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DISSERTATION INFORMATION

Title: **The impact of organizational justice on employees' organizational commitment and organizational citizenship behavior, the mediating role of leader–member exchange and the moderating role of organization-based self-esteem: the research at tourism enterprises in the Mekong Delta region.**

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1. Summary of dissertation

This dissertation investigates the impact of organizational justice (OJ) on employees' organizational commitment (OC) and organizational citizenship behavior (OCB), as well as the mediating role of leader–member exchange (LMX) and the moderating role of organization-based self-esteem (OBSE) in tourism enterprises in the Mekong Delta region of Vietnam. The research model was developed based on Equity Theory, Social Exchange Theory (SET), Leader–Member Exchange Theory (LMX), and Social Identity Theory (SIT) to explore the mechanisms and boundary conditions through which organizational justice influences employee attitudes and behaviors.

A mixed-method approach was employed, comprising qualitative and quantitative phases, with 425 valid responses collected from employees working in tourism enterprises across the Mekong Delta. Data were analyzed using the PLS-SEM technique. The results indicate that organizational justice (OJ) has a positive and statistically significant effect on both organizational commitment (OC) and organizational citizenship behavior (OCB). Moreover, leader–member exchange (LMX) serves as an important mediator, while organization-based self-esteem (OBSE) acts as a moderator that strengthens the relationship between OJ and OCB. The model demonstrates a good overall fit (SRMR < 0.08) and a moderate-to-strong explanatory power.

The dissertation makes several contributions. It is the first empirical study to test the mediating role of LMX between OJ and OC, as well as the moderating role of OBSE between OJ and OCB, within the context of Vietnam's tourism enterprises. These findings expand the application of Equity Theory,

SET Theory, LMX Theory, and SIT Theory to a service-oriented and culturally distinctive context. Furthermore, the study provides empirical evidence to guide tourism enterprises in developing fair organizational practices, enhancing leader–member relationships, and fostering positive discretionary behaviors among employees.

2. Results of dissertation

First, this dissertation establishes and empirically tests two novel relationships within the research model, namely the mediating role of leader – member exchange in the relationship between organizational justice and organizational commitment , and the moderating role of organization-based self-esteem in the relationship between organizational justice and organizational citizenship behavior. These findings help elucidate the indirect and conditional mechanisms through which organizational justice influences employee outcomes, thereby addressing important theoretical gaps in prior research.

Second, through qualitative research, the dissertation refines and extends the measurement scales by proposing a new observed variable (CO3) within the "Contribution" construct, capturing employees' intensity of effort and adherence to work quality standards. This refinement enhances both the content validity and construct validity of the scale, making it more suitable for the specific characteristics of the tourism service context.

Third, the study is conducted in a novel research context through the tourism enterprises in the Mekong Delta region where strong regional cultural influences and high levels of interpersonal interaction characterize the work environment. This context not only extends the applicability of the underlying theoretical frameworks but also provides new empirical evidence highlighting the role of local cultural factors in shaping the relationships among organizational justice, leader–member exchange, and employee behavioral outcomes.

3. Pratical application, and future research direction

Practical contributions

First, the research findings provide a practical basis for managers in the tourism industry in the Mekong Delta region to develop more effective human resource management policies, particularly in fostering a fair work environment to enhance organizational commitment and encourage employees' voluntary positive behaviors. Understanding the impact of organizational justice on employee attitudes and behaviors enables firms to improve workforce quality, strengthen employee attachment, and reduce turnover intentions. At the same time, the study helps tourism enterprises identify and

adjust managerial practices in line with local socio-cultural characteristics, thereby improving operational performance and sustaining competitive advantage.

Second, by identifying the mediating role of leader–member exchange, the study highlights the critical importance of building positive leader–employee relationships within a fair organizational environment. This insight provides a foundation for designing appropriate human resource strategies to enhance employee commitment and promote positive behaviors in the tourism sector, where close interaction and strong relational ties between leaders and employees significantly influence service quality and organizational effectiveness.

Third, the identification of the moderating role of organization-based self-esteem underscores the importance of enhancing employees' perceived self-worth within the organization. Accordingly, tourism enterprises can develop human resource policies and supportive work environments that foster positive psychological states, thereby strengthening the effects of organizational justice on employee commitment and positive behaviors particularly in a service industry where human factors play a central role in service quality and sustainable development.

Fourth, the integrated research model offers tourism managers a clear reference framework for understanding and effectively managing key psychological and organizational factors that influence employee behavior and attachment. Moreover, the application of advanced analytical methods enables organizations to accurately assess the impact of each factor, thereby facilitating the development of human resource policies tailored to industry characteristics and supporting sustainable organizational effectiveness.

Directions for future research

First, apply longitudinal research designs or intervention-based studies to better examine causal directions and changes over time among variables.

Second, incorporate control variables (demographic characteristics) and contextual factors (organizational culture, leadership styles, job characteristics, and compensation policies) into the model.

Third, improve sampling methods by adopting probability sampling techniques to enhance representativeness and enable multi-group analysis across different types of enterprises.

Fourth, refine the LMX measurement scale, particularly the "loyalty" dimension, and consider using multi-source data (e.g., both supervisors and employees).

Fifth, replicate the model in different geographical and industry contexts to assess the generalizability of the findings.

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