THE ROLE OF SOCIAL POWER, PROCEDURAL JUSTICE, ORGANIZATIONAL COMMITMENT, AND JOB SATISFACTION TO ENGENDER ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract

A conceptual framework is proposed to investigate the effects of employees' perception of managers' social power on organizational citizenship behavior (OCB) mediated by proce-dural justice, employees' organizational commitment, and job satisfaction. To test the frame-work, structural equation modeling techniques are applied to data collected from 195 top and middle level employees of a private commercial bank in Bangladesh. Primarily this study aims to test the theoretical models to measure the causality whether Social Power, Procedural Jus-tice, Organizational Commitment, and Job Satisfaction can foster Organizational Citizenship Behavior. The results of the study indicate that procedural justice is significantly and positively related to job satisfaction and organizational commitment. The findings indicated that organi-zational commitment has a positive relationship with OCB but the relationship is found to be insignificant. In addition the results also show that employees' with high job satisfaction will have higher OCB, suggesting that bank management needs to value employees' job satisfaction to increase employees' OCB. Implications for practicing managers and for future research are discussed.

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INTRODUCTION

The banking services industry has undergone dramatic changes over the past two decades. In 1982, to improve the performance of Nationalized Commercial Banks (NCBs), the Bangladesh government decided some of the NCBs would be gradually decentralized and new commercial banks would be allowed to operate in the private sector. After this decision, in December 1986, two out of six NCBs were decentralized and six new private commercial banks were allowed to operate in the banking sector (Jahangir, 2003a). Currently 19 (Bangladesher Diary, 2005) private banks are operating in the country. Unlike the NCBs, the private sector commercial banks are exclusively driven by profit motivation (Jahangir, 2003a). Following the sweeping decentralized policy of the 1980s, private banks were faced with new and competitive operating environments and as a consequence are attempting both to increase operating efficiencies and develop new income streams through various structural and strategic changes initiatives.

Such changes have led the private commercial banks to adopt a new orientation of marketing and embrace relationship marketing principles (Berry, 1997). The current private commercial bank environment has changed from teller to seller and where such employees represent a key facilitator in the implementation of relationship banking strategy. Employees activities associate with implementing organizational decisions are affected by how the employees perceived supervisor's social power. A number of researches (Carlson, Carlson, & Wadsworth, 2000; Rahim & Magner, 1996; Mossholder, Bennett, Kemery, & Wesolowski, 1998) noted relationships between social power bases (SPB) and affective work reactions (such as organizational commitment, job satisfaction, subordinates burn out, turnover, organizational citizenship behavior), however, to date limited attempts have been made to conceptualize such relationships in an organizational context.

While investigating the relationship among power, procedural justice (PJ), and subordinates' organizational commitment (OC) and job satisfaction (JS), it may be argued that subordinates' commitment and job satisfaction will also influence their organizational citizenship behavior (OCB). Particularly, a plausible relationship between OC and JS, and OCB can be examined as an extension of the former relational discussion regarding social power bases, procedural justice, and organizational outcomes. Precisely, OC and JS may become critical precursors of determining subordinates' OCB. To explore this thesis, the researchers have suggested a theoretical framework that includes SPB, PJ, OC, JS, and OCB.

The objective of this study is to propose and empirically analyze a conceptual framework that considers employees' perception of managers' social power, procedural justice, organizational commitment, and job satisfaction constructs in relation to OCB. The researchers incorporated the complex interrelationships of these constructs into the framework and tests them in a banking setting, understanding how various factors relate to OCB can help managers monitor and enhance employees' OCB effectively through initiatives involving those factors that directly affect OCB.

REVIEW OF LITERATURE

Concept of Social Power Bases

The notion of power can be traced to the 1950s when Dahl (1957) argued that power is the ability to overcome resistance in achieving a desired result. Rahim (1989) elaborated on desired results, and proposed that power is the ability of one party to change or control the behavior, attitudes, opinions, objectives, needs, and values of another party.

A theoretical framework that has received much attention in studies of social power was first proposed by French and Raven (1959). They

identified five types of social power (coercive, reward, legitimate, expert, and referent) that have been the subject of numerous organizational studies.

1. Coercive power is based on subordinates' perceptions that a superior has the ability to punish them if they fail to conform to his or her influence attempt.
2. Reward power is based on the perception of subordinates that a superior can reward them for desired behavior.
3. Legitimate power is based on the belief of subordinates that a superior has the right to prescribe and control their behavior.
4. Expert power is based on subordinates' belief that a superior has job experience and special knowledge or expertise in a given area.
5. Referent power is based on subordinates' desires to identify with a superior because of their admiration or personal liking of the superior.

The Concept of Procedural Justice

Procedural justice refers, generally, to how an allocation decision is made. According to Folger and Greenberg (1985) the perceived fairness or equity of the procedures used in making the allocation decisions regarding the distribution of rewards is an important consideration for employees. On the other hand, Kumar (1996) stated that procedural justice describes the fairness of a party's procedures and policies for dealing with its vulnerable partners and refers to the fairness of the means used to determine the outcomes in the relationship.

Though there are several models that could be used to interpret how various actions by supervisors could affect subordinates' procedural justice perceptions (Cropanzano & Greenberg, 1997), it is perhaps most useful to consider the power bases in terms of relational/non-instrumental and instrumental process. When supervisors make influence attempts relying on social power bases, relational facets of the power bases are likely to be more important than instrumental facets. This is because such facets have more to do with the nature of the social exchange between supervisors and subordinates, rather than possible outcomes of the exchange.

Instrumental perspectives (e.g. self-interest model, Lind & Tyler, 1988) portray justice judgments as based on how well a procedure serves interests external to the experience of the procedure. Research suggests that subordinates' perception of procedural justice, which in turn influences subordinates' attitudes to authorities and organizational outcomes (Konovsky, 2000). Thus if subordinates feel that the supervisors are behaving fairly while using power; it would have a positive effect on subordinates' organizational outcomes.

Links between Social Power Bases and procedural Justice

The first type of social power bases is the reward power. Studies (Jahangir, 2003b; Rahim, 1989) suggested that subordinates who associate supervisors' reward power with favorable circumstances or outcomes are more likely to feel that the supervisors are procedurally fair. Additionally, Raven (1990) proposed that reward power can be seen as including relational facets, such as personal approval, praise, respect, and autonomy. Thus, for both instrumental and relation based reasons, reward power should be positively related with perceptions of procedural justice.

Coercive power is characterized by behaviors that are directed at forcing compliance from subordinates through threat, confrontation, and punitive behaviors that are outside of normal role expectations (Hinkin & Schriesheim, 1994). Supervisors who have demonstrated the capacity to behave in these ways will likely be perceived

by subordinates as acting with personal bias, dishonesty, and arbitrariness; all of which are the antithesis of procedural justice.

The substance of referent power is congruent with the two aforementioned procedural justice perspectives. Supervisors with referent power generally appeal the subordinates to identify themselves with their supervisors. Subordinates (who are working under supervisors with referent power) are made to feel important and personally accepted usually experience increased procedural justice perception as they are being valued in the work group (Tyler & Lind, 1992).

Expert power is the capacity to administer knowledge and expertise. Supervisors performing their work efficiently can demonstrate this power base (Jahangir, 2003b). Jahangir found that when supervisors share work base knowledge with their subordinates, subordinates perceive their supervisors procedurally fair as compared to those who do not share or are not capable of sharing work base knowledge. Wilson (1995) stated that supervisors' informal discussions with subordinates lead information sharing and increased perceptions of procedural justice.

Legitimate power refers to the ability to induce in others feelings of task-related obligation and responsibility. Jahangir (2003b) found that when supervisors stay within formal boundaries in assigning responsibilities to subordinates, subordinates perceive that supervisors are procedurally fair. Such managerial behaviors are consonant with procedural justice tenets (e.g., consistency, representativeness, bias suppression), and should therefore, increase subordinates' perception that manages are acting fairly.

From the literature review, it was postulated that employee perception of the manager's social power is related to the employees' organizational commitment, job satisfaction, burnout, and turnover (Carlson, Carlson, & Wadsworth, 2000; Jahangir, 2003b; Mossholder, Bennett, Kemery,

& Wesolowski, 1998). Consistent with these findings, the researchers hypothesize the following:

Hypothesis 1: Employees' perception of managers' reward power, legitimate power, expert power, and referent power have positive effects on employees' perception of procedural justice.

Hypothesis 2: Employees' perception of managers' coercive power has a negative effect on employees' perception of procedural justice.

Organizational Commitment

Past studies have defined organizational commitment in many different ways. Porter, Steers, Mowday and Boulian (1974) defined organizational commitment as the relative strength of an individual's identification and involvement with a particular organization. The concept employed in this study is the affective commitment concept as outlined in the study of Mowday, Steers, and Porter (1979).

Job Satisfaction

One of the most influential models for investigating various dimensions of the immediate job environment was developed by Hackman and Oldham (1980). One key feature of this approach is its ability to measure some of the most important dimensions that can be commonly identified in a workplace at the individual employee level.

Job satisfaction being an affective, cognitive or attitudinal response to work has a significant relationship with organizational outcomes. Although all most all of the concepts of employees' job satisfaction given by different researchers are similar, the dimensions of employees' job satisfaction provided by Hackman and Oldman (1980) was being used to elaborated the concept.

Links between Procedural Justice, Organizational Commitment and Job Satisfaction

Organizational justice (i.e. distributive justice

and procedural justice), a socially constructed dimension (Colquitt, Conlon, Wesson, Porter, & Ng, 2001), has explained workplace attitudinal and behavioral reactions, including job satisfaction (Masterson, Lewis, Goldman, & Taylor, 2000) and organizational commitment (Konovsky & Cropanzano, 1991). McDowall and Fletcher (2004) also stated that, procedural justice would be significantly and positively correlated with organizational commitment and job satisfaction. Employees who perceive the review process is fair may likely feel emotionally committed to their organization and job, and not leaving the organization. Moreover, employees who perceive their organizations to be fair and just with them tend to be more satisfied with the organization. This, in turn, is likely to enhance employees' job satisfaction. Hence, employees' perception of procedural justice and job satisfaction is expected to be positively linked (Koh & Boo, 2004). Therefore, the following hypotheses can be proposed:

Hypothesis 3: Employees' perception of procedural justice has a positive effect on employees' organizational commitment.

Hypothesis 4: Employees' perception of procedural justice has a positive effect on employees' job satisfaction.

Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is referred to a set of discretionary workplace behaviors that exceed one's basic job requirements (Bateman & Organ, 1983). They are often described as behaviors that go beyond the call of duty. The vast majority of OCB research has focused on the effects of OCB on individual and organizational performance. Many researchers focused on the effects of OCB on individual and organizational performance and found that OCB leads an organization to positive consequences (Appelbaum, Asmar, Chehayeb, Konidas, Duszara, & Duminica, 2003). Job satisfaction has been found to have a positive relationship with job performance and OCB.

Links between bases of power Organizational Commitment, Job Satisfaction, and Organizational Citizenship Behavior

Podsakoff, MacKenzie, Paine, and Bachrach (2000) stated that some of the dimensions of managers' social power (e.g. reward power, referent power) may have a relationship with OCB. Simon (1976) said that in an organizational context, OCB is often part of an informal psychological contract in which the employee hopes that such extra effort may be perceived and then rewarded by the boss and the organization. Therefore the following hypotheses can be developed:

Hypothesis 5: Employees' perception of managers' reward power, legitimate power, expert power, and referent power have positive effects on employees' organizational citizenship behavior.

Hypothesis 6: Employees' perception of managers' coercive power has a negative effect on employees' organizational citizenship behavior.

Findings presented in previous empirical studies (Organ & Konovsky, 1989) and the conceptual rationale proposed by Organ (1988, 1990) support the hypothesized positive relationship between job satisfaction and organizational citizenship behavior. Workers with high levels of job satisfaction are more likely to be engaged in OCB (Brown, 1993). Furthermore, individuals with higher levels of job satisfaction demonstrate decreased propensity to search for another job (Sager, 1994), and a decreasing propensity to leave. Thus, an employee who feels satisfied at work will be keener to participate in extra-role activities, or if she/he is treated fairly she/he will also be more interested to engage in contextual performance (Nikolaou, 2003).

The foregoing discussion leads to the next hypothesis:

Hypothesis 7: Employees' job satisfaction has a positive effect on employees' organizational citizenship behavior.

Some researchers stated that OCB is considered to be a reflection of the employees' commitment to their organization which is empirically related to OCB (Castro, Armario, & Ruiz, 2004). Along with job satisfaction, affective organizational commitment is a frequently cited antecedent of OCB. Because affective commitment maintains behavioral direction when there is little expectation of formal rewards (Allen & Meyer, 1996), it would seem logical that affective commitment drives those behaviors (i.e. discretionary behaviors) that do not depend primarily on reinforcement or formal rewards. Consistent with these findings, it can be hypothesized:

Hypothesis 8: Employees' organizational commitment has a positive effect on employees' organizational citizenship behavior.

As the direct relationship between employees' perception of social power bases and OCB is not well documented, the researchers also tried to find out the existence of this relationship in two different modified models with two different mediated variables.

Conceptual framework

From the literature review two different models can be identified (Base model 1 and Base model 2). Based on these models, a two-level analysis was employed. The first level investigated whether employees' perception of procedural justice, employees' organizational commitment, and employees' job satisfaction mediates the relationship between managers' social power and OCB. At the second level, two modified models can be developed where it will be investigated whether a direct and also mediated relationship between the managers' social power and OCB mediated by procedural justice, employees' organizational commitment, and employees' job satisfaction will be more effective than the previous one. Firstly, the model which depicts both the direct and mediated relationships between employees' perception of supervisors' social power bases and OCB

mediated by employees' perception of procedural justice and employees' organizational commitment will be compared to the base model 1. Secondly, the second modified model which depicts both the direct and mediated relationships between employees' perception of supervisors' social power bases and OCB mediated by employees' perception of procedural justice and employees' job satisfaction will be compared to the base model 2.

METOHOLOGY

Sample

Data were collected from 195 top and middle level employees of a private commercial bank of Bangladesh. The minimum age of the respondents was 24 and the maximum was 55. The average age of the respondents was 34 years. The average work experience of these employees was around seven years. Of the respondents, 80.5 % were male and 19.5 % were female. Of the 270 questionnaires distributed, 195 completed responses were received, with a response rate of 72.3%.

Measures

A structured questionnaire was used in this research to collect data from the employees. The questionnaire was divided in to five sections. The first section focused on employees' perception of managers' social power, the second section on procedural justice, the third section on employees' organizational commitment, fourth section on organizational citizenship behavior, and the last section on employees' job satisfaction.

Employees' perception of managers' social power

The researchers used French and Raven's (1959) power frame work to investigate employees' perception of managers' social power. The employees' perception on managers' social power
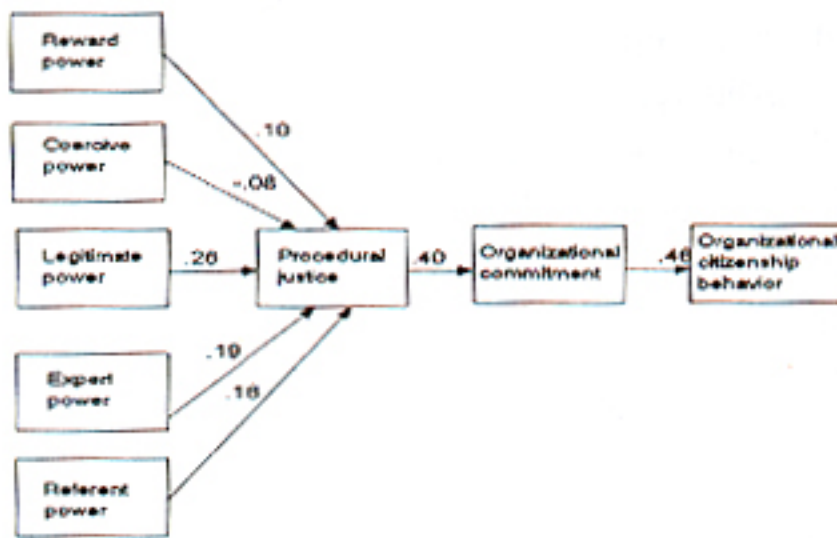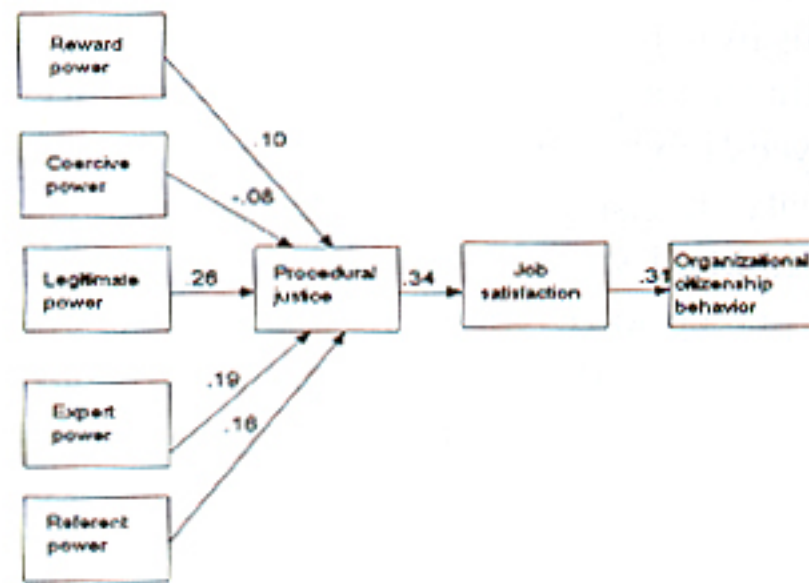
Figure1: Base model 1 with results

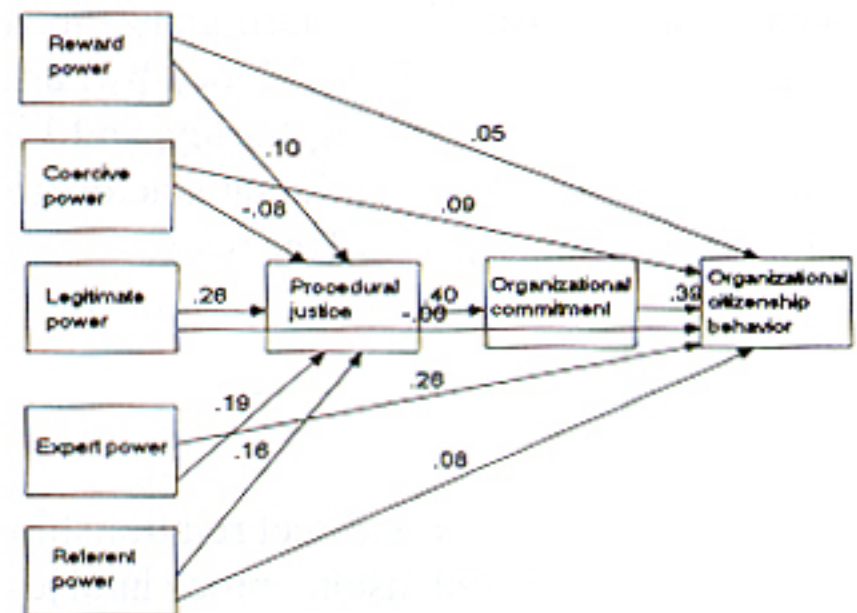**Figure 2: Modified model 1 with results**
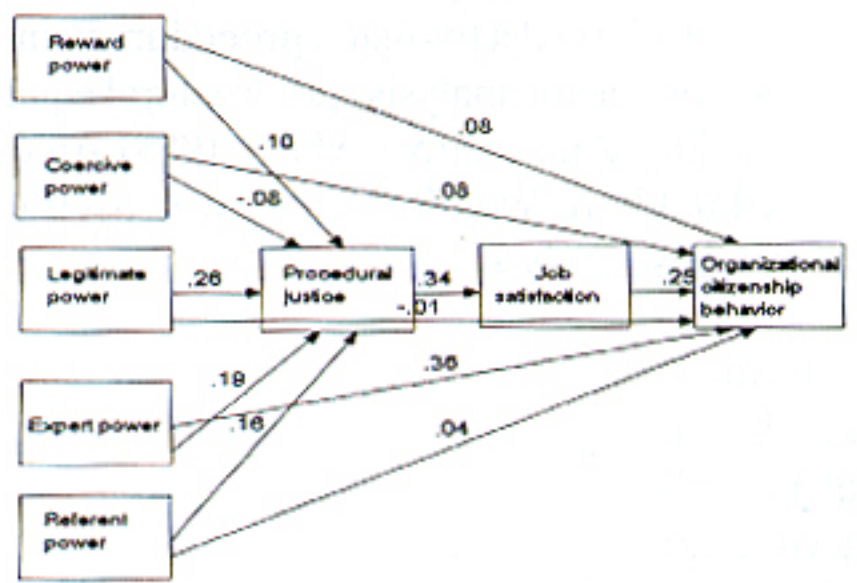

Figure 3: Base model 2 with results

Figure 4: Modified model 2 with results

was measured by using the scale developed by Hinkin and Schriesheim (1989). Hinkin and Schriesheim provided evidence of reliability of this scale (ranging from .60 to .85).

Employees' perception of procedural justice

Procedural justice was measured with 10 items taken from Folger and Konovsky's (1989). These items have previously been used by Mossholder, Bennett, Kemery, and Wesolowki (1998). Folger and konovsky's (1989) provided evidence of the reliability of this scale (ranging from .75 to .90).

Employees' organizational commitment

Mowday, steers, and Porter (1979) developed this nine-item scale to measure employees' organizational commitment. Mowday et al. sum-

marized a series of studies that present evidence of the satisfactory reliability (ranging .53 to .75) of the scale.

Employees' job satisfaction

Job satisfaction was measured with twelve items from the questionnaire developed by Hackman and Oldham (1980). Two items were deleted from the original scale. The deleted items were not relevant in the context of Bangladesh. A number of studies have reported that this instrument had higher reliability (ranging from .60 to .75) (Rahim & Buntzman, 1989; Mossholder, Bennett, Kemery, & Wesolowki, 1998).

Employees' organizational citizenship behavior

Organizational citizenship behavior of the re-

spondents was measured with the organizational citizenship behavior scale developed by Farh, Earley, and Lin (1997). Farh, Earley, and Lin (1997) provided evidence of the satisfactory reliability (ranging .82 to .87) of the scale.

Analysis

To assess direct and indirect relationships among social power dimensions, procedural justice, job satisfaction, organizational commitment, and organizational citizenship behavior, the researchers followed a two-step procedure using confirmatory factor analysis and structural equation modeling (Anderson & Cerbing, 1988). Amos 4.0 (Arbuckle & Wothke, 1999) was used to perform these analyses.

In the Base Model 1 of Table 1, all paths from the employees' perception of mangers' social power bases to procedural justice were estimated. The paths from employees' perception of procedural justice to employees' organizational commitment, and employees' organizational commitment to employees' organizational citizenship behavior were also estimated. In Modified Model 1 all paths from the employees' perception of mangers' social power bases to employees' organizational citizenship behavior were estimated. The paths from employees' perception of mangers' social power bases to employees' organizational citizenship behavior were also linked through procedural justice, and employees' organizational commitment. In Base Model 2 all paths from the employees' perception of mangers' social power bases to procedural justice were estimated. The paths from employees' perception of procedural justice to employees' job satisfaction, and employees' job satisfaction to employees' organizational citizenship behavior were also estimated. In Modified Model 2 all paths from the employees' perception of mangers' social power bases to employees' organizational citizenship behavior were estimated. The paths from employees' perception of mangers' social power bases to employees' organizational citizenship behavior were also linked through procedural justice, and employees' job satisfaction.

Table 1: Summary of Theoretical Models

Model	Theoretical Models
Base Model 1	Paths from employees' perception of managers' social power to employees' perception of procedural justice, employees' perception of procedural justice to employees' organizational commitment, employees' organizational commitment to employees' organizational citizenship behavior.
Modified Model 1	Paths from employees' perception of managers' social power to employees' perception of procedural justice, and employees' organizational citizenship behavior, employees' perception of procedural justice to employees' organizational commitment, employees' organizational commitment to employees' organizational citizenship behavior.
Base Model 2	Paths from employees' perception of managers' social power to employees' perception of procedural justice, employees' perception of procedural justice to employees' job satisfaction, employees' job satisfaction to employees' organizational citizenship behavior.
Modified Model 2	Paths from employees' perception of managers' social power to employees' perception of procedural justice, and employees' organizational citizenship behavior, employees' perception of procedural justice to employees' job satisfaction, employees' job satisfaction to employees' organizational citizenship behavior.

Table 2: **Reliability Coefficient and Descriptive Statistics of Employees' Perception of Mangers' Social Power (Reward Power, Coercive Power, Legitimate Power, Expert Power, Referent Power), Organizational Commitment, Job Satisfaction, and Organizational Citizenship Behavior**

Scales	Number of items	Alpha	M	SD
Reward power	4	0.68	3.16	0.81
Coercive power	4	0.89	3.02	1.10
Legitimate power	4	0.78	4.25	0.56
Expert power	4	0.83	4.07	0.63
Referent power	4	0.75	3.69	0.66
Procedural justice	10	0.62	3.51	0.46
Organizational commitment	8	0.79	3.99	0.57
Job satisfaction	12	0.87	3.67	0.52
Organizational citizenship behavior	13	0.85	4.31	0.44

Note: n = 195

Results

Descriptive and correlations statistics among studied variables are listed in Table 2 and 3. The reliability coefficients, means and standard deviations of all the constructs in the current study are displayed in Table 2. Nunnally (1978) suggested that for early stages of any research the reliability of .50-.60 is sufficient. The reliabilities of all the constructs in this study found to be above the standard set by Nunnally (1978).

Mean scores have been computed by equally weighting the mean scores of all the items. The mean scores of employees' perception of managers' social power range from 3.02- 4.25 indicating that employees' perception of managers' social power is high.

The mean score for procedural justice is 3.51 ($sd = 0.46$). It suggests that employees' perception of procedural justice is also high. The mean score for organizational commitment is 3.99 ($sd = 0.57$). It indicates that these employees have a high level of organizational commitment. The mean

score for job satisfaction is 3.67 ($sd = 0.52$). It implies that the employees of private commercial banks have high level of job satisfaction. The mean score for organizational citizenship behavior is 4.31 ($sd = 0.44$). It suggests that these employees highly participate in the extra-role activities on favor of their banks.

A correlation analysis was conducted on all variables to explore the relationship between variables. The bivariate correlation procedure was subject to a two tailed of statistical significance at two different levels highly significant ($p<.01$) and significant ($p<.05$). The result of correlation analysis for all the variables is shown in Table 3. It examines the correlations among employees' perception of managers' social power, procedural justice, employees' organizational commitment, job satisfaction, and organizational citizenship behavior. The variables, significantly correlated with reward power were employees' perception of procedural justice ($r = .233$, $p< .05$), and OCB ($r = .15$, $p< .05$). No significant correlation was being found among employees' perception of managers' coercive power with employees' per-

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Table 3: Correlation Matrix for Employees' Perception of Managers' Social Power (Reward Power, Coercive Power, Legitimate Power, Expert Power, Referent Power) and Procedural Justice with Organizational Commitment, Job Satisfaction, and Organizational Citizenship Behavior

	REW	COE	LEG	EXP	REF	PRO_JUS	ORG_COM	JOB_SAT	OCB
REW	-	.050	.268**	.150*	.255**	.233**	.140	.035	.148*
COE		-	-.065	-.072	.131	-.085	-.151*	-.151*	.029
LEG			-	.408**	.279**	.416**	.403**	.282**	.230**
EXP				-	.346**	.370**	.396**	.187**	.415**
REF					-	.310**	.145*	.198**	.235**
PRO_JUS						-	.401**	.339**	.260**
ORG_COM							-	.527**	.465**
JOB_SAT								-	.307**
OCB									-

Note: *p< .05, **p < .01.

ception of procedural justice and OCB. Employees' perception of managers' legitimate power was found to be significantly and positively correlated with employees' perception of procedural justice (r = .416, p< .05), and organizational citizenship behavior (r = .23, p< .01). The variables, significantly correlated with employees' perception of managers' expert power were employees' perception of procedural justice (r = .37, p< .05), and organizational citizenship behavior (r= .415, p< .01). Employees' perception of managers' referent power was significantly and positively correlated with employees' perception of procedural justice (r = .31, p < .05), and organizational citizenship behavior (r = .235, p< .01).

In the case of employees' perception of procedural justice, employees' organizational commitment, and job satisfaction were positively and significantly correlated (r= .401, p< .01; r = .339, p< .01). In the case of employees' organizational commitment, organizational citizenship behavior was positively and significantly correlated (r =

.465, p< .05). Employees' job satisfaction, and organizational citizenship behavior were found to be positively and significantly correlated (r = .307, p< .05).

Confirmatory factor analyses

The Comparative Fit Index (CFI), Goodness of Fit Index (GFI), Normed Fit Index (NFI), and Root Mean Square Error of Approximation (RMSEA) were used in judging fit. The Comparative Fit Index is a recommended index of overall fit (Gebring & Anderson, 1993), Goodness of Fit Index measures the fitness of a model compare to another model (Hair, Anderson, Tatham, & Black, 2003), Normed Fit Index measures the proportion by which a model improves fit compared to null model (Hair, Anderson, Tatham, & Black, 2003), and the latter provides information in terms of discrepancy per degree of freedom for a model (Steiger, 1990). CFI, NFI, and GFI close to 1 indicate a very good fit of the model (Hair, Anderson, Tatham, & Black, 2003).

Brown and Cudeck (1993) suggest that an RMSEA of .05 indicates a close fitting model and that values up to .08 represent reasonable errors of approximation for a model.

Structural equation analysis

Table 4 (a), (b) represent the results of measurement models to test the hypothesis with regard to model paths. The first model (base model 1) estimated that procedural justice and organizational commitment mediate the relationship between employees' perception of managers' social power and OCB ($\chi^2 = 51.8$, $df = 11$). This model was then compared with a model where a direct and also mediated relationship exist between the employees' perception of managers' social power and OCB mediated by procedural justice and organizational commitment $\chi^2 = 29.9$, $df = 6$). The difference in fit between two models was significant ($\chi^2_{diff} = 21.9$, $df_{diff} = 5$, p<.05) which did not support the fitness of the model.

Finally, the Modified Model 2 $\chi^2 = 38.5$, $df = 6$), which expects a direct and also mediated relationship between the managers' social power and OCB, mediated by procedural justice and job satisfaction was compared to the Base Model 2($\chi^2 = 47.3$, $df = 11$) . This model does not significantly differ from the Base Model 2($\chi^2_{diff} = 8.8$, $df_{diff} = 5$, p> .05).

Although the fit indices (Comparative Fit index, Normed Fit Index, and Goodness of fit Index) for the two modified models were adequate, the second modified model (Modified Model 2) had the highest fit indices (CFI = .97; NFI = .949; GFI = .985) and also the lowest Root Square Mean Error of Approximation (RSMEA = .075). These values explained that this model in the fit is better than the first modified model in this organization.

Path analysis

Considering the pattern of significance for the parameter estimates within the Base Model 1, employees' perception of managers' reward power, coercive power, referent power, and expert power were not significant. As hypothesized employees'

Table 4 (a): Measurement Model Result 1

	χ^2	df	χ^2_{diff}	df_{diff}	CFI	NFI	GFI	RMSEA
Base Model 1	51.8	11	-	-	.842	.819	.942	.138
Modified Model 1	29.9	6	21.9	5	.907	.895	.966	.143

Note: RMSEA = root mean square error of approximation; GFI = Goodness-of-Fit Index; NFI= Normed Fit Index; CFI = Comparative Fit Index.

Table 4 (b): Measurement Model Result 2

	χ^2	df	χ^2_{diff} (p<.05)	df_{diff}	CFI	NFI	GFI	RMSEA
Base Model 2	47.3	11	-	-	.831	.805	.947	.130
Modified Model 2	38.5	6	8.8	5	.970	.949	.985	.075

Note: RMSEA = root mean square error of approximation; GFI = Goodness-of-Fit Index; NFI= Normed Fit Index; CFI = Comparative Fit Index

perception of managers' coercive power was negatively related with employees' perception of procedural justice. The relationship between employees' perception of procedural justice, and employees' organizational commitment was significant. The anticipated relationship between employees' organizational commitment, and employees' organizational citizenship behavior was also significant and in hypothesized direction.

In case of Modified Model 1, no significant relationships were found between employees' perception of managers' reward power, coercive power, referent power, and legitimate power and employees' organizational citizenship behavior. There was a significant relationship between expert power, and OCB. Though employees' perception of managers' reward power, referent power, and expert power were in the hypothesized direction but in the case of coercive power, and legitimate power the relationships did not support the hypothesis.

For Base Model 1, all the bases of power were related to procedural justice in the hypothesized directions. Only employees' perception of managers' legitimate power had a significant relationship with procedural justice. The relationship between employees' perception of procedural justice, and employees' job satisfaction was significant. The anticipated relationship between employees' job satisfaction, and employees' organizational citizenship behavior was also significant and in the hypothesized direction.

In case of Modified Model 2, no significant relationships were found between employees' perception of managers' reward power, coercive power, referent power, and legitimate power and employees' organizational citizenship behavior. Though employees' perception of managers' reward power, referent power, and expert power were in the hypothesized direction but in the case of coercive power, and legitimate power the relationships did not support the hypothesis. As

Table 5: Standardized Path Coefficients for the Models

Path	Base Model 1	Modified Model 1	Base Model 1	Modified Model 2
Reward → PJ	.10	.10	.10	.10
Coercive → PJ	-.08	-.08	-.08	-.08
Referent → PJ	.16	.16	.16	.16
Expert → PJ	.19	.19	.19	.19
Legitimate → PJ	.26***	.26***	.26***	.26***
Reward → OCB		.05		.08
Coercive → OCB		.09		.08
Referent → OCB		.08		.04
Expert → OCB		.26***		.36***
Legitimate → OCB		-.06		-.01
PJ → OC	.40***	.40***		
PJ → JS			.34***	.34***
OC → OCB	.46***	.39***		
JS → OCB			.31***	.25***

Notes: PJ = Procedural Justice, JS = Job Satisfaction, OC = Organizational Commitment, OCB = Organizational Citizenship Behavior.

$*p < .05, **p < .01, ***p < .001$

hypothesized employees' perception of managers' expert power was significant and positively related with OCB. The relationship between employees' perception of procedural justice, and employees' job satisfaction was significant. The anticipated relationship between employees' job satisfaction, and employees' organizational citizenship behavior was also significant and in the hypothesized direction.

DISCUSSION

The present study presents a conceptual framework that considered how employees' perceptions of managers' social power affect OCB through procedural justice, and organizational commitment (or job satisfaction) in the case of a private commercial bank in Bangladesh. Data support the proposed model (Modified Model 2), where direct paths from managers' social power to OCB; and indirect paths from managers' social power to OCB mediated by procedural justice, and job satisfaction were considered.

In general, the results supported most of the developed hypothesized relationships. Coercive power appeared in the hypothesized direction in the case of all the proposed models. The more managers having coercive power, the more they were evaluated by employees as being procedurally unjust. This unjust perception of employees generally decreases employees' JS and OC, and which in turn lower employees' OCB. In such situations, it is important for managers to redouble efforts at being fair (Mossholder et al., 1998). Mossholder et al. further suggested that adequate explanation and communication is necessary when managers' actions appear to violate procedural justice norms. The availability of voice mechanisms would seem crucial for subordinates to be able to air their views about impending discipline, or give an explanation of their decisions (Jahangir, 2003a). Researchers (Jahangir 2003a; Masterson et al., 2000) suggested that improved perception

in the workplace will have positive impact on employees' work attitudes (i.e. job satisfaction and organizational commitment).

The anticipated relationship between legitimate power and procedural justice appeared as significant and positive for all the developed models. This could be related to employees' expectation that the person sitting as manager must be fair in their treatment because of the position the person holds. Interestingly, regarding the personal base power (i.e. expert power and referent power), only the expert power emerged as a strong predictor of OCB. Though both theory and empirical research support the relationship between referent power and other work related variables (Mossholder et al., 1998), in the case of a Bangladeshi private commercial bank it was not supported. In Bangladesh, employees still perceive managers as giving orders based on position power. Most of the employees are not aware about the referent power. Managers can possess charisma and motivational qualities - something employees might not be aware off. These results suggest that no single base of power is all-beneficial in influencing employees or all-powerful as a predictor of employees JS, OC, and OCB. Managerial effectiveness appears to be contingent on the fit between the type of power and the employee criteria variable of interest.

The research findings indicate which power bases bank managers should seek to develop. The private commercial banks in Bangladesh have undergone dramatic changes over the past two decades. In this study, the research has examined various type of mangers' social power and how effectively the power could be used to increase employees work related behavior. Organizations may find it useful to establish both formal and informal training procedures that encourage managers in developing power bases that positively affect employees' perception regarding OC, JS, and OCB. In this regard Jahangir (2003b), Keys and Case (1990), and Rahim, Antonioni, and Psenicka (2001) suggest that skills based power

reflecting qualities associated with referent and expert power bases may be crucial in sustaining influence. Also managers may need to learn or adopt an informal power sharing mechanism with employees that could build fairness perceptions.

In this research, the researchers have considered only social power in relation to PJ, OC, JS, and OCB. Future research should consider the social bases of power in connection with job performance. With procedural justice, the future researchers could include distributive justice; also issues of organizational ethics and employee rights are naturally entwined with those involving power and employees work related behavior. By attempting to explain how power relates to employees work reactions and organizational citizenship behavior, it is hoped that the present study would shed new light on the subject and will encourage further organizational research in the area.

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