

The Interplay among Distributive Justice, Procedural Justice, Self-Efficacy, and Career Satisfaction: A Cross-Sectional Study

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Abstract

This study investigates the role of self-efficacy as a mediator in the association between distributive justice, procedural justice, and career satisfaction. By utilizing a simple random sampling technique, 440 responses were collected through a pre-tested questionnaire from employees of commercial banks in Bangladesh. The data analysis was conducted via the Partial Least Squares Structural Equation Modelling (PLS-SEM) methodology, employing the Smart PLS 4.0.9.2v software as a tool. The researchers employed a quantitative research approach in order to evaluate the validity of the conceptual framework. The findings of the study indicate that there is a favourable impact of distributive justice and procedural justice on individuals' levels of career satisfaction. The findings of this study suggest that self-efficacy plays a mediating role in the association between distributive justice, procedural justice, and career satisfaction. This research has the potential to assist banks in enhancing their Human Resources (HR) policies, specifically in the areas of performance-based rewards, promotion criteria, and decision-making processes. By doing so, banks can ensure a greater degree of fairness and transparency, which in turn could contribute to increased employee satisfaction, engagement, and overall long-term success.

Keywords: distributive justice, procedural justice, self-efficacy, career satisfaction

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1. INTRODUCTION

The banking sector is widely regarded as a critical provider of services and the economic backbone (Karim & Chowdhury, 2021; Hussain et al., 2023). The success of banks is primarily contingent upon the calibre and proficiency of their employees (Cherif, 2020; Anwar & Sarfraz, 2023). Researching career satisfaction within the banking industry is of utmost importance due to its direct impact on customer satisfaction through the facilitation of employee satisfaction (Hong et al., 2020; Nabi et al., 2017; George & Zakkariya, 2015). Conversely, the absence of employee happiness may lead to employee attrition (Nham et al., 2023; Desta et al., 2022; Permatasari & Sriathi, 2021; Ng & Salamzadeh, 2020).

The investigation of the antecedents of career satisfaction is currently a well-explored topic in the field of organizational behaviour (Osei et al., 2023). It is a multidimensional construct influenced by various organizational factors, including organizational justice (Gori et al., 2020). Research in various contexts has consistently demonstrated that organizational justice significantly impacts employee outcomes, such as career satisfaction, organizational commitment, and performance (Capone et al., 2023; Jilili & Aini, 2023; Majumdar & Kumar, 2022; Sembiring et al., 2020; Singh & Singh, 2019). Without workplace fairness, employees lose professional happiness (Siddiqi & Khan, 2023). Two major facets of organizational justice are the fairness of results (distributive justice) and the fairness of methods (procedural justice) (Greenberg, 2011; Lambert et al., 2007). These dimensions have been identified as crucial determinants that significantly impact career satisfaction (Nadiri & Tanova, 2010; Ghaderi et al., 2023). Past studies show that employees who perceive higher levels of organizational justice tend to experience greater career satisfaction (Chen McCain et al., 2010; Nadiri & Tanova, 2010; Elamin, 2012). While the relationship between organizational justice and career satisfaction has been extensively studied (Khan et al., 2017; Palaiologos et al., 2011; Ozel & Bayraktar, 2018), there is a research gap surrounding the mediating role of self-efficacy in this relationship.

Self-efficacy refers to an individual's belief in their capabilities to successfully perform specific tasks or roles (Bandura, 1977). It plays a crucial role in determining individuals' responses to different situations (Choeni et al., 2023) and can mediate the relationship between organizational justice and career satisfaction. Previous studies have shown that self-efficacy can act as a buffer against negative experiences and enhance individuals' ability to cope with challenges (Cohrdes & Mauz, 2020; Fida et al., 2015; Stetz et al., 2006). High levels of self-efficacy are associated with greater motivation, effort, and persistence, leading to increased career satisfaction (Komaraju et al., 2014). However, the potential mediating effect of self-efficacy in the relationship between organizational justice and career satisfaction among bank employees remains unexplored. Understanding the mediating role of self-efficacy is particularly important in the context of Bangladesh's banking sector. The banking industry in Bangladesh has witnessed significant levels of competition in recent years as a result of its accelerated growth (Rahman & Taniya, 2017; Al Karim, 2019; Shuvro et al., 2020). Given the intense rivalry and heightened consumer expectations for superior service within the banking industry of Bangladesh (Al Karim, 2019), bank authorities and researchers need to prioritize enhancing workers' work engagement, dedication, and happiness (Kayaalp et al., 2021; Rahman, 2016). Thus, this study aims to fill the aforementioned research gap by investigating the mediating effect of self-efficacy in the relationship between organizational justice (distributive justice and procedural justice) and career satisfaction among bank employees in Bangladesh. By examining this mediating mechanism, the study will contribute to the existing body of literature on organizational justice and career satisfaction, while also providing practical implications for banks in promoting employee satisfaction and well-being.

2. THEORETICAL FOUNDATION

This study is based on Social Justice Theory (Rawls, 1971), which suggests that individuals' views of fairness and justice in organizational contexts have a substantial influence on their attitudes, behaviours, and outcomes (Beugr, 2002). This theory was adapted for organizations (Colquitt, 2001; Niehoff & Moorman, 1993), which is pertinent to the financial sector, because it assists in exploring practices that are unfair and unjust. The aforementioned theory places significant emphasis on the equitable and fair allocation of rewards, resources, and opportunities within an organization or society (Dahanayake et al., 2018; Wood et al., 2013). Perceiving fairness and justice in the workplace has a favourable effect on individuals' overall career satisfaction. Conversely, the absence of fairness and justice increases the likelihood of individuals seeking other employment opportunities (Killen, 2018; Tyler, 2012; Chan et al., 2017). Colquitt et al. (2003) identify distributive justice and procedural justice as two crucial elements of organizational justice that impact the way in which individuals perceive equity. The concept of distributive justice pertains to the manner in which employees perceive the fairness of significant outcomes such as compensation, benefits, job assignments, performance evaluations, promotions, and disciplinary actions (Colquitt & Greenberg, 2005; Lambert et al., 2007; Lambert, 2003; Greenberg, 1990; Balassiano & Salles, 2012; Moon, 2017; Jasso et al., 2016). In the context of bank employees, distributive justice pertains to the equitable allocation of salaries, promotions, bonuses, and other forms of compensation (Choi & Chen, 2007). When employees perceive an equitable

distribution of these results, they are more inclined to feel elevated levels of career satisfaction (Killen, 2018; Tyler, 2012). Procedural justice, in contrast, relates to the manner in which employees perceive the fairness and justness of the processes and procedures employed to achieve distributive outcomes (Colquitt et al., 2001; Greenberg, 1990; Lambert et al., 2007; Tyler & Allan Lind, 2001). These criteria encompass transparency, consistency, and the ability of employees to express their opinions and participate in decision-making (García-Izquierdo et al., 2012). Bank employees who believe that the methods utilized to distribute incentives are equitable are more inclined to experience career satisfaction (Frenkel & Bednall, 2016; Cropanzano et al., 2007).

Self-efficacy, defined as an individual's confidence in their own ability to effectively complete tasks and attain desired results (Bandura, 2000), acts as a mediator in the connection between distributive justice, procedural justice, and career satisfaction. According to social justice theory, people who see fairness in the distribution of resources and fairness in the procedures inside their organizations tend to have increased levels of self-confidence and belief in their own abilities (Aşkun, et al., 2018; Ford, 2012). Consequently, this enhanced belief in one's own abilities leads to elevated degrees of satisfaction in one's career (Abele & Spurk, 2009; Dacre Pool & Qualter, 2013).

The relevance of understanding the mediating role of self-efficacy is particularly significant in the context of bank employees in Bangladesh. Bank personnel frequently encounter arduous and exacting responsibilities, and their confidence in their own capabilities to effectively execute these jobs can greatly influence their level of career satisfaction. This study aims to provide useful insights into the mechanisms by which organizational justice affects career satisfaction among bank employees in Bangladesh, by exploring the mediating role of self-efficacy. To put it simply, social justice theory offers a conceptual framework for comprehending how self-efficacy acts as a mediator in the connection between distributive justice, procedural justice, and career satisfaction.

3. LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Previous research has established a positive association between distributive justice and career satisfaction, as evidenced by studies conducted by Chen McCain et al. (2010), Zainalipour et al. (2010), Hao et al. (2016), Ibrahim et al. (2016), Ghran et al. (2019), Lambert et al. (2020), Lambert et al. (2021), Ghaderi et al. (2023), and Zacharias (2023). According to Chen et al. (2019), employees are more inclined to express greater levels of career satisfaction when they view the outcomes they receive to be fair and equitable. However, other research has found that distributive justice does not affect people's feelings about their careers (Lambert et al., 2021; Al-douri, 2020; Kim & Park, 2017; Ozel & Bayraktar, 2018; Lambert et al., 2007). The current understanding of the association between distributive justice and career satisfaction needs more clarity and conclusive evidence, necessitating further inquiry. Consequently, the following hypothesis is formulated:

H1: There is a significant positive relationship between distributive justice and career satisfaction.

Prior studies have demonstrated a significant correlation between procedural justice and career satisfaction (Pathardikar et al., 2023; Zacharias, 2023; Jilili & Aini, 2023; Okan & Bayraktar, 2022; Lambert et al., 2020; Hablani, 2021; Lambert et al., 2020; Al-douri, 2020; Yorulmaz & Özbağ, 2020; Gori et al., 2020; Maria et al., 2020; Ali et al., 2019; Qureshi et al., 2017). Conversely, some research has indicated a negative correlation between procedural justice and career satisfaction (Zahednezhad et al., 2021; Ghran et al., 2019; Lambert & Liu, 2018; Castillo & Fernandez, 2017; Rahman et al., 2015; Iqbal, 2013; Wu & Li, 2007). The current body of research presents divergent and conflicting results, thereby necessitating more inquiry into the connection between procedural justice and career satisfaction. Based on the information noted above, a hypothesis may be formulated, suggesting that:

H2: There is a significant positive relationship between procedural justice and career satisfaction.

Self-efficacy is an individual's subjective assessment of their ability to handle a problem based on their abilities and circumstances (Schwarzer & Luszczynska, 2008; Choeni et al., 2023; Zhang, 2020). The social cognitive theory of self-efficacy holds that workplace fairness and justice and how an organization handles them enhance career satisfaction. Human achievement and welfare increase with self-efficacy, according to Krishnan and Krutikova (2013). Employee well-being, professional involvement, and success are linked to self-efficacy (Kodden, 2020; Krishnan et al., 2018). Participation in employee research influences self-efficacy (Peiró & Schaufeli, 2002; Halbesleben, 2010; Salanova et al., 2010). Personal self-efficacy boosts career satisfaction and productivity (Judge & Bono, 2001). Distributive, procedural, and interactional justice increase self-efficacy (Hosseinkhani & Giyaove, 2015; Janati et al., 2017; Vatankhah, 2013). Distributive justice, procedural justice, and self-efficacy improved employee performance, according to Yahaya et al. (2020). Lisa et al. (2013) reported a strong correlation between self-efficacy and distributive and procedural justice. According to Shen et al.

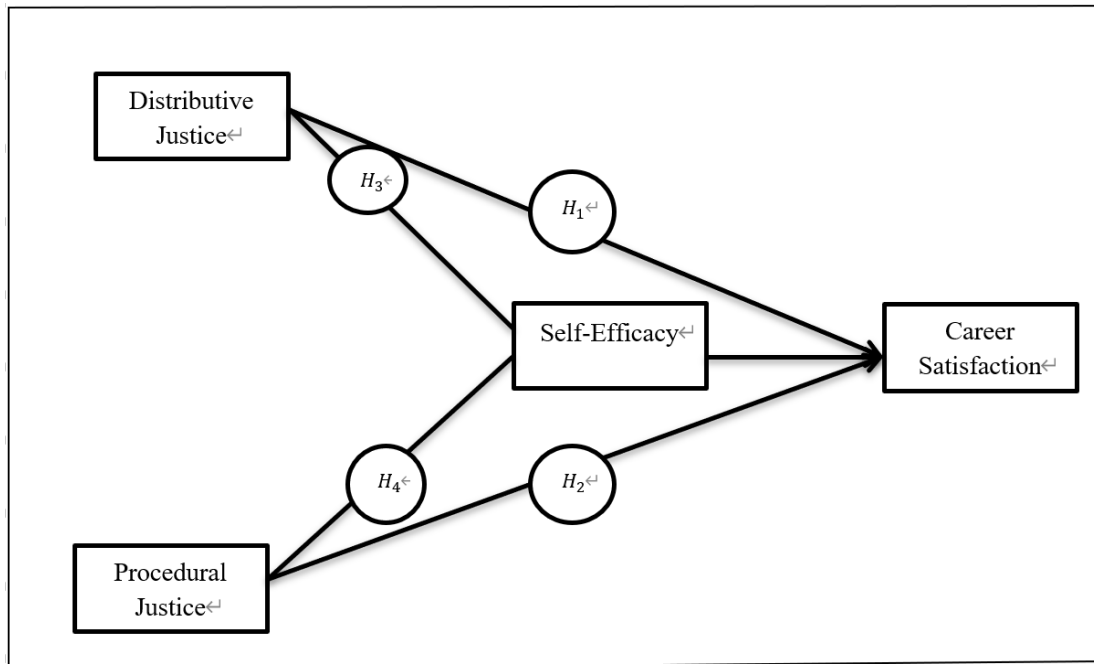
(2012), self-efficacy boosts career satisfaction. According to You et al. (2017), self-efficacy strongly impacts career satisfaction. Procedural and distributive justice improves career happiness. Procedural, distributive, interactional justice and self-efficacy affect teacher performance, according to Sangadji and Narmaditya (2021). Internal motivation is linked to them. Nielsen et al. (2009) and Chegini (2019) found no correlation between self-efficacy and career contentment. The above factors led to more hypotheses:

H3: Self-efficacy mediates the relationship between distributive justice and career satisfaction.

H4: Self-efficacy mediates the relationship between procedural justice and career satisfaction.

The conceptual model presented in Figure 1 was established by the authors after an extensive review of the existing literature and a thorough examination of the underlying theoretical framework.

Figure 1: Conceptual framework



4. METHODOLOGY

4.1 Sample

The research was carried out at thirteen specifically chosen commercial banks in Dhaka and Chittagong, Bangladesh. The selection of the thirteen banks was predicated on their congruity in terms of organizational structure and operational procedures. A total of ten branches were chosen from each bank in accordance with the formal authorization obtained. The individuals who willingly participated in this research endeavour by completing the survey were provided with a guarantee of the confidentiality of their answers. Employing a simple random sampling technique, a comprehensive set of 1,480 questionnaires and an invitation link through Google Forms was dispatched via email to potential respondents. Subsequently, a total of 440 questionnaires were successfully retrieved, constituting the sample size (N=440). The response rate of this survey was 30%, a level considered acceptable according to previous research (Sekaran, 2010; Hair et al., 2021). The demographic profile of the participants revealed that a significant proportion, namely 86.1 per cent, were male, while the remaining 13.9 per cent identified as female. Furthermore, the age range of the majority of respondents fell within the 31-40 years category. Most participants possessed a master's degree, accounting for 92.3% of the total responses. In all, 61.1 per cent maintained their employment for fewer than five years and 25% for less than 10. Entry-level workers made up 71.6 per cent and middle-level employees 28.4 per cent. Table 1 shows the basic information about the survey object.

Table 1. Sample characteristics

Variables	Categories	Frequency	%	Variables	Categories	Frequency	%
Gender	Male	379	86.1	Highest Education	Diploma	1	0.2
	Female	61	13.9		Bachelor	31	7
Age	Less than 30 Years	182	41.4		Master	406	92.3
	31 – 40 Years	239	54.3	Length of Service	PhD	2	0.5
	41 – 50 Years	18	4.1		Less than 5 Years	269	61.1
	Above 50 Years	1	0.2		5 to 10 Years	114	25.9
Position	Entry Level Management	315	71.6	More than 10 Years	57	13	
	Mid-Level Management	125	28.4				

Source: Customized output of SPSS

4.2 Measurements and Data Analysis

The study's instruments underwent a process of translation from English to Bangla and were then back-translated to English, as per the recommended guidelines outlined by Brislin (1986). Two bilingual academics carried out this translation process. The study's questionnaire had four components: the respondents' demographic characteristics, the scales measuring distributive and procedural justice, self-efficacy, and career satisfaction.

Distributive Justice: A scale created by Niehoff and Moorman (1993) was used to evaluate the degree of distributive justice. There are a total of 5 items on the scale. Examples of the statements include “My working hours are reasonable, my job responsibilities seem fair to me”. The Cronbach’s alpha of the scale was 0.852.

Procedural justice: The researchers used the procedural justice scale created by Niehoff and Moorman (1993) in order to measure procedural justice. This scale has six components. The sample item is “The decisions of my bank are made fairly and impartially, my organization has procedures that allow employees to appeal or challenge decisions” The Cronbach’s alpha of the scale was 0.896.

Self-Efficacy: A scale created by Schwarzer and Jerusalem (1995) was used to assess levels of self-efficacy. There are 10 components to the scale. Examples of the items include “I am confident in my ability to deal with unpredicted circumstances, I am typically capable of dealing with any situation that arises” The Cronbach’s alpha of the scale was estimated to be 0.894.

Career Satisfaction: The researchers used the career satisfaction scale generated by Greenhaus et al. (1990) in order to assess levels of career satisfaction. The scale has a total of five components. Sample items are “I am happy with how far I have progressed in my career, I am pleased with my progress in achieving my long-term career objectives.” The Cronbach’s alpha of the scale was 0.914.

SEM was applied through Smart-PLS 4.0 for testing and analysis. This technique is appropriate when the research model involves complex model structures (Hair et al., 2017). PLS-SEM has greater statistical power than CB-SEM because of its efficiency in parameter estimation (Hair et al., 2014). It is a more reliable method of analysis, and it can be applied to data that does not follow a normal distribution (Hair et al., 2017).

5. RESULTS

5.1 Results of Measurement Model

To evaluate the strength of construct reliability and validity, the research examined the measurement model extensively, as shown in Table 1. The findings revealed significant indicators: Cronbach's alpha coefficients beyond the threshold of 0.80, as Hair et al. (2021) recommended, indicating the constructs' reliability and internal consistency. The researchers demonstrated a solid dedication to methodological rigour by closely following the guidance provided by Hair et al. (2021), Shmueli et al. (2019), and Sarstedt et al. (2021). Remarkably, the reported rho values for all constructs were more than 0.80, providing further evidence of their reliability. Concurrently with the above-mentioned assessments, the measuring scales' internal consistency was assessed using composite reliability (CR). Exemplifying a steadfast commitment to precision, the coefficient alpha values for the scales were observed to be 0.936 for career satisfaction, 0.893 for distributive justice, 0.920 for procedural justice, and 0.914 for self-efficacy, aligning with the recommendations put forth by Hair et al. (2021) and Shmueli et al. (2019). The extensive methodology adopted in this study strengthens the careful validation process and ensures the constructs' robustness. The idea of Average Variance Extracted (AVE) is highlighted by Saunders et al. (2019) and supported by Sarstedt et al. (2014). AVE serves as a metric that

quantifies the amount of variation accounted for by a construct concerning the variance caused by measurement errors. In order to ensure strong convergence, it is very advisable to achieve an average variance extracted (AVE) value of at least 0.50, as suggested by Hair et al. (2021), Shmueli et al. (2019), and Rahman et al. (2023). According to the findings of Hair et al. (2021), it is worth noting that an average variance extracted (AVE) value below 0.50 indicates that the survey questions contribute more to measurement errors rather than explaining the variability within the constructs. Therefore, it is crucial, as emphasized by Hair et al. (2021) and Sarstedt et al. (2021), that every construct in a measurement model passes an assessment of Average Variance Extracted (AVE), with a minimum threshold of 0.50 (Hair et al., 2021; Shmueli et al., 2019; Rahman et al., 2023). It is important to note that all constructs in this research had AVE values greater than 0.57, as seen in Table 2. Full compliance with AVE standards demonstrates how well the examined constructs were vetted for reliability and validity.

Table 2. Measurement model analysis

Constructs	Items	Loading	α	rho	CR	AVE
Career Satisfaction	CS1	0.878	0.914	0.918	0.936	0.747
	CS2	0.909				
	CS3	0.873				
	CS4	0.906				
	CS5	0.746				
Distributive Justice	DJ1	0.817	0.852	0.858	0.893	0.626
	DJ2	0.806				
	DJ3	0.771				
	DJ4	0.765				
	DJ5	0.797				
Procedural Justice	PJ1	0.819	0.896	0.898	0.920	0.658
	PJ2	0.793				
	PJ3	0.847				
	PJ4	0.837				
	PJ5	0.826				
	PJ6	0.739				
Self-Efficacy	SE10	0.749	0.894	0.907	0.914	0.572
	SE2	0.743				
	SE3	0.761				
	SE4	0.8				
	SE5	0.785				
	SE6	0.731				
	SE7	0.738				
	SE9	0.74				

Abbreviations: CR= Composite Reliability, AVE = Average Variance Extracted, α = Cronbach's alpha. ***All indicators are significant at $p < 0.001$

Source: Customized output of Smart-PLS

As Shmueli et al. (2019) discussed, discriminant validity is essential in the context of PLS-SEM path analysis. It refers to the statistical differentiation between two latent variables that reflect separate theoretical constructs. The findings from Tables 3 and 4 highlight the achievement of discriminant validity, meeting the stringent requirements outlined by the Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT). Consistent with the concepts established by Fornell and Larcker, the squared correlations across latent constructs exhibit a clear correspondence with the squared roots of Average Variance Extracted (AVE), as shown comprehensively in Table 3. By adopting the viewpoint of Shmueli et al. (2019) and Hair et al. (2021), it becomes evident that the HTMT metric is used to evaluate the similarity between two latent variables. For discriminant validity to be confirmed, HTMT has to be below 1. The HTMT value in this research impressively agrees with this standard, providing more evidence of its discriminant validity.

Table 3. Fornell-Larcker criterion and HTMT

	Career Satisfaction	Distributive Justice	Procedural Justice	Self-Efficacy
Career Satisfaction	0.864	0.609	0.574	0.440
Distributive Justice	0.547	0.791	0.635	0.332
Procedural Justice	0.522	0.566	0.811	0.405
Self-Efficacy	0.405	0.315	0.382	0.756

Source: Smart-PLS output

5.2 Goodness of Fit

The model's effectiveness and the degree to which it fits the data have been evaluated using the "Coefficient of Determination" (R^2), the "Standardized Root Mean Squared Residual" (SRMR), and the "Normed Fit Index" (NFI). According to Latan et al. (2018), an R^2 value ranging from 0.25 to 0.50 is considered optimum, but any value beyond 0.20 is deemed acceptable. Hair et al. (2021) provide a persuasive rule of thumb wherein an R square value closer to 1 is required, with a threshold of 0.25 for meaningful effect explanation inside the path model. The R square values of 0.160 and 0.400 in the present research demonstrate a significant relationship between the variables (see Table 5). Shmueli et al. (2019) provide an essential concept of adjusted R square that coincides with the researchers' all-encompassing strategy of taking into consideration a number of independent variables inside a regression model. This realistic factor contributes to the robustness of the model and is evident in the findings. If the NFI is near to 0 and the SRMR is less than 0.01, then the model fits well (Hair et al., 2021; Shmueli et al., 2019). The NFI value of 0.868, which is in close proximity to 1, and the SRMR value of 0.065 (Table 5), which falls below the threshold of 0.08, indicate that the model is deemed to be a good fit (Latan et al., 2018).

Table 4. Model fitness

Constructs	R^2	Adjusted R^2	SRMR	NFI
Distributive Justice				
Procedural Justice				
Self-Efficacy	0.160	0.157	0.065	0.868
Career Satisfaction	0.400	0.396	0.065	0.868

Source: Smart-PLS output

5.3 Test of Hypothesis

The results shown in Table 5 and Figure 2 of the PLS-SEM output indicate a statistically significant positive relationship between distributive justice and career satisfaction ($t = 7.160$, $p = 0.000$). As a result, hypothesis 1 was deemed valid. Career satisfaction is highly influenced by procedural justice in a positive direction ($t = 5.016$, $P = 0.000$). Therefore, hypothesis 2 was confirmed.

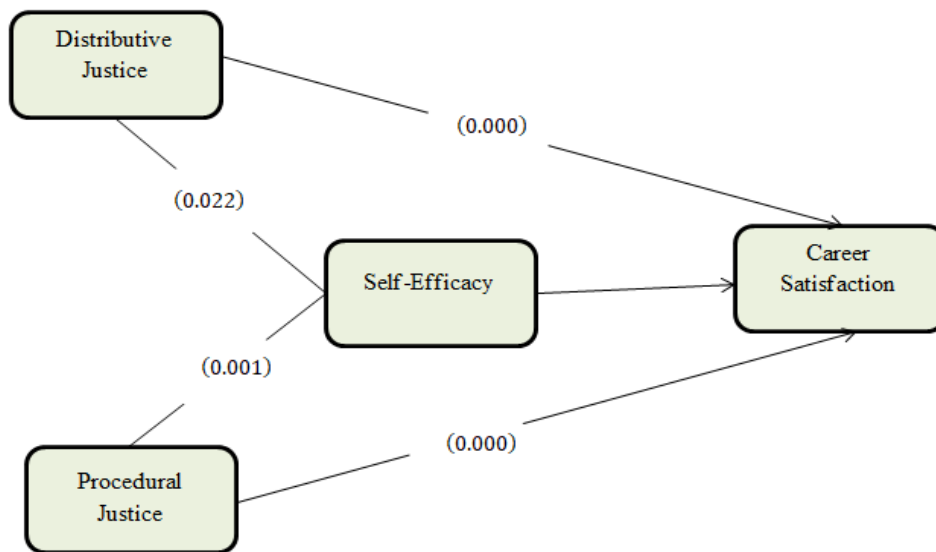
The bootstrapping method was employed to test this study's mediation effect because it has been recommended for its robust statistical power in detecting significant mediation mechanisms (Cheung & Lau, 2008; Taylor et al., 2008), and the most relevant for PLS-SEM method since bootstrapping does not make any assumptions regarding the sampling distribution of the statistics and applies to smaller samples sizes with higher confidence (Hair et al., 2017). Table 5 shows that self-efficacy significantly mediates the relationship between distributive justice and career satisfaction ($t = -2.285$, $p = 0.022$). As a result, hypothesis 3 was confirmed. Similarly, the relationship between procedural justice and career satisfaction is also mediated by self-efficacy ($t = 3.199$, $p = 0.001$). Therefore, hypothesis 4 was confirmed. (see table 6).

Table 5. Result of hypothesis testing

Hypothesis	Relationships	t-statistics	p-values	Decision
H1	Distributive Justice -> Career Satisfaction	7.160	0.000***	Supported
H2	Procedural Justice -> Career Satisfaction	5.016	0.000***	Supported
H3	Distributive Justice -> Self-Efficacy -> Career Satisfaction	2.285	0.022**	Supported
H4	Procedural Justice -> Self-Efficacy -> Career Satisfaction	3.199	0.001***	Supported

Source: Smart-PLS output

Figure 2: Results of the path analysis



6. DISCUSSION

The focus of the present study was to test the mediating effect of self-efficacy in the relationship between distributive justice, procedural justice and career satisfaction among bank employees in Bangladesh. *Firstly*, this study measured distributive justice using five questions adjusted from Niehoff and Moorman's (1993) work. The statistical results support the construct's and its items' validity and dependability. In the analysis, PLS-SEM was utilized, and the results demonstrated that distributive justice was positively associated with the career satisfaction of commercial bank employees in Bangladesh ($t=7.160$, $p=0.000$). The study findings indicate that individuals exhibited greater levels of career satisfaction when they had heightened notions of distributive justice. According to Lambert et al. (2020), there is a positive relationship between workers' perception of a fair distribution of organizational resources and results, such as compensation and promotion, and their satisfaction with their professions. Hence, H1 is supported. This finding aligns with past studies (Crawshaw, 2006; Chen McCain et al., 2010; Zainalipour et al., 2010; Lambert et al., 2020) that have shown a substantial correlation between distributive justice and career satisfaction. In addition to the aforementioned research, several studies have identified a significant relationship between distributive justice and various facets of employee satisfaction pertaining to their career trajectories (Cohen-Charash & Spector, 2001; Choi & Park, 2006; Colquitt et al., 2001). However, it is worth noting that the findings of this particular study contradict those reported by Lambert et al. (2007), as they found that only procedural justice was linked to career satisfaction.

Secondly, this study assessed procedural justice using six questions modified from Niehoff and Moorman's (1993). The statistical results support the construct's and its items' validity and dependability. The PLS-SEM method was used for the analysis, and the results revealed a significant relationship between procedural justice and career satisfaction ($t=5.016$, $p=0.00$). The study's participants exhibited elevated levels of career satisfaction when they had greater judgments of procedural fairness. That is, employees are happier with their jobs and their careers when they believe their organization's decision-making process is equitable. According to the study conducted by Pathardikar et al. (2023), there is a positive correlation between workers' perception of fair and transparent processes inside their firms and their level of career satisfaction. Thus, H2 is supported through this study. The present results are consistent with the research conducted by Clay-Warner et al. (2005), Lambert et al. (2007), García-Izquierdo et al. (2012), and Lambert et al. (2020), which also showed a substantial association between procedural fairness and career satisfaction. Furthermore, some studies have shown a substantial correlation between procedural fairness and several aspects of employee satisfaction pertaining to their careers (Choi & Park, 2006; Cohen-Charash & Spector, 2001; Colquitt et al., 2001). In Crawshaw's (2005) research, which focused on workers in the private sector of the United Kingdom, it was shown that there was no significant correlation between procedural justice and career satisfaction. However, distributive justice was found to have a favourable association with career success. The present study, in conjunction with previous research, indicates that organizational justice has a significant role in influencing career satisfaction among bank employees. However, it is worth noting that the impact of distributive and procedural justice aspects may vary

depending on the specific facility under investigation. Furthermore, the results of this study align with previous research on social justice theory (Rawls, 1971), since it is grounded in the fundamental notion that workers want fair, reasonable, and equitable treatment from their employers (Zhou et al., 2020). When employees are certain that their efforts will be treated fairly, they are more invested in the success of the organization as a whole (Saboor & Rehman, 2018).

Thirdly, this research also investigated the mediating role of self-efficacy in the relationship between the independent and dependent variables. A person's self-efficacy may be defined as their confidence in their capacity to successfully carry out a set of actions and achieve a set of goals. The main rationale for this hypothesis is in the notion that individuals who have good attitudes about distributive justice, procedural justice, and who possess strong self-efficacy in executing their responsibilities are inclined to exhibit higher levels of job engagement and experience enhanced career satisfaction. The findings of this study lend support to the proposed hypotheses concerning the mediating influence of self-efficacy. The results indicate that self-efficacy plays a significant mediating role in the association between distributive justice and career satisfaction ($t = 2.285$, $p = 0.022$), as well as between procedural justice and career satisfaction ($t = 3.199$, $p = 0.001$). According to Sheikh and Siddiqui (2023), workers are more inclined to cultivate higher levels of self-efficacy when they perceive the presence of organizational justice, which encompasses equal treatment, impartial decision-making and fair resource distribution. Social cognitive theory (SCT) confirms that higher levels of self-efficacy are associated with better levels of career satisfaction. Organizations may boost employee self-efficacy and, in turn, career satisfaction by promoting an equitable workplace (Ng et al., 2023). This research helps us better understand the processes that determine employee satisfaction in the banking industry in Bangladesh by focusing on the effect of self-efficacy as a mediator. It argues that employees are more likely to be happy in their jobs and to put in longer hours if they feel that their workplace is fair in terms of both distributive and procedural fairness.

6.1 Theoretical Contributions

Firstly, the present study extends the application of social justice theory to the context of the banking sector in Bangladesh. While social justice theory has been widely studied in various organizational settings, its application specifically in the banking sector in Bangladesh is limited. By examining the role of distributive justice, procedural justice, and self-efficacy in shaping career satisfaction, this study contributes to a deeper understanding of the mechanisms through which justice perceptions impact employees' career outcomes in the specific context of the banking sector in Bangladesh.

Secondly, the study explores the mediating role of self-efficacy in the relationship between justice perceptions and career satisfaction. While previous research has established the direct effects of distributive justice and procedural justice on career satisfaction, the mediating role of self-efficacy has received less attention. By investigating this mediating mechanism, the study provides insights into the underlying processes through which justice perceptions influence career satisfaction among bank employees in Bangladesh.

6.2 Practical Implications

The implications of the study's findings hold practical significance for bank managers and specialists in the field of human resources. By comprehending the significance of distributive and procedural fairness, individuals might formulate tactics to augment employee contentment and overall well-being. This may entail the implementation of equitable and transparent mechanisms for distributing rewards, establishing unambiguous procedures for decision-making, and offering avenues for enhancing skills and receiving training. The research places emphasis on the significance of self-efficacy as a mediator. Banks have the potential to enhance employees' self-beliefs and confidence by implementing training programs, mentorship initiatives, and facilitating avenues for personal and professional development. This phenomenon has the potential to exert a beneficial influence on employees' impressions of fairness, hence resulting in a subsequent enhancement in career satisfaction. The outcomes of this study may offer valuable insights for policymakers inside the banking industry in Bangladesh. This statement underscores the significance of fostering equity and impartiality inside the workplace as a means to augment employee contentment and overall organizational effectiveness. Policymakers may contemplate the integration of rules and legislation aimed at fostering distributive and procedural fairness within the banking sector. Overall, the study highlights the importance of fairness in reward distribution, decision-making processes, and the development of employees' self-efficacy for enhancing career satisfaction among bank employees in Bangladesh. By implementing the findings of this study, banks can review and revise their HR policies, such as performance-based rewards, promotion criteria, and decision-making procedures, to ensure fairness and transparency that promotes employee satisfaction, engagement, and long-term success.

7. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

There are a few limitations with the present research. *Firstly*, the study's sample was constrained to certain kinds of banks and a specific location in Bangladesh, perhaps restricting the generalizability of the results. In order to enhance the external validity of the findings, future research endeavours should strive to include a more expansive and heterogeneous participant pool, including numerous financial institutions and geographical locations. *Secondly*, the research used a cross-sectional approach, which records information at a particular time point. The capacity to determine cause and effect is hindered by this structure. Longitudinal study designs may be used in the future to better understand the interrelationships between the variables and how they evolve over time. *Thirdly*, the self-reported measures used in this research may have been skewed by response bias or social desirability effects. More thorough comprehension of the factors at play might be achieved with the use of objective measurements in future studies, as well as the collection of data from numerous sources (such as supervisors or coworkers). *Fourthly*, this study's sample was imbalanced in terms of gender, and male participants were dominant compared to female participants, which may affect the results and generalizability of the findings. In order to mitigate these issues, future researchers may choose other sampling strategies such as stratified sampling or oversampling. *Fifthly*, while the study examined mediation through self-efficacy, there could be other potential mediators that were not explored. Future research could explore additional mediators or moderators that might influence the relationship between distributive justice, procedural justice, and career satisfaction. *Sixthly*, the current study focused on bank employees in Bangladesh, and cultural factors may influence the results. It would be valuable to compare findings across different cultures to understand potential variations. Future research could examine the impact of distributive justice, procedural justice, and self-efficacy on career satisfaction in different cultural contexts. *Lastly*, the study considers distributive justice and procedural justice as predictors of career satisfaction. However, there may be other models or factors that could provide alternative explanations. Future research could explore other models or variables that might contribute to career satisfaction among bank employees. Considering these limitations and expanding research in these areas could provide a more comprehensive understanding of the combined effect of distributive justice and procedural justice on career satisfaction among bank employees in Bangladesh, mediated by self-efficacy.

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