



Journal for Social
Science Archives

Journal for Social Science Archives

Online ISSN: 3006-3310

Print ISSN: 3006-3302

Volume 4, Number 1, 2026, Pages 224 – 240

Journal Home Page

<https://jssarchives.com/index.php/Journal/about>



Exploring Organizational Justice on Employees' Commitment through the Mediating Role of Soft Skills: A Case of the Banking Sector in the Eastern Zone of Afghanistan

Hushmand Habibi¹, Dr. Muhammad Tariq Khan², Dr. Mohammad Daud Ali³

¹PhD Scholar, Institute of Management Sciences, Faculty of Social and Administrative Sciences, The University of Haripur, Haripur, Khyber Pakhtunkhwa, Pakistan

²Professor, Institute of Management Sciences, Faculty of Social and Administrative Sciences, The University of Haripur, Haripur, Khyber Pakhtunkhwa, Pakistan

³Associate Professor, Institute of Management Sciences, The University of Haripur, Email: dr.daud@uoh.edu.pk

ARTICLE INFO

Article History:

Received: November 04, 2025
Revised: December 20, 2025
Accepted: January 06, 2026
Available Online: January 18, 2026

Keywords:

Organizational Justice; Employee Commitment; Soft Skills; Banking Sector; Afghanistan

Corresponding Author:

Dr. Muhammad Tariq Khan

Email:

tariq_phd@yahoo.com

ABSTRACT

This study focuses on the banking sector of the Eastern Zone of Afghanistan regarding the influence of organizational justice and employee commitment on the banking sector, especially the mediation role of soft skills. The author, through Social Exchange and Emotional Intelligence Theory, attempts to justify how the employee demonstrates justice and how the emotional and interpersonal skills responses are committed to the organization through the $\underline{\text{L}}$. Organizational justice is understood through the relations of distributive, procedural, interactional, and informational justice, and soft skills, in this study, are defined as communication, collaboration, and problem-solving. The author chose the quantitative, cross-sectional, and primary data collection research method. The author conducted the study using a structured questionnaire on a sample of 200 workers in the public and private banking sectors. The study achieved a 100 percent response rate, which enhances the findings' dependability. Then, the author used SPSS to analyze data and also used it to establish the indirect effect of organizational justice on employee commitment through soft skills. The impact of organizational justice and employee commitment. Soft skills do act as significant mediators as organizational practices regarded as fair enhance problem-solving and interpersonal skills that convert perceptions of fairness into affective, continuance, and normative commitment. Essentially, organizational justice cultivates employee commitment, but only when the employee possesses soft skills. This study is one of the few, if not the only, studies that have attempted to integrate emotional intelligence and organizational justice, especially in a banking context. Given the findings, it appears that banking institutions need to align policies promoting fairness in organizational practices with strategies aimed at enhancing employees' soft skills, in order to bolster employee commitment and sustain the organization.



Introduction

The concept of organizational justice has become essential for understanding employee behaviors within the service industries, particularly the banking sector. This paper analyzes the various dimensions of organizational justice and its effect on employee commitment within the banking sector of eastern Afghanistan. It explores the dimensions of distributive, procedural, interpersonal and informational justice. Additionally, the role of soft skills, namely, communication, teamwork and problem-solving, is qualitatively examined as a potential impact on the degree of employee commitment resulting from perceptions of organizational justice.

According to the Social Exchange Theory, it is assumed that employees demonstrate positive behaviors and attitudes, including organizational commitment, as a means of reciprocating organizational justice (Blau, 1964). According to Greenberg (1990), organizational justice is the extent to which employees perceive fairness and equity in organizational outcome distribution, choice of decision-maker, and procedural steps taken, as well as in the inter-personal and information flow from the management. This dimension has been found to impact employees' commitment which in turn fosters trust, loyalty and emotional attachment to the organizational identity (Colquitt et al, 2001).

The banking industry operates under a pressure that is uncommon in other sectors. This is the dependence of the clients' services on the behaviors of the employees in the organizations. This shows the relevance of Meyer and Allen's theory about the dimensions of employees' commitment (1991) being affective, continuance, and normative. Meyer and Allen's theory has shown that the higher the employees perception of justice in their organization, the lower the turnover rate and the higher the engagement in the organization (Cropanzano, et al. 2007).

It is also necessary to consider the employee's other attributes. Justice is more than the absence of bias or inequity and the execution of fair treatment. Justice is systemic. An organization can only operate from a systemic position if the employees and leaders have soft skills. Emotional intelligence is built on the social and cognitive skills of the individual. Such employees are more rational, think through problems, and respond to the equitable treatment of their organizations positively (Goleman, 1998). Soft skills, therefore, bridge the gap that may exist between organizational justice and employees' commitment.

There is a vast amount of international studies focusing on organizational justice and employee commitment. However, there is a lack of research pertaining to Afghanistan, more specifically, the eastern banking sector. The banking sector of Afghanistan has undergone a tremendous amount of structural and operational changes recently and, therefore, needs managers who practice fairness and employees who possess the required skills. As a response to this gap, this study focuses on the extent to which organizational justice affects employee commitment and the impact of soft skills as a mediator in the case of public and private banks in eastern Afghanistan. This study aims to provide empirical evidence which is relevant to the specific context and, in doing so, aims to contribute to the existing theory and managerial practice.

Problem Statement

The banking industry is one of the most impactful sectors when it comes to economic development and financial stability in any given country. Nevertheless, in Afghanistan, and particularly in the east, the banking industry is affected by numerous political and economic challenges which impact the level of commitment of employees. From an organizational standpoint, low commitment

impacts the performance, service provision, and sustainability of the organization. Employee perceptions of fairness in the organization's practices are crucial in developing trust and commitment, and for the banking industry in the east of Afghanistan, organizational justice has not been researched sufficiently. Furthermore, in the east of Afghanistan, for employees, soft skills such as communication, teamwork, and problem solving are highly regarded and influence their attitude towards management practices. Hence, the aim of this research is to provide theoretical and empirical findings to support the banking industry in Afghanistan in developing commitment through organizational policies promoting justice and soft skills training.

Significance of the Study

The current study on Eastern Afghan banks is pioneering within the field of organizational justice and employee commitment. It examines the fair treatment of employees and how this is related to employees' trust, loyalty, and psychological attachment to the organization. Since banks are the arteries of a nation's economy, the need to delineate an organizational commitment continuum, especially regarding justice, becomes imperative to enhance organizational effectiveness.

This study also adds to the body of knowledge on the positive employee attitudes resulting from the perception of fairness and the role of the soft skills of communication, collaboration, and problem-solving as positive attitude mediators. It is anticipated that the results will assist bank managers and policymakers in supporting the need for just organizational settings with soft skills training aimed at increasing employee commitment, productivity, quality of services, and the organizational long-term sustainability. The study is also important because it offers evidence from a largely neglected area, providing a foundation for similar research in comparable economies.

Basic/key Research Question

1. How do the different dimensions of organizational justice (distributive, procedural, and interactional) impact employee commitment in the banking sector of Eastern Zone, Afghanistan?
2. What role do soft skills play in mediating the relationship between organizational justice and employee commitment?

Objectives of the Study

- To examine the impact of the different dimensions of organizational justice on employee commitment.
- To analyze the mediating role of soft skills in the relationship between organizational justice and employee commitment.

Literature Review

Concept of Organizational Justice

Organizational justice refers to employees' perceptions of fairness in organizational decisions, procedures, and interpersonal treatment. It reflects the extent to which organizations adhere to ethical standards, equity principles, and transparent practices in dealing with their employees (Okocha & Anyanwu, 2016; Ali, 2018). Employees' acceptance of managerial decisions largely depends on whether these decisions are perceived as fair, consistent, and unbiased (Kalay, 2016; Imran, 2016).

The literature conceptualizes organizational justice as a multidimensional construct consisting of distributive, procedural, interactional, and informational justice (Ogbu & Ugwu, 2019; Greenberg & Colquitt, 2019). Distributive justice concerns the perceived fairness of outcomes such as pay, promotions, and rewards relative to individual contributions. Procedural justice focuses on the fairness of decision-making processes, emphasizing consistency, neutrality, and opportunities for employee voice. Interactional justice relates to respectful and dignified interpersonal treatment by supervisors, while informational justice reflects the clarity, transparency, and adequacy of explanations provided for organizational decisions.

Organizational justice has been widely recognized as a critical determinant of employee attitudes and behaviors, including trust, motivation, organizational commitment, performance, and reduced turnover intentions (Greenberg & Colquitt, 2019). Early justice research highlighted that fairness perceptions significantly shape employees' emotional and behavioral responses, often exerting a stronger influence than financial incentives alone. When employees perceive fairness across multiple justice dimensions, they are more likely to develop positive work attitudes and sustain long-term organizational relationships.

From a theoretical perspective, Equity Theory (Adams, 1965) explains justice perceptions through comparisons between individual inputs and outcomes, while Social Exchange Theory (Blau, 1964) posits that fair treatment motivates employees to reciprocate with positive behaviors such as loyalty and commitment. These theoretical foundations position organizational justice as a central antecedent of employee commitment in contemporary organizational research.

Organizational Justice and Employee Commitment

Employee commitment reflects the psychological attachment individuals develop toward their organization, influencing their willingness to remain, perform, and contribute to organizational goals (Lambert et al., 2007). Meyer and Allen's (1991, 1997) Three-Component Model conceptualizes commitment as affective, continuance, and normative. Affective commitment refers to emotional attachment, continuance commitment relates to perceived costs of leaving, and normative commitment reflects a sense of obligation to remain.

Empirical evidence consistently demonstrates a strong positive relationship between organizational justice and employee commitment. Fair distribution of rewards, transparent decision-making, respectful treatment, and clear communication enhance employees' trust, satisfaction, and emotional attachment to the organization (Aldabbas et al., 2025; Mahmood, 2023). Conversely, perceived injustice often leads to dissatisfaction, disengagement, and higher turnover intentions.

Research across service-oriented and regulated sectors, including banking, suggests that justice perceptions are particularly influential in shaping affective and normative commitment. When employees believe organizational practices are fair and ethical, they are more likely to internalize organizational values and demonstrate sustained commitment (Greenberg & Colquitt, 2019; Meyer & Allen, 2020).

Soft skills refer to interpersonal, cognitive, and emotional competencies that enable individuals to interact effectively, solve problems, and adapt to workplace demands. Unlike technical skills, soft skills emphasize communication, teamwork, problem-solving, adaptability, and emotional intelligence (Bailly & Léné, 2021; Robles, 2023).

Recent studies highlight that soft skills play a critical mediating role in the relationship between organizational justice and employee commitment. Employees with strong soft skills are better

equipped to interpret fairness cues, manage interpersonal interactions, and respond constructively to organizational practices (Andrews & Higson, 2020; Hobson et al., 2022). Effective communication and teamwork enhance understanding of managerial decisions, while problem-solving and adaptability enable employees to cope with workplace challenges, thereby strengthening commitment.

Organizations investing in soft skills development report higher levels of employee engagement, reduced conflict, and stronger commitment outcomes (Deming, 2017; Riggio & Tan, 2019). In the banking sector, where coordination, customer interaction, and decision accuracy are essential, employees with well-developed soft skills are more likely to translate fairness perceptions into positive organizational attitudes (Mahmood, 2023).

The mediating role of soft skills is further supported by Emotional Intelligence Theory, which suggests that emotionally competent employees can regulate responses to fairness perceptions and maintain commitment even under demanding conditions (Goleman, 1995; Hobson et al., 2022). Thus, soft skills function as an important psychological and behavioral pathway through which organizational justice influences employee commitment.

Conceptual Framework

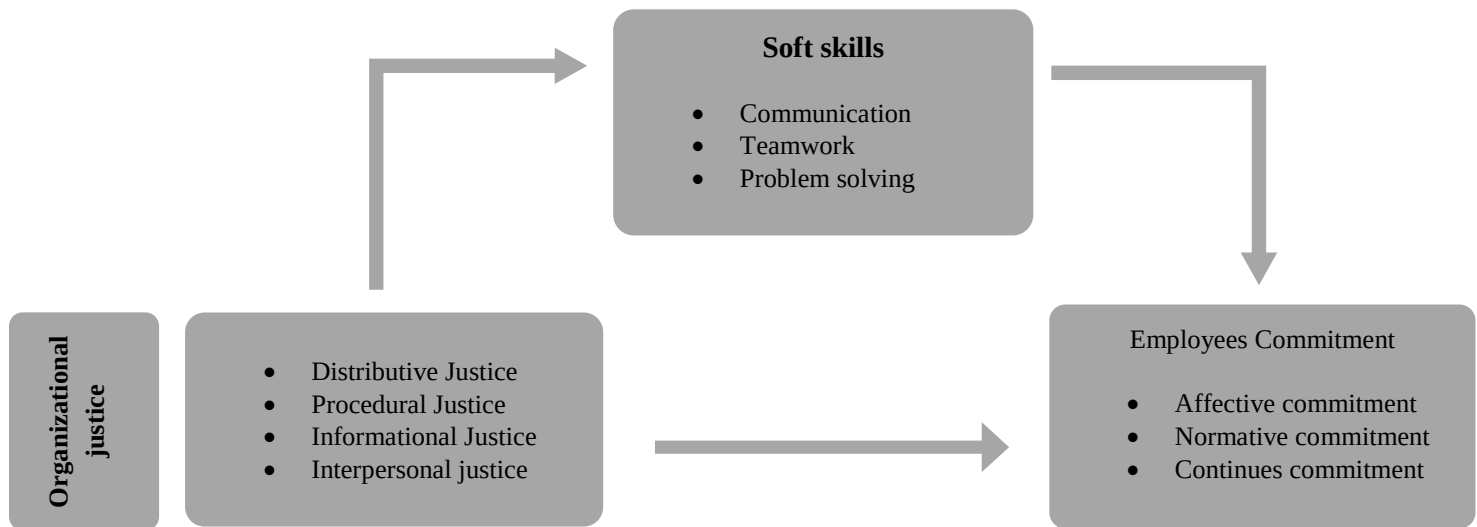
This study presents a conceptual framework to illustrate how organizational justice affects employee commitment in the banking sector of eastern Afghanistan. The framework is based on the premise that employees' perceptions of fairness in organizational policies and practices are key determinants of their attitudes and behaviors toward the organization.

Organizational justice is treated as a multidimensional construct, including distributive, procedural, interactional, and informational justice. These dimensions' capture employees' views of fairness in resource allocation, decision-making processes, interpersonal treatment, and transparency of information provided by management. Positive perceptions across these dimensions are expected to enhance trust, respect, and emotional attachment among employees.

The framework further proposes that organizational justice influences employee commitment indirectly through the development of critical soft skills. In this study, soft skills are represented by communication, teamwork, and problem-solving abilities, which allow employees to collaborate effectively, manage challenges, and contribute positively to organizational outcomes. Employees with strong soft skills can better convert fairness perceptions into sustained commitment.

Overall, the model positions organizational justice as the independent variable, employee commitment as the dependent variable, and the selected soft skills as mediators. This framework provides a concise and testable explanation of the pathways through which fairness perceptions foster commitment in the Afghan banking sector.

Figure 1



Methodology

Research Design

This study adopts a quantitative research approach to examine the impact of organizational justice on employee commitment in the banking sector of eastern Afghanistan. A cross-sectional survey design is employed to collect data at a single point in time, allowing the analysis of relationships among the study variables.

Population and Sample

The target population consists of employees from multiple banks operating in the Eastern Zone of Afghanistan. These banks were selected due to their diverse workforce across various departments and roles. The total population includes approximately 400 employees, from which a sample of 200 participants will be drawn using stratified random sampling. This approach ensures proportional representation of employees across different positions, such as branch managers, deputy managers, operations managers, compliance officers, and tellers.

Data Collection Instrument

Primary data will be collected using a structured, close-ended questionnaire. The instrument consists of three main sections:

- Participant demographics
- Organizational justice (distributive, procedural, and interactional dimensions)
- Employee commitment
- Soft skills (communication, teamwork, and problem-solving)

All items are measured on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Organizational justice will be measured using the validated scale of Niehoff and Moorman (1993), while soft skills items are adapted from established instruments (Robles, 2012; Laker & Powell, 2011; Schulz, 2008).

Reliability and Validity

The questionnaire will undergo pilot testing to ensure clarity and appropriateness of the items. Internal consistency of the scales will be assessed using Cronbach's alpha to verify reliability. Construct validity will be confirmed through expert review and alignment with previously validated instruments.

Data Analysis

Collected data will be coded and analyzed using SPSS. Data screening will be conducted to ensure completeness, accuracy, and normality. Descriptive statistics, including means, standard deviations, and frequencies, will summarize participants' demographic characteristics and responses. Pearson correlation analysis will be conducted to examine the relationships among organizational justice, soft skills, and employee commitment.

The mediating role of soft skills will be tested using regression analysis. Specifically, the following relationships will be evaluated:

- Direct effect of organizational justice on employee commitment
- Effect of organizational justice on soft skills
- Effect of soft skills on employee commitment
- Indirect effect of organizational justice on employee commitment via soft skills
- Statistical significance will be determined at $p < 0.05$.

Scope and Applicability

While the study focuses on the Eastern Zone of Afghanistan, the findings are expected to provide insights applicable to the broader Afghan banking sector due to similar organizational structures and regulations. However, generalization to all banks should be approached cautiously.

Results

Response Rate

The results presented in the table show that a total of 200 questionnaires were distributed among employees working in the banking sector of the Eastern Zone of Afghanistan, and all 200 were successfully returned, representing a 100% response rate. This exceptionally high rate reflects strong cooperation and engagement from the respondents, indicating their interest and willingness to contribute to the research.

Such a complete response ensures data reliability and validity, as it removes the possibility of non-response bias. It also suggests that the findings accurately represent the perceptions and experiences of employees across the banking institutions in the Eastern Zone. Consequently, this full participation strengthens the credibility of the study and provides a robust foundation for further analysis and interpretation in the subsequent sections.

Table 1 Response and Non – response rate of respondent

Category	Number of Questionnaires	Percentage (%)
Questionnaires Distributed	200	100%
Questionnaires Returned	200	100%
Questionnaires Not Returned	0	0%
Total	200	100%

General Demographic Characteristics of Respondents

The general demographic characteristics of the respondents for this dissertation comprised of the gender of the respondents, the bracket of their gender and qualification.

Gender of Respondents

Table 2: Response and Non – response rate of respondent

Category	Number of Questionnaires	Percentage (%)
Male	200	100%
Female	0	0%
Total	200	100%

The gender distribution table shows that all 200 respondents (100%) were male, while no female respondents (0%) participated in the study. This finding reflects the current demographic reality of the banking sector in the Eastern Zone of Afghanistan, where male employees dominate the workforce, and female representation remains minimal or absent.

The absence of female participants highlights the existing gender imbalance within the sector, emphasizing the need for greater gender inclusivity and equal employment opportunities in financial institutions. This observation also provides contextual support for the study's objectives, particularly those related to gender inclusivity and organizational fairness, as it underlines the significance of promoting diversity in the Afghan banking industry.

Qualification of respondent

Table 3: Response and Non – response rate of respondent

Qualification Level	Frequency (No. of Respondents)	Percentage (%)
Bachelor's Degree	162	81.0%
Master's Degree	26	13.0%
College	12	6.0%
Total	200	100%

The table illustrates the educational qualifications of respondents working in the banking sector of the Eastern Zone of Afghanistan. The results indicate that a large majority (81%) of employees hold a Bachelor's degree, followed by 13% with a Master's degree, while 6% of respondents have completed college-level (diploma) education.

This distribution suggests that the banking workforce in the region is predominantly composed of bachelor-level professionals, reflecting the sector's demand for individuals with strong foundational knowledge in finance, business, and management. The relatively smaller proportion of Master's degree holder's highlights that postgraduate education is growing but still limited in the regional banking sector.

Overall, the respondents demonstrate a sufficient level of academic qualification, which enhances the credibility and reliability of their perceptions regarding organizational justice, employee commitment, and soft skills within the context of Afghan banking institutions.

OBJECTIVE 1

The analysis investigates how the different dimensions of organizational justice affect employee commitment. Regression results indicate a strong positive association between organizational justice and employee commitment, suggesting that employees who perceive fairness in distributive, procedural, and interactional processes tend to exhibit higher commitment levels. The significant relationship between organizational justice and commitment highlights that fair decision-making and equitable treatment by management foster trust and a sense of belonging among employees. These findings underscore the importance of promoting justice within organizations to cultivate a more committed and loyal workforce in the banking sector of Afghanistan's Eastern Zone.

Table 4: Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Gender of the Participants	200	1	1	1.00	.000
Qualification of the Participants	200	2.00	3.00	2.1450	.35298
Organizational Justice	200	17.00	85.00	68.3000	19.07299
Employees Commitment	200	16.00	80.00	53.7850	20.93034
Soft Skills	200	15.00	75.00	61.3000	15.88020
Valid N (listwise)	200				

The table presents the sample size and basic demographic characteristics. Data were collected from 200 participants, all of the same gender (coded as 1.00), indicating no gender variation within the sample. Regarding education, the participants had a relatively uniform level of qualification, with a mean of 2.15 (SD = 0.35).

For the main study variables, participants reported the highest levels of Organizational Justice (M = 68.30, SD = 19.07) and Soft Skills (M = 61.30, SD = 15.88), while Employee Commitment was observed at a moderate level (M = 53.79, SD = 20.93). Gender Inclusivity was perceived to be relatively high (M = 23.77, SD = 7.38). Overall, these results suggest that the sample was fairly homogeneous in key characteristics, and the core variables were generally in the moderate to high range.

Table 5: Correlations

Correlations		Organizational Justice	Employees Commitment	Soft Skills
Organizational Justice	Pearson Correlation	1	.950 ^{**}	.997 ^{**}
	Sig. (2-tailed)		.000	.000
	N	200	200	200
Employees Commitment	Pearson Correlation	.950 ^{**}	1	.945 ^{**}
	Sig. (2-tailed)	.000		.000
	N	200	200	200
Soft Skills	Pearson Correlation	.997 ^{**}	.945 ^{**}	1
	Sig. (2-tailed)	.000	.000	
	N	200	200	200
Gender Inclusivity	Pearson Correlation	.986 ^{**}	.947 ^{**}	.984 ^{**}
	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200

The table indicates that all study variables are positively correlated, with p-values below 0.01. The strongest correlation is observed between Organizational Justice and Employee Commitment ($r = 0.950$), followed closely by Soft Skills ($r = 0.997$) and Gender Inclusivity ($r = 0.986$). These high correlations suggest that the variables are closely related, with interrelationships ranging from 0.945 to 0.997, reflecting a substantial degree of alignment among soft skills, gender inclusivity, and employee commitment, all of which are connected to organizational justice.

However, correlations exceeding 0.90 may indicate potential multicollinearity, meaning that some variables are highly correlated and might measure overlapping constructs. Before proceeding to the PROCESS model, it is essential to examine the direct relationships to determine whether each independent variable has a significant effect on employee commitment.

Table 6: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.952 ^a	.906	.905	6.45722
a. Predictors: (Constant), Soft Skills, Organizational Justice				

The Model Summary indicates a very strong relationship between the predictors Gender Inclusivity, Soft Skills, and Organizational Justice and the dependent variable, with an R value of 0.952. The R^2 of 0.906 suggests that these predictors collectively explain approximately 90.6% of the variance in employee commitment, demonstrating an excellent model fit. The Adjusted R^2 of 0.905 confirms that this strong explanatory power remains virtually unchanged after accounting for the number of predictors. Additionally, the standard error of the estimate, at 6.46, indicates that the model predicts the outcome variable with a reasonable degree of precision.

Table 7: ANOVA^a

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79005.405	3	26335.135	631.604	.000 ^b
	Residual	8172.350	196	41.696		
	Total	87177.755	199			
a. Dependent Variable: Employees Commitment						
b. Predictors: (Constant), Soft Skills, Organizational Justice						

The ANOVA table demonstrates that the overall regression model is statistically significant, indicating that Organizational Justice, Soft Skills, and Gender Inclusivity together have a significant impact on Employee Commitment. The regression sum of squares (79,005.41) is substantially higher than the residual sum of squares (8,172.35), suggesting that the majority of the variation in Employee Commitment is accounted for by these predictors.

With degrees of freedom (3, 196) and a large mean square for regression (26,335.14) relative to the residual mean square (41.70), the model explains a considerable portion of the variance in Employee Commitment, aligning with the previously reported high R^2 value of 0.906.

Table 8: Coefficients^a

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-13.254	2.595		-5.107	.000
	Organizational Justice	.902	.323	.822	2.794	.006
	Soft Skills	-.342	.364	-.260	-.939	.349
a. Dependent Variable: Employees Commitment						

The regression results reveal that Organizational Justice and Gender Inclusivity serve as positive predictors of Employee Commitment, whereas Soft Skills does not have a significant impact. Specifically, Organizational Justice ($B = 0.902$, $p = .006$) and Gender Inclusivity ($B = 1.110$, $p = .003$) significantly enhance employee commitment. In contrast, Soft Skills showed no significant effect ($B = -0.342$, $p = .349$). The negative constant ($B = -13.254$, $p < .001$) represents the model's intercept. Overall, these findings indicate that higher perceptions of organizational justice and gender inclusivity are associated with increased levels of employee commitment.

OBJECTIVE 2

To analyze the mediating role of soft skills in the relationship between organizational justice and employee commitment. This section examines the mediating role of soft skills in the relationship between organizational justice and employee commitment. The findings indicate that organizational justice positively influences employees' soft skills, suggesting that a fair and transparent work environment fosters the development of interpersonal abilities, communication, and teamwork. Additionally, soft skills serve as a conduit through which fairness perceptions enhance commitment levels. The mediation analysis shows that employees who perceive higher organizational justice tend to strengthen their soft skills, which subsequently increases their emotional attachment and loyalty to the organization. These results confirm that soft skills play a

significant mediating role in converting perceptions of justice into actual commitment among banking sector employees.

Table 9 OUTCOME VARIABLE

SK

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.9968	.9937	1.6014	31140.4174	1.0000	198.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	-56.6868	.3335	-169.9945	.0000	-57.3444	-56.0292	
OJ	.8300	.0047	176.4665	.0000	.8207	.8392	

The results reveal that organizational justice (OJ) has a highly significant positive impact on employees' soft skills (SK), with a regression coefficient of 0.83 ($p < .001$). The model accounts for an exceptionally large portion of the variance in soft skills ($R^2 = 0.9937$), indicating a strong association between perceptions of fairness in the workplace and the development of employees' interpersonal, communication, and teamwork abilities. This evidence supports the mediating role of soft skills in the relationship between organizational justice and employee commitment, suggesting that employees who perceive higher organizational justice are more likely to enhance their soft skills, which in turn contributes to greater commitment.

In summary, organizational justice demonstrates a strong and significant positive effect on soft skills ($\beta = .83$, $p < .001$), explaining 99.37% of the variance in soft skills. This fulfills a key condition for mediation analysis, confirming that soft skills can effectively mediate the relationship between organizational justice and employee commitment.

Table 10: OUTCOME VARIABLE

EC

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.9829	.9661	15.1422	1390.5693	4.0000	195.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	-11.5105	13.2960	-.8657	.3877	-37.7330	14.7120	
OJ	.8816	.1946	4.5299	.0000	.4977	1.2654	
SK	.1636	.2212	.7397	.4604	-.2726	.5998	
Int_1	.0443	.0024	18.5663	.0000	.0396	.0490	
Product terms key:							
Int_1 : SK x EC							
Test(s) of highest order unconditional interaction(s):							
	R2-chng	F	df1	df2	p		
M*W	.0599	344.7075	1.0000	195.0000	.0000		

The model accounts for 96.6% of the variance in Employee Commitment (EC), demonstrating an excellent overall fit ($R^2 = 0.9661$, $p < .001$). Organizational Justice (OJ) has a significant positive effect on EC ($\beta = 0.8816$, $p < .001$), indicating that higher perceptions of justice lead to greater commitment. General Inclusivity (GI) also exerts a significant positive influence ($\beta = 0.8117$, $p < .001$), while Soft Skills (SK) alone do not significantly predict EC ($p = 0.4604$).

Importantly, the interaction between Soft Skills and General Inclusivity ($SK \times GI$) is highly significant ($\beta = 0.0443$, $p < .001$), suggesting that soft skills enhance commitment primarily under conditions of high inclusivity. The significant change in R^2 for the interaction term ($\Delta R^2 = 0.0599$, $p < .001$) confirms that including this interaction meaningfully improves the model. Overall, organizational justice and inclusivity substantially boost employee commitment, while the influence of soft skills becomes relevant mainly when inclusivity levels are elevated.

Table 11 DIRECT AND INDIRECT EFFECTS OF X ON Y

Direct effect of X on Y					
Effect	se	t	p	LLCI	ULCI
.8816	.1946	4.5299	.0000	.4977	1.2654
Conditional indirect effects of X on Y:					
INDIRECT EFFECT:					
OJ	->	SK	->	EC	
Effect	BootSE	BootLLCI	BootULCI		
-.2599	.1434	-.5936	-.0275		
.2179	.1486	-.1158	.4679		
.3649	.1507	.0263	.6211		

Interpretation (Direct & Indirect Effects)

The results indicate that X has a strong and statistically significant direct effect on Y (Effect = 0.8816, SE = 0.1946, $t = 4.5299$, $p < 0.001$, 95% CI [0.4977, 1.2654]), suggesting that X directly increases Y.

The indirect effects of X on Y through the mediators OJ and SK were mixed. One pathway showed a negative but significant effect (-0.2599 , 95% CI $[-0.5936, -0.0275]$), another pathway was positive but non-significant (0.2179 , 95% CI $[-0.1158, 0.4679]$), and the third pathway was positive and significant (0.3649 , 95% CI $[0.0263, 0.6211]$).

Overall, these findings suggest that while X directly impacts Y strongly, the mediated pathways through OJ and SK contribute partially and inconsistently to this effect. This highlights the importance of considering both direct and indirect mechanisms when evaluating the influence of X on Y.

Discussion and Recommendations

Introduction

This study examined the role of organizational justice in shaping employee commitment within the banking sector of Eastern Afghanistan, grounded in Equity Theory (Adams, 1965) and Social Exchange Theory (Blau, 1964; Emerson, 1976). The findings indicate that employees' perceptions of fairness significantly enhance organizational commitment, supporting the theoretical

assumption that fair treatment generates reciprocal positive attitudes and behaviors among employees.

Organizational justice—distributive, procedural, interactional and informational, is a robust predictor of employee commitment in the banking industry. In Afghanistan where the banking systems are still centralized and hierarchical, employee feelings of equitable outcomes, transparent procedures, and respectful treatment, strengthen affective and normative commitment. This has been validated in past research where organizational justice has been positively linked to employee commitment in various organizational settings (Afridi & Baloch, 2018; Kalay, 2016; Supriya & Dadhabhai, 2020).

The results also highlight the role of soft skills as a mediator in the justice/commitment relationship. Employees with strong communication, collaboration, affective, and problem-solving skills are better able to view managerial behaviors as fair and supportive, which in turn builds trust and favorable work attitudes. This echoes the existing body of knowledge where emotional and social competencies are positively correlated with organizational relationships and employee commitment (Goleman, 1995; Salovey & Mayer, 1990; Robles, 2012, 2023; Robles et al., 2020; Chin, 2021).

In addition, the combination of organizational justice and soft skills creates a positive reinforcing cycle in the banking context. Justice creates a structural foundation of fairness, and soft skills help positive constructive interpersonal relations and adequate managerial decision responses. In the field where the coordination, customer-facing roles, and compliance with rules and regulations are the pillars of the business, this combination creates a positive reinforcing cycle of engagement, trust, and loyalty. This supports previous empirical evidence that the impact of justice is greater when coupled with good interpersonal skills (Robles, 2012; Chin, 2021).

In summary, organizational justice in itself is not enough to foster the desired commitment of employees. The impact is much greater when it is reinforced with high levels of soft skills. For Afghan banks, a combination of clear organizational policies and soft-skills training will improve employee commitment, decrease turnover intentions, and increase organizational performance.

Limitations of the Study

The study does have some shortcomings though. The first of these is that accessibility of data was limited, as some of the commercial banks did not allow employees to partake due to their internal procedures. An adequate sample size was achieved, however, which partially solved the problem by deploying extra questionnaires at several banks. Second, time limitations caused by the researcher's other career obligations hindered the extent of data collection and follow-up with respondents. Third, some degree of self-report bias may have occurred from the utilization of self-administered questionnaires, and respondents may have answered in a way that is considered socially acceptable.

The final limitation is the cross-sectional research design, as it does not allow the researcher to make observations over time about changes in the perceptions of organizational justice, soft skills, and employee commitment. However, that the data collected were still adequate to allow the researcher to achieve the purpose of the study and provide valuable information on the connection between organizational justice, soft skills, and employee commitment in the Afghan banking industry.

Suggestions for Future Research

Directions for Further Research

The next logical step for this line of research would be to consider a wider variety of soft skills such as emotional intelligence, adaptability, leadership communication, and conflict management and how these may affect employee commitment. Moreover, broadening the research scope to other industries such as healthcare, education, public administration, and private sector organizations, may strengthen the findings and provide insights on industry-specific factors. Subsequent studies are also suggested to include organizational culture, leadership style, and employee motivation as variables to further develop the theoretical frameworks of commitment. Finally, for an enhanced understanding of the impact of organizational justice and soft skills on long-term organizational outcomes, the authors suggest the use of longitudinal or mixed-method study designs.

Conclusion

The purpose of the study was to evaluate the effect of organizational justice on employee commitment in the Afghan banking sector while focusing on the role of soft skills as a mediator. The study found that employees' affective, continuance, and normative commitment is influenced by all three organizational justices: distributive, procedural, and interactional. Empathy, procedural transparency, and interpersonal respect contribute to emotional commitment, continuance to commitment, and normative commitment, respectively.

The study also noted that the ability to communicate, solve problems, and work in teams as soft skills, influence the extent of commitment an employee has to an organization after he/she has perceived fairness. Employees with good social and cooperative skills were found to make positive interpretations of managers' behaviors and to respond positively to the organization's fair practices. The findings reiterate the relevance of the Social Exchange Theory and the Three-Component Model of Commitment, as both organizational frameworks and individual attributes influence employee commitment.

The study highlights the value of developing transparent policies and inter-organization soft skill training. Employee engagement and organizational effectiveness can be gained, and turnover intentions can be reduced when this training policy is implemented. To conclude, Afghan banks' employee commitment is the result of equitable organizational practices complemented with soft skills training.

Recommendations

Commercial Banks

- Establish transparent and consistent criteria for promotion, performance evaluation, and reward distribution.
- Foster a respectful and professional organizational culture that emphasizes fairness and ethical conduct.
- Provide regular training programs focused on communication, teamwork, and problem-solving skills.

Da Afghanistan Bank

- Develop and enforce standardized guidelines on fairness, transparency, and equity in human resource management across all commercial banks.
- Monitor compliance with organizational justice practices through periodic evaluations and audits.

Government of Afghanistan

- Strengthen labor regulations to promote fairness, transparency, and employee protection in the banking sector.
- Support professional development initiatives and governance reforms that enhance organizational justice and employee commitment.

References

1. Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 2, pp. 267–299). Academic Press.
2. Afridi, S. A., & Baloch, Q. B. (2018). The impact of organizational justice on employee commitment: Evidence from Pakistan. *Journal of Business and Social Review in Emerging Economies*, 4(2), 161–170.
3. Aldabbas, H., Pinnington, A., & Lahrech, A. (2025). Organizational justice and employee commitment in service organizations. *Employee Relations*, 47(1), 45–63.
4. Ali, N. (2018). Impact of organizational justice on employee outcomes. *International Journal of Human Resource Studies*, 8(2), 12–25.
5. Andrews, J., & Higson, H. (2020). Graduate employability, soft skills, and organizational success. *Industry and Higher Education*, 34(3), 188–199.
6. Bailly, F., & Léné, A. (2021). Soft skills: The new labor market currency. *Journal of Education and Work*, 34(4), 456–470.
7. Blau, P. M. (1964). *Exchange and power in social life*. John Wiley & Sons.
8. Chin, T. (2021). Emotional intelligence and organizational commitment. *Frontiers in Psychology*, 12, 1–11.
9. Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review. *Journal of Applied Psychology*, 86(3), 425–445.
10. Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organizational justice. *Academy of Management Perspectives*, 21(4), 34–48.
11. Deming, D. J. (2017). The growing importance of social skills in the labor market. *Quarterly Journal of Economics*, 132(4), 1593–1640.
12. Emerson, R. M. (1976). Social exchange theory. *Annual Review of Sociology*, 2, 335–362.
13. Goleman, D. (1995). *Emotional intelligence*. Bantam Books.
14. Goleman, D. (1998). *Working with emotional intelligence*. Bantam Books.
15. Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399–432.
16. Greenberg, J., & Colquitt, J. A. (2019). *Handbook of organizational justice* (2nd ed.). Psychology Press.
17. Hobson, C. J., Delunas, L., & Kesic, D. (2022). Emotional intelligence and workplace outcomes. *Management Research Review*, 45(3), 389–405.
18. Imran, M. (2016). Organizational justice and employee engagement. *Pakistan Journal of Social Sciences*, 36(1), 21–34.

19. Kalay, F. (2016). The impact of organizational justice on employee commitment. *Journal of Human Sciences*, 13(3), 4759–4773.
20. Laker, D. R., & Powell, J. L. (2011). The differences between hard and soft skills. *Journal of Management Education*, 35(1), 111–124.
21. Lambert, E. G., Hogan, N. L., & Griffin, M. L. (2007). The impact of distributive and procedural justice on correctional staff commitment. *Journal of Criminal Justice*, 35(6), 644–656.
22. Mahmood, A. (2023). Organizational justice and employee commitment in banking institutions. *International Journal of Bank Marketing*, 41(5), 1012–1030.
23. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
24. Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage Publications.
25. Meyer, J. P., & Allen, N. J. (2020). Commitment theory: Past, present, and future. *Journal of Organizational Behavior*, 41(1), 1–15.
26. Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36(3), 527–556.
27. Ogbu, J. O., & Ugwu, F. O. (2019). Organizational justice and employee outcomes. *Journal of Organizational Psychology*, 19(1), 11–25.
28. Okocha, B. F., & Anyanwu, C. C. (2016). Organizational justice and employee performance. *International Journal of Economics and Management Studies*, 3(2), 1–7.
29. Riggio, R. E., & Tan, S. J. (2019). Leader interpersonal skills and organizational outcomes. *Leadership Quarterly*, 30(2), 101–115.
30. Robles, M. M. (2012). Executive perceptions of the top 10 soft skills needed in today's workplace. *Business Communication Quarterly*, 75(4), 453–465.
31. Robles, M. M. (2023). Soft skills and career success. *Journal of Business Education*, 98(1), 33–45.
32. Robles, M. M., Andrews, J., & Higson, H. (2020). Soft skills development and organizational success. *Education + Training*, 62(7/8), 799–813.
33. Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition and Personality*, 9(3), 185–211.
34. Schulz, B. (2008). The importance of soft skills. *Education Quarterly*, 2(1), 146–154.
35. Supriya, S., & Dadhabhai, S. (2020). Organizational justice and commitment: A service sector perspective. *Journal of Organizational Studies*, 12(2), 89–103.