814	31.814	19.407	31.814	31.814
2	5.398	8.850	40.664	5.398	8.850	40.664
3	3.540	5.803	46.467	3.540	5.803	46.467
4	2.811	4.609	51.076	2.811	4.609	51.076
5	2.357	3.864	54.940	2.357	3.864	54.940
6	1.888	3.095	58.035	1.888	3.095	58.035
7	1.572	2.577	60.612	1.572	2.577	60.612
8	1.375	2.254	62.866	1.375	2.254	62.866
9	1.317	2.160	65.026	1.317	2.160	65.026
10	1.197	1.963	66.989	1.197	1.963	66.989

4.3 Data Screening – Missing Data Treatment

Coakes (2006) advocated that the screening of data is useful to ensure that data have been correctly entered and that the distribution of variables is normal. The quality of analysis is influenced by how well the data is organized and converted into a form suitable for analysis. Later, to identify the missing data, screening process is conducted.

According to Hair et al. (2010); and Coakes (2006), missing data is a normal occurrence in conducting surveys because some questions are not completed by the respondents. This view is also supported by Sekaran and Bougie (2010) who stated three reasons why missing data occurs: questions are not understood by respondents; some of the questions could not be answered correctly; and some respondents are reluctant to answer the questions.

On the other hand, it is very crucial in SEM analysis because the statistical analysis techniques of the data cannot be functional if there is any missing data (Schumacker &

Lomax, 2004). In line with this, Lee and Lomax (2005) added that the estimations process using maximum likelihood cannot be carried out with missing data. Thus, this study needed to identify and manage the missing data in the right way.

Four ways have been recommended by Hair et al. (2010) to evaluate the degree to which missing data exists. The first can be classified as 'ignored' when a respondent fails to answer less than or equal to 10% of all questions in the survey conducted; second, missing data status is classified as 'candidates for deletion' if 15% is achieved; third, the researcher can replace missing values with mean or median by SPSS if a respondent is unable to answer 20-30%; and lastly, a simple remedy is suggested, i.e., to exclude the cases with missing data from the analysis if more than or equal to 50% of the total questions are not answered.

In this case, as recommended by Hair et al. (2010), 15 cases of respondents' answers were excluded because the respondents did not answer more than 50% of the 45 questions. In this regard, this study examined a total of 396 questionnaires for further analysis.

4.4 Profile of Respondents

The respondents' profile is an important factor to explain results of the survey. This section consists of the respondents' profile, comprising gender, age, academic qualification, job category and years of experience. Based on Table 4.4 below, 67.9% are males compared to 32.1% females. The majority of the respondents are from the age of 45 to 54 years, equivalent to 49.5%.

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Most of the respondents are degree holders (69.7%). Based on job category, 11.6% respondents are non-executives, 45.2% executives and 43.2% managers. Based on years of experience, about 62.9% respondents have worked for more than 10 years.

Table 4.4
Demographic profile of respondents

Item	Category	Frequency	Percentage (%)
Gender	Male	269	67.9
	Female	127	32.1
Age	25 to 34 years	54	13.6
	35 to 44 years	118	29.8
	45 to 54 years	196	49.5
	55 years and Above	28	7.1
Academic Qualification	Secondary	43	10.9
	Diploma	25	6.3
	Degree	276	69.7
	Master's	50	12.6
	PhD	2	.5
Job_Category	Non-Executive	46	11.6
	Executive	179	45.2
	Management	171	43.2
Years_of_Experience	2 to 5 years	15	3.8
	6 to 8 years	38	9.6
	8 to 10 years	94	23.7
	More than 10 years	249	62.9

4.5 Descriptive Analysis

Sekaran and Bougie (2010) highlighted that the descriptive statistics of the dimensions through mean, standard deviation and variance can give the researcher a detailed idea of how the respondents in the study have responded to the questions in the questionnaire. Consequently, a descriptive analysis was conducted to describe and summarize the main characteristics of the data set from the respondents' perspective on every dimension of Corporate Citizenship, Organizational Justice, Organizational Trust and Work Engagement.

Table 4.5 presents the results of descriptive statistics of the dimensions. All dimensions have the mean above the average, ranging from 5.17 to 5.69 and the standard deviation from 0.587 to 0.770. The minimum and maximum responses on the dimensions are also presented in Table 4.5. It is found that on the basis of respondents' opinions, Corporate Citizenship, Organizational Justice, Organizational Trust and Work Engagement are above the acceptance level of implementation. In other words, all dimensions are above satisfactory level.

Table 4.5
Descriptive Statistics of the Dimensions

Dimension	Mean	Std Deviation	Min	Max
Econ	5.6982	.75568	2.00	7.00
Legal	5.6995	.77007	1.50	7.00
Ethical	5.6673	.74052	2.50	7.00
Discretionary	5.6869	.71608	2.75	7.00
Distributional Justice	5.4485	.75686	2.20	7.00
Procedural Justice	5.4722	.76367	2.00	7.00
Interactional Justice	5.5101	.75168	2.00	7.00
Organizational Trust	5.1771	.58775	2.57	6.71
Vigor	5.5964	.69853	2.00	7.00
Dedication	5.6914	.73744	2.00	7.00
Absorption	5.5833	.70458	2.00	7.00

*Seven-points scale: 1=strongly disagree; 7=strongly agree

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4.6 Multivariate Assumption and Justification for Using SEM-PLS

SEM is used to test the hypotheses emerging from the theoretical framework. SEM provides the ability to perform path analysis described as a second generation multivariate technique (Fornell & Bookstein, 1982). Chin (1998) maintained that SEM provides more flexibility for the interplay of theory and data. Furthermore, the two best known approaches are the CB (e.g., LISREL and AMOS); and variance-based (PLS) approaches. One approach is not superior to the other.

Alternatively, the most appropriate approach should be selected based on the researcher's objectives and also the nature of the data. For the purpose of this study, the variance-based approach (PLS) was adopted to measure the data. The reasons for using PLS-SEM are non-normal data, small sample size, reflective and formative measures and model complexity (Hair et al., 2012). Table 4.6 below shows the result of the normality test. Based on the result of skewness/kurtosis and z- values, it is confirmed that the data are not normal.

Table 4.6
Normality Test

Variable	Skewness/Kurtosis	Statistic	Std. Error	Z-values (In the span of -1.96 to + 1.96)	Result
Age	Skewness	-.365	.123	-2.96	Not Normal
	Kurtosis	-.502	.245	-2.04	Not Normal
Gender	Skewness	.771	.123	6.26	Not Normal
	Kurtosis	-1.412	.245	-5.76	Not Normal
Qualification	Skewness	-1.006	.123	-8.17	Not Normal
	Kurtosis	1.268	.245	5.17	Not Normal
Job Category	Skewness	-.469	.123	-3.81	Not Normal
	Kurtosis	-.770	.245	-3.14	Not Normal
Years of Experience	Skewness	-1.438	.123	-11.69	Not Normal

	Kurtosis	1.248	.245	5.09	Not Normal
Engagement	Skewness	-.830	.123	-6.74	Not Normal
	Kurtosis	2.577	.245	10.51	Not Normal
Corporate Citizenship	Skewness	-.724	.123	-5.88	Not Normal
	Kurtosis	1.224	.245	4.99	Not Normal
Organizational Justice	Skewness	-.918	.123	-7.46	Not Normal
	Kurtosis	2.212	.245	9.02	Not Normal
Organizational Trust	Skewness	-.440	.123	-3.57	Not Normal
	Kurtosis	.819	.245	3.34	Not Normal

4.7 Measurement Model (Outer Model) Examination

The first step in PLS-SEM analysis is to analyze the measurement model (or outer model) to determine how well the indicators (specific questions) load on the theoretically defined constructs. Examining the outer model ensures that the survey items are measuring the constructs they are designed to measure, thus ensuring that the survey instrument is reliable.

The measurement or outer model specifies the relationship between observable constructs and the underlying construct. In this context, the search for an investigation of suitable indicators is an important step with regards to the operationalization of such a construct (Churchill 1979). In other words, it needs construct validity examination. In short, construct validity creates certain degrees of measurement instruments to represent the theoretical variables that they are designed to measure (Hair *et al*., 2010). Construct validity can be established through content validity, convergent validity and discriminant validity (Hair *et al*., 2010).

4.7.1 Construct Reliability and Validity

According to Bohrnstedt (1970), construct reliability and validity exposes to what extent a measurement model's variables belong to the domain of the construct. Similarly, Hair *et al*. (2010) maintained that construct reliability and validity of the measure refers to the degree to which the items generated to measure a construct can appropriately measure the concept they are designed to measure.

Furthermore, principal component analysis is an appropriate method for examining the indicator's underlying factor structure (Bohrnstedt, 1970; Vinzi *et al*., 2010). Specifically, all the items (questions) designed to measure a construct should load higher on their respective constructs than their loadings on other constructs. This is ensured by the comprehensive review of the literature to generate the items that already have been established and tested in previous studies.

From factor analysis, items were correctly assigned to their constructs. The results in Table 4.7.1a indicate that construct reliability and validity of the measures used as performed in two modes as proposed by Chow and Chan (2008). First, the items show high loading on their respective constructs when compared to other constructs. Second, the item are significantly loading on their respective constructs, confirming the construct reliability and validity of the measures used in the study as depicted in Table 4.7.1a Several items were deleted because of low loadings in their respective construct. Figure 4.7a and Figure 4.7b illustrate the items and their loadings before and after the deletion process.

The result also provides support for the formulation of the research model for examining the relationship between Corporate Citizenship, Organizational Justice and Work Engagement mediated by Organizational Trust in commercial banks in Malaysia.

Table 4.7.1a
Cross-Loadings of the Items

	Absorption	DEDIC	DISCRETIONARY	DISTRI	ECO	ETHIC	INTERACTIONAL	LEGAL	PROCEDURE	TRUST	VIGOR
A2	0.762297	0.5206	0.2816	0.348896	0.35242	0.354707	0.402378	0.299555	0.366608	0.219744	0.459914
A3	0.865106	0.548011	0.343708	0.341298	0.327546	0.321722	0.391707	0.303758	0.383168	0.321464	0.508171
A4	0.898907	0.52942	0.343363	0.318751	0.331866	0.352839	0.390682	0.303855	0.404651	0.330221	0.520524
A5	0.75818	0.423813	0.256674	0.283146	0.309406	0.315736	0.280989	0.262868	0.328524	0.257751	0.401355
D2	0.489831	0.84368	0.297884	0.368246	0.392139	0.390543	0.415494	0.345211	0.401122	0.303795	0.581505
D3	0.567655	0.902362	0.318498	0.415647	0.385896	0.384237	0.452376	0.33255	0.467984	0.347928	0.662006
D4	0.539612	0.891556	0.356393	0.32778	0.284265	0.400966	0.421684	0.280391	0.398204	0.320221	0.613082
D5	0.485375	0.756485	0.379867	0.225571	0.24916	0.367769	0.345643	0.250621	0.352322	0.238203	0.526022
DJ1	0.198906	0.207079	0.309504	0.646121	0.352795	0.365115	0.412071	0.392038	0.361268	0.299381	0.26339
DJ2	0.299473	0.302204	0.437206	0.868446	0.511961	0.518387	0.465769	0.476138	0.55411	0.447934	0.417128
DJ3	0.371498	0.374922	0.542422	0.882812	0.540627	0.597168	0.554393	0.504725	0.630706	0.505301	0.493701
DJ4	0.37204	0.396896	0.524435	0.857188	0.519078	0.55705	0.560129	0.471076	0.664387	0.475883	0.499029
IJ1	0.141898	0.232866	0.350132	0.510824	0.404486	0.383601	0.655471	0.475717	0.505734	0.387186	0.314263
IJ2	0.352176	0.423828	0.494052	0.537385	0.483523	0.482656	0.824537	0.485787	0.658831	0.429968	0.576478
IJ3	0.365018	0.359545	0.406566	0.461759	0.479967	0.407517	0.793739	0.389933	0.614105	0.42724	0.514349
IJ4	0.403976	0.42851	0.533866	0.496125	0.484644	0.520488	0.829321	0.468766	0.637213	0.446121	0.551074
IJ5	0.418139	0.414206	0.484063	0.444317	0.397257	0.444823	0.821818	0.425004	0.632636	0.447626	0.532103
IJ6	0.387102	0.407903	0.440289	0.447956	0.428921	0.432691	0.787435	0.469092	0.629272	0.457911	0.489501
OT2	0.258877	0.253142	0.281919	0.44292	0.546178	0.363829	0.438803	0.42198	0.459277	0.740579	0.308354
OT3	0.329718	0.316588	0.370189	0.413922	0.530441	0.459828	0.462993	0.465402	0.475974	0.816118	0.36013
OT4	0.325831	0.314749	0.370823	0.476348	0.553775	0.449669	0.445522	0.454181	0.475773	0.875233	0.382316
OT5	0.195234	0.226973	0.357959	0.40969	0.398775	0.395401	0.411044	0.387139	0.452669	0.769327	0.321295
OT6	0.229682	0.284007	0.377588	0.346476	0.357645	0.422625	0.386053	0.379488	0.399042	0.688657	0.296892
PEC2	0.293787	0.252819	0.317568	0.495019	0.772737	0.438864	0.4006	0.441487	0.362683	0.442833	0.390438
PEC3	0.319114	0.308294	0.448658	0.496415	0.86834	0.535669	0.483346	0.627073	0.478496	0.547951	0.449678
PEC4	0.374905	0.402484	0.446462	0.501241	0.855003	0.528881	0.524151	0.560801	0.502303	0.547901	0.486625
PED2	0.241757	0.266201	0.785926	0.472127	0.379352	0.572355	0.46774	0.522841	0.438598	0.304369	0.27985
PED3	0.358506	0.327578	0.879296	0.527524	0.475301	0.611474	0.482861	0.486092	0.510915	0.407717	0.390609
PED4	0.33169	0.383	0.854312	0.431775	0.379664	0.542335	0.504208	0.413374	0.555322	0.406641	0.356651
PET2	0.321627	0.351089	0.557264	0.604478	0.540373	0.844028	0.532207	0.621223	0.492847	0.461287	0.444767
PET3	0.344259	0.408788	0.598289	0.566054	0.529478	0.889019	0.507079	0.608251	0.504918	0.465512	0.462709
PET4	0.367707	0.394719	0.584592	0.439915	0.471819	0.818821	0.404654	0.565592	0.459273	0.44225	0.435797
PJ2	0.347912	0.383166	0.500412	0.622959	0.472789	0.513181	0.629641	0.547406	0.78866	0.450485	0.480739
PJ3	0.385044	0.381867	0.509272	0.601564	0.479423	0.502662	0.622708	0.460961	0.856736	0.516586	0.484562
PJ4	0.376473	0.41961	0.526786	0.577281	0.428836	0.502035	0.673245	0.486433	0.864537	0.481691	0.496424
PJ5	0.384894	0.442005	0.479202	0.53641	0.421558	0.445322	0.65997	0.429459	0.833806	0.497178	0.517099
PJ6	0.3493	0.33295	0.446532	0.490695	0.42444	0.373936	0.6194	0.397573	0.752222	0.428589	0.418058
PLE1	0.162424	0.175317	0.336669	0.441161	0.480538	0.429792	0.423855	0.690407	0.37339	0.347882	0.26568
PLE2	0.342546	0.291588	0.498789	0.517001	0.624879	0.619088	0.514936	0.8914	0.509708	0.507379	0.399742
PLE3	0.289826	0.304986	0.478317	0.458938	0.555213	0.613067	0.472398	0.857834	0.484371	0.453431	0.444626
PLE4	0.336402	0.380285	0.488622	0.432542	0.487198	0.621329	0.466698	0.82279	0.472029	0.452489	0.484441
V2	0.395864	0.526528	0.36543	0.487122	0.491693	0.474129	0.540747	0.487068	0.499592	0.357085	0.803049
V3	0.427555	0.573136	0.317026	0.44537	0.463769	0.419639	0.587738	0.45293	0.518191	0.371119	0.867644
V4	0.540153	0.623502	0.338103	0.426351	0.401455	0.426804	0.500824	0.329606	0.444817	0.360851	0.843689
V5	0.553969	0.615123	0.349896	0.378326	0.412295	0.428126	0.472397	0.363302	0.481093	0.337001	0.804698
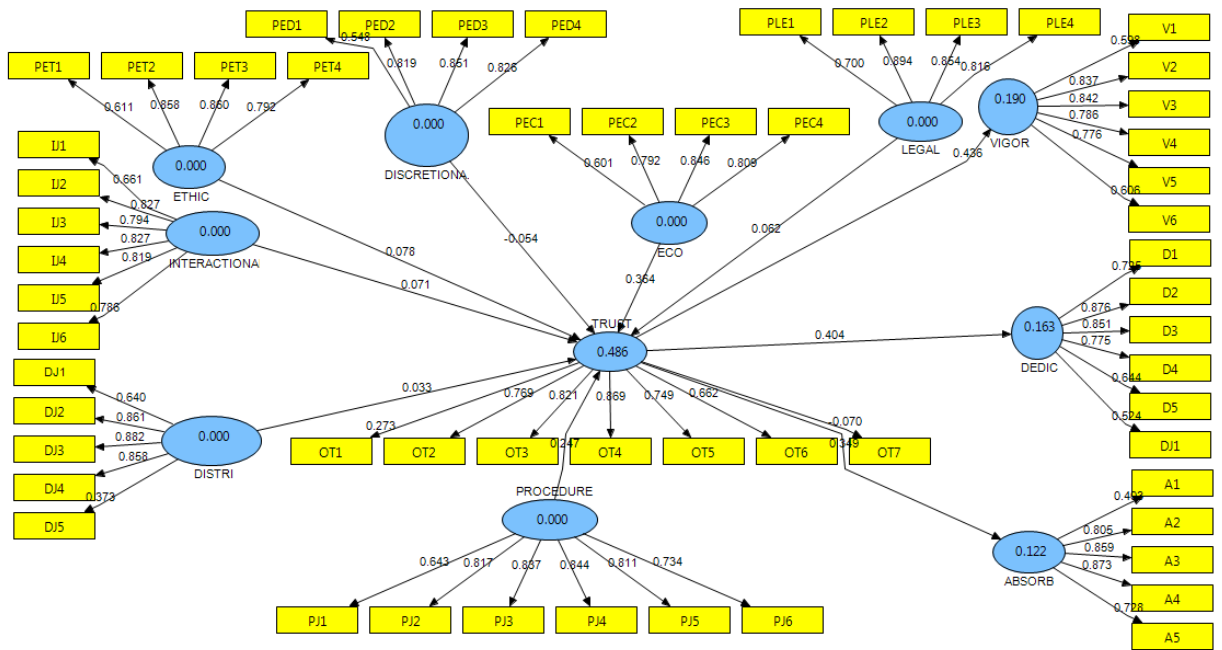
Figure 4.7a
Item Loadings before Deletion
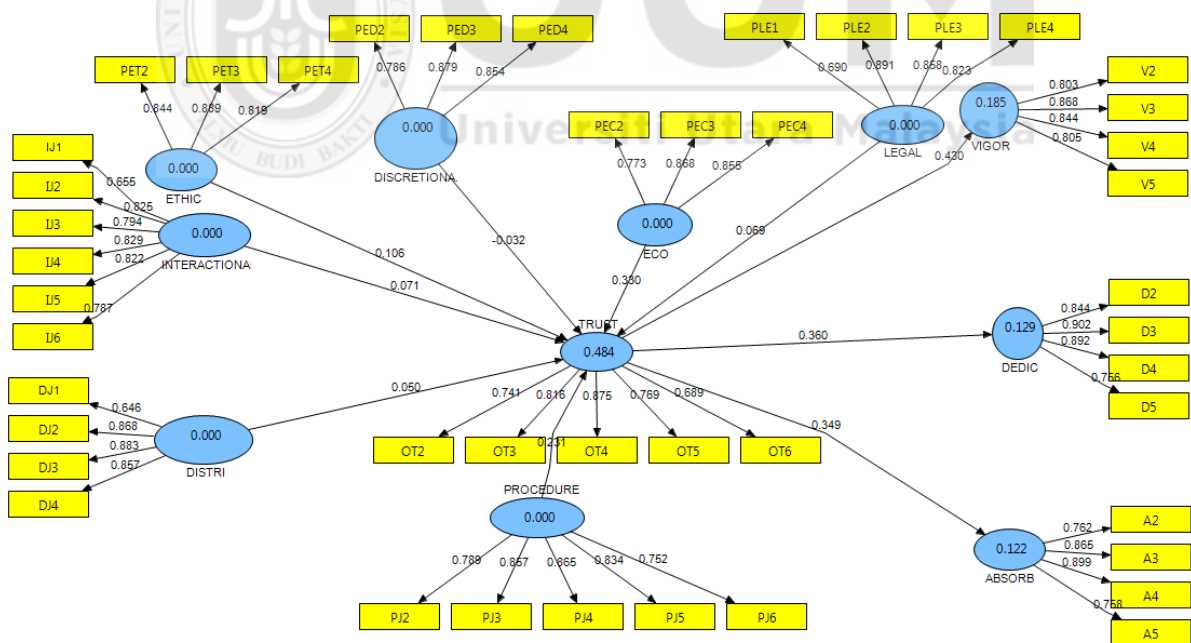
Figure 4.7b
Item Loadings after Deletion

Table 4.7.1b   shows all the item loadings (question correlations) for each construct in
Corporate Citizenship (Perceived Economic, Perceived Legal, Perceived Ethical and
Perceived Discretionary), Organizational Justice (Distributional, Procedural and
Interactional), Organizational Trust and Work Engagement (Vigor, Absorption and
Dedication).

As a general rule of thumb, item loading is interpreted as poor when it is less than 0.30; fair
between 0.31-0.50; moderate between 0.51-0.60; moderately strong between 0.61-0.80; and
very strong between 0.81-1.0 (Chow and Chan, 2008).

Based on this suggestion, as the recommended minimum value here is 0.30, the item loading
of the mutual relationship between items should be over 0.30 (Robinson, Shaver &
Wrightsman, 1991; Streiner & Norman, 1998). Hence, all the loadings produced by PLS are
greater than 0.30 as recommended by the abovementioned scholars.

Table 4.7.1b
Factor Loadings items

Dimension/Construct	Items	Loadings
Work Engagement - Absorption	A2	0.76
	A3	0.87
	A4	0.90
	A5	0.76
Work Engagement - Dedication	D2	0.84
	D3	0.90
	D4	0.89
	D5	0.76
Organizational justice - Distributional	DJ1	0.65
	DJ2	0.87
	DJ3	0.88
	DJ4	0.86

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Organizational Justice - Interactional	IJ1	0.66
	IJ2	0.82
	IJ3	0.79
	IJ4	0.83
	IJ5	0.82
	IJ6	0.79
Organizational Trust	OT2	0.74
	OT3	0.82
	OT4	0.88
	OT5	0.77
	OT6	0.69
Corporate Citizenship -Economic	PEC2	0.77
	PEC3	0.87
	PEC4	0.86
Corporate Citizenship- Discretionary	PED2	0.79
	PED3	0.88
	PED4	0.85
Corporate Citizenship - Ethical	PET2	0.84
	PET3	0.89
	PET4	0.82
Organizational Justice - Procedural	PJ2	0.79
	PJ3	0.86
	PJ4	0.86
	PJ5	0.83
	PJ6	0.75
Corporate Citizenship - Legal	PLE1	0.69
	PLE2	0.89
	PLE3	0.86
	PLE4	0.82
Work Engagement -Vigor	V2	0.80
	V3	0.87
	V4	0.84
	V5	0.80

Table 4.7.1b:- All the item loadings are above the critical value of 0.70 except for DJ1,IJ1,OT6 and PLE1, which are slightly below the critical value (Hair et al., 2014). Nevertheless, since the criteria for composite reliability values (between 0.70 and 0.90) and average variance extracted values (above 0.50) (Hair et al., 2014) have been fulfilled, all those four items were retained. Eleven problematic indicators were removed (i.e., A1, D1, DJ5, OT1, OT7, PEC1, PED1, PET1, PJ1, V1 and V6) given their loading is below 0.65.

4.7.2 Convergent Validity

Hair *et al.* (2010) proposed that in order to establish convergent validity, it involves three main aspects namely, factor loadings, composite reliability (CR) and average variance extracted (AVE).

The first aspect to achieve convergent validity is if the item loadings are examined and all the items have loadings more than 0.50 which is the acceptable level suggested in the multivariate analysis literature (Anderson & Gerbing, 1988; Fornell & Larcker, 1981; Hair *et al*., 2010). Table 4.7.2 presents the factor loadings for all the accepted items.

The second aspect is the CR. It indicates the degree to which a set of items consistently indicate the latent construct (Hair et al., 2010). As shown in Table 4.9.2, CR values range from 0.764 to 0.910, which exceed the recommended value of 0.70 (Fornell & Larcker, 1981; Hair *et al*., 2010).

The last aspect to establish convergent validity is the examination of the values of AVE. Several scholars (e.g*.,* Barclay et al., 1995; Fornell & Larcker, 1981; Hair et al., 2010) have suggested an AVE value more than 0.50. In this study, all the constructs achieve values more than 0.50, showing a good level of construct validity of the measures used (Barclay *et al*., 1995; Fornell & Larcker, 1981; Hair *et al*., 2010).

Table 4.7.2
Convergent Validity

Construct	Items	Loadings	AVE >0.50	CR>0.70
Absorption	A2	0.76	0.68	0.89
	A3	0.87		
	A4	0.90		
	A5	0.76		
Dedication	D2	0.84	0.72	0.91
	D3	0.90		
	D4	0.89		
	D5	0.76		
Distributional	DJ1	0.65	0.67	0.89
	DJ2	0.87		
	DJ3	0.88		
	DJ4	0.86		
Interactional	IJ1	0.66	0.62	0.91
	IJ2	0.82		
	IJ3	0.79		
	IJ4	0.83		
	IJ5	0.82		
	IJ6	0.79		
Organizational Trust	OT2	0.74	0.61	0.89
	OT3	0.82		
	OT4	0.88		
	OT5	0.77		
	OT6	0.69		
Economic	PEC2	0.77	0.69	0.87
	PEC3	0.87		
	PEC4	0.86		
Discretionary	PED2	0.79	0.71	0.88
	PED3	0.88		
	PED4	0.85		
Ethical	PET2	0.84	0.72	0.89
	PET3	0.89		
	PET4	0.82		
Procedural	PJ2	0.79	0.67	0.91
	PJ3	0.86		
	PJ4	0.86		
	PJ5	0.83		
	PJ6	0.75		
Legal	PLE1	0.69	0.67	0.89
	PLE2	0.89		
	PLE3	0.86		

	PLE4	0.82		
Vigor	V2	0.80	0.69	0.90
	V3	0.87		
	V4	0.84		
	V5	0.80		

Table 4.7.2: List of the item loadings, CR and AVE for the constructs listed in the measurement model and all the item loadings are above the critical value of 0.70 except for DJ1,IJ1,OT6 and PLE1 which are slightly below the critical value (Hair et al., 2014). Nevertheless, since the criteria for CR values (between 0.70 and 0.90) and AVE values (above 0.50) (Hair et al., 2014) have been fulfilled, all those four items were retained. However, 11 problematic indicators were removed (i.e., A1, D1, DJ5, OT1, OT7, PEC1, PED1, PET1, PJ1, V1 and V6), given their loadings are below 0.65. In summary, convergent validity has been established.

4.7.3 Discriminant Validity

Discriminant validity is defined in the literature on SEM as the degree to which a set of items can differentiate a variable from other variables in the model, i.e., the construct's items should have variances amongst them more than the variance shared with other constructs. Fornell and Larcker (1981) suggested a criterion to test discriminant validity. Following this criterion, a comparison was conducted between the diagonal elements in Table 4.7.3, which represent the square roots of AVE, with the correlation values as off-diagonal elements.

Discriminant validity can be concluded if all the diagonal values are higher than the off-diagonal values located in the same row and columns. The results depicted in Table 4.7.3 fulfill the said criterion, confirming that the measurement model has the required discriminant validity.

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It is necessary to establish the discriminant validity in order to confirm the construct validity of the outer model. As proposed by Fornell and Larcker (1981), this study examined the square root of the AVE with the correlations among constructs. Ideally, the square root of the AVE should be greater than 0.50, meaning that 50% or more variance of the indicators has been accounted for.

This step also provides a basis to see whether each construct is more highly related to its own measures than to other constructs. Chin (2010) maintained that presenting AVE with squared correlations has two advantages: it provides a more intuitive interpretation since it represents the percentage overlap among constructs and construct to indicators; and it is tends to be easier to distinguish the differences.

Table 4.7.3 presents that the diagonal elements are higher than the other elements of the row and column in which they are located,thus confirming discriminant validity of the outer model. As a result, there is significant evidence for discriminant validity among the study constructs (dimensions). Having established the construct validity of the outer model, it is assumed that the obtained results pertaining to the hypotheses testing should be valid and reliable.

Table 4.7.3
Discriminant Validity

	ABSORB	DEDIC	DISCRETIONARY	DISTRI	ECO	ETHIC	INTERACTIONAL	LEGAL	PROCEDURE	TRUST	VIGOR
ABSORB	0.82										
DEDIC	0.61	0.85									
DISCRETIONARY	0.38	0.39	0.84								
DISTRI	0.39	0.40	0.57	0.82							
ECO	0.40	0.39	0.49	0.60	0.83						
ETHIC	0.40	0.45	0.68	0.63	0.60	0.85					
INTERACTIONAL	0.44	0.48	0.58	0.61	0.57	0.57	0.79				
LEGAL	0.35	0.36	0.56	0.56	0.66	0.70	0.57	0.82			
PROCEDURE	0.45	0.48	0.60	0.69	0.54	0.57	0.78	0.57	0.82		
TRUST	0.35	0.36	0.45	0.54	0.62	0.54	0.55	0.54	0.58	0.78	
VIGOR	0.58	0.70	0.41	0.52	0.53	0.53	0.63	0.49	0.59	0.43	0.83

Note: Values in the diagonal (**bolded**) are square root of the AVE, while off-diagonal values are correlations

In summary, construct validity was established prior to testing the underlying hypotheses. For this purpose, three types of validity, including content, convergent and discriminant validity were adopted. After testing these three analyses of validity, the results show that the measures used exhibit content, convergent and discriminant validity. The results also confirm that the survey items are measuring the constructs they were designed to measure, thus ensuring that the survey instrument is valid. This is important because having valid constructs provides conclusions that help generalize the results of this thesis.

4.8 First Order and Second Order Constructs

Having established the appropriateness of the measures, the next step was to present evidence supporting the theoretical model as represented by the structural portion of the model (Chin, 2010). Furthermore, more explanation is needed on the differences between the first and the second order measurement models before moving to examine the theoretical and conceptual aspects of the second order constructs in the model. The explanation on this matter is discussed in the following paragraphs.
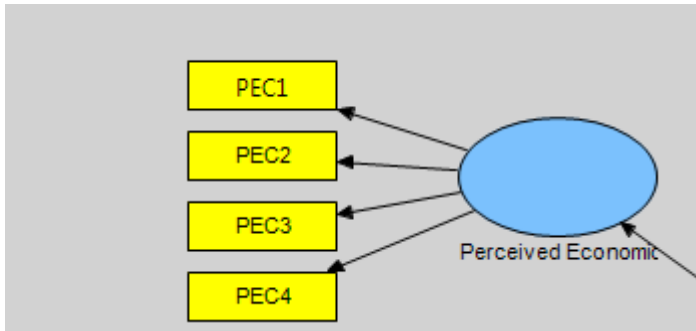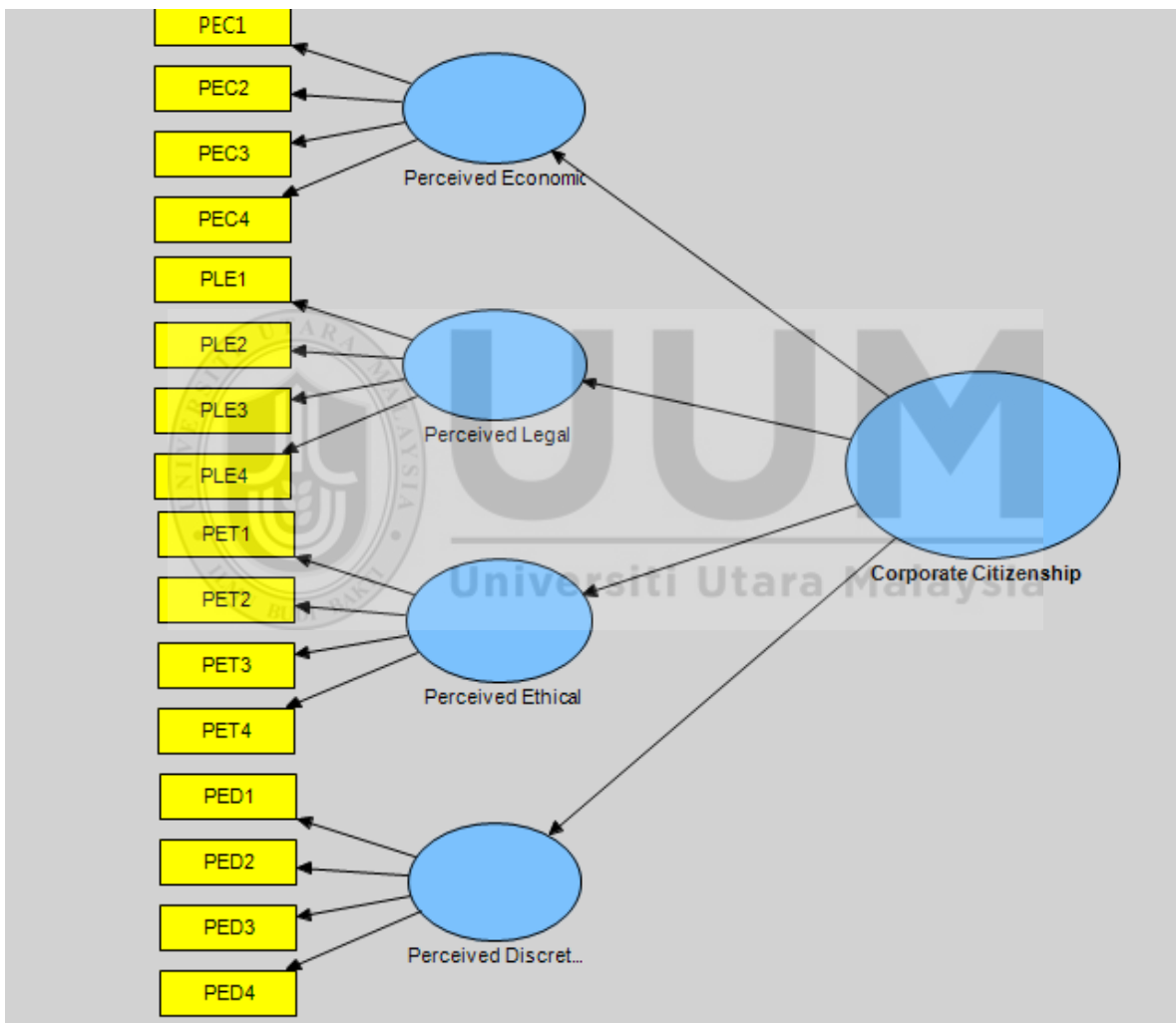
Figure 4.8a
First-Order Constructs

Figure 4.8b
Second-Order Constructs

As exemplified in Figure 4.8a, Corporate Citizenship as a latent construct was measured by a set of measured items, namely Perceived Economic, Perceived Legal, Perceived Ethical and Perceived Discretionary citizenship. As illustrated in Figure 4.8b, Corporate Citizenship construct

was measured indirectly by 16 items through another layer of latent constructs. Therefore, Corporate Citizenship is called a second-order measurement model. As it is the case of this study, the second-order factor structure has two layers of latent variables. For instance, Corporate Citizenship and Organizational Justice are called second-order constructs as they cause multiple first-order latent factors (Hair et al., 2010). The following sub-section justifies the use of corporate citizenship and organizational justice as second-order factor models.

4.8.1 Second-Order Constructs Establishment

This study has three second-order latent constructs, namely: Corporate Citizenship, Organizational Justice and Work Engagement. Byrne (2010) emphasized that for the first-order constructs to be conceptually explained by a second-order construct, they have to be explained well by the hypothesized second-order constructs and they have to be distinct. In other words, before proceeding to test the research model, procedures must be conducted in order to examine whether the first-order constructs qualify to be conceptually explained by the respective second-order construct.

For the Corporate Citizenship construct, the four first-order constructs, namely: Perceived Economic, Perceived Legal, Perceived Ethical and Perceived Discretionary citizenship are explained well by the Corporate Citizenship construct since the R square ranges from 0.630 to 0.78 as exhibited in Table 4.8.

In addition, as illustrated in Table 4.8, these constructs were confirmed to be distinct using the Fornell and Larcker (1981) criteria. Thus, these constructs are conceptually explained by the second-order constructs, i.e., Corporate Citizenship, Organizational Justice and Work Engagement.

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Table 4.8
Second-Order Constructs Establishment

Second Order Constructs	First Order Constructs	R Square
Corporate Citizenship	Economic	0.652018
	Legal	0.787563
	Ethic	0.784368
	Discretionary	0.630446
Organizational Justice	Distributional	0.682685
	Procedural	0.866471
	Interactional	0.836818
Work Engagement	Vigor	0.776159
	Dedication	0.804998
	Absorption	0.689406

Similarly, the OJ construct was hypothesized to be measured through three first-order construct, namely: Distributional Justice, Procedural Justice and Interactional Justice. These constructs are explained well by the OJ construct as shown by the R square of 0.68, 0.86 and 0.83, respectively. For instance, Table 4.8 on the results of the discriminant analysis confirms that these constructs, although correlated, are distinct. Thus, OJ as a second-order construct is explained by the three hypothesized first-order constructs.

Finally, for the WE construct, it is hypothesized to be explained through Vigor, Dedication and Absorption. Table 4.8 illustrates that these constructs are explained well by the WE construct as the R square is 0.77, 0.80 and 0.68, respectively. Having confirmed the distinction of each one of these constructs through the discriminant analysis results, the second-order nature of the WE construct is established.

4.9 Model Quality Prediction

Unlike CB-SEM, PLS-SEM does not optimize a unique global scalar function and the consequent lack of global GoF measures (Hair, 2012). Hair (2010) added that when using PLS-SEM, researchers should rely on measures indicating the model's predictive capabilities to judge the model's quality.

The cross-validated redundancy measure (Q2), a common sample re-use technique (Geisser, 1974; Stone, 1974), allows for assessing a model's predictive validity (Fornell & Cha, 1994; Hair et al., 2012). In this regard, if redundant communality is found to be larger than zero for all the endogenous variables, the model is considered to have predictive validity; otherwise, the predictive relevance of the model cannot be concluded (Fornell & Cha, 1994). Wold (1982) recommended that Q2 represents a synthesis of cross-validation and function fitting and is a recommended assessment criterion for PLS-SEM applications.

Furthermore, several scholars (e.g., Chin, 1998; Fornell & Cha, 1994; Geisser, 1975; Stone, 1974) have proposed that assessment can be performed by employing the blindfolding procedure embedded in Smart-PLS 3.0 package. Blindfolding procedure is designed to remove some of the data and to handle them as missing values to estimate the parameters. Next, the estimated parameters are used to reconstruct the raw data that are assumed previously to be missing. As a result, the blindfolding procedure produces general cross-validating metrics Q2 (Chin, 1998; Fornell & Cha, 1994).

Moreover, there are different forms of Q2 that can be obtained based on the form of desired prediction (Chin, 2010). A cross-validated communality Q2 is obtained when the data points are predicted using the underlying latent variable scores; whereas, if the prediction of the data

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points is obtained by the latent variable that predict the block in question, then a cross-validated redundancy Q2 is the output (Chin, 1998; Wold, 1982).

Table 4.9
Predictive Quality Indicators of the Model

Variable	Cross-Validated Communality	Cross-Validated Redundancy
Corporate Citizenship	0.500	0.500
Organizational Justice	0.524	0.524
Organizational Trust	0.609	0.234
Work Engagement	0.527	0.099

The results related to the prediction quality of the model in this study (*see* Table 4.9) show that the cross-validated redundancy for CC, OJ, Organizational Trust and WE are 0.500, 0.524, 0.234 and 0.099, respectively. As proposed by Fornell and Cha (1994), these values show sufficient predictive validity of the model (based on the criteria of more than zero).

4.10 Goodness of Fit (GoF) of the Overall Model

Having done with the predictive quality model, the next step is to recognize that the term, goodness of fit (GoF) has different meanings between CBSEM and PLS-SEM. Hair et al. (2012) claimed that a GoF statistic for CB-SEM is derived from the discrepancy between the empirical and the model-implied (theoretical) covariance matrix, whereas PLS-SEM focuses on the discrepancy between the observed (in the case of manifest variables) or approximated (in the case of latent variables) values of the dependent variables and the values predicted by the model in question.

Hair et al., (2012) maintained that a global criterion of GoF has been suggested by Tenenhaus, Amato and Vinzi (2004). Unlike CBSEM, PLS-SEM has only one measure of GoF. Tenenhaus *et al.* (2005) maintained that a GoF for PLS path modeling is the geometric mean of the average communality and average R Square for the endogenous constructs. Hence, the GoF measure accounts for the variance extracted by both outer and inner models. In line with Tenenhaus *et al.* (2005), in order to support the validity of the PLS model, GoF value was estimated according to the guidelines proposed by Wetzels, Shroeder and Van Oppen (2009) as in the following formula:

$$\sqrt{0.72 \times 0.68}$$

Table 4.10
Goodness of Fit

Constructs	R Square	AVE
Corporate citizenship - Economic	0.65	0.69
Corporate citizenship - Legal	0.79	0.67
Corporate citizenship - Ethical	0.78	0.72
Corporate citizenship - Discretionary	0.63	0.71
Organizational Justice-Distributional	0.68	0.67
Organizational Justice-Procedural	0.87	0.67
Organizational Justice-Interactional	0.84	0.62
Organizational Trust	0.45	0.61
Work Engagement - Vigor	0.78	0.69
Work Engagement - Dedication	0.80	0.72
Work Engagement - Absorption	0.69	0.68
Average	0.72	0.68
Goodness of Fit = 0.69		

By following the earlier mentioned formula in this section, the GoF value for this study is 0.69. The results indicate that the GoF measure is large indicating an adequate global PLS model

validity. This result is based on the values of GoF (small=0.1, medium=0.25, large=0.36) as proposed by Wetzels *et al*. (2009).

4.11 Structural Model (Inner Model) and Testing Procedures Assessment

After assessing the GoF of the outer model, the next step was to examine the standardized path coefficients in order to test the hypothesized relationships among the constructs. The hypothesized model was tested by using the SmartPLS 3.0 in order to run the PLS Algorithm. The path coefficients are presented as illustrated in the Figure 4.11(*t*-value).

Figure 4.11
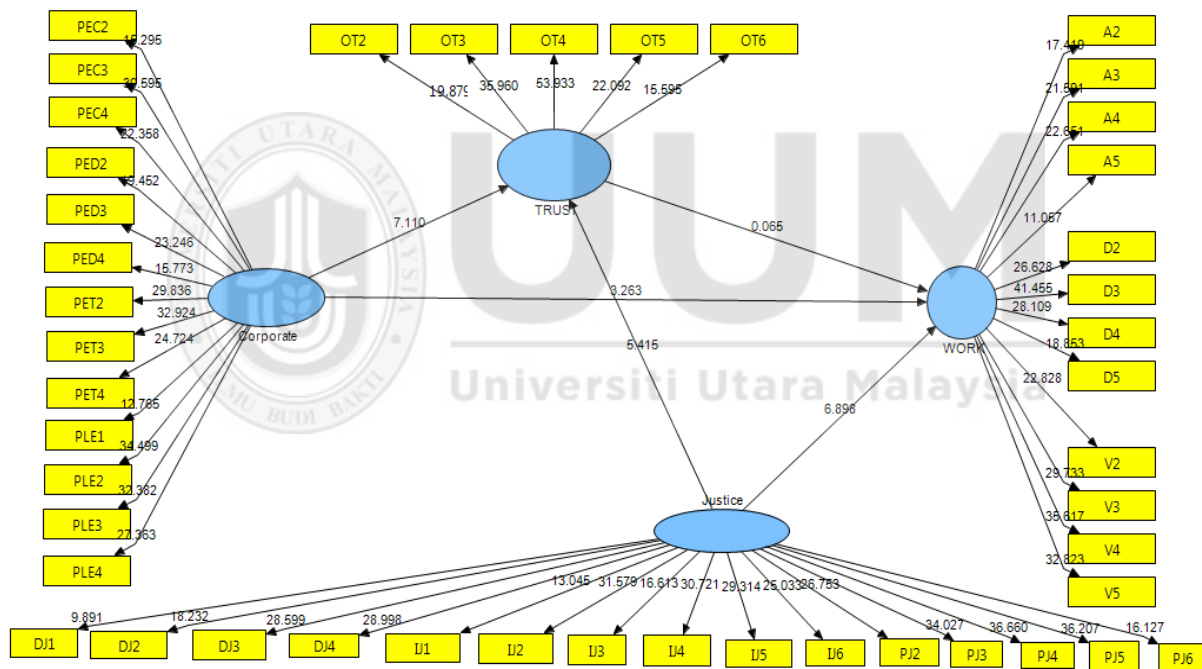*Structural Model with t- value*

Barclay et al. (1995) stated that the traditional t-tests are not calculated in PLS-SEM as part of the PLS algorithm to determine the statistical significance of the loadings and of the path coefficients because the underlying data is not assumed to be of multivariate normality. Alternatively, non-parametric resampling procedures, such as jack-knifing or bootstrapping is

used to examine the accuracy of the estimates and to generate the results (Chin, 1998; Tenenhaus et al., 2005).

Thus, this study used the bootstrapping techniques embedded with SmartPLS 3.0 in order to conclude whether or not the path coefficients are statistically significant. Preacher and Hayes (2004); and Efron and Tibshirani (1993) highly recommended that bootstrapping is increasingly being utilized to get around this issue.

In this regard, the *t*-values accompanying each path coefficient were generated using the bootstrapping technique as reported in Table 4.11. The results show that CC has a positively significant impact on WE (β= 0.233, t=3.263, p<0.01); Perceived Economic citizenship has a positively significant impact on WE (β= 0.159, t=2.459, p<0.01); Perceived Legal citizenship has no significant impact on WE (β= 0.036, t=0.388, p<0.05); Perceived Ethical citizenship has a positively significant impact on WE (β= 0.216, t=2.826, p<0.01); and Perceived Discretionary citizenship has no significant impact on WE (β= 0.042, t=0.570, p<0.05). These results support the hypothesized relationship of H1, H1a and H1c; but do not support the hypothesized relationship of H1b and H1d.

Furthermore, it is also found that the OJ and WE have a positive relationship (β= 0.475, t=6.898, p<0.01); Procedural Justice has a positively significant impact on WE (β= 0.185, t=2.200, p<0.01); Interactional Justice has a positively significant impact on the work engagement. WE (β= 0.301, t=3.347, p<0.01); and Distributional Justice has no significant impact on WE (β= 0.31, t=0.412, p<0.05). These results support the hypothesized relationship of H2, H2b and H2c but do not support the hypothesized relationship of H2a.

Another result of hypothesis testing is the relationship between CC and Organizational Trust. It is found that CC and Organizational Trust have a positive relationship (β= 0.396, t=7.110,

p<0.01); and Perceived Economic citizenship has a positively significant impact on Organizational Trust. (β= 0.330, t=5.373, p<0.01). These results support the hypothesized relationship of H3 and H3a. However, Perceived Legal, Perceived Ethical and Perceived Discretionary citizenship have no significant impact on organizational trust (β= 0.072, t=1.076, p<0.05), (β= 0.104, t=1.635, p<0.05) and (β= 0.033, t=0.620, p<0.05). These results support the hypothesized relationship of H3 and H3a but do not support the hypothesized relationship of H3b,H3c and H3d.

On the relationship between OJ and Organizational Trust, it is found that there is a positive relationship between Organizational Justice and Organizational Trust (β= 0.322 t=5.415, p<0.01); and Procedural Justice has a positively significant impact on Organizational Trust (β= 0.230, t=3.261, p<0.01). However, Distributional and Interactional Justice have no significant impact on Organizational Trust (β= 0.530, t=0.831, p<0.05) and (β= 0.069, t=0.949, p<0.05). These results support the hypothesized relationship of H4 and H4b but do not support the hypothesized relationship of H4a and H4c.

Another relationship is Organizational Trust and WE. It is found that Organizational Trust has no significant impact on WE (β= 0.005 t=0.065, p<0.05). This result does not support the hypothesized relationship of H5.

Table 4.11
Result of the Hypotheses

Hypothesis	Relationship	Std Beta	Std Error	T Value	Decision
H1	**Corporate -> WORK**	0.233	0.071	3.263	Supported
H1a	**ECO -> WORK**	0.159	0.065	2.459	Supported
H1b	**LEGAL -> WORK**	0.036	0.092	0.388	Not Supported
H1c	**ETHIC -> WORK**	0.216	0.077	2.826	Supported
H1d	**DISCRETIONARY -> WORK**	0.042	0.073	0.570	Not Supported

H2	**Justice -> WORK**	0.475	0.069	6.898	Supported
H2a	**DISTRI -> WORK**	0.031	0.074	0.412	Not Supported
H2b	**PROCEDURE -> WORK**	0.185	0.084	2.200	Supported
H2c	**INTERACTIONAL -> WORK**	0.301	0.090	3.347	Supported
H3	**Corporate -> TRUST**	0.396	0.056	7.110	Supported
H3a	**ECO -> TRUST**	0.330	0.061	5.373	Supported
H3b	**LEGAL -> TRUST**	0.072	0.067	1.076	Not Supported
H3c	**ETHIC -> TRUST**	0.104	0.063	1.635	Not Supported
H3d	**DISCRETIONARY -> TRUST**	0.033	0.053	0.620	Not Supported
H4	**Justice -> TRUST**	0.322	0.059	5.415	Supported
H4a	**DISTRI -> TRUST**	0.053	0.063	0.831	Not Supported
H4b	**PROCEDURE -> TRUST**	0.230	0.071	3.261	Supported
H4c	**INTERACTIONAL ->TRUST**	0.069	0.073	0.949	Not Supported
H5	**TRUST -> WORK**	0.005	0.076	0.065	Not Supported

**p<0.01,*p<0.05

4.12 Potential Mediating Effect of Organizational Trust

MacKinnon (2008) maintained that the main benefit of SEM compared to regression is the capability of SEM to test mediating variables as part of a comprehensive model. As suggested by Albers (2010), the examination of inner model estimates involves both values and significance and also the direct and indirect effects.

This study aims to examine the mediating effect of Organizational Trust on the relationship between CC and WE and OJ and WE. In doing that, the SmartPLS 3.0 was employed to examine the interaction effect of Organizational Trust.

As demonstrated in Table 4.12, the mediating effect of Organizational Trust on the relationship between CC and WE was examined using the PLS algorithm, similar to OJ and WE.

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To evaluate indirect effects in the mediation model, this study employed the bootstrapping strategy as proposed by Preacher and Hayes (2008). Derived from a 5,000 bootstrap sample, the results present that the estimates of indirect effects are significant for hypotheses H6 and H7. The results indicate that Organizational Trust is a significant mediator of the relationship between CC and OJ and WE, respectively.

Table 4.12

The Results of the Mediating Variable

Hypothesis #	Path a	Path b	**Indirect Effect**	SE	two tailed	Bootstrapped Confidence Interval		**Result**
					t-value	**95% LL**	**95% UL**	
H6	0.391	0.485	0.190	0.030	6.246	0.130	0.249	Supported (Mediation)
H7	0.267	0.485	0.130	0.035	3.656	0.060	0.199	Supported (Mediation)

Note: The bootstrapping analysis shows that the two indirect effects (0.190 and 0.130) are significant with t- values of 6.246 and 3.656. Also, as indicated by Preacher and Hayes (2008), the indirect effect of 95% Boot CI: [LL=0.130,UL=0.249] and [LL=0.060),UL=0.199], does not straddle a 0 in between indicating there is mediation. Thus, we can conclude that the mediation effects are statistically significant.

4.13 Effect Size

Effect size is a simple way of quantifying the difference between two groups and has many advantages over the use of tests of statistical significance per se. Effect size emphasizes the size of the difference rather than confounding this with sample size.

Effect size refers to the estimate of the degree to which phenomena being studied (e.g., correlation or difference in means) exist in the population (Hair et al., 1998). For multiple regression analysis, the effect size f_2 is defined as:

$$f_2 = R_2 \div (1 - R_2) \ (1)$$

Where, R_2 is the square multiple correlation.

By convention, f_2 effect sizes of 0.02, 0.15, and 0.35 are termed *small*, *medium* and *large*, respectively (Cohen, 1992).
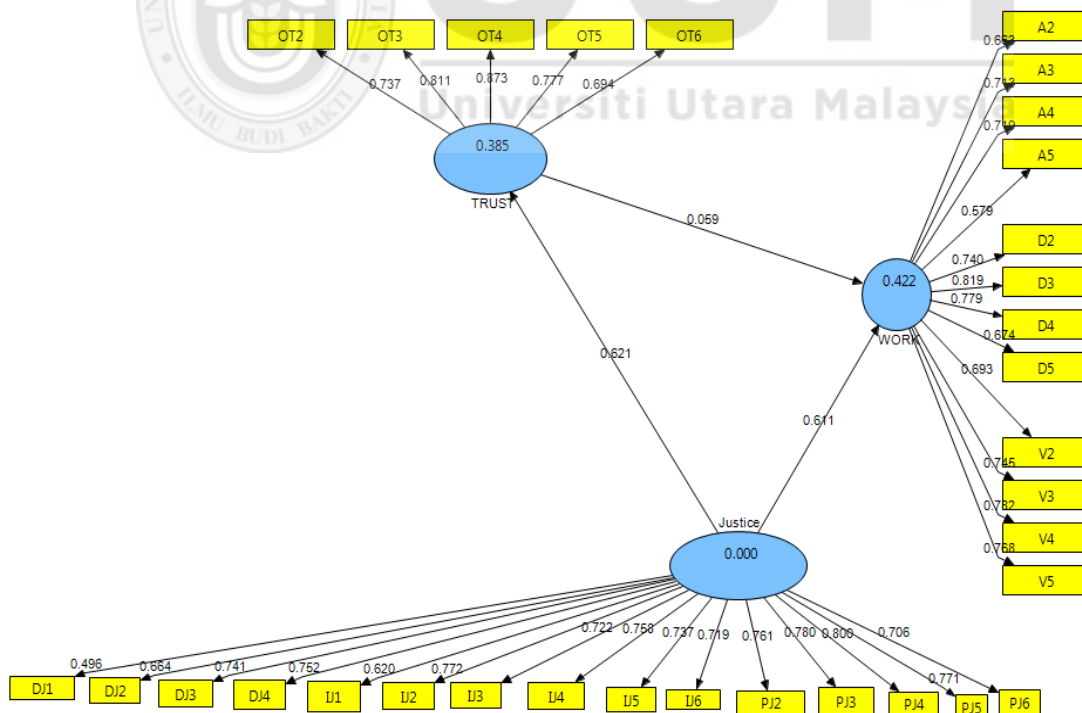
Figure 4.13a
Structural Model on Effect Size- Excludes Corporate Citizenship

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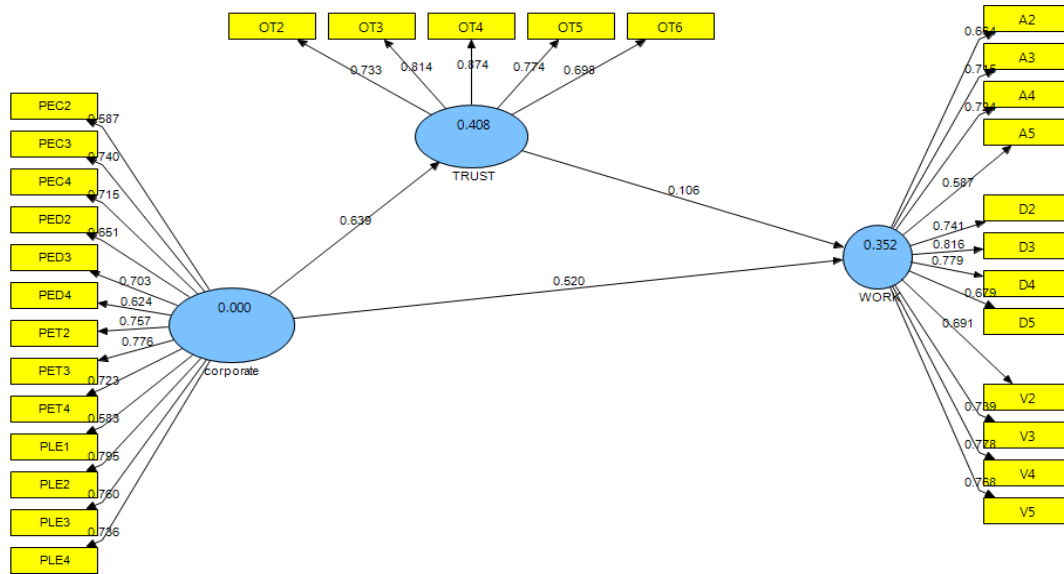
Figure 4.13b
Structural Model on Effect Size -Excludes Organizational Justice.

We can calculate the F^2 by filling in the $\mathbf{R^2}$ values which we have already noted down.

$$f^2 = \frac{R^2i - R2m}{1 - R^2i}$$

Where:

m- main effect model (without mediator); i-Interaction effect model (with the mediator)

$f^2 = (0.453-0.385)/(1-0.453) = 0.124$, $f^2 = (0.453-0.0.408)/(1-0.453)=0.08$

	Included	Excluded	Effect Size, f^2	Result
$\mathbf{R^2}$	0.453			
Corporate Citizenship		0.385	0.124	Small
Organizational Justice		0.408	0.08	Small

Note: Effect size should be > 0.02

How f^2 is interpreted is by following the guidelines given in Cohen (1998,p.410-414) as follows:

- 0.02 }small
- 0.15 } medium
- 0.35 } large

Based on both f^2 results, i.e., 0.124 and 0.08, we can conclude that the effect size is small as per

Cohen (1988).

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4.14 Chapter Summary

This chapter examines the hypotheses outlined in Chapter 3. PLS-SEM is used as the main analysis technique since the assumption of multivariate normality of the data was not fulfilled. Once the measurement model was proven to be valid and reliable, the next step was to test the hypothesized relationships.

Before examining the hypothesized relationships, the predictive power of the model was investigated and reported and the goodness of the overall model was performed. Having done this, the structural model was examined and the results are reported in detail. A summary of the findings of the hypotheses testing is displayed in Table 4.14.

Table 4.14
Summary of the findings of the hypotheses test

Hypothesis	Hypothesis Path	Decision
H1	Corporate Citizenship is positively related to Work Engagement	Supported
H1a	Perceived Economic Citizenship is positively related to Work Engagement	Supported
H1b	Perceived Legal citizenship is positively related to Work Engagement	Not Supported
H1c	Perceived Ethical citizenship is positively related to work Engagement	Supported
H1d	Perceived discretionary is positively related to Work Engagement	Not Supported
H2	Organizational Justice is positively related to Work Engagement	Supported
H2a	Distributional Justice is positively related to Work Engagement	Not Supported
H2b	Procedural Justice is positively related to Work Engagement	Supported
H2c	Interactional justice is positively related to Work Engagement	Supported
H3	Corporate Citizenship is positively related to Organizational Trust	Supported
H3a	Perceived Economic citizenship is positively related to Organizational Trust	Supported
H3b	Perceived Legal citizenship is positively related to Organizational Trust	Not Supported
H3c	Perceived Ethical citizenship is positively related to Organizational Trust	Not Supported

H3d	Perceived discretionary is positively related to Organizational Trust	Not Supported
H4	Organizational Justice is positively related to Organizational Trust	Supported
H4a	Distributional Justice is positively related to Organizational Trust	Not Supported
H4b	Procedural Justice is positively related to Organizational Trust	Supported
H4c	Interactional justice is positively related to organizational Trust	Not Supported
H5	Organizational Trust is positively related to Work Engagement	Not Supported
H6	Organizational trust is a mediator between Corporate Citizenship and Work Engagement	Supported (Mediation)
H7	Organizational trust is a mediator between Organizational Justice and Work Engagement	Supported (Mediation)

CHAPTER FIVE

DISCUSSIONS AND CONCLUSION

5.1 Introduction

In this final chapter, the researcher attempts to summarize the contributions of the findings as well as address identified and potential implications arising from the study. In concluding the research, shortcomings of the study and suggestions for future research are presented.

In this chapter 5, Section 5.2 summarizes the main points of the study. Section 5.3 discusses the outcomes from the hypotheses testing that set out to answer the research objectives. Section 5.4 describes the theoretical and managerial implications of the current study. Next, the limitations of the study, directions for further research and the concluding remarks are presented in Sections 5.5 and 5.6 respectively.

5.2 Recapitulation of the Study

This study is carried out based on a research framework represented by organizational justice and corporate citizenship as predictors of work engagement. Organizational trust is introduced as a mediator variable in the relationship between organizational justice, corporate citizenship and work engagement.

This study used a quantitative approach whereby data were collected from employees in commercial banks in Malaysia. Smart PLS software was used to analyze the reliability and validity of the model.

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The improved model was then used for further testing the hypotheses and to answer the research questions of the study. This research encapsulates seven research questions as follows:

1. Does Corporate Citizenship have an impact on Work Engagement?

2. Does Organizational Justice have an impact on Work Engagement?

3. Does Organizational Trust have an impact on Work Engagement ?

4. Does Corporate Citizenship have an impact on Organizational Trust ?

5. Does Organizational Justice have an impact on Organizational Trust ?

6. Does Organizational Trust mediate the relationship between Corporate Citizenship and Work Engagement?

7. Does Organizational Trust mediate the relationship between Organizational Justice and Work Engagement?

To answer these research questions, a comprehensive review of related theories and past studies was carried out to understand the magnitude of the problem from psychological, sociological and theoretical standpoints. The knowledge was externalized into a conceptual framework with hypotheses as the starting point for further investigation given the limited evidence.

The conceptual model was then subjected to pre-test and pilot test before doing a full scale test. The analysis and findings are presented in Chapter 4. As explained in Chapter 4, six main hypotheses (H1, H2, H3, H4, H6 and H7) are supported and one hypothesis, H5 is not. For sub-hypotheses, six hypotheses are supported (H1a,H1c,H2b,H2c,H3a,H4b) and eight hypotheses are not supported (H1b,H1d,H2a,H3b,H3c,H3d,H4a,H4c).

The findings also show that corporate citizenship and organizational justice are strong predictors of work engagement. Corporate citizenship and organizational justice are also strong predictors of organizational trust. However, organizational trust has an inverse relationship with work engagement.

In brief, elevation of corporate citizenship and organizational justice increases employees' work engagement. Contrary to prediction, the findings reveal that organizational trust is not significant to work engagement. This is understandable although the company increases the level of organizational trust, this does not affect the level of work engagement among employees. Therefore hypothesis (H5) is not supported.

5.3   Discussion of Findings

The main purpose of this study is to examine the effect of organizational trust as a mediator between corporate citizenship, organizational justice and work engagement. Organizational trust intervened in this relationship to further explain this relationship and to resolve the inconsistency in the related past studies.

5.3.1 The Relationship between Corporate Citizenship and Work Engagement (H1)

Corporate citizenship, also known as CSR, corporate responsibility and responsible business is a form of corporate self-regulation integrated into a business model (Wood,1991). It represents a high-profile notion that has strategic significance to business firms, firms' activities and status related to the firms' perceived societal and stakeholder obligations (Luo & Bhattacharya, 2006).

Corporate citizenship consists of four dimensions refined from previous literature in terms of employees as stakeholders: perceived economic citizenship, perceived legal citizenship, perceived ethical citizenship and perceived discretionary citizenship (Maignan & Ferrell, 2000).

The first hypothesis postulated a positive relationship between Corporate Citizenship and Work Engagement among bank employees in the Malaysian commercial banking sector. The research findings in this study indicate that Corporate Citizenship is found to have a significant and positive relationship with Work Engagement, in support of H1 (β=0.233, t= 3.263, p<0.01).

This result is consistent with the prior studies (e.g., Chaudhary, 2017; Glavas & Perit, 2009; Lin, 2010); these scholars have reported that corporate citizenship has proven to be a powerful instrument for improving work engagement. The result of this study entails that proper implementation of corporate citizenship in the commercial banking sector can lead to higher work engagement in the organization. Corporate Citizenship can include initiatives, such as the financing of employees' education, promoting ethics training programs, adopting environment-friendly policies and sponsoring community events (Maignan & Ferrell, 2000) to attempt to maximize the work engagement of an organization through the involvement of the employees in all the activities organized. Specifically, corporate citizenship that shows organizational commitment to social responsibilities will lead to more employees being engaged with their work. In other words, Corporate Citizenship is an initiative by the company, the implementation of which is linked to enhanced work engagement levels.

A survey by Sirota Survey Intelligence shows that employees tend to be more committed, engaged and productive if the organizations they work with are more responsible toward their staff. Specifically, employees' work engagement increased to 86% when they felt confident of the corporate citizenship of the company (Amble, 2009).

5.3.1a The Relationship between Perceived Economic Citizenship and Work Engagement (H1a)

Perceived Economic Citizenship refers to the firm's obligation to bring utilitarian benefits to various stakeholders. This study is designed to determine the relationship between Perceived Economic Citizenship and Work Engagement. The research findings in this study indicate that Perceived Economic Citizenship has a significant and positive relationship with Work Engagement, in support of H1a (β=0.159, t= 2.459, p<0.01).

This result is consistent with prior studies. For example, Bowlby (1973); Carroll (1999); Maxfield (2008); Turker (2009); and Weyzig (2009) reported that perceived economic citizenship has proven to be a powerful instrument for improving work engagement. In the banking sector, perceived economic citizenship refers to employment opportunities and it provides a good quality of life to all employees. Employees will be more engaged in their work when they are satisfied with the economic offers related to the job, such as salary and promotion. In terms of good quality of life, employees will be involved in CSR activities, such as conducting activities at welfare homes and providing food to homeless people. Through these social activities, the quality of life for employees will increase and they will be more engaged in the company. The result of this study entails that the excellent implementation of perceived economic citizenship in the commercial banking sector will lead to higher work engagement levels in the organization.

5.3.1b The Relationship between Perceived Legal and Perceived Discretionary Citizenship and Work Engagement (H1b & H1d)

Perceived Legal Citizenship referring to the firm's obligation to fulfill its business mission within the framework of legal requirements. The research findings in this study indicate that Perceived Legal Citizenship has a non-significant relationship with Work Engagement, which does not support H1b ($\beta = 0.036$, t $=0.388$, $p < 0.05$).

This result is not consistent with previous studies that have examined work engagement and perceived legal citizenship (Carroll, 1999; Sable, 2008). For instance, Sable (2008) compared between insecure and secure employees. It was found that employees who always follow the rules will improve the quality of routine jobs and have job satisfaction.

Meanwhile, Perceived Discretionary Citizenship refers to the firm's obligation to engage in activities that are not mandated, not required by law and not expected of businesses in an ethical sense (Maignan & Ferrell, 2000). The research findings in this study indicate that Perceived Discretionary Citizenship has a non-significant relationship with Work Engagement, that does not support H1d ($\beta=0.042$, t$= 0.570$, $p<0.05$)

This result is not consistent with previous studies that have examined work engagement and perceived discretionary citizenship (Lin, 2010). Carrol (1979) stated that in discretionary corporate responsibilities, society has no clear-cut message for businesses and such discretionary corporate responsibilities are left to individual's judgment and choice. When employees observe that their firm takes such responsibilities and reveals good voluntary citizenship in a society, their psychological confidence about the organization is likely to be

boosted, leading to a positive relationship between perceived discretionary citizenship and work engagement.

The non-significant result could be due to the profile of the respondents, where the majority of respondents come from the executive and management levels (45.2% is represented by executive level and 43.2% by management level). The remaining 11.2% is represented by union members (non- executive level).

In commercial banks, the respondents from management and executive levels, have always been involved in activities related to law, i.e., firm's obligations to fulfill its business mission within the framework of legal requirements and discretionary citizenship, such as charities, sponsorships, activities related to environment and public well-being, compared to respondents from the non-executive level.

When the company decides to be involved in activities related to perceived legal and perceived discretionary citizenship, this decision will not affect work engagement because majority of the respondents is from executive and management levels and it is considered a common practice for management and executive level personnel to be involved in these kinds of activities. Hence, the relationship between discretionary citizenship and work engagement is not significant.

5.3.1c The Relationship between Perceived Ethical Citizenship and Work Engagement (H1c)

Perceived Ethical Citizenship refers to the firm's obligation to abide by moral rules defining proper behavior in society. The research findings in this study indicate that Perceived

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Ethical Citizenship has a significant and positive relationship with Work Engagement, in support of H1c ($\beta = 0.216$, $t = 2.826$, $p < 0.05$).

This result is consistent with previous studies that have examined perceived ethical citizenship and work engagement (Carroll, 1999). Furthermore, Carroll (1999) elaborated that society and employees of the firm expect a business to execute the correct behavior and activities under CSR even though they are not necessarily codified into law.

Employees will develop their organizational trust and be more motivated to perform their tasks when they perceive the firms to be more engaged in CSR. Moreover, they will be more encouraged to perform better when they notice their organization is managed in compliance with morality and ethics. Gradually, a good relationship between ethical citizenship and work engagement will develop.

According to Hardy and Barkham (1994), based on the attachment theory, attachment needs which consist of emotional bonds are very significant. When both are combined, the result is the exploration of the environment. Therefore, when the organization executes ethical citizenship, employees' work engagement will be most probably stimulated. In other words, ethical responsibility practiced by firms means they have an honest relationship with their employees (De los Salmones et al., 2005) and this results in employees reciprocating by being more trusting of the company.

5.3.2 The Relationship between Organizational Justice and Work Engagement (H2)

The research findings in this study indicate that Organizational Justice has a significant and positive relationship with Work Engagement, in support of *H2* (β = 0.475, t =6.898, p < 0.01).

This result is consistent with previous studies that have examined organizational justice and work engagement (Alvi & Abbasi, 2012; Ghosh, Rai, & Sinha, 2014; Khuong, 2015); implementation of organizational justice improves the work engagement of employees in the Malaysian commercial banking sector.

In this regard, this finding concurs with Dirks and Ferrin (2002); and Yilmaz and Tasdan (2009) that organizational justice could contribute towards a high level of work engagement. Employees will contribute more to the company when their perception of organizational justice makes them more engaged in their work (Moliner et al., 2008)

The level of work engagement can be enhanced when the leaders in the banking commercial sector employ organizational systems which will strengthen justice in and around organizational practices. When justice has been implemented in all procedures and systems of the organization, this will guarantee the loyal and committed employees to remain with the company for a longer time. As a result, this will reduce turnover ratio and indirectly will improve organizational productivity and efficiency.

5.3.2a The Relationship between Distributional Justice and Work Engagement (H2a)

Distributional Justice is described as the fairness of distribution of resources or being results-oriented. The research findings in this study indicate that the relationship between Distributional Justice and Work Engagement is insignificant ($\beta = 0.031$, t =0.412, p < 0.05). This result is not consistent with previous studies that have examined distributional justice and work engagement (Saks, 2006; Alvi & Abbasi, 2012).

When distributions of organizational outcomes, such as bonus and yearly increment, are considered to be fair, employees are likely to develop a positive perception of organizational justice. Based on the profile of the respondents, 45.2% is represented by executive level staff and 43.2% by managers. The remaining 11.2% is represented by union members (non-executive level).

Based on this scenario, the relationship between distributional justice and work engagement is not significant and this relationship will not affect work engagement as the majority of the respondents came from the executive and management levels. In commercial banks, the respondents from these levels, i.e., management and executive levels, are already satisfied with the distribution of overall rewards, such as bonus and increment, their level of pay, workload and job responsibilities.

When the company decides to be involved in activities related to distributive justice, this decision will not affect work engagement because majority of the respondents are from executive and management levels and it is considered common practice for management and executive levels to receive fair and equitable treatment from the company. Hence, the relationship between Distributive Justice and Work Engagement is not significant.

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5.3.2b The Relationship between Procedural Justice and Work Engagement (H2b)

Procedural justice refers to voice during a decision-making process, influence over the outcome (Thibaut and Walker 1975), or adherence to fair process criteria, i.e., consistency, lack of bias, correct ability, representation, accuracy, and ethicality (Leventhal,1980).

The research findings in this study indicate that Procedural Justice has a significant and positive relationship with Work Engagement, in support of *H2b* ($\beta = 0.185$, t =2.200, p < 0.01). This result is consistent with previous studies that have examined procedural justice and work engagement (Saks, 2006; Moliner et. al, 2008; Karatepe, 2011; Alvi & Abbasi, 2012). Saks (2006) demonstrated that frontline staff in the services industry with higher perceptions of procedural justice will reciprocate through high levels of work engagement.

5.3.2c The Relationship between Interactional Justice and Work Engagement (H2c)

The research findings in this study indicate that Interactional Justice has a significant and positive relationship with Work Engagement, in support of *H2c* ($\beta = 0.301$, t =3.347, p < 0.01). This result is consistent with previous studies that have examined interactional justice and work engagement (Saks, 2006; Inoue Akiomi, et al. 2010; Agarwal, 2014; Alvi & Abbasi, 2012). This result concurs with Saks (2006) that interactional justice has a value of .115 with p value less than 0.1, which shows that interactional justice has positive influence on work engagement.

5.3.3 The Relationship between Corporate Citizenship and Organizational Trust (H3)

The research findings in this study indicate that Corporate Citizenship has a significant and positive relationship with Organizational Trust, in support of H3 (β = 0.396, t =7.110, p < 0.01). This result is consistent with previous studies that have examined corporate citizenship and organizational trust (Lin, 2010, Lamberti & Lettieri, 2009; Brown & Dacin 1997). For example, socially responsible organizations provide information about its character and values, such as corporate image and corporate "good guy" that help in building trust amongst employees in the company.

5.3.3a The Relationship between Perceived Economic Citizenship and Organizational Trust (H3a)

Perceived Economic Citizenship refers to the firm's obligation to bring utilitarian benefits to employees, such as training, education and a quality working environment. The research findings in this study indicate that Perceived Economic Citizenship has a significant and positive relationship with Organizational Trust, in support of *H3a* (β = 0.330, t =5.373, p < 0.01).

When a firm is able to perform economic citizenship in terms of good quality life for employees, this will boost their organizational trust. Employees will be more engaged when they observe that employers carry out CSR activities; their trust of the employer also will be boosted when they benefit from the economic offers from the companies, such as promotion and increase in salary (Williams, 2005; Sable 2008).

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5.3.3b The Relationship between Perceived Legal, Ethical and Discretionary Citizenship and Organizational Trust (H3b & H3c and H3d)

Perceived Legal Citizenship refers to the firm's obligation to fulfill its business mission within the framework of legal requirements. Hypothesis H3b proposed that there is a relationship between Perceived Legal Citizenship and Organizational Trust. However, Perceived Legal Citizenship (H3b: $\beta=0.072$, t= 1.076,p<0.05) has a non-significant effect on Organizational Trust. Therefore, H3b is not supported by the data. This result is inconsistent with previous studies that have examined perceived legal citizenship and organizational trust (Lin, 2010).

Meanwhile, Perceived Ethical Citizenship refers to the firm's obligation to abide by moral rules to define proper behavior in society. Hypothesis H3c proposed that there is a relationship between Perceived Ethical Citizenship and Organizational Trust. However, Perceived Ethical Citizenship (H3c: $\beta=0.104$, t= 1.635, p<0.05) has a non-significant effect on Organizational Trust. Therefore, H3c is not supported by the data. This result is inconsistent with previous studies that have examined perceived ethical citizenship and organizational trust (Lin,2010; De Los Salmones et al., 2005).

Perceived Discretionary Citizenship refers to the firm's obligation to engage in activities that are not mandated, not required by law and not expected of businesses in an ethical sense. Hypothesis H3d proposed that there is a relationship between Perceived Discretionary Citizenship and Organizational Trust. However, Perceived Discretionary Citizenship (H3d: $\beta=0.033$, t= 0.620,p<0.05) has a non-significant effect on Organizational Trust. Therefore, H3d is not supported by the data. This result is inconsistent with previous studies that have examined perceived discretionary citizenship and organizational trust (Lin, 2010).

The non-significant relationship between perceived legal, ethical and discretionary citizenship and organizational trust shows that other variables of perceived corporate citizenship, such as economic citizenship potentially overcomes that of perceived legal, ethical and discretionary citizenship on organizational trust. This may be due to other economic issues, such as job career development, work life balance, proper job training and quality working environment, which are more significant to individuals in terms of their organizational trust.

5.3.4 The Relationship between Organizational Justice and Organizational Trust (H4)

The research findings in this study indicate that Organizational Justice has a significant and positive relationship with Organizational Trust, in support of *H4* ($\beta = 0.322$, $t = 5.415$, $p < 0.01$). This result is consistent with previous studies that have examined organizational justice and Organizational organizational trust (Barkhuizen & Rothmann, 2006; McFarlin & Sweeney, 1992; Konovsky & Pugh, 1994; Aryee et al., 2002, AL-Abrrow, 2013).

Hence, based on the result, when employees receive fair treatment from the employer in terms of reward or outcomes, the element of trust and silence sense will be instilled in them and their managers, including others. This will create a harmonious and trusting environment in the organization. This environment of trust between employees and employers will allow the business to be carried out smoothly without any hidden agenda.

Therefore, this environment of trust among employees will be passed to their superior and subsequently to management who would later develop organizational trust for the organization among all employees through a mechanism of feedback.

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Accordingly, when there is trust among the employees and their managers, there will be a sense of belonging and they will be more involved and committed to their job. Ultimately, when employees perform their job well, it will generate positive outcomes for the employer.

5.3.4a The Relationship between Distributional and Interactional Justice and Organizational Trust (H4a & H4c)

Distributional Justice is defined as the fairness in decision outcomes and resource allocation. Hypothesis H4a proposed that there is a relationship between Distributional Justice and Organizational Trust. However, Distributional Justice (H4a: β=0.053, t= 0.831, p <0.05) has a non-significant effect on Organizational Trust. Therefore, H4a is not supported by the data.

This result is inconsistent with previous studies that have examined distributional justice and organizational trust (Gupta & Kumar, 2015; Aryee et al., 2002, Khuong, 2015). This could be due to the nature of the business of commercial banks which is guided by rules and regulations by Bank Negara Malaysia (BNM). Distributional justice refers to fairness and justice in the distribution of outcomes and rewards employees receive.

Meanwhile, interactional justice explains the kind of interpersonal behavior among employees. Hypothesis H4c proposed that there is a relationship between Interactional Justice and Organizational Trust. However, Interactional Justice (β=0.069, t= 0.949, p<0.05) has a non-significant effect on Organizational Trust. Therefore, H4c is not supported by the data. This result is inconsistent with previous studies that have examined interactional justice and organizational trust (Agarwal, 2014; Aryee et al., 2002).

Based on the findings, both distributional justice and interactional justice have no relationship with organizational trust. Even without distributional justice and interactional justice in the banks, there is organizational trust of the employees since the nature of the business of commercial banks, such as accepting deposits and issuing loans, is governed by BNM. Employees will act in a way that furthers their organization interests because they trust their organization even without distributional justice and interactional justice. Based on the guidelines by BNM under "Garis Panduan 7" - GP7 which relates to Code of Ethics, fair and equitable treatment must be upheld in the organization. The guidelines from BNM have naturally enforced fair and equitable treatment, i.e., justice to all the employees, particularly in distributing the rewards and benefits to them. Furthermore, based on the guidelines from BNM, all the loans must be properly processed and a clear process flow must be established until the loan is successfully approved and disbursed. In this context, a two-way interaction, especially between management and employees, is very important in order to create organizational trust. When trust exists between two parties, the job is easily executed, particularly in the context of interactional Justice and organizational trust.

5.3.4b The Relationship between Procedural Justice and Organizational Trust (H4b)

Procedural justice refers to voice during a decision-making process,influence over the outcome (Thibaut and Walker 1975), or adherence to fair process criteria, i.e., consistency, lack of bias, correctability, representation, accuracy, and ethicality (Leventhal 1980).

The research findings in this study indicate that Procedural Justice has a significant and positive relationship with Organizational Trust, in support of *H4b* ($\beta = 0.230$, t =3.261, p < 0.01). This result is consistent with previous studies that have examined procedural Justice and organizational trust (Agarwal, 2014, Barkhuizen & Rothmann, 2006; Konovsky & Pugh,

1994). In other findings, distributional and procedural justice have been empirically shown to be related to trust in the organization (Pearce, Branyiczki, & Bakacsi, 1994).

This can be seen in commercial banks which offers various financial services such as accepting deposits and issuing loans. These processes need to be properly handled smoothly and efficiently following the guidelines from BNM until the loan is successfully approved and disbursed.

In this context, when employees observe the fairness of the procedures when performing the job, this scenario will create organizational trust between management and employees. When trust exists between two parties, the job is easily executed particularly in the context of procedural justice and organizational trust.

5.3.5 The Relationship between Organizational Trust and Work Engagement (H5)

Hypothesis H5 proposed that there is an organizational trust-work engagement relationship. Unfortunately, the result shows that H5 is not supported. Organizational Trust has an insignificant relationship with Work Engagement.

This result is inconsistent with previous studies that have examined organizational trust and work engagement (Agarwal, 2014; Ugwu et al., 2014). Furthermore, the result does not corroborate with Robinson's definition of engagement, whereby there must be a two way connection between employees and the organization. Most employees are engaged with the organization at different levels of engagement, reflective of what they receive in terms of benefits from the company. Employees who have shown high level of engagement towards the company have been with the company for a period of time (Cropanzano & Mitchell,

2005). Chughtai and Buckley (2007); and Tan and Tan (2000) identified organizational trust has an impact on job variables, including organizational commitment, turn-over intention and work engagement which impact on the entire company.

When the company makes an important decision for the betterment of the company, employees' level of trust will increase and will result in lower intention to leave. (Spreitzer & Mishra, 2002). Thus will increase the level of engagement with their work (Chughtai & Buckley,2007).

According to Gill (2008), employees would remain with the company when they still uphold a trust relationship with the company. Furthermore, employees also observe that their employer practices important core values which would help the employees to harness the skills and stay longer with the company (Simmons, 1990).

Based on present findings, some employees in commercial banks have not remained in the bank as a result of a deteriorating trust relationship with their employer. It is common that certain commercial banks have adopted certain policies which might have affected their employees. For example, a few banks withhold the bonus payment and pay their employees on a staggered basis. This affects the trust relationship with the employees. In the worst case scenario, the employer fails to deliver promises, in terms of rewarding the employees. Therefore, if employees realize that their organization has failed to fulfill its promised inducements (or policies), then it results in a loss of organizational trust (Robinson, 1996), perhaps leading to work disengagement. Under the pretext of the SET, the perception of trust by employees in the organization will shape the relationship between the organization and the employees.

Employees will reciprocate the rewards they receive from their employer as long as employees think that the treatment is fair (Blau,1964). According to Blau, exchange relationship between the employees and employer could be in the form of social or economic principles. Therefore, social exchange is similar to economic exchange whereby the expectation is to generate some future contribution and employees will establish a common belief that concerned employers will value their well-being.

Trust is therefore necessary for maintaining social exchange since trust creates obligations within individuals to repay the organization. Employees can do this by exhibiting several positive job attitudes, including being more engaged in their work.

For instance, in the case of a bank employee who feels connected to the organization, he or she may inform his or her supervisor if there are any wrongdoings. In other words, an employee who trusts his or her organization will be more willing to work harder during difficult times, and also to "go the extra mile" at work than others who do not have this trust. Therefore, this engagement appears as a way of exchanging or refunding the trust the organization offers to the employees.

Most of the respondents for this research are represented by executive and management levels that comprise 88.4% of the overall population. The nature of the jobs, such as accepting deposits and giving loans to customers for these two levels, is heavily governed by BNM. This very nature of the jobs performed by executive and management level staff would not affect work engagement because their jobs are governed by rules and regulations from BNM. Certain tasks which are directly linked to BNM, such as Central Credit Information System (CCRIS) report, monthly report and annual audit will make them engaged to their jobs. Therefore, whether trust is there or not, it would not influence work engagement.

5.3.6. Organizational Trust as a Mediator between Corporate Citizenship and Work Engagement (H6)

As postulated in hypothesis H6, Organizational Trust is a mediator between Corporate Citizenship and Work Engagement. The indirect effect (0.190) is significant with t-value, 6.246. The findings indicate that Organizational Trust mediates the relationship between Corporate Citizenship and Work Engagement. This finding is in line with previous studies by Lin (2010); and Chughtai and Buckley (2008).

To assess the mediating effects of Organizational Trust on the relationship between Corporate Citizenship and Work Engagement, the Hayes (2009) procedures were followed. The findings indicate that Organizational Trust mediates the relationship between Corporate Citizenship and Work Engagement, thus suggesting that Corporate Citizenship, including its dimensions, i.e., economic, ethical, legal and discretionary citizenship, may have an influence on Work Engagement through Organizational Trust.

Based on the findings, it has been shown that Organizational Trust has a significant influence on the Corporate Citizenship-Work Engagement relationship. This empirical study indicates that Organizational Trust could be used as an important marker for evaluating Work Engagement in Corporate Citizenship. If organizational trust is weak among employees, management should know that employees will get confused about the corporate social activities. For example, when employees' trust in the organization is very low, management has to take immediate action to strengthen corporate citizenship by transcribing business activities as organizational core values to the employees in order to win their trust.

This seems to suggest that companies which consistently promote corporate social activities will boost the employees' work engagement in the long-run (Cartwright and Cooper, 2009;

Grayson and Hodges, 2004). Therefore, management should champion corporate citizenship and share the company's vision on corporate citizenship, either through newsletters or the company website in order to reach out to all staff. This effort will significantly increase the level of work engagement.

Employees will be more positive, engaged and productive when they are satisfied working with a responsible organization compared to those employees who are working with less responsible organizations. Moreover, employees' work engagement increases to 86% when they feel confident about the organization's corporate citizenship. However, when they are less confident, the work engagement decreases to 37% (Amble, 2009).

Thus, with the paucity and inconsistency in the findings which may be due to the context of the study, it is hoped that this study will provide sufficient support and insights into the mediating variables of organizational trust on the relationship between corporate citizenship and work engagement in Malaysian commercial banks.

In summary, every business will depend on corporate citizenship for the success of its business. Firms who execute corporate citizenship consistently most likely will boost their corporate citizenship and work engagement.

5.3.7 Organizational Trust as a Mediator between Organizational Justice and Work Engagement (H7)

As postulated in hypothesis H7, Organizational Trust is a mediator between Organizational Justice and Work Engagement. The indirect effect (0.130) is significant with t-value, 3.656. The findings indicate that Organizational Trust mediates the relationship between Organizational Justice and Work Engagement. This finding is in line with previous studies (Gupta & Kumar, 2015; Agarwal, 2014; Aryee et al., 2002).

To assess the mediating effects of organizational trust on the relationship between organizational justice and work engagement, the Hayes (2009) procedures were followed.

The findings indicate that organizational trust mediates the relationship between organizational justice and work engagement. This seems to suggest that organizational justice, including its dimensions, i.e., distributional, procedural and interactional justice, may influence work engagement through organizational trust.

Based on the findings, it is shown that organizational trust has a significant influence on the organizational justice-work engagement relationship. This empirical study indicates that organizational trust could be used as an important marker for evaluating work engagement in organizational justice. If organizational trust is weak among employees, immediate action should be taken by management to establish organizational justice into the organizational system. For example, in commercial banks in Malaysia, justice should start from the recruitment stage; selection of the candidates should be equal and more talented candidates should be given a chance to work in the bank. The banks must avoid recruiting new employees based on cronyism.

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From another aspect, the commercial banks must practice equal opportunities for promotion amongst employees. Employees will display more enthusiasm when performing their jobs. The bank also must consistently encourage the managers to create a reward program for good employees. Therefore, creating organizational justice in commercial banks will play an important role in creating work engagement amongst employees. As a result, when employees are fully engaged with their work in commercial banks, they will produce excellent results for their employers.

5.4 Implication of the Study

This study provides empirical evidence that supports the proposed model on the factors affecting the work engagement of employees in Malaysian Commercial Banks. Based on the statistical results, corporate citizenship and organizational justice affect organizational trust. Moreover, both these factors also impact on employees' work engagement through organizational trust.

When employees believe that they work with a company which emphasizes on a balance between corporate achievements and social obligations to the community, including the way the employer treat them, the level of work engagement of the employees will be high.

5.4.1 Theoretical Implications

The purpose of the study is to examine the relationship between both corporate citizenship and organizational justice and work engagement, mediated by organizational trust. Information on the mediating effects of organizational trust would further assist in the understanding of the employees' attitude in their work engagement.

Furthermore, this study contributes to the existing body of knowledge in a number of ways. Although previous studies, such as Lin (2010); Chughtai and Buckley (2008); Gupta and Kumar (2015); Agarwal (2014); and Aryee et al. (2002) have supported the relationship between corporate citizenship and organizational justice and work engagement with organizational trust as a mediator, the results of the current study suggest that it may not necessarily be true in the context of Malaysian commercial banks. It could be because organizational trust among employees is different if we compare it among commercial banks due to many factors, such as internal culture of each bank.

Based on the current study, this research contributes theoretically to the literature on the corporate citizenship-organizational justice-work engagement relationship. This study is an effort to develop a conceptual framework of the banks' employees in terms of relationship between the corporate citizenship-organizational justice-work engagement relationship, mediated by organizational trust.

Basically, it provides an initial basis for integrating the two disciplines of organizational behavior and work engagement in the commercial banking sector in Malaysia. No prior study in Malaysia, particularly on commercial banks, has integrated these two disciplines.

Based on literature review, the empirical findings have proven the mediating role of organizational trust. However, little is known about employing this mediating role of organizational trust into the relationship between corporate citizenship and organizational justice of employees of commercial banks towards work engagement. The results from the present study reveal that the outcome is further improved by the mediating factor of organizational trust. Hence, this research provides more support theoretically of its

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importance in the commercial banking industry. Furthermore, this finding provides a better understanding on the effects of employees' work engagement in commercial banks in Malaysia. Employees in commercial banks with high work engagement will perform extremely well in their respective jobs, which will contribute to the growth and profit of the banks.

This research also contributes relatively new knowledge to the body of literature by incorporating both the dimensions of corporate citizenship and organizational justice and organizational trust that would affect employees' work engagement. To recapitulate, the dimensions of corporate citizenship are perceived economic, perceived legal, perceived ethical and perceived discretionary citizenship, while the dimensions of organizational justice are procedural, distributional and interactional justice.

This research also makes a significant contribution in directing the focus of the study differently. Brammer et al. (2007) stated that studies on the relationship between corporate citizenship and trust or work engagement have not discussed the dimensions in corporate citizenship (perceived discretionary, economic, legal and ethical). Hence, this research examines the four dimensions in corporate citizenship and their influence on work engagement. It also discusses employees' understanding of the matter. Previous studies have failed to take this multi-dimensional nature into account (De los Salmones et al., 2005).

This study is a pioneer study in the banking industry since no previous study has tested the mediating role of organizational trust in the relationship between corporate citizenship and organizational justice and work engagement. It is expected that there is a direct effect on the

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corporate citizenship-organizational justice-work engagement relationship. However, through mediation of organizational trust, there are also indirect effects.

Even though the role of organizational trust as mediator in organizational issues has been mentioned in previous studies (Agarwal, 2014), its role as mediator in the corporate citizenship-organizational justice-work engagement relationship has not been highlighted which the current study has undertaken to do.

5.4.2 Managerial Implications

The results of this study are very important to policymakers at management level in commercial banks. The work engagement of employees in commercial banks in Malaysia is to a large extent being influenced by the way employees in commercial banks are treated by their employers, which is evidence that organizational justice is practiced widely in the organization. Employees also will be further engaged in the company when they are involved in activities under corporate citizenship, such as adopting green projects and providing food to homeless people, which indirectly bring good business to the company and stimulate e business figures.

From the managerial perspective, this study provides important inputs for managers to gain competitive advantage over other commercial banks through the level of work engagement as a result of the impact of corporate citizenship and organizational justice.

Based on this study, there are several key aspects that managers of the commercial banks should consider. Based on the present global challenges and economic situation in Malaysia, this study suggests that corporate citizenship and organizational justice have a profound

impact on enhancing work engagement. The Human Resources and Corporate Affairs Departments should play important roles to change the attitude of the superiors and encourage them to build a long-term relationship with the staff.

The Corporate Affairs Department should organize more corporate social activities among staff together with their supervisors in order to create a strong relationship between them. The Human Resources Department should emphasize on fairness or give fair treatment to all staff from the entry to exit of staff from the company. This Department should recruit talented candidates to join the company. Once they join the company, the Human Resources Officer should monitor the allocation of workload and it should be well-balanced in order to reflect organizational justice to all staff.

The commercial banks also should consider nurturing behaviors which relate to corporate citizenship and its link to customer loyalty, commitment and innovation. In order to create a positive image to the company and with the objective of increasing work engagement and commitment among staff, commercial banks must participate in more social activities.

In order to increase profitability in the company, commercial banks should use their strength on work engagement among employees in the area of innovation besides implementing certain policies and procedures which could initiate innovative and motivated employees who are willing to be active members in the society. There could be cooperation between commercial banks and shopping centres through the use of credit cards in transaction payment where certain percentage of the sales will be contributed to charity organizations. The use of credit cards of commercial banks at shopping complexes, can initiate profitability of the company. Charity organization also could benefit from this move.

In addition, commercial banks with proactive corporate citizenship behavior need to provide high value-added products and services, good credit recovery solutions and have active involvement with the society. This will help to increase customer loyalty and contribute success to the company. Therefore, if the banking industry could implement justice to all employees and stress the significant role of corporate citizenship, the profitability of commercial banks can be increased. Examples can be seen in the two organizations, Maybank Berhad and CIMB Bank Berhad where due to their yearly profit increase, high amount of budgets has been allocated annually on corporate citizenship.

In line with the SET, findings by Blau (1964); and Gouldner (1960) on the positive organizational justice-corporate citizenship-work engagement relationship, suggest that employees will be engaged in their work to reciprocate the good treatment they receive from their organization

Management of commercial banks should formulate strategies towards enhancing work engagement among employees. Old strategies, such as strict observation, are no longer relevant in modern organizations. According to Huselid (1995), work engagement is crucial for generating profit for the business.

Organizational trust is an important component as a mediator in the corporate citizenship-organizational justice-work engagement relationship. Therefore, mutual support between organization and employees is significant. When management puts in fair and trustworthy efforts, employees are bound to reciprocate by being more engaged in their work. They cooperate with each other. With such an attitude, confidence level of both parties will increase. When people have a positive attitude toward their job, their manager, department or organization they work in, they become much more motivated to work efficiently. Moreover,

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a positive work environment and better work performance will be created. (Bidarian & Jafari, 2012)

In previous years, companies were burdened with the idea of balancing corporate behavior and business profitability. However, as suggested by Matten and Crane (2005); Tsai *et al.*, (2012); and Rego *et al.* (2010), once they manage to fulfill the economic, ethical, legal and discretionary responsibilities, these companies can maintain their profitability.

Under economic citizenship, the company should fulfill its obligations in terms of benefits to stakeholders (Zahra & LaTour, 1987). In this research, this particularly refers to employees. The company should give proper training and a good working environment in order for the employees to perform better and be fully engaged with the company.

For ethical citizenship, companies must adopt moral values which define proper behavior in society. In other words, companies should act with full honest y in the relationship between the company and the people who work for them (De los Salmones et al., 2005). In return, the employees will tend to reciprocate by showing their trust towards the company.

Employees prefer to stay in an organization where they feel more engaged in work. This is further enhanced by CSR strategies and practices of the organization, thus directly improving business performance.

Banks with proactive corporate citizenship and high work engagement of the employees can encourage customer loyalty through participation in social activities and focusing on social issues which both parties have interests in. Therefore, due to this good reputation, customers

feel more loyal to the organization by being involved in the activities and repeating the transactions with the banks, including making referral to others. This action will increase the company's performance, which in turn, will increase profit of the company.

Basically, the proposed framework will benefit the practitioners in commercial banks. The result shows that corporate citizenship, organizational justice and organizational trust together determine work engagement. For the purpose of increasing the work engagement level amongst employees in commercial banks, the management needs to consistently conduct activities on corporate citizenship and also implement organizational justice across the board.

The proposed model has shown that consistent practices are required by management of the commercial banks to ensure activities on corporate citizenship and also organizational justice for all employees that can build trust and yield engaged and highly productive employees. Examples of corporate citizenship activities are donation to homeless people by providing food and shelter and treating the employees fairly and equitably in terms of organizational justice. As a result, the management of commercial banks would get a high level of engaged employees. This will enable the management to focus and plan to bring the bank to the next level of excellence.

As commercial banks have become more competitive lately, they need to find ways to attract customers. This can be achieved by practicing fairness, equitability and having a positive reputation in CSR strategies.

Employees with high level of work engagement would entertain customers very well to ensure the customers will revisit the banks. Normally, customers will return to the same bank when the services offered exceed their expectations (Tsai *et al.*, 2012; Dodds & Kuehnel, 2010; Kim *et al.*, 2012).

From the results, in order to improve work engagement, perceived corporate citizenship, i.e., economic, legal, ethical and discretionary citizenship, need to be strengthened. In fact, work engagement can be achieved when employees see that their firm's actions from different social perspectives and not only through direct instruction from management.

Management could strengthen the employees' work engagement and organizational trust through implementation of policies and initiatives which suit the employees. This can be achieved when the management understands the dimensions of corporate citizenship and organizational justice provided by this study. For example, when management studies the dimensions of corporate citizenship separately, they will know which areas of corporate citizenship will lead to enhancing work engagement and allocate the resources correctly.

Work engagement among employees will be sustained as long as the organization emphasizes on CSR activities (Cartwright & Cooper, 2009; Grayson & Hodges, 2004).

In order to achieve high level of work engagement among employees, the vision of the companies should be channeled through internal communication. Furthermore, companies should put extra effort to achieve the goals by incorporating both corporate citizenship and organizational justice.

This study also examines empirically the role of bank employees in commercial banks towards organizational trust to enhance work engagement. This has not been studied in the past, especially in commercial banks in Malaysia. If this study had not been carried out, management in commercial banks might not be aware of the impact of the organizational trust-work engagement relationship. The role of bank employees towards organizational trust is very important for enhancing work engagement in commercial banks. From the empirical results, the policymakers at management level must plan and adopt certain policies with the objective of sustaining the highest level of work engagement in their respective commercial banks (Ugwu, Onyishi, & Rodriguez-Sanchez, 2014).

Organizational trust mediates positively between corporate citizenship and work engagement; it is shown that organizational trust can be used as a check-point to identify work engagement in corporate citizenship. Management should keep in mind that once employees are confused about corporate social activities, it will negatively affect their organizational trust. Hence, in order to obtain employees' trust, management should strengthen corporate citizenship by emphasizing business activities which make up the organizational core values to the employees.

Perceived economic citizenship has a positive impact on both organizational trust and work engagement from the financial aspect for all employees. This financial aspect is considered as an important objective for running the business. From the employees' point of view, although they have been given the opportunity to work with the company, management should provide enough training and career enhancement for their future development in view of their organizational trust and work engagement in the company.

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Banks are facing a challenge to sustain the level of engagement among the employees. In view of the importance of engaged employees, this research makes a significant impact on the company, particularly when procedural and interactional justice determine the employees' insight towards organizational justice.

The SET can explain the findings of this research. This theory suggests that there is a relationship between employees and the organization. Employees will reciprocate if the company treats them justly and they will reciprocate by increasing their level of engagement (Saks, 2006).

As suggested by Bettencourt et al. (2005), in order for employees to have a better social exchange attitude amongst them, commercial banks should establish a workplace that focuses on organizational justice. Furthermore, from the aspect of reciprocity, employees look forward for the recognition and rewards for their work from the organization they work in. Hence, commercial banks should recognize efforts made by their employees. This can be done by providing financial and non-financial rewards, such as work-life benefits according to the companies' standards.

According to Rahim et al. (2000), the criteria for procedural justice include: the formulation of formal procedures; the decision being based on correct information and implemented for all employees; the opportunity to voice out opinions to employees' management, including the opportunity to appeal on the decisions is given; personal bias during the decision-making process is eliminated; and ultimately all the decisions are according to moral and ethical standards.

In the banking industry, employers must establish a transparent decision-making process which will ensure procedural justice is implemented for all employees. Grievance handling procedures must be introduced to ensure perception of distributive justice among the employees.

According to Cohen-Charash and Spector (2001), the interpersonal behavior of the immediate superior determines interactional justice, whereby the characteristics related to interactional justice, such as cognitive, affective and behavioural reactions are towards the immediate superior. Employees should be treated fairly during the interview process, performance appraisal and feedback sessions. Training on soft skills for the immediate superiors will improve their interpersonal communication with employees during interview, performance appraisal and feedback sessions. With the implementation of justice throughout the organization, employees' level of work engagement will increase.

This study contributes to the research knowledge in terms of behavioral contributions from employees on their justice perceptions. Gupta and Kumar (2012) pointed out that employees show greater absorption, dedication and vigor when they perceive procedural and interactional justice. Meanwhile, when they perceive informational justice, they will contribute more physically as well as cognitively and be more engaged with their work. Therefore, employees will be more enthused and committed to their jobs, feel happy and have pride in their jobs. They may even be willing to undertake research about their jobs and ultimately be willing to go the extra mile in order to complete their jobs well.

In conclusion, based on the findings of this research, it evidences that Corporate Citizenship (Perceived Economic, Perceived Legal, Perceived Ethical and Perceived Discretionary) and

Organizational Justice (Distributional Justice, Procedural Justice and Interactional Justice) can be instrumental in enhancing employees' Work Engagement.

Additionally, the finding that Corporate Citizenship and Organizational Justice can promote Work Engagement reaffirms the importance of Corporate Citizenship and Organizational Justice as critical determinants of Work Engagement.

5.5 Limitations and Directions for further Research

This section highlights the limitations that could have affected the interpretation and analysis of the data. The main purpose is to explain the shortcomings, conditions and influences that restrict the ability of the researcher to come up with a more comprehensive conclusion. In addition, this section evaluates options that could be used to address the shortcomings for future research.

Firstly, this study cannot be generalized to all other banks, such as investment banks and development banks, as the respondents are confined only to employees in the commercial banks in Malaysia. Therefore, the results cannot be generalized to other banks although they are from the same financial industry. Hence, there is still room for further investigation into employees' work engagement by using a more general population. Extending the study to include employees working in other sectors, such as investment banks or development banks, (i.e., Bank Rakyat and Bank Pembangunan) can contribute further support to the findings.

Secondly, there are some possibilities of biasness. The study focuses on the perception of the respondents and the instrument relied on self-reports and perceptions of the respondents alone. This could have resulted in some degree of perceptual inflation of self-assessment

scores. Those who are well versed with online questionnaires and familiar with the system of the survey may have completed their response smoothly without too many errors during submission of the questionnaire. There could also be situations where respondents may need further clarification, which was not available.

Thirdly, organizational trust was considered as the only mediating variable although other variables would have some degree of influence on the corporate citizenship-organizational justice-work engagement relationship. Job satisfaction should be considered as another mediating variable for mediating the relationship between corporate citizenship and organizational justice and work engagement. There is also another option to include a moderator variable to the relationship between corporate citizenship, organizational justice and work engagement.

Another limitation is during the process of collecting information from a single individual (i.e., the respondent) on a single occasion. This method can trigger the issue of common source bias (Podsakoff et al., 2003). In order to minimize the effects of common method bias, we prepared a cover letter to explain the details about the survey, compiled items that minimize item ambiguity using reliable and valid scales and considered reduction in potential evaluation apprehension by guaranteeing anonymity of respondents' answers, as recommended by Podsakoff et al. (2003).

The sample size in this research is considered relatively small and this could have affected the statistical significance of the results. For future research, it is suggested that other institutions, such as investment banks and development banks, be included in order to give better results of the research.

The research design of the study uses a cross-sectional approach. Feedback received represents the perception of respondents at a particular point in time. This method limits the ability of respondents in providing feedback over a longer period that would be useful in gauging the fluctuation of work engagement following sequences of events. The feedback may be different if a longitudinal study that could provide an in-depth understanding had been used.

As the scope of the current survey is confined to employees in commercial banks in Malaysia, the suggestion is to expand the survey in future to other sectors, such as employees in investment banks. There are a lot of differences between commercial banks and investment banks, such as salary offered to the staff and total benefit packages. With a larger scope, the survey could be generalized to other financial institutions.

Based on the findings, future studies may include other mediators which have never been tested, such as job satisfaction. Although, there are many alternatives on activities which could be carried out under corporate citizenship, these findings suggest that corporate citizenship and its dimensions would be ideal to influence employees' work engagement in Malaysian commercial banks. Similarly, in organizational justice, employees of commercial banks would expect fair treatment from their employers and this would be an ideal factor to influence employees' work engagement in Malaysian commercial banks.

This study has only taken three dimensions of organizational justice, i.e., distributive, procedural and interactional justice. Inclusion of informational and interpersonal justice as the two components of interactional justice and mediator variables, such as job satisfaction, social identity or psychological contract, can also yield interesting results.

5.6 Concluding Remarks

Based on the findings, this study shows a significant impact of corporate citizenship on work engagement. There is also a significant impact of organizational justice on work engagement. As mediator, organizational trust significantly impacts on the corporate citizenship-organizational justice-work engagement relationship. These results require employers' and policymakers' attention to improve the benefits and policies of commercial banks.

This present study has provided enough evidences that greater work engagement can be achieved through implementation of corporate citizenship and organizational justice. Therefore, the level of work engagement will increase among employees and the productivity of the company will also improve. However, organizational trust has an insignificant relationship with work engagement. Although a level of trust exists between the employees and employers, the level of work engagement still decreases. Future studies need to explore further on this matter.

Based on the study, incorporating the relevant points raised in this study would help the management of commercial banks implement the policies on corporate citizenship and organizational justice to employees that would improve the level of work engagement and register more profit for the commercial banks during uncertain economic situations. A high level of work engagement can be achieved by assigning importance to corporate citizenship and organizational justice amongst employees in Malaysian commercial banks.

In conclusion, the behavior of employees in any organization will determine the survival of the organization to weather the economic conditions in order to execute the business plan for the company. Therefore, management consistently needs to create an atmosphere to increase

work engagement amongst employees. Corporate social activities, such as providing food to homeless people, adopting organizational justice in the company (treating employees fairly) and maintaining employees' trust towards the organization (rewarding the employees with promotion and bonus), will boost their satisfaction and in general, increase employees' work engagement level.

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APPENDIX

1) **List of Commercial bank registered with Malayan Commercial Banks'**
   Association (MCBA) – Appendix 1
2) **Questionnaires – Appendix 2**

List of Commercial bank registered with Malayan Commercial Banks' Association (MCBA)

No	Commercial bank	Total Staff Strength as 31 December 2015
1	Affin Bank Berhad	4100
2	Bank Muamalat Malaysia Berhad	1500
3	Hong Leong Bank Berhad	12678
4	RHB Bank Berhad	12045
5	Alliance Bank Malaysia Berhad	4234
6	Bank Islam Malaysia Berhad	4024
7	CIMB Bank Berhad	19017
8	Malayan Banking Berhad	26678
9	Public Bank Berhad	17231
10	Bangkok Bank Berhad	425
11	Bank of Tokyo-Mitsubishi UFJ (Malaysia) Berhad	424
12	Citibank Berhad	700
13	J.P. Morgan Chase Bank Berhad	3219
14	OCBC Bank (Malaysia) Berhad	3500
15	The Bank of Nova Scotia Berhad	260
16	United Overseas Bank (Malaysia) Berhad	3100
17	Bank of America Malaysia Berhad	257
18	Deutsche Bank (Malaysia) Berhad	212
19	HSBC Bank Malaysia Berhad	5000
20	Standard Chartered Bank Malaysia Berhad	5000
21	The Royal Bank of Scotland Berhad	215
	Total	**123,819**

QUESTIONNAIRES

UNIVERSITI UTARA MALAYSIA

Research Title:

**Organizational Justice, Corporate Citizenship and Work Engagement.
A mediating effect of Organizational Trust in the Malaysian Banking Sector**

Dear Sir/Madam,

You are invited to participate in my survey, an aspect of my Doctorate programme in Business Administration (DBA) thesis regarding **"Organizational Justice, Corporate Citizenship and Work Engagement. A mediating effect of Organizational Trust in the Malaysian Banking Sector"**

It will take approximately 10 minutes to complete the questionnaire.

Your survey responses will be strictly confidential and data from the research will be reported only in the aggregate. If you have questions at any time about the survey or the procedures, you may contact Mohamad Nadzli bin Hj Suhaimi by email at *mnadzlidba@gmail.com.*

Thank you very much for your time and support. Kindly start with the survey now by completing the question in the next page or by clicking on the button below (on line version).

https://www.surveymonkey.com/s/mnadzlidba

Thank you.

SECTION A

RESPONDENT BACKGROUND

Questions below are about your background. Please tick (x) in the appropriate box.

1. AGE

Below 25	☐	25 to 34 years	☐
35 to 44 years	☐	45 to 54 years	☐
55 and above	☐		

2. Gender

Male	☐	Female	☐

3. Academic Qualification

Secondary	☐	Degree	☐
Diploma	☐	Master	☐
PhD	☐		

4. Job Category

Non Executive Executive	☐	Management	☐

5. Total Years of work Experience

Below 2 years	☐	6 to 8 years	☐
2 to 5 years	☐	9 to 10 years	☐
More than 10 years	☐		
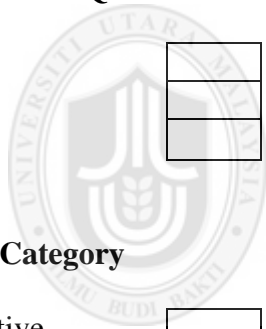
SECTION B

Please read each following statement and rate them based on how much you agree with the statement.

Strongly Disagree			Neither	Strongly Agree		
1	2	3	4	5	6	7

1. Organizational trust

No.		Strongly Disagree			Neither	Strongly Agree		
		1	2	3	4	5	6	7
1	I believe my employer has high integrity.							
2	I can expect my employer to treat me in a consistent and predictable manner.							
3	In general, I believe my employer's motives and intentions are good.							
4	I think my employer treats me fairly.							
5	Managers from my organization are open and upfront with me.							
6	My employer is always honest and truthful							
7	I am not sure I fully trust my employer							

2. Corporate Citizenship

a) Perceived Economic Citizenship

No.		Strongly Disagree			Neither	Strongly Agree		
		1	2	3	4	5	6	7
1	My firm supports employees who acquire additional education							
2	My firm has flexible policies that enable employees to better balance work and personal life							
3	My firm provides important job training for employees							
4	My firm provides quality working environment for employees							

b. Perceived Legal Citizenship

No.		Strongly Disagree			Neither	Strongly Agree		
		1	2	3	4	5	6	7
1	The managers of my firm comply with the law							
2	My firm follows the law to prevent discrimination in workplaces							
3	My firm always fulfil its obligations of contracts							
4	My firm always seeks to respect all laws regulating its activities							

c. Perceived Ethical Citizenship

No.		Strongly Disagree			Neither	Strongly Agree		
		1	2	3	4	5	6	7
1	My firm has a comprehensive code of conduct in ethics;							
2	Fairness toward co-workers and business partners is an integral part of the employee evaluation process in my firm;							
3	My firm provides accurate information to its business partners;							
4	We are recognized as a company with good business ethics							

d.Perceived Discretionary Citizenship

No.		Strongly Disagree			Neither	Strongly Agree		
		1	2	3	4	5	6	7
1	My firm gives adequate contributions to charities							
2	My firm sponsors partnerships with local schools or institutions;							
3	My firm is concerned about respecting and protecting the natural environment							
4	My firm sponsors to improve the public well-being of society							

3.Organizational Justice

a. Distributional Justice

No.		Strongly Disagree			Neither	Strongly Agree		
		1	2	3	4	5	6	7
1	My work schedule is fair							
2	I think that my level of pay is fair							
3	I consider my workload to be fair							
4	Overall the rewards I receive here are quite fair							
5	I feel that my job responsibilities are fair							

b. Procedural Justice

No.		Strongly Disagree			Neither	Strongly Agree		
		1	2	3	4	5	6	7
1	Job decisions are made by managers in an unbiased manner.							
2	My manager makes sure that all employee concerns are heard before job decisions are made.							
3	To make job decisions, my general manager collects accurate and complete information.							
4	To make job decisions, my manager clarifies decisions and provides additional information when requested by the employee.							
5	All job decisions are applied consistency across all affected							
6	Employees are allowed to challenge or appeal job decisions made by the manager.							

c. Interactional Justice

No.		Strongly Disagree			Neither	Strongly Agree		
		1	2	3	4	5	6	7
1	When decisions are made about my job, the manager treats me with respect and dignity.							
2	When decisions are made about my job, the manager treats me with kindness and consideration.							
3	When decisions are made about my job, the manager is sensitive to my personal needs.							
4	When decisions are made about my job, the manager deals with me in a truthful manner							
5	When decisions are made about my job, the manager shows concern for my rights as an employee.							
6	When making decisions about my job, manager offers explanations that make sense to me.							

3. Work Engagement

a. Vigor

No.		Strongly Disagree			Neither	Strongly Agree		
		1	2	3	4	5	6	7
1	At work, I feel full of energy							
2	In my job, I feel strong and vigorous							
3	When I get up in the morning, I feel like going to work							
4	I can continue working for very long periods at a time							
5	In my job, I am mentally very resilient							
6	At work, I always persevere, even when things do not go well							

b. Dedication

No.		Strongly Disagree			Neither	Strongly Agree		
		1	2	3	4	5	6	7
1	I find the work that I do full of meaning and purpose							
2	I am enthusiastic about my job							
3	My job inspires me							
4	I am proud of the work I do							
5	I find my job challenging							

C. Absorption

No.		Strongly Disagree			Neither	Strongly Agree		
		1	2	3	4	5	6	7
1	Time flies when I'm working							
2	When I am working, I forget everything else around me							
3	I feel happy when I am working intensely							
4	I get carried away when I'm working							
5	It is difficult to detach myself from my job							

Thank you