






## Organisational justice and employees' commitment of selected Nigerian banking sector

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### ABSTRACT

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Nigerian banking institutions in the 21st century face significant workplace challenges, including employee commitment, managerial decision-making issues, perceptions of inequality, unfair treatment and a lack of stability and reliability due to competitive forces. This study investigates the effect of organisational justice variables on employee commitment in a specific sector. A descriptive research approach was used with 361 questionnaires distributed but only 332 returned resulting in a 91.97% return rate. This study used Statistical Packages for the Social Sciences (SPSS) for descriptive statistics and the Structural Equation Model (SEM-PLS) for inferential statistics to evaluate the generated hypothesis. This study reveals that employees' perception of distributive justice significantly influences their commitment; procedural justice affects their normative commitment and interactional justice influences their continuance commitment. It emphasises the importance of understanding the relationship between organisational justice and employee commitment to guide stakeholders in creating fair and positive work environments promoting employee well-being and enhancing organisational outcomes.

**Contribution/Originality:** This study examines the impact of distributive, procedural and interactional justice on employee commitment in the Nigerian banking sector emphasising the significance of fairness in enhancing employee well-being and performance. It also contributes to understanding global HRM practices by presenting findings from a non-Western context.

## 1. INTRODUCTION

According to the literature, one of the primary difficulties affecting firms in the twenty-first century workplace is employee commitment (Ebikeseye & Dickson, 2018; Ohiani, Adeosun, Adegbite, & Adejare, 2022). Nwiyii, Amanawa, and Alobari (2022) posited that one of the established unfavourable circumstances that affect organisations particularly Nigerian banking systems is a lack of commitment. Financial institutions in Nigeria are experiencing exceptional difficulties and competitive forces such as the issue of managerial decisions, perceptions of inequality, unfair treatment and the poor connection between people and their environment, poor communication

channels and dedication to work, no full rights to education and professional development, poor compensation, unfairness to organisational decisions, financial concerns and a lack of stability and reliability. In addition, banking institutions have a responsibility to recruit and educate qualified people for the tasks as well as to provide an environment in which committed employees may work effectively, efficiently and enhance their performance (Adebisi, Ohiani, & Olaore, 2019). Distributive justice, procedural justice and interactional justice are the three basic dimensions of organisational justice (Bies & Moag, 2018). According to Bae and Yang (2017) affective commitment, normative commitment and continuance commitment are the three dimensions of employees' commitment.

Distributive justice or equity in the assignment of rewards as well as resources within a firm can have a substantial impact on employees' affective commitment. Distributive justice examines employees' perceptions of fairness in terms of what they gain from the organisation, namely the allocation of resources (Goergen, Pauli, Cerutti, & Perin, 2018; Ojeleye, Falola, Iroanusi, & Abdullahi, 2022). Affective commitment is an employees' emotional bond to their workplace and willingness to stay and contribute to its success. Employees feel undervalued and unappreciated when they believe the allotment of resources is unjust which leads to unpleasant feelings such as anger, irritation and resentment. Employees may also become disengaged and less motivated towards the growth of the organisation which can lead to a decline in affective commitment.

Employee normative commitment in organisations can be significantly influenced by perceptions of procedural justice. Fairness in the decision-making processes and methods of an organisation is referred to as procedural justice. According to Ghasi, Ogbuabor, and Onodugo (2020) the sense of fairness in the decision-making process, which encompasses the objectives, methods, techniques and procedures used to determine the outcome is referred to as procedural justice. Normative commitment refers to a type of organisational commitment in which employees feel a sense of duty to remain with a company because they believe that the organisation upholds their principles and leaving would be seen as a betrayal of those values. Instilling a perception of equitability and impartiality in protocols can enhance employees' trust and dedication to the organisation. Lower normative commitment results from employees' perceptions of the organization's unfair practices, betrayal, and disillusionment. This is especially true when employees believe they have been handled unfairly in critical decision-making procedures such as promotions or compensation hikes.

The perceived fairness of relational engagement and communication by management or decision-makers is referred to as interactional justice. The extent to which a worker is forced to remain at an organisation due to the expenses of quitting is referred to as continuance commitment. Interactional justice simply means the fairness of information exchange and relationship between supervisors and staff members in the absence of bias (Ojeleye et al., 2022). Workers who experience abuse, incivility or contempt at work tend to view the company negatively. However, when individuals see limited or unappealing alternative work opportunities outside the organisation, they feel trapped and are subjected to the harsh or negative treatment.

This study examines the effect of organisational justice on employees' commitment in selected Nigerian banking sectors. Its significance lies in enhancing understanding of how organisational factors influence employee commitment. The findings benefit organisations by guiding them in creating a positive work environment that fosters trust and dedication. Additionally, it contributes to academic research by expanding knowledge on organisational justice and employee commitment dynamics. Furthermore, the study's insights are valuable to consultants, policymakers and labour unions in improving workplace fairness and employee well-being. Organisational justice has been extensively researched globally but there is a significant gap in understanding its effect on employees' commitment within the Nigerian banking sector. The banking industry in Nigeria needs to receive more attention from prior studies that have looked at organizational justice in various fields.

In light of these, the research objectives include the following:

- i. Examining the impact of distributive justice on the affective commitment of employees of selected Nigerian banking sectors.

- ii. Ascertaining the effect of procedural justice on the normative commitment of employees of selected Nigerian banking sectors.
- iii. Exploring the influence of interactional justice on the continuance commitment among employees of selected Nigerian banking sectors.

## 2. LITERATURE REVIEW

### 2.1. Conceptual Review

#### 2.1.1. Organisational Justice

Organisational justice has attracted more attention recently since it can explain various employee behaviours (Farid et al., 2019; Mylona & Mihail, 2019; Stankevičiūtė & Savanevičienė, 2021). Organisational justice is seen to be crucial for ensuring that workers feel motivated to finish their task because they perceive the workplace to be just. Appropriate treatment of employees is necessary to ensure that they feel comfortable doing their duties and that there are no obstacles in the way of achieving company objectives. Organizational justice deals with issues including hiring procedures, promotion opportunities, pay equality, and workplace equality (Mubashar, Musharraf, Khan, & Butt, 2022). Organizational justice outlines how a worker or group's impression of the equality of treatment expected from an organisation as well as their behavioural response to that perception, affects their behaviour (Zarish, Zulqarnain, & Rehman, 2020). In other words, organisational justice simply means the equitable treatment of employees in the workplace. Most literature extensively covers two major elements of organisational justice which are distributive and procedural justice (Ahmed, Adeel, Ali, & Rehman, 2019) without considering the other component of organisational justice.

#### 2.1.2. Employees' Commitment

One of the keys to successful businesses is employee commitment. It is challenging to overestimate the value of a committed workforce (Nwiyii et al., 2022). One of the most important criteria is an organisation's capacity to meet its goals and uphold its vision. Grant and Parker (2009) asserted that a company that lacks a motivated staff faces the danger of losing everything it has sacrificed over the last several years including its market dominance and respect.

Agada and Zeb-Obipi (2018) asserted that committed employees are dedicated to advancing corporate aims and objectives. Effective commitment is influenced by management's job approaches which lead to improved performance and organisational success (Falola, Oludayo, Igbinoba, Salau, & Borishade, 2018).

Employees who are more devoted than those who are less committed make more positive contributions to the company. Workers must be willing to offer some of themselves for the good of the company and maintain a direct means of communication with it (De Silva & Yamao, 2006). Furthermore, the perception of fairness in job assignments might be crucial in organisations. The perception of how current work is assigned is probably linked to a desire to stay in the organisation whereas unfairness may be linked to a desire to quit.

#### 2.1.3. Distributive Justice and Affective Employees' Commitment

Distributive justice refers to how employee results are distributed in the workplace whether as a reward or a penalty (Zhillia, Muçaj, & Hoti, 2020). Since employees are compensated for their jobs, distributive justice is closely tied to how they perceive their income, the amount of compensation they receive and whether they believe that prospects for advancement or other rewards are merited in the organisation. According to Ahmed et al. (2019) distributive justice refers to the fairness and impartiality in the outcomes that are allocated such as pay and promotion. The distribution of resources is examined by distributive justice to see whether employees believe they are being treated fairly by the organisation (Goergen et al., 2018).

According to Nwiyii et al. (2022) employees that are emotionally devoted to the firm consistently do their responsibilities to the utmost of their capacity, go beyond what is required by the requirements of the positions they hold, and build an attachment with the firm's aims and values. A worker's connection to an organisation stems from their identification with or caring for its mission and basic principles. Employee loyalty and dedication is a sign of having strong emotional attachments to the organisation or firm where one works and is one type of emotional bonding that has a real impact on daily commitment (Feby, Munandar, Jumadil, Dy Ilham, & Muammar, 2019). An affective committed employee will undoubtedly have a strong desire to carry out all tasks in line with their designated functions and roles to realize the organisation's vision, purpose and objectives.

Employee affective commitment is unquestionably a very valuable and important intangible asset for any organisation. High affective commitment workers typically report higher job satisfaction and overall wellbeing. Their emotional connections to the company make their working environment better and increase their level of engagement. Committed workers are less likely to actively look for new employment or leave the company. Employees who are dedicated are more likely to participate in organisational citizenship behaviour such as supporting organisational projects, helping co-workers and volunteering for extra chores. Individuals exhibit behaviour that goes beyond the formal duties of their positions and contributes to the success of the organisation. Employees' resilience and adaptation to problems and organisational changes can be improved by affective commitment. Committed workers could be more inclined to persist in the face of difficulties.

#### *2.1.4. Procedural Justice and Normative Employees' Commitment*

Procedural fairness focuses on how employees perceive the method through which rewards or compensation are decided and distributed (Zhillia et al., 2020). Workers respond to the choices that affect them and the procedures that shape these choices. As a result, procedural justice demands that the processes be approved and carried out properly, giving everyone an equal chance to do so. According to Ahmed et al. (2019) procedural justice involves fairness and impartiality in the procedures used to arrive at the given outcomes such as pay and promotion. The term procedural justice relates to the perception of fairness in the decision-making process which encompasses the reasons for making decisions as well as the methods, strategies and mechanisms that were employed (Ghasi et al., 2020). Normatively committed employees continue to work for the company out of a sense of gratitude for the perks they receive in the organisation (Nwiyii et al., 2022). This level of dedication is suggestive of a sense of debt to the company given what it has done for the employee. It can also be seen as a commitment that both parties must honour. According to Boukamcha (2023) there is a perceived social expectation that employees will be loyal to their employers who offer fair compensation for the services they provide. Abasilim, Gberebie and Osibanjo (2019) and Genty, Abioro, and Shofowora (2021) posited that members' loyalty to the organisation is based on moral considerations. Workers typically assess if the incentives they received are commensurate with their contributions to the organisation and even with those earned by their co-workers (Akar & Celik, 2019). Although it has been proven to be a crucial component for effective and efficient management and employee's retention, there is little proof that this method is actually being used (Adeniji et al., 2019). Employees who exhibit normative commitment are more likely to work for the organisation in the long run, fostering a sense of stability and continuity in the workforce. Employees who have a normative commitment are more likely to act morally and uphold the organisation's ethical standards.

#### *2.1.5. Interactional Justice and Continuance Employees' Commitment*

Interactional justice increases the employees' attachment and emotional commitment while also fostering feelings of respect and dignity between them and their superiors (Khalid, Rehman, & Muqadas, 2018). The third element of organisational justice is thought to be the most straightforward because it deals with how people are treated within the organisation. In other words, when it comes to creating organisational policies, workers consider

the fairness of their supervisors in a hierarchy as well as the quality of their interactions, transparency and communication (Zayer & Benabdelhadi, 2020). It is divided into two primary parts: interpersonal justice which implies respecting people with decency and respect as well as informational justice who stands for the appropriate exchange of knowledge and data and the proper explanation of it. Interpersonal justice which represents the social aspect of interactional justice by showing interest in individuals after the distribution results are received is defined as the degree of fairness that individuals perceive as they are treated by others in their organisation. According to Bies and Moag (2018) justification, sincerity, regard and prudence are the four conditions for interactional justice.

The concept "continuance commitment" refers to a worker's bond with an organisation based on the potential losses or effects of leaving the organisation while taking into account the worker's original financial investment in the organisation (Nwiyii et al., 2022). Employees who demonstrate continuous dedication to an organisation choose to stay despite the anticipated setbacks or adverse consequences of leaving taking into account their prior personal stake in the organisation and their perceived lack of alternatives to work beyond the organisation. According to Umar, Yammama, and Shaibu (2020) there is a high likelihood that an employee will not leave an organisation if the perceived cost is substantial. Workers are tied to long-term investments that they could lose such as seniority, pension plans or talents that are distinctive to their employer. Nonetheless, there is a great likelihood that an employee will leave an organisation when presented with a better alternative or option that has a lower perceived cost (Tolentino, 2013).

Organisations should encourage a healthy work environment and culture that supports engagement and job satisfaction. Managers can lower the perceived cost of leaving by giving employees the chance to grow professionally and improve their talents within the organisation. Organisations should endorse work-life initiatives to alleviate external limitations and foster ongoing dedication. Creating an environment where employees can openly communicate and control their career choices helps promote a work atmosphere where employees feel a sincere emotional connection and identification with the organisation. This can result in better organisational outcomes.

## 2.2. Theoretical Review

### 2.2.1. Organisational Justice Theory

Organisational justice theory was propounded by Greenberg (1987) in a seminal work published in the Academy of Management Review. Organisational justice theory has been developed throughout time with the contribution of several researchers. Greenberg, a pioneer proposed three distinct forms of justice: distributive, procedural and interactional. Various scholars have refined and enhanced this theory making it a prominent field of research in organisational behaviour and management with Greenberg recognised as one of its pioneers. The theory of organisational justice assumes that the perception of fairness within a company can influence the attitudes and behaviours of employees (Greenberg, 1987). Huang, Xu, and Liu (2021) provide a theory that outlines three elements of justice such as distributive justice which refers to fairness in the distribution of outcomes, procedural justice which pertains to fairness in decision-making processes and interactional justice which concerns fairness in interpersonal interactions. The dimensions can have either a beneficial or negative impact on people's performance and the organisation.

Organisational justice theory faces constraints due to its premise of the universal pursuit of justice while significant in advancing workplace equity. Nevertheless, research indicates that personal variations such as personality traits, ethical principles and cultural heritage, might impact the perception of fairness and justice. It is challenging to measure these perceptions because they stem from individual perspectives. We frequently employ self-report surveys to assess individuals' evaluations of fairness. However, they may need to comprehensively reflect the intricacy of individuals' perspectives. Their perceptions of fairness and justice significantly impact the level of

employee commitment. Employers should acknowledge these constraints and consistently improve their understanding of the intricate elements that influence perceptions of justice and fairness.

The organisational justice theory is essential for understanding employee commitment and motivation in the workplace. Nevertheless, equity theory offers certain benefits when examining organisational justice and employee commitment. Equity theory focuses on employees' perceptions of justice and fairness in the workplace and promotes the evaluation of their efforts and outputs in comparison to those of their colleagues. If they notice an imbalance, they will be encouraged to make things right. This emphasis on fairness is especially important in the context of organisational justice where employees' opinions of how fairly opportunities and rewards are distributed can have a strong influence on their commitment to the organisation. Furthermore, the concept of equity acknowledges that everyone has unique needs and expectations and that what one person finds to be equitable may not be what another person finds to be just. In the study of employee commitment where many individuals may have various motivations for feeling dedicated to the organisation, this individualistic approach is essential.

### 2.2.2. Equity Theory

Adams (1963) propounded the equity theory. The theory assumes that fairness and equity are motivating factors for individuals (Adams, 1963). People often compare their inputs and outputs to those of others taking into account both quantity and proportion. Perceived unfairness drives individuals to rectify fairness when they experience discomfort or pain. They can employ diverse strategies to reinstate equity such as modifying their own inputs or outcomes, shifting their perception of others' inputs or outcomes or simply disengaging from the situation. Equity theory posits that employees engage in a process of comparing their contributions and rewards with those of their peers which ultimately influences their desired results (Pracha, Malik, Azeem, & Yasmin, 2017).

The equity theory is a useful foundation for comprehending how individuals perceive fairness and react to imbalances. Nevertheless, this approach has many constraints including its lack of universal applicability, its failure to account for individual motivation or personality differences and its inability to elucidate why individuals continue to persevere despite being excessively rewarded. The theory provides a limited explanation of how external circumstances such as economic conditions, organisational regulations and labour market conditions, influence individuals' perceptions of justice and fairness. Although it is valuable for identifying equity challenges in organisations, it does not offer comprehensive remedies.

The concept of organisational justice which refers to the fairness and justice of the processes and results in the workplace is closely tied to the equity theory. Employees are more likely to be devoted to the company and report better levels of job satisfaction when they believe they are being treated fairly. The theory is also based on the notion that employees anticipate large salaries in response to their excellent work. The information and abilities that individuals possess are compared to those that other employees possess and acquire as part of this evaluation (Akar & Celik, 2019). The outcomes are directly addressed by distributive justice. According to equity theory, when workers believe they are being treated unfairly, they could feel bad emotions like anger or resentment which can lower commitment and job satisfaction. Employees do this by assessing their contributions (such as efforts, expertise and experiences) and outputs (such as salary, perks and acknowledgment) in comparison with those of others within the company. Employees may limit their effort or take other actions that aim to restore equity when they feel they are being underpaid (under rewarded). Employees may feel guilty or uncomfortable and increase their effort or engage in practices that benefit others if they believe they are being given more than they deserve (over rewarded).

Ahmed et al. (2019) asserted that the concepts and creation of organisational justice resulted from outputs of equality and inequality derived through contrasting oneself with others based on outcomes and contributions. Adams (1963) claims that while determining fairness, people compare their perceived inputs or contributions to the results they get from the organisation. A sense of guilt could develop if the personal contributions are thought to be

insufficient. Nevertheless, if the personal contributions are thought to be excessive, resentment or hostility may arise. If such an imbalance is felt, it is anticipated that people will feel motivated to address it by taking various actions such as calling in sick, stealing or vandalism.

Finally, the equity theory offers a conceptual framework for comprehending the influence of beliefs in justice and fairness on employee dedication and contentment in the workplace. Organisational fairness is essential for fostering a positive work environment and enhancing employees' commitment. Employers should aim to establish a supportive work environment that values fair policies and outcomes. They should also take into account equity theory, organisational justice and employee commitment while managing and supervising their staff.

### 3. METHODOLOGY

**Research design and philosophy:** A descriptive research design is used for this study. This research presents a clear and simple analysis of the effects of organisational justice on employees' commitment in selected Nigerian banking sectors. A descriptive research design is a type of research design used to describe the qualities or characteristics of a certain phenomenon or population. The positivism approach is used in this study. Positivism is a research philosophy that posits that knowledge may be discovered using objective observation and assessment of our environment. Experiments, surveys and statistical analysis are prominent research methods employed by positivists. On the other hand, the researcher used a quantitative method (questionnaire) to collect data from the employees.

**Participant selection:** The study population consists of employees of selected Nigerian banking sectors, comprising a sample size of 361 employees.

**Sampling method:** Both convenience and stratified samplings are used in this study. The stratified sampling technique entails dividing the population into subgroups (strata) based on particular characteristics (such as gender, age or socioeconomic status) and individuals are drawn randomly from each stratum. It was used to determine the employees from various departments or sections to ensure that the existing departments regardless of size or location are included. The convenience sampling technique is selecting people who are readily available and willing to participate in the study.

**Data collection:** The primary and secondary sources of data were used for this study. Questionnaires were handed out to employees of selected Nigerian banking sectors to obtain high-quantitative data. The questionnaire was divided into three sections (sections A, B and C). Respondents' demographic profile was found in section A (gender, age, educational qualification, position, employment years). Section B featured the independent variable (organisational justice) while section C featured the dependent variable (employees' commitment). This study adopted a Five Likert-scale item ranging from strongly disagree (strongly agree (5), agree (4), neutral (3), disagree (2), strongly disagree (1)). There were 361 copies of the questionnaire distributed but only 332 were returned. 91.97% of the sample analysed were returned questionnaires which is regarded as an acceptable level for this study.

**Ethical consideration:** Covenant University in Nigeria's CUREC provided ethical approval assuring that ethical norms were followed. The participants were properly informed about the study's objectives and their confidentiality was guaranteed. All respondents provided informed consent which met the study's ethical requirements.

**Validity and reliability:** This study assessed the validity and reliability of research instruments with a focus on content and face validity. Human resource management specialists evaluated the content validity while Nigerian banking sector employees assessed the face validity. Dependability evaluations were conducted using various tests including test reliability, internal consistency and inter-rater reliability. The Cronbach's alpha coefficient was employed to evaluate the internal consistency with a minimum acceptable value of 0.7.

**Method of data analysis:** This study analysed descriptive statistics using Statistical Packages for the Social Sciences (SPSS) and used inferential statistics to assess the produced hypothesis using the Structural Equation Model (SEM-PLS). PLS-SEM is a statistical instrument investigating the connections between observable and

latent variables. The method is highly versatile, well-suited for intricate models and non-Gaussian data and capable of effectively handling limited sample numbers. It allows for the simultaneous evaluation of both measurement and structural models assisting in assessing validity and reliability. Partial Least Squares Structural Equation Modelling (PLS-SEM) is better suited for forecasting and predictive modelling than classic regression methods making it applicable to many study areas. PLS-SEM's versatility and robustness make it a useful tool for researchers aiming to understand and predict complex relationships among variables.

#### 4. DATA ANALYSIS AND DISCUSSION

Employees of selected Nigerian banking sectors completed the questionnaire using Google online forms. The data analysis began with inquiries about the participants' personal information. The second section of the questionnaire was designed to obtain data from participants on the relationship between organisational justice and employee commitment.

**Table 1.** Response frequency.

Questionnaires	Frequency	Valid percentage
Valid	332	91.97%
Invalid and unfilled	29	8.03%
Total	361	100%

Source: Field survey, 2023.

The response rate is detailed in Table 1. As a result of the investigator's unwavering follow-ups, the response rate increased. However, 29 copies (8.03%) of the 361 copies sent out could not be retrieved whereas 332 copies (91.97%) were retrieved for analysis. This represented a 91.97 percent response rate which is sufficient to draw conclusions about the relationship between the variables.

**Table 2.** Demographic profile.

Demographic variables	Construct	Frequency	Percentage
Gender	Male	178	53.6
	Female	154	46.4
Total		332	100.0
Age	20 - 29 years	244	73.5
	30 - 39 years	64	19.3
	40- 49 years	14	4.2
	50 years and above	10	3.0
Total		332	100.0
Number of years in the organisation	0-4 years	257	77.4
	5- 9 years	51	15.4
	10-14 years	13	3.9
	15-19 years	5	1.5
	20 years above	6	1.8
Total		332	100.0
Education	O level and below	9	2.7
	OND/NCE	6	1.8
	BSc/HND	199	59.9
	MSc/MBA	117	35.2
	PHD	1	0.3
Total		332	100.0
Position	Management staff	53	16.0
	Senior staff	172	51.8
	Junior staff	79	23.8
	Contract staff	28	8.4
Total		332	100.0

**Note:** OND/NCE: Ordinary national diploma/Nigeria certificate in education.  
 BSc/HND: Bachelor of science /Higher national diploma.  
 MSc/MBA: Master of science/Master of business administration.  
 PHD: Doctor of philosophy.

Source: Survey data, 2023.



The analysis of the respondents' social demographic data is shown in Table 2 which included the socio-demographic characteristics of gender, age, highest educational qualification, years of employment and positions within the selected Nigerian banking sector.

4.1. Test of Hypotheses

Hypothesis One: Distributive justice has no significant impact on the affective commitment of employees of selected Nigerian banking sector.

Table 3 presents factor loading for distributive justice on affective commitment.

Table 3. Factor loading for distributive justice on affective commitment.

Indicators	Factor loading	VIF	Composite reliability	AVE	Cronbach alpha	No. of indicators
	> 0.7	< 5	≥ 0.8	≥ 0.5	≥ 0.7	
Distributive justice						
DJ1	0.831	1.623	0.866	0.683	0.769	3
DJ2	0.859	1.651				
DJ3	0.788	1.472				
Affective commitment						
AC1	0.805	2.317	0.914	0.781	0.860	3
AC2	0.772	2.825				
AC3	0.779	1.913				

Figure 1 presents predictive relevance (path coefficient) of distributive justice and affective commitment.

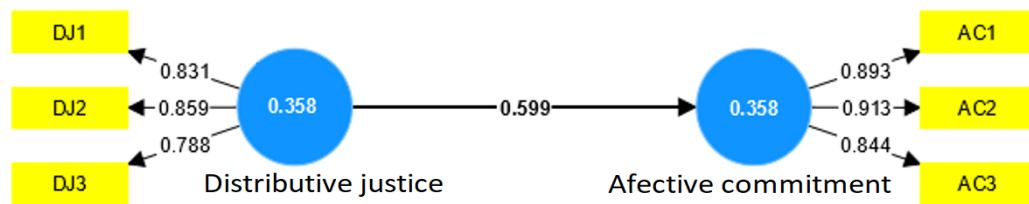


Figure 1. Predictive relevance (path coefficient) of distributive justice and affective commitment.

Figure 2 exhibits the path coefficient and p-values for distributive and affective commitment.

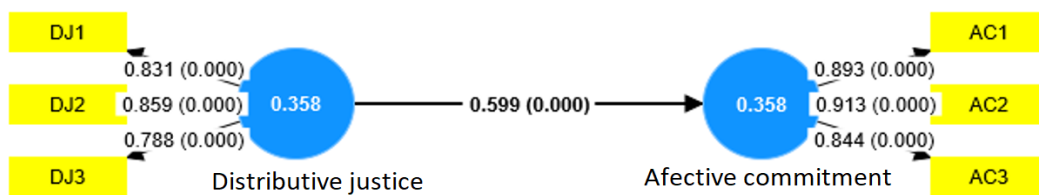


Figure 2. Path coefficient and P-values for distributive justice and affective commitment.

Table 4 presents the path coefficients for distributive justice and affective commitment.

Table 4. Path coefficients for distributive justice and affective commitment.

Variables and cross leading		Path co-efficient (O)	Std. dev (STDEV)	T-statistics (O/STDEV)	P-values	
Distributive Justice	→	Affective commitment	0.599	0.037	16.083	0.000
Distributive justice	→	Affective commitment	R-square (R <sup>2</sup> )		R2 adjusted	
			0.358		0.356	
Distributive justice	→	Affective commitment	F <sup>2</sup>			
			0.558			

Source: Field survey, 2023.

The findings revealed that a 35.8% variance of affective commitment is explained by distributive justice. The result demonstrated that when variables are held constant, a unit shift in distributive justice will lead to a 59.9% increase in affective commitment. The path coefficient indicates that distributive justice directly and significantly impacts affective commitment at <math><0.05</math>. Subsequently, the p-value is lower than 0.05. As a result, the null hypothesis must be rejected. Therefore, it can be said that distributive justice is a predictor of employees' affective commitment in the selected Nigerian banking sector. According to a study by Adisu and Amentie (2022) the results of the factorial study show that the distribution of justice has a significant impact on how committed employees are to their jobs. This demonstrates unequivocally that people are more committed to their work when they feel that the organisation is treating them fairly. Employee perception of fairness within the organisational setting is improved when they believe that rewards and results are distributed equitably. Employee affective commitment is positively impacted by this idea of justice since they feel appreciated respected and cared for by the organisation. Furthermore, employees are more appropriate to identify with the organisation's goals, values and purpose when they believe that rewards and outcomes are allocated equitably. Therefore, employees who identify with the organisation strongly experience a strong emotional connection and alignment with it which develops affective commitment.

*Hypothesis Two: Procedural justice has no significant effect on the normative commitment of employees of selected Nigerian banking sectors.*

Table 5 presents factor loading for procedural justice and normative commitment.

Table 5. Factor loading for procedural justice and normative commitment.

Indicators	Factor loading	VIF	Composite reliability	AVE	Cronbach alpha	No. of indicators
	> 0.7	< 5	≥ 0.8	≥ 0.5	≥ 0.7	
Procedural justice						
PJ1	0.802	1.423	0.855	0.663	0.745	3
PJ2	0.850	1.655				
PJ3	0.789	1.471				
Normative commitment						
NC1	0.906	1.974	0.861	0.677	0.771	3
NC2	0.872	1.688				
NC3	0.670	1.431				

Figure 3 exhibits predictive relevance (path coefficient) of procedural justice on normative commitment.

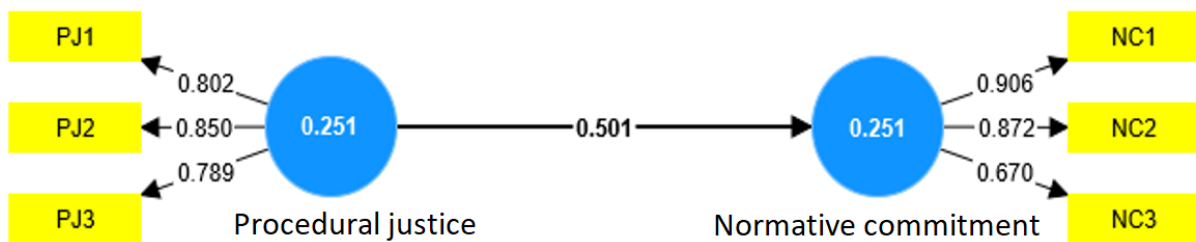


Figure 3. Predictive relevance (path coefficient) of procedural justice on normative commitment.

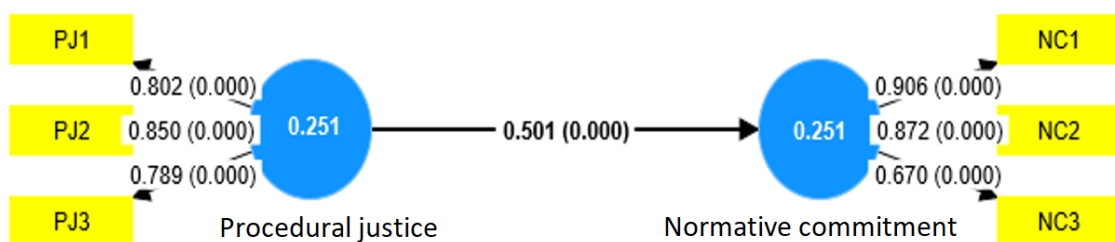


Figure 4. Path coefficient and P-values for procedural justice on normative commitment.

Figure 4 presents path coefficients and P-values for procedural justice on normative commitment.

Table 6 presents path coefficients for procedural justice value on normative commitment.

Table 6. Path coefficients for procedural justice value on normative commitment.

Variables and cross leading			Path co-efficient (O)	Std. dev (STDEV)	T-statistics (O/STDEV)	P-values
Procedural justice	→	Normative commitment	0.501	0.043	11.699	0.000
Procedural justice	→	Normative commitment	R-square (R <sup>2</sup> ) 0.251		R <sup>2</sup> adjusted 0.249	
Procedural justice	→	Normative commitment	F <sup>2</sup> 0.335			

Source: Field survey, 2023.

The findings revealed a 25.1% variance of normative commitment explained by procedural justice. The result demonstrated that when the elements are held constant, a unit increase in procedural justice will lead to a 50.1% increase in normative commitment. The path coefficient indicates that procedural justice directly and significantly affects normative commitment at <0.05. Since the significance threshold is less than 0.05. As a result, the null hypothesis must be rejected. It can be said that procedural justice is a predictor of employees' normative commitment in the selected Nigerian banking sector. According to a study by Nwiyii et al. (2022) the degree to which employees consistently perceive procedural justice at work affects how they are normatively committed to the organisation. This implies that employees have greater probability to internalize the principles and norms of an organisation when they sense procedural justice in the decision-making processes within the organisation; employees are also more likely to view the organisation as supportive when they believe that choices are made fairly and through transparent procedures. In addition, employees who believe in procedural justice are more likely to have faith in the organisation's decision-making procedures. As a result of the employees' sense of obligation to return this perception of support, internalization and trust positively promote normative commitment.

*Hypothesis Three: Interactional justice has no significant influence on the continuance commitment of employees of selected Nigerian banking sector.*

Table 7 presents factor loading for interactional justice on continuance commitment.

Table 7. Factor loading for interactional justice on continuance commitment.

Indicators	Factor loading	VIF	Composite reliability	AVE	Cronbach alpha	No. of indicators
	> 0.7	< 5	≥0.8	≥0.5	≥0.7	
Interactional justice						
IJ1	0.808	1.624	0.882	0.714	0.801	3
IJ2	0.858	1.857				
IJ3	0.868	1.726				
Continuance commitment						
CC1	0.871	1.860	0.879	0.707	0.793	3
CC2	0.841	1.697				
CC3	0.810	1.562				

Figure 5 presents predictive relevance (path coefficient) of interactional justice on continuance commitment.

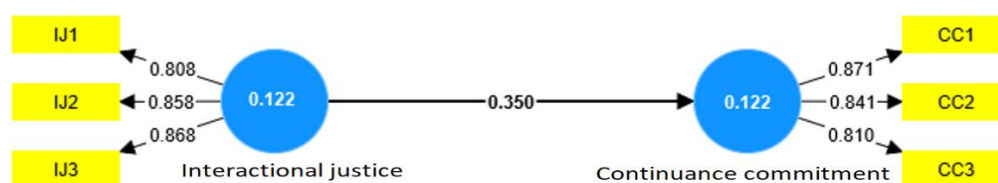


Figure 5. Predictive relevance (path coefficient) of interactional justice on continuance commitment.

Figure 6 exhibits the path coefficient and P-values for interactional justice on continuance commitment.

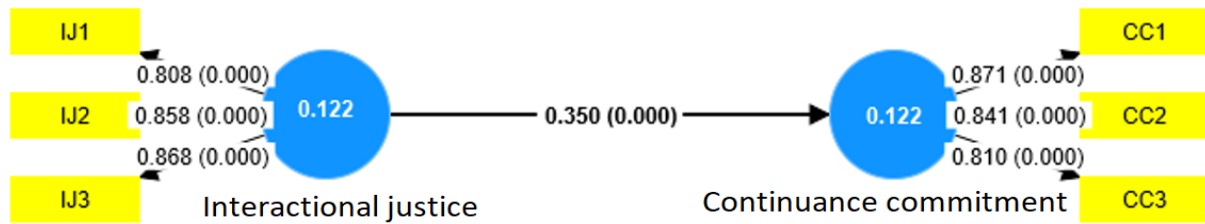


Figure 6. Path coefficient and P-values for interactional justice on continuance commitment.

Table 8 presents path coefficients for interactional justice on continuance commitment.

Table 8. Path coefficients for interactional justice on continuance commitment.

Variables and cross-leading			Path coefficient (O)	Std. dev (STDEV)	T-statistics (O/STDEV)	P-values
Interactional justice	→	Continuance commitment	0.350	0.048	7.283	0.000
Interactional justice	→	Continuance commitment	R-square (R <sup>2</sup> ) 0.122		R2 adjusted 0.120	
Interactional justice	→	Continuance commitment	F <sup>2</sup> 0.139			

Source: Field survey, 2023.

The findings revealed a 12.2% variance of continuance commitment explained by interactional justice. The results revealed that when factors are kept constant, a unit increase in interactional justice will lead to a 35.0% increase in continuance commitment. The path coefficient indicates that interactional justice directly and significantly influences continuance commitment at <0.05. The significance threshold is less than 0.05. Consequently, the null hypothesis must be rejected. It can be said that interactional justice in the selected Nigerian banking sector is a predictor of employees' continuance commitment. Employees' continuance commitment is positively impacted directly by interactional justice (Diatmono, 2019) therefore, organisations that can foster a feeling of interactional justice within the workplace will see an increase in this commitment. This indicates that employees are prone to perceive the organisation as helpful and trust the organisation when they believe they are treated honestly, respectfully and with dignity during interpersonal encounters. Moreover, employees are more likely to feel emotionally connected to and attached to the organisation when they are treated honestly and with respect. Employees have a sense of loyalty and attachment to the company which leads to increased levels of emotional commitment due to their positive interpersonal interactions.

### 5. CONCLUSION

This research reveals how crucial organisational justice is to encouraging employees' commitment. An advantageous and significant correlation between organisational justice and employees' commitment was found through the study of quantitative data. Employees who felt that decision-making procedures and outcomes were reasonable showed stronger loyalty and dedication to the organisation. Employees who perceive fairness in the workplace such as fair treatment, equitable distribution of rewards and unbiased decision-making processes are affectively committed to the organisation. Moreover, employees felt a sense of obligation to reciprocate fair treatment and contribute to the objectives of the organisation when they perceive fairness in the organisation. Furthermore, employees perceive less costs associated with leaving such as loss of benefits, seniority, or financial stability, when they perceive fairness in the organisation. This influenced their decision to remain

committed to the organisation. Consequently, this result is consistent with earlier studies that emphasized the value of organisational justice in influencing employees' commitment.

## 6. RECOMMENDATIONS

The research objectives of this study have been met and the following recommendations about this area of study have been made based on the aforementioned empirical and theoretical findings.

- i. Affective commitment is significantly impacted by distributive justice. Therefore, organisations should improve the fairness of resource distribution, give training on distributive justice, encourage consistent decision-making, encourage employee involvement and also monitor perceived injustices and take action, promote and reward fairness. This can result in increased employee satisfaction, motivation and loyalty which ultimately help the organisation perform better and be more successful.
- ii. Organisations should promote procedural justice since it is thought to effect on normative commitment. Therefore, organisations should establish transparent and clear procedures, offer procedural justice training, actively involve employees in decision-making, explain the rationale behind procedures, uphold impartiality and ensure consistency. Organisations should also encourage a culture of open communication, trust and ongoing evaluation and improvement. By doing these, employees are more likely to feel a sense of commitment and loyalty to the company if they believe that procedures are fair and open. As a result, there may be a higher rate of employee retention, better corporate citizenship and a healthy organisational culture.
- iii. It has been observed that interactional justice has a significant influence on continuance commitment. Consequently, organisations should improve information sharing and communication, provide prompt and constructive feedback, demonstrate fairness and respect in performance evaluations and train managers and supervisors in interpersonal skills. Organisations should also encourage a supportive and encouraging work environment as well as ongoing evaluation and improvement. Employees are more likely to feel committed to the organisation when they are appreciated, listened to and treated properly. This may lead to greater organisational stability, lower turnover rates and improved employees' retention.

## 7. POLICY SUGGESTIONS

The generalizability of the research's findings to other sectors may be limited. The outcomes could be influenced by the selected Nigerian banking sector-specific factors like its organisational structure, culture or policies. Only a cross-sectional design was used for the investigation. The study also implored the adoption of a quantitative method to gather data. Comparing Nigerian banking sector findings to those of other sectors dealing with comparable issues would shed light on the generalizability of the link between organisational justice and commitment among employees. Researchers can find similarities and variances in the effects of these factors on employee outcomes by comparing various sectors combining both qualitative and quantitative data using a mixed-methods approach. While qualitative data such as interviews or focus groups might offer a better knowledge of employees' perceptions and experiences, quantitative data can still offer statistical insights. This would enhance the research and give a more thorough grasp of the intricate relationships involved.

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**Transparency:** The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

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