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

By



**Thesis submitted to
Othman Yeob Abdullah Graduate School of Business,
Universiti Utara Malaysia
in Partial Fulfillment of the Requirement for the Doctor of Business Administration**



**OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
UNIVERSITI UTARA MALAYSIA**

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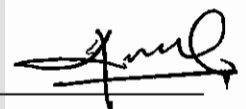
: Organizational Justice, Corporate Citizenship and Work Engagement,
A Mediating Effect of Organizational Trust in the Malaysian Banking
Sector

Program Pengajian
(Programme of Study)

: Doctor of Business Administration

Nama Penyelia/Penyelia-penyelia
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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 tugas, 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

ACKNOWLEDGEMENTS

First and foremost, I would like to express my deepest thanks to ﷻ, The most gracious and most merciful God for the blessing, wisdom, health, strength and patience that he gave upon me throughout this adventurous, exciting and challenging journey. This journey will not be a dream come true without these two intellectual persons who have been patiently, supportively and continuously encouraging me to keep on working hard to complete this thesis. From the bottom of my heart, I would like to express my profound appreciation to my main supervisor, Associate Professor Dr Norsiah Mat, for her insights, words of encouragement and the belief she always has in me; and also my co-supervisor, Associate Professor Dr Norazuwa Mat, for her generosity and patience to review, comment, and give thoughtful suggestions to improve this thesis. I am forever grateful and thankful to have met and been given the opportunity to work with both of them.

I would like to dedicate these years of hard work and absence to my family members – My late father, Hj Suhaimi bin Hj Abdullah, my mum, Hajjah Rokiah binti Khamis, sisters, and brother in law; my father and my late mother in law – Hj Mohd Nordin bin Wahid and Hajjah Hamidah binti Yeop Taarif for their endless supports, patient and prayers. To my late father, Hj Suhaimi bin Hj Abdullah – *“I dedicated all this hard work to you. Your never give up attitude inspired me throughout this journey”*.

Saving the best for last, to my dearest wife and sweetheart - Noor Azura Hj Mohd Nordin; “Thank you for being besides me throughout these years. Your loves and supports help me overcome all the challenges and hard times. Your smile and laughter gave me joy when I am down. Your endless prayers and belief help me achieved the dream I am dreaming. Again thank you for your willingness to join me in this challenging journey. I will always treasure

the loves, the supports, the joy, and the hard times we faced throughout this journey. Thank you dear and I will always love you”.

Finally, to my princesses and prince – Nurin Sofiya, Muhammad Zharif Adam, Nur Aisya Hamida and Nur Sarah Rukiah – “I am thankful to have all of you. You always motivate me to become a hero. Because of you, I am strong and have no fear. Because of you, darkness turns to light and I always have belief in myself”.

I dedicate this thesis to my family!



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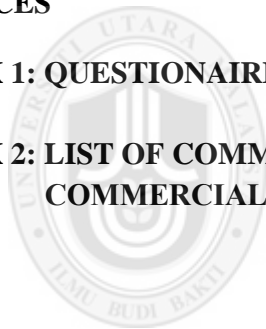
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LIST OF ABBREVIATIONS

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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APPENDIX

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



APPENDIX 1

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

APPENDIX 2

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	<input type="checkbox"/>	25 to 34 years	<input type="checkbox"/>
35 to 44 years	<input type="checkbox"/>	45 to 54 years	<input type="checkbox"/>
55 and above	<input type="checkbox"/>		

2. Gender

Male <input type="checkbox"/>	Female <input type="checkbox"/>
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3. Academic Qualification

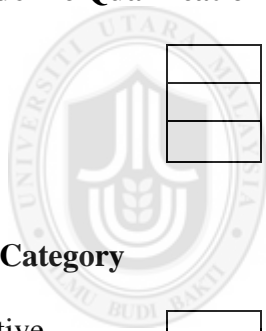
Secondary	<input type="checkbox"/>	Degree	<input type="checkbox"/>
Diploma	<input type="checkbox"/>	Master	<input type="checkbox"/>
PhD	<input type="checkbox"/>		

4. Job Category

Non Executive	<input type="checkbox"/>	Management	<input type="checkbox"/>
Executive	<input type="checkbox"/>		

5. Total Years of work Experience

Below 2 years	<input type="checkbox"/>	6 to 8 years	<input type="checkbox"/>
2 to 5 years	<input type="checkbox"/>	9 to 10 years	<input type="checkbox"/>
More than 10 years	<input type="checkbox"/>		



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							

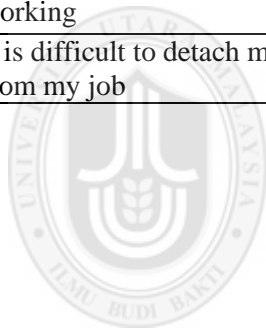
b. Dedication

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



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