



## The impact of organizational justice on organizational commitment and organizational citizenship behavior through leader-member exchange: The moderating role of organization-based self-esteem

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### ABSTRACT

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This study examines the impact of organizational justice on organizational commitment and organizational citizenship behavior through the mediating role of leader-member exchange and the moderating role of organization-based self-esteem. This study applied both qualitative and quantitative methods. Regarding the quantitative method, this study employs Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the proposed research model. This study surveyed 425 employees from tourism enterprises in the Mekong Delta region of Vietnam. The results showed that organizational justice positively and directly influenced organizational commitment and citizenship behavior indirectly through the partial mediating role of leader-member exchange. Furthermore, organization-based self-esteem positively moderates the relationship between organizational justice and organizational citizenship behavior. However, its role does not moderate the relationship between organizational justice and commitment. This study highlights the significant role of organizational justice in fostering organizational commitment and organizational citizenship behavior among employees in the tourism sector. The findings confirm that leader-member exchange partially mediates these relationships, emphasizing the importance of leadership dynamics in the workplace. The study proposes managerial implications to enhance organizational justice, improve leader-member exchange and organization-based self-esteem, thereby increasing organizational commitment and positive employee behaviors.

**Contribution/Originality:** This study examines the impact of organizational justice on organizational commitment and citizenship behavior through the mediating role of leader-member exchange, highlighting the importance of leadership in tourism enterprises. It also extends research by exploring organization-based self-esteem as a moderator, deepening insights into employees' self-perception in developing countries like Vietnam.

### 1. INTRODUCTION

Managers in every organisation as well as researchers worldwide are interested in organisational commitment (OC). This commitment played a crucial role in understanding employees' work behaviors (Gutiérrez-Broncano, Estévez, & Rubio-Andrés, 2016). Organizational justice (OJ) was an important factor influencing OC and organizational citizenship behavior (OCB) (Swalhi, Zgoulli, & Hofaidhllaoui, 2017). In social exchange theory, Blau (1986) elucidated the interconnections among organizational justice, organizational commitment, and affirmative

behaviors. This theory emphasized that social exchanges were based on fairness and mutual reciprocity. When an organization engages in equitable and respectful treatment of its employees, those employees tend to exhibit heightened levels of commitment and constructive behaviors, thereby enhancing work performance and actively participating in organizational initiatives (Ahmad, Nawaz, Ishaq, Khan, & Ashraf, 2023).

Previous studies have explored the impact of OJ on employee attitudes and behaviors, such as OC, job performance, and loyalty (Gilliland, 2018). OJ influenced LMX and OCB (AlHammadi & Abu Elanain, 2024). OBSE affected OCB (Bantha & Sahni, 2021). LMX indirectly influenced OCB (Kapil & Rastogi, 2020). LMX positively impacts OBSE (Haemi & Qu, 2023). The role of performance-based pay and job satisfaction and LMX affected OCB, OC, and affective commitment (Mumtaz & Rowley, 2020). Fair rewards, training, and information sharing influence employee engagement in Saudi Arabia's telecom industry. Leadership styles positively influence employee performance in the consumer goods sector. From the above results, it is apparent that a deficiency persists in empirical investigations concerning the influence of organizational justice on organizational commitment and organizational citizenship behavior through the intermediary function of leader-member exchange. When employees perceive fairness in the workplace, they develop a positive relationship with their superiors which enhances their OC and subsequently increases their OCB (Lin, Lu, Chen, & Lai, 2023). Moreover, the influential function of OBSE within the relationship of OJ, OC, and OCB represents a significant dimension that remains inadequately investigated. This research gap is supported by Becker, Klein, and Meyer (2009) who encouraged researchers to examine the relationship between OJ, OC, and OCB. OBSE not only influences how employees respond to fairness in the organization but also amplifies or reduces the impact of OJ on OC and OCB. OBSE helps employees perceive fairness more positively, thereby promoting positive workplace behaviors. Therefore, this research integrates equity theory and social exchange theory to elucidate employee behavior, making two significant contributions to the mediating function of LMX and the moderating influence of OSBE on the effects of OJ on OC and OCB. This study was conducted in Vietnam, one of the most interesting tourist destinations in the Asia region. The Mekong Delta region was identified as a potential tourism area. Hence, the area was selected to conduct this study. More than 80% of tourism industry employees have left their jobs after the COVID-19 pandemic (Hoai Nam, 2023). Therefore, strong OC and OCB will help tourism companies build a solid and long-term workforce. After the introductory section, the research will outline the literature review, methodology, results, discussion, conclusion with the limitations and recommendations for forthcoming inquiries.

## 2. LITERATURE REVIEW

### 2.1. Theoretical Framework

Adams (1963) stated that individuals assess fairness or unfairness based on what they contribute and receive and by comparing themselves to others. Equity theory provided a valuable framework for understanding individuals' attitudes toward work and workplace behavior driven by their perception of fairness in the work environment (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

Social exchange theory was used to explain behavior within organizations (Blau, 1986). A fundamental principle in social exchange was reciprocity (Crapanzano & Mitchell, 2005). According to this principle, human interactions and actions depend on the actions of others. If someone generates a benefit, the receiver feels obligated to reciprocate with a similar benefit. This benefit can be social or economic (Muthusamy & White, 2005). According to social exchange theory, positive feelings of employees toward their job and the organization increase when their contributions are recognized by the organization.

### 2.2. Organization Justice (OJ)

According to Greenberg (1987), OJ defined employees' perception of being treated fairly at work. OJ could be

defined through the evaluation of administrative decisions in aspects, such as the allocation of responsibilities, adherence to work hours, empowerment, salary levels, distribution of rewards, and fair socio-economic experiences (Kaneshiro, 2008). The construct of OJ was classified into three primary dimensions: distributive justice, procedural justice, and interactional justice (Holbrook, 1999). According to Jerald (1990), distributive justice is the form of fairness in an organization that focuses on employees' belief that they received outcomes proportional to their work contributions. Procedural justice about the subjective evaluation of the equity inherent in the methodologies employed during the decision-making process (Folger, 1987). Interactional justice involved the explanations provided by decision-makers (Jerald, 1990) while the concept of informational justice pertains to the dissemination of pertinent information (Croppanzano, Bowen, & Gilliland, 2007).

### **2.3. Leader Member Exchange (LMX)**

The theoretical framework of LMX has been delineated as the "exchange outcomes" that arise from the interpersonal dynamics between employees and their respective managers or supervisors (Robert, Wayne, & Stilwell, 1993; Scandura, 1999). The designation "exchange" connotes a reciprocal association characterized by interdependent results. There exists a foundation of trust, respect, reciprocal understanding, and an augmented exchange of information between the involved parties. Conversely, a deficient quality of relationship culminated in a diminished level of trust within the interpersonal dynamic (Bauer & Green, 1996). Studies have shown that high-quality LMX enhances organizational commitment, organizational citizenship behavior, job performance, and job satisfaction (Hirnawati & Pradana, 2023). In contrast, low-quality LMX can lead to decreased work motivation and increased turnover intention. Therefore, improving the leader-member relationship plays a crucial role in enhancing organizational effectiveness (Ilyas Sindhu, Mushtaq Ahmad, & Haider Hashmi, 2017).

### **2.4. Organizational Commitment**

Allen and Meyer (1990) defined commitment as a psychological state linking employees to their organization, affecting their decision to stay or leave. OC was measured through three dimensions: affective, continuance, and normative commitment (Allen & Meyer, 1990; Dunham, Grube, & Castañeda, 1994). Affective commitment refers to an employee's emotional attachment, identification, and involvement in the organization and its goals (O'Reilly & Chatman, 1986). Continuance commitment is the allegiance to the organization that arises from professional relationships and ancillary advantages. Normative commitment reflects an employee's obligation based on intrinsic values and ethical standards (Allen & Meyer, 1996).

### **2.5. Organizational Citizenship Behavior (OCB)**

Organ (1988) characterized OCB as an individual's discretionary actions that remain unacknowledged or unrecognized by the formal incentive mechanisms, yet significantly contribute to the efficient operation of the organization. Organ (1988) described OCB as encompassing behaviors, such as punctuality, helping colleagues, innovation, volunteering, and restraining undesirable actions like complaining, arguing, and fault-finding.

### **2.6. Organization-Based Self-Esteem (OBSE)**

Korman (1976) defined OBSE as employees' perception of how well their needs are met through organizational roles. Gardner, Pierce, Cummings, and Dunham (1989) also defined OBSE as an individual's perception of competence, influence, and worth within the organization. Individuals with high OBSE are more likely to engage in behaviors beneficial to the organization, including organizational citizenship activities (Hui & Lee, 2000).

## 2.7. Hypotheses and Research Models

Numerous scholarly investigations, including those conducted by Imamoglu, Ince, Turkcan, and Atakay (2019) and Jehanzeb and Mohanty (2020) agree that distributive, procedural, and interactional justice positively impact organizational commitment. Bakhshi, Kuldeep, and Ekta (2009) highlighted the positive correlation between distributive and procedural justice and their role in strengthening organizational commitment across various contexts. Kakkar, Dash, Vohra, and Saha (2020) found that fair distribution of rewards and benefits enhances employee commitment. Malla and Malla (2024) found that fair distribution of rewards and benefits enhances employee commitment.

*H<sub>1</sub>: Organizational justice has a positive impact on organizational commitment.*

OJ promoted social relationships between leaders and employees (Hong & Jin, 2014; Mubashar, Musharraf, Khan, & Butt, 2022). Hong and Jin (2014) demonstrated a significant relationship between the various components of OJ and leader- employee exchange. When leaders treated employees with respect and fairness, employees felt valued and built a stronger, more trusting relationship with their leaders (Kim, Lee, & Son, 2023).

*H<sub>2</sub>: Organizational justice has a positive impact on leader- member exchange.*

Studies have shown that OJ positively and significantly impacts OCB (Hasyim & Palupiningdyah, 2021; Tziner & Sharoni, 2014). When personnel recognize equity within the organizational framework, they tend to exhibit increased commitment to their professional responsibilities, thereby augmenting OCB. (Choong, Ng, Seow, & Lau, 2024). Fan, Wider, and Chan (2023) stated that OJ played a crucial role in promoting OCB regardless of whether the contract was short-term or long-term.

*H<sub>3</sub>: Organizational justice positively impacts organizational citizenship behavior (OCB).*

Islam et al. (2013) supported the view that leadership is supported by enhancing OC in a study on Korean employees. Islam et al. (2013) also identified a relationship between LMX and OC to the organization. Li, Zhu, and Park (2018) demonstrated that LMX positively impacted affective commitment. When personnel maintain a positive rapport with their supervisors, they are inclined to experience greater job satisfaction and demonstrate an elevated degree of allegiance to the organization (Ionescu & Iliescu, 2021).

*H<sub>4</sub>: Leader- member exchange (LMX) has a positive impact on organizational commitment.*

The social exchange theory constituted the foundational framework for the correlation between LMX and OCB (Elstad, Christophersen, & Turmo, 2011). Individuals who cultivated high-quality affiliations with their leaders frequently obtained augmented levels of support, trust, esteem, and focus (Duan, Lapointe, Xu, & Brooks, 2019). Employees not only performed their roles well but were also willing to engage in behaviors beyond the job requirements (Ilies, Nahrgang, & Morgeson, 2007; Law, Wang, & Hui, 2010). Kapil and Rastogi (2018) and Yukl, O'Donnell, and Taber (2009) suggested that a good LMX relationship promoted OCB.

*H<sub>5</sub>: Leader- member exchange (LMX) positively impacts organizational citizenship behavior (OCB).*

The social exchange theory posits that individuals exhibiting a substantial degree of commitment are inclined to enhance their contributions to the organization through improved performance and OCB (Cohen & Keren, 2008). Organizational commitment had been shown to influence OCB (Liu & Cohen, 2010). Makiah and Nurmayanti (2018) pointed out that OCB is affected by internal factors of employees, particularly commitment to the organization. Zayas-Ortiz, Rosario, Marquez, and Colón Gruñero (2015) elucidated that the construct of organizational commitment exerts a positive and statistically significant influence on OCB.

*H<sub>6</sub>: Organizational commitment positively impacts employee organizational citizenship behavior (OCB).*

Hong and Jin (2014) articulated that the perceptions of equity foster the establishment of high-quality exchange relationships between leaders and subordinates, thereby contributing to OCB. Ertürk (2007) further elucidated that the confidence placed in superiors serves as a mediating factor in the connection between OJ and OCB. Zeb, Abdullah, Bin Othayman, and Ali (2019) reinforced the argument that there is a correlation between perceptions of fairness, the quality of LMX relationships, and OCB. When employees receive respect and

recognition from their leaders, their attitudes towards OJ positively change, motivating them to exhibit more OCB (Tepper & Taylor, 2003).

*H<sub>5</sub>: Leader- member exchange (LMX) mediates the relationship between organizational justice and organizational citizenship behavior.*

Social exchange theory was the basis for the relationship between OJ and OC (Cropanzano et al., 2007). Bhal, Gulati, and Ansari (2009) argued that LMX was an exchange between leaders and employees leading to relationships of varying quality. This relationship significantly impacted employee satisfaction, commitment, and job performance (Masterson, Lewis, Goldman, & Taylor, 2000). Other studies also focused on the mediating role of LMX in the relationship between OJ and factors, such as dedication, job performance, and commitment (Hasim & Palupiningdyah, 2021; Mubashar et al., 2022). Fair treatment and communication from leaders influenced the relationship between leaders and employees (Piccolo, Bardes, Mayer, & Judge, 2008).

*H<sub>6</sub>: Leader- member exchange (LMX) mediates the relationship between organizational justice and organizational commitment.*

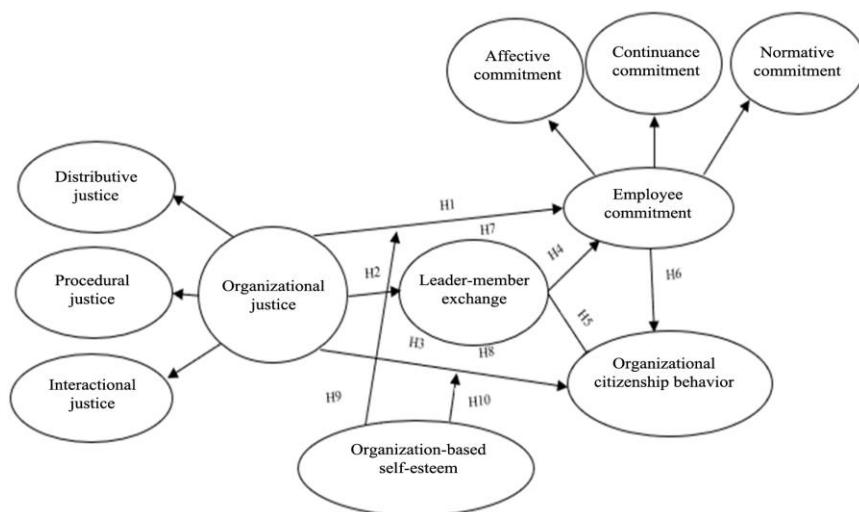
Minibas-Poussard, Le Roy, and Erkmen (2017) provided empirical evidence indicating that Organizational-Based Self-Esteem (OBSE) serves as a moderating variable in the association between perceptions of justice and levels of organizational commitment. OBSE was essential for employees because it influenced how they thought, felt, and behaved (Pierce & Gardner, 2004). These investigations suggested that individuals exhibiting elevated levels of OBSE demonstrate a greater degree of commitment to the organization (Bowling, Eschleman, & Wang, 2010). Consequently, OBSE may act as a moderating factor in the interplay between OJ and OC, thereby enhancing this association in instances where employees exhibit elevated levels of self-esteem.

*H<sub>7</sub>: Organization-based self-esteem (OBSE) moderates the relationship between organizational justice and commitment.*

OCB was also a vital aspect influenced by OJ and OBSE. Bowling et al. (2010) noted that OBSE had a positive relationship with OCB. Individuals with high OBSE demonstrated a more substantial commitment to the organization and tended to exhibit more OCB. Lavelle et al. (2009) pointed out that OBSE significantly enhances OCB through procedural justice and organizational commitment. Choong, Ng, and Lau (2024) showed that high OBSE helps employees maintain organizational citizenship behavior even when their perceptions of OJ may not be high.

*H<sub>8</sub>: Organization-based self-esteem (OBSE) moderates the relationship between organizational justice and organizational citizenship behavior (OCB).*

According to the proposed hypotheses above, this study presents the research model in Figure 1.



**Figure 1.** Proposed research model.

### 3. METHODOLOGY

This study combines qualitative and quantitative methods to ensure the reliability of the research model testing.

#### 3.1. Qualitative Method

Before conducting the quantitative study, the researchers employed a qualitative approach through expert interviews to review and refine the measurement scales, ensuring their suitability for the research context in Vietnam. The experts include lecturers and researchers in human resource management and tourism as well as managers from tourism companies. The data collected from the interviews are analyzed to adjust the measurement scales, ensuring clarity, relevance, and ease of understanding for the survey respondents.

#### 3.2. Quantitative Method

After refining the measurement scales through qualitative study, quantitative research is conducted to test the research model and hypotheses.

The survey participants are employees working at tourism companies in the Mekong Delta region. The sampling criteria include (1) employees currently working at tourism companies within the study area, (2) having at least six months of work experience to ensure sufficient awareness of organizational justice, leader-member exchange, and related factors, and (3) willingness to participate in the survey and provide information as required by the research. The study employs a non-probability convenience sampling method to efficiently and quickly reach a large number of employees in the tourism industry. Data is collected through a survey questionnaire, which is distributed through an online platform to optimize the data collection process. The survey link was distributed to employees working in tourism enterprises through Google Forms. The survey was conducted from December 2023 to March 2024. After the survey period ended, 514 responses were collected. Data screening was carried out to remove invalid responses, resulting in 425 valid responses for formal quantitative analysis.

Measures: The OJ scale includes three components: distributive, procedural, and interactional justice adapted from Colquitt et al. (2001). These components are assessed with 4 items for distributive justice, 7 for procedural justice, and 5 for interactional justice. The LMX scale includes affect, loyalty, contribution, and professional respect adapted from Liden and Maslyn (1998). These components are measured using 3 items for affect, 3 items for loyalty, 2 items for contribution, and 3 items for professional respect. The OC scale includes affective, continuance, and normative commitment (Allen and Meyer, 1996), each measured with 6 items. The OBSE scale, adapted from Gardner et al. (1989) is measured with 6 items. Finally, the OCB scale adapted from Organ (1988) is measured with 5 items. The scales were assessed using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

This study used PLS-SEM to assess measurement and structural models. PLS-SEM was selected for its suitability in complex models with mediators and moderators and its ability to analyze small sample sizes without requiring normal distribution. PLS-SEM also allows for simultaneous testing of variable relationships, offering a comprehensive analysis of direct and indirect effects.

#### 3.3. Respondent Demographic Profile

Table 1 presents the characteristics of the respondent demographic profile. Among 425 valid responses, there were 220 male (51.76%) and 205 female (48.24%) respondents. Additionally, 175 were under-university employees (41.18%), 210 were university employees (49.41%), and 40 were postgraduate employees (9.41%). Regarding work experience, 140 employees had less than 3 years (32.94%), 37.65% had 3–5 years, and 29.41% had more than 7 years. In terms of age categories, there were 120 employees under 24 years old (28.24%), 140 employees aged 24–30 years (32.94%), 80 employees aged 30–34 years (18.82%), and 85 employees aged above 34 years (20%).

**Table 1.** Characteristics of the respondent profile

Category	Sub-category	Frequency	(%)
Gender	Male	220	51.76
	Female	205	48.24
Education level	Under-university	175	41.18
	University	210	49.41
	Postgraduate	40	9.41
Work experience	< 3 years	140	32.94
	3 - 5 years	160	37.65
	Over 7 years	125	29.41
Age	Under 24	120	28.24
	24 - 30	140	32.94
	30 - 34	80	18.82
	Above 34	85	20
Total		425	100

## 4. RESULTS

### 4.1. Scale Reliability Tests

**Table 2.** Cronbach's alpha, CR and AVE

Constructs	CA	CR	AVE
<b>Organizational justice (OJ)</b>			
Distributive justice (DI)	0.84	0.842	0.676
Procedural justice (PR)	0.915	0.916	0.747
Interactional justice (IN)	0.882	0.884	0.681
Leader-member exchange (LMX)	0.798	0.822	0.518
Affection (AF)	0.839	0.84	0.757
Loyalty (LO)	0.826	0.827	0.742
Contribution (CO)	0.846	0.859	0.764
Professional respect (PRO)	0.825	0.826	0.741
<b>Organizational commitment (OC)</b>			
Normative commitment (NC)	0.878	0.878	0.732
Continuance commitment (CC)	0.838	0.84	0.674
Affective commitment (AC)	0.877	0.881	0.731
Organizational citizenship behavior (OCB)	0.869	0.872	0.656
Organization-based self-esteem (OBSE)	0.698	0.7	0.596

Note: Cronbach's alpha (CA), Composite reliability (CR), Average variance extracted (AVE).

Table 2 shows satisfactory reliability and validity for most constructs. Cronbach's alpha (CA) and Composite Reliability (CR) values are above the acceptable threshold of 0.7, indicating good internal consistency (Hair, Hult, Ringle, & Sarstedt, 2021). Outer loadings in conjunction with average variance extracted (AVE) metrics were employed to evaluate convergent validity (Hair, Hult, Ringle, & Sarstedt, 2021; Sarstedt, Ringle, & Hair, 2017). All outer loading coefficients were equal to or exceeded 0.7, whereas the AVE values surpassed 0.5. Consequently, the convergent validity of the constructs was substantiated (Hair, Sarstedt, Ringle, & Mena, 2012) (see Table 2).

### 4.2. Discriminant Validity

This research evaluates discriminant validity through the application of the Fornell-Larcker criterion (see Table 3) (Hair et al., 2021; Henseler, Ringle, & Sarstedt, 2015). Table 3 distinctly illustrates that all emphasized values along the diagonal which denote the square root of the AVE surpass the correlations among constructs, thus fulfilling the Fornell-Larcker criterion (Fornell & Larcker, 1981). Therefore, the results from the Fornell-Larcker criterion strongly support the discriminant validity of all components included in the proposed model.

#### 4.3. Common Method Bias

Common method bias (CMB) constitutes a considerable jeopardy to research endeavors that utilize survey methodologies, particularly when dependent upon a singular respondent (Guide Jr & Ketokivi, 2015). To address CMB, variance inflation factors (VIFs) were examined as recommended by Guide Jr and Ketokivi (2015). The authors suggest using a VIF threshold of 3.3 in the CMB assessment. Table 4 elucidates the VIF values for each constituent. It is apparent that all these values reside beneath 3.3, signifying that the proposed investigative framework is devoid of CMB (Kock, 2022).

**Table 3.** Discriminant validity assessment using the Fornell-Larcker

Constructs	1	2	3	4	5	6	7	8	9	10	11	12
1.AC	0.855											
2.AF	0.236	0.87										
3.CC	0.28	0.18	0.821									
4.CO	0.105	0.163	0.033	0.874								
5.DI	0.183	0.19	0.401	0.002	0.822							
6.OCB	0.502	0.514	0.388	0.165	0.359	0.81						
7.IN	0.301	0.282	0.284	0.068	0.282	0.485	0.825					
8.LO	0.273	0.269	0.225	0.116	0.22	0.566	0.351	0.861				
9.OBSE	-0.264	-0.263	-0.19	-0.106	-0.168	-0.368	-0.24	-0.191	0.629			
10.NC	0.278	0.266	0.212	0.186	0.263	0.532	0.273	0.358	-0.217	0.856		
11.PR	0.16	0.179	0.268	0.069	0.209	0.315	0.275	0.246	-0.142	0.227	0.864	
12.PRO	0.265	0.268	0.213	0.066	0.191	0.503	0.301	0.435	-0.255	0.272	0.199	0.861

**Table 4.** Full collinearity statistics (VIF)

Relations	VIF
OC → OCB	1.545
OJ → OC	1.342
OJ → OCB	1.495
OJ → LMX	1.000
OBSE → OC	1.149
OBSE → OCB	1.178
LMX → OC	1.365
LMX → OCB	1.509

**4.4. Hypotheses Testing**

The outcomes of the structural model assessment are delineated in Table 5 and Figure 2. From this table, it can be inferred that all the suggested research hypotheses are substantiated with  $p$ -values  $< 0.01$  in direct and indirect influences. In addition, the moderating effect of OBSE on the relationship between OJ and OCB was examined. The interaction between OBSE and OJ on OC was found to be statistically insignificant ( $\beta = 0.141$  and  $p > .01$ ), which does not support hypothesis H9. Conversely, a significant and positive interaction ( $\beta = 0.08$  and  $p < 0.01$ ) was observed between OBSE and OJ in predicting OCB, providing evidence in support of hypothesis H10. Additionally, R-square ( $R^2$ ) illustrated that  $R^2_{OC} = 0.353$  (35.3%), and  $R^2_{OCB} = 0.669$  (66.9%) which these findings explained a moderate variance in OCB and a weak variance in OC (Hair et al., 2021). Table 5 also illustrated that  $f^2$  and  $Q^2$  values were accepted with  $f^2$  from 0.034 (OJ → OCB) to 0.371 (LMX → OCB) and  $Q^2$  values of OCB, OC, and LMX were orderly as 0.431, 0.123, and 0.066, which were greater than 0.00 (Hair et al., 2021).

**Table 5.** Hypothesis testing

Hypothesis	Path coefficients	$\beta$	P- values
Direct effect			
H1	OJ → OC	0.315	0.000
H2	OJ → LMX	0.463	0.000
H3	OJ → OCB	0.13	0.000
H4	LMX → OC	0.305	0.000
H5	LMX → OCB	0.43	0.000
H6	OC → OCB	0.357	0.000
Indirect effect			
H7	OJ → LMX → OC	0.141	0.000
H8	OJ → LMX → OCB	0.199	0.000
Moderating effect			
H9	OBSE x OJ → OC	0.01	0.787
H10	OBSE x OJ → OCB	0.08	0.005
$R^2$	$R^2_{OC} = 0.353$ ; $R^2_{OCB} = 0.669$		
$f^2$	$f^2_{OJ \rightarrow OC} = 0.143$ ; $f^2_{OJ \rightarrow OCB} = 0.034$ ; $f^2_{OJ \rightarrow LMX} = 0.273$ ; $f^2_{LMX \rightarrow OC} = 0.105$ ; $f^2_{LMX \rightarrow OCB} = 0.371$ ; $f^2_{OC \rightarrow OCB} = 0.249$		
Stone-Geisser's $Q^2$	$Q^2_{OC} = 0.123$ ; $Q^2_{OCB} = 0.431$ ; $Q^2_{LMX} = 0.066$		

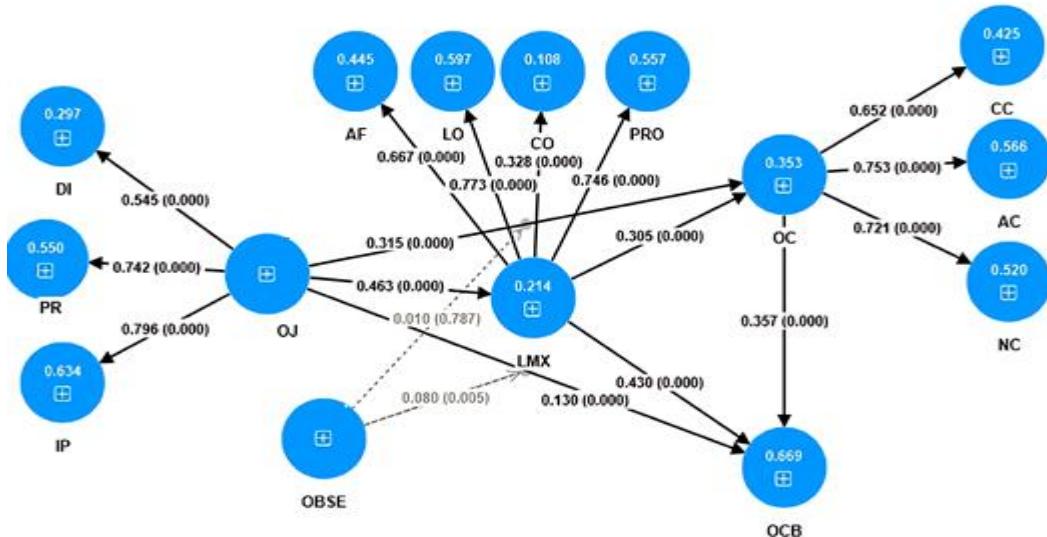


Figure 2. PLS - SEM results.

## 5. DISCUSSION

This study aims to examine the direct impact of OJ on OC and OCB with the mediating role of LMX and the moderating role of OBSE. The results strongly support all the proposed hypotheses except for hypothesis H9. OBSE does not facilitate the relationship between OJ and OCB. Initially, the results of this investigation align with antecedent scholarly work. The results suggest that OJ reinforces the importance and contribution to OC, OCB, and LMX, such as Tziner and Sharoni (2014), Hong and Jin (2014) and Mubashar et al. (2022). Second, the findings indicate a positive relationship between LMX, OC, and OCB. These findings are consistent with social exchange theory, which posits that when leaders establish high-quality exchange relationships with employees, the employees feel obligated to reciprocate the leader's support. The study's findings align with previous research, such as that by Kapil and Rastogi (2018) and Yukl et al. (2009). Third, our findings reveal a positive relationship between OC and OCB. These results are consistent with previous research as well as social exchange theory. Employees demonstrating high commitment tend to exhibit favorable organizational behaviors (Cohen & Keren, 2008). Liu and Cohen (2010) demonstrated that OC influences OCB. Additionally, the findings are appropriate with the results of Zayas-Ortiz et al. (2015) which also showed that OC positively impacted OCB. Fourth, LMX influences the relationship between OJ, OC, and OCB. This finding is consistent with previous literature, such as Hong and Jin (2014) and Zeb et al. (2019) assert that OJ enhances quality exchanges between leaders and employees, resulting in OCB. Additionally, Hasyim and Palupiningdyah (2021) and Mubashar et al. (2022) emphasized LMX's mediating function in the OJ and OC relationship.

Finally, OBSE is also a moderating factor leading to the impact of OJ and OCB. The results indicated that employees with high OBSE are more likely to exhibit positive behaviors towards the organization when OJ is perceived. However, the study also found that OBSE does not alter the relationship between OJ and OC. This is also a new contribution of this study that there were no studies illustrating it.

### 5.1. Theoretical Contributions

This research offers significant theoretical insights into organizational behavior and human resource management. It integrates equity theory and social exchange theory to explain employee behavior in the tourism industry. This is one of the few studies that have evaluated the impact of OJ on OC and OCB within the tourism sector in a developing economy such as Vietnam.

The study investigated LMX's mediating role in the relationship between OJ, OC, and OCB. This constitutes a notable contribution to organizational behavior literature, offering empirical support for the significance of OJ in fostering commitment, positive behaviors and the quality of leader-employee exchanges. The study also

supports social exchange theory Blau (1986) which posited that LMX acted as a catalyst linking organizational justice, organizational commitment, and OCB within organizational . The study's findings relate to the tourism sector through Blau's social exchange theory.

This research investigated OBSE's moderating effect on OJ and OCB. Results indicated that elevated OBSE may affect the relationship between OJ and OCB yet did not significantly alter OJ and OC.

### 5.2. Managerial Implications

The study indicates that ensuring fairness holds significant value for policymakers. Policymakers can reference these research findings to reassess fairness within organizations. Additionally, the research can help organizations recognize the importance of OJ in creating a positive work environment, enhancing OC, reducing turnover rates, and strengthening workforce stability in the tourism industry. The study also reveals that when fairness is ensured, employees are more likely to engage in voluntary behaviors that support their colleagues. Furthermore, building strong relationships between leaders and employees through fair and transparent actions will increase organizational commitment to tourism companies. OBSE is also highlighted as a crucial moderating factor, requiring organizations to acknowledge, reward, and provide employee career development opportunities.

The research findings also provide effective human resource management strategies contributing to the optimization of resources and creating a motivated, loyal, and dedicated workforce. These findings enhance leadership management skills and improve employee awareness and behavior related to organizational justice, thereby contributing to tourism companies' sustainable and efficient development.

## 6. CONCLUSION

This study examined the impact of OJ on OC and OCB through LMX with the moderating role of OBSE. The findings indicate that OJ significantly predicts OC, OCB, and LMX. Additionally, the study identified that LMX mediated the impact of OJ, OC, and OCB. Finally, the results showed that OBSE moderated the relationship between OJ and OCB. However, OBSE does not moderate the relationship between OJ and OC. These findings contribute significantly to the emerging literature on employee behavior at the organizational level.

Although this study provides many useful findings, several limitations need to be addressed. Firstly, the geographical scope of the study is limited to the Mekong Delta region, which may only partially reflect the situation in other regions of Vietnam or different industries. Secondly, the data was collected within a specific period, which may not capture changes over time. Future research should expand the scope to include various regions of Vietnam and different industries to enhance the generalizability of the findings to overcome these limitations. Finally, it is necessary to consider other factors, such as organizational culture, leadership style, and work environment to better understand the mechanisms influencing the relationship between organizational justice, leader-member exchange, commitment, and organizational citizenship behavior.

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**Transparency:** The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

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