Relationship between Distributive Justice, Procedural Justice, Conflict Management Styles and Affective Commitment: A Study among Bank Employees in Northern Malaysia

(Hubung Kait antara Keadilan Distributif, Keadilan Prosedur, Kaedah Pengurusan Konflik dan Komitmen Afektif: Sebuah Kajian dalam Kalangan Pekerja-Pekerja Bank di Utara Malaysia)

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ABSTRACT

This paper aims to elucidate the relationship of distributive and procedural justice on affective commitment through conflict management styles and examine the mediating effect of conflict management styles between distributive and procedural justice and affective commitment. Self-administered questionnaires were delivered to 330 respondents throughout Northern Malaysia. Next, the data were analyzed using statistical analysis of SPSS and Partial Least Squares of Structural Equation Modelling (PLS-SEM). Results showed that distributive and procedural justice was positively related to integrating, obliging and compromising styles while negatively related to dominating style but not related to avoiding style. It also revealed that integrating, obliging and compromising styles were positively significant with affective commitment while dominating style was negatively significant with affective commitment but avoiding style does not relate with affective commitment. In conclusion, the results also showed conflict management styles fully mediate the relationship between distributive and procedural justice and affective commitment.

Keywords: Distributive justice; procedural justice; conflict management styles; affective commitment; bank employees

ABSTRAK

Kertas kajian ini adalah bertujuan untuk mengkaji hubung kait antara keadilan distributif and prosedur ke atas komitmen afektif melalui kaedah pengurusan konflik dan mengkaji kesan pengantara di antara kaedah pengurusan konflik dengan keadilan distributif, prosedur dan komitmen afektif. Borang soal selidik telah diedarkan kepada 300 responden di seluruh kawasan utara Malaysia. Data telah dianalisis dengan menggunakan peranti SPSS dan Partial Least Squares – Model Persamaan Berstruktur (PLS-SEM). Keputusan menunjukkan keadilan distributif dan prosedur mempunyai hubung kait positif dengan kaedah integrasi, obligasi dan bertolak ansur serta hubung kait negatif dengan kaedah dominasi tetapi tidak mempunyai hubung kait dengan kaedah mengelak. Selain itu, kaedah integrasi, obligasi dan bertolak ansur mempunyai hubung kait positif dengan komitmen afektif manakala kaedah dominasi mempunyai hubung kait negatif dengan komitmen afektif dan kaedah mengelak tidak mempunyai hubungan dengan komitmen afektif. Kesimpulannya, kaedah pengurusan konflik telah dibuktikan mempunyai kesan pengantara yang kuat di antara keadilan distributif, prosedur dan komitmen afektif.

Kata kunci: Keadilan distributif; keadilan prosedur; kaedah pengurusan konflik; komitmen afektif; pekerja-pekerja bank

INTRODUCTION

The non-managerial bank employees in Malaysia have been known to frequently change their jobs and this has resulted in high turn overs in the local banking industry (Hussain, Yunus, Ishak & Daud 2013). Ghosh, Rai and Sinha (2014) in their study among bank employees found that the turnover rate is relatively high in the banking sector and this has been contributed to lack of affective commitment among the employees. Moreover, studies by Trudel (2009) and Alzahrani (2013) revealed that deficiency in affective commitment among employees will result in increased turnover intention as this problem critically affects employees' attitudes and leads to resignations. As a result, banking organizations need to foster affective commitment to reduce turnover rate as well as to improve employee's attitudes and organizational performance.

Accordingly, issues related to organizational has been identified as a major concern for the banking organisations as it affects organizational commitment. Bahramzadeh and Yadegari (2010) discovered that distributive and procedural justices are the factors that can affect commitment level among employees in the organization. According to Seyed, Faraahi and Taheri (2009) the perception of distributive and procedural justices has been discovered to significantly

affect the performance, attitudes, and behaviour of employees working in the financial institutions. In other words, if employees perceive they are treated fairly and with respect, their intention to leave the organization will be reduced. Alternatively, Alzahrani (2013) revealed that conflict management styles also impacts affective commitment. Conflict management's ultimate goal is to promote conflict resolution while minimizing the effects of a dysfunctional conflict (Alzahrani 2013). In a study by Rahim (2002), applying his dual concern model of five conflict management styles on affective commitment, he discovered that conflict management strategies of avoiding and dominating is negatively associated with affective commitment, but is positively associated with compromising, obliging and integrating.

The relationship between distributive justice, procedural justice and conflict management styles has triggered the attention of researchers in organizational behaviour such as Tatum and Eberlin (2008) and Crow et al. (2012). They had conducted studies focusing on investigating the relationship of both justices and conflict management styles on organizational commitment each of the variables individually and separately. Hence, this has led the present study to integrate these variables in a single research framework which,will be focusing on the significance of distributive and procedural justice, conflict management styles and affective commitment among bank employees. Even though past studies have been conducted in these two research areas, however, the studies did not integrate the variables in a single research framework. Therefore, this study is embarked in an effort to bridge the gap in the study of affective commitment by integrating both distributive and procedural justice together with conflict management styles as the mediator in the banking industry. Specifically, the present study will examine the relationships between distributive and procedural justice and the five dimensions of conflict management styles namely integrating, obliging, avoiding, dominating and compromising. In addition, this study also will examine the relationship between all five conflict management styles and affective commitment.

PROBLEM STATEMENT

Affective commitment studies among bank employees in Malaysia are very rare as not many researchers have studied the phenomenon in the banking sector in Malaysia. The severity of the high turnover rate in Malaysia's banking industry is becoming worst each year and this problem has been linked to the issue of affective commitment among the bank employees.This was evidenced from a study conducted by Rubiah (2012) revealing the turnover rate among bank employeesin Malaysia has been increasing annually since 2009 where it stood at 9.3% and increased to 10.1% in 2010. However, the statistic showed it has increased tremendously in 2014 at the rate of 18.3% (The Star Biz Weekly 2014).Thus proving that there is a dire need to examine the effects of organizational justice and

conflict management styles on organizational commitment as an effective method to reduce or prevent the increasing turnover rate.

LITERATURE REVIEW

AFFECTIVE COMMITMENT

Seto (2013) indicated that the higher the level of affective commitment the employee has towards his or her organization, the more effort he/she will exert in performing daily tasks. Additionally, the issue of affective commitment has received attention for the past several years as organizations look for management tools and methods to enhance their employees' involvement to boost their commitment and indirectly improving organizational performance.

It is critical for organisations to inculcate high affective commitment among their employees as it has been established to be a significant predictor of performance and once the organisational objectives has been fulfilled, this will indicate that the human capital has been fully optimised (Zayas-Ortiz, Rosario, Marquez & Gruneiro 2015). Therefore, affective commitment among bank employees is very important in order to boost their satisfaction so that they will stay with their organization. On the other hand, Zayas-Ortiz et al. (2015) discovered that many banking organizations are sensitive to the concepts of fairness and justice in developing mechanisms to ensure that employees perceive that they are treated fairly. Employees who recognize justice and equity through the distribution of tasks and work processes are more likely to develop a high degree of affective commitment.

Based on the views from Zayas-Ortiz et al. (2015) it can be concluded that research concerning bank employees' affective commitment towards their organization especially with regard to issues of organizational justicein the Malaysian banking industry is crucial and important primarily due to the lack of extant literatures.

DISTRIBUTIVE JUSTICE

Greenberg and Baron (2003) defined distributive justice as employees' perceptions of fairness in the distribution of resources between people. Distributive justice has also been described as fairness that refers to the worker's perception of justice in the workplace by comparing their outcomes from the organization. Commonly, distributive justice is perceived to be more critical as it is associated to the employees' expectations with regard to personal outcomes such as pay satisfaction and job satisfaction.

Elamin (2012) indicated that in determining fairness, employees will compare the value of their work inputs such as hard work, commitment and passion to the outcomes or rewards received from their organizations. The outcomes or rewards gained are in terms of increase in salary, promotions and recognition. Bibby (2008) added that employees' assess the fairness of their work input and

outcomes ratio by comparing their ratio to the ratios of subordinates. If the employees believe the outcomes of a decision is unfair, they may engage in a conflict with their colleagues. Conflicts occur because of perception of injustice by employees lead to dissatisfaction, poor performance, higher absenteeism and turnover intention. Khan and Rashid (2012) proposed that how employees' perceive they are treated in the organization can influence the work behavior and productivity of the employees. For instance, superiors gain the trust of their subordinatethe employees can gain trust from their supervisors when they were treated fairly as further improves their relationship with their supervisors and subordinates, thus motivate them to exhibit good behavior.

PROCEDURAL JUSTICE

Procedural justice refers to the perceived fairness present in decision making process with regard to the distribution of rewards (Lemons & Jones 2001). Procedural justice would be perceived to be high if actions are taken to ensure that the results of monitoring are precise and the organization has appeal procedures to rectify any unreasonable outcome (Greenberg & Baron 2003). In order to achieve these outcomes, the procedures should be consistent, free from any biases, address the concerns of all employees and be morally acceptable.

Procedural justice is a major focus of study in the field of organizational behaviour due to its impact on organizations. Colquitt (2001) indicated that distributive justice and procedural justice are moderately to highly correlated. However, distributive justice is more strongly correlated with reactions with regard to specific outcomes such as job satisfaction, whereas procedural justice is strongly related to attitudes with regard to the organizational system, institution, or authorities perceived to be responsible for the process and procedural decision (Tyler & Lind 1992). Furthermore, the procedural justice has been proven to be an important variable in organizational research, having been empirically linked with various positive social attitudes and behaviours including organizational citizenship behaviours (OCB), perceived organizational support (POS), job satisfaction, organizational commitment, acceptance of organizational decisions, and positive evaluation of management practices (McFarlin & Sweeney 1992).

CONFLICT MANAGEMENT STYLES

A conflict management styles model was developed by Rahim (2002) which consisted of two dimensions namely intended for self and concern for each other with each axis measured as high and low. The first dimension clarifies the level to which an individual pursues to fulfil his needs and the second one expresses one's concern about the needs of others (Rahim 2002). There are five styles for conflict management in Rahim's model such as integrating, obliging, compromising, dominating and

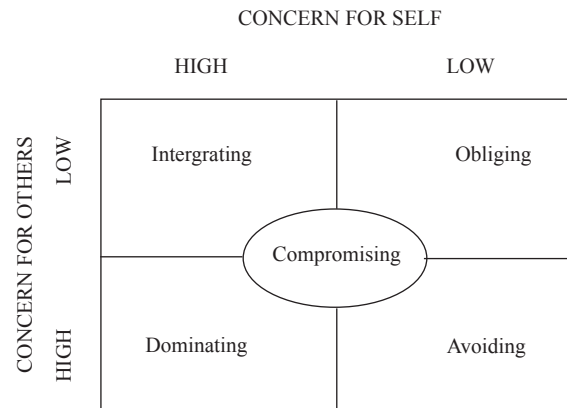avoiding. This study will utilise the model developed by Rahim (2002) as in Figure 1.

FIGURE 1. Model of conflict management styles

Source: Rahim (2002)

Integrating style is considered as one of the more effective problem solving approaches. The resolution of conflict requires openness, information sharing and a clear expression of the problem among the parties involved in the conflict (Rahim 2010). Obliging style indicated that the parties concerned may forgo his privilege by giving in to the demand of the opposite party. Rahim (2010) insisted that this style is usually adopted by individuals who play down the differences that they have with other parties and prefer to find a common ground. An individual who adopts the dominating style normally intends to expand his personal interest and downplay others' needs by using powerful responses. Avoiders normally ignore the problem and do not even make the effort to resolve the conflict at all. Finally, compromising style is generally characterized as dividing resources in some equitable fashion without resorting to alternative solutions that may seemed unfair to each party's interests.

RESEARCH FRAMEWORK AND HYPOTHESES

RELATIONSHIP BETWEEN DISTRIBUTIVE JUSTICE AND CONFLICT MANAGEMENT STYLES

According to Tatum and Eberlin (2008), employees who perceived distributive justice to be high are more likely to be alert over any potential conflict that may arise among their co-workers in the organization. For instance, employees will not take over or compete with a co-worker or deliberately use the dominating style, but rather they are willing to deliver fair and acceptable outcomes for the co-workers. Similarly, employees who perceived fairness to be high in the workplace will not avoid from engaging their co-workers to solve the conflict or obliging their co-workers unreasonably during conflict resolution as this would not facilitating the conflict management process. In addition, the integrating style is the most favourable and

advantageous method to address conflict for the employees who are highly responsive to organizational justice issues (Tatum & Eberlin 2008). For example, it is highly likely for employees who practice distributive justice to achieve integrating outcomes.

RELATIONSHIP BETWEEN PROCEDURAL JUSTICE AND CONFLICT MANAGEMENT STYLES

Zulkiflee et al. (2012) discovered that perceived procedural justice is one of the element that encourage the employees to resolve conflicts as they have the opportunity to participate during decision-making process towards achieving the desired outcomes. Open discussions on issues are the essence of procedural justice. For instance, in implementing procedural justice, managers are encouraged to use integrating and compromising approaches as these styles will allow employees to converse freely about the issues arises (Varman & Bhatnagar 1999). When the management considers employees' views and opinions in the conflict management process and manage the issue using the most appropriate styles, the employees will see the conflict management as fair.

RELATIONSHIP BETWEEN DISTRIBUTIVE, PROCEDURAL JUSTICE AND CONFLICT MANAGEMENT STYLES

Tatum and Eberlin (2008) presented two circumstances to demonstrate the influence of organizational justice and conflict management styles in an organizational setting. First scenario depicts the operation of high levels of justice (both distributive and procedural) within a potentially high conflict situation. The other scenario portrays low levels of justice within a potentially high conflict situation. Table 1 illustrates how sensitivity to organizational justice issues

affects different uses of conflict styles when employees are embroiled in a conflict.

Table 1 and the first scenario illustrated that employees are very susceptible to distributive and procedural justice issues and there is possibility that they are aware of potential conflicts that might arise during an encounter with other employee (Tatum & Eberlin 2008). These employees will not attempt to dominate or compete with aco-worker by applying dominating style but rather they have the intention to establish fair outcomes in this situation. An employee, who is highly perceptive to justice related issues, does not steer clear from conflicts by avoiding co-workers unnecessarily during the resolution. Additionally, the most effective approach to addressing conflict for highly-sensitive employees is integrating, obliging and compromising styles. These conflict resolution methods afford the integration of both parties (employee and co-worker) to reach an outcome that encourages information sharing, employee involvement, and a genuine demonstration of care and concernf or each other.

In contrast, employees who are less perceptive with regard to organisational justicetend to be more concerned with established procedure rather than the fairness or openness of processes (see Table 1). In a situation where conflict is intense, as in the second scenario, the employees would easily seek out a dominating style. Hence, if the employees' objectives could not be achieved, they would view the outcome to become unfair. An employee who ignores matters relating to organisational justiceis more likely to avoid conflict altogether to save time and effort. On the other hand, there is also a tendency that this employee will seek to oblige the co-worker to conclude matters quickly, thus averting from potential conflicts and

TABLE 1. High and low justice and the relationship to conflict styles

Scenario	Domination (Style 1)	Avoidant (Style 2)	Compromising (Style 3)	Obliging (Style 4)	Integrating (Style 5)
Employee is sensitive to distributive and procedural justice issues (High justice)	The employee is not concerned with dominating other employees and expressing concern urp other employees.	The employee does not avoid conflict because the employee would not be brought into the process and would not have access to information	The employee's willingness to compromise, however, would depend on what is best for both the employee and the organization as whole	If obligation creates an unfair distribution of outcomes, or with holding of information to others, then the employee will will avoid this style	Collaboration (integration) promotes information sharing, involvement, fairness in the distribution of outcomes, and an expression of caring and concern
Employee is insensitive to distributive and procedural justice issues (Low justice)	This employee is more concerned with own procedure or other employee's concerns. If competing or dominating achieves the employee's objectives, then this style might be adopted	An employee who does not care about fairness, openness, or trust may opt for avoiding conflict and thereby saving time and effort	If sharing information and trying to reach a compromise are viewed as the most direct way to complete the task, then the employee may adopt this style	If obliging are the best way to accomplish the goals of the review (i.e. get the employee to accept the outcome), then this may be a viable choice	Employee may select this approach, but not because of justice. The employee may adopt collaboration as the best way to complete the review with minimal employee resistance

Source: Tatum and Eberlin (2008)

encouraging the co-worker to accept the outcome more willingly. Oddly, the employee for whom organizational justice is of little concern might actually adopt the conflict resolution approach of integration. In this case, the employee's purpose is not to establish fairness in the exchange; but rather, he or she was attempting to conclude there solution process with as little resistance as possible. Therefore, the hypotheses formulated will be:

H_1 There is a significant relationship between organizational justice and conflict management styles

$H_{1.1}$ There is a significant relationship between distributive justice and integrating style

$H_{1.2}$ There is a significant relationship between procedural justice and integrating style

$H_{1.3}$ There is a significant relationship between distributive justice and obliging style

$H_{1.4}$ There is a significant relationship between procedural justice and obliging style

$H_{1.5}$ There is a significant relationship between distributive justice and compromising style

$H_{1.6}$ There is a significant relationship between procedural justice and compromising style

$H_{1.7}$ There is a significant relationship between distributive justice and dominating style

$H_{1.8}$ There is a significant relationship between procedural justice and dominating style

$H_{1.9}$ There is a significant relationship between distributive justice and avoiding style

$H_{1.10}$ There is a significant relationship between procedural justice and avoiding style

RELATIONSHIP BETWEEN CONFLICT MANAGEMENT STYLES AND AFFECTIVE COMMITMENT

Ahmad and Marinah (2013) stated that integrating style in conflict management plays a key role in the formation of developing affective commitment toward the organization. According to Nik and Hizam (2002) no occurrence of conflictwere detected between integrated employees in an organization. Integrating style is said to be the most appropriate style to enhance affective commitment among employees because this style focuses on problem-solving in a collaborative fashion. Employees that utilise this style confront conflicts directly and try to find new and creative solutions to the problems by balancing between their own needs as well as that of the others.

In contrast, Griffin and Steen (2011) in a research on secondary schools found that the conflict management styles of compromising and obliging attributed to principals were positively associated with secondary level teachers' affective commitment. Conversely, the management styles of forcing and withdrawing of the principals were related to lower levels of teachers' commitment.

London and Howat (1978) found that the conflict management styles of avoiding and dominating were negatively associated with affective commitment, but compromising and integrating styles werepositively related to affective commitment. Therefore, it appears that those conflict management styles which allow a subordinate's opinions to be expressed and utilised as part of decision-making process in the achievement of organizational goals are the ones which will be the more fruitful in producing employees' affective commitment. In sum, the hypotheses formulated are:

H_2 There is a significant relationship between conflict management styles and affective commitment

$H_{2.1}$ There is a significant relationship between integrating style and affective commitment

$H_{2.2}$ There is a significant relationship between obliging style and affective commitment

$H_{2.3}$ There is a significant relationship between compromising style and affective commitment

$H_{2.4}$ There is a significant relationship between dominating style and affective commitment

$H_{2.5}$ There is a significant relationship between avoiding style and affective commitment

MEDIATING EFFECT OF CONFLICT MANAGEMENT STYLES

Distributive and procedural justice has been found to be positively related to affective commitment (Suliman & Kathairi 2013). Employees who perceive distributive and procedural justice to be high are more competent innegotiation and problem solving. The effectiveness of conflict management is the first step in enhancing employees' affective commitment towards their organization. Additionally, employees with higher levels of distributive and procedural justice have a better understanding of each other as they will work at resolving issues together without resorting to negative behaviour. For example, when faced with conflict in the workplace, these types of employees have the abilities to think positively and behave accordingly to pacify the conflicting parties (Ahmad & Marinah 2013). Therefore, they will manage conflict more constructively and bring about positive outcomes (Schlaerth, Ensari& Christian 2013). Effective and appropriate conflict management behaviours in turn are likely to improve employees' perception of justice and affective commitment in their organization. Furthermore, employees with high distributive and procedural justice tend to share their ideas with others, obtain suggestions and help from colleagues and know how to maintain a long-term and cooperative relationship with their co-workers, which will result in enhancing affective commitment towards their organization (Ndubisi 2011). Finally, employees that are high in both justices know how to express their own ideas appropriately even if there are conflicting opinions and are able to make their detractive novel ideas more agreeable. Therefore, the following hypotheses are developed:

H_3 Conflict management styles mediate between distributive and procedural justice and affective commitment.

H$_{3.1}$ Integrating style mediates between distributive justice and affective commitment

H$_{3.2}$ Integrating style mediates between procedural justice and affective commitment

H$_{3.3}$ Obliging style mediates between distributive justice and affective commitment

H$_{3.4}$ Obliging style mediates between procedural justice and affective commitment

H$_{3.5}$ Compromising style mediates between distributive justice and affective commitment

H$_{3.6}$ Compromising style mediates between procedural justice and affective commitment

H$_{3.7}$ Dominating style mediates between distributive justice and affective commitment

H$_{3.8}$ Dominating style mediates between procedural justice and affective commitment

H$_{3.9}$ Avoiding style mediates between distributive justice and affective commitment

H$_{3.10}$ Avoiding style mediates between procedural justice and affective commitment

METHOD

The independent variables for the study are Distributive and Procedural Justice. While Conflict Management Styles act as the mediator, the dependent variable is Affective Commitment. A self-administered questionnaire was developed to fulfil the objectives of this study. Questionnaires were distributed to non-managerial bank employees such as the messengers, clerks, officers and senior officers working inthe states of Penang, Kedah, Perlis and North Perak. The questionnaires were distributed using a simple random sampling method. Before the actual distribution, a pre-test was performed on 15 respondents consisting of employees in the banking industry. The pre-test was performed to assess the content validity of each measurement scales. They were required to judge whether the content domains are accurately and adequetly measures all dimensions of the constructs. In additon, they were also asked to provide comments on the appropriateness and clarity of questionnaire items. Based on their reviews, several questionnaire items were revised and corrected. Partial least squares (PLS) of structural equation modelling were used to assess the goodness of measures and to test the hypotheses for this study. The mediation was tested using the bootstrapping approach as suggested by Preacher and Hayes (2008).

SAMPLE

Official respondents were employees from banking organization located at Perlis, Kedah, Penang and North Perak, whose confidentiality was guaranteed. In total, 1200 questionnaires containing self-assessments on justice-related scales, conflict management styles scales and affective commitment-related scales were distributed

by hand to the employees. Based on the response rate of 25% in banking organizations, 1200 questionnaires were distributed in order to obtain a sample size of 300 non-managerial bank employees. The scales were measured using a five-point Likert scale ranging from (1) "strongly disagree" to (5) "strongly agree". 330 questionnaires were returned and the overall response was 27.5 per cent. From the 330 responses, 303 were usable for analyses, representing an effective rate of 25.2 per cent. Descriptive statistics of the final sample are shown in Table 2. The six variables (age, gender, race, educational background, working length, and department) are considered as control variables in the following analysis.

TABLE 2. Descriptive statistics of sample

Profile	Description	Frequency
Age	21-29	58
	30-39	104
	40-49	94
	> 50 years	47
Gender	Male	112
	Female	191
Length of Service in Current Bank	0-10	132
	11-20	94
	21-30	61
	> 30 years	16
Length of Service in Banking Profession	0-10	122
	11-20	95
	21-30	68
	> 30 years	18
	Masters	14
Highest Academic Qualification	Degree	125
	STPM	99
	SPM	65
Department	Sales	20
	Operation	283

MEASURES

Distributive justice (four items) and procedural justice (seven items) were assessed based on the measures developed by Rahim, Magner and Shapiro (2000). The Cronbach's alphas were both 0.93 for distributive justice and procedural justice. The scale was measured using a five-point Likert scale ranging from (1) "strongly disagree" to (5) "strongly agree".

The Rahim Organizational Conflict Inventory (ROCI-II) Form B (Rahim 1983) was used in this study to measure the five styles of managing interpersonal conflict, consisting of 27 items which include integrating (seven items), obliging (six items), compromising (four items), dominating (5 styles) and avoiding (5 styles). The items were modified to measure subordinates' perception of

their managers' styles in handling disagreements with them. Employees were instructed to indicate the extent of fairness to which they perceive the way their manager handled interpersonal conflicts within the organisation on a five-point Likert type scale, ranging from strongly disagree (1) to strongly agree (5). The reliability coefficients for integrating, obliging and compromising CMS were 0.86, 0.89, 0.92, 0.84, and 0.70 respectively. Affective commitment was measured based on the scales developed by Meyer, Allen and Smith (1993) containing six items. The Cronbach's alpha for the scale is 0.82. The measures were measured using a five-point Likert scale ranging from (1) "strongly disagree" to (5) "strongly agree".

RESULTS

GOODNESS OF MEASURES

The goodness of measures for the variables in the study was assessed using construct validity, convergent validity, discriminant validity, and reliability analysis. For the purpose of construct validity, Hair et al. (2013) indicated that every loading that are greater than 0.50 on a particular construct are considered significant. Therefore, loadings below 0.50 were removed and there were no reported cross loadings. As a result, the constructs were valid for this study. Table 3 shows the factor loadings for each construct.

TABLE 3. Loadings and cross loadings

	Affective Commitment	Avoiding Style	Compromising Style	Distributive Justice	Dominating Style	Integrating Style	Obliging Style	Procedural Justice
AC1	0.83458	-0.24257	0.480731	0.564198	-0.23161	0.471347	0.512113	0.497381
AC3	0.8297	-0.32278	0.515336	0.51561	-0.31385	0.547784	0.592086	0.485273
AC4	0.90063	-0.27998	0.507519	0.567229	-0.30721	0.515947	0.537709	0.506336
AC5	0.85238	-0.26871	0.47966	0.499106	-0.28198	0.514055	0.470012	0.441138
AC6	0.83461	-0.23276	0.46048	0.536197	-0.28701	0.444657	0.417545	0.440547
AVO1	-0.27558	0.76682	-0.30823	-0.24719	0.705058	-0.25915	-0.22883	-0.28623
AVO2	-0.24242	0.86432	-0.30729	-0.22539	0.599546	-0.29415	-0.25551	-0.30128
AVO3	-0.32639	0.8687	-0.32915	-0.21312	0.540199	-0.34097	-0.30529	-0.19697
AVO4	-0.17838	0.75744	-0.23315	-0.14327	0.434748	-0.30843	-0.20418	-0.17121
AVO5	-0.23712	0.761	-0.21489	-0.10488	0.437409	-0.2594	-0.18179	-0.08917
COM1	0.506866	-0.27853	0.87649	0.433499	-0.20779	0.555295	0.71975	0.497888
COM2	0.470434	-0.28069	0.86238	0.447614	-0.18885	0.56301	0.679282	0.489392
COM3	0.518187	-0.33109	0.88691	0.483438	-0.27914	0.543532	0.686622	0.563934
COM4	0.460809	-0.30264	0.77448	0.451617	-0.26655	0.554841	0.608832	0.482246
DJ1	0.461584	-0.21123	0.459883	0.75783	-0.21566	0.378981	0.355227	0.58016
DJ2	0.572559	-0.19711	0.447954	0.8939	-0.2309	0.404123	0.435382	0.615785
DJ3	0.473422	-0.19256	0.418928	0.87681	-0.23288	0.453482	0.431368	0.599384
DJ4	0.635965	-0.21334	0.499828	0.89235	-0.23939	0.450877	0.491895	0.634354
DOM1	-0.3112	0.494965	-0.19339	-0.251	0.81682	-0.20686	-0.17624	-0.19975
DOM2	-0.29292	0.560252	-0.21161	-0.24303	0.87636	-0.26983	-0.17713	-0.22917
DOM3	-0.23177	0.619205	-0.24004	-0.21272	0.89076	-0.25441	-0.24694	-0.24206
DOM4	-0.25118	0.587237	-0.18591	-0.1326	0.82272	-0.21551	-0.22649	-0.17139
DOM5	-0.3143	0.624855	-0.32109	-0.27504	0.83676	-0.29874	-0.31562	-0.33259
INT1	0.504561	-0.25657	0.494366	0.470953	-0.21298	0.82181	0.550617	0.566616
INT2	0.540716	-0.3196	0.547157	0.438746	-0.28682	0.87132	0.611832	0.555486
INT3	0.515038	-0.29213	0.573698	0.419822	-0.24981	0.85536	0.624232	0.554602
INT4	0.472599	-0.27979	0.551463	0.435793	-0.20871	0.80455	0.58371	0.538559
INT5	0.450552	-0.30403	0.493646	0.356635	-0.24516	0.79055	0.580946	0.486727
INT6	0.457128	-0.36093	0.577738	0.395138	-0.29087	0.84097	0.631818	0.518529
INT7	0.450793	-0.29482	0.527	0.323982	-0.21953	0.79654	0.560288	0.478654
OBG1	0.497358	-0.27449	0.654346	0.39333	-0.20914	0.643548	0.83191	0.436886
OBG2	0.549741	-0.27599	0.686081	0.490763	-0.24353	0.535384	0.89018	0.544558
OBG3	0.508008	-0.21341	0.681691	0.462199	-0.24007	0.601676	0.9025	0.546211
OBG4	0.468378	-0.23407	0.65321	0.412931	-0.22085	0.613003	0.83731	0.458728
OBG5	0.50692	-0.28201	0.690348	0.443305	-0.2586	0.607449	0.81733	0.507806
OBG6	0.523003	-0.23566	0.684046	0.364348	-0.22627	0.57401	0.82893	0.393707
PJ1	0.475139	-0.18773	0.378161	0.667745	-0.23662	0.471934	0.388249	0.72155
PJ2	0.446822	-0.15675	0.468668	0.567653	-0.24114	0.444842	0.421705	0.79388
PJ3	0.382749	-0.23757	0.485389	0.534951	-0.22674	0.549143	0.466538	0.81964
PJ4	0.407744	-0.26773	0.511946	0.479691	-0.18487	0.568696	0.479782	0.80659
PJ5	0.476781	-0.18176	0.465439	0.587031	-0.21377	0.476287	0.430497	0.81932
PJ6	0.439575	-0.21282	0.501837	0.504196	-0.23188	0.501405	0.476951	0.7405

Next, to determine the convergent validity, factor loadings, composite reliability (CR), and average variance extracted (AVE) were analysed. Table 4 exhibits that all factor loadings are above 0.50, the composite reliabilities are above 0.70, and the AVEs are above 0.50. Thus, the convergent validity of the constructs was accepted.

Then, the correlations between the measures are compared with the square root of the AVEs in order to assess the discriminant validity. Table 5 exhibits all of the correlations between the measures were smaller than the square root of thee shown on the diagonals.

Therefore, the items measuring the constructs discriminant validity for this study are satisfactory. Finally, reliability was also accessed via Cronbach's alpha coefficient, which should have a value higher than the recommended value of 0.60 as indicated by Nunnally and Berstein (1994). In addition, all of the constructs have alpha values of above the recommended value and therefore, the measures are reliable (see Table 4).

TABLE 4. Results of measurement model

Model Construct	Items	Loadings	AVE	CR
Distributive Justice	DJ1	0.758	0.734	0.917
	DJ2	0.894		
	DJ3	0.877		
	DJ4	0.892		
Procedural Justice	PJ1	0.722	0.615	0.905
	PJ2	0.794		
	PJ3	0.820		
	PJ4	0.807		
	PJ5	0.819		
	PJ6	0.741		
Integrating Style	INT1	0.822	0.683	0.934
	INT2	0.871		
	INT3	0.855		
	INT4	0.805		
	INT5	0.791		
	INT6	0.841		
	INT7	0.797		
Obliging Style	OBG1	0.832	0.726	0.941
	OBG2	0.890		
	OBG3	0.902		
	OBG4	0.837		
	OBG5	0.817		
	OBG6	0.829		
Compromising Style	COM1	0.877	0.725	0.913
	COM2	0.862		
	COM3	0.887		
	COM4	0.774		
Dominating Style	DOM1	0.817	0.721	0.928
	DOM2	0.876		
	DOM3	0.891		
	DOM4	0.822		
	DOM5	0.837		
Avoiding Style	AVO1	0.767	0.649	0.902
	AVO2	0.864		
	AVO3	0.869		
	AVO4	0.757		
	AVO5	0.761		
Affective Commitment	AC1	0.835	0.724	0.929
	AC3	0.823		
	AC4	0.900		
	AC5	0.852		
	AC6	0.834		

Note: a. Composite reliability (CR) = (square of the summation of the factor loadings)/{(square of the summation of the factor loadings) + (square of the summation of the error variances)}

b. Average variance extracted (AVE) = (summation of the square of the factor loadings)/{(summation of the square of the factor loadings) + (summation of the error variances)}

HYPOTHESES TESTING

The hypotheses in this study were tested using path analysis. The R^2 value for integrating, obliging, compromising, dominating and avoiding style were 0.416, 0.318, 0.416, 0.104, 0.089 meaning that 41.6%, 31.8%, 41.6%, 10.4% and 8.9% of the variance in conflict management styles are explained by distributive and procedural justice respectively. Looking at each predictors individually, distributive justice was a significant predictor for integrating style ($\beta = 0.450$, $p < 0.01$), obliging style ($\beta = 0.179$, $p < 0.01$), compromising style ($\beta = 0.198$, $p < 0.01$) and dominating style ($\beta = -0.139$, $p < 0.01$) but aninsignificant predictor for avoiding style ($\beta = -0.077$, $p < 0.01$). Additionally, procedural justice was also found to be a significant predictor for integrating style ($\beta = 0.278$, $p < 0.01$), obliging style ($\beta = 0.210$, $p < 0.01$), compromising style ($\beta = 0.248$, $p < 0.01$) and dominating style ($\beta = -0.199$, $p < 0.01$) but aninsignificant predictor for avoiding style ($\beta = -0.013$, $p < 0.01$). Therefore, $H_{1.1}$ until $H_{1.8}$ was supported while $H_{1.9}$ and $H_{1.10}$ were rejected (see table 6).

With affective commitment as the dependent variable, the R^2 value revealed that 45%, of the variance for affective commitment was explained by integrating, obliging, compromising, dominating and avoiding style. Integrating style ($\beta = 0.269$, $p < 0.01$), obliging style ($\beta = 0.217$, $p < 0.01$), compromising style ($\beta = 0.192$, $p < 0.01$) and dominating style ($\beta = -0.153$, $p < 0.01$) were found to be a significant predictor for affective commitment while avoiding style ($\beta = -0.015$, $p < 0.01$) was not significant with affective commitment. Therefore, $H_{2.1}$ until $H_{2.4}$ was supported and $H_{2.5}$ was rejected (see Table 7).

TABLE 5. Discriminant validity of construct

	AC	AVO	COM	DJ	DOM	INT	OBG	PJ
AC	0.851							
AVO	-0.318	0.806						
COM	0.575	-0.350	0.851					
DJ	0.631	-0.237	0.533	0.857				
DOM	-0.335	0.681	-0.277	-0.268	0.849			
INT	0.587	-0.363	0.650	0.493	-0.296	0.826		
OBG	0.597	-0.296	0.792	0.503	-0.273	0.716	0.852	
PJ	0.558	-0.264	0.598	0.709	-0.283	0.640	0.566	0.784

Note: The bolded diagonals represent square root of the AVE while the off-diagonals represent the correlation.

TABLE 6. Coefficient Beta and R^2 for conflict management styles

Hypotheses	Relationship	Coefficient (β)	R^2	Comment
1.1	Distributive Justice →Integrating Style	0.450***		Supported
1.2	Procedural Justice →Integrating Style	0.278***		Supported
1.3	Distributive Justice →Obliging Style	0.179**		Supported
1.4	Procedural Justice →Obliging Style	0.210***		Supported
1.5	Distributive Justice →Compromising Style	0.198**		Supported
1.6	Procedural Justice →Compromising Style	0.248***	0.416	Supported
1.7	Distributive Justice →Dominating Style	-0.139**		Supported
1.8	Procedural Justice →Dominating Style	-0.199**		Supported
1.9	Distributive Justice →Avoiding Style	-0.077		Rejected
1.10	Procedural Justice →Avoiding Style	-0.013		Rejected

Note: *** $p < 0.01$, ** $p < 0.05$, * $p < 0.10$

TABLE 7. Coefficient Beta and R^2 for affective commitment

Hypotheses	Relationship	Coefficient (β)	R^2	Comment
1.1	Distributive Justice →Integrating Style	0.450***		Supported
2.1	Integrating Style →Affective Commitment	0.269***		Supported
2.2	Obliging Style →Affective Commitment	0.217***	0.45	Supported
2.3	Compromising Style →Affective Commitment	0.192**		Supported
2.4	Dominating Style →Affective Commitment	-0.153**		Supported
2.5	Avoiding Style →Affective Commitment	-0.015		Rejected

Note: *** $p < 0.01$, ** $p < 0.05$, * $p < 0.10$

Next, to determine the mediating effect of conflict management styles between distributive and procedural justice and affective commitment, bootstrapping of 303 samples was conducted. After bootstrapping, both paths from distributive and procedural justice have significant impacts on affective commitment via integrating, obliging, compromising and dominating style (see Table 8). Therefore, $H_{3.1}$ until $H_{3.8}$ was supported while $H_{3.9}$ and $H_{3.10}$ were rejected.

TABLE 8. Mediating effects

Hypotheses	Relationship	Path A (β)	Path B (β)	t-value (After Bootstrap)	Mediating Effect
H3.1	Distributive Justice → Integrating Style → Affective commitment	0.450***	0.269***	6.37***	Yes
H3.2	Procedural Justice → Integrating Style → Affective commitment	0.278***	0.269***	2.77***	Yes
H3.3	Distributive Justice → Obliging Style → Affective commitment	0.179**	0.217***	3.25***	Yes
H3.4	Procedural Justice → Obliging Style → Affective commitment	0.210***	0.217***	2.77***	Yes
H3.5	Distributive Justice → Compromising Style → Affective commitment	0.198**	0.192**	2.38***	Yes
H3.6	Procedural Justice → Compromising Style → Affective commitment	0.248***	0.192**	2.38***	Yes
H3.7	Distributive Justice → Dominating Style → Affective commitment	-0.139**	-0.153**	2.17***	Yes
H3.8	Procedural Justice → Dominating Style → Affective commitment	-0.199**	-0.153**	2.34***	Yes
H3.9	Distributive Justice → Avoiding Style → Affective commitment	-0.077	-0.015	0.17	No
H3.10	Procedural Justice → Avoiding Style → Affective commitment	-0.013	-0.015	0.02	No

Note: *** $p < 0.01$, ** $p < 0.05$, * $p < 0.10$

DISCUSSION

The present study discovered that both distributive and procedural justice have significant positive relationship with integrating, obliging and compromising; and negative significant relationship with dominating style consistent with prior studies such as Rahim et al. (2001) and Tatum and Eberlin (2008). This means that when employees observe that their organization distributes rewards fairly in terms of monetary benefits, career promotions, performance evaluation and they were treated with respect, they respond to their subordinates by supporting them in order to help the organization achieve its objective, and vice versa for dominating style. On the contrary, the avoiding style is discovered to be of no significance with distributive and procedural justicewhich is in line with Tornblom and Vermunt's (2013) study. Thus indicating that avoiding style is not an approach favoured by the employees to resolve issues related to organizational justice. Avoiding style is an approach identified with low concern for others resulting in employee strying to avoid even slightly from taking any initiative in the conflict handling as they perceive that involvement in the conflict resolution process will affect their job performance as they feel that they will need to focus more on conflict management rather than completing their daily tasks .

The result of this study also proved that integrating, obliging and compromising styles were positively significant with affective commitment while dominating style was discovered to be related negatively and significantly to affective commitment and avoiding style was not related to affective commitment. These findings reflected the results of previous empirical studies (e.g. Ahmad & Marinah 2013; Ndubisi 2011; Griffin et al. 2010; Inon et al. 2003; London & Howat 1978).Thus proving that when employees perceive that the use of integrating, obliging or compromising styles isapparent in the organisation, it will reduce the likelihood of negative attitude and behaviours and generate a stronger sense of commitment to the organization. On the other hand, employees who utilize the dominating style tend to exhibit discontentment, discourtesy, intention to quit and extremely dissatisfied with organisation. On the other hand, avoiding style did not impact theaffective commitment mainly because the avoiding style is more suited to the more senior and experienced employees in the organization. Senior employees are not interested in meddling with, or participating in, management conflicts because they are familiar with the issues of conflict in the organization. They are too seasoned to take seriously any conflicts that emerge, or have been going on within the organization. Eventhough they distanced themself from being involved in conflict management, this do not affect their reputation in the organization. Thus, avoiding style's non-significance inpredicting organizational commitment is clearly demonstrated here.

The result of this study discovered that the integrating, obliging, compromising and dominating style mediated between distributive and procedural justice and affective commitment while avoiding style was not significant as a mediator between distributive and procedural justice and affective commitment. The results are consistent with the findings from Fisher et al. (2005) where conflict management styles (integrating style, obliging style, compromising style and dominating style) are the combinations that contribute to the prevention of conflict among employees in the organization.

THEORETICAL IMPLICATIONS

One of the contributions of the present study is in proving the mediating effect of conflict management styles between organizational justice and organizational commitment. As indicated by Ahmad, Jamilah and Jeffrey (2013), the research on conflict management as a mediator is scarcebut it is an important management tool in stabilising the organization as itis a highly visible phenomenon to the employees. Likewise, the examination of the impact of organizational justice (distributive justice, procedural justice and interactional justice) on conflict management styles and its indirect effect on

organizational commitment (affective commitment, continuance commitment and normative commitment) highlights how critical is conflict management styles in influencing organisational outcomes. By determining the indirect effects of organizational justice, conflict management styles and organizational commitment, the present study offers obvious proof that effective conflict resolution in organisations enables the enhancement of affective commitment among employees.

PRACTICAL IMPLICATIONS

A major contribution of this present study lies in the broader understanding it offers on the importance of employees' perception in conflict handling as well as the values of effective conflict handling in enhancing the commitment among the employees. Research on employees' perception in conflict handling is still new or uncommon in the banking sector. As such, the findings of this research widen the existing body of information in the domain of conflict management research. For instance, the present study has revealed the effect of conflict management styles which consists of integrating style, obliging style, compromising style, dominating style and avoiding style in the banking industry. With this finding, it is established that employees' perception will influence the method of conflict handling in the organization.

Secondly, the present study proves that conflict management styles are an effective management tool which can be utilised within the banking industry. It could act as a guideline in resolving organizational justice issues among the bank employees. Understanding conflict management styles can help the bank employees to recognise and evaluate situations that could lead to conflict. By having the ability to monitor and assess difficult situations, employees will be able to prepare coping strategy in anticipating such conflicts in organisations.

LIMITATIONS AND RECOMMENDATION FOR FUTURE STUDY

According to the sample size, most of the respondents who participated in this study were female, with more than half of the percentage (66%). About 41.3% of the total respondents were university graduates. In addition, the majority of the respondents were Malays (56.4%). These restrictions may further lead to the complexity in simplifying the findings of this study to all levels of bank employees. Ossisioma (2009) revealed that gender differences in conflict management styles were significant. As such, there is likelihood that gender could possibly determine the effect of conflict management styles towards the employees' commitment. Thus, future research could differentiate the sample being studied based on their demographic background, especially between female and male employees.

CONCLUSION

Overall, it could be concluded that the findings had achieved the objectives of this study. The bank employees perceived integrating, obliging and compromising styles to be present in their respective organisation, thus, motivating the bank employees to be more committed to their organization.In addition, bank employees who perceived integrating, obliging and compromising styles being practiced in their organisations have higher value-effort of affective commitment towards their organization. To maintain and ensure the professionalism and quality of conflict management within the organisations and among the employees, it is recommended that the employees' interpersonal skill and knowledge must be continuously developed in managing conflict. It can be implemented by improving employees' understanding on the strength and weaknesses of those five styles of managing conflict and how to use them at the right place and the right time. As a result, dissatisfaction among non-managerial bank employees can be addressed.

One of the theoretical contributions of the present study is in proving the mediating effect of conflict management styles between organizational justice and organizational commitment. As indicated by Ahmad et al. (2013), the research on conflict management as a mediator is scarce but it is an important management tool in stabilising the organization as it is a highly visible phenomenon to the employees. Likewise, the examination of the impact of organizational justice (distributive justice, procedural justice and interactional justice) on conflict management styles and its indirect effect on organizational commitment (affective commitment, continuance commitment and normative commitment) highlights how critical is conflict management styles in influencing organisational outcomes. By determining the indirect effects of organizational justice, conflict management styles and organizational commitment, the present study offers obvious proof that effective conflict resolution in organizations enables the enhancement of affective commitment among employees.

A major practical contribution of this present study lies in the broader understanding it offers on the importance of employees' perception in conflict handling as well as the values of effective conflict handling in enhancing the commitment among the employees. Research on employees' perception in conflict handling is still new or uncommon in the banking sector. As such, the findings of this research widen the existing body of information in the domain of conflict management research. For instance, the present study has revealed the effect of conflict management styles which consists of integrating style, obliging style, compromising style, dominating style and avoiding style in the banking industry. With this finding, it is established that employees' perception will influence the method of conflict handling in the organization.

Secondly, the present study proves that conflict management styles are an effective management tool which can be utilised within the banking industry. It could act as a guideline in resolving organizational justice issues among the bank employees. Understanding conflict management styles can help the bank employees to recognise and evaluate situations that could lead to conflict. By having the ability to monitor and assess difficult situations, employees will be able to prepare coping strategy in anticipating such conflicts in organisations.

With regard to research limitation, sampling plays a role. Most of the respondents who participated in this study were female, with more than half of the percentage (66%). About 41.3% of the total respondents were university graduates. In addition, the majority of the respondents were Malays (56.4%). These restrictions may further lead to the complexity in simplifying the findings of this study to all levels of bank employees. Osisioma (2009) revealed that gender differences in conflict management styles were significant. As such, there is likelihood that gender could possibly determine the effect of conflict management styles towards the employees' commitment. Thus, future research could differentiate the sample being studied based on their demographic background, especially between female and male employees.

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