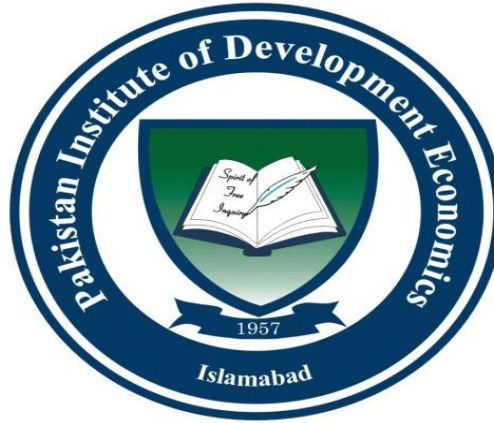


**IMPACT OF PROCEDURAL AND DISTRIBUTIVE JUSTICE ON
ORGANISATIONAL COMMITMENT: A CASE STUDY OF
BANKING SECTOR OF ISLAMABAD, PAKISTAN**



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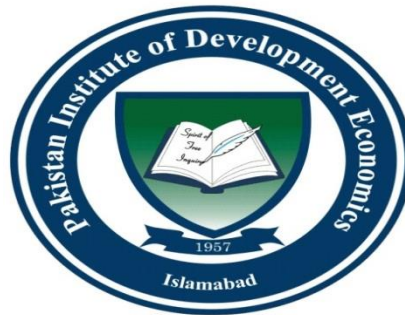
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2017

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ORGANISATIONAL COMMITMENT: A CASE STUDY OF
BANKING SECTOR OF ISLAMABAD, PAKISTAN**



A Thesis presented to

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In fulfilment of the requirement for the degree of

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BY

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04/MBA-3.5/PIDE/2013

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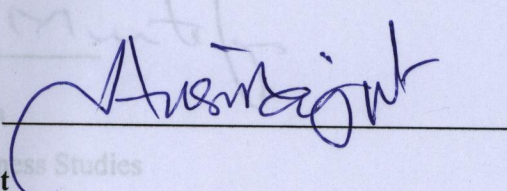
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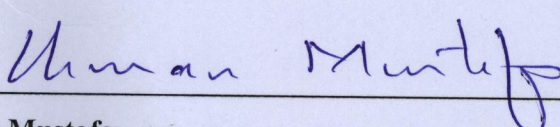
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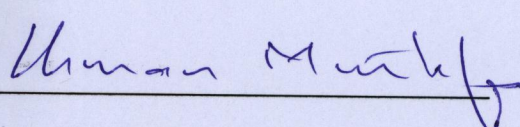
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DEDICATION

“I dedicate my thesis work to my family, friends and teachers who specially supported me for the best of my knowledge. Especially to my family who sacrifice for me in all part of my life with having with me by the Blessings of ALLAH (SWT) and my friends who supported me in every part of collecting knowledge. My teachers developed skills in me to do my study and part of thesis.”

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ABSTRACT

This study examines the impact of procedural and distributive justice on commitment. Both the factors of organisational commitment (procedural and distributive justice) are considered as an important determinant of organizational commitment. To measure this impact data was collected from the employees of both private and public banking sectors of Islamabad. The data is generated on the basis of questionnaire through which employees responses were administered. The results obtained showed that procedural and distributive justice not only has the positive but the significant impact on the organizational commitment. These results confirmed the validity of other studies on the same topic. These results could be useful for the organizations seeking the commitment from their employees.

CHAPTER I

INTRODUCTION

In each organisation the most vital components are its employees, since the employees make the organisation develop and accomplish its objectives. The representative buckles down, give his everything vitality to the organisation keeping in mind the end goal to finish the relegated undertakings and consequently the organisation remunerates the employee by giving prizes and advantages. This ratio of input to output was initially clarified by Equity Theory given by Adam (1965), and this hypothesis would be utilized as the bases for clarifying the association of the chosen factors.

The decency and fairness is vital for the development of organisation. As the assets which are utilized in the organisation to repay employees as far as monetary and non-monetary advantages they are constrained. Monetary and non-monetary advantages are conveyed among the employees in the organisation as a yield consequently of the information sources gave by the employees. So when the representative gets the prizes, he contrasts it with other associates on the same level and position. This correlation tells about the equity whether it has been done or not. Adams gives Equity Theory to clarify this marvel in 1965.

As indicated by Adam's Equity Theory (1965) an employee gives his or her contributions to the organisation as far as his or her insight, aptitude, time, physical and also mental actions and consequently he contrasts it and the remunerations named as yields given by the organisation as far as monetary and non-monetary advantages. Not just he contrasts it and his own sources of info and yields additionally with alternate employees' input/yield proportion who is taking a shot at same level as he or she is in a similar organisation. The conduct of the employee is impacted by this comparison, if he sees that he or she is being dealt with equity with other worker with whom he or she is contrasting himself or herself, and then it'll influence his or her commitment level. As indicated by this hypothesis if employee understands that the fairness has been done with him or her, he or she is being provided with the normal reward for the actions he puts, and then his or her dedication with the organisation will increase.

This view of fairness in the mind of employee indicates as the organisational justice (Williams *et al.*, 2002). Harold and Holtz (2009) have explained organisational justice such as the assessment made by the employee about the organisation by making comparison of what he or she has gotten and others on a similar assignment in the organisation. The organisational justice is considered as an important element for the organisation to get better and strong, if the organisation ensures that its employees are dealt with fairness and justice then it will affect the actions of employees and it will play its role in the development of organisation. With different outcomes of organisational justice the most significant is organisational commitment (Bakhshi *et al.*, 2009).

Past studies have expressed that there are four degrees of organisational justice that are informational, interpersonal, distributive and procedural justice (L. Yang and Diefendorff, 2009). Harold and Holtz (2009) have likewise stated that organisational justice is additionally separated into four categories. Lambert (2003) recognized three measures of organisational justice which are procedural, interactional and distributive justice.

In this review the two chosen measurement of organisational justice which are procedural and distributive justice and it revealed that both of these justice things affect the conduct of employee, all the more particularly organisational commitment (Lambert *et al.*, 2007).

This review states that distributive justice is considered as the impression of employees about the prizes and advantages they got from the organisation (Folger and Konovsky, 1989). In an organisation when prizes are dispersed between the employees, the equity which is used while distributing prizes indicates as the distributive justice (Gager and Hohmann, 2006).

In another review three principles principles were recognized, which is if they are utilized legitimately then equality as a part of the appropriation of assets and advantages then employee sees justice has been made. Initially, if eaceveryindividual is treated with similar assets and given the equivalent advantages paying little respect to their commitment. If every individual is treated with similar assests and advantages offered will not boast their commitment to a greater extent. Secondly, employees are dealt with as per what they have given contributions to the

organisation. Last, if the employees are provided with what they generally desire then the people in the organisation will consider that each person is treated similarly in the organisation (Cropanzano, Bowen and Gilliland, 2007).

This paper states that if employee sees that the rewards and benefits they are getting from the organisation after fulfilling their duties and rewards for the growth of the organisations are reasonable then his or her commitment towards the organisation will get increase and level of their commitment would be higher (Dubinsky and Levy, 1989).

If the employee sees that the dispersion is made genuinely then his or her discernment about distributive justice will emphatically expand which will consequently build commitment of employee towards organisation and he or she would turn out to be more steadfast (Colquitt *et al.*, 2001).

Then again if the employee sees that he or she is not being genuinely treated as far as the appropriation of prizes when contrasted with his collaborator then this would tend to create negative practices like turning out to be less faithful in the favour of organisation and having expectations to leave the organisation (Greenberg and Cropanzano, 2001).

Organisational commitment is firmly affected by distributive justice (Thomas and Nagalingappa, 2012). It was founded in another review that distributive justice strongly affects the employee's commitment towards its organisation (Bakhshi *et al.*, 2009). This recommends that if the distribution of prizes among the employees is being done honestly then it would influence commitment expectations in positive way towards the organisation, which proposes that organisational commitment is result of distributive justice (Steers, 1977).

The distributive justice is connected by Adam's Equity Theory (1965). As indicated by this theory the individual analyses his proportion of activities and yields which the organisation gives the activities and yields of his co-employee who is chipping away at an indistinguishable level from him. In the event that he sees that measure of his activities and consequently what the organisation pays back to him is increasingly or proportionate to the activities done by his associate and what that colleague is getting from the organisation then he will turn out to be more dedicated to the organisation.

Besides, the employee trusts that he or she is not getting equally as his or her colleague is receiving then his or her commitment level will decrease which will thus make him or her disillusionment in the action of organisation which would in turn will diminish the commitment to organisation.

Porter *et al.*, (1974) characterized the organisational commitment as view of employees that they acknowledge the errands and standards of organisation, and will be slanted to play out the undertakings keeping in mind the end goal to accomplish the destinations of organisation and additionally to satisfy their need as to be remain the part of the organisation. Currently the most critical obligation of a business is to keep up the position of the organisation in the market by holding its vital employees. In the event that the employees of an organisation are fulfilled then they are faithful to their organisation, the organisation would have a great deal more steady development (Wooldridge, 2000).

Commitment in an organisational setting particularly assesses the undertaking and target which the employees have got from the organisation (Sheldon, 1971). Chung (2001) explained that employees whose are more devoted, dependable and dedicated to the organisation will perform much more than employees who are very little focused or faithful in the favour of organisation (Chung, 2001).

If an organization do make sure that its employees are getting justice and fairness in there dealing then these employees would prove be more dedicated and loyal with their organization Sweeney and McFarlin (1993). So, there exists an association between employees and employers (Buchanan, 1974). The organization will lead its way to success if their employee shows dedication towards it (Farndale *et al.*, 2011).

Procedural justice is another way out for the organizations which has its profound impact on employees' commitment. Procedural justice is a representative of organizational justice and organizational commitment serves to be as a forerunner of it (Folger 1994). Rawls (1971) has explained procedural justice as the unprejudiced nature in the method which are applied to convey the punishments or prizes amongst the employees.

Referent cognition theory given by Folger, was utilized as a base to clarify the procedural justice. And in this theory he expressed that when the employee thinks about what he or she is being gotten from the organisation with any benchmark or standard which he or she has made up in his or her mind, that in any event certain wage, advantages, or recompenses he ought to get for the duties he or she has accomplished for the organisation. At the point when the employees do this correlation and the methodology which are utilized to convey results (compensation, advantages, remittances, and so forth.) goes about as medium. If the employee thinks that he or she has gotten less than what he or she has expected in his or her mind then he or she will consider that justice has not been done and he would trust that if whatever other procedure was embraced then he would have got additional encouraging yields (Folger, 1986a, 1987). And this will prompt to the organisational commitment, if employee will see that he has been given what he or she had expected then his or her commitment level will increase and he or she will turn out to be more faithful for the organisation, which will thus be more productive for the organisation's development and success.

Folger and Konovsky (1989) have expressed that organisational commitment is being affected by the procedural justice. In another review it was found that when employee sees that methodology is reasonable for assignment of results then it would positively affect their level of commitment towards organisation (Bakhshi *et al.*, 2009).

It was reasoned that level of commitment of the employee is affected by procedural justice (Lambert *et al.*, 2007). In another exploration it was additionally reasoned that the recognition of employees about the procedural justice is particularly necessary for the organisation. It might be said that it impacts the employees' commitment level and when employees see that justice is being conducted in procedural arrangement of outcome then it would make them much more committed towards organisation (Cohen *et al.*, 2001).

As indicated by Sweeney and McFarlin (1992) if correlation is checked between distributive justice and procedural justice in regards to their effect on commitment level towards organisation in the view of employee then procedural justice has more effect on employee's commitment than distributive justice.

Lambert *et al.*, (2007) has also stated that the impact of justice in the methodology has more effect than distributive justice on the commitment level of employees.

In this research, the point is to find out the relationship between the two types of organisational justices that are distributive justice and procedural justice with organisational commitment of employees. A theoretical framework has been established to check the effect of distributive justice and procedural justice on organisational commitment.

To study the association between the said variables, Banking Sector of Islamabad, Pakistan has been chosen as sample. A large number of employees are working in this sector and it significantly affects the economic development of Pakistan.

In this research the main purpose is to discover the impact of distributive justice and procedural justice on the organisational employees' commitment of Banking Sector of Islamabad, Pakistan.

1.1 Research Objectives:

The general goal of this study is to discover the association among organisational justice and organisational commitment.

Particular, objectives of the study are:

- i. To find the association among procedural justice and the commitment of employees in banking sector of Islamabad.
- ii. To discover the relationship among distributive justice and the commitment of employees in banking sector of Islamabad.

1.2 Research Questions:

- a) Is Organizational justice meaningfully linked with Commitment of employees in Banking Sector of Islamabad?
- b) Is Procedural justice is meaningfully linked with Commitment of employees in Banking Sector of Islamabad?
- c) Is Distributive justice is meaningfully linked with Commitment of employees in Banking Sector of Islamabad?

1.3 Problem Statement:

Employees' Organisational commitment is viewed as vital as it impacts the organisation development. The existing review addresses the effect of distributive and procedural justice on organisational commitment that exactly how fundamentally the distributive and procedural justice impacts the organisational commitment in Banking Sector of Pakistan.

Nowadays the organisation centres to make its employees more committed to organisation. This study is led to upgrade the understanding about impacts of distributive and procedural justice on organisational commitment in Banking Sector of Islamabad. There is no theoretic model which is recognized with distributive justice, procedural justice and organisational commitment with regards to Banking Sector of Pakistan.

Results of this review will disclose the significance and effects of procedural justice, distributive justice on organisational commitment of employees.

1.4 Research Gap:

Although there have been several studies on organisational commitment within the Pakistani context, none have focused on the role of procedural justice and distributive justice as its determinant. Given this lack of information, the objective of the present study is to examine whether procedural justice and distributive justice has an effect on employee's commitment to the organisation.

1.5 Limitations:

This research has couple of limitations as almost every research has certain limitations. As time was constrained so the theoretic framework is kept straightforward. No moderator or mediator is present in this research. If there was abundant time then a moderator or mediator could be easily added in the theoretic framework.

Just employees of two banks were chosen as it was easy to gather data from there. Other banks refuse to give the information. Generally, scholars didn't get a positive feedback for data collection from the organisations in Pakistan.

The area of Islamabad was chosen just, as a result of absence of resources and it was advantageous. So being a student it is hard to go to the various cities for data gathering.

CHAPTER II

LITERATURE REVIEW

The purpose of conducting this research is to check that how significantly procedural and distributive justice has impact on organisational commitment in organisational perspective.

2.1 Organizational Justice:

In each phase of human life the decency and justice is required, in light of the fact that whatsoever the individual is picking up from the environment or providing for surroundings he or she sees that he or she has reasonably treated. If this justice and decency is getting done in an organisational perspective then this idea is transformed into organisational justice (Cropanzano, 1993).

It's an impression of employee about the organisation that how well the organisation is treating its employees (Folger and Cropanzano, 1998). Past reviews demonstrate that organisational justice is comprised of three measurements which are procedural, distributive and interactional justice (Lambert 2003; Cheng, 2013).

If the employees' impression about the organisational justice is reasonable then their conduct and state of mind will be influenced by it and this will help in making them more dedicated towards work and organisation (Masterson *et al.*, 2000). There is sure relationship between organisational justice and organisational commitment (Bakhshi *et al.*, 2009).

2.2 Procedural Justice:

The idea of procedural justice emerged in the mid-1970s when it was first compared with the human recognition. The technique was based on the distribution of prizes within the employees of the organization, for example if there is a meat pie which has to be distributed among the two people should be distributed in a best possible or a reasonable as it is expected. To follow the above said strategy there should a supplier appointed for this distribution and then it rests with the individual that which piece one would opt according to its desired need. If an individual has its say on the procedure which could influence the results regarding this division and if

this division is not based on equity then one go for the biggest piece available (Rawls, 1971).

Researchers interest on procedural justice is based on the Folger's Referent cognition theory, when the results contradicts with what an individual has in his mind or marked as a benchmark and procedure has been implied as an intervening variable as a part of anticipating the result which is seen as legitimate. In the awake of the results one has received not found proportional to his/her expectation then one thinks of another procedures, if were in place then results would have been different. How these results have been produced remains a big question (Folger, 1986, 1987). Folger (1994) has agreed that procedural justice has its impact on the organizational commitment and can be used as a measurement of it.

So, the first thing that comes on mind is that procedural justice should be controlled. It is because of the fact that it has its impact; otherwise methodology would not be seen as a legitimate (Thibaut and Walker, 1995).

Later on esteem expression became more influential than procedural justice and should be controlled first. The method would be seen as more defended or good if one has an option to raise his/her voice on the subject or ultimate results, as compared to the fact when one cannot raise his/her voice and whatever the time one spend on a particular designation, one would help the apparent conviction of the person about being consider a critical individual from the gathering (Tyler *et al.*, 1988; Tyler and Lind, 1992; Vermunt and Törnblom, 1996).

So procedural justice is the apparent decency, during which the time spent portion of results like the way toward giving the prizes or penalties inside the organisation (Lambert, 2003). Former researches demonstrate that the Procedural justice affects organisational commitment (Folger and Konovsky, 1989). In a different review it was discovered that the procedural justice is emphatically identified with the individual results when contrasted with distributive justice. Concerning the organisational results the distributive justice is considered as the solid indicator.

If the system in the organization follows a particular pattern and the prizes that one would get based on these strategies than his/her procedural justice would be

built on these basis would have more effect on the organizational commitment. It is clear now that procedural justice has its profound impact on the organizational commitment of employees and it is essential in developing the positive perception of employees regarding the organization.

Moreover, if the employee gets an impression that he or she is not treated fairly while making decisions about prizes or punishments but he still trusts the systems that are utilized for the distribution of prizes or punishments, then his or her commitment towards organisation will increase because he or she believes in the fairness of justice system (Sweeney and McFarlin, 1992).

If employee in an organisation trusts that the allotment of the prizes and punishments are being dispersed through a legitimate methodology then consequently it would expand the conviction of the employee that procedural justice is being followed in the organisation and this would positively affect the commitment of employee to the organisation (Lambert *et al.*, 2007).

The methods in an organisation have the ability of treating its employees reasonably and when the employee sees that whatever he has been putting his activities in the organisation is as a rule genuinely treated by the organisation then consequently the employee would turn out to be more dedicated to the organisation (Nasurdin and Ariffin, 2001).

The observation about procedural justice in the mind of employees is imperative for organisation in a way that on the off chance that they trust that the systems are reasonable in the organisation then this would make employees more dedicated towards the organisation (Colquitt *et al.*, 2001; Cohen *et al.*, 2001).

Past studies demonstrate that procedural justice degree has some more effect on organisational commitment than distributive justice (Folger and Konovsky, 1989; Sweeney and McFarlin, 1992; Murtaza *et al.*, 2011).

If employees' view about the organisational justice is reasonable then it will influence the conduct and state of mind which thusly would make them more dedicated towards work and organisation (Masterson *et al.*, 2000). There is certain association between organisational commitment and organisational justice (Bakhshi *et al.*, 2009).

2.3 Distributive Justice:

Organisational justice has another element other than procedural justice that is utilized as a part of this review is distributive justice. The Equity theory was offered at first to clarify the justice which would happen when the conveyance of yields in an organisation would be seen decently by the employee. This theory advocates that when an employee examines that what he has gotten from the organisation consequently of his activities he has accomplished for the organisation. A while later the employee matches of what he has gotten from the organisation with the accepting of his collaborator has gotten who is on an indistinguishable assignment from he is in the organisation. The employee will likewise contrast his proportion and employee who is on an indistinguishable assignment from he is yet in another organisation. If this correlation is not equivalent then the employee would see conveyance as out of line (Adams, 1965; Raymond *et al.*, 2006).

Paterson and Cary (2002) allude that distributive justice is an impression of a person towards the yield one gets from the organisation. It is a standout amongst the most well-known element of organisational justice (Jepsen and Rodwell, 2009).

Another review states that distributive justice is characterized in a manner that when employees give their endeavours to the organisation then they remunerated as far as prizes and in the event that they trust that they are repaid even-handedly (Moon *et al.*, 2008).

In another review it was distinguished that employees characterize justice when employees think about their contributions to the organisation, for example, time, involvement, capability which they use to finish the errands with the results, the organisation give them to their endeavours as far as monetary and non-monetary advantages with their collaborators and associates. On the off chance that the employee sees that the results he got frame the organisation is moderately less from other employee when contrasted with their sources of info then he sees injustice. This injustice would negatively affect his or her commitment to the organisation (Walster *et al.*, 1973).

Adam proposed Equity Theory in 1965 which recommends that when employees see distributive injustice they would begin decreasing their endeavours

e.g. start giving less time to do work and will begin looking for more results, for example, demanding extra pay, similarly as the business is concerned when he or she sees distributive injustice he or she reacts it by making endeavours to expand the sources of info e.g. expanding the work stack or diminishing the yields e.g. bringing down the advantages (Mark Harcourt *et al.*, 2013).

Distributive justice is related to the allocation of assets with decency, for example, the measure of advantages or penalties appropriated towards employees. So if the employee sees that the appropriation is done genuinely then his or her opinion about distributive justice would be decidedly expanded which would consequently effect commitment of employees towards organisation and they would turn out to be more faithful (Sarminah, 2006).

Normally the distributive justice is dependent on results or outcomes. As employee needs to be dealt with decently consequently of his actions so the organisation gives rewards, pay and different prizes this affects his discernment about dissemination emphatically which may prompt to passionate feeling and conduct which impacts his commitment to the organisation. If employee is dealt unjustly then the person shows negative state of mind and conduct when contrasted with those people who are dealt with decently (Greenberg and Cropanzano, 2001).

Distributive justice emphatically impacts Organisational commitment (Thomas and Nagalingappa, 2012). Another review discovered that distributive justice strongly affects the employee's commitment towards the organisation (Bakhshi *et al.*, 2009).

2.4 Organisational Commitment:

Organisational commitment is one of the selected variables for this research. It is recommended that when justice in the organisation is made and followed with employees then commitment of its employee increases, because organisation is treating its employees with justice and fairness, and this proposes that the result of organisational justice turnout in the form of organisational commitment (Steers, 1997).

Organisational commitment is considered very important because it is connected with the growth and development of organisation, when the dedication

level of employee is higher towards the organisation then he or she will perform much better than an employee whose level of commitment is low towards the organisation (Mowday *et al.*, 1974).

Many past scholarly papers have described Organisational Commitment in various ways. The genuineness of an employee towards the objectives and goal of organisation and keeping in mind the end goal to stay with the organisation the additional exertion and effort they made for the organisation is known as organisational commitment (Porter *et al.*, 1974).

In another review, researchers characterize organisational commitment as the variable which includes number of components, for example, the dedication of employee towards its organisation is shown by the actions taken by him or her to complete the assigned tasks for the betterment and growth of organisation and wants to remain a part of the organisation (Strasser and Bateman, 1984).

In another review it was expressed that commitment is when employee evaluates the objectives and organisation itself by having idealistic personality towards it (Sheldon, 1971). The association between the employee and employer is commitment (Buchanan, 1974).

It is considered that when an employee is committed to organisation, then he or she will try to indulge himself or herself in such activities which are beneficial for the organisation and will put more efforts in activities so that organisation continues its journey towards the success and growth (Steers, 1977). The more devoted employees are better as they would perform (Chung, 2001).

It is referred as contribution of employee in the organisation in such a way i.e. attempting individual actions, giving contributions with the one and only reason to make organisation grow and feeling pride, fortunate to have an association with organisation (Mowday *et al.*, 1982).

It is additionally allude as trustworthiness of employee with the organisation that is the employee won't leave the organisation regardless of the possibility that he has given offer from some other organisation (Cook and Wall, 1980; Lambert, 2003). So it's a bond between the employee and organisation (Koys, 2001).

If an organisation wants to achieve its strategic objectives in the light of its mission statement by using effective strategies and job designs, even then a committed and devoted workforce is required to do so. If all the factors present in an organisation except committed employees then organisation will not be able to achieve its strategic objectives and goals. (Fariba Rafei-Dehkordi *et al.*, 2013).

Initial reviews demonstrate that the organisational commitment is made out of three parts. And these parts of organisational commitment were initially presented by Meyer and Allen (1991). Organisation commitment consists of affective commitment, continuous commitment and normative commitment (Meyer *et al.*, 1993).

Affective commitment is described as commitment in which the employee feels sincerely appended with the recognizable proof of organisation and likewise feels positive while playing out the jobs and activities of organisation (Gim and Desa, 2014). Continuous commitment is in which the employee gives value to the monetary life he has with the organisation (Meyer *et al.*, 1993).

And the third commitment in which the employee remains with the organisation as he or she sees that he or she has moral commitment to stay as an employee for ethical and good reasons (Cheng, 2013).

2.5 Hypotheses:

As earlier studies describe that there is an impact of distributive and procedural justice on employees' behaviour that is organisational commitment. If the employee perceives that the distribution is done fairly then his perception about distributive justice would be positively increased which would in return increase commitment of employee towards organization and he would become more loyal and vice versa (Colquitt *et al.*, 2001; Mark Harcourt *et al.*, 2013). Adams (1965) in his "Equity of Justice states that employee compares the ratio of his or her input to output and if he perceives that justice has not been done with him or her while distributing awards or punishments. This will affect the commitment of employee towards the organisation.

H1: "Distributive justice is in direct relationship with organisational commitment."

If employee in an organisation trusts that the allotment of the prizes and punishments are being dispersed through a legitimate procedure then consequently it would expand the conviction of the employee that procedural justice is being followed in the organisation and this would positively affect the commitment of employee to the organisation and it will become stronger (Lambert et al., 2007). On the other hand if there is any doubt in the mind of employees about the procedure being used in the organisation, it will affect the commitment of employees adversely towards the organisation (Sweeney & McFarlin, 1992). It is determined in a meta-analysis that there is a direct association among procedural justice and organisational commitment, that means if there is an increase in procedural justice then it will increase the organisational commitment also (Cohen-Charash *et al.*, 2001).

H2: “Procedural justice is in direct relationship with organisational commitment”

CHAPTER III

RESEARCH METHODOLOGY

This section discusses the methodology utilized for carrying out research. Gathering of information is possible by various techniques, like questionnaires, interviews and observations. Questionnaire technique is used in this research for gathering of data is questionnaire as it is the most helpful approach to gather the data. In educational perspective questionnaire technique is well-thought-out as a key technique because data collected from this technique can be easily examined by using a statistical software named as SPSS (Statistical Package for the Social Sciences) which can easily run numerous assessments to get the requisite results.

There are four parts of the questionnaire which will be used in this research. The first part consists of questions about demographics whereas the second part contains the questions which are about the independent variable procedural justice, the third part contains questions about the second independent variable distributive justice and the fourth and the final part contains questions about the dependent variable that is organisational commitment. As the banking sector is selected for this study. So, the data is taken from six banks which includes both public and private sector and the selected banks are: NBP, BOP, Sindh Bank, HBL, ABL and UBL.

Likert scale is used wavering from 1-5 where 1 symbolised as strongly agree, 2 symbolised as agree, 3 symbolised as neutral, 4 symbolised as disagree, and 5 symbolised as strongly disagree.

3.1 Theoretical Framework:

The theoretic framework is constructed after studying numerous related studies, in which the association of distributive and procedural justice with organisational commitment is explained. Colquitt (2001) with his fellow researchers argued that distributive and procedural justice has solid association with organisational commitment. Also, in another review it was observed that organisational commitment is affected by the procedural justice and in addition with distributive justice in organisational perspective (Ponnu and Chuah, 2010). As per equity theory given by Adams (1965), there is an association between organisational

justice and commitment of employee as when employee sees that he or she is dealt with justice then his or her commitment gets to be distinctly more grounded.

This review consists of two independent factors distributive and procedural justice and a dependent variable organisational commitment (Figure 1). This review is intended to discover the effect of organisational commitment on both Public and Private Banking Sectors. In this review the distributive and procedural justice are connected with the variable organisational commitment.

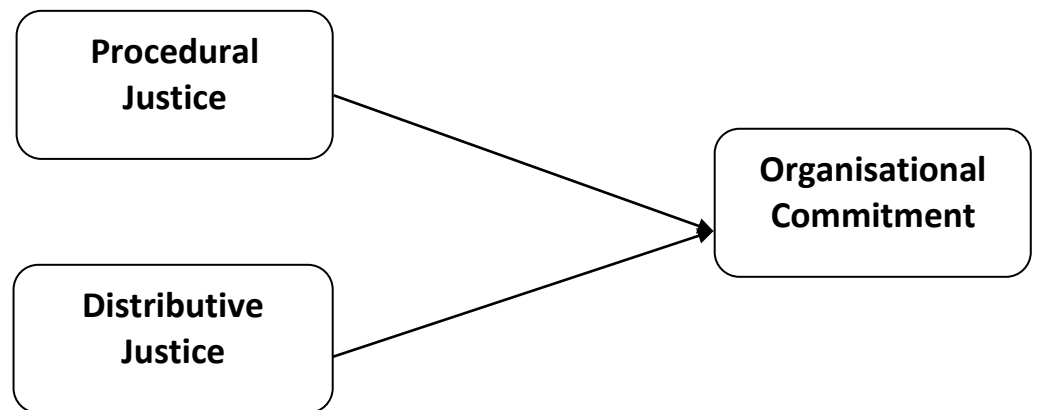


Figure 1: Theoretical Framework

3.2 Design of the Study:

This study was comprised of regression analysis to find out the likely associations among the dependent (organisational commitment) and independent (procedural and distributive justice) variables. Indeed, this research was conducted to understand the degree to which distributive and procedural justice were a reason to make a change in organisational commitment.

Regression analysis was run to investigate the hypothesis. The independent variables were distributive and procedural justices while the dependent variable was organisational commitment. This research was a quantitative type of study.

3.3 Population:

Population selected for this study includes the employees from six different banks of Islamabad, Pakistan. The banks were selected from both public and private sector on the basis of the largest branch networks. Three banks were chosen from each sector. There are 179 branches of the selected six banks in Islamabad. The total

population of the selected six banks was 2700. The six selected banks and their number of branches in Islamabad are presented in Table 1:

Table 1: Name, Number of Branches, Sector Wise Distribution of Banks In Islamabad.

| Sr. | Name of Bank | Number of Branches | Sector |
|-----|---------------------------|--------------------|---------|
| 1 | National Bank of Pakistan | 33 | Public |
| 2 | The Bank of Punjab | 10 | Public |
| 3 | Sindh Bank | 04 | Public |
| 4 | Habib Bank Limited | 50 | Private |
| 5 | Allied Bank Limited | 55 | Private |
| 6 | United Bank Limited | 27 | Private |

Source: (Banks Official Sites)

3.4 Type of Study

This research was based upon co relational type of research. The study was carried out to check the association among the dependent (organisational commitment) and independent (procedural and distributive justice) variables.

3.5 Data Collection

The primary data was used for this study and collected through the Questionnaires. This research was conducted in Islamabad region explicatively banks from both public and private sector. All the questions were close ended and the respondents were requested to give precise and straightforward answers.

3.6 Sample Size

The total number branches of the selected six banks were 179 and the total population was 2700. In this study the following formula was used to select the sample size (CRS, 2017):

$$\text{Sample Size} = \frac{Z^2 * (p) * (1 - p)}{c^2}$$

Where:

Z = Z value (e.g. 1.96 for 95% confidence level) =95%

p = percentage picking a choice, expressed as decimal
(.5 used for sample size needed)

c = confidence interval, expressed as decimal = (.06 or 6%)

3.6 Sampling Technique

The probability sampling technique was used for this study. Simple random sampling technique was used to collect the data.

3.7 Development of Instruments

As discussed previously that the questionnaire was the mean used to collect data from both public and private banking sector of Islamabad. There were questions included in the questionnaire about independent (distributive and procedural justice) and dependent variables. The questions were selected from already developed scales.

3.7.1 Demographics

The demographics used in the questionnaire were as follow:

- a. Gender
- b. Marital status
- c. Education
- d. Age
- e. Experience

3.7.2 Measures

Following types of measures adopted in the study:

In this study we have developed a questionnaire concerning independent variables and have deduced the results on the basis of answers we received, the description is given as follows.

3.7.2.1 Distributive Justice

This study has selected eight questions which have been developed by Sweeney and McFarlin (1997). These questions have been undertaken to check the

impact of distributive justice in the organisations. These questions provoked the respondents to judge the distributive justice being practiced in their organisations. In order to demonstrate the pattern of the study clearly, one of the questions has been selected from independent variable which is "Performance appraisals do influence personnel actions taken in this organisation."

(1 = strongly Agree, 2 = Agree, 3 = neutral, 4 = Disagree, 5 = strongly Disagree).

3.7.2.2 Procedural Justice

This study has selected eight questions for second variable "procedural justice" which has been developed by Sweeney and McFarlin (1997). These questions have been undertaken to check the impact of distributive justice in the organisations. These questions provoked the respondents to judge the procedural justice being practiced in their organisations. In order to demonstrate the pattern of the study clearly, one of the questions has been selected from independent variable which is "I understand the performance appraisal system being used in this organisation."

(1 = strongly Agree, 2 = Agree, 3 = neutral, 4 = Disagree, 5 = strongly Disagree).

3.7.2.3 Organisational Commitment

This study has selected eight questions for third variable "Organisational Commitment" which has been developed by Mowday *et al.*, (1979). These questions have been undertaken to check the impact of distributive justice in the organisations. These questions provoked the respondents to judge the procedural justice being practiced in their organisations. In order to demonstrate the pattern of the study clearly, one of the questions has been selected from independent variable which is "I feel a strong sense of belonging to my organisation."

(1 = strongly Agree, 2 = Agree, 3 = neutral, 4 = Disagree, 5 = strongly Disagree).

3.8 Reliability of Questionnaire/ Instrument

In order to check the reliability of the questionnaire, the Cronbach's alpha test has been used, which ensures the reliability of it. If the value of this test is greater than 7 means highly reliable, however Shelby (2011) affirms its validity within the range of 0.65 to 0.70. The similar test has been checked on the sample size of 30 employees taken from the both private and public banking sector of Islamabad.

The Table 2 clarifies the reliability of the variables i.e. Procedural justice, Distributive justice and Organisational commitment. 8 questions has been picked from each variable for data collection. The results emphasizes that the value of Cronbach test is 0.819 which is highly significant in case of organisational commitment and for distributive and procedural justice the values are 0.682 and 0.781 which are significant with some close approximations (Table 2).

Table 2: Reliability Statistics of Independent and Dependent Variables.

| Variables | No. of items | Cronbach'sAlpha |
|----------------------------------|---------------------|------------------------|
| Procedural Justice | 8 | .781 |
| Distributive Justice | 8 | .682 |
| Organisational Commitment | 8 | .819 |

CHAPTER IV

RESULTS

4.1 Overall Results

Overall results of the data collected are presented in the following chapter.

4.1.1 Descriptive statistics of Banking Sector of Islamabad (Private and Public)

Descriptive statistics is performed to get a compacted and sensible view of the information gathered from respondents. Standard deviation and mean are the methods used to describe the population. Standard deviation is the most correct and accurate estimate of range or circulation amongst all the techniques, because series of statistics can be greatly exaggerated by an outlier. While mean is statistical method which demonstrates that central inclination lies at certain point. Respective means and standard deviations of all three variables are shown in the descriptive tables.

Table 3: Descriptive Statistics of Independent and Dependent Variables.

| Descriptive Statistics | | | |
|----------------------------------|----------|-------------|-----------------------|
| | n | Mean | Std. Deviation |
| Procedural Justice | 243 | 2.2880 | .44438 |
| Distributive Justice | 243 | 2.1925 | .57387 |
| Organisational Commitment | 243 | 1.9725 | .54555 |

The mean value of procedural justice for both private and public banking sector is 2.2880 and the data shows standard deviation up to 0.44438. Distributive justice's mean value is 2.1925 for both sectors and for this variable the data shows standard deviation up to 0.57387. Whereas, the mean value for the third variable "organizational commitment" is 1.9725 and it shows a deviation up to 0.54555.

4.1.2 Correlation and Regression Analysis of Banking Sector

(Private and Public):

To check the hypotheses of the study, correlation and regression analysis were used on the data gathered from the banks of both public and private sectors. To check the possible relationship amongst the independent (distributive and procedural justice) and dependent (organisational commitment) variables, analyses are selected very carefully. Especially, to understand the level up to which independent variables (distributive and procedural justice) affect the dependent variable (organisational commitment) and how much independent variables (distributive and procedural justice) create deviation in dependent variable (organisational commitment).

4.1.2.1 Correlation Analysis of Data

Table 4: Correlation of Independent and Dependent Variables.

| Constructs | PJ | DJ | OC |
|---------------------------|------|------|----|
| Procedural Justice | 1 | | |
| Distributive Justice | .406 | 1 | |
| Organisational Commitment | .452 | .662 | 1 |

In Table 4 the correlation used to examine the relationship among dependent and independent variables is “Pearson correlation”. Correlation among variables exists as the values of results demonstrate this. The value of correlation among PJ (procedural justice) and OC (organisational commitment) is “0.452” that demonstrates a significant and positive association among both variables “PJ and OC”. The value of correlation among DJ (Distributive justice) and OC (organisational commitment) is “0.662” that demonstrates a significant and positive association among both variables “DJ and OC”.

4.1.2.1 Correlation Analysis of Data

Table 4 below tells the correlation between dependent and independent variables and it shows the positive correlation among variables.

Table 5: Correlation of Independent and Dependent Variables.

| Constructs | PJ | DJ | OC |
|---------------------------|------|------|----|
| Procedural Justice | 1 | | |
| Distributive Justice | .406 | 1 | |
| Organisational Commitment | .452 | .662 | 1 |

As the values for both relations are positives so it means that there is a positive relationship between variables. If one variable changes there is a change in the value of other variable.

So it can be determined from the model of correlation that there is a strong impact of distributive and procedural justice on organisational commitment in both public and private banking sector. At 0.05 all the correlations are significant. The results of this test are 95% reliable as the value 0.05 shows the 95% confidence interval.

4.1.2.2 Regression Analysis of the Data

Regression analysis is used to check association between Independent (distributive and procedural justice) and dependent (organisational commitment) variables. The values of Beta, “t” statistics and significant are used to check this association among Independent (distributive and procedural justice) and dependent (organisational commitment) variables and these values in the coefficient table (Table 5).

The model fitness F is explained in the ANOVA table. For the value of R and R Square the model summary table is used. The value of R from the model summary table is used to determine the influence of Independent variables (distributive and procedural justice) on dependent (organisational commitment) variable. The F test value, “t” value and p-value were used as a basis for the acceptance or rejection of hypotheses.

The degree of influence of independent variables on dependent variables is indicated by value of “t” in the regression table. If the value of “t” is greater than 2

then it can be interpreted that there is an influence of independent variable on dependent variable.

Table 6: Correlation Analysis of Variables.

| Model | Un standardized Coefficients | | Standardized Coefficients | T | Sig. |
|--|------------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .161 | .140 | | 1.155 | .249 |
| Procedural Justice | .270 | .062 | .220 | 4.370 | .000 |
| Distributive Justice | .545 | .048 | .573 | 11.395 | .000 |
| a. Dependent Variable: Organisational Commitment | | | | | |

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Y is the dependent variable which is organisational commitment. **X₁** is the variable procedural justice. **X₂** is distributive justice. **β₁** and **β₂** are the regression weights. Whereas **α** is the constant which equals the value of independent variable (organisational commitment) if the value of **β₁** and **β₂** is zero. The **e** is the error term is the amount at which the results may vary in empirical analysis.

The “t value” for organisational commitment and procedural justice is 4.370 and if “t value is greater than 2 then this shows a significant association among independent and dependent variable. As “t-value” for OC and PJ is greater than 2, this revealed that the impact of PJ (procedural justice) on OC (organisational commitment) is significant and positive and ($\beta = 0.220$). At 95% confidence interval the results are significant.

The “t value” for organisational commitment and distributive justice is 11.395 and if “t value is greater than 2 then this shows a significant association among independent and dependent variable. As “t-value” for OC and DJ is greater than 2, this revealed that the impact of DJ (distributive justice) on OC (organisational

commitment) is significant and positive and ($\beta = 0.573$). At 95% confidence interval the results are significant.

Results show that there is a strong influence of distributive and procedural on organisational commitment in banking sector of Islamabad. This means that the level of organisational commitment will be high if there is high distributive and procedural justice in the organisation (Table 6).

Table 7: Analysis of Variance (ANOVA) of Variables.

| ANOVA ^a | | | | | |
|---|----------------|-----|-------------|---------|-------------------|
| Model | Sum of Squares | Df | Mean Square | F | Sig. |
| Regression | 35.463 | 2 | 17.732 | 113.334 | .000 ^b |
| Residual | 38.644 | 240 | .156 | | |
| Total | 74.108 | 242 | | | |
| a. Dependent Variable: Organisational Commitment | | | | | |
| b. Predictors: (Constant), Distributive Justice, Procedural Justice | | | | | |

ANOVA shows the fitness level of the model. In ANOVA table the value of F must be greater than 4. The number “113.334” is the value of F and shows the significance of model (Table 7).

Table 8: Model Summary of Variables.

| Model Summary | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .692 ^a | .479 | .474 | .39554 |
| a. Predictors: (Constant), Distributive Justice, Procedural Justice | | | | |
| b. Dependent Variable: Organisational Commitment | | | | |

Table shows the summary of the regression analysis. The result shows that R-square = .479; Adj. R Square = .474. The value of R Square (.479) shows that

approximately 47.9% variation in organisational commitment is due to distributive and procedural justice.

The results support the hypotheses and hence the two hypotheses of the study, found accepted.

- (i) Distributive justice is in direct relationship with organisational commitment.
- (ii) Procedural justice is in direct relationship with organisational commitment.

4.2 Private Sector:

This section starts with descriptive statistics of private banks only, followed by the coretional results among variables.

4.2.1 Descriptive statistics of Private Banking Sector of Islamabad

Descriptive statistics is performed to get a compacted and sensible view of the information gathered from respondents. Standard deviation and mean are the methods used to describe the population. Standard deviation is the most correct and accurate estimate of range or circulation amongst all the techniques, because series of statistics can be greatly exaggerated by an outlier. While mean is statistical method which demonstrates that central inclination lies at certain point. Respective means and standard deviations of all three variables are shown in the descriptive Tables8.

Table 9: Descriptive Statistics of Independent and Dependent Variables.

| Descriptive Statistics | | | |
|----------------------------------|----------|-------------|-----------------------|
| | n | Mean | Std. Deviation |
| Procedural Justice | 166 | 2.2588 | .41771 |
| Distributive Justice | 166 | 2.2257 | .57921 |
| Organisational Commitment | 166 | 2.0206 | .54591 |

The mean value of procedural justice for “PrivateBanking” sector is 2.2588 and the data shows standard deviation up to 0.41771. Distributive justice’s mean value is 2.2257 for both sectors and for this variable the data shows standard deviation up to 0.57921. Whereas, the mean value for the third variable “organisational commitment” is 2.0206 and it shows a deviation up to 0.54591.

4.2.2 Correlation and Regression Analysis of Private Sector

4.2.2.1 Correlation Analysis of Data

Table 10: Correlation of Independent and Dependent Variables.

| Constructs | PJ | DJ | OC |
|---------------------------|------|------|----|
| Procedural Justice | 1 | | |
| Distributive Justice | .373 | 1 | |
| Organisational Commitment | .455 | .681 | 1 |

To check the hypotheses of the study, correlation and regression analysis were used on the data gathered from the bank of “Private” sector. To check the possible relationship amongst the independent (distributive and procedural justice) and dependent (organisational commitment) variables, analyses are selected very carefully. Especially, to understand the level up to which independent variables (distributive and procedural justice) affect the dependent variable (organisational commitment) and how much independent variables (distributive and procedural justice) create deviation in dependent variable (organisational commitment).

4.2.2.1 Correlation Analysis of Data

Table 9 shows the correlation of the organizational commitment with other variables and has depicted a positive correlation

Table 11: Correlation of Independent and Dependent Variables.

| Constructs | PJ | DJ | OC |
|---------------------------|------|------|----|
| Procedural Justice | 1 | | |
| Distributive Justice | .373 | 1 | |
| Organisational Commitment | .455 | .681 | 1 |

The correlation used to examine the relationship among dependent and independent variables is “Pearson correlation”. Correlation among variables exists as the values of results demonstrate this. The value of correlation among PJ (procedural justice) and OC (organisational commitment) is “0.455” that demonstrates a significant and positive association among both variables “PJ and OC”. The value of correlation among DJ (Distributive justice) and OC (organisational commitment) is “0.681” that demonstrates a significant and positive association among both variables “DJ and OC”.

As the values for both relations are positives so it means that there is a positive relationship between variables. If on variable changes there is a change in the value of other variable.

So it can be determined from the model of correlation that there is a strong impact of distributive and procedural justice on organisational commitment in “Private Banking” Sector. At 0.05 all the correlations are significant. The results of this test are 95% reliable as the value 0.05 shows the 95% confidence interval.

4.2.2.2 Regression Analysis of Data

Regression analysis is used to check association between Independent (distributive and procedural justice) and dependent (organisational commitment) variables. The values of Beta, “t” statistics and significant are used to check this association among Independent (distributive and procedural justice) and dependent (organisational commitment) variables and these values in the coefficient table.

The model fitness F is explained in the ANOVA table. For the value of R and R Square the model summary table is used. The value of R from the model summary

table is used to determine the influence of Independent variables (distributive and procedural justice) on dependent (organisational commitment) variable. The F test value, “t” value and p-value were used as a basis for the acceptance or rejection of hypotheses.

The degree of influence of independent variables on dependent variables is indicated by value of “t” in the regression table. If the value of “t” is greater than 2 then it can be interpreted that there is an influence of independent variable on dependent variable.

Table 12: Correlation Analysis of Variables

| Coefficients ^a | | | | | |
|--|-----------------------------|------------|---------------------------|--------|------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | B | Std. Error | Beta | | |
| (Constant) | .084 | .172 | | .485 | .628 |
| Procedural Justice | .306 | .076 | .234 | 4.012 | .000 |
| Distributive Justice | .560 | .055 | .594 | 10.195 | .000 |
| a. Dependent Variable: Organisational Commitment | | | | | |

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Y is the dependent variable which is organisational commitment. X₁ is the variable procedural justice. X₂ is distributive justice. β₁ and β₂ are the regression weights. Whereas α is the constant which equals the value of independent variable (organisational commitment) if the value of β₁ and β₂ is zero. The e is the error term is the amount at which the results may vary in empirical analysis.

The “t value” for organisational commitment and procedural justice is 4.012 and if “t value is greater than 2 then this shows a significant association among independent and dependent variable. As “t-value” for OC and PJ is greater than 2,

this revealed that the impact of PJ (procedural justice) on OC (organisational commitment) is significant and positive and ($\beta = 0.234$). At 95% confidence interval the results are significant.

The “t value” for organisational commitment and distributive justice is 10.195 and if “t value is greater than 2 then this shows a significant association among independent and dependent variable. As “t-value” for OC and DJ is greater than 2, this revealed that the impact of DJ (distributive justice) on OC (organisational commitment) is significant and positive and ($\beta = 0.594$). At 95% confidence interval the results are significant.

Results show that there is a strong influence of distributive and procedural on organisational commitment in “private” banking sector of Islamabad. This means that the level of organisational commitment will be high if there is high distributive and procedural justice in the organisation (Table 11).

Table 13: ANOVA Analysis of Variables.

| ANOVA ^a | | | | | |
|---|----------------|-----|-------------|--------|-------------------|
| Model | Sum of Squares | Df | Mean Square | F | Sig. |
| Regression | 25.758 | 2 | 12.879 | 87.401 | .000 ^b |
| Residual | 24.608 | 163 | .147 | | |
| Total | 50.365 | 165 | | | |
| a. Dependent Variable: Organisational Commitment | | | | | |
| b. Predictors: (Constant), Distributive Justice, Procedural Justice | | | | | |

ANOVA shows the fitness level of the model. In ANOVA table the value of F must be greater than 4. The number “87.401” is the value of F and shows the

Table 12 shows the summary of the regression analysis. The result shows that R-square = 0.511; Adj. R Square = 0.506. The value of R Square (0.511) shows that

approximately 51.1% variation in organisational commitment is due to distributive and procedural justice.

significance of model.

Table 14: Model Summary of Variables.

| Model Summary | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| S1 | .715 ^a | .511 | .506 | .38387 |
| a. Predictors: (Constant), Distributive Justice, Procedural Justice | | | | |
| b. Dependent Variable: Organisational Commitment | | | | |

The results support the hypotheses and hence the two hypotheses of the study, found accepted.

- (i) Distributive justice is in direct relationship with organisational commitment.
- (ii) Procedural justice is in direct relationship with organisational commitment.

4.3 Public Sector:

Descriptive statistics shows the distribution of data in case of ublic sector banks and the results are as follows:

4.3.1 Descriptive statistics of Public Banking Sector of Islamabad

Descriptive statistics is performed to get a compacted and sensible view of the information gathered from respondents. Standard deviation and mean are the methods used to describe the population. Standard deviation is the most correct and accurate estimate of range or circulation amongst all the techniques, because series of statistics can be greatly exaggerated by an outlier. While mean is statistical

method which demonstrates that central inclination lies at certain point. Respective means and standard deviations of all three variables are shown in the descriptive tables 13.

Table 15: Descriptive Statistics of Independent and Dependent Variables.

| Descriptive Statistics | | | |
|----------------------------------|----------|-------------|-----------------------|
| | N | Mean | Std. Deviation |
| Procedural Justice | 77 | 2.3500 | .49339 |
| Distributive Justice | 77 | 2.1219 | .55936 |
| Organisational Commitment | 77 | 1.8703 | .53384 |

The mean value of procedural justice for “Public” Banking sector is 2.3500 and the data shows standard deviation up to 0.49339. Distributive justice’s mean value is 2.1219 for “Public” Banking sectors and for this variable the data shows standard deviation up to 0.55936. Whereasthe mean value for the third variable “organisational commitment” is 1.8703 and it shows a deviation up to 0.53384.

4.3.2 Correlation and Regression Analysis of Public Sector

To check the hypotheses of the study, correlation and regression analysis were used on the data gathered from the banks of “Public” sector. To check the possible relationship amongst the independent (distributive and procedural justice) and dependent (organisational commitment) variables, analyses are selected very carefully. Especially, to understand the level up to which independent variables (distributive and procedural justice) affect the dependent variable (organisational commitment) and how much independent variables (distributive and procedural justice) create deviation in dependent variable (organisational commitment).

4.3.2.1 Correlation Analysis of Data

The table 14 shows the correlation results among variables as follows

Table 16: Correlation of Independent and Dependent Variables.

| Constructs | PJ | DJ | OC |
|---------------------------|------|------|----|
| Procedural Justice | 1 | | |
| Distributive Justice | .506 | 1 | |
| Organisational Commitment | .504 | .608 | 1 |

The correlation used to examine the relationship among dependent and independent variables is “Pearson correlation”. Correlation among variables exists as the values of results demonstrate this. The value of correlation among PJ (procedural justice) and OC (organisational commitment) is “0.504” that demonstrates a significant and positive association among both variables “PJ and OC”. The value of correlation among DJ (Distributive justice) and OC (organisational commitment) is “0.608” that demonstrates a significant and positive association among both variables “DJ and OC”.

As the values for both relations are positives so it means that there is a positive relationship between variables. If on variable changes there is a change in the value of other variable.

So it can be determined from the model of correlation that there is a strong impact of distributive and procedural justice on organisational commitment in “Public” banking sector. At 0.05 all the correlations are significant. The results of this test are 95% reliable as the value 0.05 shows the 95% confidence interval.

4.3.2.2 Regression Analysis of Data

Regression analysis is used to check association between Independent (distributive and procedural justice) and dependent (organisational commitment) variables. The values of Beta, “t” statistics and significant are used to check this association among Independent (distributive and procedural justice) and dependent (organisational commitment) variables and these values in the coefficient table.

The model fitness F is explained in the ANOVA table. For the value of R and R Square the model summary table is used. The value of R from the model summary

table is used to determine the influence of Independent variables (distributive and procedural justice) on dependent (organisational commitment) variable. The F test value, “t” value and p-value were used as a basis for the acceptance or rejection of hypotheses (Table 15).

The degree of influence of independent variables on dependent variables is indicated by value of “t” in the regression table. If the value of “t” is greater than 2 then it can be interpreted that there is an influence of independent variable on dependent variable.

Tbale 15 shows the correlation analysis with coefficients and significance as well,

Table 17: Correlation Analysis of Variables.

| Coefficients | | | | | |
|--|------------------------------|------------|---------------------------|-------|------|
| Model | Un standardized Coefficients | | Standardized Coefficients | T | Sig. |
| | B | Std. Error | Beta | | |
| (Constant) | .239 | .237 | | 1.007 | .317 |
| Procedural Justice | .286 | .109 | .264 | 2.626 | .010 |
| Distributive Justice | .453 | .096 | .474 | 4.719 | .000 |
| a. Dependent Variable: Organisational Commitment | | | | | |

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Y is the dependent variable which is organisational commitment. **X₁** is the variable procedural justice. **X₂** is distributive justice. **β₁** and **β₂** are the regression weights. Whereas **α** is the constant which equals the value of independent variable (organisational commitment) if the value of **β₁** and **β₂** is zero. The **e** is the error term is the amount at which the results may vary in empirical analysis.

The “t value” for organisational commitment and procedural justice is 2.626 and if “t value is greater than 2 then this shows a significant association among independent and dependent variable. As “t-value” for OC and PJ is greater than 2, this revealed that the impact of PJ (procedural justice) on OC (organisational commitment) is significant and positive and ($\beta = 0.264$). At 95% confidence interval the results are significant.

The “t value” for organisational commitment and distributive justice is 4.719 and if “t value is greater than 2 then this shows a significant association among independent and dependent variable. As “t-value” for OC and DJ is greater than 2, this revealed that the impact of DJ (distributive justice) on OC (organisational commitment) is significant and positive and ($\beta = 0.474$). At 95% confidence interval the results are significant.

Results show that there is a strong influence of distributive and procedural on organisational commitment in “Public” banking sector of Islamabad. This means that the level of organisational commitment will be high if there is high distributive and procedural justice in the organisation (Table 16).

The table 16 below shows the Anova analysis of variables with results

Table 18: ANOVA Analysis of Variables.

| ANOVA ^a | | | | | |
|---|----------------|----|-------------|--------|-------------------|
| Model | Sum of Squares | Df | Mean Square | F | Sig. |
| Regression | 9.489 | 2 | 4.744 | 28.048 | .000 ^b |
| Residual | 13.025 | 74 | .169 | | |
| Total | 22.514 | 76 | | | |
| a. Dependent Variable: Organisational Commitment | | | | | |
| b. Predictors: (Constant), Distributive Justice, Procedural Justice | | | | | |

ANOVA shows the fitness level of the model. In ANOVA table the value of F must be greater than 4. The number “28.048” is the value of F and shows the significance of model.

Table 17 shows the summary of the regression analysis. The result shows that R-square = 0.421; Adj. R Square = 0.406. The value of R Square (0.421) shows that approximately 42.1% variation in organisational commitment is due to distributive and procedural justice.

Table 19: Model Summary of Variables.

| Model Summary | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the estimate |
| 1 | .649 ^a | .421 | .406 | .41129 |
| a. Predictors: (Constant), Distributive Justice, Procedural Justice | | | | |
| b. Dependent Variable: Organisational Commitment | | | | |

The results support the hypotheses and hence the two hypotheses of the study, found accepted.

- (i) Distributive justice is in direct relationship with organisational commitment.
- (ii) Procedural justice is in direct relationship with organisational commitment.

CHAPTER V

CONCLUSION AND IMPLICATION:

This chapter concludes the whole picture with an interpretation, implications and recommendations regarding the organisational commitment for further studies.

It all starts with answers of few questions for which the whole research has been conducted and these are: (1) Is the association among procedural justice statistically significant with the organisational commitment of employees in private and public banking sectors of Islamabad, Pakistan? (2) Is the association among distributive justice statistically significant with the organisational commitment of employees in private and public banking sectors of Islamabad, Pakistan?

In this scenario two hypotheses were formulated, H1 underscores the association among distributive justice and organisational commitment and H2 underscores the association between procedural justice and organisational commitment in the organisation.

5.1 Findings

The outcomes of this research are as under:

Hypotheses 1: **“Distributive justice is in direct relationship with organisational commitment.”**

It is obvious from the outcomes that there is a positive significant association between organisational commitment and distributive justice. Hence H1 is accepted.

Hypotheses 2: **“Procedural justice is in direct relationship with organisational commitment”**

It is obvious from the outcomes that there is a positive significant association between organisational commitment and procedural justice. Hence H2 is accepted.

The above chapter describes the outcomes of statistical analysis and it is clear from the outcomes that there is a strong association among three variables but the association among distributive justice and organisational commitment is strong as compared to procedural justice and organisational commitment.

The outcomes of H1 are in-accordance with Adams Equity Theory (1965) which states that if the distribution of financial and non-financial benefits is made with justice among employees then their level of commitment would increase towards the organisation.

This theory also describes that the employees in the organisation not only compare their efforts with the benefits they receive from the organisation but they also compare it with their co-employees on the same level. The outcomes show that the employees of banking sector of Islamabad are satisfied with the distribution of benefits and resources and have willingness to remain committed to the organisation.

It is clear from the results that if an employee feels that the procedures use to evaluate his performance are fair then he or she feels that procedural justice has been done. If an employee knows and understands the procedures that are used to evaluate his or her performance and consider that these procedures are fair to evaluate performances then he or she feels that procedural justice has been done this increases employee's level of commitment towards the organisation. This demonstrates that there is a direct association of procedural justice with organisational commitment.

5.2 Conclusion

The study examines the association between distributive and procedural justice on the organisational commitment in the private and public banking sectors of Islamabad, Pakistan.

For data collection, sample of 243 employees has been taken from different banks of Islamabad. The banks considered for the data collection are from both private and public sectors. Organisational commitment is a dependent variable, while procedural and distributive justice is independent variables

Data has been collected on the above variables on the basis of a questionnaire which consisted of total 24 questions and 8 questions were about each variable.

The findings are statistically significant which confirms the association between variables.

To describe this association among variables, Equity theory of Adams (1965) has been used as a base. The theory says that the employee compares its marginal

productivity with that of his co-employee; if this ratio is high he would feel more committed to the organisation. Similarly, when it comes to procedural justice, the employee considers himself more committed when he/she finds the distribution of resources and the treatment which he receives is fair enough. In this case way of procedures doesn't matter.

The results of this study are found contrary to the previous studies. In this study the distributive justice is found to exhibit the direct relationship with the organisational commitment (Colquitt *et al.*, 2001; Bakhshi *et al.*, 2009; Thomas & Nagalinpagappa, 2012)

The previous studies revealed that procedural justice are more responsive towards the organisational commitment as compared to the distributive justice (Sweeney & McFarlin, 1992; Lambert *et al.*, 2007; G. Murtaza *et al.*, 2011). This study asserts that distributive justice is more responsive as compared to the procedural justice in case of banking sectors of Islamabad, Pakistan.

5.3 Business/Managerial Implications

This study provides a rigorous assessment to the managers about the effect of distributive and procedural justice on organisational commitment and helps them in recognizing and exploring the important factors that effects employee's commitment towards the organisation.

Keeping in view the business and administrative perspective the findings of this study suggest that the administration should have an insightful concern about distributive and procedural justice that it should be fair to develop a sense of commitment in the employees.

The outcomes of this research also demonstrate that distributive and procedural justice might have an impact on employee's organisational commitment in banking sector of Islamabad. So that the administration should take steps to eliminate the factors that could diminish organisational commitment.

Keeping in view the perspective of Human Resource Manager, this study demonstrates that while developing policies and strategies for the distribution of

resources, the management should focus on organisational justice (distributive and procedural justice) as it has a strong impact on organisational commitment.

5.4 Limitations

Some limitations may arise due to some unexpected biasness in the data, mainly because some employees are unable to express their true feelings or they give the responses which they seem more appropriate.

However, 6 banks were selected from both private and public sectors which may not truly represent the whole sector. The results drawn from the gathered information may not comply with the other organisations in this sector.

This is a co relational study which cannot determine the cause and effect relation, it is uni-directional. There may be some other variables which could influence the organisational commitment are not included and it all rests with the further studies.

5.5 Future Recommendations

There are some recommendations for the scholars who want to study the association among organisational justice (distributive and procedural justice) and organisational commitment.

The banking sector was selected for this study. To get a better understanding of employees' behaviour and to generalize the outcomes of this study, this model should be tested in different sectors. There is a possibility that employees other than banking sector may have different behaviours regarding organisational justice (distributive and procedural justice).

An earlier study shows that organisational issues are linked with procedural justice whereas personal issues of employees are linked with distributive justice (Paterson & Cary, 2002). So further research is required to be done in order to check the impact of procedural and distributive justice on other behavioural aspects of employees. There are many other factors which affect the organisational commitment so some variables can be taken as mediators and moderators to check

the effects of distributive and procedural justice on organisational commitment. Other components of organisational justice can also be used to check their impact on behaviour of employees.

Since the data collected for research was cross-sectional and was gathered at specific time period. So to get a better understanding about organisational commitment a longitudinal research might be useful.

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