

The Nexus between Organizational Justice and Employees Job Satisfaction in deposit Money Banks in Nigeria

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Abstract: *This study examines the relationship between organizational justice and employee job satisfaction in Nigeria's deposit money banks, focusing on distributive, procedural, and interactional justice. Given the competitive and high-pressure nature of the banking sector, employee perceptions of fairness in reward distribution, decision-making, and interpersonal interactions significantly influence job satisfaction, retention, and overall performance. Using a cross-sectional survey design, data was collected from employees of First Bank Nigeria Plc, and analyzed using multiple regression techniques. Findings revealed that all three dimensions of organizational justice—distributive, procedural, and interactional—have a significant positive relationship with job satisfaction. The study highlights the need for fair compensation systems, transparent decision-making processes, and respectful workplace interactions to enhance employee morale and organizational success. Recommendations include improving reward structures, promoting fairness in workplace policies, and fostering positive communication between management and employees to sustain job satisfaction and productivity in the Nigerian banking sector.*

Keywords: *Organizational Justice, Job Satisfaction, Distributive Justice, Procedural Justice, Interactional Justice and Employee Morale.*

Introduction

Organizational justice and job satisfaction are pivotal concepts in understanding employee behavior and workplace dynamics (Aeknarajindawat & Jernsittiparsert, 2020). Organizational justice refers to employees' perceptions of fairness in resource allocation, decision-making processes, and interpersonal interactions within an organization (Atikbay & Öner, 2020). Job satisfaction, on the other hand, reflects employees' contentment with their roles, work environment, and organizational practices. These two constructs are intricately connected, influencing employee motivation, commitment, and performance. In the context of Nigeria's deposit money banks, where the sector faces immense pressure from competitive markets,

regulatory demands, and workforce expectations, examining the link between organizational justice and job satisfaction becomes critically important (Boutmaghzoute & Moustaghfir, 2021).

The banking sector in Nigeria serves as the backbone of the nation's financial system, facilitating capital allocation and economic growth. However, it is also marked by high employee turnover, job dissatisfaction, and perceptions of inequitable treatment (Maduabuchi & Udeh, 2024). These challenges can undermine organizational efficiency and employee productivity. Studies have shown that perceptions of justice—whether distributive (related to fairness in outcomes), procedural (fairness in decision-making), or interactional (fairness in interpersonal treatment)—play a significant role in shaping employees' job satisfaction levels (Malla & Malla, 2023). For Nigeria's banking institutions to thrive in an increasingly competitive global landscape, understanding and addressing these perceptions of fairness are crucial (Lottu, *et al.*, 2023).

Despite the critical role of organizational justice in shaping job satisfaction, there is a dearth of research focusing on this relationship within the specific socio-economic and cultural context of Nigeria (Pattnaik & Tripathy, 2023). Most studies on organizational justice and job satisfaction have been conducted in Western or developed economies, limiting their applicability to the unique realities of Nigerian workplaces (Oluyemisi *et al.*, 2024). Cultural dynamics, hierarchical organizational structures, and industry-specific challenges in Nigeria necessitate a localized examination of these constructs (Kom, 2022). This article seeks to address this gap by exploring how employees in deposit money banks perceive organizational justice and how these perceptions influence their job satisfaction.

The findings of this exploration hold significant implications for both academic inquiry and practical applications. For organizational leaders, understanding the nexus between justice and satisfaction offers a pathway to improve workforce morale, reduce turnover, and enhance organizational performance. For researchers, this study contributes to a broader understanding of justice and satisfaction within non-Western contexts, providing insights into how cultural and structural nuances mediate these relationships. By addressing these themes, the article aims to illuminate strategies for fostering fair, inclusive, and satisfying workplace environments in Nigeria's banking sector, thereby advancing both organizational success and employee well-being.

Statement of the Problem

The Nigerian banking sector, particularly deposit money banks, faces significant workforce challenges that hinder optimal organizational performance. Employee dissatisfaction, high turnover rates, and disengagement are prevalent, stemming from perceived inequities in workplace practices and interactions (Jones Carney, 2021). These perceptions are often tied to three critical dimensions of organizational justice: distributive justice (fairness in outcomes and resource allocation), procedural justice (fairness in processes leading to decisions), and interactional justice (fairness in interpersonal treatment and communication) (Malla & Malla, 2023). Understanding the influence of these dimensions on employees' job satisfaction is crucial, yet the sector lacks a comprehensive analysis tailored to its unique socio-economic and cultural context (Hariram *et al.*, 2023)

Distributive justice is especially pertinent in deposit money banks, where employees' perceptions of fairness in rewards, benefits, and workload distribution significantly impact their job satisfaction and commitment (Ibrahim *et al.*, 2022). Similarly, procedural justice plays a vital role, as employees evaluate the fairness and transparency of decision-making processes that affect their roles and career progression. Interactional justice, focusing on respect, dignity, and quality of communication in managerial interactions, further shapes employees' emotional well-being and their overall perception of the organization (Smith *et al.*, 2020). Despite the critical importance of these dimensions, there is limited empirical research examining their interconnected impact on job satisfaction within the Nigerian banking industry (Bashir & Gani, 2020).

This study seeks to address this gap by exploring how distributive, procedural, and interactional justice influence job satisfaction among employees in Nigeria's deposit money banks. By focusing on these specific dimensions, the research aims to provide actionable insights into how perceptions of fairness affect employee attitudes and behaviors. The findings will inform management strategies to foster equitable workplace environments, enhance employee satisfaction, and ultimately improve organizational performance. Through this lens, the study contributes to the broader discourse on organizational justice while offering context-specific solutions to workforce challenges in Nigeria's banking sector.

The study provided answers to the following research questions:

The study would provide answers to the following research questions:

- i. What is the relationship between distributive justice and employees' job satisfaction in First Bank?
- ii. What is the relationship between procedural justice and employees' job satisfaction in First Bank?
- iii. What is the relationship between interactional justice and employees' job satisfaction in First Bank?

Literature Review

Theoretical framework

Organizational Justice Theory

Organizational Justice Theory was first introduced by Jerald Greenberg in the late 1980s. The theory emphasizes the importance of fairness in the workplace and examines how employees perceive fairness in three key areas: distributive justice, procedural justice, and interactional justice (Przęczek, *et al.*, 2020). Distributive justice focuses on the perceived fairness of outcomes, such as pay and promotions; procedural justice concerns the fairness of processes used to determine those outcomes; and interactional justice relates to the fairness in interpersonal treatment, including respect and communication from superiors (Zayer & Benabdelhadi, 2020). Greenberg argued that when employees perceive fairness in these dimensions, they are more likely to exhibit positive behaviors, such as job satisfaction, loyalty, and higher productivity (Küçük, 2022).

Critics of Organizational Justice Theory argue that while the theory explains perceptions of fairness well, it may not fully capture the complexities of employee behavior. Some critics point out that fairness is subjective, meaning that different individuals may interpret fairness differently based on personal values, expectations, and cultural backgrounds (Mitchell *et al.*, 2021). Additionally, the theory largely focuses on cognitive perceptions of justice without accounting for emotional factors or other external variables, such as organizational culture or leadership style, which can also impact employees' feelings of justice (Aisha *et al.*, 2024). Another criticism is that the theory places a heavy emphasis on fairness without thoroughly exploring how employees react to perceived unfairness beyond job dissatisfaction, such as stress or burnout (Briganti *et al.*, 2023).

In relation to the relationship between organizational justice, fairness, and employees' job satisfaction, the Organizational Justice Theory provides a clear framework for understanding how fairness perceptions directly influence employee attitudes and behavior (Abdullah & Al-Abrow, 2023). When employees feel they are treated fairly in terms of outcomes, decision-making processes, and interpersonal interactions, they are more likely to experience higher job satisfaction (Judge *et al.*, 2020). Procedural and interactional justice, in particular, contribute to employees' perceptions of fairness and their sense of being valued within the organization. Fair treatment in these areas enhances employees' overall satisfaction, commitment, and performance, while perceptions of injustice can lead to dissatisfaction, turnover, and negative workplace behaviors (Dahri *et al.*, 2023). Thus, the theory helps explain why organizational justice is crucial for maintaining a satisfied and motivated workforce.

Conceptual Framework

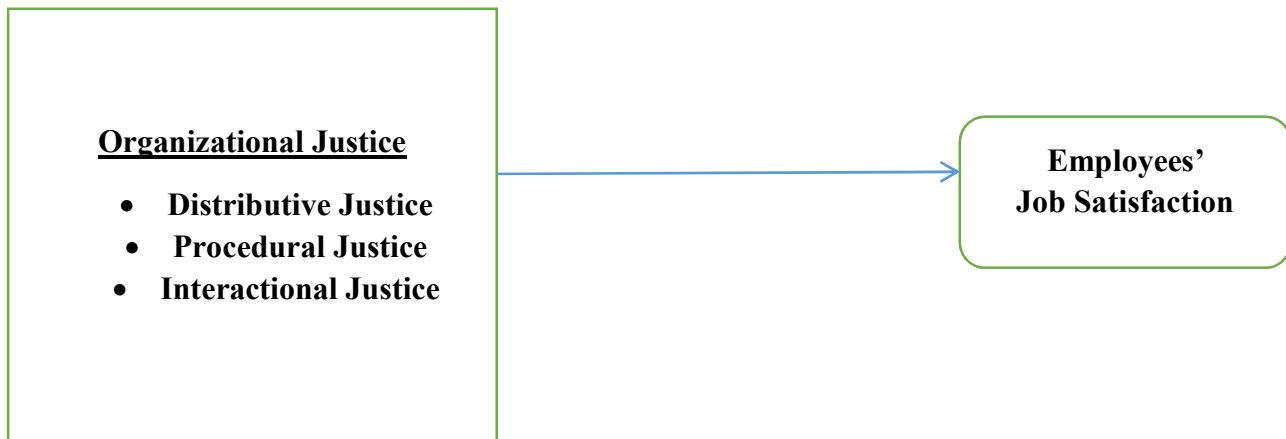


Figure 1: *Conceptual Framework of the Study*

Source: *Authors' Desk Research, (2025)*

Concept of Employee Job Satisfaction

Employee job satisfaction refers to the level of contentment and fulfillment employees feel regarding their job roles, work environment, and organizational relationships. It is a key indicator of how employees perceive their overall work experience, encompassing factors such as job duties, compensation, recognition, work-life balance, and relationships with supervisors and colleagues (Paudel *et al.*, 2024). Employees who are satisfied with their jobs are more likely to demonstrate

positive attitudes, be engaged in their work, and remain loyal to the organization (Dhir *et al.*, 2020). Job satisfaction not only influences individual performance but also plays a critical role in organizational success by reducing turnover, enhancing productivity, and fostering a positive workplace culture (Obeng *et al.*, 2024).

Job satisfaction is often driven by both intrinsic and extrinsic factors. Intrinsic factors include elements like personal achievement, growth opportunities, and the meaningfulness of the work itself (Mardanov, 2021). Employees who find their tasks challenging and rewarding, and who have the chance to develop new skills or advance in their careers, tend to report higher job satisfaction (Szromek & Wolniak, 2020). Extrinsic factors, on the other hand, involve external rewards such as pay, benefits, job security, and work conditions. Fair compensation, job stability, and a supportive work environment contribute significantly to an employee's overall sense of satisfaction. The combination of these intrinsic and extrinsic factors determines whether an employee feels satisfied or dissatisfied in their role (Ogundare, 2022)..

Job satisfaction has a direct impact on several organizational outcomes, including employee retention, performance, and overall organizational effectiveness. Satisfied employees are more likely to be motivated, engaged, and committed to achieving organizational goals. They are also less likely to experience burnout, which leads to lower absenteeism and turnover rates (Yandi & Havidz, 2022). Moreover, high job satisfaction is linked to better customer service, as employees who are content with their roles tend to exhibit more positive attitudes and behaviors toward clients and customers (Modica *et al.*, 2020). Conversely, low job satisfaction can result in decreased morale, lower productivity, and higher turnover, creating significant challenges for organizations in maintaining a stable and high-performing workforce. Therefore, fostering employee job satisfaction is crucial for long-term organizational success (Urme, 2023).

Concept of Organizational Justice

Organizational justice refers to employees' perceptions of fairness within their workplace, encompassing the processes, outcomes, and interpersonal interactions that occur in an organizational setting. It is a pivotal concept in organizational behavior and human resource management because it influences employee attitudes, behaviors, and overall organizational performance (Zayer & Benabdelhadi, 2020). When employees perceive their organization as fair, they are more likely to exhibit higher levels of commitment, trust, job satisfaction, and engagement (Lambert *et al.*, 2021). Conversely, perceived unfairness can lead to dissatisfaction, low morale, and counterproductive behaviors, such as absenteeism or turnover, making organizational justice a critical determinant of workplace harmony and productivity (Tufan *et al.*, 2023).

The concept of organizational justice is commonly divided into three dimensions: distributive justice, procedural justice, and interactional justice (Przęczek *et al.*, 2020). Distributive justice relates to the perceived fairness of outcomes, such as salaries, promotions, and resource allocations, and is often evaluated against equity, equality, or need-based principles. Procedural justice focuses on the fairness of the processes used to determine these outcomes, emphasizing transparency, consistency, and the opportunity for employees to voice their opinions (Lünich *et al.*, 2024). Finally, interactional justice addresses the quality of interpersonal treatment and communication employees receive, highlighting respect, empathy, and honesty as essential elements. Together, these dimensions provide a comprehensive framework for understanding how fairness perceptions influence workplace dynamics (Tran *et al.*, 2021).

Organizational justice extends beyond individual attitudes to impact broader organizational outcomes. A fair organizational environment fosters trust between employees and management, reduces workplace conflict, and promotes a culture of collaboration and respect (Erdoğan *et al.*, 2022). Furthermore, it can enhance organizational reputation, attract and retain talent, and drive long-term success (Al Aina & Atan, 2020). By addressing fairness across its three dimensions, organizations can create inclusive and equitable work environments that not only satisfy employees but also contribute to achieving strategic objectives. As such, understanding and implementing principles of organizational justice is crucial for sustaining a productive and motivated workforce (Im & Chung, 2023).

Empirical Review

Agbim *et al.*, (2021) explored the relationship between distributive justice and employee performance in deposit money banks. The study highlighted that employees' perceptions of fairness in reward distribution significantly influence their job satisfaction. It revealed that inequities in pay structures and resource allocation often lead to job dissatisfaction and reduced morale among banking employees. The findings suggest that addressing distributive justice can enhance satisfaction and performance levels within the sector.

Mulang, (2022). explored the combined effects of organizational justice dimensions on employee outcomes, including satisfaction, motivation, and intent to quit. The study revealed that perceptions of fairness across all dimensions significantly reduce turnover intentions and enhance satisfaction. It advocated for integrated policies addressing fairness in rewards, processes, and interpersonal interactions to create a supportive work environment.

Edosomwan *et al.*, (2023) examined how organizational justice dimensions predict job satisfaction and associated employee behaviors, such as sabotage or constructive engagement. They found that distributive and procedural justice were strong predictors of job satisfaction, while interactional justice mediated employees' emotional responses to organizational decisions. Their findings suggested that a combined focus on all three dimensions is essential for fostering a positive workplace environment.

Akpan, (2023). focused on procedural justice and its role in fostering organizational citizenship behaviors in deposit money banks in Rivers State. The study demonstrated that fair and consistent procedures not only enhance job satisfaction but also encourage employees to engage in discretionary behaviors that benefit the organization. The research underscored the need for transparent and participatory decision-making frameworks to sustain satisfaction and loyalty.

Çalık and Adam (2023) examined organizational justice in the banking sector, emphasizing its impact on job satisfaction and organizational outcomes. Their findings indicated that all three justice dimensions—distributive, procedural, and interactional—positively correlate with job satisfaction. Procedural justice, particularly transparency in decision-making processes, emerged as a critical factor influencing employees' perceptions of fairness and their satisfaction levels.

Nwabuatu *et al.*, (2023) investigated how interactional justice—particularly respect and interpersonal treatment—affects job satisfaction and employee commitment. Their findings emphasized that respectful and empathetic interactions between managers and employees significantly boost satisfaction levels. The study highlighted the need for training programs to develop managerial skills in effective communication and interpersonal relations.

Filling the gaps from these studies led to the following hypotheses:

- H₀₁: There is no significant relationship between distributive justice and employees' job satisfaction in First Bank.
- H₀₂: There is no significant relationship between procedural justice and employees' job satisfaction in First Bank.
- H₀₃: There is no significant relationship between interactional justice and employees' job satisfaction in First Bank.

Methodology

The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through structured questionnaire. The population of the study was drawn from selected branch staff of the sixteen thousand, 16,000 staff of first banks Nigeria Plc specifically from Bauchi, Enugu and Abia state totaling two hundred and fifty eight (258). The researchers determined a sample size of 150 participants using the Krejcie and Morgan Table (1970). Simple random sampling was employed in this investigation. The study instrument was evaluated and authorized by the experts and the Cronbach Alpha coefficient indicated that all items achieved a score over 0.70.

Table 1: Reliability Statistics for the Study Variables

S/No	Construct/Variables	Number of Items	Number of Cases	Cronbach Alpha
1	Distributive Justice	5	148	.976
2	Procedural Justice	5	148	.963
3	Interactional Justice	5	148	.886
4	Employees' Job Satisfaction	5	148	.783

Source: SPSS Output, 2025

The hypothesis was tested using Multiple Regression. The tests were carried out at a 0.05 significance level.

Data Analysis and Results

A significance level of 0.05 was chosen as the threshold for determining the probability of accepting the null hypothesis when $p > 0.05$, or rejecting the null hypothesis when $p < 0.05$. This study aimed at examining the nexus between organizational justice and employees' job satisfaction in first bank Nigeria Plc.

Table 2: Correlation Matrix for the Relationship between Organizational Justice and Employee Job Satisfaction

			Employee Job Satisfaction	Distributive Justice	Procedural Justice	Interactional Justice
Spearman's rho	Employee Job Satisfaction	Correlation Coefficient	1.000	.613*	.559**	.661**
		Sig. (2-tailed)	.	.047	.000	.000
		N	148	148	148	148
	Distributive Justice	Correlation Coefficient	.613*	1.000	.176	.237
	Sig. (2-tailed)	.047	.	.270	.135	
	N	148	148	148	148	
	Procedural Justice	Correlation Coefficient	.559**	.176	1.000	.582**
	Sig. (2-tailed)	.000	.270	.	.000	
	N	148	148	148	148	
	Interactional Justice	Correlation Coefficient	.661**	.237	.582**	1.000
	Sig. (2-tailed)	.000	.135	.000	.	
	N	148	148	148	148	

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, (2025)

From the table above, it was discovered that:

There was a significant positive relationship between Distributive Justice and Employee Job Satisfaction as the correlation between distributive justice and job satisfaction was $r = .613$, $p = .047$. Since the p-value is less than 0.05, the null hypothesis earlier stated was rejected and the study concluded that there is a significant positive relationship between distributive justice and employee job satisfaction.

There was a significant positive relationship between Procedural Justice and Employee Job Satisfaction. The correlation between procedural justice and job satisfaction is $r = .559$, $p = .000$. Since the p-value is less than 0.01, hence the study rejected the null hypothesis and conclude that there is a significant positive relationship between procedural justice and employee job satisfaction.

Similarly, there is a significant positive relationship between Interactional Justice and Employee Job Satisfaction. The correlation between interactional justice and job satisfaction is $r = .661$, $p = .000$. Since the p-value is less than 0.01, the study rejected the null hypothesis and conclude that there is a significant positive relationship between interactional justice and employee job satisfaction.

Discussion of Findings

The findings of this study align with and reinforce the conclusions of previous research on organizational justice and employee job satisfaction. The study established that distributive justice, procedural justice, and interactional justice all have a significant positive relationship with job satisfaction in Nigeria's deposit money banks. This is consistent with Adams' (1965) Equity Theory, which posits that employees compare their input-output ratios with others and experience satisfaction when they perceive fairness in reward distribution. Similarly, Hasyim and Bakri (2024) and Yu and Santos (2025) emphasized that distributive justice, particularly equitable salary structures, promotions, and performance-based incentives, significantly influences job satisfaction. The study's findings indicate that employees in Nigeria's banking sector are more satisfied when they believe that rewards and benefits are fairly allocated, reinforcing prior research in this domain.

Regarding procedural justice, the study found that employees who perceive fairness in decision-making processes, career advancement policies, and grievance-handling mechanisms report higher job satisfaction. This supports the works of Jiang and Shen (2023) and Thelen and Formanchuk (2022), who argued that transparent and consistently applied organizational procedures foster trust and employee morale. Furthermore, O'Callaghan (2024) and Addae and Boso (2021) demonstrated that procedural justice enhances employees' confidence in management, reducing turnover intentions and dissatisfaction. In the Nigerian banking industry, where career progression is highly competitive, the study confirms that clear and fair promotional criteria, non-biased performance evaluations, and inclusive decision-making processes contribute significantly to job satisfaction.

The study's findings on interactional justice also align with prior literature. It was established that employees who experience respectful communication, fairness in managerial interactions, and supportive leadership exhibit higher levels of job satisfaction. This supports Küçük (2022) concept of interactional justice, which emphasizes that fair treatment, effective communication, and managerial respect directly impact employees' workplace perceptions. Thompson et al., (2021) and Gupta et al., (2021) similarly found that interactional justice improves employee engagement and satisfaction by fostering a positive organizational culture. In Nigeria's banking sector, where hierarchical structures often create workplace tensions, the study underscores the importance of training managers in effective communication, empathy, and ethical leadership to enhance employee job satisfaction.

Overall, the findings not only confirm but also extend existing knowledge on organizational justice and job satisfaction, particularly within the Nigerian banking industry. While previous studies have

extensively examined these relationships in Western and Asian contexts, this study provides a localized perspective, highlighting how cultural, economic, and sector-specific factors influence fairness perceptions in Nigeria's deposit money banks. The study reinforces the universal significance of organizational justice in fostering employee satisfaction and productivity while advocating for context-specific HR strategies to improve workplace fairness in Nigeria's financial sector.

Conclusion and Recommendations

The findings of this study underscore the significant impact of organizational justice on employee job satisfaction within Nigeria's deposit money banks. The study established that distributive justice, procedural justice, and interactional justice all have a positive and significant relationship with job satisfaction. Employees who perceive fairness in reward distribution, decision-making processes, and interpersonal treatment are more likely to exhibit higher job satisfaction, commitment, and productivity. Given the high-pressure work environment of the banking sector, fostering fairness in these dimensions is crucial to reducing turnover, enhancing morale, and improving overall organizational performance.

Despite these findings, challenges such as inequitable reward systems, opaque decision-making processes, and poor communication practices still exist within Nigeria's banking sector. Addressing these issues requires deliberate policy interventions, enhanced managerial training, and strategic human resource practices aimed at promoting a culture of fairness and inclusivity. Banks must prioritize transparent decision-making, equitable compensation structures, and respectful workplace interactions to sustain a motivated and satisfied workforce. These measures will not only boost employee morale but also contribute to long-term organizational success by fostering a positive workplace climate.

In conclusion, this study contributes to the broader understanding of organizational justice and job satisfaction within the Nigerian banking sector. It highlights the need for organizations to implement fairness-driven policies and practices to enhance employee well-being. Future research should explore the mediating effects of organizational culture, leadership style, and employee engagement on the relationship between organizational justice and job satisfaction. By addressing these gaps, deposit money banks in Nigeria can create a more equitable, productive, and resilient workforce, ultimately strengthening their position in the financial sector.

The study thus recommended that:

- i. First Bank should implement fair and transparent compensation structures that ensure employees perceive equitable reward distribution. Salary scales, bonuses, and promotions should be merit-based and clearly communicated to prevent dissatisfaction and resentment among employees. Regular employee feedback mechanisms should be established to address concerns regarding reward fairness.
- ii. The bank should enhance transparency in decision-making processes by ensuring that promotion criteria, performance evaluations, and disciplinary actions are conducted fairly and consistently. Establishing open communication channels, employee involvement in decision-making, and clear policy guidelines will help foster trust and job satisfaction among staff.
- iii. Managers and supervisors should be trained in effective leadership, communication, and interpersonal skills to promote a respectful and supportive work environment. Encouraging

regular feedback sessions, conflict resolution mechanisms, and fair treatment of all employees will improve workplace relationships and enhance employee morale and commitment.

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