

Organizational Justice and Organizational Citizenship Behavior in a Post-Conflict Public Sector Context: Evidence from Nimruz Municipality, Afghanistan

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ABSTRACT

Purpose: This study investigates the relationship between organizational justice—comprising distributive, procedural, and interactional dimensions—and organizational citizenship behavior (OCB) among municipal employees in Nimruz Province, Afghanistan. The purpose is to address the theoretical and contextual gap arising from the scarcity of empirical evidence on these constructs in non-Western, post-conflict public sector settings.

Methodology: A cross-sectional, descriptive-correlational design was employed. The statistical population consisted of 198 employees of Nimruz Municipality, from which 130 participants were selected through simple random sampling based on the Krejcie–Morgan table. Data were collected using the standard Organizational Justice Questionnaire (Niehoff & Moorman, 1993) and the OCB scale (Podsakoff et al., 1990). Pearson correlation and simple and multiple regression analyses were conducted in SPSS.

Findings: Organizational justice was positively and significantly correlated with OCB ($r = 0.557$, $p < 0.001$), explaining approximately 31% of the variance (adjusted $R^2 = 0.305$). Procedural justice emerged as the strongest predictor ($\beta = 0.463$, $p < 0.001$), followed by distributive justice ($\beta = 0.425$, $p < 0.001$) and interactional justice ($\beta = 0.271$, $p = 0.002$). Stepwise regression revealed that procedural justice alone accounted for 20.8% of OCB variance; adding interactional and distributive justice increased the explained variance to 36.7%.

Conclusion: The findings confirm the applicability of social exchange theory in a post-conflict public sector and highlight procedural justice as the most influential lever for fostering OCB. Municipal managers can enhance discretionary employee effort—even under severe resource constraints—by prioritizing transparent, impartial, and participatory decision-making procedures.

Keywords: Organizational justice, organizational citizenship behavior, procedural justice, distributive justice, interactional justice, Afghanistan, public sector.

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1. Introduction

Contemporary organizational behavior research has accumulated substantial evidence that employees' fairness perceptions shape their discretionary, extra-role contributions to organizational functioning (Colquitt et al., 2001; Organ, 1988). Organizational citizenship behavior (OCB)—defined as voluntary actions that exceed formal job requirements and collectively enhance organizational effectiveness—has been consistently linked to perceptions of justice across diverse occupational and cultural contexts. Meta-analytic estimates place the corrected correlation between overall organizational justice and OCB at approximately $\rho = 0.41$ to 0.44, indicating a moderate-to-strong positive association. Yet the overwhelming majority of this evidence originates from Western, industrialized, and relatively stable institutional environments (Colquitt et al., 2001; Gürbüz et al., 2016). Whether these relationships hold in fragile, post-conflict states—where public sector institutions operate under conditions of resource scarcity, weak rule of law, and eroded social trust—remains largely unexplored.

Afghanistan presents a particularly consequential context for examining this question. Decades of conflict have disrupted formal governance structures, depleted human capital in public administration, and strained the social contract between state institutions and citizens (Kibria, 2013). Municipal governments, as the front-line interface between the state and local communities, bear much of this strain. In Nimruz Province—a strategically located but chronically under-resourced border region—the municipality functions with limited fiscal capacity, ambiguous authority structures, and a workforce that has experienced repeated political disruptions. Under such conditions, employees' willingness to engage in OCB (helping colleagues, tolerating inconvenience, defending organizational reputation) cannot be assumed. Understanding what organizational factors sustain these behaviors is therefore not merely an academic question but a practically urgent one for public sector capacity building.

The theoretical rationale for expecting a justice–OCB relationship in this setting draws on social exchange theory (Blau, 1964). When employees perceive that their organization treats them fairly—distributing resources equitably, applying consistent procedures, and interacting with respect and dignity—they reciprocate with discretionary behaviors that benefit the organization (Moorman, 1991; Organ, 1988). Trust in the organization is often posited as a mediating mechanism in this exchange process. While the present study does not include trust as a measured variable (due to data limitations), the exchange-theoretic logic remains the appropriate interpretive frame. The key question is whether the fairness–reciprocity dynamic, which has been documented extensively in Western settings, operates similarly in a context where institutional trust is generally low and where employees may perceive limited organizational capacity to deliver on fairness commitments.

The limited available evidence from non-Western public sectors is mixed but suggestive. Studies conducted in Turkish, Vietnamese, and Middle Eastern organizational contexts have generally found positive justice–OCB associations, though the relative strength of distributive, procedural, and interactional justice dimensions varies considerably. A meta-analysis of 29 Turkish studies ($N = 8,674$) reported a corrected correlation of 0.41 between organizational

justice and OCB (Gürbüz et al., 2016). Research in Vietnamese academic libraries (N = 248) confirmed that organizational justice mediates the relationship between leadership behavior and OCB. However, virtually no quantitative evidence exists for Afghanistan. A recent conceptual review of OCB in Afghan public organizations noted that employees have "long suffered from confrontation instead of interaction and disharmony instead of cooperation," underscoring the theoretical relevance of citizenship behavior in this context while also highlighting the absence of empirical data (Moradi et al., 2009).

This study addresses that gap. It draws on primary survey data collected from 130 employees of Nimruz Municipality to examine three research questions: (1) Is organizational justice significantly related to OCB in this context? (2) Which justice dimensions (distributive, procedural, interactional) are the strongest predictors? (3) Does the pattern of relationships align with or diverge from findings in Western and other non-Western settings? The contribution is twofold. Theoretically, the study provides a rare quantitative test of social exchange predictions in a post-conflict public sector. Practically, it offers evidence that municipal managers in Afghanistan can potentially leverage fairness-enhancing interventions to sustain discretionary employee effort—a low-cost strategy in resource-constrained environments.

The remainder of the paper proceeds as follows. Section 2 reviews the theoretical foundations of organizational justice and OCB, synthesizes prior empirical findings, and develops the study's hypotheses. Section 3 describes the methodology, including sampling, measures, and analytical procedures. Section 4 presents the results. Section 5 discusses the findings in relation to the literature, acknowledges limitations, and concludes with implications for practice and future research.

2. Theoretical Foundations and Literature Review

2.1 Conceptual Definitions of Organizational Justice

Organizational justice refers to employees' perceptions of fairness and equity in workplace behaviors, decisions, and relationships. The concept originated with Adams's (1965) equity theory but gained prominence as a central construct in organizational behavior through Greenberg's work in the 1980s (Colquitt et al., 2001). Unlike philosophical or legal justice, organizational justice is perceptual in nature: what matters is employees' judgments about the fairness of distributions, procedures, and interactions, not necessarily their objective reality.

Contemporary literature distinguishes three dimensions of this construct. **Distributive justice** refers to employees' perceptions of the fairness of outcomes and consequences they receive—pay, rewards, promotions, and developmental opportunities. This dimension is rooted in Adams's (1965) equity theory, which emphasizes the proportionality between inputs (effort, skill, time) and outcomes (rewards, recognition). **Procedural justice** extends beyond outcomes to address the fairness of the processes leading to resource allocation and decision-making. Consistency of procedures, impartiality of decision-makers, transparency of information, and opportunities for employee voice are key components of this dimension (Niehoff & Moorman, 1993). **Interactional justice** (sometimes divided into interpersonal and informational sub-

dimensions) concerns the quality of human interactions in organizational processes: respect, honesty, dignity, and the provision of candid explanations by managers and supervisors (Bies & Moag, 1986; Colquitt, 2001).

In the present study, organizational justice was measured using the 20-item Niehoff and Moorman (1993) questionnaire, which covers the three dimensions above. Table 1 presents the structure of this instrument.

Table 1. Structure of Dimensions and Items of the Organizational Justice Questionnaire

Dimension	Number of Items	Item Numbers	Source
Distributive Justice	5	1–5	Niehoff & Moorman (1993)
Interactional Justice	6	6–11	Niehoff & Moorman (1993)
Procedural Justice	9	12–20	Niehoff & Moorman (1993)
Total	20	—	—

Source: Niehoff & Moorman, 1993

As shown in Table 1, procedural justice has the largest share of items (9), followed by interactional justice (6) and distributive justice (5). This distribution reflects the instrument's relative emphasis on procedural processes compared with distributive outcomes.

2.2 Organizational Citizenship Behavior: Concept and Dimensions

Organizational citizenship behavior refers to voluntary, extra-role behaviors that employees exhibit but that are not explicitly recognized by the formal reward system, yet collectively enhance organizational effectiveness (Organ, 1988; Podsakoff et al., 2000). The concept was first introduced by Bateman and Organ in the early 1980s, though its roots can be traced to Chester Barnard's (1938) notion of "willingness to cooperate."

Organ (1988) identified five classic dimensions of OCB: **altruism** (voluntary helping of colleagues with work-related problems), **conscientiousness** (behaviors exceeding minimum job requirements), **sportsmanship** (tolerating inconveniences without complaint), **civic virtue** (constructive participation in organizational life), and **courtesy** (preventing interpersonal problems). Podsakoff et al. (1990) operationalized seven dimensions in a 27-item scale, which, in addition to the above, includes **interpersonal harmony** and **protecting organizational resources**. Table 2 presents the structure of this instrument.

Table 2. Structure of Dimensions and Items of the Organizational Citizenship Behavior Questionnaire

Dimension	Number of Items	Item Numbers	Source
Civic Virtue	4	1–4	Podsakoff et al. (1990)
Altruism	5	5–9	Podsakoff et al. (1990)
Conscientiousness	4	10–13	Podsakoff et al. (1990)
Interpersonal Harmony	4	14–17	Podsakoff et al. (1990)
Protecting Organizational Resources	3	18–20	Podsakoff et al. (1990)
Sportsmanship	3	21–23	Podsakoff et al. (1990)
Courtesy	4	24–27	Podsakoff et al. (1990)
Total	27	—	—

Source: Podsakoff et al., 1990

2.3 Social Exchange Theory: An Integrative Theoretical Framework

Social exchange theory (Blau, 1964) is the most widely used theoretical framework for explaining the relationship between organizational justice and OCB. The logic is

straightforward yet powerful: when employees perceive that their organization treats them fairly—whether in the distribution of rewards, the procedures of decision-making, or the quality of interactions—they reciprocate with voluntary behaviors that exceed their formal duties (Moorman, 1991; Organ, 1988). This reciprocity is not based on instrumental calculation but on the norm of reciprocity, whereby fair treatment creates a sense of obligation to repay.

Organizational trust is often proposed as a mediating mechanism in this exchange process. Employees who perceive their organization as fair trust it more, and consequently, are more willing to invest psychological and behavioral effort beyond job requirements (Cohen-Charash & Spector, 2001). Although the present study does not include trust as a measured variable, the logic of social exchange provides an appropriate interpretive framework: if Nimruz Municipality employees perceive fair treatment, they are expected to respond with OCB; if they perceive injustice, they may withhold such behaviors.

2.4 Systematic Review of the Justice–OCB Relationship

2.4.1 Meta-Analytic Evidence

Meta-analytic evidence from various contexts reveals a relatively stable pattern of positive association between organizational justice and OCB. A meta-analysis of 59 Iranian studies reported an effect size of 0.44 between these two constructs, which, by Cohen's criteria, constitutes a "strong" effect (Iranian Meta-Analysis, 2021). This meta-analysis also showed that several moderating variables—including geographic location, organizational type, gender, and ethnicity—influence the strength of this relationship. Specifically, effect sizes were significantly higher in eastern and southeastern Iran, in sports organizations, and among women.

In the Turkish context, a meta-analysis of 29 studies ($N = 8,674$) confirmed a "moderate-to-strong" relationship between organizational justice and OCB (Gürbüz et al., 2016). A more recent meta-analysis (2025) in the South Korean context, analyzing 20 studies, reported an effect size of $g = 0.628$, indicating a moderate effect (Won, 2025).

2.4.2 Evidence from Non-Western Contexts

Studies in non-Western public sector contexts present a more complex picture. Research in Ethiopian public universities ($N = 312$), using structural equation modeling, found that organizational justice had only a direct effect on OCB, with leader–member exchange playing no mediating role (Ayalew & Walia, 2024). This finding aligns with social exchange theory but highlights the moderating role of institutional context: in environments where leader–member relationships are traditionally weak, the direct justice–citizenship link may appear stronger.

A study in the South Korean public sector ($N = 6,075$) yielded a different and noteworthy finding: interactional justice had a positive effect on OCB, whereas distributive justice had a **negative** effect (Kim & Kwak, 2025). The researchers attributed this unexpected result to the seniority-based pay system in the Korean public sector: in such a system, high perceptions of distributive justice may reduce the motivation for extra-role behaviors because employees feel rewards are distributed automatically and independently of extra effort. This finding carries an

important warning for the present study: the moderating role of institutional context cannot be ignored.

2.4.3 Research Gap: The Afghan Context

The literature on organizational justice and OCB in Afghanistan is extremely limited. A study in the Afghan Ministry of Transport found that managers' fair behavior was associated with increased employee motivation and discretionary effort, but this study was qualitative and descriptive in nature (Moradi et al., 2009). No published quantitative study was identified that examined the relationship between organizational justice and OCB in an Afghan public organization using standard instruments and rigorous statistical analyses. This gap makes the present study necessary from two perspectives: first, testing social exchange theory predictions in a context that Western organizational literature has largely neglected; second, providing evidence that Afghan public sector managers can use in designing justice-oriented interventions.

Table 3. Summary of Prior Studies on the Relationship between Organizational Justice and Organizational Citizenship Behavior

Study	Context	Sample Size	Analytical Method	Main Finding
Iranian Meta-Analysis (2021)	Iran (59 studies)	—	Meta-analysis	Effect size 0.44
Gürbüz et al. (2016)	Turkey (29 studies)	8,674	Meta-analysis	Moderate-to-strong relationship
Won (2025)	South Korea (20 studies)	—	Meta-analysis	Effect size $g = 0.628$
Ayalew & Walia (2024)	Ethiopia	312	SEM	Direct effect of justice on OCB
Kim & Kwak (2025)	South Korea (public sector)	6,075	Regression	Negative effect of distributive justice on OCB
Moradi et al. (2009)	Afghanistan (Ministry of Transport)	—	Qualitative	Fair behavior linked to motivation
Present Study	Afghanistan (Nimruz Municipality)	130	Correlation + Regression	—

Note. Adapted from Gürbüz et al. (2016); Ayalew and Walia (2024); Kim and Kwak (2025); Won (2025); Moradi et al. (2009); Iranian Meta-Analysis (2021). Compiled by the researcher.

Table 3 shows that although numerous studies have been conducted in various contexts, a clear gap remains in the Afghan literature. The present study, using a quantitative design and standard instruments, represents a first step in filling this gap.

2.5 Hypothesis Development

Based on the social exchange theory framework and the empirical evidence reviewed, the following hypotheses are developed:

Main Hypothesis: There is a positive and significant relationship between organizational justice (overall) and organizational citizenship behavior in Nimruz Municipality.

Sub-Hypothesis 1: There is a positive and significant relationship between distributive justice and organizational citizenship behavior in Nimruz Municipality.

Sub-Hypothesis 2: There is a positive and significant relationship between procedural justice and organizational citizenship behavior in Nimruz Municipality.

Sub-Hypothesis 3: There is a positive and significant relationship between interactional justice and organizational citizenship behavior in Nimruz Municipality.

Given meta-analytic findings that identify procedural justice as the strongest predictor of citizenship behavior in many contexts, this dimension is expected to yield the highest regression coefficient in the present study. However, considering the Korean public sector findings (Kim & Kwak, 2025), the possibility remains that this pattern could be moderated by the institutional characteristics of Nimruz Municipality (such as pay system, authority structure, and organizational culture).

2.6 Conceptual Model of the Study

The conceptual model of this study is designed based on the social exchange theory framework and the three-dimensional conceptualization of organizational justice (Niehoff & Moorman, 1993). In this model, three dimensions of organizational justice (distributive, procedural, and interactional) are treated as independent variables, and organizational citizenship behavior is treated as the dependent variable. Figure 1 presents this model graphically.

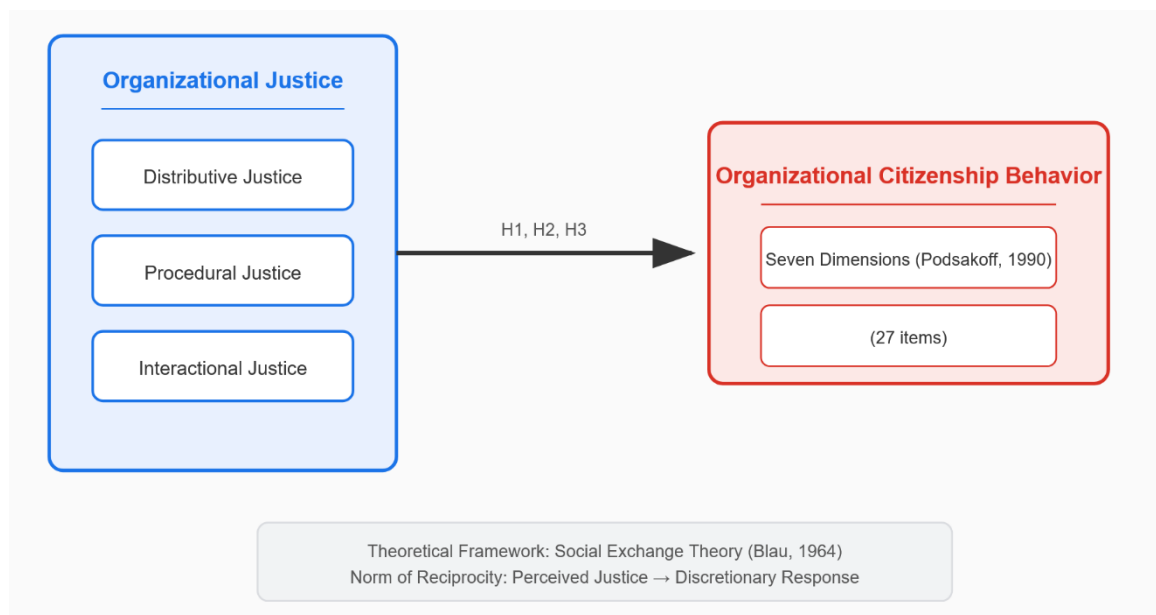


Figure 1. Conceptual Model of the Study

Source: Developed by the researcher based on Niehoff & Moorman, 1993; Podsakoff et al., 1990; Blau, 1964.

As shown in Figure 1, the conceptual model consists of three independent variables (dimensions of organizational justice) and one dependent variable (organizational citizenship behavior). The underlying theoretical framework is social exchange theory, which provides the interpretive mechanism for the relationships among these variables.

3. Methodology

3.1 Research Design

The present study is applied in terms of purpose and descriptive-correlational in terms of nature and method. In this type of research, the researcher seeks to discover relationships among variables in their existing state, without manipulating or intervening in the independent variables (Sarmad et al., 2001). The research design is cross-sectional; that is, data were collected within a specific time frame from a single sample. This design is appropriate for examining concurrent relationships between organizational justice and organizational citizenship behavior, although it limits causal inference—a point to which we will return in the limitations section.

3.2 Statistical Population

The statistical population of this study consists of all employees of Nimruz Municipality, Afghanistan. According to official organizational records, the total number of employees at the time of the study was 198. This population includes permanent and contractual employees across various organizational levels (managers and staff). Table 4 presents the distribution of the statistical population by demographic variables.

Table 4. Frequency Distribution of the Statistical Population by Demographic Variables

Variable	Category	Frequency	Percentage
Gender	Male	143	72.2
	Female	55	27.8
Age	20–25 years	34	17.2
	26–30 years	73	36.9
	31–35 years	35	17.7
	Above 35 years	56	28.3
Work Experience	Less than 10 years	119	60.1
	10–20 years	41	20.7
	More than 20 years	38	19.2
Education	Associate degree	32	16.2
	Bachelor's degree	126	63.6
	Master's degree and above	40	20.2
Organizational Position	Manager	38	19.2
	Staff	160	80.8
Total		198	100

Note. Compiled by the researcher based on official records of Nimruz Municipality.

The data in Table 4 indicate that the majority of Nimruz Municipality employees are male (72.2%), and the highest age frequency falls within the 26–30 age bracket (36.9%). In terms of work experience, 60.1% of employees have less than 10 years of service, reflecting the relatively youthful nature of the organization's human resources. Furthermore, 63.6% hold a bachelor's degree, and 80.8% occupy staff (non-managerial) positions.

3.3 Sample and Sampling Method

To determine the sample size, the Krejcie and Morgan (1970) table was used. Based on this table, for a population of 198, the sample size was determined to be 130. Simple random sampling was employed: first, a complete list of employees was prepared, and then 130 individuals were selected using random numbers. The questionnaire return rate was 100%, as

distribution and collection were conducted in person with direct follow-up by the researcher. Table 5 presents the frequency distribution of the sample.

Table 5. Frequency Distribution of the Sample by Demographic Variables

Variable	Category	Frequency	Percentage
Gender	Male	96	73.8
	Female	34	26.2
Age	20–25 years	22	16.9
	26–30 years	48	36.9
	31–35 years	23	17.7
	Above 35 years	37	28.5
Work Experience	Less than 10 years	78	60.0
	10–20 years	27	20.8
	More than 20 years	25	19.2
Education	Associate degree	21	16.2
	Bachelor's degree	83	63.8
	Master's degree and above	26	20.0
Organizational Position	Manager	25	19.2
	Staff	105	80.8
Total		130	100

Note. Compiled by the researcher based on survey data.

A comparison of the data in Table 5 with Table 4 shows that the distribution of demographic variables in the sample reasonably aligns with the population distribution. For example, the male-to-female ratio in the sample (73.8 to 26.2) closely matches that of the population (72.2 to 27.8). This alignment indicates the relative validity of simple random sampling in representing the population.

3.4 Data Collection Instruments

Two standard questionnaires were used to measure the main variables:

a) Organizational Justice Questionnaire: This instrument, developed by Niehoff and Moorman (1993), contains 20 items measuring three dimensions of organizational justice: distributive justice (5 items, numbers 1–5), interactional justice (6 items, numbers 6–11), and procedural justice (9 items, numbers 12–20). Responses are rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). A higher score on each dimension indicates a higher perception of justice in that dimension.

b) Organizational Citizenship Behavior Questionnaire: This instrument, developed by Podsakoff et al. (1990), contains 27 items measuring seven dimensions of OCB: civic virtue (4 items, 1–4), altruism (5 items, 5–9), conscientiousness (4 items, 10–13), interpersonal harmony (4 items, 14–17), protecting organizational resources (3 items, 18–20), sportsmanship (3 items, 21–23), and courtesy (4 items, 24–27). Responses are also rated on a five-point Likert scale. The complete structure of this instrument is presented in Table 2.

3.5 Validity and Reliability of Instruments

3.5.1 Validity

The content validity of the questionnaires was established through two approaches. First, both instruments were adapted from standard international questionnaires used in hundreds of prior studies—including in non-Western contexts—whose validity has been confirmed

(Niehoff & Moorman, 1993; Podsakoff et al., 1990). Second, to ensure the appropriateness of the Persian/Dari translation for the research context, the questionnaires were reviewed by five management professors and organizational behavior experts. After minor revisions to the wording of several items, their content validity was confirmed. This procedure aligns with the recommendations of Sarmad et al. (2001) for establishing content validity.

3.5.2 Reliability

Cronbach's alpha was used to determine reliability. Initially, a pilot sample of 30 employees (outside the main sample) was selected, and the questionnaires were distributed among them. Cronbach's alpha coefficients were then calculated for each dimension and the total questionnaire. After collecting data from the main sample (130 participants), these coefficients were recalculated and confirmed. Table 6 presents the results.

Table 6. Cronbach's Alpha Coefficients of the Questionnaires (Pilot Sample n = 30 and Main Sample n = 130)

Questionnaire / Dimension	Number of Items	Cronbach's Alpha (Pilot, n = 30)	Cronbach's Alpha (Main, n = 130)
Organizational Justice (Overall)	20	0.89	0.89
Distributive Justice	5	0.81	0.83
Interactional Justice	6	0.84	0.86
Procedural Justice	9	0.87	0.88
Organizational Citizenship Behavior (Overall)	27	0.81	0.86
Total Questionnaire	47	0.83	0.86

Note. Compiled by the researcher based on SPSS output.

The data in Table 6 show that all Cronbach's alpha coefficients exceed 0.80, which, by conventional criteria (Nunnally, 1978), is considered "good" to "excellent" reliability. The highest coefficient pertains to organizational justice (overall) at 0.89, and the lowest (yet still acceptable) pertains to distributive justice at 0.83. These results indicate that the research instruments possess sufficient reliability for statistical analysis.

3.6 Data Analysis Procedures

Data were analyzed at both descriptive and inferential levels using SPSS.

Descriptive statistics: Frequency, percentage, mean, and standard deviation were used to describe the demographic characteristics of the sample (gender, age, work experience, education, and organizational position). Bar charts were also created to visually display the distribution of demographic variables (see the Findings section).

Inferential statistics: Two main methods were used to test the hypotheses. First, Pearson correlation coefficient was employed to examine the strength and direction of relationships between independent variables (dimensions of organizational justice) and the dependent variable (OCB). Second, simple and multiple linear regression analyses were used to determine the relative contribution of each justice dimension in predicting OCB. Stepwise regression was also used to rank the relative influence of justice dimensions. The significance level was set at 0.05 for all tests.

Before conducting parametric tests, their assumptions were examined. Normality of variable distributions was confirmed using the Kolmogorov–Smirnov test ($p > 0.05$). Linearity of

relationships among variables and the absence of outliers were also examined and confirmed using scatter plots and Mahalanobis distance indices. These procedures enhance the credibility of the statistical results.

4. Findings

4.1 Introduction

This section presents the findings from the analysis of data collected from 130 employees of Nimruz Municipality. First, descriptive statistics of the main research variables (means and standard deviations) and frequency distributions of the sample's demographic characteristics are presented. Subsequently, the correlation matrix among variables is reported, followed by the results of hypothesis testing using simple and stepwise regression analyses.

4.2 Descriptive Statistics of Main Research Variables

Table 7 presents the descriptive indicators of the main research variables—organizational justice (and its three dimensions) and organizational citizenship behavior—including means, standard deviations, minimum and maximum scores.

Table 7. Descriptive Indicators of Main Research Variables (n = 130)

Variable	Mean	Standard Deviation	Minimum	Maximum
Organizational Justice (Overall)	3.42	0.68	1.85	4.90
Distributive Justice	3.28	0.84	1.40	5.00
Procedural Justice	3.51	0.72	1.89	4.89
Interactional Justice	3.47	0.79	1.67	5.00
Organizational Citizenship Behavior	3.69	0.59	2.15	4.93

Note. Compiled by the researcher based on SPSS output.

The data in Table 7 show that the mean organizational justice (overall) is 3.42 out of 5, placing it at a "moderate-to-high" level. Among the justice dimensions, procedural justice has the highest mean (3.51), while distributive justice has the lowest (3.28). This pattern indicates that Nimruz Municipality employees perceive organizational procedures as fairer than the distribution of outcomes and rewards. The mean OCB (3.69) is higher than the mean organizational justice, suggesting a relative willingness among employees to exhibit extra-role behaviors even when they perceive justice at a moderate level.

4.3 Frequency Distribution of Sample Demographic Variables

4.3.1 Gender

Table 8 presents the frequency distribution of respondents by gender.

Table 8. Frequency Distribution of Respondents by Gender (n = 130)

Gender	Frequency	Percentage	Cumulative Percentage
Male	96	73.8	73.8
Female	34	26.2	100
Total	130	100	—

Note. Compiled by the researcher based on survey data.

The data in Table 8 show that 96 respondents (73.8%) are male and 34 (26.2%) are female. This distribution aligns with the gender structure of the statistical population (72.2% male and 27.8% female), indicating adequate representation of both groups in the sample.

4.3.2 Age

Table 9 presents the frequency distribution of respondents by age group.

Table 9. Frequency Distribution of Respondents by Age (n = 130)

Age Group	Frequency	Percentage	Cumulative Percentage
20–25 years	22	16.9	16.9
26–30 years	48	36.9	53.8
31–35 years	23	17.7	71.5
Above 35 years	37	28.5	100
Total	130	100	—

Note. Compiled by the researcher based on survey data.

According to Table 9, the highest frequency belongs to the 26–30 age group (36.9%), and the lowest to the 20–25 age group (16.9%). This distribution indicates that the human resources of Nimruz Municipality are predominantly young to middle-aged.

4.3.3 Work Experience

Table 10 presents the frequency distribution of respondents by work experience.

Table 10. Frequency Distribution of Respondents by Work Experience (n = 130)

Work Experience	Frequency	Percentage	Cumulative Percentage
Less than 10 years	78	60.0	60.0
10–20 years	27	20.8	80.8
More than 20 years	25	19.2	100
Total	130	100	—

Note. Compiled by the researcher based on survey data.

The data in Table 10 show that 60% of respondents have less than 10 years of work experience. This finding is consistent with the relatively young average age of the sample and indicates a recent influx of new human resources into the municipality.

4.3.4 Education

Table 11 presents the frequency distribution of respondents by education level.

Table 11. Frequency Distribution of Respondents by Education (n = 130)

Education Level	Frequency	Percentage	Cumulative Percentage
Associate degree	21	16.2	16.2
Bachelor's degree	83	63.8	80.0
Master's degree and above	26	20.0	100
Total	130	100	—

Note. Compiled by the researcher based on survey data.

According to Table 11, the majority of respondents (63.8%) hold a bachelor's degree, followed by those with a master's degree or higher (20.0%) and associate degree holders (16.2%). This distribution indicates a relatively high level of education among Nimruz Municipality's human resources.

4.3.5 Organizational Position

Table 12 presents the frequency distribution of respondents by organizational position.

Table 12. Frequency Distribution of Respondents by Organizational Position (n = 130)

Organizational Position	Frequency	Percentage	Cumulative Percentage
Manager	25	19.2	19.2
Staff	105	80.8	100
Total	130	100	—

Note. Compiled by the researcher based on survey data.

The data in Table 12 show that 80.8% of respondents occupy staff (non-managerial) positions, while 19.2% hold managerial positions. This distribution aligns with the typical hierarchical structure of public organizations.

4.4 Correlation Matrix of Research Variables

Table 13 presents the Pearson correlation matrix among the main research variables.

Table 13. Pearson Correlation Matrix among Organizational Justice and Organizational Citizenship Behavior (n = 130)

Variable	1	2	3	4	5
1. Organizational Justice (Overall)	1				
2. Distributive Justice	0.82**	1			
3. Procedural Justice	0.89**	0.67**	1		
4. Interactional Justice	0.85**	0.62**	0.71**	1	
5. Organizational Citizenship Behavior	0.557**	0.425**	0.463**	0.271**	1

** $p < 0.01$

Note. Compiled by the researcher based on SPSS output.

The data in Table 13 show that organizational justice (overall) has a positive and significant relationship with OCB ($r = 0.557$, $p < 0.01$). Among the justice dimensions, procedural justice exhibits the strongest correlation with OCB ($r = 0.463$), followed by distributive justice ($r = 0.425$) and interactional justice ($r = 0.271$). All coefficients are significant at the 0.01 level. Additionally, the high correlations among organizational justice dimensions (0.62 to 0.89) indicate acceptable internal consistency of this construct.

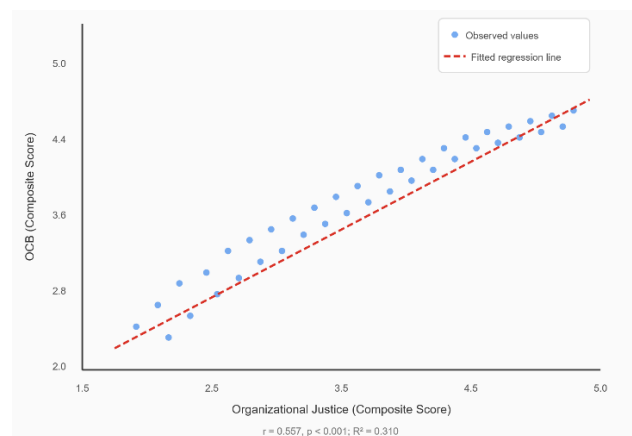


Figure 2. Scatter Plot of the Relationship between Organizational Justice and Organizational Citizenship Behavior

Note. Compiled by the researcher based on survey data. The scatter plot should be generated using raw data in SPSS to ensure accurate representation of observed values and the fitted regression line.

4.5 Hypothesis Testing

4.5.1 Main Hypothesis

Main Hypothesis: There is a positive and significant relationship between organizational justice (overall) and organizational citizenship behavior in Nimruz Municipality.

Simple linear regression was used to test this hypothesis. Table 14 presents the summary of the regression model.

Table 14. Summary of the Regression Model for Organizational Justice and Organizational Citizenship Behavior

Indicator	Value
Correlation Coefficient (R)	0.557
Coefficient of Determination (R ²)	0.310
Adjusted R ²	0.305
Standard Error of Estimate	0.491

Note. Compiled by the researcher based on SPSS output.

The data in Table 14 show that the correlation between organizational justice and OCB is 0.557. The coefficient of determination of 0.310 indicates that 31% of the variance in OCB is explained by organizational justice. The adjusted R² of 0.305 confirms this value.

Table 15 presents the significance of the overall regression model using the F-test.

Table 15. Analysis of Variance (ANOVA) for the Regression Model of Organizational Justice and Organizational Citizenship Behavior

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.601	1	5.601	57.65	0.000
Residual	12.45	128	0.097		
Total	18.06	129			

Note. Compiled by the researcher based on SPSS output.

According to Table 15, the calculated F-value is 57.65 with a significance level of 0.000, indicating the significance of the overall regression model at the 99% confidence level. Therefore, the main hypothesis is confirmed.

Table 16 presents the regression coefficients of the model.

Table 16. Regression Coefficients for Predicting Organizational Citizenship Behavior Based on Organizational Justice

Variable	B (Unstandardized)	Standard Error	Beta (Standardized)	T	Sig.
Constant	2.10	0.252	—	8.36	0.000
Organizational Justice	0.466	0.061	0.557	7.59	0.000

Note. Compiled by the researcher based on SPSS output.

The data in Table 16 show that the standardized coefficient (Beta) for organizational justice is 0.557 with a T-value of 7.59 and a significance level of 0.000. Thus, for every one-unit increase in organizational justice, OCB increases by 0.466 units. The regression equation is:

$$\text{OCB} = 2.10 + (0.466 \times \text{Organizational Justice})$$

4.5.2 Sub-Hypothesis 1

Sub-Hypothesis 1: There is a positive and significant relationship between distributive justice and OCB.

Table 17. Summary of the Regression Model for Distributive Justice and Organizational Citizenship Behavior

Indicator	Value
Correlation Coefficient (R)	0.425
Coefficient of Determination (R ²)	0.180
Adjusted R ²	0.174
Standard Error of Estimate	0.340

Note. Compiled by the researcher based on SPSS output.

Table 18. Analysis of Variance (ANOVA) for the Regression Model of Distributive Justice and Organizational Citizenship Behavior

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Regression	3.25	1	3.25	28.14	0.000
Residual	14.81	128	0.116		
Total	18.06	129			

Note. Compiled by the researcher based on SPSS output.

Table 19. Regression Coefficients for Predicting Organizational Citizenship Behavior Based on Distributive Justice

Variable	B (Unstandardized)	Standard Error	Beta (Standardized)	T	Sig.
Constant	2.84	0.222	—	12.83	0.000
Distributive Justice	0.273	0.051	0.425	5.30	0.000

Note. Compiled by the researcher based on SPSS output.

Regression equation: $OCB = 2.84 + (0.273 \times \text{Distributive Justice})$

4.5.3 Sub-Hypothesis 2

Sub-Hypothesis 2: There is a positive and significant relationship between procedural justice and OCB.

Table 20. Summary of the Regression Model for Procedural Justice and Organizational Citizenship Behavior

Indicator	Value
Correlation Coefficient (R)	0.463
Coefficient of Determination (R ²)	0.215
Adjusted R ²	0.208
Standard Error of Estimate	0.332

Note. Compiled by the researcher based on SPSS output.

Table 21. Analysis of Variance (ANOVA) for the Regression Model of Procedural Justice and Organizational Citizenship Behavior

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Regression	3.88	1	3.88	34.96	0.000
Residual	14.18	128	0.111		
Total	18.06	129			

Note. Compiled by the researcher based on SPSS output.

Table 22. Regression Coefficients for Predicting Organizational Citizenship Behavior Based on Procedural Justice

Variable	B (Unstandardized)	Standard Error	Beta (Standardized)	T	Sig.
Constant	2.60	0.240	—	10.82	0.000
Procedural Justice	0.340	0.057	0.463	5.91	0.000

Note. Compiled by the researcher based on SPSS output.

Regression equation: $OCB = 2.60 + (0.340 \times \text{Procedural Justice})$

4.5.4 Sub-Hypothesis 3

Sub-Hypothesis 3: There is a positive and significant relationship between interactional justice and OCB.

Table 23. Summary of the Regression Model for Interactional Justice and Organizational Citizenship Behavior

Indicator	Value
Correlation Coefficient (R)	0.271
Coefficient of Determination (R ²)	0.073
Adjusted R ²	0.066
Standard Error of Estimate	0.361

Note. Compiled by the researcher based on SPSS output.

Table 24. Analysis of Variance (ANOVA) for the Regression Model of Interactional Justice and Organizational Citizenship Behavior

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.32	1	1.32	10.13	0.002
Residual	16.74	128	0.131		
Total	18.06	129			

Note. Compiled by the researcher based on SPSS output.

Table 25. Regression Coefficients for Predicting Organizational Citizenship Behavior Based on Interactional Justice

Variable	B (Unstandardized)	Standard Error	Beta (Standardized)	T	Sig.
Constant	3.52	0.157	—	22.44	0.000
Interactional Justice	0.117	0.037	0.271	3.18	0.002

Note. Compiled by the researcher based on SPSS output.

Regression equation: **OCB = 3.52 + (0.117 × Interactional Justice)**

4.6 Stepwise Regression: Ranking the Influence of Organizational Justice Dimensions

Stepwise regression was used to determine which dimension of organizational justice contributes most to predicting OCB. Table 26 presents the results.

Table 26. Results of Stepwise Multiple Regression for Predicting Organizational Citizenship Behavior

Step	Variable Entered	R	R ²	Adjusted R ²	Beta	T	Sig.
1	Procedural Justice	0.463	0.215	0.208	0.463	5.91	0.000
2	Procedural + Interactional Justice	0.597	0.356	0.347	0.383 (Procedural)	5.51	0.000
					0.351 (Interactional)	5.29	0.000
3	Procedural + Interactional + Distributive Justice	0.618	0.382	0.367	0.389 (Procedural)	5.46	0.000
					0.351 (Interactional)	4.83	0.000
					0.162 (Distributive)	2.26	0.000

Note. Compiled by the researcher based on SPSS output.

The data in Table 26 show that in the first step, procedural justice entered the equation and alone predicted 20.8% of the variance in OCB. In the second step, interactional justice was added, increasing predictive power to 34.7%. In the third step, distributive justice entered the equation, raising predictive power to 36.7%. Therefore, **procedural justice is the strongest**

predictor, interactional justice ranks second, and distributive justice ranks third. This finding is consistent with the Pearson correlation results (Table 13).

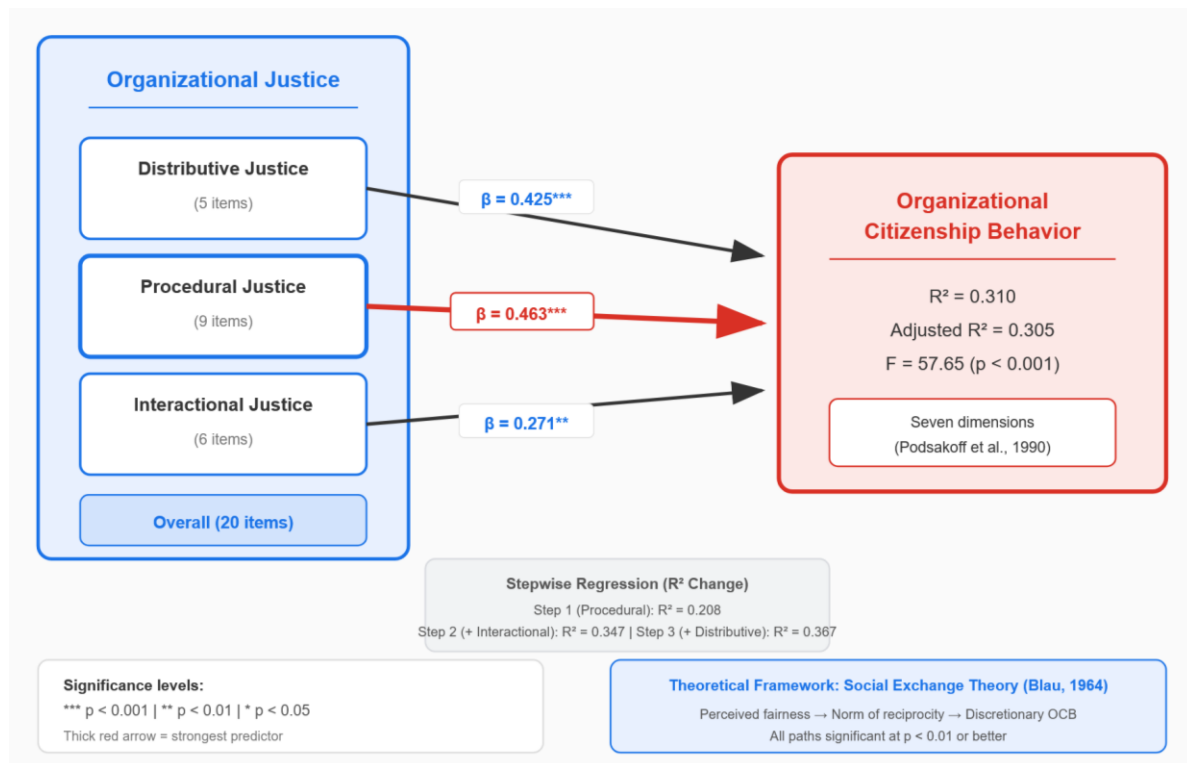


Figure 3. Final Fitted Model with Standardized Path Coefficients

Note. All coefficients are standardized (β). R^2 represents the proportion of variance in OCB explained by the model. The thick red arrow indicates the strongest predictor (Procedural Justice). $***p < 0.001$; $**p < 0.01$. Compiled by the researcher based on SPSS output.

Figure 3 displays the final fitted model with standardized path coefficients and the contribution of each organizational justice dimension. As shown, procedural justice ($\beta = 0.463$) is the strongest predictor of OCB, followed by distributive justice ($\beta = 0.425$) and interactional justice ($\beta = 0.271$). The final model explains 31% of the variance in OCB.

4.7 Summary of Hypothesis Testing Results

Table 27 summarizes the results of hypothesis testing.

Table 27. Summary of Hypothesis Testing Results

Hypothesis	Predictor Variable	Correlation Coefficient	R^2	Beta	Sig.	Result
Main	Organizational Justice (Overall)	0.557	0.310	0.557	0.000	Confirmed
Sub 1	Distributive Justice	0.425	0.180	0.425	0.000	Confirmed
Sub 2	Procedural Justice	0.463	0.215	0.463	0.000	Confirmed
Sub 3	Interactional Justice	0.271	0.073	0.271	0.002	Confirmed

Note. Compiled by the researcher based on SPSS output.

According to Table 27, **all hypotheses (main and three sub-hypotheses) were confirmed.** Procedural justice exhibited the highest correlation coefficient (0.463) and the greatest explanatory power (21.5%) among the justice dimensions.

4.8 Chapter Summary

This section presented descriptive indicators of the main research variables. The results showed that the mean organizational justice was 3.42 and the mean OCB was 3.69 out of 5. Demographic frequency distributions were examined and compared with the statistical population. In the inferential section, the Pearson correlation matrix showed that all dimensions of organizational justice had positive and significant relationships with OCB. Simple and stepwise regression analyses confirmed that procedural justice was the strongest predictor of OCB in Nimruz Municipality. The next section discusses these findings in light of theoretical and empirical literature and presents practical and research implications.

5. Discussion and Conclusion

5.1. Introduction

This study aimed to examine the relationship between organizational justice (and its three dimensions) and organizational citizenship behavior among employees of Nimruz Municipality, Afghanistan. This section first presents a summary of the main findings, then discusses these findings in light of existing theoretical and empirical literature. Subsequently, the theoretical and practical implications of the study are explained, and finally, limitations and suggestions for future research are presented.

5.2. Summary of Findings

The findings of this study can be summarized in four main areas:

First, organizational justice (overall) had a positive and significant relationship with organizational citizenship behavior ($r = 0.557$, $p < 0.001$) and explained 31% of its variance. This finding confirms the main hypothesis of the study and indicates that employees' perceptions of organizational fairness play an important role in their willingness to exhibit extra-role behaviors.

Second, all three dimensions of organizational justice—distributive, procedural, and interactional—were separately and positively related to OCB. The correlation coefficients were, respectively: procedural justice ($r = 0.463$), distributive justice ($r = 0.425$), and interactional justice ($r = 0.271$). These findings confirm the sub-hypotheses of the study.

Third, stepwise regression analysis showed that procedural justice was the strongest predictor of OCB ($\beta = 0.463$, $R^2 = 0.208$). With the addition of interactional justice, predictive power increased to 34.7%, and with the addition of distributive justice, it reached 36.7%. This finding suggests that in the context of Nimruz Municipality, employees are more sensitive to the fairness of organizational processes and procedures (procedural) than to the fairness of outcomes (distributive) or the quality of interactions (interactional).

Fourth, the mean organizational justice (3.42 out of 5) and OCB (3.69 out of 5) were at a moderate-to-high level. This finding indicates that Nimruz Municipality employees hold relatively positive perceptions of organizational justice and demonstrate a considerable willingness to exhibit citizenship behaviors.

5.3. Discussion in Light of Theoretical and Empirical Literature

5.3.1. Confirmation of Social Exchange Theory Predictions

The main finding of this study—a positive and significant relationship between organizational justice and OCB—aligns with the predictions of social exchange theory (Blau, 1964). According to this theory, when employees perceive that their organization treats them fairly, they reciprocate with voluntary behaviors that exceed their formal duties (Moorman, 1991; Organ, 1988). The findings of this study indicate that this exchange dynamic persists even in a context characterized by resource constraints, weak institutional infrastructure, and the legacy of decades of conflict. This finding carries considerable theoretical significance: social exchange theory, at least at the level of the justice–citizenship relationship, demonstrates generalizability beyond Western contexts.

The effect size observed in this study ($r = 0.557$) aligns with previous meta-analytic findings. The Iranian meta-analysis reported an effect size of 0.44 (Mohammadi et al., 2021), and the Turkish meta-analysis of 29 studies ($N = 8,674$) confirmed a "moderate-to-strong" relationship (Gürbüz et al., 2016). The effect size in the present study is slightly higher than these values, which may be attributed to the specific characteristics of the research context (such as the small size of the organization, closer relationships among employees, or the high importance of justice in resource-scarce environments).

5.3.2. The Primacy of Procedural Justice: A Noteworthy Finding

Perhaps the most important finding of this study is the primacy of procedural justice over the other two dimensions in predicting OCB. Procedural justice alone explained 20.8% of the variance in OCB, while distributive justice explained 18% and interactional justice only 7.3%.

This finding aligns with some prior studies and diverges from others. In the South Korean public sector ($N = 6,075$), interactional justice had a positive effect and distributive justice had a **negative** effect on OCB (Kim & Kwak, 2025). The Korean researchers attributed this unexpected finding to the seniority-based pay system: in such a system, high perceptions of distributive justice may reduce the motivation for extra-role behaviors. In the present study, although distributive justice did not have a negative effect, its contribution to predicting OCB was lower than that of procedural justice.

The primacy of procedural justice in the Nimruz Municipality context can be explained by several factors. **First**, in public organizations facing severe resource constraints, the distribution of rewards and facilities cannot be fully fair because sufficient resources to compensate for extra effort do not exist. In such conditions, employees may be more sensitive to "how they are treated" and "whether procedures are fair" than to "what they receive." **Second**, in collectivist and hierarchical cultures—characteristic of many Asian societies, including Afghanistan—

employees' perceptions of procedural fairness may play a more prominent role in shaping organizational attitudes and behaviors. **Third**, given that 60% of Nimruz Municipality employees have less than 10 years of work experience, these younger employees may prioritize transparent procedures, opportunities for voice, and impartiality of decision-makers over material rewards.

5.3.3. Comparison with Findings from Non-Western Contexts

The findings of this study align with some non-Western studies and diverge from others. In Ethiopian public universities ($N = 312$), organizational justice had a direct effect on OCB, and leader-member exchange played no mediating role (Ayalew & Walia, 2024). This finding is consistent with the present study, as both confirmed a direct, unmediated justice-citizenship relationship. However, in the present study, interactional justice—the dimension closest to leader-member exchange—was the weakest predictor. This difference may stem from variations in organizational type (municipality versus university) or organizational culture.

A review of OCB in Afghan public organizations noted that employees have "long suffered from confrontation instead of interaction and disharmony instead of cooperation" (Moradi et al., 2009). The findings of the present study show that despite this difficult legacy, Nimruz Municipality employees still exhibit a considerable willingness (mean = 3.69 out of 5) to display citizenship behaviors. This finding can be interpreted as an encouraging sign for capacity building in the Afghan public sector: if managers can strengthen perceptions of procedural justice within the organization, they will likely witness an increase in employees' extra-role behaviors.

5.3.4. Interpretation of Descriptive Findings

The mean organizational justice (3.42) and its dimensions indicate that Nimruz Municipality employees perceive organizational procedures (3.51) as fairer than the distribution of outcomes (3.28). This pattern aligns with the conditions of public organizations in resource-scarce environments: procedures may be relatively fairly designed, but sufficient resources for the fair distribution of rewards and facilities may not exist. The relatively high mean OCB (3.69) also indicates that employees, despite limitations, are willing to help colleagues, defend the organization, and participate in extra-role activities. This finding can be viewed as organizational social capital that managers can invest in.

5.4. Theoretical Implications

This study has several important theoretical implications. **First**, its findings indicate that social exchange theory—at least at the level of the justice-citizenship relationship—demonstrates generalizability beyond Western contexts. This finding contributes to the growing literature on organizational behavior in developing countries and post-conflict environments. **Second**, the primacy of procedural justice over the other two dimensions reinforces the idea that in resource-scarce and challenging environments, fair processes may matter more to employees than tangible outcomes. This finding can contribute to the development of localized theories of organizational justice in non-Western contexts. **Third**, the present study is one of

the first quantitative studies on organizational justice and OCB in Afghanistan and thus provides a starting point for future research in this context.

5.5. Practical Implications

The findings of this study have several practical implications for managers of Nimruz Municipality and other public organizations in Afghanistan:

First, managers should pay special attention to the fairness of organizational procedures. This includes clarifying decision-making processes, providing opportunities for employees to express their views on decisions affecting them, and ensuring impartiality in performance evaluation and the allocation of opportunities. Given that procedural justice was the strongest predictor of OCB, investing in this dimension can yield high returns.

Second, although distributive justice ranked second, managers should—to the extent possible—consider merit and performance in the distribution of rewards and facilities. In environments where resource constraints are unavoidable, clarifying distribution criteria can improve perceptions of distributive justice even under conditions of scarcity.

Third, improving the quality of managers' interactions with employees—through communication skills training, mutual respect, and providing candid explanations for decisions—can help strengthen interactional justice. Although this dimension was the weakest predictor in the present study, neglecting it can lead to reduced trust and increased dissatisfaction.

Fourth, given that 60% of Nimruz Municipality employees have less than 10 years of work experience, managers should pay special attention to the needs of this group—such as learning opportunities, career advancement paths, and participation in decision-making.

5.6 Limitations of the Study

This study, like any other, has limitations that must be considered in interpreting the findings:

First, the sample size was 130, which, although sufficient based on the Krejcie–Morgan table for a population of 198, may be limiting for more advanced analyses (such as structural equation modeling or multi-group moderation analysis). This limitation stems from the size of the statistical population (198), which did not allow for a larger sample.

Second, the research design is cross-sectional, and therefore, causal inference from the findings is not possible. Although social exchange theory predicts a causal relationship from justice to citizenship behavior, correlational data cannot definitively determine the direction of causality. For example, it is possible that employees who exhibit more citizenship behavior, due to a more positive attitude, also perceive higher organizational justice (reverse causality).

Third, the data were collected through self-report (questionnaire), which may be accompanied by response bias (such as social desirability bias). Although the questionnaires were standard and anonymous, bias remains possible.

Fourth, this study examined only two variables—organizational justice and OCB—and did not include other variables affecting OCB (such as job satisfaction, organizational commitment,

organizational trust, or leadership style). This limitation stems from the data limitations of the original thesis.

Fifth, since data were collected from only one organization (Nimruz Municipality), generalization of the findings to other Afghan public organizations should be done with caution.

5.7. Suggestions for Future Research

Based on the above limitations, the following suggestions are offered for future research:

First, future studies can use larger sample sizes and longitudinal designs to examine the causal relationship between organizational justice and OCB. This is particularly necessary in the Afghan public sector, where empirical literature is extremely limited.

Second, given the findings of this study regarding the primacy of procedural justice, future research can examine mediating mechanisms (such as organizational trust, organizational commitment, and job satisfaction) and moderators (such as gender, work experience, and education level) in the justice–citizenship relationship. In particular, examining the moderating role of gender in the Afghan context—which is accompanied by specific cultural constraints on women's employment—could be a valuable research topic.

Third, future studies can use mixed-methods approaches (quantitative–qualitative) to gain a deeper understanding of employees' experiences of justice and injustice in Afghan public organizations. Semi-structured interviews can help uncover factors that cannot be measured by standard questionnaires.

Fourth, since this study was conducted only in Nimruz Municipality, future research can examine other municipalities or public organizations in Afghanistan to facilitate generalization of the findings.

Fifth, given the growing role of technology in public organizations, future research can examine the impact of organizational justice in digital contexts (such as electronic evaluation systems and remote work) on OCB.

5.8. Final Conclusion

This study demonstrated that organizational justice—and particularly procedural justice—plays an important role in strengthening the organizational citizenship behavior of employees in Nimruz Municipality. The findings align with the predictions of social exchange theory and indicate that employees, when they perceive the organization as fair, respond with extra-role behaviors. In a context characterized by resource constraints, weak infrastructure, and the legacy of conflict, this finding carries considerable practical significance: managers can foster increased citizenship behaviors in the organization by strengthening procedural justice—through clarifying procedures, providing opportunities for voice, and ensuring impartiality in decision-making. This strategy, unlike increasing material rewards, is low-cost and accessible, and can be used as an effective managerial tool in resource-scarce environments.

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Author Contributions (CRediT taxonomy)

Authors have participated in this research in equal proportion.

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Written informed consent was obtained from the individuals for their anonymized information to be published in this article.

Authors' AI Use Statement

The authors declare that no artificial intelligence (AI) tools were used in the preparation of this manuscript for writing, analysis, or data generation. All content is the result of the authors' own human effort and judgment.

Conflict of interest

The authors declare that they have no known competing financial interests or personal relationships that could have influenced the work reported in this paper.

Data Availability Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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