MINISTRY OF INDUSTRY AND TRADE
INDUSTRIAL UNIVERSITY OF HO CHI MINH CITY



LÊ THÚY KIỀU

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

Major: **Business administration**
Major code: **9340101**

SUMMARY OF DISSERTATION

Ho Chi Minh city, 2026

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CHAPTER 1 OVERVIEW OF RESEARCH

1.1 Background of the research problem

1.1.1 Practical background

Vietnam's tourism industry has shown a strong recovery following the COVID-19 pandemic, with international tourist arrivals increasing from 3.4 million in 2022 to 17.5 million in 2024, and reaching nearly 9.2 million in the first five months of 2025 (Vietnam National Administration of Tourism, 2025). In the Mekong Delta, tourism has also experienced significant growth, with over 45 million visitors and VND 45.7 trillion in revenue in 2023, rising to more than 52 million visitors and VND 62.239 trillion in 2024 (Mekong Delta Tourism Association, 2024). However, human resources remain unstable: employee turnover rates have increased from 18% to nearly 27% (Vietnam National Administration of Tourism, 2023), only 64.7% of the workforce has received professional training, and the proportion of workers with formal qualifications is just 26.5% (Ministry of Culture, Sports and Tourism, 2024; Thanh Liem, 2024). Labor productivity is 15–20% lower than the national average, and employee engagement is only 3.1 out of 5 (Institute for Tourism Development Research, 2022), leading to a decline in service quality (VietnamTourism, 2024).

In this context, perceived organizational justice and the quality of leader–member exchange play a crucial role in promoting organizational commitment and organizational citizenship behavior (Aryee et al., 2015; Swalhi et al., 2017), while organization-based self-esteem may moderate these relationships (Bowling et al., 2010; Pierce et al., 1989). In the specific context of the Mekong Delta, where service activities heavily depend on direct interactions between employees and customers, employee commitment and positive behaviors are particularly critical to service quality. Moreover, the region's "relationship-oriented" culture further emphasizes the importance of leader–member relationships in shaping employee attitudes and behaviors. Therefore, examining these relationships within tourism enterprises in the Mekong Delta is necessary, providing both theoretical and practical implications for

human resource management (Cropanzano & Mitchell, 2005; Meyer & Allen, 1991).

1.1.2 Theoretical background

Over the past decade, both international and domestic research has consistently affirmed organizational justice as a foundational factor influencing employees' attitudes and behaviors, particularly organizational commitment and organizational citizenship behavior. In the international context, numerous meta-analyses and empirical studies have demonstrated that organizational justice exerts positive effects on job satisfaction, organizational commitment, and organizational citizenship behavior (Organ & Ryan, 1995; Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Podsakoff et al., 2000). These findings reinforce the central role of organizational justice in explaining employee behavior from a social exchange theory perspective.

In addition, a growing body of research has emphasized the mediating mechanism of leader - member exchange (LMX), conceptualizing it as a key channel through which perceptions of justice are transformed into positive attitudes and behaviors, such as organizational citizenship behavior, job performance, voice behavior, and reduced employee resistance (Ishak & Alam, 2009; Shan et al., 2015; Zeb et al., 2019; Assefa et al., 2024; Su et al., 2024). However, empirical evidence regarding the mediating role of leader - member exchange in the relationship between organizational justice and organizational commitment remains limited and fragmented, thereby constraining a comprehensive understanding of the psychological mechanisms through which organizational justice strengthens employees' attachment to their organizations (Ionescu & Iliescu, 2021).

At the same time, organization-based self-esteem has increasingly been recognized as an important psychological moderator that captures individual differences in how employees respond to organizational factors. Prior studies indicate that organization-based self-esteem is closely associated with job satisfaction, organizational commitment, and organizational citizenship behavior (Bowling et al., 2010). Nevertheless,

empirical investigations that directly test the moderating role of organization-based self-esteem in the relationship between organizational justice and organizational citizenship behavior or organizational commitment remain scarce and yield inconsistent findings (Minibas-Poussard et al., 2017; Tsai & Chang, 2012).

In the domestic context, studies conducted during the 2018 - 2025 period have largely confirmed the positive effects of organizational justice on organizational commitment and organizational citizenship behavior across sectors such as services, banking, education, and information technology (Lê Thị Thu Mai & Đỗ Thị Thanh Bình, 2018; Trần Thị Thu Hương & Trần Thị Thu Thủy, 2020; Phạm Thị Bích Ngọc et al., 2021; Vũ Thị Hương Giang et al., 2025). Several studies have begun to explore the mediating role of leader - member exchange or related constructs such as work engagement; however, the results remain inconclusive and have yet to fully elucidate the mediating mechanism linking organizational justice to organizational citizenship behavior (Nguyễn Nhật Tân, 2021; Phạm Thị Bích Ngọc et al., 2024). Moreover, although a multidimensional approach to organizational justice has been acknowledged, most domestic studies tend to examine individual dimensions in isolation and rarely investigate the moderating role of organization-based self-esteem. This reflects a broader limitation, as existing research models largely emphasize linear relationships and pay insufficient attention to individual psychological mechanisms within the Vietnamese organizational context.

Taken together, the literature review reveals a persistent research gap—both internationally and domestically—in integrating organizational justice, leader - member exchange, and organization-based self-esteem to explain employees' organizational commitment and organizational citizenship behavior. This gap is particularly pronounced in specific service industries and culturally distinctive contexts, underscoring the need for further research to advance theoretical understanding and to generate contextually relevant managerial implications.

1.1.3 Research gaps

First, although social exchange theory posits leader - member exchange (LMX) as a key mechanism through which perceptions of organizational justice are translated into organizational commitment and organizational citizenship behavior, empirical evidence supporting this mechanism remains very limited. To date, only AlHammadi and Abu Elanain (2024) have confirmed the mediating role of leader - member exchange in the relationship between organizational justice and organizational citizenship behavior in an international context, whereas Nguyễn Nhật Tân (2021) found no such mediating effect in the Vietnamese trade and service sector. Notably, no prior study has empirically examined the mediating role of leader - member exchange in the relationship between organizational justice and organizational commitment, nor has this mechanism been revalidated in the tourism industry—particularly in the Mekong Delta region, where supervisor - subordinate relationships are strongly shaped by regional cultural characteristics.

Second, although theory suggests that organization-based self-esteem may moderate the relationships between organizational justice and organizational outcomes such as organizational commitment and organizational citizenship behavior, empirical evidence for this moderating mechanism is almost nonexistent. At the international level, only Minibas-Poussard et al. (2017) identified a moderating effect of organization-based self-esteem on the relationship between procedural justice and organizational commitment, while no study has examined this variable in relation to overall organizational justice. In Vietnam, research on organization-based self-esteem remains scarce, especially in the context of tourism enterprises—an industry characterized by limited opportunities for recognition and long-term employee attachment (Nguyễn Quốc Tuấn & Trần Hồng Minh, 2020).

Third, prior studies have predominantly examined the relationships among organizational justice, leader - member exchange, organization-based self-esteem, organizational commitment, and organizational citizenship behavior in a fragmented manner. The absence of an

integrated research model has left unclear the process through which organizational justice is transformed into organizational commitment and organizational citizenship behavior via leader - member exchange, while simultaneously being conditioned by organization-based self-esteem. This gap highlights the need to develop and empirically test an integrated research model that simultaneously examines the roles of organizational justice, leader - member exchange, and organization-based self-esteem in explaining the formation of organizational commitment and organizational citizenship behavior. Such an approach provides a scientific foundation for proposing relevant managerial implications aimed at enhancing human resource management effectiveness in tourism enterprises in the Mekong Delta region.

1.2 Research objective

1.2.1 General research objectives

The objects of this dissertation include organizational justice, leader - member exchange, organizational commitment, organizational citizenship behavior, and organization-based self-esteem, as well as the effects 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 study is conducted in the context of tourism enterprises in the Mekong Delta region of Vietnam.

1.2.2 Specific research objectives

To achieve the overall research objective, this dissertation is designed to accomplish the following specific objectives:

Firsy, to examine the effects of organizational justice on employees' organizational commitment and organizational citizenship behavior in tourism enterprises in the Mekong Delta region.

Second, to test the mediating role of leader - member exchange in the relationship between organizational justice and organizational commitment, as well as organizational citizenship behavior.

Third, to examine the moderating role of organization-based self-esteem in the relationship between organizational justice and organizational commitment, as well as organizational citizenship behavior.

Fourth, to validate an integrated research model that clarifies the direct, indirect, and moderating relationships among the theoretical variables, and to assess the explanatory power of the model with respect to organizational commitment and organizational citizenship behavior.

Fifth, to propose practical managerial implications that assist managers in tourism enterprises in the Mekong Delta region in designing and implementing fair management practices, improving the quality of leader - member exchange, and enhancing human resource management effectiveness through the development of employees' organizational commitment and positive organizational citizenship behavior.

1.2.3 Research questions

To operationalize the proposed research objectives, this dissertation focuses on addressing the following key research questions.

First, how does organizational justice influence organizational commitment and organizational citizenship behavior?

Second, does leader - member exchange mediate the relationship between organizational justice and organizational commitment, as well as organizational citizenship behavior?

Third, does organization-based self-esteem moderate the relationship between organizational justice and organizational commitment, as well as organizational citizenship behavior?

Fourth, does the integrated research model establish direct, indirect, and moderating relationships among the theoretical variables, and does it demonstrate adequate explanatory and predictive power with respect to organizational commitment and organizational citizenship behavior in the context of tourism enterprises in the Mekong Delta region?

Fifth, what managerial implications can be derived to assist managers in tourism enterprises in the Mekong Delta region in developing fair management practices, improving leader - member exchange, and enhancing the effectiveness of human resource management?

1.3 Research subjects

1.3.1 Research subjects

The subject of this dissertation comprises organizational justice, leader - member exchange, organizational commitment, organizational citizenship behavior, and organization-based self-esteem. Specifically, the study examines the effects 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 within tourism enterprises in the Mekong Delta region of Vietnam.

1.3.2 Research sample

Qualitative research participants included university lecturers specializing in human resource management, as well as industry experts such as directors, deputy directors, managers, and employees currently working in tourism enterprises in the Mekong Delta region.

Quantitative research participants consisted of employees currently working in tourism enterprises in the Mekong Delta region.

1.3.3 Research scope

The dissertation is conducted in the context of tourism enterprises in the Mekong Delta region (MDR), with primary data collected from Can Tho, Vinh Long, Dong Thap, Ca Mau, and An Giang to ensure representativeness. The study does not restrict enterprise types in order to comprehensively capture organizational relationships within the local tourism industry.

About time scope, secondary data were collected for the period 2019 - 2024 from official sources, including the General Statistics Office of Vietnam, provincial statistical offices in the Mekong Delta, provincial Departments of Planning and Investment, and provincial Departments of Culture and Information.

1.4 Research method

This study uses a mixed research method including qualitative and quantitative research methods.

1.5 Research contribution

1.5.1 Theorical meaning

First, this dissertation extends and deepens the theoretical foundations of organizational justice, organizational commitment, and organizational citizenship behavior by empirically examining their relationships within the tourism industry—a service sector characterized by high demands for employees' discretionary and voluntary behaviors. Conducting the study in the Mekong Delta, a region with distinct cultural and economic characteristics, broadens the applicability of organizational behavior theories to a regional and industry context that has received limited scholarly attention.

Second, the study clarifies the mediating role of leader - member exchange (LMX) in the relationship between organizational justice and both organizational commitment and organizational citizenship behavior. Integrating LMX into the research model not only provides additional empirical support for social exchange theory and leader - member exchange theory, but also offers a deeper explanation of how leadership-related mechanisms shape employee attitudes and behaviors in the context of Vietnam's tourism industry.

Third, the dissertation contributes to social identity theory by empirically testing the moderating role of organization-based self-esteem (OBSE) in the relationship between organizational justice and organizational commitment as well as organizational citizenship behavior. This approach sheds light on the psychological - organizational mechanisms that condition employees' responses to perceived fairness, while extending the application of the OBSE construct within service-oriented settings.

Fourth, the study proposes and validates an integrated theoretical model that combines organizational justice, leader - member exchange, and organization-based self-esteem to provide a comprehensive explanation of organizational commitment and organizational citizenship behavior. The application of advanced modeling techniques enhances the

methodological rigor of organizational behavior research, particularly in service industries with distinctive characteristics such as tourism.

1.5.2 Practical meaning

First, the research findings provide practical foundations for tourism managers in the Mekong Delta in designing more effective human resource management policies, particularly in fostering a fair working environment to enhance organizational commitment and encourage employees' positive and discretionary behaviors. As a result, tourism enterprises can improve workforce quality, strengthen employee attachment, reduce turnover intentions, and adjust management practices in line with local socio-cultural characteristics.

Second, by clarifying the mediating role of leader - member exchange, the study highlights the importance of building positive leadership relationships within a fair organizational environment. These findings offer a basis for developing managerial strategies aimed at strengthening employee commitment and promoting positive behaviors in the tourism industry, where service quality largely depends on interpersonal interactions and internal cohesion.

Third, identifying the moderating role of organization-based self-esteem underscores the need for managers to place greater emphasis on enhancing employees' perceived self-worth through recognition practices, psychological support, and career development policies. This approach strengthens the impact of organizational justice on employee commitment and positive behaviors, thereby contributing to improved service quality and the long-term sustainability of tourism enterprises.

Fourth, the integrated research model provides a managerial reference framework that helps tourism enterprises better understand and effectively manage psychological and organizational factors influencing employee behavior and attachment. The application of advanced analytical methods enables organizations to accurately assess the effects of each factor, thereby supporting the development of human resource policies tailored to industry-specific characteristics and enhancing organizational performance in a sustainable manner.

1.6 Research outline

This study includes 5 chapters:

Chapter 1: Research overview

Chapter 2: Literature review

Chapter 3: Methodology

Chapter 4: Research results

Chapter 5: Conclusion and Managerial imlication

CHAPTER 2 LITERATURE REVIEW

2.1 Definitions

Organizational justice; Leader - member exchange; Organizational commitment; Organizational citizenship behavior; Organization-based self-esteem.

2.2 Theorical background

In this study, several relevant theories are employed as the theoretical foundation for proposing the research model, including Equity Theory and the development of organizational justice theory by Adams (1963); Social Exchange Theory and Leader - Member Exchange (LMX) Theory; and Social Identity Theory and the development of Organizational Identification Theory by Tajfel and Turner (1979).

2.3 Research review

International evidence demonstrates that organizational justice constitutes a robust foundation for the formation of positive employee attitudes and behaviors. Seminal reviews and meta-analyses have consistently documented stable associations between organizational justice and organizational commitment as well as organizational citizenship behavior, while highlighting the particularly salient roles of procedural justice and interactional justice.

In parallel, quantitative reviews of leader - member exchange (LMX) research have confirmed the pivotal role of this relational mechanism in transmitting the effects of organizational factors to work outcomes, while also pointing to contextual variations across cultures—an issue of particular relevance when examining service industries in Asian contexts. Moreover, organization-based self-esteem (OBSE) has been shown to be

significantly associated with job satisfaction, organizational commitment, and organizational citizenship behavior, and has therefore increasingly been incorporated as a moderating or mediating variable in recently proposed research models.

However, the majority of existing studies continue to rely on cross-sectional designs, single-source data, and isolated causal pathways, which constrains the generalizability of findings to specific service contexts, such as the tourism industry. Against this backdrop, the present study synthesizes and reviews prior evidence on: (1) the direct effects of organizational justice on organizational commitment and organizational citizenship behavior; (2) the mediating mechanism of leader - member exchange; and (3) the moderating role of organization-based self-esteem. This integrative review systematically compares research contexts, methodologies, and findings, while identifying unresolved gaps—most notably the need to empirically test an integrated model within the tourism sector in the Mekong Delta region.

2.4 Hyothesis and research model

Based on the review of relevant domestic and international studies and grounded in the underlying theoretical frameworks, this dissertation proposes the following ten hypotheses:

H1: Organizational justice has a positive effect on organizational commitment.

H2: Organizational justice has a positive effect on leader - member exchange.

H3: Leader - member exchange has a positive effect on organizational commitment.

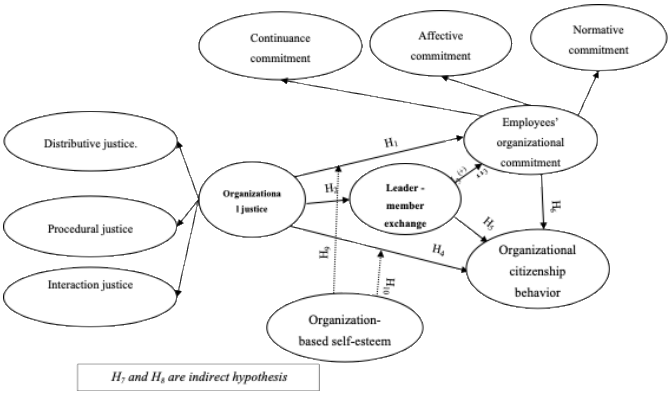
H4: Organizational justice has a positive effect on organizational citizenship behavior.

H5: Leader - member exchange has a positive effect on organizational citizenship behavior.

H6: Employees' organizational commitment has a positive effect on organizational citizenship behavior.

H7: Organizational justice has a positive effect on organizational commitment through the mediating role of leader - member exchange.

H8: Organizational justice has a positive effect on organizational citizenship behavior through the mediating role of leader - member exchange.



H9: Organization-based self-esteem moderates the relationship between organizational justice and organizational commitment.

H10: Organization-based self-esteem moderates the relationship between organizational justice and organizational citizenship behavior.

CHAPTER 3. METHODOLOGY

3.1 Research process

The dissertation is conducted in two main phases. The first phase is the preliminary study, which includes both qualitative research and quantitative study. The second phase is the main study, which is carried out using a quantitative research approach.

3.2 Qualitative research

3.2.1 Qualitative research process

The initial theoretical model and measurement scales were primarily developed based on a review of the theoretical literature and prior studies. However, most of these scales were originally developed in international contexts, which may differ substantially from Vietnam in terms of culture, economic development, and business environment, and therefore

may not be fully applicable (Nguyễn Đình Thọ, 2014). According to Nguyễn Văn Thắng (2017), when applying a theoretical model in a context different from that in which it was originally developed, researchers must reassess the appropriateness of both the model and the measurement scales to ensure accuracy and interpretability. Accordingly, to explore, evaluate, and adjust the theoretical model and measurement scales to better fit the Vietnamese context, this study conducted a qualitative phase using expert interviews.

3.2.2 Data collection method

In Chapter 2, qualitative methods were employed to establish the theoretical foundation, propose the research model, and formulate ten hypotheses, including direct, mediating, and moderating relationships. These hypotheses focus on organizational justice, leader - member exchange, organizational commitment, organizational citizenship behavior, and organization-based self-esteem. In Chapter 3, the proposed research model and measurement scales were further refined through in-depth interviews and focus group discussions.

3.2.3 Qualitative research methods

In Chapter 2, qualitative methods were employed to establish the theoretical foundation, propose the research model, and formulate ten hypotheses, including direct, mediating, and moderating relationships. These hypotheses focus on organizational justice, leader - member exchange, organizational commitment, organizational citizenship behavior, and organization-based self-esteem. In Chapter 3, the proposed research model and measurement scales were further refined through in-depth interviews and focus group discussions

3.2.4 Qualitative research to complete the model

Expert interviews and focus group discussions were conducted using a semi-structured interview guide to facilitate systematic data collection and ensure comprehensive coverage of relevant issues. The results indicate a high level of consensus among experts and participants regarding the proposed research model, which comprises five constructs and ten hypotheses.

3.2.5 Qualitative research to build and complete the scale

Measurement scales were developed through the adaptation and refinement of established scales from prior studies to ensure suitability for the research objectives and context. Specifically, organizational justice was adapted from Colquitt (2001); leader - member exchange from Liden and Maslyn (1998); organizational commitment from Allen and Meyer (1996); organizational citizenship behavior scale used in this study was adapted from the works of Organ (1988) and Podsakoff et al. (1990, 2000); and organization-based self-esteem from Pierce et al. (1989).

Subsequently, qualitative refinement of the scales was conducted through expert interviews and focus group discussions. The results show that all experts and participants agreed with the overall content of the scales. However, they recommended revising the wording of certain items—by adjusting sentence structure, terminology, or adding clarifying words—to enhance clarity, avoid respondent confusion, and better reflect the research context. In particular, negatively worded items were suggested to be reformulated into affirmative statements to improve comprehensibility.

3.3 Quantitative research

3.3.1 Data collection method

To collect data, this dissertation employed an online survey administered via email and social media platforms such as Facebook and Zalo, with the support of Microsoft Forms. The questionnaire was distributed to employees working in tourism enterprises in the Mekong Delta after they had expressed their consent to participate. The author proactively contacted potential respondents, briefly introduced the research purpose,

and requested that they spend approximately 5 - 10 minutes completing the questionnaire. Subsequently, the survey link was sent via social media or email, depending on the contact information available for each respondent.

3.3.2 Sampling method

Due to constraints related to time and accessibility, this study adopted a non-probability sampling approach, specifically convenience sampling with controlled allocation. The author approached full-time employees working in tourism enterprises across multiple provinces and cities in the Mekong Delta, representing various types of tourism-related activities such as travel services, accommodation, and related services, in order to enhance sample diversity.

However, as this is not a probability sampling method, it does not ensure full representativeness of the entire tourism workforce in the Mekong Delta. The allocation control measures only help to mitigate potential sampling bias. Therefore, the generalization of the research findings should be undertaken with caution.

3.3.3 Data analysis methods

For the preliminary quantitative study, a survey was conducted with a sample size of n = 90 employees working in tourism enterprises in the Mekong Delta. Data were collected using an online questionnaire and analyzed using reliability and validity criteria. Measurement scales were considered reliable when Cronbach's alpha met the following conditions: (i) the corrected item - total correlation was greater than or equal to 0.3, and (ii) Cronbach's alpha was greater than or equal to 0.6. Exploratory Factor Analysis (EFA) was deemed acceptable when the Kaiser - Meyer - Olkin (KMO) value ranged between 0.5 and 1.0, Bartlett's test of sphericity was significant ($p < 0.05$), factor loadings exceeded 0.5, and cumulative explained variance was greater than 50% (Nunnally & Bernstein, 1994).

For the main quantitative study, the data analysis procedures included descriptive statistics; reliability assessment using Cronbach's alpha and Composite Reliability (CR); evaluation of outer loadings; tests of

convergent validity and discriminant validity; assessment of the structural equation model (SEM); and tests of mediating and moderating effects.

CHAPTER 4. RESEARCH RESULTS

4.1 Descriptive statistics

4.1.1 Characteristics of the final research sample

The final research sample comprises 425 employees currently working in tourism enterprises in the Mekong Delta region. The sample is described in terms of several basic demographic characteristics, including gender, age, educational level, and length of work experience, in order to provide an overall profile of the respondents and to facilitate the interpretation of the quantitative results in subsequent sections.

4.1.2 Descriptive statistics of research variables

To assess employees' overall perceptions of organizational justice (OJ), leader - member exchange (LMX), organization-based self-esteem (OBSE), organizational commitment (OC), and organizational citizenship behavior (OCB), the dissertation reports mean values for both independent and dependent variables. The results indicate that the mean values range from 2.207 to 3.946, reflecting varying levels of employee perceptions across the examined constructs.

4.2 Assessment of the measurement model for first-order constructs

The analyses in this section are conducted using a first-order structural model comprising distributive justice, procedural justice, interactional justice, affect, loyalty, contribution, professional respect, affective commitment, continuance commitment, normative commitment, organizational citizenship behavior, and organization-based self-esteem. The measurement model is evaluated through outer loadings, scale reliability testing, convergent validity assessment, and discriminant validity assessment. The results indicate that all observed variables satisfy the required criteria for these tests, thereby supporting their adequacy and allowing the analysis to proceed to the second-order measurement model.

4.3 Modeling and assessment of second-order constructs

In the proposed research model, several constructs exhibit multidimensional structures formed by multiple underlying components. Specifically, organizational justice (OJ) consists of three dimensions: distributive justice (DI), procedural justice (PR), and interactional justice (IN). Organizational commitment comprises three forms: affective commitment (AC), continuance commitment (CC), and normative commitment (NC). Leader - member exchange is composed of four dimensions: affect (AF), loyalty (LO), contribution (CO), and professional respect (PRO).

These constructs are treated as second-order constructs because they are indirectly measured through their first-order dimensions. Accordingly, appropriate modeling approaches are required for analysis using PLS-SEM (Hair et al., 2017; Sarstedt et al., 2019). The second-order model evaluation includes the assessment of outer loadings, scale reliability, convergent validity, discriminant validity, overall model fit, and the second-order structural equation model. The results demonstrate that all observed variables meet the required criteria and that 9 out of the 10 proposed hypotheses are supported.

4.4 Result discussion

Based on the PLS-SEM results, the dissertation clarifies the direct, indirect (mediating), and moderating effects among organizational justice (OJ), leader - member exchange (LMX), organizational commitment (OC), organizational citizenship behavior (OCB), and organization-based self-esteem (OBSE) in the context of tourism enterprises in the Mekong Delta region.

Regarding direct effects, organizational justice positively influences organizational commitment, leader - member exchange, and organizational citizenship behavior; however, the magnitude of these effects is not uniform. Specifically, the effects of OJ on OC and OCB are small to moderate, reflecting the fact that employee commitment in the Mekong Delta tourism industry is predominantly continuance-based rather than affective. In addition, inconsistencies across justice

dimensions—particularly distributive and procedural justice—limit the extent to which fairness perceptions are translated into voluntary behaviors. These findings are generally consistent with prior reviews and studies (Colquitt et al., 2001; Cohen-Charash & Spector, 2001), but the effect sizes are lower than those reported in some domestic studies, indicating that the influence of organizational justice is highly contingent on industry context and specific working conditions.

In contrast, organizational justice exerts a relatively strong effect on leader - member exchange, and LMX continues to play a prominent role by strongly influencing organizational citizenship behavior and exerting a small to moderate effect on organizational commitment. This finding confirms that in the Mekong Delta tourism context—where service activities rely heavily on coordination, trust, and direct managerial support—the quality of leader - employee relationships is a critical driver of extra-role behaviors. These results are consistent with numerous international and domestic studies (Ilies et al., 2007; Hasyim & Palupiningdyah, 2021; Nguyễn Nhật Tân, 2021), and further suggest that LMX plays a more salient role than organizational justice in directly eliciting OCB.

With respect to indirect effects, the dissertation confirms that leader - member exchange serves as a significant mediator in the relationships between organizational justice and both organizational commitment and organizational citizenship behavior. This indicates that organizational justice not only exerts direct effects but is also translated into employee attitudes and behaviors through the quality of leader - member relationships, consistent with organizational justice theory and social exchange theory. These findings align with recent studies (AlHammadi & Abu Elanain, 2024; Su et al., 2024), but differ from Nguyễn Nhật Tân (2021), thereby highlighting the importance of the tourism industry context and the distinctive superior - subordinate relationships in the Mekong Delta in amplifying the mediating role of LMX.

Finally, regarding moderating effects, the results show that organization-based self-esteem significantly moderates the relationship between

organizational justice and organizational citizenship behavior, but does not moderate the relationship between organizational justice and organizational commitment. This finding extends prior research by being among the first to examine the moderating role of OBSE in the OJ - OCB relationship within the tourism enterprise context, and suggests that employees' voluntary behaviors are more sensitive to individual psychological factors than obligation-based organizational commitment. The non-significant moderating effect of OBSE on the OJ - OC relationship—contrary to some previous studies (Minibas-Poussard et al., 2017; Wiesenfeld et al., 2007)—may be explained by the aggregate-level approach to organizational justice and the predominance of continuance commitment in the Mekong Delta tourism industry. Overall, the findings indicate that the mechanisms through which organizational justice influences employee attitudes and behaviors are multi-layered and strongly dependent on the mediating role of leader - member exchange and individual psychological conditions such as organization-based self-esteem within specific contextual settings.

CHAPTER 5 CONCLUSION AND MANAGERIAL IMPLICATION

5.1 Conclusion

This dissertation proposes a theoretical model that elucidates the relationships among organizational justice (OJ), leader - member exchange (LMX), organizational commitment (OC), organizational citizenship behavior (OCB), and organization-based self-esteem (OBSE), and employs a mixed-methods approach to empirically test the model. Through the qualitative stage and the preliminary quantitative study, the measurement instrument was refined and finalized with 52 observed variables that demonstrated satisfactory reliability.

Data collected from 425 employees working in tourism enterprises in the Mekong Delta region were analyzed using PLS-SEM. The results indicate that organizational justice exerts both direct and indirect effects on organizational commitment and organizational citizenship behavior.

In particular, leader - member exchange plays a statistically significant mediating role in the relationships between organizational justice and both organizational commitment and organizational citizenship behavior, suggesting that the effects of perceived justice are transmitted through the quality of leader - employee relationships. In addition, organization-based self-esteem significantly moderates the relationship between organizational justice and organizational citizenship behavior, but does not moderate the relationship between organizational justice and organizational commitment, indicating that citizenship behavior is more sensitive to individual psychological factors.

Overall model assessment demonstrates good model fit and explanatory power (moderate-to-high R^2 values, $Q^2 > 0$, and SRMR < 0.08). On this basis, the dissertation successfully achieves its research objectives and provides a foundation for proposing managerial implications aimed at improving human resource management effectiveness in tourism enterprises in the Mekong Delta region.

5.2. Novel contributions of the study

The dissertation makes several novel scientific and practical contributions by identifying new relationships, refining measurement scales, and extending the research context within the tourism sector of the Mekong Delta.

First, the study is among the first to empirically test the mediating role of leader - member exchange in the relationship between organizational justice and organizational commitment, while simultaneously confirming the moderating role of organization-based self-esteem in the relationship between organizational justice and organizational citizenship behavior. These findings clarify the underlying mechanisms and boundary conditions of organizational justice, thereby enriching organizational justice theory, social exchange theory, leader - member exchange theory, and social identity theory.

Second, the dissertation adjusts and supplements several observed variables to enhance the content validity and contextual relevance of the measurement scales, particularly within the tourism service environment,

thereby contributing to the refinement of measurement structures for future research.

Third, by conducting the study in the context of tourism enterprises in the Mekong Delta, the dissertation provides new empirical evidence on the role of regional cultural factors in shaping perceptions of justice, leader - member relationships, and employee behavioral outcomes, thus extending the applicability of foundational organizational behavior theories

5.3 Managerial implication

5.3.1. Managerial implications for organizational justice

The findings indicate that organizational justice positively influences organizational commitment and organizational citizenship behavior, although distributive and procedural justice remain relatively weak. Therefore, tourism enterprises in the Mekong Delta should improve organizational justice in a systematic manner.

With respect to distributive justice, organizations should develop compensation and reward systems linked to job performance, ensuring that income accurately reflects employees' efforts and contributions. Performance evaluation systems should be transparent, consistent, and accompanied by clear feedback and grievance mechanisms. Moreover, individual performance should be closely aligned with organizational outcomes, and compensation policies should be regularly reviewed and adjusted to maintain fairness and competitiveness.

Regarding procedural justice, organizations should enhance decision-making processes by ensuring transparency, consistency, and employee participation. Decisions should be based on adequate information, consider the interests of relevant stakeholders, provide opportunities for feedback and appeal, and be implemented consistently to strengthen employees' trust.

In terms of interactional justice, organizations should foster a respectful, supportive, and transparent work environment. Leaders are expected to demonstrate appropriate interpersonal conduct, communicate

information clearly and timely, and show genuine concern for employees' needs, thereby enhancing trust and organizational cohesion.

5.3.2. Managerial implications for leader - member exchange

The results confirm that leader - member exchange not only directly affects organizational commitment and organizational citizenship behavior but also serves as a mediator between organizational justice and these outcomes. Consequently, enhancing the quality of LMX represents a critical managerial priority for tourism enterprises in the Mekong Delta. Specifically, leaders should strengthen their professional competence and credibility through leadership training and development; build trust by protecting and recognizing employees' contributions; encourage employee involvement through challenging assignments and appropriate reward systems; and maintain a friendly, respectful, and collaborative work environment to enhance engagement and work motivation.

5.3.3. Managerial implications for organization-based self-esteem

The findings show that organization-based self-esteem moderates the relationship between organizational justice and organizational citizenship behavior, but not the relationship between organizational justice and organizational commitment, suggesting that OBSE exerts a selective influence and should be leveraged appropriately.

Accordingly, tourism enterprises in the Mekong Delta should emphasize recognizing and valuing employees through rewards, empowerment, and acknowledgment of contributions; facilitate the development of professional competence and confidence through training and challenging assignments; and cultivate a respectful, fair, and transparent work environment characterized by two-way feedback mechanisms and supportive leadership styles. These practices can enhance OBSE and, in turn, promote employees' discretionary behaviors beyond formal role requirements.

5.2 New contributions

The dissertation makes several novel scientific and practical contributions by identifying new relationships, refining measurement

scales, and extending the research context within the tourism sector of the Mekong Delta.

First, the study is among the first to empirically test the mediating role of leader - member exchange in the relationship between organizational justice and organizational commitment, while simultaneously confirming the moderating role of organization-based self-esteem in the relationship between organizational justice and organizational citizenship behavior. These findings clarify the underlying mechanisms and boundary conditions of organizational justice, thereby enriching organizational justice theory, social exchange theory, leader - member exchange theory, and social identity theory.

Second, the dissertation adjusts and supplements several observed variables to enhance the content validity and contextual relevance of the measurement scales, particularly within the tourism service environment, thereby contributing to the refinement of measurement structures for future research.

Third, by conducting the study in the context of tourism enterprises in the Mekong Delta, the dissertation provides new empirical evidence on the role of regional cultural factors in shaping perceptions of justice, leader - member relationships, and employee behavioral outcomes, thus extending the applicability of foundational organizational behavior theories.

5.4 Limitations and future research directions

5.4.1. Research limitations

First, the cross-sectional design does not allow for establishing one-way causal relationships among variables (OJ → LMX → OC/OCB), and the possibility of reverse or bidirectional effects cannot be ruled out.

Second, the model does not fully incorporate control variables and contextual factors (e.g., demographics, organizational culture, leadership style), resulting in limited explanatory power ($R^2 = 0.213$ for LMX and 0.347 for OC).

Third, the sample is skewed toward younger employees (61% under 30 and nearly 80% under 35), meaning the findings primarily reflect this group and should be generalized with caution.

Fourth, the use of convenience sampling, along with the absence of location control variables and analysis by firm type, reduces representativeness and limits comparative analysis across groups.

Fifth, some measurement items in the LMX scale (particularly the "loyalty" dimension) may be subject to misinterpretation, potentially affecting content validity.

Finally, the findings are derived from the context of the Mekong Delta; therefore, further validation in other regions and industries is needed to assess generalizability.

5.4.2. 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).

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

LIST OF PUBLISHED AND ACCEPTED RESEARCH PROJECTS

1. Le Thuy Kieu, Nguyen Thanh Long, Tran Nha Ghi (2026), The impact of organizational justice on organizational commitment and organizational citizenship behavior through leader-member exchange: The moderating role of organization based self-esteem, *Humanities and Social Sciences Letters, 14(1),* 431-447. https://doi.org/10.18488/73.v14i1.4731
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4. Nguyen Thanh Long, Phan Hong Hai, Tran Dang Khoa, Pham Ngoc Kim Khanh, Le Thuy Kieu, Luu Xuan Danh (2023). Impacts of destination social responsibility on destination image and tourist revisit intention: An empirical study at tourism destinations in the Mekong delta, Vietnam. *International Journal of Applied Economics, Finance and Accounting, 17(2)*, 325-336. https://doi.org/10.33094/ijaefa.v17i2.1167
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