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Organisational justice and employee commitment in Nigeria banking sector

Olufemi Ogunkoya*

PhD in Business Administration
Olabisi Onabanjo University
Ago-Iwoye, Nigeria
<https://orcid.org/0000-0001-7356-5086>

Oluwatobi Soremekun

Bachelor
Olabisi Onabanjo University
Ago-Iwoye, Nigeria
<https://orcid.org/0009-0004-4877-6534>

Banjo Hassan

PhD in Business Administration
Olabisi Onabanjo University
Ago-Iwoye, Nigeria
<https://orcid.org/0000-0002-2569-6468>

Akeem Fadeyi

Master
Olabisi Onabanjo University
Ago-Iwoye, Nigeria
<https://orcid.org/0009-0005-0700-7912>

Abstract. Despite the potential benefits of incorporating organisational justice and employee commitment into daily operations, many organisations lack a long-term strategy for doing so, making it a pressing issue. Therefore, the purpose of this study was to analyse and examine organisational justice and employee commitment within the banking industry in Nigeria. The research collected primary data through the completion of 147 questionnaires out of a total of 192. The collected data underwent data testing and analysis through the application of descriptive statistics, multiple regression, and correlation coefficients with the assistance of the statistical package for the social sciences. The findings of the study indicate that there is a significant relationship between organisational justice constructs and employee commitment. Results show that there is a strong and significant relationship between distributive justice and affective commitment in the Nigerian banking industry ($R = 0.807$, $F^* = 2,712.536$, $p < 0.05$), and the regression result suggests that the independent variables (distributional justice) have a significant relationship with affective commitment. The findings highlight that organisations prioritise the implementation of fair and just procedures, encompassing both distributive and procedural justice. Results show that there is a significant positive relationship between procedural justice and continuance commitment ($R = 0.874$, $F^* = 2,122.507$, $p < 0.05$), and it was determined that there is a linear correlation between the model's dependent and independent variables. These findings emphasise the importance of fair and just procedures within organisations to elicit favourable responses from employees, such as commitment, positive behaviour,

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*Corresponding author



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and increased productivity. The conclusions were drawn from the findings, and thus it is recommended that employers should recognise the significant benefits that organisational justice can bring in terms of employee trust, commitment, and overall organisational success. Practitioners can use the study's findings and suggestions to guide the development of socialisation, involvement, training, and development systems in their own organisations

Keywords: fair procedures; distributive; procedural; affective; continuance; survey

● INTRODUCTION

There has been a shift in perspective on the value of employee treatment in recent years. Organisations are shifting from being seen as places where people work to being seen as places where people can flourish. This change stems from the realisation that people's reactions and performance are impacted by the way they are treated. The concept of organisational justice has recently gained prominence in academic discussions, with an emphasis on the value of equity in the workplace. There is a heightened focus on achieving and maintaining organisational justice within the company, recognising its impact on both employee well-being and overall organisational effectiveness.

According to C. Supriya & S. Dadhabhai (2020) this emphasis on organisational justice underscores its crucial role in shaping corporate structure and culture. Fairness and justice in an organisation's practices, policies, interactions, and distribution systems inspire greater loyalty from workers. Employee outcomes are also improved when organisational justice is fostered, as noted by E.A. Tafamel & O.D. Akrawah (2019). There is no universally accepted definition of organisational justice, so scholars have come up with their own. Organisational justice, as defined by J.O. Ohiorenoya & E.O. Eguavoen (2019), is the degree to which employees feel they are being treated fairly, in particular with regard to the organisation's compensation practices. To put it simply, organisational justice ensures that workers are paid fairly in relation to the time and effort they put into their jobs. According to X. Pan *et al.* (2018), organisational justice is the belief that all employees are treated fairly. An effort to define and clarify justice's function in workplaces has given rise to the concept of workplace justice. Procedural justice and distributive justice are the two pillars that make up organisational justice. Workers evaluate the fairness of their treatment by comparing the system's inputs with their outcomes; if they see a disparity, they may feel mistreated.

An accessible definition of employee commitment comes from E.F. Ogbu & J.N. Ugwu (2019), who state that employee commitment is simply the feeling of belonging to one's workplace. It follows that the factors that involve the organisation's structure, laws, ideologies, reputation, and credibility all play a role in shaping commitment among staff members. Employee commitment is a strength that develops as a result of an individual's interactions within an organisation, according to K. Princy & E. Rebeke (2019). This strength motivates individuals to put forth greater efforts in support of organisational goals. Some researchers have classified employee commitment as a mental disorder. M.M. Eltamo & A.M. Keno (2019) point out that employee commitment entails both a connection to and an interest in staying with the company. The term "employee commitment" can also refer to the emotional investment that workers have in a company because of

its values or image. It is a sign that they are ready to put in extra work to help the company succeed, as noted by E.F. Ogbu & J.N. Ugwu (2019). As S.L. McShane & M.A. Von Glinow (2018) argued, "overall job attitude" is comprised of a number of factors, including employee commitment and job satisfaction. Organisational justice is linked to employee commitment. This idea encompasses informational justice for decision-makers as well as procedural justice, distributive justice, interpersonal justice, and distributive justice. Distributive justice and organisational commitment have a positive and statistically significant correlation, according to A.O. Chiazor *et al.* (2018) research in Nigeria. The study came to the conclusion that increasing organisational commitment requires an equitable wage distribution that is commensurate with job level.

Many companies fail to develop a comprehensive plan to reap the long-term benefits of integrating organisational justice and employee commitment into their day-to-day operations. This hinders employees' ability to develop innovative approaches to their tasks. In the manufacturing sector, employees are often prone to job changes due to the transferability of their skills to similar firms and enticing offers from prospective employers. Consequently, turnover rates tend to be higher. Since there is a cost related to training as well as retraining fresh workers, management is making an attempt to retain the current workforce. The purpose of this research was to examine how organisational justice affects employee commitment. The following null hypotheses were tested in this study. H1: there is no significant relationship between distributive justice and affective commitment in the Nigerian banking sector. H2: there is no significant relationship between procedural justice and continuance commitment in the Nigerian banking sector. The findings of this study have important practical implications, and these will help practitioners improve their abilities as they lobby for support of their decisions on behalf of themselves and the organisations they represent. The findings contribute to the literature on organisational justice and employee commitment by expanding knowledge of the correlation between the two.

● LITERATURE REVIEW

The construct "distributive justice" encompasses the equitable distribution of resources, particularly significant benefits such as compensation, resulting from collective organisational efforts. Distributive justice recognises that not all employees are treated equally and focuses on how rewards are shared among them in organisations. Distributive justice, according to S.L. McShane & M.A. Von Glinow (2018), is the degree to which employees believe their organisations fairly compensate them for the effort they put in. The construct "procedural justice", according to Z.M. Sadq *et al.* (2020), refers to how fair decision-makers believe the

procedures used to distribute outcomes are. A person’s belief in the fairness of an organisation’s outcome allocation is a function of their trust in the formal procedures of that organisation and the treatment they have received from organisational authorities in implementing those procedures. D.K. Faeq *et al.* (2020) found that when making allocations, individuals place equal weight on procedural issues, suggesting that procedural justice has a sizable effect on worker output. According to A.Z.G. Laith *et al.* (2019), procedural justice is when an employee’s perspective on their relationship with the company can change from an economic one to a social one if they feel they have been treated fairly during the disciplinary process. When one party in a social exchange interaction believes they have been treated fairly, the other party is more likely to go above and beyond in their efforts to please the first party. These improvisational moves are linked to peak performance under certain conditions. When equitable processes with fair treatment are in place, people are more likely to view the distribution of results as fair. M. Ismail *et al.* (2018) wrote that involving employees in the process of making choices and offering them details to help them understand the reasoning behind the results that they received are examples of what are considered to be fair procedures.

“Affective commitment” is related to employee traits, organisational variables, work experiences, and job characteristics, according to D. Lee (2020). S.L. McShane & M.A. Von Glinow (2018) described that employees’ affective commitment is measured by the extent to which they feel

a sense of psychological involvement and recognition with their employer. Employees’ warm feelings and attachment to their company are reflected in their affective commitment. This can be affected by how well they are treated by management, how quickly they receive their compensation, and the company’s reputation for doing good in the community, as E.F. Ogbu & J.N. Ugwu (2019) observed. D. Lee (2020) defines “continuance commitment” as the degree to which an employee has knowledge of the negative consequences of leaving the company. It entails staying with the company because of emotional ties that are difficult to replace. The employee may feel like they have no choice but to stay with the company or that they owe their achievement to the organisation. When an employee weighs the benefits of staying with their current employer against the costs of leaving, they are said to have a continuance commitment.

● **MATERIALS AND METHODS**

This study used a descriptive research approach. With the help of a quantitative study design, this research methodology sought to explain how organisational justice and employee dedication relate to the Nigerian banking industry. The top, middle, and lower-level cadres of Ogun State’s Nigerian banking industry make up the study’s participants. For this study, the Ijebu North Local Government Area in Ogun State’s banking sector in five specific areas was surveyed. The survey instrument and its items were adopted on a five-point Likert scale from “strongly disagree” to “strongly agree”, as shown in Table 1 below.

Table 1. Survey questions

Justice	
a. Distributive justice	
No.	Item statement
1	My work schedule is fair.
2	I consider my work load to be quite fair.
3	I think my job has several responsibilities.
b. Procedural justice	
No.	Item statement
1	Job decisions are made by the manager in a biased manner.
2	Employees are allowed to challenge or appeal job decisions made by their managers.
3	My manager makes sure that all employee concerns are heard before job decisions are made.
Employee commitment of the respondents	
a. Affective commitment	
No.	Item statement
1	I would be very happy to spend the rest of my career with this organisation.
2	I really feel as if this organisation’s problems are my own.
3	I do not feel a strong sense of “belonging” to my organisation.
b. Continuance commitment	
No.	Item statement
1	It would be very hard for me to leave my organisation right now, even if I wanted to.
2	I feel that I have too few options to consider leaving this organisation.
3	If I had not already put so much of myself into this organisation, I might consider working elsewhere.

Source: made by the authors based on Likert scales method

The research survey was conducted in 2023. The study was conducted in compliance with the Declaration of Helsinki (2013). All participants were informed of the study’s purpose, and their anonymity was ensured. The study was distributed among staff of the selected Nigerian banks in

the Ijebu North Local Government Area, Ogun State. The five sample banks considered in this study are Access Bank Plc, Guaranty Trust Bank Plc, United Bank for Africa Plc, Wema Bank, and Zenith Bank Plc. Three hundred and sixty-nine people work in the chosen banking sector overall

in Ijebu North Local Government Area of Ogun State. The study population of 369 employees that were distributed

among the selected banking sector in the study area is as follows (Table 2).

Table 2. Population distribution of the study

No.	Selected banks	No. of staff
1	Access Bank Plc	85
2	Guaranty Trust Bank Plc	104
3	United Bank of Africa Plc	52
4	Wema Bank Plc	68
5	Zenith Bank	60
	Total	369

Source: made by the authors

The T. Yamane (1967) formula was used to determine the sample size. These margins of error for the most crucial elements of the survey were computed using the T. Yamane (1967) formula, which is a widely accepted method of randomization. The following formula can be used to determine an appropriate sample size:

$$n = \frac{S}{1+S(\alpha)^2} \quad (1)$$

where n – sample size; S – population size; α – margin of error, i.e:

$$S = 369;$$

$$\alpha = 5\% (0.05);$$

$$n = \frac{369}{1+369(0.05)^2} = \frac{369}{1.9225};$$

$$n = 192.$$

The test-retest reliability approach was used for this research. Pilot research with 25 participants selected from

the same population was carried out to guarantee the validity and reliability of the questionnaire. Cronbach's alpha coefficient for reliability is applied to the resulting data, and its value of 83% indicates that the questionnaire contains only highly reliable items. For this study, the analytical technique employed in analysing the data collected from the respondent was the simple percentage analysis. The hypotheses of the study were tested using correlation analyses. For efficiency, the researcher properly monitored the administered questionnaires and retrieved a total of 147 copies of the instrument that were distributed among selected Nigerian banking industry in the Ijebu North Local Government Area of Ogun State.

● RESULTS AND DISCUSSION

The study analysed questions relating to organisational justice and employee commitment among selected Nigerian banking industry and tested the hypotheses. For this study, simple percentage analysis was the analytical technique used to analyse the collected data from the respondent. The following Table 3 displays the data's descriptive statistics.

Table 3. Descriptive statistics of the data

Position	Manager	Senior staff	Junior staff	Others
	3.4%	32%	57.8%	6.8%
Gender	Male	Female		
	43.5%	56.5%		
Age	25 years below	26-35 years	36-45 years	46 years above
	29.3%	44.2%	21.1%	5.4%
Marital status	Single	Married	Divorced	
	49.7%	40.1%	10.2%	
Education qualification	National diploma	Bachelor	Master	Others
	27.9%	44.9%	16.3%	10.9%
Length of service	Less than 5 years	6-10 years	Above 11 years	
	36.7%	52.4%	10.9%	

Source: made by the authors

Hypothesis 1

H1: there is no significant relationship between distributive

justice and affective commitment in the Nigerian banking sector. The model summary is described in Table 4.

Table 4. Model summary^b

Model	R	R squared	Adjusted R squared	Standard error of the estimate	Durbin-Watson
1	0.807 ^a	0.786	0.784	0.24875790	1.902

Note: a – predictors: (constant) distributive justice; b – dependent variable: affective commitment

Source: made by the authors

It was observed in Table 4 that the correlation value of *R* is equal to 0.807, while the coefficient of determination output (*R* squared) is generated as 0.786. This brings the suggestion that affective commitment is influenced by about 78.6% of distributional justice, while the rest of 21.4% (100% – 78.6% = 21.4%) is explained by other factors other than affective commitment. In addition, since the value of

the Durbin-Watson figure is 1.902, which is close to the value of 2.0, consequently, the challenge of serial correlation does not exist in the model. So, for the purpose of firm-specific prediction, the model is okay. There is no problem with heteroscedasticity or autocorrelation as the residuals are not serially correlated. Table 5 shows that the significance level of probability, denoted as 0.002, was observed.

Table 5. ANOVA^b (analysis of variance)

Model	Sum of squares	df	Mean square	F	Significance	
1	Regression	116.352	1	122.273	2,512.536	0.002 ^a
	Residual	4.534	146	0.045		
	Total	128.000	147			

Note: a – predictors: (constant) distributive justice; b – dependent variable: affective commitment

Source: made by the authors

Given that this probability (0.002) is much lower than 0.05, it indicates that multiple regression models can effectively predict affective commitment within the Nigerian banking sector. The results of the regression analysis suggest that there is a significant relationship between the independent variable “distributional justice” and affective commitment. The overall significance of the regression model is assessed through Fisher’s statistics, and in this study, the calculated *F** value of 2,712.536 is significant at a significance level of *p* < 0.05. Therefore, it can be concluded that a linear relationship exists between the dependent

and independent variables in the model. Consequently, the postulation asserting the absence of a significant relationship between the dependent and independent variables is rejected. This evidence underscores the individual and combined impact of entrepreneurship on sustainable development.

Hypothesis 2

H2: there is no significant relationship between procedural justice and continuance commitment in the Nigerian banking sector. The model summary is described in Table 6.

Table 6. Model summary^b

Model	R	R squared	Adjusted R squared	Standard error of the estimate	Durbin-Watson
2	0.874 ^a	0.869	0.867	0.31421296	1.993

Note: a – predictors: (constant) procedural justice; b – dependent variable: continuance commitment

Source: made by the authors

It was observed in Table 6 that the value of *R* = 0.874 and the coefficient of determination (*R* squared) is 0.869. This suggests the notion that continuance commitment is influenced by 86.9% of procedural justice, while the rest (100% – 86.9% = 13.1%) is explained by other factors. The Durbin-Watson statistic, which is 1.993, is in proximity to

the expected value of 2.0. Consequently, there is no indication of serial correlation within the model. This suggests that the model is robust and suitable for predictive purposes. The absence of serial correlation in the residuals confirms that there is no autocorrelation issue. Table 7 reveals a probability level of significance with a value of 0.000.

Table 7. ANOVA^b (analysis of variance)

Model	Sum of squares	df	Mean square	F	Significance	
2	Regression	227.123	1	112.243	2,122.507	0.000 ^a
	Residual	4.727	146	0.045		
	Total	128.000	147			

Note: a – predictors: (constant) procedural justice; b – dependent variable: continuance commitment

Source: made by the authors

This probability (0.000) is significantly smaller than the conventional threshold of 0.05, indicating the suitability of multiple regression models for predicting continuance commitment. The results of the regression analysis in the study indicate a noteworthy association between the independent variables related to procedural justice and continuance commitment. The assessment of the overall significance of the regression involves testing the null hypothesis, employing Fisher’s statistics as the testing tool. In this investigation, the calculated *F** value, standing at 2,122.507, is

statistically significant at a level of *p* < 0.05. Therefore, it can be confidently confirmed that there is a linear relationship between the dependent and independent variables within the model. Consequently, any suggestion that posits an absence of a significant relationship between these variables is dismissed. The evidence amassed underscores the individual and combined impact of the independent explanatory variable, procedural justice, on continuance commitment.

This research looked into the relationship between organisational justice and employee commitment in the

Nigerian banking sector. Based on the results of this research, it is clear that workers benefit when their employers allow for fair and just procedures (procedural justice and distributive justice). This, in turn, encourages workers to respond favourably to their employers through higher levels of dedication, goodwill, and output. Moreover, a high level of organisational justice resulted in enthusiastic support from workers. This demonstrates that when employees believe their workplace is fair, they are more invested in their work and feel a greater sense of loyalty to their employer.

Based on the results of the research, concrete suggestions for improving organisational justice and its impact on employee commitment in the Nigerian banking sector were required. Therefore, the following suggestions are made. Firstly, if employers want their employees to trust them and be committed to the company, they must foster an environment of organisational justice. Secondly, managers and supervisors should create and uphold policies and procedures that foster fairness within the company, as this is a key factor in motivating workers to invest in the company. Lastly, the banking sector must be fair to their employees if they want to inspire loyalty and productivity in the workplace.

After a thorough examination of the data and hypothesis testing, the study has established significant relationships. Specifically, a meaningful association between distributive justice and affective commitment within the Nigerian banking sector was found. Furthermore, there is also a noteworthy connection between procedural justice and continuance commitment in this sector. This corroborates the findings of S.O. Fafasakin (2021) in his research on the interplay between distributive justice, job satisfaction, and organisational commitment, which found no evidence that distributive justice had no influence on employees' performance. Findings reveal that distributive justice and job satisfaction all predicted organisational commitment. The results are also consistent with those of D. Novitasari *et al.* (2020), who also discovered that procedural justice significantly impacts employees' affective actions. The findings concluded that procedural justice has positive and significant impacts on employees' affective actions.

The results of this paper are in conformity with the research of N. Aeknarajindawat & K. Jermisittiparsert (2020), where they study a sample of Thai pharmacies to determine the impact of organisational justice on citizenship behaviour, job satisfaction, and financial outcomes. The research used a survey approach, with data collected through questionnaires, just like this paper's methodology. One hundred and seventy employees were selected at random. The data was analysed using the analysis of moment structures (AMOS) and the statistical package for the social sciences (SPSS). Predictably, the extent to which an organisation encouraged organisational justice was found to be substantially related to workers pro-organisational nationality actions. In addition, the results of this study are also in tandem with the study of A. Gori *et al.* (2020), in which 179 Italian workers were polled to learn more about the relationship between equitable working conditions and employee happiness, with organisational justice as a moderating variable. The researchers used three instruments to gauge topics like job satisfaction, adaptability, and a sense of organisational fairness. Their results showed that other types of organisational justice, such as procedural, distributive,

interpersonal, and informational justice, also had a positive effect on employees' levels of achievement in their places of employment.

The findings of the study are equally consistent with the work of A.D. Perainda *et al.* (2020), who looked at the correlation between employee satisfaction, annual reviews, and organisational justice. Questionnaire responses were analysed using regression and correlation to determine whether there is a link between justice in an organisation and performance reviews. Interactional justice was found to have a greater impact on appraisal satisfaction than organisational justice, which was discovered to have an important connection with job evaluation satisfaction. The other two forms of justice (interactional and procedural) and distributive justice were also strongly linked to performance evaluation. Another consistent study by T. Akram *et al.* (2020) looked into how organisational justice affected workers' propensity to be creative on the job in China's telecommunications sector. The study used structural equation modelling and confirmatory factor analysis of data from 345 participants. Their findings demonstrated that an environment of organisational justice promoted creativity and the exchange of ideas among workers. Knowledge sharing, organisational fairness, and employee creativity were also found to have a strong positive correlation. Their study's findings were restricted to certain aspects of the organisation, however, and no explanation was provided for the other dimensions of organisational justice.

Employees should then advocate for greater organisational justice with management to boost job satisfaction, loyalty, and retention. All of this will ensure that productivity rises, output rises, and the business and its workers continue to thrive. Based on the results of the research, concrete recommendations for improving organisational justice and its impact on workers' commitments in Nigeria's financial sector were required. These are: (I) if employers want their employees to trust them and be committed to the company, they must foster an environment of organisational justice; (II) if businesses want dedicated workers who will ensure the company's continued success through increased productivity, they should have and use a system of organisational justice in their dealings with their staff; (III) managers and supervisors should create and uphold policies and procedures that foster fairness within the company, as this is a key factor in motivating workers to invest in the company; and (IV) companies must be fair to their employees if they want to inspire loyalty and productivity in the workplace.

● CONCLUSIONS

This study looked into the relationship between organisational justice and employee commitment in the Nigerian banking sector. The findings of this study suggest that employees experience advantages when their employers implement fair and equitable procedures, fostering positive interactions among staff members. Consequently, employees are more likely to respond positively to their employers by exhibiting higher levels of commitment, goodwill, and productivity. The study highlights that a high level of organisational justice elicits enthusiastic support from employees, indicating that when employees perceive fairness in the workplace, they become more engaged in their work

and develop a stronger sense of loyalty to their employer. Therefore, transparent, fair, and effectively communicated decision-making procedures in the workplace inevitably lead to elevated levels of employee commitment and enhanced organisational productivity.

Research conducted within the Nigerian banking sector consistently shows a favourable connection between employees' perceptions of distributive justice and their affective commitment. When employees perceive that those rewards, including salary, advancements, and perks, are fairly allocated in accordance with their contributions and achievements, they tend to form a deeper emotional attachment to their organisation. The research indicates a positive link between perceptions of procedural justice and continuance commitment among employees. When

employees perceive that organisational procedures are fair, impartial, and consistently implemented, they are inclined to develop a commitment to the organisation based on the perceived costs of leaving, such as loss of benefits or seniority. Although this study focused on the Nigerian banking sector, it would be useful to conduct a comparative analysis across sectors, including agriculture, manufacturing, healthcare, oil and gas, and education, among others, to see if the findings generalise.

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● CONFLICT OF INTEREST

None.

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Організаційна справедливість та відданість працівників у банківському секторі Нігерії

Олуфемі Огункоя

Доктор філософії з бізнес-адміністрування
Університет Олабісі Онабанджо
м. Аго-Івоє, Нігерія
<https://orcid.org/0000-0001-7356-5086>

Олуватобі Соремекун

Бакалавр
Університет Олабісі Онабанджо
м. Аго-Івоє, Нігерія
<https://orcid.org/0009-0004-4877-6534>

Банджо Хассан

Доктор філософії з бізнес-адміністрування
Університет Олабісі Онабанджо
м. Аго-Івоє, Нігерія
<https://orcid.org/0000-0002-2569-6468>

Акім Фадеї

Магістр
Університет Олабісі Онабанджо
м. Аго-Івоє, Нігерія
<https://orcid.org/0009-0005-0700-7912>

Анотація. Незважаючи на потенційні переваги впровадження організаційної справедливості та відданості працівників у повсякденну діяльність, багатьом організаціям для цього бракує довгострокової стратегії, що робить це питання нагальним. Отже, метою цього дослідження було проаналізувати та дослідити організаційну справедливість та відданість працівників у банківській сфері Нігерії. У ході дослідження зібрано первинні дані шляхом заповнення 147 анкет із загальної кількості – 192. Зібрані дані протестовано та проаналізовано за допомогою методів описової статистики, множинної регресії та коефіцієнтів кореляції із використанням статистичного пакету для соціальних наук. Результати дослідження свідчать, що існує значний зв'язок між конструктами організаційної справедливості та прихильністю працівників. Результати показали, що існує сильний і значущий зв'язок між дистрибутивною справедливістю та афективною прихильністю в банківській галузі Нігерії ($R = 0,807$, $F^* = 2\,712,536$, $p < 0,05$), а результати регресії припускають, що незалежні змінні (дистрибутивна справедливість) мають значущий зв'язок з афективною прихильністю. Отримані дані свідчать про те, що організації надають пріоритет впровадженню чесних і справедливих процедур, що охоплюють як дистрибутивну, так і процесуальну справедливість. Результати показали, що існує значний позитивний зв'язок між процесуальною справедливістю та прихильністю до продовження співпраці ($R = 0,874$, $F^* = 2\,122,507$, $p < 0,05$), а також було визначено, що існує лінійна кореляція між залежними та незалежними змінними моделі. Ці результати підкреслюють важливість чесних і справедливих процедур в організаціях для отримання схвальних відгуків від працівників, таких як прихильність, позитивна поведінка і підвищення продуктивності. На основі отриманих результатів було зроблено висновки, що роботодавцям рекомендується визнати значні переваги, які може принести організаційна справедливість стосовно довіри працівників, їхньої відданості та бажання загального успіху для організації. Фахівці можуть використовувати висновки та пропозиції дослідження для розвитку систем соціалізації, залучення, навчання та розвитку у своїх організаціях

Ключові слова: справедливі процедури; розподільчий; процедурний; афективний; продовження; опитування