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HRM PRACTICES, IMPERSONAL TRUST AND SERVICE ORIENTED
ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG FEMALE EMPLOYEES'



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Thesis Submitted to
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ABSTRACT

Over the last decade service-oriented organizational citizenship behavior (SOCB) has received profound attention due to its significant contribution towards the enhancement of the performance of service organizations. Although, some researchers have proposed the outcomes of such behavior, research on identifying the antecedents or motivators for improving service behavior is still limited. Based on the Social Exchange Theory (SET), which argues that when an individual perceives that he/she is getting some benefits they may later feel the responsibility to repay through loyalty and effort, this study aimed to examine the relationship between HRM practices and employees' SOCB in the context of Bangladesh. The study also considered impersonal trust as a mediator. Besides, employees' work- family conflict is used as a moderator based on the Conservation of Resource (COR) theory which recommends that employees protect resources for personal use during conflicting situations. A quantitative research approach was employed and a structured questionnaire was used as the research instrument. A cross-sectional survey design was adopted and the unit of analysis was customer-contact female employees working in 39 private commercial banks. The study employed a multistage sampling technique, with a sample size of 384 responses. For analyzing the data, the Partial Least Squares to Structural Equation Modelling (PLS-SEM) approach was applied. The findings of the study revealed that training, fair reward, performance appraisal and promotion opportunity are positively related to impersonal trust and SOCB. Employment security is only positive with impersonal trust. Impersonal trust mediates the relationship between all the dimensions of HRM practices and SOCB. The study found that the work-family conflict did not play a moderating role in the impersonal trust-SOCB link. Based on the empirical evidence, practitioners and policy-makers should pay more attention to HRM practices and the impersonal trust of female employees for enhancing service-oriented OCB (SOCB).

Keywords: Service-oriented OCB, HRM practices, impersonal trust, work-family conflict, female employees.

ABSTRAK

Sepanjang dekad yang lalu, tingkah laku organisasi berorientasikan perkhidmatan (SOCB) telah mendapat perhatian yang mendalam kerana sumbangannya yang signifikan untuk meningkatkan prestasi organisasi perkhidmatan. Walaupun sesetengah penyelidik mencadangkan hasil tingkah laku sedemikian, namun penyelidikan untuk mengenal pasti antededen bagi meningkatkan SOCB masih terhad. Berdasarkan Teori Pertukaran Sosial (SET), apabila seseorang mengamati bahawa dia akan mendapat beberapa faedah, maka dia akan membalas kembali faedah tersebut melalui kesetiaan dan usaha untuk organisasinya. Oleh itu, kajian ini bertujuan untuk mengkaji hubungan antara amalan Pengurusan Sumber Manusia (HRM) dan SOCB pekerja di Bangladesh. Kajian ini menganggap kepercayaan peribadi sebagai pengantara manakala konflik kerja-berkeluarga sebagai penyederhanaan. Ini adalah berdasarkan Teori Konservatif Sumber (COR) yang menunjukkan bahawa pekerja akan melindungi sumber untuk kegunaan peribadi apabila timbulnya konflik. Sementara itu, pendekatan kuantitatif telah digunakan dan soal selidik berstruktur pula digunakan sebagai instrumen kajian. Reka bentuk tinjauan keratan rentas telah diterima pakai dan unit analisis adalah pekerja khidmat pelanggan wanita yang bekerja di 39 buah bank perdagangan swasta. Kajian ini menggunakan teknik pensampelan pelbagai tahap dengan saiz sampel seramai 384 orang. Kaedah *The Structural Equation Modeling (SEM) - Partial Least Square (PLS)* telah digunakan untuk menganalisis data. Penemuan kajian mendedahkan bahawa latihan, ganjaran yang adil, penilaian prestasi dan peluang kenaikan pangkat adalah berkaitan secara positif dengan kepercayaan peribadi dan SOCB. Manakala hanya jaminan kerja mempunyai hubungan positif dengan kepercayaan peribadi. Selain itu, kepercayaan peribadi mengantara hubungan antara semua dimensi dalam amalan Pengurusan Sumber Manusia (HRM) dan SOCB. Kajian ini juga mendedahkan bahawa konflik kerja-berkeluarga tidak berperanan sebagai penyederhana dalam hubungan kepercayaan peribadi-SOCB. Berdasarkan bukti empirikal, para pengamal dan pembuat dasar perlu memberi lebih perhatian kepada amalan Pengurusan Sumber Manusia (HRM) dan kepercayaan peribadi pekerja wanita untuk meningkatkan tingkah laku organisasi berorientasikan perkhidmatan (SOCB).

Katakunci: Tingkah laku organisasi berorientasikan perkhidmatan (SOCB), amalan Pengurusan Sumber Manusia (HRM), kepercayaan peribadi, konflik kerja-berkeluarga, pekerja wanita.

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LIST OF ABBREVIATIONS

AMOS	Analysis of Moment Structure
AVE	Average Variance Extracted
BB	Bangladesh Bank
BBS	Bangladesh Bureau of Statistics
BIBM	Bangladesh Institute of Bank Management
COR	Conservation of Resource
CMV	Common Method Variance
CR	Composite Reliability
DOPU	Drop Off-Pick Up
FWC	Family-Work Conflict
GDOT	Georgia Department of Transportation
GDP	Gross Domestic Product
HOM	Higher Order Model
HRD	Human Resource Department
HRM	Human Resource Management
ILO	International Labor Organization
IMT	Impersonal Trust
LFS	Labor Force Survey
MDG	Millennium Development Goals
ML	Maximum Likelihood
OCB	Organizational Citizenship Behavior

OD	Omission Distance
OLS	Ordinary Least Squares
PCB	Private Commercial Bank
PLS	Partial Least Squares
POS	Perceived Organizational Support
SEM	Structural Equation Modeling
SET	Social Exchange Theory
SOCB	Service Oriented Organizational Citizenship Behavior
SPSS	Statistical Package for Social Science
VIF	Variance Inflation Factor
WFC	Work Family Conflict



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CHAPTER ONE

INTRODUCTION

1.1 Introduction

"When on the brink of complete discouragement, success is discerning that... the line between failure and success is so fine that often a single extra effort is all that is needed to bring victory out of defeat" (Elbert Green Hubbard).

This sort of extra effort can be considered as organizational citizenship behavior (OCB). OCB is also considered as positive behavior of employee's in organization. It helps the organization to sustain in the long run profitability by enhancing the enterprise functioning. Therefore, OCB is non-mandated behavior and it depends on the employees' willingness to demonstrate in the workplace. There is a widespread interest of OCB as it increases the organizational performance and develop organizational effectiveness (Podsakoff, Ahearne, & MacKenzie, 1997).

Another important contribution of OCB is that it increases the social network and social relationship (Organ, 1988; Smith, Organ, & Near, 1983). For example, OCB increases the employee's interaction with customers, leaders, co-workers and show the extra-miles to attract customer's attention. If employees show OCB then customers will be pleased, satisfied and retain loyalty towards the organization. In addition to that, OCB reduce customer complaints, decrease the withdrawal behaviors and absenteeism of employees

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APPENDICES

Appendix A: Common Method Variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.225	16.508	16.508	11.225	16.508	16.508
2	5.179	7.616	24.124	5.179	7.616	24.124
3	4.196	6.171	30.295	4.196	6.171	30.295
4	3.709	5.454	35.749	3.709	5.454	35.749
5	2.908	4.276	40.024	2.908	4.276	40.024
6	2.812	4.136	44.160	2.812	4.136	44.160
7	2.387	3.510	47.670	2.387	3.510	47.670
8	2.005	2.949	50.619	2.005	2.949	50.619
9	1.806	2.655	53.274	1.806	2.655	53.274
10	1.773	2.607	55.881	1.773	2.607	55.881
11	1.683	2.476	58.357	1.683	2.476	58.357
12	1.404	2.065	60.422	1.404	2.065	60.422
13	1.330	1.956	62.378	1.330	1.956	62.378
14	1.277	1.878	64.256	1.277	1.878	64.256
15	1.203	1.769	66.025	1.203	1.769	66.025
16	1.117	1.643	67.669	1.117	1.643	67.669
17	1.008	1.482	69.151	1.008	1.482	69.151
18	.990	1.456	70.606			
19	.919	1.351	71.957			
20	.875	1.287	73.245			
21	.842	1.238	74.482			
22	.825	1.214	75.696			
23	.811	1.192	76.888			
24	.765	1.125	78.013			
25	.718	1.055	79.069			
26	.678	.997	80.065			
27	.657	.967	81.032			
28	.620	.912	81.944			
29	.601	.884	82.828			
30	.590	.868	83.696			
31	.572	.842	84.538			
32	.542	.797	85.334			
33	.533	.784	86.118			
34	.512	.753	86.872			
35	.497	.732	87.603			
36	.477	.702	88.305			

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
37	.471	.693	88.998			
38	.455	.669	89.668			
39	.428	.630	90.297			
40	.415	.611	90.908			
41	.401	.589	91.497			
42	.391	.576	92.073			
43	.373	.549	92.622			
44	.361	.531	93.153			
45	.347	.510	93.663			
46	.323	.476	94.139			
47	.320	.470	94.609			
48	.300	.441	95.050			
49	.293	.431	95.481			
50	.280	.412	95.893			
51	.276	.406	96.298			
52	.263	.387	96.685			
53	.245	.360	97.045			
54	.230	.339	97.384			
55	.212	.311	97.695			
56	.206	.303	97.998			
57	.189	.278	98.276			
58	.181	.266	98.542			
59	.168	.248	98.790			
60	.155	.229	99.019			
61	.133	.196	99.215			
62	.123	.180	99.395			
63	.095	.140	99.535			
64	.093	.137	99.673			
65	.077	.113	99.785			
66	.060	.089	99.874			
67	.049	.073	99.947			
68	.036	.053	100.000			

Extraction Method: Principal Component Analysis.

Appendix B: Construct Correlations

		ATRN	AES	AFR	APA	APO	ACAP	AFAIR	AWFC	AFWC	ALOY	ASD	APAR
TRN	Pearson Correlation	1											
	Sig. (2-tailed)												
	N	384											
ES	Pearson Correlation	.249**	1										
	Sig. (2-tailed)	.000											
	N	384	384										
FR	Pearson Correlation	.233**	.466**	1									
	Sig. (2-tailed)	.000	.000										
	N	384	384	384									
PA	Pearson Correlation	.109*	.101*	.179**	1								
	Sig. (2-tailed)	.033	.048	.000									
	N	384	384	384	384								
PO	Pearson Correlation	.060	.142**	.273**	.110*	1							
	Sig. (2-tailed)	.239	.005	.000	.030								
	N	384	384	384	384	384							
CAP	Pearson Correlation	.380**	.389**	.493**	.241**	.367**	1						
	Sig. (2-tailed)	.000	.000	.000	.000	.000							
	N	384	384	384	384	384	384						
FAIR	Pearson Correlation	.366**	.308**	.257**	-.032	.170**	.676**	1					
	Sig. (2-tailed)	.000	.000	.000	.533	.001	.000						
	N	384	384	384	384	384	384	384					
WFC	Pearson Correlation	-.047	-.050	-.056	-.022	-.013	.032	.028	1				
	Sig. (2-tailed)	.361	.326	.271	.666	.801	.531	.578					
	N	384	384	384	384	384	384	384	384				

		ATRN	AES	AFR	APA	APO	ACAP	AFAIR	AWFC	AFWC	ALOY	ASD	APAR
FWC	Pearson Correlation	-.216**	.034	.079	.060	.128*	-.050	-.111*	.348**	1			
	Sig. (2-tailed)	.000	.507	.122	.240	.012	.333	.030	.000				
	N	384	384	384	384	384	384	384	384	384			
LOY	Pearson Correlation	.421**	.303**	.246**	.063	.130*	.409**	.375**	.003	-.244**	1		
	Sig. (2-tailed)	.000	.000	.000	.215	.011	.000	.000	.951	.000			
	N	384	384	384	384	384	384	384	384	384	384		
SD	Pearson Correlation	.114*	.178**	.219**	.410**	.211**	.215**	.066	.045	.016	.207**	1	
	Sig. (2-tailed)	.026	.000	.000	.000	.000	.000	.194	.381	.762	.000		
	N	384	384	384	384	384	384	384	384	384	384	384	
PAR	Pearson Correlation	.287**	.313**	.330**	.126*	.300**	.368**	.220**	.042	.026	.360**	.259**	1
	Sig. (2-tailed)	.000	.000	.000	.013	.000	.000	.000	.417	.612	.000	.000	
	N	384	384	384	384	384	384	384	384	384	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Appendix C: Item Correlations

Training

		TRN1	TRN2	TRN3	TRN4	TRN5
TRN1	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	384				
TRN2	Pearson Correlation	.480**	1			
	Sig. (2-tailed)	.000				
	N	384	384			
TRN3	Pearson Correlation	.844**	.623**	1		
	Sig. (2-tailed)	.000	.000			
	N	384	384	384		
TRN4	Pearson Correlation	.420**	.350**	.463**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	384	384	384	384	
TRN5	Pearson Correlation	.147**	.283**	.162**	.147**	1
	Sig. (2-tailed)	.004	.000	.001	.004	
	N	384	384	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

Employment Security

		ES1	ES2	ES3	ES4	ES5
ES1	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	384				
ES2	Pearson Correlation	.650**	1			
	Sig. (2-tailed)	.000				
	N	384	384			
ES3	Pearson Correlation	.377**	.422**	1		
	Sig. (2-tailed)	.000	.000			
	N	384	384	384		
ES4	Pearson Correlation	.450**	.525**	.351**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	384	384	384	384	
ES5	Pearson Correlation	.383**	.418**	.257**	.603**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	384	384	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

Fair Reward

		FR1	FR2	FR3	FR4	FR5
FR1	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	384				
FR2	Pearson Correlation	.565**	1			
	Sig. (2-tailed)	.000				
	N	384	384			
FR3	Pearson Correlation	.306**	.367**	1		
	Sig. (2-tailed)	.000	.000			
	N	384	384	384		
FR4	Pearson Correlation	.379**	.358**	.353**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	384	384	384	384	
FR5	Pearson Correlation	.329**	.300**	.142**	.480**	1
	Sig. (2-tailed)	.000	.000	.005	.000	
	N	384	384	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

Performance Appraisal

		PA1	PA2	PA3	PA4	PA5	PA6
PA1	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	384					
PA2	Pearson Correlation	.552**	1				
	Sig. (2-tailed)	.000					
	N	384	384				
PA3	Pearson Correlation	.490**	.498**	1			
	Sig. (2-tailed)	.000	.000				
	N	384	384	384			
PA4	Pearson Correlation	.483**	.448**	.456**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	384	384	384	384		
PA5	Pearson Correlation	.322**	.249**	.384**	.333**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	384	384	384	384	384	
PA6	Pearson Correlation	.317**	.269**	.329**	.346**	.497**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	384	384	384	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

Promotion Opportunity

		PO1	PO2	PO3	PO4
PO1	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	384			
PO2	Pearson Correlation	.400**	1		
	Sig. (2-tailed)	.000			
	N	384	384		
PO3	Pearson Correlation	.408**	.267**	1	
	Sig. (2-tailed)	.000	.000		
	N	384	384	384	
PO4	Pearson Correlation	.328**	.163**	.551**	1
	Sig. (2-tailed)	.000	.001	.000	
	N	384	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).



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Capability

		Cap1	Cap2	Cap3	Cap4	Cap5	Cap6	Cap7	Cap8	Cap9	Cap10	Cap11
Cap1	Pearson Correlation	1										
	Sig. (2-tailed)											
	N	384										
Cap2	Pearson Correlation	.504**	1									
	Sig. (2-tailed)	.000										
	N	384	384									
Cap3	Pearson Correlation	.332**	.355**	1								
	Sig. (2-tailed)	.000	.000									
	N	384	384	384								
Cap4	Pearson Correlation	.454**	.399**	.318**	1							
	Sig. (2-tailed)	.000	.000	.000								
	N	384	384	384	384							
Cap5	Pearson Correlation	.386**	.385**	.323**	.511**	1						
	Sig. (2-tailed)	.000	.000	.000	.000							
	N	384	384	384	384	384						
Cap6	Pearson Correlation	.373**	.417**	.321**	.496**	.620**	1					
	Sig. (2-tailed)	.000	.000	.000	.000	.000						
	N	384	384	384	384	384	384					
Cap7	Pearson Correlation	.387**	.422**	.357**	.478**	.554**	.718**	1				
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000					
	N	384	384	384	384	384	384	384				
Cap8	Pearson Correlation	.484**	.497**	.301**	.451**	.325**	.380**	.416**	1			
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000				
	N	384	384	384	384	384	384	384	384			
Cap9	Pearson Correlation	.383**	.357**	.247**	.408**	.215**	.318**	.356**	.595**	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000			

		Cap1	Cap2	Cap3	Cap4	Cap5	Cap6	Cap7	Cap8	Cap9	Cap10	Cap11
	N	384	384	384	384	384	384	384	384	384		
Cap10	Pearson Correlation	.322**	.290**	.249**	.323**	.277**	.321**	.246**	.336**	.253**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		
	N	384	384	384	384	384	384	384	384	384	384	
Cap11	Pearson Correlation	.292**	.205**	.120*	.236**	.202**	.240**	.195**	.258**	.208**	.498**	1
	Sig. (2-tailed)	.000	.000	.019	.000	.000	.000	.000	.000	.000	.000	
	N	384	384	384	384	384	384	384	384	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).



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Fairness

		Fair1	Fair2	Fair3	Fair4	Fair5	Fair6
Fair1	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	384					
Fair2	Pearson Correlation	.501**	1				
	Sig. (2-tailed)	.000					
	N	384	384				
Fair3	Pearson Correlation	.308**	.318**	1			
	Sig. (2-tailed)	.000	.000				
	N	384	384	384			
Fair4	Pearson Correlation	.349**	.454**	.232**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	384	384	384	384		
Fair5	Pearson Correlation	.268**	.252**	.182**	.475**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	384	384	384	384	384	
Fair6	Pearson Correlation	.417**	.420**	.259**	.496**	.582**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	384	384	384	384	384	384

**, Correlation is significant at the 0.01 level (2-tailed).

Work-Family Conflict

		WFC1	WFC2	WFC3	WFC4	WFC5
WFC1	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	384				
WFC2	Pearson Correlation	.632**	1			
	Sig. (2-tailed)	.000				
	N	384	384			
WFC3	Pearson Correlation	.574**	.710**	1		
	Sig. (2-tailed)	.000	.000			
	N	384	384	384		
WFC4	Pearson Correlation	.486**	.635**	.723**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	384	384	384	384	
WFC5	Pearson Correlation	.465**	.584**	.589**	.614**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	384	384	384	384	384

**, Correlation is significant at the 0.01 level (2-tailed).

Family-Work Conflict

		FWC1	FWC2	FWC3	FWC4	FWC5
FWC1	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	384				
FWC2	Pearson Correlation	.549**	1			
	Sig. (2-tailed)	.000				
	N	384	384			
FWC3	Pearson Correlation	.579**	.559**	1		
	Sig. (2-tailed)	.000	.000			
	N	384	384	384		
FWC4	Pearson Correlation	.551**	.484**	.680**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	384	384	384	384	
FWC5	Pearson Correlation	.587**	.537**	.630**	.696**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	384	384	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

Loyalty

		Loy1	Loy2	Loy3	Loy4	Loy5
Loy1	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	384				
Loy2	Pearson Correlation	.504**	1			
	Sig. (2-tailed)	.000				
	N	384	384			
Loy3	Pearson Correlation	.338**	.495**	1		
	Sig. (2-tailed)	.000	.000			
	N	384	384	384		
Loy4	Pearson Correlation	.264**	.406**	.336**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	384	384	384	384	
Loy5	Pearson Correlation	.198**	.331**	.427**	.484**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	384	384	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

Service Delivery

		SD1	SD2	SD3	SD4	SD5	SD6
SD1	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	384					
SD2	Pearson Correlation	.441**	1				
	Sig. (2-tailed)	.000					
	N	384	384				
SD3	Pearson Correlation	.468**	.394**	1			
	Sig. (2-tailed)	.000	.000				
	N	384	384	384			
SD4	Pearson Correlation	.363**	.383**	.523**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	384	384	384	384		
SD5	Pearson Correlation	.466**	.343**	.489**	.416**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	384	384	384	384	384	
SD6	Pearson Correlation	.357**	.266**	.377**	.372**	.496**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	384	384	384	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

Participation

		Par1	Par2	Par3	Par4	Par5
Par1	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	384				
Par2	Pearson Correlation	.486**	1			
	Sig. (2-tailed)	.000				
	N	384	384			
Par3	Pearson Correlation	.432**	.523**	1		
	Sig. (2-tailed)	.000	.000			
	N	384	384	384		
Par4	Pearson Correlation	.362**	.475**	.603**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	384	384	384	384	
Par5	Pearson Correlation	.128*	.182**	.137**	.226**	1
	Sig. (2-tailed)	.012	.000	.007	.000	
	N	384	384	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Appendix D: Descriptive Statistics of 68 Items

	N	Minimum	Maximum	Mean	Std. Deviation
TRN1	384	2	5	4.17	.767
TRN2	384	2	5	4.40	.738
TRN3	384	2	5	4.16	.764
TRN4	384	2	5	4.01	.829
TRN5	384	2	5	4.44	.660
ES1	384	1	5	3.96	1.020
ES2	384	1	5	3.50	1.050
ES3	384	1	5	4.07	.728
ES4	384	1	5	3.62	.943
ES5	384	1	5	3.60	.985
FR1	384	1	5	3.67	.989
FR2	384	1	5	3.29	.946
FR3	384	1	5	4.00	.740
FR4	384	1	5	3.83	.904
FR5	384	1	5	3.65	.878
PA1	384	1	5	4.04	.826
PA2	384	1	5	3.85	.964
PA3	384	1	5	4.14	.804
PA4	384	2	5	4.27	.817
PA5	384	2	5	4.46	.616
PA6	384	2	5	4.11	.760
PO1	384	2	5	3.58	.813
PO2	384	2	5	3.83	.829
PO3	384	1	5	3.44	.897
PO4	384	1	5	3.14	.949
Cap1	384	1	5	4.02	.735
Cap2	384	1	5	4.23	.785
Cap3	384	1	5	3.96	.772
Cap4	384	2	5	3.97	.761
Cap5	384	2	5	4.11	.719
Cap6	384	2	5	4.12	.736
Cap7	384	2	5	4.15	.836
Cap8	384	2	5	4.39	.707
Cap9	384	2	5	4.32	.749
Cap10	384	1	5	3.53	.842
Cap11	384	2	5	3.77	.751
Fair1	384	1	5	4.07	.704
Fair2	384	1	5	4.21	.786
Fair3	384	1	5	3.92	.773

	N	Minimum	Maximum	Mean	Std. Deviation
Fair4	384	1	5	3.96	.872
Fair5	384	2	5	4.16	.754
Fair6	384	2	5	4.18	.773
WFC1	384	1	5	3.50	1.009
WFC2	384	1	5	3.70	1.078
WFC3	384	1	5	3.60	1.163
WFC4	384	1	5	3.53	1.096
WFC5	384	1	5	3.81	1.014
FWC1	384	1	5	2.62	1.035
FWC2	384	1	5	2.54	1.151
FWC3	384	1	5	2.08	.925
FWC4	384	1	5	2.16	.985
FWC5	384	1	5	2.46	1.059
Loy1	384	1	5	4.17	.840
Loy2	384	2	5	4.37	.710
Loy3	384	2	5	4.40	.719
Loy4	384	1	5	4.30	.762
Loy5	384	1	5	4.23	.766
SD1	384	1	5	4.19	.777
SD2	384	2	5	4.19	.717
SD3	384	2	5	4.47	.617
SD4	384	2	5	4.31	.719
SD5	384	2	5	4.38	.697
SD6	384	2	5	4.20	.694
Par1	384	2	5	4.15	.658
Par2	384	1	5	3.93	.742
Par3	384	1	5	4.02	.697
Par4	384	2	5	3.97	.742
Par5	384	1	5	3.33	1.020
Valid N (listwise)	384				

Appendix E: Cross Loadings

	Cap	ES	FR	FWC	Fair	Loy	PA	PO	Par	SD	TRN	WFC
Cap1	0.684	0.317	0.247	-0.164	0.428	0.368	0.165	0.263	0.321	0.164	0.239	0.043
Cap2	0.692	0.336	0.249	-0.145	0.499	0.251	0.190	0.334	0.204	0.177	0.235	0.035
Cap4	0.737	0.419	0.360	-0.117	0.495	0.349	0.160	0.294	0.244	0.162	0.259	-0.002
Cap5	0.714	0.346	0.278	-0.085	0.521	0.340	0.255	0.346	0.296	0.154	0.260	0.052
Cap6	0.778	0.366	0.324	-0.043	0.618	0.400	0.172	0.277	0.324	0.093	0.293	0.040
Cap7	0.778	0.373	0.298	-0.031	0.604	0.323	0.198	0.298	0.234	0.155	0.288	0.066
Cap8	0.711	0.336	0.257	-0.078	0.461	0.225	0.117	0.209	0.195	0.124	0.160	0.051
Cap9	0.608	0.368	0.304	-0.074	0.339	0.265	0.183	0.105	0.138	0.188	0.222	0.112
ES1	0.350	0.773	0.618	0.035	0.284	0.173	0.132	0.185	0.132	0.223	0.153	0.062
ES2	0.388	0.816	0.682	0.000	0.226	0.206	0.224	0.271	0.193	0.146	0.199	-0.038
ES3	0.461	0.728	0.620	-0.024	0.284	0.349	0.114	0.257	0.342	0.177	0.215	0.033
ES4	0.326	0.747	0.541	0.063	0.085	0.210	0.196	0.175	0.241	0.198	0.167	-0.056
ES5	0.245	0.622	0.453	0.146	0.014	0.147	0.065	0.220	0.113	0.072	0.111	-0.127
FR1	0.222	0.579	0.685	-0.010	0.157	0.188	0.119	-0.064	0.082	0.145	0.169	0.031
FR2	0.242	0.530	0.699	-0.041	0.204	0.145	0.104	0.016	0.142	0.043	0.162	-0.025
FR3	0.295	0.588	0.740	0.044	0.276	0.397	0.051	0.103	0.298	0.109	0.185	0.029
FR4	0.373	0.687	0.780	0.038	0.254	0.228	0.114	0.311	0.317	0.271	0.086	0.020
FWC1	-0.085	0.086	0.034	0.779	-0.129	-0.152	0.069	0.124	-0.058	-0.001	-0.160	0.287
FWC2	0.014	0.056	0.058	0.630	0.002	-0.021	0.079	0.035	-0.035	0.030	-0.137	0.270
FWC3	-0.069	0.080	0.059	0.788	-0.111	-0.138	0.061	0.176	-0.002	0.037	-0.116	0.201
FWC4	-0.156	-0.022	-0.021	0.890	-0.139	-0.237	0.005	0.089	-0.061	-0.019	-0.215	0.229
FWC5	-0.093	0.037	0.035	0.896	-0.114	-0.206	-0.041	0.062	-0.106	-0.008	-0.232	0.281
Fair1	0.442	0.245	0.276	-0.133	0.669	0.130	-0.051	0.138	0.262	0.028	0.214	-0.009
Fair2	0.494	0.201	0.218	-0.150	0.704	0.167	0.011	0.121	0.077	0.051	0.260	0.020
Fair4	0.523	0.245	0.243	-0.114	0.763	0.250	0.022	0.095	0.091	0.036	0.209	-0.035

	Cap	ES	FR	FWC	Fair	Loy	PA	PO	Par	SD	TRN	WFC
Fair5	0.553	0.183	0.235	-0.022	0.717	0.366	0.056	0.216	0.253	0.145	0.083	0.107
Fair6	0.557	0.140	0.203	-0.115	0.809	0.308	-0.034	0.094	0.180	-0.001	0.252	0.010
Loy2	0.395	0.257	0.258	-0.190	0.312	0.742	0.080	0.145	0.307	0.174	0.326	0.054
Loy3	0.265	0.150	0.280	-0.135	0.204	0.774	0.094	0.163	0.418	0.206	0.221	0.051
Loy4	0.376	0.352	0.315	-0.171	0.238	0.733	0.110	0.154	0.252	0.227	0.332	0.019
Loy5	0.301	0.191	0.194	-0.187	0.269	0.744	0.046	0.194	0.346	0.152	0.198	-0.022
PA1	0.200	0.146	0.083	0.051	0.005	0.085	0.713	0.162	0.072	0.255	0.054	-0.020
PA3	0.118	0.164	0.130	0.007	-0.080	0.115	0.713	0.019	0.040	0.285	0.126	-0.058
PA4	0.164	0.107	0.042	0.013	-0.021	-0.006	0.721	0.034	0.101	0.370	0.158	0.046
PA5	0.242	0.177	0.104	-0.058	0.084	0.157	0.757	0.100	0.073	0.326	0.086	-0.052
PA6	0.148	0.123	0.105	0.065	-0.024	0.018	0.677	0.087	0.053	0.313	0.051	0.004
PO1	0.339	0.286	0.148	0.115	0.167	0.096	0.128	0.780	0.096	0.267	0.015	0.019
PO2	0.303	0.244	0.156	-0.014	0.136	0.264	0.091	0.712	0.272	0.103	0.117	-0.043
PO3	0.244	0.152	0.067	0.124	0.142	0.123	0.076	0.736	0.194	0.136	0.008	0.001
PO4	0.139	0.145	0.104	0.132	0.035	0.119	0.001	0.614	0.185	0.111	0.025	0.036
Par1	0.193	0.160	0.138	-0.044	0.144	0.349	0.078	0.218	0.720	0.191	0.172	0.024
Par2	0.285	0.283	0.261	-0.129	0.180	0.388	0.035	0.269	0.797	0.156	0.206	0.047
Par3	0.235	0.207	0.268	-0.042	0.172	0.298	0.092	0.127	0.818	0.172	0.169	0.132
Par4	0.358	0.276	0.330	-0.035	0.230	0.357	0.097	0.203	0.789	0.223	0.211	0.119
SD1	0.108	0.115	0.112	0.053	0.061	0.138	0.325	0.096	0.116	0.714	-0.009	0.032
SD2	0.170	0.134	0.133	-0.024	0.115	0.278	0.229	0.191	0.320	0.698	0.117	0.127
SD3	0.126	0.143	0.136	-0.019	0.042	0.161	0.290	0.108	0.147	0.763	0.021	0.067
SD4	0.183	0.187	0.208	-0.071	0.046	0.243	0.334	0.140	0.170	0.728	0.150	0.058
SD5	0.152	0.240	0.173	0.073	0.023	0.106	0.349	0.203	0.084	0.727	0.060	0.016
SD6	0.147	0.180	0.152	-0.013	-0.009	0.109	0.356	0.213	0.126	0.639	0.024	0.002
TRN1	0.220	0.172	0.165	-0.117	0.164	0.231	0.095	0.000	0.183	0.083	0.835	-0.049
TRN2	0.369	0.252	0.171	-0.206	0.209	0.368	0.179	0.079	0.169	0.111	0.801	0.024

	Cap	ES	FR	FWC	Fair	Loy	PA	PO	Par	SD	TRN	WFC
TRN3	0.288	0.227	0.195	-0.156	0.229	0.291	0.138	0.050	0.208	0.098	0.911	-0.046
TRN4	0.197	0.088	0.095	-0.265	0.293	0.229	-0.020	0.067	0.234	-0.012	0.665	-0.083
WFC1	0.088	-0.045	-0.023	0.353	0.051	0.008	0.033	0.037	0.021	0.067	-0.035	0.706
WFC2	-0.011	-0.077	-0.075	0.329	-0.004	0.001	-0.020	-0.047	0.036	-0.019	-0.073	0.773
WFC3	0.072	0.013	0.037	0.264	0.076	0.041	-0.085	-0.040	0.083	0.073	0.011	0.876
WFC4	0.012	-0.034	-0.057	0.265	-0.048	-0.034	-0.020	-0.060	0.066	0.021	-0.079	0.792
WFC5	0.045	-0.009	0.045	0.196	-0.015	0.045	0.011	0.030	0.125	0.074	-0.060	0.877



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Appendix F: Path Coefficient with Moderators

Path Coefficient	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
ES -> IMT	0.172	0.172	0.075	2.295	0.022
ES -> SOCB	-0.309	-0.288	0.088	3.511	0.000
FR -> IMT	0.160	0.166	0.071	2.266	0.024
FR -> SOCB	0.519	0.489	0.077	6.763	0.000
FWC -> SOCB	-0.199	-0.182	0.078	2.555	0.011
IMT -> SOCB	0.099	0.091	0.049	2.040	0.042
PA -> IMT	0.058	0.062	0.047	1.235	0.217
PA -> SOCB	0.165	0.163	0.053	3.107	0.002
PO -> IMT	0.226	0.226	0.040	5.599	0.000
PO -> SOCB	0.205	0.196	0.043	4.771	0.000
TRN -> IMT	0.249	0.245	0.047	5.255	0.000
TRN -> SOCB	0.206	0.197	0.045	4.611	0.000
WFC -> SOCB	0.095	0.087	0.057	1.677	0.094



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Appendix G: Research Questionnaire

Dear Respondents,

As a PhD student of Universiti Utara Malaysia (UUM), I want your kind help and support regarding the research on Organizational Citizenship Behavior in Private Commercial Banks of Bangladesh. This is an academic research to investigate the relationship between HRM practices, Impersonal Trust, Work-Family conflict and Organizational Citizenship Behavior. It would be greatly admired if you kindly and sincerely complete this questionnaire with accurate information and extreme care. Your valuable response will help me to extract some appropriate results which will finally reflect real scenario of the research goals.

The questionnaire comprise of six sections. It is my utmost request to go through each question and answer appropriately. It is important to mention that, the study will not express your name and information you offered and it will solely use for the research objective with greater level of confidentiality.

Thank you for your cooperation and inclination to take part in this survey.

Sincerely,

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Section A
Screening Questions

Marital status: ☐ Married ☐ Unmarried

Educational qualification: ☐ Below Graduate ☐ Graduate/more

Work experience: ☐ Less than one year ☐ 1/more than one year

If your answer for the first question is 'married', for second question 'graduate or more' and for third question 'one or more than one' year please go to the next section.

Section B
Demographic Profile

The items given below are for collecting personal/demographic information. Please indicate the appropriate answer or fill in the blank.

1. Your age: ☐ 25-35 ☐ 35-45 ☐ 45-55 ☐ 55-above

2. Number of children: ☐ No child ☐ 1-2 ☐ 3-4 ☐ above

3. Highest level of education

☐ Bachelor Degree ☐ Masters Degree ☐ PhD ☐ Others

4. Your working experience related to banking industry (number of years)?

☐ 1-3 ☐ 3-5 ☐ 5-7 ☐ 7-9 ☐ More than 9

5. Division you work: ☐ Cash ☐ General banking ☐ Foreign exchange

☐ Loan& Credit ☐ others

Section C
Service Oriented Organizational Citizenship Behavior (SOCB)

This section presents necessary questions regarding organizational citizenship behavior. Please read every decriptivestatement carefully and give tick [√] in one appropriate box based on your opinion regarding the level of organizational citizenship behavior you show. Based on 5 point scale given below, please provide tick mark on appropriate box indicated by number.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

	Items	1	2	3	4	5
1	I tell outsiders that my organization is a good place to work.					
2	I present my organization positively to others.					
3	I try to generate favorable goodwill for my bank.					
4	I always encourage my friends and family members to use the products and services of my bank.					
5	I always promote the products and services of my bank actively.					
6	I always follow customer-service guidelines with extreme care.					
7	I always conscientiously follow guidelines for customer promotions.					
8	I follow customer requests and their problems in a timely manner.					
9	I perform my duties with unusually few mistakes.					
10	I always have a positive attitude at work.					
11	Regardless of circumstances, I exceptionally try to be courteous and respectful to customers.					
12	I encourage my co-workers to contribute their ideas and suggestions for improving services.					
13	I contribute many ideas for customer promotions and communications.					
14	I make constructive suggestions for service improvement.					
15	I frequently present creative solutions to address customer problems to others.					
16	I take brochures at home to read up on products and services of my bank.					

Section D
Human Resource Management (HRM) Practices

Listed below given a series of statement that provides possible perceptions that an individual employees might have regarding Human Resource Management practices of the bank for which they serve. On the basis of your own perceptions about the bank you are currently work for, please mark the extend you agree or disagree with each statement. Based on 5 point scale provided below, please give tick mark on the appropriate box.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

	Items	1	2	3	4	5
1	My bank provides an orientation program for newcomers to learn about the bank.					
2	My bank continuously provides training programs.					
3	My bank invests considerable time and money in training.					
4	Training is comprehensive, not limited to skill training.					
5	High quality of customer services is emphasized in training.					
6	I have work in my bank for as long as I want.					
7	If I were to lose my current position, my bank would try very hard to place me in another position elsewhere in the bank.					
8	I can be sure of being employed in my bank as long as I do good work.					
9	This bank provides me with retirement security.					
10	I am sure how long I will be employed by my bank.					
11	I estimate my salary as being fair internally.					
12	My salary is fair in comparison with what is offered for a similar job elsewhere.					
13	In my department, supervisor/reporting boss assigns mandates in a fair manner.					
14	In my department, employees consider that their compensation level adequately reflects their level of responsibility.					
15	The pay increases and/or bonuses I received in the last 2					

	years adequately reflect my recent performance evaluations.					
16	Performance appraisals provide employees feedback for personal development.					
17	Performance appraisals in my bank are based on multiple sources (self, coworkers, supervisors, customers, etc.).					
18	Performance appraisals in my bank are based on objective, quantifiable results.					
19	Manager's get together with employees to set our personal goals.					
20	The most important work guideline in my bank is to satisfy customers.					
21	Meeting customers' needs is emphasized in performance appraisal.					
22	Employees in this job have clear career paths within the bank.					
23	Employees in this job have better future within this bank.					
24	Employees' career aspirations within the bank are known by their immediate reporting boss.					
25	Employees in this job who desire promotion have more than one potential position they could be promoted to.					

Section E Impersonal Trust

This section provides a number of statements that presents possible perceptions of Individual impersonal trust in organization. Based on your own perceptions about the level of impersonal Organizational Trust, please indicate the degree of your agreement or disagreement with each statement. Based on 5 point scale provided below, please tick the appropriate box.

Very Low	Low	Moderate	High	Very High
1	2	3	4	5

	Items	1	2	3	4	5
1	There are work practices in my bank that help us to cope					

	with exceptional situations.					
2	My bank efficiently utilizes the expertise of its people.					
3	My bank functions on such a solid base that changes in our business context do not threaten our operations.					
4	Employees have a bright future in this bank.					
5	Our top management has a clear vision.					
6	In my opinion, top management is taking my bank in the right direction.					
7	I have faith in the expertise of the top management.					
8	The tools I need in my everyday work function properly.					
9	I receive assistance with technical problems whenever I need it.					
10	Our competitors are not ahead of us.					
11	Outsiders consider my bank to be a successful player in its field.					
12	My employer offers me opportunities to learn new skills and develop myself in my profession.					
13	Skilled employees in my bank are offered more responsible positions.					
14	Top management never puts their success ahead of that of the employees.					
15	I never have to compromise my ethical principles in order to succeed in my bank.					
16	The information I get in my bank is up-to-date.					
17	Information on matters that are important to me is communicated openly in my bank.					

Section F Work Family Conflict

This section provides a number of statements that represent possible perceptions that individual might have regarding the work family conflict for which she work. On the basis of your own perceptions about the work family conflict that you face currently in family and workplace, please mark the degree of your opinion with each statement. Based on 5 point scale provided below, please tick the appropriate box.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

	Items	1	2	3	4	5
1	The demands of my work interfere with my home and family life.					
2	The amount of time my job takes up makes it difficult to fulfill family responsibilities.					
3	Things I want to do at home do not get done because of the workload in my bank.					
4	My job produces stress that makes it difficult to fulfill family duties.					
5	Due to my office duties, I have to make changes to my plans for family activities.					
6	The demands of my family or spouse interfere with office activities.					
7	I have to leave office work because of demands on my time at home.					
8	Things I want to do at office do not get done because of the demands of my family or spouse.					
9	My family life interferes with my responsibilities at office such as getting to work on time, accomplishing daily tasks, and working overtime.					
10	Family-related stress interferes with my ability to perform job-related duties.					

Thank you for your cordial participation