

Examining the Role of Self-Efficacy as a Mediator in the Relationship between Distributive Justice and Career Satisfaction

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ABSTRACT

Career satisfaction is of utmost importance for bank employees as it impacts their motivation, performance, retention, and commitment. By prioritizing career satisfaction, this study aimed to determine the effect of distributive justice on career satisfaction. The study also investigated the mediating effect of self-efficacy on these relationships. Using quantitative questionnaire survey method, this study collected data from commercial bank employees from Dhaka and Chittagong in Bangladesh. The study adopted a simple random sampling technique to select the respondents. A total of 440 usable responses were obtained from the respondents. The data was analyzed employing SPSS version 22.0 and Smart-PLS version 4.0. The results of this study showed that distributive justice had a significant positive influence on career satisfaction. The study also found that self-efficacy was a mediator in the connection between distributive justice and career satisfaction. Furthermore, the findings of this study provided important insights to bank practitioners, policymakers, and researchers in designing a strategy and programs to enhance career satisfaction among bank employees. Overall, this study contributes to the ongoing academic conversation on the vital role of employee career satisfaction in banking sector.

Keywords: Career Satisfaction, Distributive Justice, Self-Efficacy, Banking Sector, Bangladesh

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INTRODUCTION

The banking sector in Bangladesh has been experiencing robust growth over the decade (Gazi et al., 2022; Karim & Chowdhury, 2021), leading to a highly competitive market. At the same time, the banking industry is facing increasing challenges in terms of employee retention, motivation, and career satisfaction (Rahman et al., 2023; Ashraf, 2023; Shahid & Karim, 2022). The employees in this sector are faced with high job demands, work pressure, and intense competition (Khatun et al., 2023; Anis et al., 2022; Okikiola, 2022), which can lead to job burnout, reduced productivity, and high turnover rates (Khatun et al., 2023; Anis et al., 2022; Ahmad, 2022; Dodanwala et al., 2022; Salama et al., 2022). The health of the banking industry is highly reliant on the satisfaction and productivity and of its employees (Zeeshan et al., 2021). With increased competition and changing market dynamics, it becomes imperative to understand the factors that contribute to career satisfaction among bank employees because their tasks are tedious and tiresome (Faroque et al., 2019). Several studies have confirmed that bank employees in Bangladesh are not satisfied with their careers (Islam et al., 2019; Ali et al., 2019; Awal et al., 2021). Thus, career satisfaction has emerged as a fundamental issue in the modern workplace, as satisfied workers are more dedicated, productive, and enthusiastic about their work (Judge et al., 1999; Oh, 2013; Raziq & Maulabakhsh, 2015; Varma, 2017; Hassan et al., 2020; Chiedu et al., 2022; Kundi et al., 2023), improved job performance (Karatepe & Vatankhah, 2015), increased quality of services rendered by the employees (Hee et al., 2016), and can facilitate creativity at work (Noori, 2015). Antecedents of career satisfaction are one of the current most researched areas in organizational behavior (Homberg et al., 2015). The literature indicates that organizational justice strongly predicts employee and organizational outcomes, such as career satisfaction (Singh & Singh, 2019; Sembiring et al., 2020; Mubashar, 2022; Mert et al., 2022; Jilili & Aini, 2023; Majumdar & Kumar, 2022).

Organizational justice increases trust in management and supervisors, career satisfaction, and organizational commitment (Rahim et al., 2023; Sun et al., 2022; Robinson, 2019), achieving organizational objectives and gaining success (Abekah-Nkrumah & Atinga, 2013). If the employees feel they are not treated and rewarded appropriately, they will be dissatisfied and leave (Crow, 2020). Al-Zubi (2020) identified distributive justice, procedural

justice, and interactional justice as the three dimensions of organizational justice. Distributive justice is one of the most widely studied dimensions of organizational justice which is rooted in the Social Exchange Theory and the Equity Theory (Malla & Malla, 2023). The distribution of rewards is a core concern for employees in any organization, including the banking sector in Bangladesh (Khatun et al., 2023). Employees who perceived a fair distribution of rewards and resources in their organizations were more loyal and less likely to contemplate leaving their employment (Nwagbara et al., 2021; Njoku & Emezue, 2019).

Although the banking sector in Bangladesh has experienced substantial growth in recent years, concerns regarding distributive justice and career satisfaction among bank employees persist. Bank employees often perceive inequities in the distribution of rewards and promotions, which can negatively influence their overall satisfaction with their careers (Okpara, 2006). Previous research has established a positive relationship between distributive justice and career satisfaction (Zacharias, 2023; Lambert et al., 2020), proposing that perceived fairness in allocation of the rewards and resources is central for employees' satisfaction with their careers.

Distributive justice and career satisfaction have been extensively examined in previous research but the result was mixed and inconclusive (Ghaderi et al., 2023; Zacharias, 2023; Lambert et al., 2020; Al-douri, 2020). The specific role of self-efficacy as a mediator in this relationship has received limited attention. Self-efficacy refers to an individual's belief in their ability to perform a specific task or achieve a goal (Chen et al., 2022), and it has been found to influence various aspects of individuals' work-related outcomes, including career satisfaction (Yang et al., 2023). Self-efficacy beliefs influence an individual's motivation, effort, and persistence towards achieving goals (Komarraju & Nadler, 2013). Employees who perceive distributive justice may develop higher levels of self-efficacy, leading to increased career satisfaction (Shang et al., 2022; Bernales-Turpo et al., 2022). Therefore, incorporating self-efficacy as a mediating variable helps to build upon existing theoretical frameworks and provides a comprehensive understanding of the relationship between distributive justice and career satisfaction. The choice of self-efficacy as a mediating variable is particularly relevant in the context of bank employees in Bangladesh. Because, the banking sector in Bangladesh is characterized

by a competitive and demanding work environment (Uddin et al., 2023) where, employees' belief in their own capabilities to perform their roles effectively and overcome challenges is crucial for their career success and satisfaction (Chen et al., 2003). Most career satisfaction research has been carried out within the Western context (Gori et al., 2020) and in diverse sectors like private hospitals ((Jaenab et al., 2020); the transportation industry (Al-Nouri, 2020), but only a small amount of research has been conducted on the banking sector in Bangladesh.

To bridge this gap, the present study aimed to determine the mediating effect of self-efficacy on the relationship between distributive justice and career satisfaction among bank employees in Bangladesh.

LITERATURE REVIEW

Career Satisfaction

Career satisfaction is an individual's level of contentment with occupational advancement over the course of his or her lifespan (Ogunleye, 2020). It assesses how well people feel their career is moving in the direction that best fits their values, priorities, and aspirations (Heslin, 2003) and indicates the level of total happiness experienced as a result of a person's career choice. Career satisfaction is influenced by designation, company culture, managerial style, good relationships, and physical and social surroundings (Bayona et al., 2020). Performance suffers from career dissatisfaction (Shaikh et al., 2019), it has a significant impact on their life satisfaction (Jawahar & Liu, 2017) and decreases turnover intention (Asadullah et al., 2019; Budría & Baleix, 2020; Rahman, 2020; Nae & Choi, 2021). Career satisfaction has been correlated positively with motivation, productivity, performance, and patient safety, and negatively with absenteeism (Carvajal et al., 2019; Mignonac & Herbach, 2003), while low career satisfaction has been linked to lower output and higher employee turnover (Ayele et al., 2020; Hassan et al., 2020; James, 2020).

Various factors, such as decision-making involvement, job autonomy, job variety, satisfaction with pay, availability of incentive programs, training opportunities, perceptions of equitable treatment, and quality of supervision

have been found to be associated with higher levels of job satisfaction (Pacheco & Webber, 2016; Gözükarar & Çolakoğlu, 2016; Katsikea et al., 2011; Stringer et al., 2011; Juračak & Lovre, 2022; Giovanni Mariani et al., 2013; Lambert et al. 2007; Aliska et al., 2023). Workplace injustice was linked to career dissatisfaction (Syed et al., 2021). Equitable payment structure has been found to be inversely linked to employees' career satisfaction (Mukonka et al., 2023).

Distributive Justice

There are three types of organizational justice: distributive justice, procedural justice, and interactional justice (Chegini et al., 2019), where distributive justice is the most influential variable within organizational justice (Bidarian & Jafari, 2012; Chen et al., 2015). Distributive justice refers to employees' concerns regarding the distribution of resources and results (Greenberg, 1990; Cropanzano & Folger, 1989). Distributive justice means treating workers fairly depending on their contributions (Abril et al., 2020). Studies of distributive justice focus primarily on questions of fairness in the distribution of outcomes (McMillan-Capehart & Richard, 2005). The Equity Theory is the foundation of distributive justice (Adam, 1965). Thus, people judge the fairness of organizations by comparing the worth of their contributions to the outcomes they have achieved (Aisha et al., 2022). Inputs include effort, zeal, proficiency, dedication, and commitment, while outputs include compensation, benefits, and recognition (Bibby, 2008). A person's input/outcome ratio is considered fair if it is consistent with the ratios of referents such as coworkers (Ha & Moon, 2023). If the person experiences unfairness as a result of the comparison, they will be driven to take action by either decreasing inputs or raising output (Goya-Tocchetto & Payne, 2022). When workers feel that they have been treated unfairly, they may act in ways that hurt productivity (Hopkins & Weathington, 2006). Conversely, when people believe that their contributions are being fairly rewarded by the organization, they are more likely to feel invested in its success (Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Elamin, 2012; Jehanzeb & Mohanty, 2020; Hermanto & Srimulyani, 2022). Previous research has linked distributive justice to self-reported outcomes including pay satisfaction and career satisfaction (McFarland et al., 2012; Wang et al., 2010).

Distributive Justice and Career Satisfaction

The literature has found that there is a positive relationship between distributive justice and career satisfaction (e.g. Jaenab et al., 2020; Saha, 2020; Lambert et al., 2019; Ridaryanto et al., 2018; Kashif et al., 2016; Khosrozadeh et al., 2016; López-Cabarcos et al., 2015; Rahman et al., 2015; Usmani & Jamal, 2013; Uppa, 2012; Wu & Li, 2007). Ghaderi et al. (2023) conducted a study showing that only distributive justice has a strong relationship with career satisfaction among organizational justice dimensions. Furthermore, a large body of research has shown a negative correlation between distributive justice and career satisfaction (e.g. Lambert et al., 2007; Iqbal, 2013; Kim, 2017; Ozel & Bayraktar, 2018; Al-douri, 2020; Lambert et al., 2021). Consequently, it was hypothesized that alterations in distributive justice would result in alterations in career satisfaction levels:

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

Self-Efficacy as Mediator

Self-efficacy is an individual's perception of how well or inadequately they can handle a given situation based on their abilities and circumstances (Schwarzer & Luszczynska, 2008). Similarly, self-efficacy describes an individual's belief in his or her own ability to successfully complete a certain activity (Zhang et al., 2020). A strong sense of self-efficacy promotes human accomplishment and personal well-being (Krishnan & Krutikova, 2013). Employees' levels of self-efficacy are linked to positive markers such as their well-being, job engagement, and accomplishments (Kodden, 2020; Krishnan et al., 2018). Research has previously linked self-efficacy and employee engagement in research (Peiró & Schaufeli, 2002; Halbesleben, 2010; Salanova et al., 2010). Furthermore, stronger self-efficacy in a domain is linked to positive outcomes, such as greater career satisfaction and performance (Judge & Bono, 2001). Past studies have found a significant positive association between distributive justice, procedural justice, & interactional justice and self-efficacy (Hosseinkhani & Giyaove, 2015; Janati et al., 2017; Vatankhah et al., 2013). According to Yahaya et al. (2020), distributive justice and self-efficacy have a good and

significant impact on employee performance. On the other hand, Lisa et al. (2013) discovered that self-efficacy is closely linked to distributive justice. According to research, self-efficacy is positively associated with career satisfaction (Shen et al., 2012), and self-efficacy significantly impacts career satisfaction (You et al., 2017). As a result, it is possible to conclude that distributive justice benefits career satisfaction. Sangadji and Narmaditya's (2021) showed that organizational justice and self-efficacy impacted teacher performance and were linked to internal motivation. Ngo and Hui (2018) found that self-efficacy mediated the relationship between employees' commitment and career satisfaction. Yet some research has found no link between self-efficacy and satisfaction in one's career (Nielsen et al., 2009; Chegini et al., 2019). Consistent with existing research, it was postulated that self-efficacy mediated the relationship between distributive justice and career satisfaction:

H2: Self-efficacy mediates the relationship between distributive justice and career satisfaction.

Proposed Model for this Study

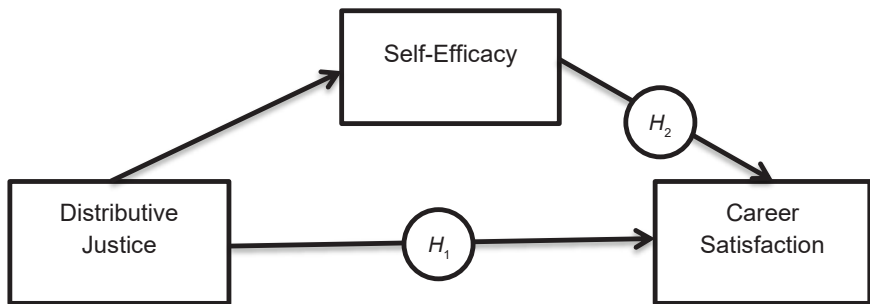


Figure 1: Proposed Model

METHODS

Data Collection and Sample

The sample in this research composed of permanent employees from thirteen selected commercial banks in Bangladesh. This study chose the banking sector because it is Bangladesh's lifeline and a fast-growing sector

(Jony et al., 2019; Nathroy, 2017). This sector contributed 4% to GDP in fiscal year 2022; according to the Bangladesh Bureau of Statistics (BBS) data. Over 250,000 workers in 48 commercial banks in Bangladesh make up one of the largest employment sectors (Rahman et al., 2021). Bank employees often face distinct challenges and work conditions that may impact their perceptions of distributive justice and career satisfaction.

This study used a self-administered questionnaire containing measures of distributive justice, self-efficacy, and career satisfaction to collect data. The period of data collection was from March to June of 2023. A total of 1,480 questionnaires were delivered to employees of several Bangladeshi commercial banks in Dhaka and Chittagong employing the simple random sampling technique. Overall, 440 responses were received, resulting in a 30% response rate, which is regarded acceptable in light of the low response rate of all survey methods (Sekaran, 2004; Hair et al., 2010).

Measures

The items of the constructs were measured using a seven-point Likert-type scales (from 1 strongly disagree to 7 strongly agree) in the questionnaire. A scale created by Niehoff and Moorman (1993) was used to evaluate the degree of distributive justice. There were a total of 5 items on the scale. The example of the statements included “My working hours are reasonable, my job responsibilities seem fair to me”. The Cronbach’s alpha of the scale was 0.852. A scale created by Schwarzer and Jerusalem (1995) was used to assess levels of self-efficacy in this study. There were 10 components to the scale. The example 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. Finally, a five-item scale of career satisfaction developed by Greenhaus et al. (1990) was used. The sample items were “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.

Analytical Techniques

The descriptive statistical analysis was performed using SPSS version 22. Partial Least Squares (PLS) path modeling was also utilized to analyze the measurement and the structural model in Smart-PLS version 4.0.9.2 for the purpose of hypothesis testing and model proposal. This study used Partial Least Squares Structural Equation Modeling (PLS-SEM) to test hypotheses and conduct analysis. Two methods for estimating SEM is the Covariance Structure Equation Model (CB-SEM) and the Partial Least Squares Structural Equation Model (PLS-SEM) (Astrachan et al., 2014). According to Ringle et al. (2020), PLS-SEM is a popular multivariate analytic tool among HRM researchers since it can be used to construct a theory and a prediction, and it can be applied to study both formative and reflective interactions (Hair et al., 2017). PLS-SEM is capable of dealing with complicated models containing several indicators and constructs, handling small sample sizes with caution, and providing relevant latent variable scores that can be employed in subsequent research (Richter et al., 2016).

RESULTS

Demographic and Descriptive Analysis

According to the frequency distribution, males made up over half of the survey population (86.1%). Participants tended to be between the ages of 31 and 40 (54.3%), with a slightly smaller percentage (41%) being younger than 30. The majority of the bank workers in this survey had between one and five years of experience (61%) and a Master's degree (92.3%). Finally, officers at the lowest levels of management made up the largest percentage of the workforce (71.6%).

Descriptive analysis was also used to calculate means and standard deviations for the respondents' overall impressions of the three study constructs. Higher levels of agreement are indicated by a mean closer to 5, whereas lower levels of agreement are indicated by a mean closer to 1. All three variables in the study had expectedly normal mean and standard deviation values. Descriptive statistics for the study variables are presented in Table 2.

Table 1: Demographic Analysis

Demographics		Frequency	%	Demographics		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				

Table 2: Descriptive Analysis

Variables	N	Mean	Std. Deviation
Distributive Justice	440	4.2414	1.48781
Self-Efficacy	440	5.6773	0.94379
Career Satisfaction	440	4.7745	1.49144

Measurement Model Assessment

This study’s primary model was analyzed using PLS-SEM (Partial Least Squares Structural Equation Modeling). Correlations between the constructs and their respective elements were initially determined by assessing the measurement model. Values in Table 3 for the Composite Reliability confirm the reliability of the Constructs; values above 0.70 are considered sufficient (Nunnally & Bernstein, 1994). Convergent validity, defined as the extent to which one indicator is positively linked with the other indicators within the same construct, was evaluated using average variance extracted (AVE) values (Hair et al., 2010). Fornell and Larcker (1981) state that if the AVE for a set of indicators is more than 0.50, then the indicators of that construct have a high degree of convergent validity. Constructs from this investigation were found to have AVEs greater than 0.50, as indicated in Table 3, demonstrating their convergent validity.

Table 3: Measurement Model Results

Constructs	Items	Outer Loading	AVE	CR
Career Satisfaction	CS1	0.878	0.747	0.936
	CS2	0.909		
	CS3	0.873		
	CS4	0.906		
	CS5	0.746		
Distributive Justice	DJ1	0.817	0.626	0.893
	DJ2	0.806		
	DJ3	0.771		
	DJ4	0.765		
	DJ5	0.797		
Self-Efficacy	SE10	0.749	0.572	0.914
	SE2	0.743		
	SE3	0.761		
	SE4	0.800		
	SE5	0.785		
	SE6	0.731		
	SE7	0.738		
	SE9	0.740		

The Fornell-Larcker and HTMT criteria were used to assess discriminant validity. Table 4 of the Fornell-Larcker analysis revealed that the correlations between the square roots of AVE and the other components were significantly higher than those between any of the other constructs. Therefore, the variables were unique from one another and possessed discriminant validity. The HTMT criterion suggested an HTMT inference score of -0.85 to 0.85 to distinguish two constructs (Henseler et al., 2015). Table 5 displays the study constructs, demonstrating that they fell within the accepted range and provided further evidence of discriminant validity.

Table 4: Fornell-Larcker Criterion of Discriminant Validity

Serial No.	Constructs	1	2	3
1	Career Satisfaction	0.864		
2	Distributive Justice	0.547	0.791	
3	Self-Efficacy	0.405	0.317	0.756

Table 5: Heterotrait Monotrait (HTMT) Criterion of Discriminant Validity

Serial No.	Constructs	1	2	3
1	Career Satisfaction			
2	Distributive Justice	0.609		
3	Self-Efficacy	0.440	0.332	

Structural Model Assessment

The direct hypotheses were put to the test when the validity and reliability of the construct's measurements were established. Collinearity flaws in the models had to be found first. As shown in Table 6, the Variance Inflation Factor (VIF) values for all constructs were less than 5.0 (Hair et al., 2017), indicating that there were no collinearity problems with this model.

Table 6: Collinearity Assessment

Relationship	VIF
Distributive Justice -> Career Satisfaction	1.550
Self-Efficacy -> Career Satisfaction	1.793

The bootstrapping function in Smart-PLS 4.0.9.2 was then used to test the relevance of the path coefficients and the hypothesized direct link. Table 7 displays the statistical significance of the path coefficients at the 95% level, with p-values below 0.05 and t-values over 1.96. In particular, it was discovered that distributive fairness had a salutary effect on career satisfaction ($t = 7.307$, $p\text{-value} = 0.000$).

Table 7: Results of Hypothesis Testing (Direct Effect)

Hypotheses	Relationship	Standard deviation	T statistics	P values	Decision
H1	DJ -> CS	0.049	7.307	0.000***	Supported

Note: DJ=Distributive Justice, CS=Career Satisfaction

Mediation Assessment

The mediation analysis method developed by Preacher and Hayes (2008) was used to examine whether or not self-efficacy mediated the connection between distributive justice and career satisfaction. According to Table 8, self-efficacy was found to have a strong indirect effect on the relationship between distributive justice and career satisfaction ($t\text{-value} = 4.336$ and $p\text{-value} = 0.000$). Therefore, it was determined that self-efficacy

played a pivotal mediating role in promoting distributive justice and subsequent career satisfaction in the banking sector.

Table 8: Results of Mediation Analysis (Indirect Effect)

Hypotheses	Relationship	Standard deviation	T statistics	P values	Decision
H2	DJ -> SE -> CS	0.019	4.336	0.000***	Supported

Note: DJ=Distributive Justice, SE=Self-Efficacy, CS=Career Satisfaction

DISCUSSION AND CONCLUSION

This research aimed to understand how self-efficacy acted as a mediator between distributive justice and career satisfaction among bank workers in Bangladesh. Previous studies have asserted the positive effect of organizational justice on career satisfaction (Ekingen, 2023; Chegini et al., 2019; Tjahjono et al., 2019; Ozel & Bayraktar, 2018), unlike other aspects of organizational justice, distributive justice has rarely been studied in this field. For instance, career satisfaction had been linked to procedural justice in the literature (Maria et al., 2020; Lambert et al., 2020) and interactional justice (Abd et al., 2020; Dewi & Amar, 2019). However, the current research found that distributive justice significantly improved career satisfaction ($t=7.307$; $p\text{-value} = 0.000$), supporting H1. Ghaderi et al. (2023) found that distributive justice had a significant positive impact on career satisfaction. The participants in this study were more satisfied with their careers when they perceived greater distributive justice. In reference to the Equity Theory, when people perceived that organizational resources and outcomes, such as pay and promotion, were distributed fairly, they were more contented with their careers. This result is consistent with previous research findings (Snongtaweepon et al., 2022; Menon & Wadke, 2022; Zahednezhad et al., 2021; Lambert et al., 2020; Haryono et al., 2019; Ridaryanto et al., 2018; Afridi & Baloch, 2018; Hao et al., 2016; Sia & Tan, 2016; López-Cabarcos et al., 2015; Abekah-Nkrumah & Ayimbillah, 2013; Elamin, 2012). They all emphasized the significance of distributive justice in fostering career satisfaction. The results of this study indicated that members of an organization who tended to have favourable attitudes towards distributive justice were more likely to report higher levels of career satisfaction. Based on previous studies findings, it can be argued that employees are concerned about the equitable distribution of resources such as pay, rewards,

promotions, etc. This finding was consistent with earlier Equity Theory (Adams, 1965) because it was based on the premise that employees want their employers to treat them fairly, justly, and equitably (Kannan, 2005). When employees believed that impartiality in distribution was guaranteed, they were likely to contribute their best effort and motivation to institution-wide endeavors (Saboor & Rehman, 2018; Yahaya & Tomi, 2020).

Last but not least, the results corroborated H2, showing that distributive justice had an indirect effect on career satisfaction via self-efficacy ($t = 4.336$; $p\text{-value} = 0.000$). The primary justification for this hypothesis is that employees with positive perceptions of distributive justice and high self-efficacy to perform their duties are more likely to be engaged in their work and increase satisfaction with their careers since; career satisfaction is positively correlated with self-efficacy (Yalalova & Durrani, 2017; Guarnaccia et al., 2016). High self-efficacy is also regarded as a motivator and a key factor for career satisfaction (Ismayilova & Klassen, 2019; Duggleby et al., 2009). In reference to the Social Cognitive Theory (SCT), individuals with a high sense of self-efficacy perceived themselves as capable of completing tasks (Bandura, 1977). In addition, organizational justice can increase employee self-esteem (Hadi et al., 2023), resulting in career satisfaction. Organizations that promoted a culture of fairness and equity were likely to cultivate greater self-efficacy among their employees, resulting in positive individual and organizational outcomes (Isiko Ojiambo, 2023). When employees perceived high levels of organizational justice (e.g., equitable treatment, impartial decision-making, and resource allocation), they were more likely to develop greater self-efficacy (Sheikh & Siddiqui, 2023). This enhanced self-efficacy leads to greater levels of career satisfaction. Consequently, this study adds to the body of literature by demonstrating the mediating effect of self-efficacy between distributive justice and career satisfaction.

RESEARCH IMPLICATIONS

From a theoretical perspective, this study adds to the existing body of knowledge by examining the mediating role of self-efficacy in the relationship between distributive justice and career satisfaction. It helps to deepen our understanding of the psychological mechanisms underlying

the relationship between distributive justice and career satisfaction among bank employees in a non-western developing context such as Bangladesh. It helps to enhance our understanding of how employee perceptions of fairness and their belief in their own abilities influence their career satisfaction in the accounting field.

This study also has several practical implications for bank managers and specialists in the field of human resources. *Firstly*, the findings of this study can help organizations in the banking sector in Bangladesh understand the importance of distributive justice and self-efficacy in shaping employees' career satisfaction. By recognizing the significance of these factors, banks can implement fair and transparent practices in resource allocation such as salary, promotions, and rewards, which can enhance employees' career satisfaction.

Secondly, the study highlighted the role of self-efficacy as a mediator between distributive justice and career satisfaction. Banks could promote employees' self-efficacy by providing training and development, mentorship, and recognition and incentive programs. Banks can indirectly improve career satisfaction by increasing self-efficacy of their employees.

Thirdly, the findings can be used to create career satisfaction programs and policies for Bangladeshi bankers. Banks can establish objective performance appraisal systems and clear promotion and reward standards. This can increase career satisfaction by promoting fairness and distributive justice.

Fourthly, the study emphasized the need for organizations to consider the individual differences and perceptions of their employees. Employees' perceptions of distributive justice and their self-efficacy beliefs can vary, and it is essential for organizations to address these differences through customized approaches involving conducting regular employee surveys, fostering open communication channels, and implementing flexible policies that consider employees' unique needs and aspirations.

Fifthly, 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.

Lastly, this study also has some implications for organizations in the accounting sector. By executing fair and transparent practices, organizations can foster a positive work environment, enhance employee morale, and increase career satisfaction. This can lead to higher levels of employee engagement and retention, which are crucial for the success of accounting firms. *Overall*, this result can help researchers, policymakers, and practitioners in the banking sector better understand the elements that influence career satisfaction among bank employees and create effective measures to increase it.

LIMITATIONS AND FUTURE DIRECTIONS

There were a number of limitations that need to be fixed in this study. First, this research was limited in examining the impact of distributive justice on career satisfaction. Second, the data of this research came from a single source, i.e., employees, which may have resulted in response bias, especially when evaluating perceived distributive justice (Ramayah et al., 2018). Thirdly, this study was the cross-sectional in nature. The ability to deduce cause-and-effect correlations from observations was restricted when the study was designed using a cross-sectional methodology. Future research should employ longitudinal data from a variety of sources in order to circumvent these limitations. Fourthly, the outcomes are unique to two geographic regions (Dhaka and Chittagong). Obtaining data from other regions of Bangladesh would unquestionably enhance the value of the current database. Fifth, only distributive justice was included in the framework to predict career satisfaction from an organizational justice perspective. Self-efficacy as a mediator between career satisfaction and other types of justice, such procedural and interactional justice, might be worthwhile to study.

Future research may use a qualitative method to disentangle the effects of distributive justice on career satisfaction. Studies that are qualitative have the potential to provide a more comprehensive picture of the social exchange dynamic that exists between employees and their employers. Self-reported measures can also be used to assess reporting biases like desirability, which is especially useful when analyzing data. It's possible that future studies will employ a multimodal strategy to address this problem. Additional research

is required to fully understand the connections between other forms of organizational justice (procedural justice, interactional justice), and career satisfaction among bank employees in Bangladesh.

Furthermore, this study only included bank personnel, limiting the transferability of the findings to other industries. Future studies may find it intriguing to investigate the similarities and contrasts between banking and non-banking institutions. In order to better explain the nuances of the factors that influence career satisfaction among bank employees in Bangladesh, future research may wish to expand the scope of this study by including additional variables, such as job design and characteristics, training and development opportunities, work-life balance, leadership and supervision, organizational culture and values, work relationships and social support, and job security and stability.

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