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INSECURITY AND INJUSTICE AT WORK: ROLE OF PSYCHOLOGICAL EMPOWERMENT AND SUPERVISOR SUPPORT TO ENHANCE EMPLOYEE COMMITMENT

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ABSTRACT

In the banking industry of twin cities in Pakistan, this study explores the influence of job insecurity and organisational injustice on employee commitment, with the moderating effect of psychological empowerment and supervisor support. Job insecurity and organisational injustice were employed as independent variables in this study. The moderators are psychological empowerment and supervisor support. Meanwhile, the dependent variable is employee commitment. However, the banking industry of Pakistan's twin cities was chosen to explore the relationship between the variables listed above. Primary data is obtained by an adopted structured questionnaire based on a 5-point Likert scale, which is a quantitative research method. The responses were collected using a convenience sample technique from 300 respondents (workers in the banking industry of twin cities in Pakistan). Using SPSS Software, the responses are examined using statistical tests (such as correlation, regression, and moderation analysis). The findings show that job insecurity and organisational injustice have a negative impact on employee commitment in the banking sector of Pakistan's twin cities. In the banking sector of twin cities in Pakistan, moderation analysis revealed a significant moderating effect of psychological empowerment and supervisor support in the relationship between job insecurity and organisational injustice (independent variables) and employee commitment (dependent variable). According to the findings of the study, an increase in job insecurity and organisational injustice leads to a significant decline in employee commitment in the banking industry of Pakistan's twin cities. The findings also show that changes in psychological empowerment and supervisor support affect the link between job insecurity and organisational injustice (independent factors) and employee commitment (dependent variable) in Pakistan's banking sector.

Key Words: Job Insecurity, Organizational Injustice, Psychological Empowerment, Supervisor Support, Employee Commitment, etc.

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Chapter 1

INTRODUCTION

1.1 Background of the Study

Evolution in the field of human resource has addressed questions related to the factors that highly cause impact on the employee commitment in an effective manner. There have been numerous aspects identified within the literature of human resource such as supportive climate of an organization, job security, supportive environment to innovative behavior and risk-taking, providing empowerment to employees, etc., that causes a significant change within employee commitment (Dahiya, 2021). Job security is considered as a highly significant organizational aspect which influences innovation and commitment within an organization. Job insecurity refers to the lack of assurance within the job continuity of an employee based on a country's general economic conditions (Kim & Kim, 2020). When a business provides a positive work environment, healthy and secure work environment in which they feel involved, having necessary authority, and complete control over their job, employees become highly motivated and demonstrate active participation in their work. (Quansah et al., 2021). With respect to the developments in organizational behavior, employee commitment is influenced by the work environment and job security. For gaining and sustaining competitive advantage, job security is recognized as a major source (Chang et al., 2021).

Meanwhile, when researching organizational behavior literature, organizational injustice has arisen as an essential topic to be examined and understood. Many academics have done studies on organizational injustice, with the majority of them defining organizational injustice as high-intensity typical workplace behavior with a non-clear desire to be fair to employees and treat them equally (Alessa & Durugbo, 2021). Organizational injustice promotes emotional harm to employees and prevents a feeling of justice among them, which in turn prevents a sense of belonging and decreases employees' capacity to perform to their full potential (Jahanzeb et al., 2020). In basic terms, organizational injustice is defined as non-voluntary behaviour that results in the observance of organisational standards, resulting in a causing adverse impact on the well-being of employees or, collectively, the well-being of an organisation (Cramer & Hunter, 2019). Furthermore, organizational injustice has unfavourable and non-beneficial outcomes for both

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individuals and organisations, as this disadvantageous and disrespectable behaviour results in discouraging employees to perform to their full capacity and to function as an asset to the company (Wang & Xie, 2020).

Employees who are handled appropriately by their employers in terms of motivation and empowerment tend to have higher levels of satisfaction, according to previous research. Hence, organizational managements must look for satisfying their employees in order to empower them for longer time period (Erdogan et al., 2020). Scarcity of skillful employees has increased the overall competition within business world, as majority of the organizations are focused towards empowering their employees and retaining them for longer time period (Shehawy, 2021). Business firms have timely shifted their attention towards empowering their skillful human resource, as lack of empowering skillful human resource is ending up in causing severe impact over the performance and commitment of the employees (Alyahya et al., 2022). Psychological empowerment is such a phenomenon which has become a trending debate in business world, as organizations are developing or transforming organizational strategies and policies to empower their employees through offering them both monetary and non-monetary benefits (Alagarsamy et al., 2020).

Supervisor support is defined as a combination of essential help, support, or direction offered by a supervisor that enables employees to reach their full potential and feel fulfilled at work (Jena et al., 2019). Employee behavior, on the other hand, is impacted by a variety of internal causes. Supervisor support, on the other hand, is an external influence that persuades individuals to feel good about their work and the company for which they work (Lee, 2021). Previous research on individuals and organizations has identified a number of factors (including supervisor support) that boost an employee's job motivation and satisfaction, resulting in better work outcomes (Ali et al., 2020). Supervisor support is widely acknowledged as a component of providing emotional support to workers as they execute their duties, since support supplied by supervisors can take many forms, including advice, help, direction, and so on (Malik et al., 2021). The description presented by Shin et al. (2019) stands out among the definitions of supervisor support, since supervisor support is connected to an individual's impression of how they are supported by their supervisor while executing their task from many perspectives.

Employee commitment is described as a person's significant participation in their job, which may lead to a high level of recognition within a company. Employee commitment is willingness of an

individual employee to achieve sum of measurable accomplishments by adding value to the organization (Ampofo, 2020). Employee commitment has an influence on the banking sector, just as it does in other industries. When a business provides employees with a highly supportive work environment and enables them to accomplish their job-related tasks, employees become highly motivated and demonstrate active engagement in their work (Karimiha, 2020). Furthermore, employee commitment is enhanced by a strong feeling of involvement instilled in workers by management, which creates a healthy working environment that improves employees' commitment to work in a more efficient manner and contributes to the organization's value creation (Kataria et al., 2019). With respect to the developments in organizational behavior, employee commitment is influenced by the supervision available within the organization. Researchers have previously attempted to explain the role of supervisor support in promoting employee commitment, but there has been little study on the role of job insecurity and organisational injustice in affecting employee commitment. (Hammond et al., 2019).

1.2 Industry Analysis (Banking Sector of Pakistan)

Pakistan's industrial sector is continuously expanding with each passing day. Similarly, the banking industry is experiencing fast expansion, as it is one of the country's most important businesses. With the progress of technology in the last decade or so, the banking industry has transformed (Ali et al., 2020). The banking sector did not have as much of an influence a few decades ago since the notion of communications was not well-known among Pakistanis. People in Pakistan now have a better understanding of communications and how to use it as a result of the revolution brought about by technical improvements inside the nation (Saif et al., 2020). People have begun to invest in this area as a result of various financial businesses, bringing innovation to the banking sector and elevating it to new heights. The banking industry is one of the fastest growing sectors of Pakistan (Raza et al., 2019). This sector has become backbone of Pakistan's economy because of its fast growth. Due to huge number of customers associated with the banking industry, banking institutions associated with Pakistani banking industry are generating strong revenues and are ultimately creating employment and investment opportunities (Malik et al., 2021).

1.3 Broad Research Problem

Job security and organizational justice are among the key organizational aspects based on which employee commitment is dependent (Erdogan et al., 2020). Throughout the world, employee commitment has experienced a significant decrease due to inappropriate handling of job security and organizational justice (Alagarsamy et al., 2020). Job security and organizational justice are found responsible towards influencing employee commitment, as employee commitment is very important in helping the organizations towards increasing their productivity (Alyahya et al., 2022). However, a number of scholars from around the world have attempted to investigate the interplay between job insecurity, organisational injustice, and employee commitment. (Kim & Kim, 2020). In Pakistan, however, there is a scarcity of research on the relationship between job insecurity, organisational injustice, and employee commitment. (Ali et al., 2020). Lack of research work performed in Pakistan has resulted in creating lack of awareness among people of Pakistan regarding the role job insecurity and organizational injustice play towards influencing employee commitment, since lack of information among Pakistanis is a big study issue that must be addressed (Malik et al., 2021).

1.3.1 Problem Statement

To address the issue, this research will look into the influence of job insecurity and organisational injustice on employee commitment in the banking sector of Pakistan's twin cities, with the moderating effect of psychological empowerment and supervisor support.

1.4 Research Gap

Several scholars have already conducted studies on various topics of organizational behavior and human resource management. Some of them have even worked on assessing factors which play an influential role towards impacting employee commitment (Alyahya et al., 2022). On the contrary, just a small amount of research has been done by the researchers in Pakistan to explore the factors that play an important role in impacting employee commitment (Ali et al., 2020). In Pakistan, there is a vast research gap regarding the relationship between job insecurity, organizational injustice and employee commitment, as there has been insufficient research work performed to investigate the impact of job insecurity and organizational injustice on employee commitment, especially in banking industry, as there was a research gap that needed to be filled (Saif et al., 2020). Referring

to the studies of Alessa & Durugbo (2021) and Kim & Kim (2020), psychological empowerment and supervisor support are yet to be used as moderators while assessing the relationship between job insecurity, organizational injustice, and employee commitment. To testify their link in the banking industry of twin cities in Pakistan, this study employed job insecurity and organisational injustice as independent variables, psychological empowerment and supervisor support as moderators, and employee commitment as the dependent variable.

1.5 Research Questions

Following are the research questions of this study:

1. What is the impact of job insecurity on employee commitment in banking sector of twin cities in Pakistan?

2. What is the impact of organizational injustice on employee commitment in banking sector of twin cities in Pakistan?

3. Does psychological empowerment moderates the relationship between job insecurity and employee commitment in banking sector of twin cities in Pakistan?

4. Does supervisor support significantly moderates the relationship between job insecurity and employee commitment in banking sector of twin cities in Pakistan?

5. Does psychological empowerment significantly moderates the relationship between organizational injustice and employee commitment in banking sector of twin cities in Pakistan?

6. Does supervisor support significantly moderates the relationship between organizational injustice and employee commitment in banking sector of twin cities in Pakistan?

1.6 Research Objectives

Based on the problem statement, this study aims:

- To assess the impact of job insecurity on employee commitment in banking sector of twin cities in Pakistan.
- To identify the impact of organizational injustice on employee commitment in banking sector of twin cities in Pakistan.

- To inspect the moderating effect of psychological empowerment in relationship between job insecurity and employee commitment in banking sector of twin cities in Pakistan.
- To investigate the moderating effect of supervisor support in relationship between job insecurity and employee commitment in banking sector of twin cities in Pakistan.
- To explore the moderating effect of psychological empowerment in relationship between organizational injustice and employee commitment in banking sector of twin cities in Pakistan.
- To examine the moderating effect of supervisor support in relationship between organizational injustice and employee commitment in banking sector of twin cities in Pakistan.

1.7 Research Significance

This study is beneficial to research students because it helps them gain a better understanding of how job insecurity and organisational injustice affect employee commitment. (Quansah et al., 2021). Furthermore, this research aids human resource management students in gaining a better knowledge of the link between the study's variables. (job insecurity, organizational injustice, psychological empowerment, supervisor support, and employee commitment) (Chang et al., 2021). Furthermore, this research can contribute to human resource management and organizational behavior fields both in theory and operations. The significance of this study is for the stakeholders of banking sector of Pakistan which are focusing mainly on improving commitment to urge their staff to work to their full capacity (Dahiya, 2021). In addition, findings of this study clarify the relationship between job insecurity, organizational injustice, psychological empowerment, supervisor support, and employee commitment, as present research provides a logical evidence for the managements of Pakistani banking institutions regarding literature topic (Alyahya et al., 2022). Furthermore, Pakistani banks will be benefitted from it, as their understanding about analysing the association between job insecurity and organisational injustice, the moderating influence of psychological empowerment and supervisor support (independent variables) and employee commitment (dependent variable) will increase significantly.

1.8 Operational Definitions of Key Terms

Job Insecurity: refers to lack of protection of an employee from short notice and arbitrary dismissal from the employment and not having employment contracts for long time period which results in creating weak relationship with the employer (Jena et al., 2019).

Organizational Injustice: refers to the unfairness in the workplace, as it is a major concern for the organization, as avoidance of fairness within the workplace could have devastating consequences for the organization and its stakeholders (Erdogan et al., 2020).

Psychological Empowerment: refers to the discretion with which employees carry out their job's tasks and obligations. It is the discretion of an employee in completing his or her obligations and responsibilities of the assigned tasks in the workplace. (Cramer & Hunter, 2019).

Supervisor Support: refers to a combination of essential help, support, or direction offered by a supervisor that encourages employees to work to their full capacity and feel fulfilled at work (Jena et al., 2019).

Employee Commitment: refers to an individual person's significant participation in their job, which may result in high recognition of that employee within a company (Ampofo, 2020).

Chapter Summary

The background of this investigation has been demonstrated in this chapter. It began with a broad discussion of employment insecurity, organisational injustice, psychological empowerment, supervisor support, and employee commitment. Then, this chapter has focused on industry analysis and determining the problem by assessing the research problem associated to this literature statement. Further, this chapter has identified the research gap, research questions and objectives, based on the problem statement identified. Then, the significance of the research is mentioned followed by the definitions of key terms to clarify the intended meanings of the frequently used terminologies.

Chapter 2

LITERATURE REVIEW

2.1 Job Insecurity and Employee Commitment

Job insecurity has actually been the income insecurity which is derived from self-employment or non-dependable employment. Such insecurity has been derived from an employee's level of human capital on one side and operating of labor market over other side (Alagarsamy et al., 2020). Insecurity against unjustified and unfair dismissal refers to the employment insecurity or job insecurity. One of the most common definitions of job insecurity used within the literature of human resource states that job insecurity is the lack of protection of an employee from short notice and arbitrary dismissal from the employment and not having employment contracts for long time period which results in creating weak relationship with the employer (Jena et al., 2019). The prime purpose of employment insecurity has been the income insecurity experienced by the employee. In addition to that, employment insecurity or job insecurity also plays an important role in neglecting or underestimating the sense of social participation and non-pecuniary benefits of employment, which are necessary for self-respect, self-confidence, and the psychological effects of employees (Erdogan et al., 2020).

Alyahya et al. (2022) has explained that job insecurity has been the sense of an individual to have an improper assurance of employment to stay for longer time period with having certain threatening factors. An employee who is not having the confidence of one's employment to stay for the end of the service has higher chances of getting threatened by any other individual, which certainly ensures the job insecurity. Job insecurity is among the lack of implications in security. There have been various issues such as non-achieving proper jobs, missing the job, and job changes, that may cause job insecurity. With respect to the organizational and industrial psychologists, lack of commitment and satisfaction associated with a job is known as job insecurity. Firms need to have complete information about the factors which enhance motivation level of employees and encourage them to work hard (Dahiya, 2021). Business firms having such knowledge have the tendency of dominating their industries based on their high efficiency and effectiveness. Job insecurity is such debatable aspect which may not be having the balance between cost and benefit (Lee, 2021).

Employee commitment is a framework of thought, according to Kataria et al. (2019) research. The strong desire to organize personnel stems from the desire to keep a long-term employee in a company. This organisation has the ability to establish a large number of guarantees and efforts, as well as a strong belief in the organization's quality, goals, and recognition of its interests. Employee commitment is defined as an employee's desire to stay with a company for a long time. Furthermore, this research clarified the distinction between employee and organizational commitment. The academic field of employee commitment has been swamped by the study led by Alessa & Durugbo (2021). Employee commitment, according to their survey, may be divided into three categories: particular standards commitments, emotional commitments, and length commitments. Employee commitment will be examined in this way by the exploration document. People management strategies are particularly successful in influencing employee commitment, according to Chang et al. (2021).

Although, Chang et al. (2021) has proposed that job insecurity refers to the emotions of having an illegal job as well as the persistence of emotions in the future, and the threats that exist. One of the disadvantages of the work is job insecurity. There are some issues with employment instability, such as job changes, missed work, and no adequate work. Job security, according to industry and organisation experts, is one of the factors that contribute to job satisfaction and responsibility. (Chang et al., 2021). As Hammond et al. (2019) has completely explored job insecurity and its influence on job satisfaction and accountability. This study has summarized the fairness of job satisfaction. In addition, Shehawy (2021) has explained the relationship between job insecurity and employee commitment within UAE employee responsibility, indicating a significant correlation between job satisfaction and employee commitment.

For instance, employees with higher job security can invest more in their jobs, or because they see their jobs require long-term work. Contrary to that, workers experiencing high job insecurity only do limited work. Since the dismissal requires extra time, effort and compensation, the job insecurity is too costly for the company (Kim & Kim, 2020). Today, human resource researchers found that the ability and potential to limit the development and creation of organizations and countries is a viable and incomplete one. In this way, with regard to their necessities and through management to solve these problems, employees are satisfied. In the current situation, an important organizational resource is achieved, highly active, creative and submitted by the human capital

(Kataria et al., 2019). Several researchers have acknowledged that job satisfaction is the response of employees to work at their jobs. In addition, there's a link between employee commitment and job insecurity that's both positive and significant (Quansah et al., 2021).

The miracle of adopting excellent work practises that are also considered as high contributions or high association work practises is the organization's responsible person's more complete effort and energy. (Alyahya et al., 2022). Employee commitment, according to Alagarsamy et al. (2020), is defined as an employee's entire devotion to their work and readiness to perform to their maximum ability for the business. Because the day-to-day career has less influence, employee commitment is a miracle of steady steadiness, equivalent to fulfillment. Furthermore, it differs from employment in that it applies to the whole firm and is more customer-focused. While employee turnover has decreased, there is an emerging paradigm in which firms deliberately promote employee commitments in order to profit from subsequent employee success. Despite this, different data have revealed part of the importance of employee commitment (Erdogan et al., 2020). Employee commitment may be defined in a variety of ways, including the connection between individuals and work, as well as beliefs in work goals, and the significant effort put out to attain organizational goals as an essential aspect of the job (Ali et al., 2020).

Employee commitment is difficult and costly, and business leaders may assist firms in dealing with this difficult and costly component. In order to be more successful and competitive in their respective industries, businesses must properly manage their human resources (Hammond et al., 2019). Researchers have spent a lot of time and effort trying to figure out what employee commitment is and how it relates to job insecurity. Employees who are focused on the organization's vision are more willing to devote resources to its objectives, according to Jahanzeb et al. (2020). This motivates an individual to make significant efforts in the organization to take care of management. In this approach, it can be observed that organizational commitments, regardless of how they drive workers' application efforts, leave individuals in the organization. The transaction of the business-employee relationship is a requirement for the employee's commitment to the organization (Dahiya, 2021). In their study, a number of academics have shown a strong link between employee commitment and job instability. The majority of researches have placed a premium on determining the existence of a link and the magnitude of that link between these two factors (Malik et al., 2021).

Emotional commitment, psychological commitment, and standardization commitment are the three types of commitments (Saif et al., 2020). Cramer and Hunter's (2019) study is on emotional commitments, such that devoted people are involved in the organization, involvement, and appreciation. Employee commitment is commonly defined as the overall quality of a person's relationship with a certain company and inclusion using this way. The attribute of an employee who is successfully or honestly committed to the organization continues from there. Employee commitment is defined as a person's willingness to participate in predictable behaviors in exchange for confirmation of the costs of discontinuing the activity. Furthermore, some researches have come to the conclusion that job uncertainty has a significant impact on employee commitment (Jena et al., 2019). Employees are regarded as the most valuable asset of any organization because of their potential to assist the firm in achieving its goals and objectives. Employee commitment is extremely important in determining whether or not a company succeeds or fails (Karimiha, 2020).

Having security within the job also includes valuable perks, benefits, incentives, and salary. As Alessa & Durugbo (2021) has shown that stress could be reduced by the flexible work hours, as security within the work arrangements enhances the employee's level of satisfaction by making them happy and maintaining the balance between their work and family. For many employees, freedom to control one's job and work with respect to own desire enhances the attractiveness of the job. Job security is proving very effective in reducing the employee turnover and improving employee retention, as sense of participation and employee commitment increases with the security offered within the job arrangements (Alessa & Durugbo, 2021). Job security is also dependent on the work schedule which is different from the normal working conditions. It explains the flexibility in working hours instead of working repeatedly over certain tasks without having any variation in it. This indicates that employees are having their own decision about when to work and when to relax (Ali et al., 2020). Job insecurity is an important aspect which is directly associated with the productivity, commitment, absenteeism, job satisfaction, and employee turnover (Karimiha, 2020).

Secure work plans have also taken into account the reduction of physical and psychological side effects under working conditions. In addition, through minor changes or no changes in organizational viability, behavioral accuracy and job satisfaction could be measured (Jahanzeb et al., 2020). Employees who have been provided with flexible working hours for work efficiency

have higher commitment, lower workload, and more voluntary work, are more suitable for their work, and must return to work after spending time with the family (Malik et al., 2021). Cramer & Hunter (2019) has described positive results of psychological control between boss and its employees. The study suggested that when managers provide flexible working hours, employees want to improve their sense of responsibility, loyalty and employee commitment by providing responses. Companies see flexible working hours, these problems can solve their main problems, and flexible working hours will eventually increase the importance of employees. Sometimes, flexible work has been reliably provided by female employees, but flexibility has gradually provided clear support for employees (Raza et al., 2019).

Whereas, Saif et al. (2020) has revealed that during 1985 and 1990, the probability of flexible working hours for women was about 75%, and during this period, the student's learning time increased from 37% to 56%. Nonetheless, the benefits of positive advantage and work flexibility are only generated when the presentation of flexible working hours is driven by employees. In many companies, whether it is guaranteed, acceptable, acceptable, educational, return, creative and generation. Flexible working hours are already familiar with the agenda that meets creativity. Workers' flexibility was forced to reduce a large amount of work time, prolonged "normal" working hours and increased effectiveness (Saif et al., 2020). Among these issues, the Ali et al. (2020) pointed out that the impact on workers and families has been negative, and some low-paid workers, mainly women, are excluded from the predictable and predictive business. The unpredictability of wages and hourly work can cause problems and negatively affect those who have great obligations. Security is not easy to achieve. Job satisfaction and prosperous prosperity stem from work, and they provide employees with guidance on work arrangements (Wang & Xie, 2020).

The Shin et al. (2019) highlights the need to create "equality" (these are strategies designed to address the problem of two employees and bosses. At the same time, flexible working hours have been initiated to help employees improve their lives. It will take a lot of time and money to set up their goals, to see if it is a great cause, and the strategy adopted will change and transform the talented workforce. Despite the fact, Bayraktar (2019) has found that they may continue to use them because they respond to their inclinations and needs, so they find that they only limit the use of strategic scheduling. In addition, flexible working hours can improve commitment of

employees. One can also count hours including the integrity and other alternatives, such as strategies, scheduling, career leaves, working from home, etc. Under all conditions, employees may be reluctant to use these choices because they think of using these opportunities, as these will be considered impeccable, or that they believe there is any support for their use. Typically, these alternatives are at the organizational level experienced in the central management or supervision dimension (Ampofo, 2020).

For providing concrete evidence regarding relationship between job insecurity and employee commitment, present study put forwards the following hypothesis:

H1: *Job insecurity* **has negative impact on employee commitment i.e., when job insecurity increases, employee commitment decreases.**

2.2 Organizational Injustice and Employee Commitment

The success of an organization is definitely dependent on its performance and accomplishment of its goals. To pursue organizational goals, employees need to be treated in a fair manner, as justice within the organization must be promoted to have a healthy and fair working environment (Luu, 2019). The unfairness in the workplace is mainly perceived as organizational justice, which has been a major concern for the organization, as avoidance of fairness within the workplace could have devastating consequences for the organization and its stakeholders (Erdogan et al., 2020). Whereas, multiple meta-analytic reviews have recommended the organization and employees can get benefit through effective teamwork. Teamwork is an essential aspect while performing the tasks, as teamwork could help even in performing complex tasks with such ease that one may not imagine (Kim & Kim, 2020). However, Quansah et al. (2021) have claimed that the employee commitment is greatly affected by organizational injustice.

Organizational injustice has been portrayed as lack of all employees working in the same organization as equal and taking care of employees' rights (Chang et al., 2021). Organizational injustice is associated with not following legal rules, rights-based, and tolerance enforced by the government to promote equality and fairness within the organizational workforce. Meanwhile, organizational injustice does not involve recognition, understanding, acceptance, and valuing differences amongst people in terms of gender, ethnicity, race, class, age, disabilities, etc. (Alessa & Durugbo, 2021). Similarly, organisational injustice is believed to prevail in the workplace when

organisational management fails to provide equal rights and duties to a group of people from various origins or with distinct cultures, as opposed to monoculture, global monoculture, or cultural homogeneity. (Hammond et al., 2019). Researchers have attempted to study many facets of organisational injustice since the idea of organisational injustice was introduced a few decades ago. Instigated, witnessed, and experienced fairness are the three basic types of organisational unfairness. Various research studies on organisational injustice have been undertaken in the previous 20 years or so, and it is currently recognised that there is a great need for a cohesive review on organisational injustice. (Kataria et al., 2019).

Ali et al. (2020) concluded that the clear professional advancement prospects gave the most appealing employee commitment after analyzing the influence of organizational justice on employee commitment. Employees perceive training as a kind of assistance from their employer, which causes them to become increasingly focused on their business, according to the findings. Another reason for the notable positive association between employee engagement and organizational justice is because there is another factor. According to the findings, the employee's perception of management support for the training program influences his or her disposal and observation during training (Shehawy, 2021). Ampofo (2020) conducted a tailored study to examine the influence of organizational injustice on employee commitment and happiness. It has exposed the network while also stating that organizational unfairness might lead to a decrease in employee commitment. By leading their inquiry in the Nigerian financial climate, Bayraktar (2019) highlighted the fundamental influence of career arrangements on employee commitment.

Despite significant progress achieved by scholars in the area of organisational injustice, there is a lack of a robust theoretical framework that provides empirical evidence to explain it. As a result, due to a lack of strong theoretical direction, there has been no cohesive advancement in organisational injustice. (Alyahya et al., 2022). Despite the fact that various studies have been conducted on the notion of organisational injustice, scholars and academicians find it difficult to comprehend the detrimental impact of organisational injustice because injustice within an organisation is such a broad term. The majority of research on organisational injustice mix the fairness of coworkers and supervisors (and occasionally even customers) without differentiating the various consequences that each source can have. (Alagarsamy et al., 2020). According to the study of Ali et al. (2020), It has been proven that whether it is an uncivilised event in a powerful

figure, a member or a more special member encountered in a strange event, or a regulated condition, the task and creative performance are influenced. Although these effects were revealed in separate surveys using distinct cases, and the relative impact cannot be realistically assessed along these lines of thought, this study reveals that incivility is significant to diverse organisations, independent of the source, since the result has an adverse effect. (Ali et al., 2020).

In later reports, according to the study of Malik et al. (2021) members who saw their companions or authority figures conduct in an uncivilised manner did worse in regular tasks and had more dysfunctional thoughts, according to the study. Contrary to Porath and Erez's findings, the source of incivility did not have a significant impact on the difference. In other investigations, the source of incivility was found to play an influence. The study of Raza et al. (2019) indicates that workers' and supervisors' inaction explains additional changes in employee job stress, turnover intentions, commitment, and job satisfaction. Workers were more committed to their work when the supervisor's work was respected. (Raza et al., 2019). Workplace incivility is more common, with 10% of employees witnessing uncivilised behaviour on a daily basis. Commitment is essential for successful business execution and good organisational outcomes. (Jahanzeb et al., 2020). In the workplace, organisational commitment is a significant step forward. Cutting-edge representatives, such as doctors, laboratory professionals, and healthcare workers, have basic activities to advance the alliance's goals in restorative management. (Jena et al., 2019).

Employee commitment, according to Alagarsamy et al. (2020), is what happens when it comes to cooperating with linked interests and expenditures associated to separation. Employee commitment has increased since then, with an emphasis on the organizational components of the relationship between employees. Employee commitment is just a desire to stay in one place. This occurs when someone are adamant about continuing with a particular work, even if they see a better chance elsewhere or are dissatisfied with it. Because it is correct, one considers staying in the organisation. There are a number of elements that contribute to this. One of the determinants is the amount of money and time invested by the company in employee commitment (Luu, 2019). A dedicated employee includes company activities such as training, data exchange, business security, performance-based remuneration, employee cooperation, and employee prosperity. (Alyahya et al., 2022).

According to data obtained by Kim & Kim (2020) Firms that prioritised staff development (an organisation with a specialised human resource strategy) had lower expected profitability, according to a study of 30 steel mills. Employee turnover is higher in companies that prioritise competency and cost-cutting. As a result, despite the fact that few employees believe it, multiple polls have revealed that employee commitment has a favourable impact on organisational performance. According to Quansah et al. (2021), organizations should tell employees of their commitment on a regular basis with the goal of increasing employee commitment, since this information helps employees focus. Despite the huge influence on the opposite side, few academics have looked at the relationship between employee devotion and workplace fairness. Alessa & Durugbo (2021) deals with promises based on transactional assumptions and accords with the performance of workers. Kataria et al. (2019), in one of the few research studies on the topic, they conducted a complete examination of employee commitment at the organisational level and discovered a significant positive correlation between employee performance and organisational justice.

The study of Saif et al. (2020) evaluated the accomplishments of 159 doctors in health-care organisations and described the impact of the work environment on employee commitment, which influenced the turnover target. Wang & Xie (2020) investigated the relationship between worker associations and productivity and commitment in 22 firms. Employees' practises and demeanour drive ability, which stimulates employees' work tolerance by attracting important work and increasing their sense of success. (Wang & Xie, 2020). Employees have a tendency to react to the positive and bad activities of their coworkers. The specialists will create organisational obligations that will have an impact on the associations where the administration is located. (Shin et al., 2019). According to the study of Ampofo (2020), WIS is the instrument most often used to consider workplace fairness; it does not exclude incivility caused by consumers, but it does not separate the supervisor from the workers. In any event, some specialists specifically looked at the managers' and workers' incivility.

Despite the fact that the victim looks up at the supervisor for help and assessment, the supervisor's incivility behaviour is more detrimental than the worker's incivility behaviour. (Dahiya, 2021). According to a study by Bayraktar (2019), having a highly qualified group of representatives can boost employee productivity. Dedicated employees are essential to the organization's success.

Business firms are improving their fairness at workplace through proper supervision, as these firms are becoming more capable in satisfying the needs and wants of their employees. Employee performance is increasing due to improved fairness at workplace, as business firms have developed indicators based on which project performance is measured (Shehawy, 2021). Business firms that have been involved in focusing over improving their employee management tend to improve their ability to perform organizational processes and practices with significant effectiveness (Karimiha, 2020).

By evaluating eight practices in human resource management, Lee (2021) has demonstrated a significant relationship between employee commitment and organizational justice, directing the problems and possibilities of human resource management to construct an organization. Furthermore, according to Erdogan et al. (2020), the industrial sector has experienced incredible growth. The study also emphasized the importance of the leadership styles that were tested. A link between employee engagement and organizational leadership dispersed in global growth is addressed by Chang et al. (2021). Hammond et al. (2019) investigated the influence of toxic leadership on employee commitment and proactive and undiscovered positive involvement in the Indian context. In the US environmental scenario, Malik et al. (2021) explained the favorable influence of organizational oversight on employee commitment. It has investigated staff diversity by collaborating with 50 professional units in Canada and the United States. Employees' relationships with their bosses may be thought of as a social transaction. Employees can be rewarded as a means for companies to recognize their work, encouraging them to focus on the business and increasing employee commitment (Malik et al., 2021).

Coercion and engagement are two sorts of pressures that may be used to get employees to commit. When pressures from outside the employee motivate the employee to join the organization, this is referred to as coercion. Employee engagement occurs when employees remain emotionally connected to the firm (Jahanzeb et al., 2020). Effective supervisors have a propensity to keep employees connected with the business, whereas ineffective managers discourage people and drive them to disengage. It is critical to develop employee commitment in order for a business to expand and remain stable (Ali et al., 2020). Employee commitment comprises rigorous management, which is a collection of activities aimed at ensuring the organization's structure, as well as withdrawing, motivating, and developing the people they require today and in the future.

Significant people are thought to serve as important figures (Lee, 2021). It may help increase talent adaptation, usability, and highly adaptable (high-potential) personnel who have a disproportionate influence on corporate performance (Dahiya, 2021). According to Raza et al. (2019), there are five key methods for developing a good employee commitment strategy. The framework of a corporation must be defined by the organization's mission and goal, with a mix of role management and identifying those who are sought.

For providing concrete evidence regarding relationship between organizational injustice and employee commitment, present study put forwards the following hypothesis:

H2: *Organizational injustice* **has negative impact on employee commitment i.e., when organizational injustice increases, employee commitment decreases.**

2.3 Moderating Role of Psychological Empowerment and Supervisor's Support

The entire degree of control that an employee has on the job is expressed by the options that an individual has over his or her planned work and other activities inside the workplace. Empowerment entails the ability to direct one's own actions as well as the consequences of that activity (Ali et al., 2020). Psychological empowerment may be defined as the discretion with which workers carry out their job's tasks and obligations. Employee empowerment has been the most significant feature of work design. An employee's discretion in completing his or her obligations and responsibilities of the specified tasks in the work is termed as empowerment (Cramer & Hunter, 2019). The degrees to which an individual has independence, freedom, command, choice, and control over the schedule and duties of work to be accomplished within a specific position, is referred to as empowerment. Because there has been a significant change in the creation of psychological empowerment, it has been assessed internationally (Lee, 2021). Psychological empowerment has been defined as an underlying principle that allows an individual to exercise discretion over the schedules and procedures related with their employment (Luu, 2019).

Employees with high levels of empowerment consider them competent, meaningful and regular, and will not doubt themselves even in adverse circumstances. Generosity, honesty, and a high degree of concern with others constitute a category of affection for others (Alyahya et al., 2022). Employees who are empowered by their leader's exhibit these behaviors in a consistent manner are more credible and more likely to perform in an exceptional manner. The relationship between

employee empowerment and employee performance is very significant (Alagarsamy et al., 2020). Expressive verbal and non-verbal behaviors include pleasant voices, animated expressions, direct eye contact, and overall body existence, tends to appear in employees empowered by their leaders, as they start working with full potential towards accomplishing the common goals and objectives. Employees who are empowered express themselves by often performing more than what management was expecting from them (Kim & Kim, 2020). According to Quansah et al. (2021), empowering employees and giving them the freedom or desired autonomy at workplace could significantly result in enhancing their willingness, as such employees tend to exhibit extreme effort and hard work in not only improving their individual performance, but also focuses on enhancing organizational performance.

Empowerment is the outcome of quantity and quality of work accomplished by individual employee in performing their tasks with respect to authorities assigned by the management. Empowerment of employees is highly dependent over their relationship with leaders or employers (Erdogan et al., 2020). In today's fast-paced environment, the leader is the primary figure responsible for leading and motivating employees and followers down the route to success. Because of the crucial roles performed by transformational leaders, their tasks, responsibilities, and powers are critical for corporate organizations to influence or persuade people to work with complete dedication and commitment by empowering them (Kataria et al., 2019). According to Ali et al. (2020), in order to give greater performance, professionals want control over the activities assigned during the workday rather than scheduling or pacing those duties. Employee discretion and choice, according to Alessa & Durugbo (2021), aids in the procedural and substantive parts of work, providing employees with job autonomy.

Most notably, it has been noted that measuring autonomy is aided by an individual employee's impression of empowerment rather than the work controls influenced by autonomy. (Jena et al., 2019). According to Hammond et al. (2019), an individual's behaviour is influenced by their feeling of empowerment. In the early work of Chang et al. (2021) on employee empowerment and commitment, it is defined as autonomous discretion, which lets a person to make decisions about completing work when and how she wants to. Individual control over working circumstances and individual control over work content have been investigated further as two aspects of employee empowerment that have a significant impact on job satisfaction. The study of Jahanzeb et al. (2020)

has presented the theory of socio-economic organization explaining the term personal charisma, as it is considered as a part of leader's personality because of one's separated personality from ordinary people and possess the ability of empower employees to work for the betterment of the organization rather than working for their personal interest (Jahanzeb et al., 2020). Employee empowerment helps in improving contribution made by an individual employee to achieve personal development & project organization sustainable development, as these have been distributed into relation sustainable performance & task sustainable performance (Saif et al., 2020).

Organizational managements are focused on paying attention to persuade employees in order to devote full commitment and perform to their potential, as organizational managements are expected to promote and develop the needs of esteems, efficacy, and confidence in the employees through empowering them (Wang & Xie, 2020). Organizational managements use supervisors which possess the abilities of intelligence and physical ability to empower employees for improving employees' commitment, satisfaction and performance (Karimiha, 2020). Employees that are learning oriented place a high value on experimenting with new techniques to enhance their performance. This permits people to enhance their performance by learning from earlier mistakes. Learning-oriented employees likewise believe in learning new things in order to improve their abilities and capacities while still performing their duties efficiently. (Ali et al., 2020). Employees might be encouraged to enhance their talents, abilities, and capacities via the application of psychological empowerment, allowing them to accomplish their jobs and tasks more comprehensively (Raza et al., 2019). Given the findings of previous research studies, this study posits following hypotheses:

H3: *Psychological empowerment* significantly moderates the relationship between job insecurity and employee commitment i.e., in the presence of psychological empowerment, the effect of job insecurity on employee commitment decreases.

H4: *Supervisor support* significantly moderates the relationship between job insecurity and employee commitment i.e., in the presence of supervisor support, the effect of job insecurity on employee commitment decreases.

Supportive supervision focuses on the well-being and requirements of followers, as well as the creation of a pleasant interacting environment. In the path-goal theory, it is referred to as a crucial part of successful supervision (Shehawy, 2021). A helpful boss is interested in their workers'

specific needs and reacts to them. Furthermore, a helpful supervisor encourages followers to advance their careers by closely monitoring their development and recommending the appropriate trainings. By sympathizing with and listening to their subordinates, a helpful boss gives emotional and social assistance (Shin et al., 2019). If successful mentorship or supervision is to be achieved, emotional and personalized support is a must (Ampofo, 2020). Supportive supervision has been shown in research to have favorable outcomes. Supportive supervisors provide meaningful assistance to followers, which act as a buffer against subordinates' professional stress (Dahiya, 2021). The evidence for a link between helpful supervision and results is mixed. Previous studies on supportive supervision have found a poor connection between it and employee commitment. A growing number of studies have found a correlation between supportive supervisory behavior and employee commitment (Luu, 2019).

Every individual views supervision differently, and their perspective may differ from that of others in the same team, depending on the nature of the supervisor-member relationship (Lee, 2021). For example, a team member may believe that the supervisor is unconcerned with his or her well-being while providing assistance to other team members. The perspective of a helpful supervisor among a group differs from that of an individual (Jena et al., 2019). A shared perspective of the members of a team about helpful supervision is determined at the team level. The entire team's impression mirrors the genuine pattern of actions demonstrated by a helpful boss across the board (Kim & Kim, 2020). Employees are well aware that their supervisor's support has an impact on them. Supervisors in a company play a critical role in a variety of settings, including providing information that supports workers in completing their jobs, fostering beneficial relationships, and exhibiting supportive behavior, all of which have a positive influence on employees' well-being (Quansah et al., 2021).

Kataria et al. (2019) propose the concept of supportive supervision, which states that a helpful supervisor increases subordinates' sentiments of self-worth. Employees' feelings of self-efficacy are boosted by a supportive boss, according to several additional research (Kataria et al., 2019). Researchers have identified characteristics that distinguish supportive supervision from controlling leadership in both supervision types. Controlling features include contingent reward, deadlines, punishment threats, monitoring, and assessments, whereas supportive supervision provides choice and positive and constructive feedback (Alessa & Durugbo, 2021). A helpful

supervisor facilitates, but a controlling supervisor interferes with the underlying motivations of self-determination (Chang et al., 2021). Supportive leaders value their workers' opinions, feelings, choices, and initiative, and are hesitant to use pressure and demands to exert control over them (Hammond et al., 2019).

The availability of assistance enhances intrinsic motivation by increasing an employee's motivation and confidence that the task will be accomplished (Alyahya et al., 2022). Supportive supervision is an organizational practice in which leaders assist their subordinates in their work. It's a management style that emphasizes mutual respect, collaboration, emotional support, and trust (Alagarsamy et al., 2020). Through active participation and being just and honest, a helpful supervisor assists employees in tough situations (Shehawy, 2021). Meanwhile, when a boss is helpful, it leads to excellent performance and low levels of negative psychological effects such as sadness, fear, stress, and post-traumatic stress disorder (Jahanzeb et al., 2020). Employee voice, according to research, is critical for an organization's progress (Malik et al., 2021; Raza et al., 2019). Organizations need workers who are willing to share their expertise and information and who can speak up for their own and their team's values (Ali et al., 2020).

A helpful supervisor not only caters to the preferences and wants of his or her subordinates, but also demonstrates care for their well-being and attempts to establish a welcoming and supportive workplace (Bayraktar, 2019). According to Ali et al. (2020), this supervision approach increases followers' personal satisfaction and self-esteem while reducing their stress and frustration. A supportive boss treats his or her subordinates fairly and respectfully, and is concerned about their well-being. Showing care for the needs of the followers, encouraging them to express their interest, providing positive comments and appreciation, and supporting them in strengthening work skills are four qualities of a helpful supervisor (Ampofo, 2020). In high-quality relationships, supportive supervisors give support and assistance in the event of a quarrel among followers, resulting in a conducive climate for leader member interchange (Karimiha, 2020). Given the findings of previous research studies, this study posits following hypotheses:

H5: *Psychological empowerment* **significantly moderates the relationship between organizational injustice and employee commitment i.e., in the presence of psychological empowerment, the effect of organizational injustice on employee commitment decreases.**

H6: Supervisor support significantly moderates the relationship between organizational injustice and employee commitment i.e., in the presence of supervisor support, the effect of organizational injustice on employee commitment decreases.

2.5 Theoretical Framework
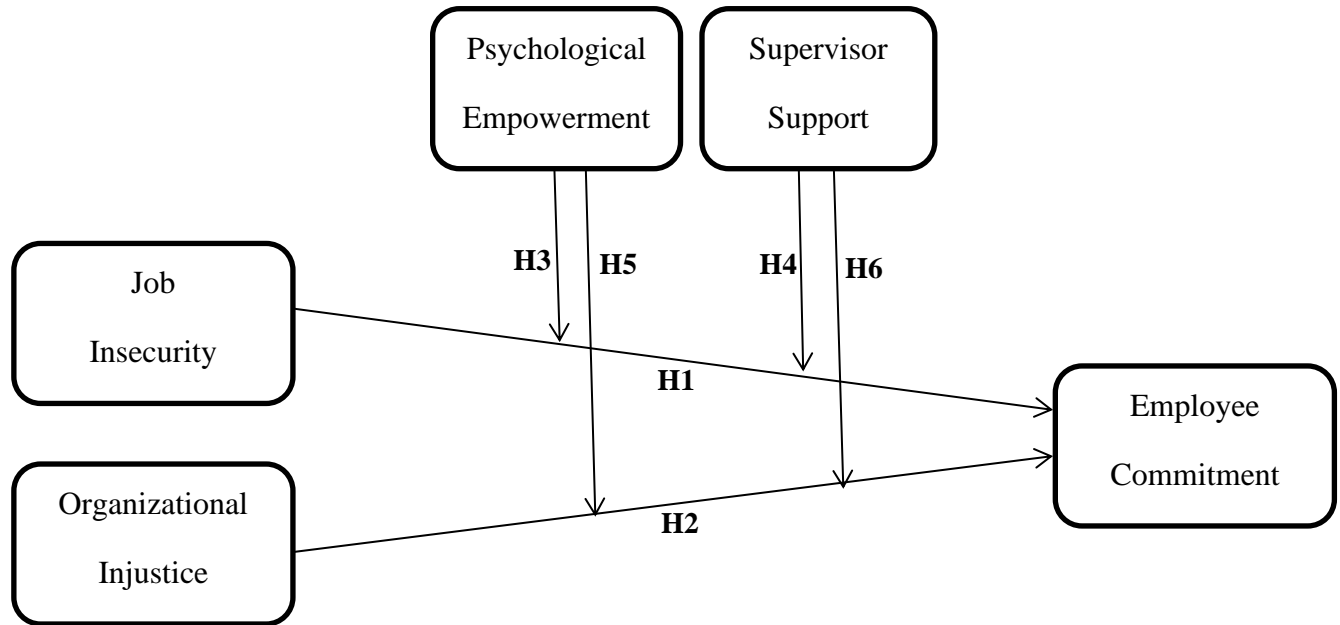
This theoretical framework shows that there are two independent variables, two moderators, and one dependent variable. Job insecurity and organizational injustice are considered as independent variables. Meanwhile, psychological empowerment and supervisor support are used as moderators. However, employee commitment is considered as dependent variable. This framework indicates that job insecurity and organizational injustice have negative impact on employee commitment with moderating role played by psychological empowerment and supervisor support in banking sector of twin cities in Pakistan.

Chapter Summary

The relevant literature on the constructs of job insecurity, organisational injustice, psychological empowerment, supervisor support, employee commitment, and the link between them has been reviewed in this chapter. After that, the diagrammatic illustration of the theoretical framework is offered, which depicts the measures of the constructs of job insecurity and organisational injustice before relating them to employee commitment, with psychological empowerment and supervisor

support playing a moderating role. In the next sections of this thesis, the hypothesised relationships between the variables are also provided alongside for empirical testing.

Chapter 3

RESEARCH METHODOLOGY

Introduction

This chapter includes methodology used for assessing the impact of job insecurity and organizational injustice on employee commitment with moderating effect of psychological empowerment and supervisor support. This chapter has highlighted research methodology used for collecting and analyzing data. It also highlights philosophy, approach, unit of analysis, instrumentation, population frame, sample size, data collection, data analysis, etc., to assess the relationship between job insecurity, organizational injustice, psychological empowerment, supervisor support, and employee commitment.

3.1 Research Design

Research design is defined as the blue print used to collect, measure, and analyze data to draw a conclusion (Mackey & Gass, 2015). Qualitative, quantitative, and mixed methodology are different kinds of methodologies which a research can use while conducting a research study. Qualitative methodology is defined as a type of methodology in which subject's emotions and feelings are assessed. Meanwhile, quantitative methodology is defined as a type of methodology in which statistical differences among variables are studied. However, mixed methodology is defined as a type of methodology which not only investigates subject's emotions, but also studies statistical differences among variables (Kumar, 2019). Quantitative methodology is used in present research because primary data is used to investigate the statistical relationship among job insecurity, organizational injustice, psychological empowerment, supervisor support, and employee commitment.

3.1.1 Type of Study

Correlational is the type of investigation for present study, as this study focuses on assessing the correlation between job insecurity, organizational injustice, psychological empowerment, supervisor support, and employee commitment.

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3.1.2 Study Setting

Present research is using non-contrived setting because it involves natural environment for data collection from employees working in banking sector of twin cities in Pakistan through distributed questionnaires.

3.1.3 Time Horizon

Present study is a cross-sectional study because it involves observation of data from a population at one specific point in time.

3.1.4 Research Interference

Role of the researcher is mandatory. In present study, data is collected by the researcher through questionnaires distributed. Calculations through statistical tests are made to identify the relationship between variables of this study. Conclusions are drawn and suggestions are made by the researcher at the end of present research.

3.1.5 Research Philosophy

Positivism involves the impression of trustworthiness associated with "factual" information gathered via observations. Hence, positivism is used as the research philosophy in this study.

3.1.6 Research Approach

The objectivity is ensured using a quantitative method combined with a positive paradigm. The current study employs a deductive strategy, which begins with the formation of hypotheses based on the literature. Following that, established hypotheses are put to the test using research methodology (Flick, 2015). For confirmation or disconfirmation of presented ideas, information is acquired using existing literature. The generation of hypotheses, formulation of hypotheses, data collection, and data analysis are the parts of this approach.

3.1.7 Research Strategy

The importance of a research strategy in conducting a successful research study cannot be completed. A research strategy gives the researcher the necessary direction. The current study uses a survey strategy to collect data from respondents, which includes the use of an adopted structured

questionnaire. This research is being carried out in order to collect data on a literature topic and analyze it in order to make a conclusion.

3.1.8 Unit of Analysis

Unit of analysis for this study is individuals comprised of employee working in banking sector of twin cities in Pakistan.

3.2 Population and Sampling

3.2.1 Population

Population refers to an audience which a researcher targets to explore (Kumar, 2019). The population selected for distributing questionnaire and collecting data from are employees working banking sector of twin cities in Pakistan. For this study, researcher considers employees working banking sector of twin cities in Pakistan as targeted population area. It is almost impossible for a research to gather data from each individual within the population. Hence, a sample is finalized for representation of entire population. Meanwhile, different sources (such as Sample Size Calculator, Morgan Table, etc.) are used for finalizing a reliable sample to represent the population.

3.2.2 Sampling

A research study cannot be completed without using an optimal sample, as sample size has significant importance for effective representation of the population (targeted audience). Present study has used Morgan's Table to finalize the sample of 300 respondents (employees working banking sector of twin cities in Pakistan). Meanwhile, a sample of 300 respondents is finalized for data collection and assessing relationship between variables of the study.

3.2.3 Sampling Technique

Present study uses convenience sample technique because this is an optimal sampling technique for a research where exact population is unknown. This sampling technique is used to approach such individuals (within the population) who have shown willingness towards filling the questionnaire and participate within the survey. Through this sampling technique, data collection issues are dealt with properly, as this technique has certainly helped in smooth data collection process even in current pandemic situation due to COVID-19. During this survey, researcher has

only requested individuals, who have shown availability and volunteered themselves, for filling questionnaire and participate in the survey. The convenience sampling has undoubtedly aided in the collection of important data, since the survey has gone off without any issues.

3.3 Scales and Measures

A questionnaire adopted from (Alyahya et al., 2022; Bayraktar, 2019; Alagarsamy et al., 2020; Quansah et al., 2021; Kim & Kim, 2020) is used for data collection. Adopted questionnaire is made simple and clear to convey purpose of distributing it and gathering authentic data. Adopted questionnaire include questions related to demographics and all variables of this study (job insecurity, organizational injustice, psychological empowerment, supervisor support, and employee commitment). All the items are measured on the basis of five-point Likert Scale (mentioning 1 as "Strongly Disagree", 2 as "Disagree", 3 as "Neutral", 4 as "Agree" and 5 as "Strongly Agree").

3.3.1 Independent Variables

Job insecurity is measured using seven items adopted from Alyahya et al. (2022). Organizational injustice is measured using ten items adopted from Bayraktar (2019).

3.3.2 Dependent Variable

Employee commitment is measured using six items adopted from Kim & Kim (2020).

3.3.3 Moderators

Psychological empowerment is measured using eight items adopted from Alagarsamy et al. (2020). Supervisor support is measured using nine items adopted from Quansah et al. (2021).

Table below lists down the variable names, the respective authors of the variables' items and one sample item from each set.

3.4 Sample Items Scale

Variable	Author(s)	Sample Item
Job Insecurity	Alyahya et al. (2022)	I am worried about having to leave my job before I would like to.
Organizational Injustice	Bayraktar (2019)	The rules and procedures are equally fair to everyone.
Psychological Empowerment	Alagarsamy et al. (2020)	I have significant autonomy in determining how to do my job.
Supervisor Support	Quansah et al. (2021)	My supervisor usually gives me an honest explanation for the decisions being created.
Employee Commitment	Kim & Kim (2020)	If I got another offer for a better job elsewhere I would not feel it was right to leave the organization.

3.5 Data Collection Procedure

To collect data, 300 respondents are given a questionnaire adopted from previous research studies. The researcher distributed majority of the questionnaires physically, but social media is also utilized to deliver few questionnaires and invite people to participate in the survey. The questionnaire is simplified by the researcher by separating it into distinct sections to assist the audience (respondents) to have better understanding of the questionnaire and provide trustworthy replies. Questionnaires are provided in both electronic and hard copy formats to make it more convenient for participants. In addition, straightforward and clear instructions are provided inside the questionnaire to eliminate any ambiguity or vagueness.

3.6 Data Analysis Technique

Data collecting is followed by data analysis, which involves utilizing statistical tests to assess data collected from respondents via the survey (correlation, regression, and moderation analysis). The association between job insecurity and organizational injustice (independent variables), psychological empowerment and supervisor support (moderators), and employee commitment is investigated using SPSS software (dependent variable). The statistical tests used in this study (correlation, regression, and moderation analysis) indicate the relationship between the variables.

Chapter 4

DATA ANALYSIS AND FINDINGS

Introduction

In a survey, 300 respondents (workers working in the banking industry of twin cities in Pakistan) are given a structured questionnaire and data is collected from them. Based on data collected through a survey, data analysis is done with the help of SPSS Software (SPSS 21) by using statistical tests (correlation, regression, and moderation analysis, etc.).

4.1 Data Analysis

4.1.1 Descriptive Frequencies

Different categories are made within the questionnaire to distribute the data, as categorization of the questionnaire helps in data interpretation. Demographic section of questionnaire is further divided into sub-sections including gender, age, education, designation, and experience. Demographic information of respondents is also collected through the questionnaire, and it is as follows:

Table 1: Descriptive Frequencies

Demographics		Frequencies	Percentages	Cumulative Percentage
Gender	Male	196	65	65
	Female	104	35	100
Age	Less than 30 years	132	44	44
	30 – 45 years	87	29	73
	More than 45 years	81	27	100
Education	Intermediate	18	6	6
	Undergraduate	102	34	40

	Graduate	137	46	86
	Postgraduate	43	14	100
Designation	Manager	31	10	10
	Assistant Manager	83	28	38
	Support Staff	186	62	100
Experience	Less than 5 years	151	50	50
	5 – 10 years	92	31	81
	More than 10 years	57	19	100

On the basis of gender, 196 out of 300 respondents (65 percent) are males. 104 out of 300 respondents (35 percent) are females. On the basis of age, 132 out of 300 respondents (44 percent) are below 30 years. 87 out of 300 respondents (29 percent) are between 30 – 45 years. 81 out of 300 respondents (27 percent) are above 45 years. On the basis of education, 18 out of 300 respondents (6 percent) are intermediate. 102 out of 300 respondents (34 percent) are undergraduates. 137 out of 300 respondents (46 percent) are graduates. 43 out of 300 respondents (14 percent) are postgraduates. On the basis of designation, 31 out of 300 respondents (10 percent) are managers. 83 out of 300 respondents (28 percent) are assistant managers. 186 out of 300 respondents (62 percent) are support staff. Based on experience, 151 out of 300 respondents (50 percent) are less than 5 years. 92 out of 300 respondents (31 percent) are between 5 – 10 years. 57 out of 300 respondents (19 percent) are more than 10 years.

4.1.2 Reliability Analysis

The objective of a reliability analysis is to establish how reliable the data collection questionnaire is. To put it another way, reliability analysis (also known as the Chronbach's Alpha test) is used to measure the amount of reliability of a questionnaire. Lower deviations in repeated interval measures indicate a high level of questionnaire reliability. The dependability, consistency, and relevancy of a questionnaire may all be used to determine its reliability. The following is the outcome of the reliability analysis:

Table 2: Reliability Statistics

Variable	Chronbach's Alpha	N of Items
Job Insecurity	.743	7
Organizational Injustice	.792	10
Psychological Empowerment	.772	8
Supervisor Support	.811	9
Employee Commitment	.795	6

High reliability of the questionnaire or the questions used inside the questionnaire is indicated by a coefficient of reliability near to 1. Job insecurity, organizational injustice, psychological empowerment, supervisor support, and employee commitment have respective reliabilities of 0.743, 0.792, 0.772, 0.811, and 0.795. Chronbach's Alpha values (0.743, 0.792, 0.772, 0.811, and 0.795) are near to 1 based on reliability statistics, indicating that the questionnaire and data acquired by the questionnaire are highly reliable.

4.1.3 Correlation Analysis

The term "correlation" refers to the process of determining how two or more variables are related. Correlation is deemed high when there is a significant relationship between two or more variables. Correlation is deemed poor when there is a weak link between two or more variables. Moderate correlation, on the other hand, is described as a moderate degree of relationship between two or more variables. Correlation coefficients range from -1 to +1. The Pearson r statistic is used to look at the relationship between the study's variables.

Table 3: Means, SDs and Correlation

	Mean	SD	1	2	3	4	5
1. Job Insecurity	3.17	.62	1				
2. Organizational Injustice	2.89	.74	.431**	1			
3. Psychological Empowerment	3.01	.78	-.429**	-.467**	1		
4. Supervisor Support	3.31	.81	-.384**	-.411**	.452**	1	
5. Employee Commitment	2.94	.70	-.429**	-.478**	.463**	.491**	1

Note: N=300

SD, Standard Deviation

**p<0.05

*p<0.01

The results show that there is a moderately significant association between job insecurity and employee commitment with a magnitude of .429 and in a negative direction. Organizational injustice and employee commitment have a moderately significant association with a magnitude of .478 and in a negative direction. Similarly, there is a moderately significant association psychological empowerment and employee commitment with a magnitude of .463 and in a positive direction. Supervisor support and employee commitment have a moderately significant relationship with a magnitude of .491 and in a positive direction.

4.1.4 Regression Analysis

The term "regression" refers to a relationship between dependent and independent variables, as well as the magnitude of that relationship. The results of the linear regression analysis are presented in the following table.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.652ᵃ	.425	.420	.57932	1.731

a. Predictors: (Constant), Organizational_Injustice, Job_Insecurity

R-square reflects the variation that predicting variables (job insecurity and organizational injustice) cause in the dependent variable (employee commitment). Simply, R^2 indicates the amount to which "job insecurity and organizational injustice" can explain "employee commitment". According to the R Square value in the model, job insecurity and organizational injustice accounted for 42.5 percent of the variation in employee commitment. The Durbin Watson value should be in the range of 0 to 4. Durbin Watson has a value of 1.731. Adjusted R^2, on the other hand, demonstrates the theoretical model's fitness. The adjusted R^2 value is 42.0 percent, indicating that the theoretical model employed in this study is 42.0 percent fit.

Table 5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.537	1	6.062	23.026	.000ᵇ
	Residual	68.693	298	.391		
	Total	76.230	299			

a. Dependent Variable: Employee_Commitment

b. Predictors: (Constant), Organizational_Injustice, Job_Insecurity

The ANOVA results show that the value of F is greater than 4 and the significance value is less than 0.05. As a result, the statistical significance of the theoretical model is established. According to ANOVA, job insecurity and organizational injustice have a significant impact on employee commitment.

Table 6: Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.241	.219		3.537	.002
1	Job_Insecurity	-.286	.076	-.281	2.614	.001
	Organizational_Injustice	-.213	.068	-.208	2.238	.001

a. Dependent Variable: Employee_Commitment

Job insecurity and organizational injustice have a major impact on employee commitment, as shown in the table above. Job insecurity and organizational injustice have a significance value of less than 0.05 in the model, indicating that there is a negative and significant association between them. Job insecurity (b=0.286) is significant, with a negative coefficient, implying that high job insecurity is associated with low employee commitment. Organizational injustice (b=0.213) is significant, and the coefficient is negative, implying that a high level of organizational injustice is associated with a low level of employee engagement.

4.1.5 Moderation Analysis

Table 7: Moderation

Model Summary

	R	R-sq	F	df1	df2	p
	.6274	.4184	42.1179	4.0000	154.0000	.0000

Model				
	coeff	se	t	p
Constant	1.2780	1.1716	2.0908	.0027
Psychological Empowerment	1.0765	.2975	3.6190	.0004
Job Insecurity	.9344	.3735	2.5019	.0034
int_1	.1665	.0924	2.8029	.0033

Interactions: int_1 = Job Insecurity x Psychological Empowerment

Outcome Variable: Employee Commitment

Job insecurity (X) has a significant relationship with employee commitment (Y) (Coeff. 0.9344, p0.05), according to the findings. In contrast, there is a substantial association between psychological empowerment (M) and employee commitment (Y) (Coeff. 1.0765, p0.05), and the interaction term (job insecurity x psychological empowerment) is significant (Coeff. 0.1665, p0.05). Based on these findings, we can conclude that psychological empowerment is a significant moderating variable in this model, as not only is job insecurity associated with employee commitment, but psychological empowerment is also significant when tested as an interaction term by multiplying with job insecurity. As a result, our findings suggest that psychological empowerment should be moderated in the link between job instability and employee commitment.

Table 8: Moderation

		Model Summary			
R	R-sq	F	df1	df2	p
.6284	.4479	42.1768	4.0000	154.0000	.0000

	Model			
	coeff	se	t	p
Constant	.5729	1.0018	2.4701	.0012
Supervisor Support	1.0172	.2384	3.7217	.0007
Job Insecurity	.6180	.2819	2.0146	.0013
int_1	.1261	.0649	2.1609	.0011

Interactions: int_1 = Job Insecurity x Supervisor Support

Outcome Variable: Employee Commitment

Employee commitment (Y) has a strong association with job insecurity (X) (Coeff..6180, p0.05). Whereas, there is a substantial association between supervisor support (M) and employee commitment (Y) (Coeff. 1.0172, p0.05), and the interaction term (job insecurity x supervisor support) is significant (Coeff. 0.1261, p0.05). Based on these findings, we may conclude that supervisor support is a major moderating variable in our model, as not only is job insecurity associated with employee commitment, but supervisor support is also significant when tested as an interaction term by multiplying with job insecurity. As a result, our findings suggest that supervisor support should be moderated in the link between job uncertainty and employee commitment.

Table 9: Moderation

Model Summary						
R	R-sq	F	df1	df2	p	
.6417	.4189	42.1719	4.0000	154.0000	.0000	

Model				
	coeff	se	t	p
Constant	.6127	.5173	2.1725	.0015
Psychological Empowerment	.7018	.1426	4.6681	.0000
Organizational Injustice	.3042	.1697	2.7287	.0018
int_1	.0487	.0217	2.0773	.0030

Interactions: int_1 = Organizational Injustice x Psychological Empowerment

Outcome Variable: Employee Commitment

Employee commitment (Y) has a significant relationship with organizational injustice (X) (Coeff. 0.3042, p0.05). In contrast, there is a substantial association between psychological empowerment (M) and employee commitment (Y) (Coeff. 0.7018, p0.05), and the interaction term (organizational injustice x psychological empowerment) is significant (Coeff. 0.0487, p0.05). Based on these findings, we can conclude that psychological empowerment is a significant moderating variable in this model, because not only is organizational injustice associated with employee commitment, but psychological empowerment is also significant when tested as an interaction term by multiplying with organizational injustice. As a result, our findings suggest that psychological empowerment should be moderated in the link between organizational injustice and employee commitment.

Table 10: Moderation

Model Summary						
R	R-sq	F	df1	df2	p	
.6017	.4714	41.7429	4.0000	154.0000	.0000	

Model				
	coeff	se	t	p
Constant	1.1926	1.1372	2.0718	.0013
Supervisor Support	1.0258	.2718	3.2196	.0006
Organizational Injustice	.8162	.3872	2.5617	.0017
int_1	.1381	.0816	2.6712	.0012

Interactions: int_1 = Organizational Injustice x Supervisor Support

Outcome Variable: Employee Commitment

Employee commitment (Y) has a significant relationship with organisational injustice (X) (Coeff. 0.8162, p0.05). Whereas, there is a significant relationship between supervisor support (M) and employee commitment (Y) (Coeff. 1.0258, p0.05), and the interaction term (organisational injustice x supervisor support) is significant (Coeff. 0.1381, p0.05). Based on these findings, we may conclude that supervisor support is a strong moderating variable in our model, as it is significant not just with employee commitment, but also when we test supervisor support as an interaction term by multiplying it with organisational injustice. As a result, our findings suggest that supervisor support should be moderated in the link between organisational injustice and employee commitment.

4.2 Data Findings

Table 11: Data Findings

Hypothesis	Statement	Accepted/Rejected
H1	Job insecurity has negative impact on employee commitment i.e., when job insecurity increases, employee commitment decreases.	Accepted
H2	Organizational injustice has negative impact on employee commitment i.e., when organizational injustice increases, employee commitment decreases.	Accepted
H3	Psychological empowerment significantly moderates the relationship between job insecurity and employee commitment i.e., in the presence of psychological empowerment, the effect of job insecurity on employee commitment decreases.	Accepted
H4	Supervisor support significantly moderates the relationship between job insecurity and employee commitment i.e., in the presence of supervisor support, the effect of job insecurity on employee commitment decreases.	Accepted
H5	Psychological empowerment significantly moderates the relationship between organizational injustice and employee commitment i.e., in the presence of psychological empowerment, the effect of organizational injustice on employee commitment decreases.	Accepted

H6	Supervisor support significantly moderates the relationship between organizational injustice and employee commitment i.e., in the presence of supervisor support, the effect of organizational injustice on employee commitment decreases.	Accepted

Chapter 5

CONCLUSION AND RECOMMENDATIONS

5.1 Discussion

The goal of this research was to look at the link between job insecurity, organizational injustice, psychological empowerment, supervisor support, and employee commitment in the banking sector of Pakistan's twin cities. Job insecurity and organizational injustice are the independent factors in this study. As moderators, psychological empowerment and supervisor assistance are employed. Employee commitment, on the other hand, is used as a dependent variable. Meanwhile, the banking sector of Pakistan's twin cities has been chosen to investigate the relationship between the variables stated above. Respondents' data is collected using a structured questionnaire that has been adopted (employees working in banking sector of twin cities in Pakistan). A scale of significance level with a range of up to 5% is set to examine the acceptance and rejection of this study's hypotheses. The study's hypotheses (H1 and H2) are accepted or rejected based on the significance level scale. Employee commitment is less than 0.05 when there is a significant amount of attitude job insecurity and organizational injustice. As a result, H1 and H2 (which were established using a theoretical framework) have been acknowledged and proven to be significant. Accepting H1 and H2, regression analysis shows a substantial association between job insecurity and organizational injustice (independent factors) and employee commitment (dependent variable) in the banking industry of twin cities in Pakistan. Furthermore, in the banking sector of twin cities in Pakistan, moderation analysis has demonstrated the significant moderating effect of psychological empowerment and supervisor support in the relationship between job insecurity and organizational injustice (independent variables) and employee commitment (dependent variable), accepting H3, H4, H5, and H6. The conclusions of this study are theoretically supported by the findings of Alyahya et al. (2022), who show that job insecurity has a detrimental impact on employee commitment. Furthermore, Dahiya's findings reinforce the conclusions of this study by demonstrating that organizational injustice has a detrimental impact on employee commitment. Furthermore, findings from research studies such as Kim & Kim (2020), Karimiha (2020), and Quansah et al. (2021) have demonstrated a significant relationship between psychological

empowerment, supervisor support, and employee commitment, providing further theoretical support to the current study's findings.

5.2 Conclusion

The goal of this study, as stated in (Chapter 1), is to analyze the influence of job insecurity and organizational injustice on employee commitment in the banking sector of twin cities in Pakistan, with the moderating effect of psychological empowerment and supervisor support. An adoptive structured questionnaire is distributed among the 300 respondents (employees working in the banking sector of twin cities in Pakistan) for data collection and to investigate the relationship between job insecurity, organizational injustice, psychological empowerment, supervisor support, and employee commitment in this study. Job insecurity and organizational injustice were scientifically examined with employee commitment to prove the relationship and discovered a favorable association between both. Job insecurity and organizational injustice are adversely connected with employee commitment, with magnitudes of 0.429 and 0.478, respectively, according to correlation analysis. Furthermore, regression analysis demonstrated a significant relationship between employee commitment and job insecurity and organizational injustice (independent variables) (dependent variable). Moreover, moderation analysis has revealed that psychological empowerment and supervisor support play a substantial role in the association between job insecurity and organizational injustice (independent variables) and employee commitment (dependent variable). According to the findings of the study, an increase in job insecurity and organizational injustice leads to a significant decline in employee engagement in the banking industry of Pakistan's twin cities. The findings also show that changes in psychological empowerment and supervisor support affect the link between job insecurity and organizational injustice (independent factors) and employee commitment (dependent variable) in Pakistan's banking sector.

5.3 Research Limitations

The term "limitation" refers to a restriction that a researcher encounters when conducting research. The researcher encounters just a few restrictions in this study, such as a limited time period, limited sample size, etc., while exploring the correlation among job insecurity, organizational injustice, psychological empowerment, supervisor support, and employee commitment. The time range

available for doing this study is extremely limited, since more time is required to accomplish this research than is accessible. If additional time is available, a more extensive study with involving respondents from various backgrounds might be conducted. However, the researcher should be given more time to collect data from individuals with various backgrounds. As a result, the researcher will be able to collect data over a longer period of time by including persons who were not considered respondents due to the limited time available for data collection. Furthermore, a sample size of 300 respondents for data collection from banking industry personnel in Pakistan's twin cities is insufficient. The sample size could be increased to 500 respondents or more in order to conduct a comprehensive study with a broader representation of employees working in the banking sector in Pakistan's twin cities. Finally, most scholars and researchers have conducted cross-sectional studies on this literature issue and have forgotten to conduct longitudinal study, which is another restriction.

5.4 Recommendations & Future Research

This study has addressed majority of the aspects, yet minor improvements might be done to make it even more effective and reliable. Minor improvements to the time period, sector, sample size, research nature, etc., can be made. The time duration might be extended in order to help the researcher in performing a suitable research. A suitable time period provided to the researcher may aid in the collection of data from respondents belonging to various backgrounds and cultures. Extended time period could give an option to the researcher to urge individuals of the population (who were not included in the survey) to exhibit interest by participating actively in the data collection process. Enthusiasm and encouragement can be developed in the members of population, as enthusiasm and encouragement will help to expand the sample size, which will improve the validity and reliability of the data collected and analyzed. Furthermore, this study has focused on the Pakistani banking sector, although any sector of Pakistan (other than Pakistani banking sector) might be utilized to collect data and analyze relationship between variables of the study. Furthermore, if the researcher is given a longer time period to complete a research study, the sample size can be expanded. Finally, rather than doing cross-sectional research, longitudinal research might be used to analyze the correlation between variables of the study.

5.5 Research Implications

This study would be useful to Pakistani financial institutions and stakeholders, as it will help them better understand the role of job insecurity and organizational unfairness in influencing employee commitment. Furthermore, this research will be extremely useful for PhD students and human resource management students in understanding the relationship between job insecurity, organizational injustice, psychological empowerment, supervisor support, and employee commitment. Additionally, research students will be able to use this study as a starting point for additional investigation into the influence of job insecurity and organizational injustice on employee commitment, as well as the moderating effects of psychological empowerment and supervisor support.

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APPENDIX

Hi. I am a student of Bahria University, Islamabad. I am collecting information for my research thesis, for which I have designed a questionnaire and sharing it with you to gather information. This questionnaire has been designed for the sole purpose of collecting data regarding 'Insecurity and injustice at work: Role of psychological empowerment and supervisor support to enhance employee commitment'. The data collected will be treated with very high degree confidentiality and it is meant for academic purpose only. You are kindly asked to fill out this questionnaire by circling appropriate answers.

Section A: General Information

Gender:

- Male
- Female

Age:

- Less than 30 years
- 30 – 45 years
- More than 45 years

Education:

- Intermediate
- Undergraduate
- Graduate
- Postgraduate

Designation:

- Manager
- Assistant Manager
- Support Staff

Experience:

- Less than 5 years
- 5 – 10 years
- More than 10 years

Section B: Job Insecurity & Organizational Injustice

Keeping in view your experience, answer the following questions:

Job Insecurity	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am sure that I will have the same position next year	1	2	3	4	5
I am worried about having to leave my job before I would like to	1	2	3	4	5
There is a risk that I will have to leave my present job in the year to come	1	2	3	4	5
I feel that [the organization] can provide me with a stimulating job content in the near future	1	2	3	4	5
My pay development in this organization is promising	1	2	3	4	5
I believe that [the organization] will need my competence also in the future	1	2	3	4	5

In last 12 months, my organization has announced redundancies	1	2	3	4	5
Organizational Justice	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
The decisions are made in fairways at my job	1	2	3	4	5
The rules and procedures are equally fair to everyone	1	2	3	4	5
Rules ensure that decisions are made based on facts rather than biased opinions	1	2	3	4	5
All jobs decisions are applied consistently across all employees	1	2	3	4	5
Important decisions are made from top down devoid from any consultations	1	2	3	4	5
Decisions are influenced by personal factors like ethnicity, age, gender of employees	1	2	3	4	5
Assignments are given on the basis of favoritism without regard to competency	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Career opportunities are fair and equitable to me	1	2	3	4	5
Training opportunities are fair and equitable to me	1	2	3	4	5
I am fairly rewarded in view of the amount of experience I have	1	2	3	4	5

Section C: Psychological Empowerment & Supervisor Support

Keeping in view your experience, answer the following questions:

Psychological Empowerment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have mastered the skills necessary for my job	1	2	3	4	5
I have significant autonomy in determining how to do my job	1	2	3	4	5
I have a great deal of control on what happens in my department	1	2	3	4	5
The work I do is meaningful to me	1	2	3	4	5
I have the competence to work effectively	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am inspired by what we are trying to achieve as an organization	1	2	3	4	5
I am inspired by the goals of the organization	1	2	3	4	5
I am enthusiastic about working toward the organization's objectives	1	2	3	4	5
Supervisor Support	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
My supervisor treats me fairly when decisions are being made about my job	1	2	3	4	5
My supervisor usually gives me an honest explanation for the decisions being created	1	2	3	4	5
My supervisor is supportive when I have a work problem	1	2	3	4	5
My supervisor recognizes when I do a good job	1	2	3	4	5
My supervisor keeps me informed of things I need to do the job well	1	2	3	4	5
Cordial relationship ties the management with their employees	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
This organization is characterized by fair working climate	1	2	3	4	5
My supervisor is lenient with his ratings	1	2	3	4	5
My performance evaluation is distorted intentionally by the supervisor	1	2	3	4	5

Section D: Employee Commitment

Keeping in view your experience, answer the following questions:

Employee Commitment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
If I got another offer for a better job elsewhere I would not feel it was right to leave the organization	1	2	3	4	5
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice (another organization may not match the overall benefit I have here)	1	2	3	4	5
One of the few serious consequences of leaving this organization would be scarcity of available alternatives	1	2	3	4	5

Right now, staying with this organization is a matter of necessity as much as desire	1	2	3	4	5
I would be happy to spend the rest of my career with this organization	1	2	3	4	5
I enjoy discussing my organization with people outside it	1	2	3	4	5

Thank You!

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