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Exploring the moderating effect of organisational climate on organisational justice and employees' commitment in selected Nigerian banking sectors

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Abstract

Organisations are currently facing challenges due to internationalization and fundamental shifts in industries worldwide. The Nigerian banking sector is experiencing exceptional difficulties and competitive forces such as the issue of managerial decisions, perceptions of inequality, unfair treatment and a poor connection between individuals and their work environment. As a result, this study aims to acquire improved knowledge of how organisational justice and climate variables influence employee engagement in this industry. This investigation took a descriptive research technique. There were 361 questionnaires issued but only 332 were returned. 91.97% of the questionnaires examined were returned which is considered satisfactory for this study. Descriptive statistics were analysed using Statistical Packages for the Social Sciences (SPSS) while inferential statistics were used to evaluate the generated hypothesis using SEM-PLS. The findings showed that organisational climate does not moderate the relationship between organisational justice and employees' commitment but organisational justice has a direct relationship with employees' commitment. It can be concluded that organisational climate does not moderate the relationship between organisational justice and employees' commitment. Organisational stakeholders should make informed choices and implement successful strategies to improve employee well-being and organisational outcomes by understanding the relationship between organisational justice and employees' commitment.

Keywords: Employees, Commitment, Organisation, Justice, Climate, Banking.

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1. Introduction

Employee commitment stands as a cornerstone for organisational success and resilience in the dynamic and competitive landscape of the twenty-first century workplace [1]. A variety of difficulties including managerial decisions, perceptions of inequality and a poor connection between individuals and their work environment contribute to financial institutions in Nigeria facing significant obstacles and competitive forces [2]. Organisational climate has a substantial impact on employee well-being which has a significant effect on the quality and amount of work done in an organisation. A positive organisational climate is crucial to the efficient operation of a workplace to encourage high levels of performance and employees' commitment [3].

Organisational climate is a significant area of study in industrial and organisational psychology that distinguishes people from others. Organisational climate portrays an individual's impression of the work environment to which they belong [4]. Individual impressions or attitudes about an organisation are measured by organisational climate. The organisational work atmosphere shapes employees' perceptions and conduct inside an organisation. The notion of justice that is nearly as old and as essential as human history has an impact on both social and organisational life [5]. Organisational climate refers to the prevailing atmosphere or environment within an organisation as perceived by its members. It encompasses the shared perceptions, attitudes and behaviours exhibited by individuals within the organisation, reflecting their collective experiences, beliefs and values. Organisational climate is influenced by various factors such as leadership styles, communication patterns, reward systems, work policies and interpersonal relationships. These elements influence the general experience or environment of the company and how staff members see their working conditions and interact with colleagues and superiors.

Organisational justice is regarded to have a significant influence on determining the overall climate of organisations in this situation. Employees' perceptions of fairness are also strengthened when they believe their opinions are appreciated and they have the opportunity to provide input and influence choices. A workplace environment that encourages employee voice increases commitment by increasing employees' sense of ownership and participation in the organisation.

Management personnel need to focus on the organisational environment to keep up with competitors and retain a competent employee [6]. According to Adisu and Amentie [7], organisational justice and employees' commitment both assist organisations to maximize the potential of their employees by creating an environment of unity and collaboration in the firm. Organisational justice refers to perceived fairness in workplace decisions, interactions and resource allocation, comprising distributive, procedural, interactional and informational dimensions. Distributive justice concerns fairness in outcomes like rewards and promotions relative to employees' inputs and contributions. Procedural justice focuses on the fairness of decision-making processes emphasizing transparency, consistency and employee participation. Interactional justice involves respectful treatment, effective communication and empathy in interpersonal interactions between employees and authorities. Informational justice is defined as the accuracy and quality of information provided to employees about organisational decisions. It influences employee attitudes, behaviours, job satisfaction and outcomes, fostering trust, commitment and engagement. Upholding organisational justice principles leads to positive organisational climates, employee morale and effectiveness. It enhances performance, retention and competitive advantage. Employee commitment is the dedication, loyalty and emotional investment in an organisation's goals and values. It includes affective, continuance and normative dimensions. High employee commitment leads to greater job satisfaction and performance as well as lower turnover rates. Committed employees are more likely to engage in organisational citizenship behaviours and support the organisation's objectives. Organisations foster commitment through supportive environments, growth opportunities, recognition and transparent communication. Cultivating a culture of trust and respect enhances employee commitment and drives sustainable organisational success.

The concept of organisational justice widely regarded as a critical element of organisational climate requires thorough examination concerning its impact on employees' commitment. The literature review focuses on several areas of organisational justice research particularly its impact on employee retention, organisational performance and other core organisational operations. Although several countries have conducted organizational justice studies, little exists about the Nigerian banking sector's implementation of organizational justice and how it influences employee commitment. Furthermore, prior research in Nigeria has mostly concentrated on sectors such as healthcare, public administration and manufacturing, leaving a gap in understanding the importance of organisational justice in the banking industry. Furthermore, Nigeria may not have completely achieved its potential in human resource management due to a conceptual gap in the country's organizational justice studies. This research aims to address that gap by providing information about the benefits of adopting organizational justice in Nigerian organizations.

Additionally, there is a theoretical gap in the application of Herzberg's two-factor theory to organisational justice as most scholars use organisational justice theory to investigate the link between variables. Moreover, there is a lack of study on how organisational justice and organisational climate interact to impact employees' commitment in the Nigerian banking sector despite earlier studies investigating their effects independently.

The study's objective and research question are as follows:

Research Question: To what extent does organisational climate moderate the relationship between organisational justice and employees' commitment of selected Nigerian banking sectors?

Research Objective: To explore the moderating effect of organisational climate on organisational justice and employees' commitment in selected Nigerian banking sectors.

2. Literature Review

2.1. Conceptual Review

2.1.1. Organisational Justice

According to [Sheeraz, et al. \[8\]](#) organisational justice refers to the legitimacy of an organisation's decision-making process as well as the manner in which employees are treated on an individual basis. As a result, the concept of organisational justice can be said to have an essential role in employees' commitment in terms of the relationship and strength of interactions among the employees [\[5\]](#). [Greenberg \[9\]](#) originally presented organisational justice which concerned how employees perceived the actions, decisions and behaviours of their employers and how these had an impact on their attitudes and conduct at work [Herbert \[10\]](#). [Greenberg \[11\]](#) asserted that a general impression of fairness inside the organisation is presented by organisational justice. [Abbasi et al. \[12\]](#) posited that any unfair conduct has the potential to cause several attitude issues. As a result, it significantly affects an organisation's ability to prevent workplace deviance [\[13\]](#). On the contrary perspective, a lack of justice may encourage employee workplace deviance [\[14\]](#).

[Akar and Çelik \[15\]](#) consented that employee thoughts on the distribution of the workplace's financial, human and social resources as well as the effectiveness of their interactions with managers are referred to as organisational justice. Workers often assess whether the awards they acquired are commensurate with their contributions to the organisation and even with those of their co-workers. In the light of this, [Cugueró-Escofet et al. \[16\]](#) suggested that organisational justice is the sense of justice that members of an organisation rate to determine if the organisation is fair in their perspectives.

Furthermore, according to [Herminingsih \[17\]](#) the concept of organizational justice refers to the objective perspectives on interactions between members of an organisation including those with peers, superiors, and subordinates as well as the organisation as a social structure. [Olufayo and Akinbo \[18\]](#) asserted that fairness in the workplace ensures that workers have confidence in the system and its procedures. It is critical to keep in mind that distributive justice is based on equity not equality [\[19\]](#). Equality indicates that every employee receives the same treatment regardless of their level of labour or impact. Equity describes outcomes that are a direct result of a specific person's efforts and contributions. The concept "organisational justice" means both the methods used to decide how resources and results are distributed within an organisation and their perceived fairness [\[20\]](#). Distributive justice, procedural justice and interactional justice are the three basic dimensions of organisational justice [\[21\]](#).

Distributive justice refers to the fairness that employees feel when resources are allocated in accordance with their contributions and performances. Distributive justice is based on social exchange theory based on two assumptions about human behaviour: the presence of a social exchange process and individuals' perception of fairness [\[22\]](#). According to distributive justice, employees have a positive attitude towards rewards like pay or promotions that meet their expectations. The planned equality with relation to results, proper compensation for employee labour and opportunity for professional progression is distributive justice [\[23\]](#). Organisational consequences of distributive justice on employee attitudes and actions are significant. According to [Wiseman and Stillwell \[24\]](#), one's opinions of distributive justice are significantly linked to their level of satisfaction with their own results such as their wage. Employees who feel they are not being adequately rewarded for their labour experience more stress, decreased confidence and less self-worth. They also have less trust in their supervisors are less committed to the firm, have a lower rate of satisfaction with their work and are prone to quit their jobs. Organisations may promote distributive justice by establishing equitable and transparent incentive programs, ensuring uniformity in decision-making procedures, allowing staff participation in resource distribution and revealing the rationale behind award distribution.

Organisations can increase employee satisfaction, loyalty and overall organisational effectiveness by developing a feeling of fairness in the allocation of results.

Procedural justice is the incentive given to employees based on fair practices and values. It is characterized as the decent of techniques by which execution is evaluated. According to [Dahanayake et al. \[25\]](#), the degree to which employees respect rules and regulations the procedure for making choices is known as procedural justice which is the impartiality of the procedure selected and linked to the outcomes. [Abaslim et al. \[26\]](#) and [Genty et al. \[27\]](#) posited that members' loyalty to the organisation is based on moral considerations. Although it has been proven to be a crucial component for effective and efficient management and employee's retention, there is little proof that justice is being used [\[28\]](#).

Interactional justice is how management handles recipients of justice in connection to organisational operations. It has to do with how an organisation conducts its decision-making process. According to the concept of organisational fairness, individuals' perceptions of fairness in their interactions with others are evaluated by interpersonal justice [\[29\]](#). For example, in a situation in which an employee was dismissed from an organisation, the reasons for the employee's termination should be explained to give a good impression on the employee and organisation. By encouraging politeness and respect among employees, establishing open and transparent communication channels, providing opportunities for feedback and employee voice, training managers and supervisors in interpersonal skills, and all of the above, organisations can promote interactional justice. Organisations can improve the calibre of interpersonal connections, employee dedication and trust through fostering interactional fairness. It enhances employee wellbeing, fosters organisational performance, and contributes to a healthy work environment.

2.1.2. Organisational Climate

According to [Lewin et al. \[30\]](#) the notion of organisational climate initially emerged in the early 1900s and essentially includes some significant aspect that impacts how people (workers) conduct and operate in the workplace. These variables are thus divided into internal and external elements, both of which have an impact on how employees behave within the organisation. The internal determinants include things like the workplace, pay scales, workload and employees'

psychological sense of identity within the company. According to Babatunde et al. [31], the workplace has a significant impact on how employees view the place of work which determines their level of fulfilment and engagement to achieve organisational productivity.

The atmosphere that one experiences when entering an organisation can be referred to as the organisational climate. The culture of an organisation is reflected in how its employees view its methods, how they are implemented, how the principals behave, how compensation is determined and what is and is not acceptable [32]. A set of variables known as organisational climate decide and set one organisation apart from another [33]. The organisational climate has been studied in organisational behaviour research as a crucial component in comprehending employee work-related behaviour since the late 1960s. Organisational climate provides the psychological experiences that employees experience at work [34]. The psychological climates and employee perceptions of their workplaces are added together to form the organisational climate. Accurately characterizing the environment in an organisation is challenging because it is based on employee perceptions [35].

Employees are more likely to feel motivated, committed and fulfilled in their jobs when they perceive a supportive and loving work environment. Employees are more inclined to put their effort and talents into accomplishing corporate goals when they feel respected, encouraged and empowered. Employee loyalty rises when there is a strong workplace climate because people are more likely to stay in a place where they feel valued and supported. Employees are more inclined to contribute to innovation and problem-solving activities when they feel psychologically comfortable sharing their ideas and taking risks. Stress levels are lower and employee well-being is promoted in a supportive environment that encourages open communication, work-life balance and support.

For this research, the following variables of organisational climate such as organisational support, organisational structure and organisational communication will be explored and explained in relation to organisational justice and employees' commitment. These variables were identified by Calim et al. [36], Li and Mahadevan [37], Rhoades and Eisenberger [38], Sanchez [39], Stringer [40] and Vasudevan and Iqbal [41].

Organisational support simply means the level to which workers believe their workplace values and are concerned about their achievement is known as organisational support. This can take many different forms including access to tools and information, chances for professional growth, fair and competitive pay, supportive working relationships and open communication. Organisational support depicts the interaction between employees and organisations from the viewpoint of workers' opinions. It has been demonstrated to provide significant advantages for both employees and organisations [42].

According to Sen et al. [32] the general perception among employees that their company recognizes how they contribute and is concerned about their welfare or perceived organisational support is vital. In other words, organisational support is the perception of an organisation's dedication to its workforce. High levels of organisational support lead to increased job satisfaction, improved performance and organisational commitment which reduce stress and turnover [43]. Organisational structure refers to the design and placement of an organisation's components such as employee reporting, resource distribution and labor division. Research indicates a positive relationship between a decentralized organisational structure and distributive fairness and affective commitment because a more widely distributed decision-making authority increases employees' belief in the proper allocation of outcomes and their sense of commitment to the firm [44, 45]. Conversely, procedural justice positively correlates with a flatter organisational structure whereas these factors negatively correlate with a more hierarchical structure. When a select few at the top of the organisation control the decision-making authority, employees may be less likely to believe that policies are impartial and fair.

Organisational communication is the activity of sharing messages and knowledge within an entity to achieve common goals. It includes formal and informal channels of communication as well as lateral, upward and downward channels. Information gathering and sharing within the place of work are referred to as organisational communication. This covers both verbal and written communication in addition to non-verbal cues like tone of voice and body language. Building and maintaining relations among employees and between employees and management depend on effective organisational communication. The sense of organisational fairness can be improved by effective communication which increases employee commitment. On the other hand, poor communication can cause a sense of injustice and reduce employee dedication.

2.1.3. Employees' Commitment

According to Otamiri et al. [46] employee commitment is defined as the openness, receptivity and devotion that employees demonstrate towards the procedures and endeavours of the workplace. Workers that are dedicated to their employment will perform at the highest level possible and help the organisation acquire a competitive edge. According to Herminingsih [17] if employees are highly committed, the organisation will benefit from increased productivity, high-quality work and employee satisfaction as well as lower levels of tardiness, absenteeism and turnover. An organisation should fully uphold employee rights to foster high levels of loyalty and dedication among its workforces. Employee commitment is a quality that distinguishes interactions between workers and organisations and has an impact on people's decisions to remain with or leave the organisation.

Additionally, committed personnel build a bond with an organisation, connect to their careers, form bonds with co-workers, perform better and benefit the company more [47]. Employee commitment is defined as the emotional connection that exists between a worker and the organisation, its objectives and their desire to remain with the organisation over the long term throughout its activities [48]. According to Stackhouse et al. [49] it refers to a worker's psychological engagement in a job with a sense of joy and enthusiasm towards the tactical attainment of organisational goals. Employees are sadly becoming disengaged from their organisations for various reasons as they frequently record less hours of work per

day before taking time off to take care of personal matters, entertain visitors or attend programs at the expense of the organisation [50].

Employee loyalty to a company can develop for several reasons. Hence, commitment might take on several shapes depending on the situation. Scholars have developed the three-dimensional framework of commitment based on the viewpoint of the employee [51-53]. They consist of affective commitment, normative commitment and continuance commitment.

According to [Rahaman et al. \[54\]](#) affective commitment is the most valuable of the three types of organisational commitment in terms of predicting the employee retention rate. [Karem et al. \[19\]](#) concerted that when people accept an organisation's values and objectives, their emotional commitment increases and they prefer to stick with it and help it complete its purpose because they feel free to do so. According to [Nuo and Hee \[53\]](#) a worker's affective commitment to a firm is influenced by the personal decisions they make to remain loyal to it.

Normative commitment means an employee's sense of obligation for their position or organisation that prevents them from leaving the organisation. [Budomo \[55\]](#) asserted that when an employee feels that they "ought" to continue working for their organisation, they are said to have a normative commitment to that organisation.

Continuance commitment is the conviction that it would be expensive to leave the organisation. Suppose an individual has a strong desire to maintain continuity such an individual will then continue labouring for a firm out of a sense of responsibility. For instance, a person can think that leaving their job will cause them to remain unemployed for an excessively lengthy time. On the other hand, leaving a reputable institution may make one feel as though they have lost their prestige [56].

2.2. Theoretical Review

2.2.1. Organisational Justice Theory

Greenberg developed the organisational justice theory in 1987 based on a ground-breaking study that was published in the *Academy of Management Review*. Although many scholars have contributed to the development of organisational justice theory over the years, Greenberg is among the most important scholars in this field. He is recognized as one of the pioneers of the philosophy of organisational justice. Greenberg included three types of justice in his paradigm for comprehending organisational justice: distributive justice, procedural justice and interactional justice. This theory assumes that an employee's perception of fairness within the firm may influence their attitudes and behaviours which may have a favourable or unfavourable effect on their performance and the company as a whole [9]. The organisational justice theory postulates that employee attitudes and behaviours such as satisfaction at work, workplace commitment, management trust, and readiness to engage in citizenship behaviour are significantly influenced by employees' perceptions of fairness. Moreover, organisational justice theory posits that management practices can affect how employees feel about fairness at work.

The organisational justice theory has certain drawbacks though useful in assisting scholars and professionals in understanding the importance of justice in the workplace. Organisational justice theory stresses how important justice perceptions are in influencing employee attitudes and behaviours; it sometimes lacks a clear grasp of how views of justice affect outcomes like productivity, performance and turnover. A lack of attention to contextual elements and organisational justice theory frequently focuses on individual-level elements such as distributive justice and procedural justice that affect perceptions of fairness and justice. Fairness and justice significantly influence employees' perceptions and attitudes towards their workplace, forming the organisational climate. Employees are more likely to have positive opinions about the organisation and a better work environment when they believe their employer treats them fairly and justly. On the other hand, commitment refers to employees' emotional attachment and devotion to the company. Employees who perceive fair and just treatment from their employer tend to be more devoted to the organisation exhibiting behaviours such as higher work satisfaction, organisational citizenship and reduced intention to leave. Conversely, when they believe their employer treats them unfairly, it can lead to unfavourable behaviours such as reduced job satisfaction, absenteeism and turnover. Organisations should strive to create a more positive organisational climate and boost employee commitment by establishing a fair and just work environment. The Herzberg two-factor theory offers a more personalized framework for understanding the elements that motivate or influence employee commitment.

2.2.2. Herzberg Two-Factor Theory

In 1959, psychologist [Herzberg \[57\]](#) propounded the two-factor theory of motivation. Hygienic factors and motivators, according to Frederick Herzberg's two-factor theory of motivation influence employee motivation and satisfaction. Hygienic factors such as job security, remuneration, working conditions, organisational regulations and supervision, prevent work-related discontent but do not guarantee job fulfilment. Their absence may cause discontent and lower motivation. Motivational elements such as success, acclaim, accountability and opportunities for personal development directly affect job satisfaction. Motivators have a greater role in fostering job satisfaction and employee motivation than hygiene considerations. The study can investigate how organisational justice and climate act as hygiene factors or motivators, impacting employees' job satisfaction. Commitment directly correlates with job satisfaction and employees who are satisfied are more likely to exhibit commitment. This study can emphasise the specific features driving employees' commitment by studying factors within organisational justice and climate that operate as motivators such as fair treatment, supportive communication and opportunities for growth and development.

According to research by [Awosika et al. \[58\]](#) perceptions of distributive, procedural and interactional justice significantly influence employee satisfaction, motivation and loyalty to an organization. Similarly, [Akinboye, et al.'s \[59\]](#)

study on Nigerian banks found that organisational justice significantly impacts job satisfaction while motivators and hygiene factors positively affect employee satisfaction and commitment. Herzberg's theory suggests that workplace elements like personal development and recognition significantly impact employee motivation and job satisfaction. Organisations can increase employee commitment by providing opportunities for personal growth and appreciation as well as ensuring fair and equal workplace regulations to foster employee loyalty. Employers can do this to improve employee commitment to the organisation by boosting their motivation and job satisfaction. Furthermore, Herzberg's two-factor approach, motivators and hygiene aspects both influence employee motivation as well as satisfaction with work and loyalty to the company.

2.3. Empirical Review

According to research by [Su et al. \[60\]](#) and [Zhang et al. \[61\]](#) organisational justice is positively correlated with employee commitment. [Colquitt et al. \[62\]](#) explored the impacts of distributive, procedural and interactional justice on employee attitudes and behaviours and offered an updated assessment of the literature on organisational justice. The researchers discovered that employee commitment was positively correlated with all three types of justice. According to the researchers' [\[2\]](#) opinions and observations, the deposit money bank personnel in Rivers State have a low level of commitment to their professions. [Leedum \[63\]](#) highlighted the ongoing absence from work, unproductive discussion, low productivity and an increasing desire to quit across Nigerian commercial bank employees in justification of the argument, all of which indicate a lack of dedication on the part of the workforce.

Moreover, studies have demonstrated that organisational fairness might affect workers' intentions to leave their jobs. According to a study by [Fida et al. \[64\]](#) nurses' intentions to leave Canadian hospitals were adversely correlated with both distributive justice and interactional justice. According to a study by [Liu et al. \[65\]](#) affective commitment or workers' emotional ties to their company was positively correlated with both procedural fairness and interactional justice. The organisational climate which refers to employees' shared perceptions of the workplace, links employee commitment and organisational justice. Studies have shown that perceptions of the workplace moderate the relationship between organisational justice and employee commitment [\[66\]](#). In India, workers' feelings about their working environment influence their attitudes and behaviours towards the organisation. In Pakistan, the organisational climate also moderates the relationship between organisational justice and commitment [\[67\]](#). A study by [Jiang et al. \[68\]](#) found that organisational justice positively influences employees' emotional attachment to the organization. A positive organisational climate that promotes fairness and justice can lead to higher levels of affective commitment. [Zafar and Butt \[69\]](#) found a positive relationship between organisational justice and employees' commitment to change in another study. However, distributive and interactional justice had less impact on employees' commitment to change than procedural justice.

Higher levels of employee commitment may result from organisational justice and an environment that values fairness and justice which in turn may result in higher employee retention and productivity. Therefore, managers should ensure they maintain a favourable organisational climate that values fairness to motivate their employees to be more committed to the organisations and to increase their performance and productivity.

3. Methodology

Research Design and Philosophy: The descriptive research design is adopted in this study. This study provides a straightforward analysis of the moderating effects of organisational climate on organisational justice and employees' commitment in selected Nigerian banking sectors. A descriptive research design describes the traits or characteristics of a certain phenomenon or population. The positivist approach is employed in this research. Positivism is a research philosophy that asserts that knowledge can be discovered through objective observation and evaluation of our environment. Experiments, surveys and statistical analysis are common research methods used by positivists. In contrast, the researcher collected data from employees using a quantitative method (a questionnaire).

Participant Selection: The research population is made up of employees of selected Nigerian banking sectors with a sample size of 361 employees.

Sampling Method: For this study, stratified and convenience sampling methods are used. The stratified sampling technique involves separating the population into subgroups (strata) depending on specific criteria (such as gender, age or socioeconomic position) and then selecting individuals at random from each stratum. It was used to identify individuals from various departments or sections to ensure that all existing departments regardless of size or location are represented. The convenience sampling strategy involves choosing employees who are readily available and willing to participate in the study.

Data Collection: This study included both primary and secondary data sources. Questionnaires were distributed to employees of selected Nigerian banking sectors to collect high-quantitative data. The questionnaire was divided into four sections: A, B, C and D. Section A contains the demographic profile of respondents (gender, age, educational qualification, position, and years of employment). Section B contained the independent variable (organisational justice), Section C featured the moderating variable (organisational climate) and section D featured the dependent variable (employees' commitment). This study used a five-point Likert scale with options ranging from strongly agree to strongly disagree. There were 361 questionnaires given but only 332 were returned. 91.97% of the questionnaires examined were returned which is considered acceptable for this study.

Ethical Consideration: Covenant Health Research Ethics Committee (CHREC), Covenant University in Nigeria provided ethical approval ensuring that ethical standards were met. Participants were fully informed about the study's

objectives and their confidentiality was ensured. All participants gave informed consent meeting the study's ethical standards.

Validity and Reliability: The study focuses on assessing the validity and reliability of research instruments to ensure accurate and reliable study outcomes. Human resource management experts and employees from the Nigerian banking sector assessed the content and face validity. We evaluated measurement reliability using tests such as test reliability, internal consistency reliability, and inter-rater reliability. The Cronbach's alpha coefficient was used to determine the instrument's reliability with a Cronbach's alpha value of 0.7 or above being acceptable.

Method of Data Analysis: The study used Statistical Packages for the Social Sciences (SPSS) for descriptive statistics analysis and inferential statistics to evaluate the generated hypothesis using Structural Equation Modelling (SEM)-PLS. SEM is a statistical technique that investigates the links between observable and latent variables. It is flexible and suitable for complex models and situations where covariance-based assumptions do not hold. PLS-SEM prioritises prediction over explanation and can handle non-normal data and small sample sizes. It allows for simultaneous assessment of measurement and structural models aiding in validity and reliability evaluation. PLS-SEM is more suitable for non-normal data and complex models making it suitable for various research topics compared to conventional regression methods. PLS-SEM's versatility and robustness make it an effective tool for researchers seeking to understand and forecast complicated relationships between variables.

4. Data Analysis and Discussion

Using Google online forms, employees of selected banks in Nigeria filled out the questionnaire. The initial steps of the data analysis were obtaining personal information from the participants. The purpose of the questionnaire's second component was to gather information from respondents about the relationship between organisational justice, organisational climate and employees' commitment.

Table 1.
Response frequency.

Questionnaire	Frequency	Valid Percentage
Valid	332	91.97%
Invalid and unfilled	29	8.03%
Total	361	100%

The response rate is shown in [Table 1](#). The investigator's consistent follow-ups obtained the response rate. However, 29 copies (8.03%) of the 361 copies distributed could not be retrieved while 332 copies (91.97%) were recovered for examination.

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
	M.Sc. / MBA	117	35.2
	PHD	1	.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

This constituted a 91.97 percent response rate which is sufficient to draw inferences regarding the relationship between the variables. Table 2 depicts a study of the respondents’ social demographic data which comprised gender, age, highest educational degree, years of employment and positions within the selected Nigerian banking sector.

4.1. Test of Hypothesis

H0: Organisational climate does not moderate the relationship between organisational justice and employees’ commitment in selected Nigerian banking sectors.

For this research, the structural and measurement model was adopted. All constructs and items have a factor loading and reflective minimum acceptable value of 0.5 under the measurement model [70]. The constructs under this hypothesis have an acceptable value above 0.50. Although few items not up to 0.50 values are to be detached and the outcomes are presented in Figures 1 and 2 respectively. According to Hussain et al. [71] the structural model is the internal model used to compute numerical simulations because it evaluates the R2 which is the path coefficients and significant values. On the other hand, the bootstrapping method helps find the significance of the constructs [72]. The default bootstrapping in partial least square is 5000 subsamples increases the significance of the results.

This hypothesis consists of one exogenous variable (organisational justice), one endogenous variable (employee’s commitment) and one moderating variable (organisational climate). The path coefficient, coefficient of t-statistic value and determination or r- squared, effect size (F^2), P values and factor loadings are the core standards for evaluating the structural model as shown in the figures below. All the research variables have been measured on a 5-point Likert scale with a structured questionnaire.

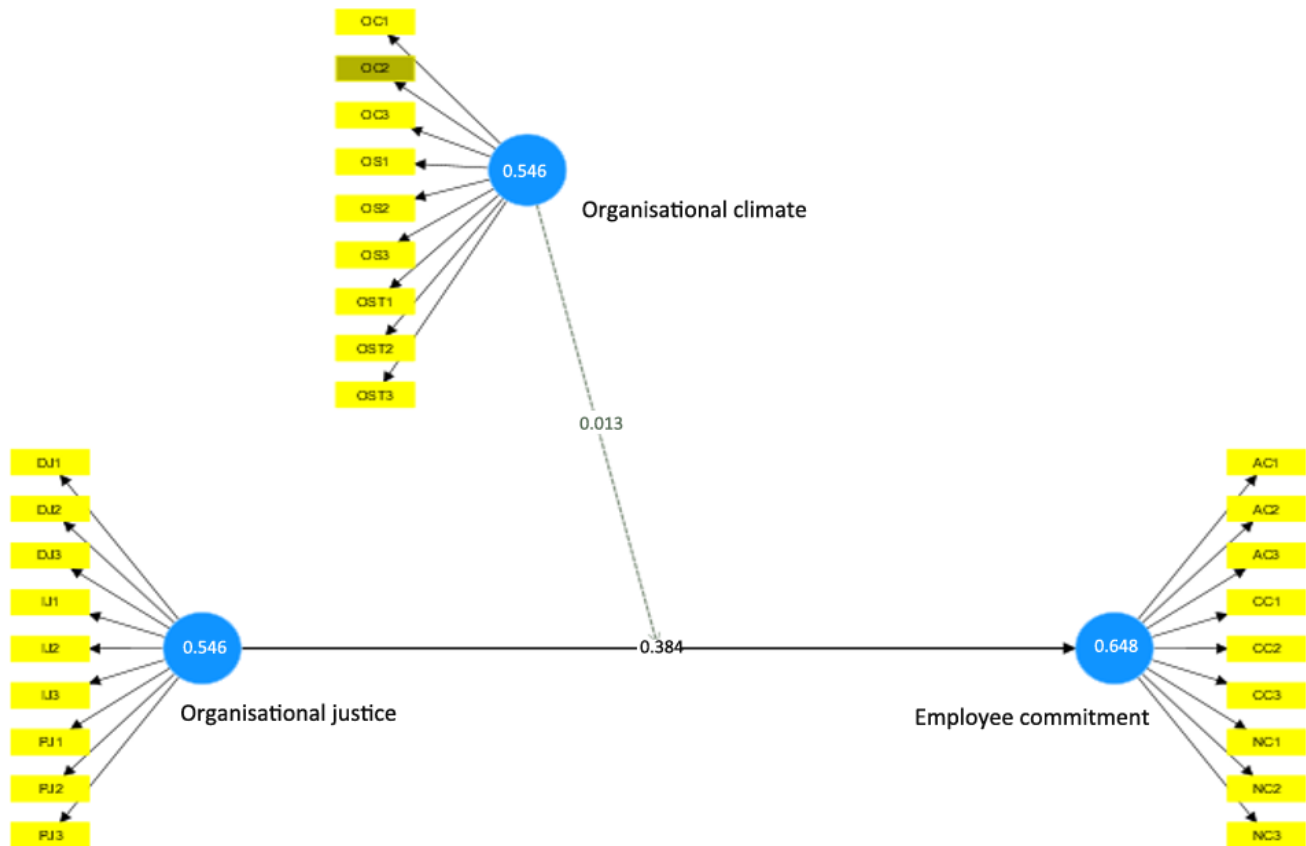


Figure 1. Path analysis of organisational justice, organisational climate and employee commitment.

- Note:
- DJ1,2,3: Distributive justice.
 - IJ1,2,3: Interactional justice.
 - PJ1,2,3: Procedural justice.
 - OC1,2,3: Organisational communication.
 - OS1,2,3: Organisational support.
 - OST1,2,3: Organisational structure.
 - AC1,2,3: Affective commitment.
 - CC1,2,3: Continuance commitment.
 - NC1,2,3: Normative commitment.

Figure 1 also shows the organisational justice, organisational climate and employee commitment. The route coefficient ($\beta = 0.013$, $p = 0.7$) demonstrates that organisational justice and organisational climate do not have a direct substantial influence on employee’s commitment. Furthermore, Figure 2 shows that organisational justice and organisational climate accounts for 54.6% of the variance in employee commitment. As a result, other factors not included in the model account

for 45.4% of the variation in employee’s commitment. A bootstrapping approach was used to assess the significance level as shown in Figures 1 and 2 respectively.

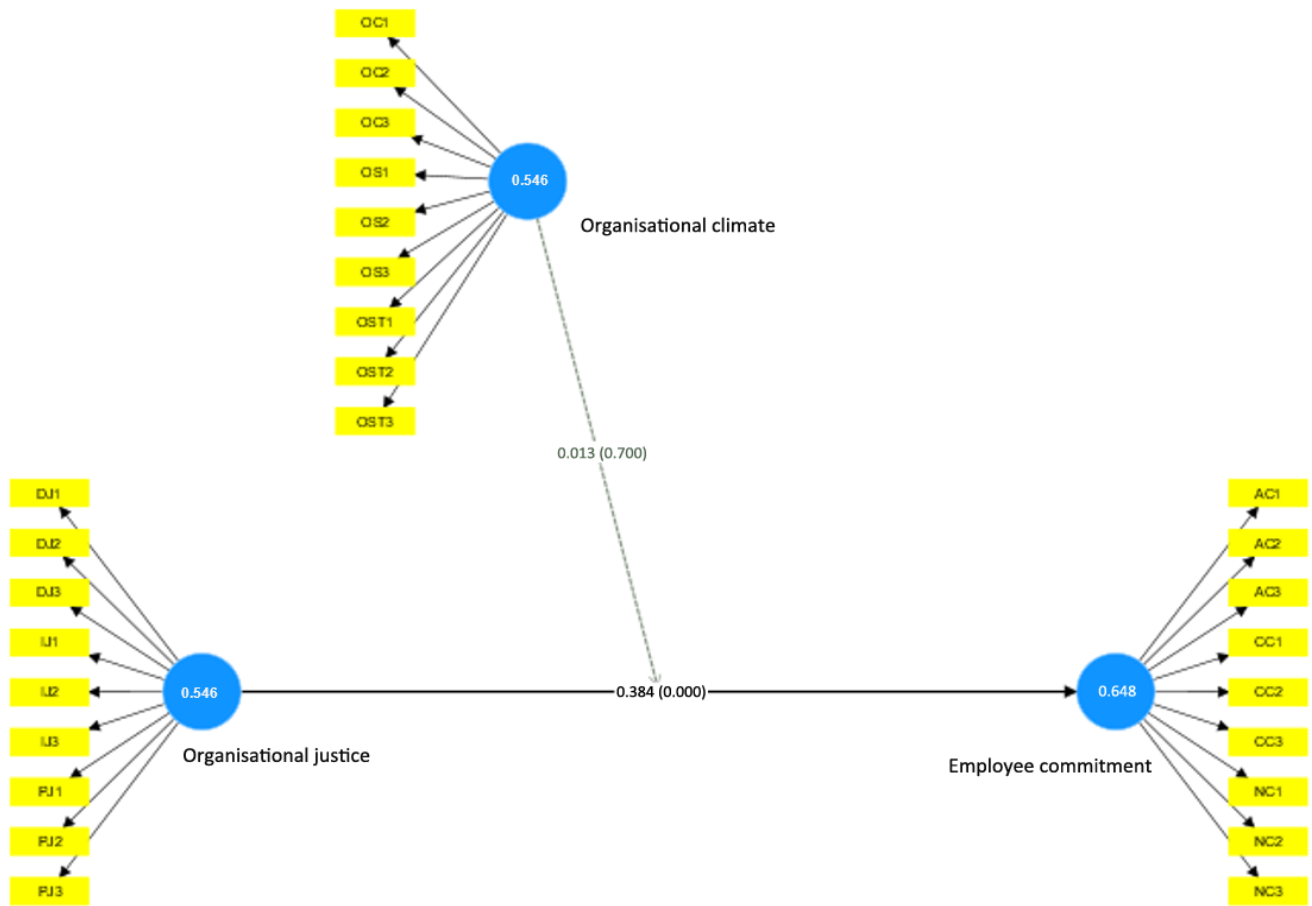


Figure 2. Path analysis and P-values of organisational justice, organisational climate and employees’ commitment.

- Note: DJ1,2,3: Distributive justice.
 IJ1,2,3: Interactional justice.
 PJ1,2,3- Procedural justice.
 OC1,2,3- Organisational communication.
 OS1,2,3: Organisational support.
 OST1,2,3: Organisational structure.
 AC1,2,3: Affective commitment.
 CC1,2,3: Continuance commitment.
 NC1,2,3: Normative commitment.

A bootstrapping approach was used to assess the significance level as shown in Figures 1 and 2 respectively. In the PLS method, the path coefficients (β) and T statistics were calculated. The p-values are less than 0.05 except that of the moderating effect as seen in Figure 2. This implies that although organisational justice has a significant effect on employee commitment in the selected company, it is not moderated by organisational climate. Similarly, the t-statistics value of the moderating effect being less than 1.96 as shown in Table 3 signifies that the null hypothesis is accepted and the alternative hypothesis is rejected. Then it can be concluded that organisational climate does not have any significant moderating effect on the relationship between organisational justice and employee commitment in selected Nigerian banking sectors.

Table 3. Path coefficients of organisational justice, organisational climate and employees’ commitment.

Variables		Path analysis	T_{val}	P_{val}
Moderating effect of organisational climate		0.013	0.385	0.7
		R^2	Adjusted R^2	
Organisational justice	➔	Employees’ commitment	0.546	0.542
Variables		Path analysis	T_{val}	P_{val}
Moderating effect of organisational climate		0.013	0.385	0.7

4.2. Discussion of Results

The findings demonstrate that organisational justice and organisational climate do not have a direct substantial influence on employees’ commitment. It shows that organisational justice and organisational climate account for 54.6% of

the variance in employees' commitment. Other factors not included in the model account for 45.4% of the variation in employees' commitment. The p-values are less than 0.05 except that of the moderating effect. This implies that although organisational justice has a significant effect on employees' commitment in selected Nigerian banking sectors, it is not moderated by organisational climate. The t-statistics value of the moderating effect being less than 1.96 signifies that the null hypothesis is accepted and the alternative hypothesis is rejected. This implies that organisational climate does not have any significant moderating effect on the relationship between organisational justice and employee commitment. The effect of perceived organisational justice on employee commitment to their work was examined in a study by [Sholesi and Adeniyi \[29\]](#). Organisational justice and employees' commitment were found to be positively correlated in this study. According to the study, distributive, procedural and interpersonal fairness have an impact on how committed individuals are to their jobs.

5. Conclusion and Recommendation

The study investigates the relationship between organisational justice, employee commitment and the moderating influence of organisational climate. The findings indicate that organisational justice substantially impacts employee engagement, and the business environment also has a role to play. Employees who see equitable decision-making methods and outcomes demonstrate increased loyalty and commitment to the organisation. Ensuring fairness in the workplace which encompasses equal treatment, fair allocation of incentives and impartial decision-making processes results in heightened emotional commitment.

Policy Implications: Fair organisational principles should be prioritized in resource distribution, decision-making procedures and employee treatment to improve commitment and performance. Organisations should create a supportive work atmosphere with transparent procedures and open communication to help develop employee trust and loyalty, resulting in greater commitment. Organisations should prioritize efforts that encourage employee participation, contentment, and motivation as these qualities contribute to higher levels of commitment. Regularly monitoring organisational fairness, climate and employee commitment enables organisations to discover areas for growth and alter policies and practices as needed to maintain a pleasant work environment.

Limitations of Study: This research has significant limitations including limited generalizability due to unique characteristics in the Nigerian banking sector. It focuses only on the moderating effect of organisational climate. A cross-sectional design was used which limited the insights over time. In addition, only the quantitative data collection method was used.

5.1. Suggestions for Further Research

In light of the findings, organisational climate does not significantly moderate the relationship between organisational justice and employee commitment in selected Nigerian banking sector, organisations can:

- i. Direct efforts towards improving organisational justice and fostering employee commitment independently.
- ii. Tailor interventions to address specific organisational needs and conduct regular evaluations to monitor progress.
- iii. Promote open communication, invest in leadership development and explore additional moderators to enhance organisational effectiveness and employee well-being.
- iv. Other variables such as organisational trust, employees' voice, organisational culture as well as employee empowerment can be considered to moderate the relationship between organisational justice and employees' commitment in selected Nigerian banking sectors .

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