



Organizational Justice, Leader-Member Exchange and Organizational Citizenship Behavior: The Moderating Role of Organization-Based Self-Esteem

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ABSTRACT

The study looks at the connections between employee organizational citizenship behavior (OCB), leader-member exchange (LMX), and organizational justice (OJ), while examining the moderating role of organization-based self-esteem (OBSE). The partial least squares structural equation modeling (PLS-SEM) technique was used to survey 425 workers from tourism businesses in the Mekong Delta region of Vietnam. The findings show that LMX, OCB, and organizational justice are positively correlated. Furthermore, organization-based self-esteem (OBSE) moderates the link between organizational justice and OCB, enhancing the influence of organizational justice on OCB, while LMX partially mediates this association. The model explains 55.8% of the variance in OCB, demonstrating substantial predictive power. These findings contribute to theory by integrating OBSE into the justice-behavior framework and validating the mediating role of LMX. Furthermore, the study provides managerial implications, suggesting strategies to enhance organizational justice, improve leader-member relationships, and boost employees' self-esteem, ultimately fostering positive employee behaviors. Future research should explore longitudinal effects and extend the model to other service sectors for broader generalizability.

Keywords: Organizational justice, Organizational citizenship behavior, Leader-member exchange, Organization-based self-esteem.

Introduction

According to Swalhi *et al.* (2017), organizational justice has an impact on employees' organizational citizenship behavior (OCB). According to Ahmad *et al.* (2023); (Garbarova & Vartiak, 2024), employees who receive fair and respectful treatment from their employers are more likely to exhibit beneficial behaviors in return, such as improving job performance and actively engaging in organizational activities. Prior research has examined how organizational justice affects workers' attitudes and actions. In particular, leadership-member exchange (LMX) and organizational citizenship behavior (OCB) are influenced by organizational justice (Efremov, 2023; AlHammadi & Abu Elanain, 2024); OCB is influenced by organization-based self-esteem (OBSE) (Bantha & Sahni, 2021; Komov *et al.*, 2024); Additionally, leader-member exchange (LMX) indirectly impacts OCB (Kapil & Rastogi, 2020; García *et al.*, 2024) and has a positive effect on OBSE (Haemi & Qu, 2023; Sultangazy & Tilek, 2023). Furthermore, LMX influences OCB, organizational commitment, and affective commitment (Mumtaz & Rowley, 2020; Tsvetkova *et al.*, 2023).

According to the literature review, earlier research has been done in a number of nations, such as South Korea, India, Taiwan, Pakistan, Spain, Malaysia, and the United Arab Emirates (Kim & Park, 2019; Kapil & Rastogi, 2020; Teng *et al.*, 2020; AlHammadi & Abu Elanain, 2024; Bakhuraysah *et al.*, 2024; González-Cánovas *et al.*, 2024; Lee *et al.*, 2024). Numerous industries, including the hospitality sector (Haemi & Qu, 2023; Theivasigamani & Palaniappan, 2023; Raziq *et al.*, 2024), retail (González-Cánovas *et al.*, 2024), service (Siddiqi *et al.*, 2022; AlHammadi & Abu Elanain, 2024), and IT firms (Kapil & Rastogi, 2020), have been the subject of this research.... Several estimation

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methods have been employed in previous studies, including multiple linear regression (Teng *et al.*, 2020; Mikhailovich *et al.*, 2023), CB-SEM (Kim & Park, 2019; Ganea *et al.*, 2023; AlHammadi & Abu Elanain, 2024; Raziq *et al.*, 2024), PLS-SEM (Subramani & Sipkema, 2022; González-Cánovas *et al.*, 2024) and systematic review approaches (Mumtaz & Rowley, 2020; Alanazi *et al.*, 2022; Ahmad *et al.*, 2023). Furthermore, a number of theoretical frameworks have been applied, including self-consistency theory, conservation of resources theory, and social exchange theory (Haemi & Qu, 2023; Salikhova *et al.*, 2023), with the latter being frequently cited (Ahmad *et al.*, 2023; Česaitis *et al.*, 2024). The aforementioned evaluations point to a dearth of empirical research on how organizational justice affects organizational citizenship behavior (OCB) through the moderating function of organization-based self-esteem (OBSE) and the mediating function of leader-member exchange (LMX).

This study combines social exchange theory and organizational justice theory to understand employee behavior in order to fill this research gap. First, workers are more inclined to participate in positive OCB, such as supporting coworkers, sticking with the company, and making contributions outside of their official duties, when they believe that the organization is fair. Second, employees are more likely to display higher levels of OCB when there is a good leader-member exchange (LMX) relationship. This study's primary contribution is its empirical investigation of the moderating impact of OBSE in the relationship between organizational justice and OCB among employees as well as the mediating role of LMX in the relationship between organizational justice and OCB.

To examine these relationships, this study was conducted in tourism companies in the Mekong Delta region, Vietnam. The tourism industry is a service-oriented sector that requires employees to demonstrate responsibility, a friendly attitude, and support for both customers and colleagues. Customer satisfaction and service quality can be greatly impacted by employees' organizational citizenship behavior (OCB). Moreover, tourism employees often face challenges related to wages, workload distribution, and performance evaluations, making their perception of organizational justice a crucial factor influencing OCB. Additionally, the team-based nature of the tourism industry necessitates strong collaboration between employees and management. A high-quality leader-member exchange (LMX) relationship can foster higher employee morale and increased OCB. Finally, previous studies on organizational justice, LMX, and OCB have primarily focused on other industries. Conducting this research in the Mekong Delta region helps fill a gap in literature and provides valuable insights into tourism companies in the region. By understanding how organizational justice and leader-member relationships influence employee motivation, retention, and service quality, businesses can develop a fairer work environment and stronger leadership-employee relationships. The literature review, hypothesis development, methodology, results, discussion, conclusion, limitations, and suggestions for further research will all be covered after the introduction.



Literature Review and Hypothesis Development

Theoretical Framework

The equity theory of Adams (1963) (Juhari *et al.*, 2023) suggests that employees assess an organization's fairness based on three key dimensions. First, distributive justice is the idea that opportunities, prizes, and benefits should be distributed fairly among employees, taking into account their contributions and effort. Second, Procedural Justice emphasizes employees' concern for transparency, consistency in decision-making processes, and their participation in these processes. Finally, Interactional Justice highlights employees' appreciation for respect, fairness, and support from supervisors in daily interactions.

Organizational behavior is frequently explained by social exchange theory. According to this notion, connections inside businesses are built on reciprocal exchanges; employees are more inclined to react positively when they receive benefits (such as fair treatment and leadership support). The "exchange outcomes" that arise from the interaction between workers and their supervisors are referred to as Leader-Member Exchange (LMX) (Manata & Grubb, 2022; Zhang *et al.*, 2023). The word "exchange" suggests a reciprocal, two-way relationship. High-quality relationships foster mutual understanding, respect, trust, and open communication between the two parties. Conversely, low-quality relationships lead to reduced trust and weaker exchanges.

Hypothesis Development

Employees' perception of fairness encourages them to comply with leadership requests and work responsibly, fostering mutual trust (Mubashar *et al.*, 2022; Cakmak *et al.*, 2024). Organizational justice promotes positive social relationships between leaders and employees (Mubashar *et al.*, 2022; Rajopadhye *et al.*, 2023). Employees are more likely to trust their leaders when they see high levels of organizational justice. Furthermore, workers feel appreciated and are more likely to have a trustworthy relationship with their leaders when they are treated fairly and with respect (Elamin *et al.*, 2023; Kim *et al.*, 2023).

H1: Organizational justice positively influences leader-member exchange (LMX).

Employees assess their job by contrasting their contributions with the results they obtain, according to equity theory. Positive organizational citizenship behavior (OCB) is more likely to be displayed by workers who believe that the company is fair. According to research (Aditya & Palupiningdyah, 2021; Saeed, 2022), organizational justice significantly improves OCB. Additionally, Ghaffaripour (2023); Bei *et al.* (2023) verified that interactional justice has a good impact on OCB. Employee engagement increases when people see justice in the workplace, which improves OCB (Donati *et al.*, 2022; Choong *et al.*, 2024) Regardless of whether employees have long-term or short-term contracts, organizational justice is essential for promoting OCB, according to Fan *et al.* (2023) (Leadbeatter & Tjaya, 2024).

H2: Organizational justice positively influences organizational citizenship behavior (OCB).

High-quality connections between employees and their leaders frequently result in increased attention, respect, trust, and support (Duan *et al.*, 2019; Hambețiu *et al.*, 2023). As a result, they not only carry out their responsibilities efficiently but also voluntarily participate in activities that surpass the criteria of their official positions. Strong LMX interactions may promote OCB (Kapil and Rastogi, 2018; Getu *et al.*, 2024). Similarly, Zhang *et al.* (2020) Domatskiy & Sivkova (2023) discovered that LMX significantly improves OCB.

H3: Leader-member exchange (LMX) positively influences organizational citizenship behavior (OCB).

Perceived organizational fairness promotes excellent leader-member exchange (LMX) connections, which in turn result in organizational citizenship behavior (OCB) (Kim, 2025). Choong & Lau (2025) discovered that the relationship between organizational justice and OCB is mediated by trust in leadership (Varoneckaitė *et al.*, 2024). Organ *et al.* (2006) identified LMX as a significant antecedent of OCB, highlighting the fact that employees are more likely to engage in good OCB when their supervisors treat them with respect and appreciation (García & Jaramillo, 2023). Additionally, Ling *et al.* (2024), Sugimori *et al.* (2022) contend that when workers believe their leaders are acting fairly, they show higher levels of OCB.

H4: LMX mediates the relationship between organizational justice and organizational citizenship behavior (OCB).

Organizational fairness and organization-based self-esteem (OBSE) have a major impact on employee organizational citizenship behavior (OCB). OBSE and OCB are positively correlated, indicating that people with high OBSE not only show more organizational commitment but also participate in OCB more frequently. De Clercq *et al.*, (2021), Poornachitra & Maheswari (2023) highlighted how OBSE might improve OCB, especially through procedural justice. This study supports the notion that workers are more inclined to go above and beyond their official job duties when they feel appreciated and respected in a company. Furthermore, Choong *et al.* (2022), Samaranayake *et al.* (2024) discovered that even when employees' perceptions of organizational fairness are not very strong, high OBSE helps them maintain OCB.

H5: Organization-based self-esteem (OBSE) moderates the relationship between organizational justice and organizational citizenship behavior (OCB)

Figure 1 illustrates the proposed conceptual framework connecting Organizational Justice (OJ), Leader–Member Exchange (LMX), Organizational Citizenship Behavior (OCB), and the moderating role of Organization-Based Self-Esteem (OBSE).



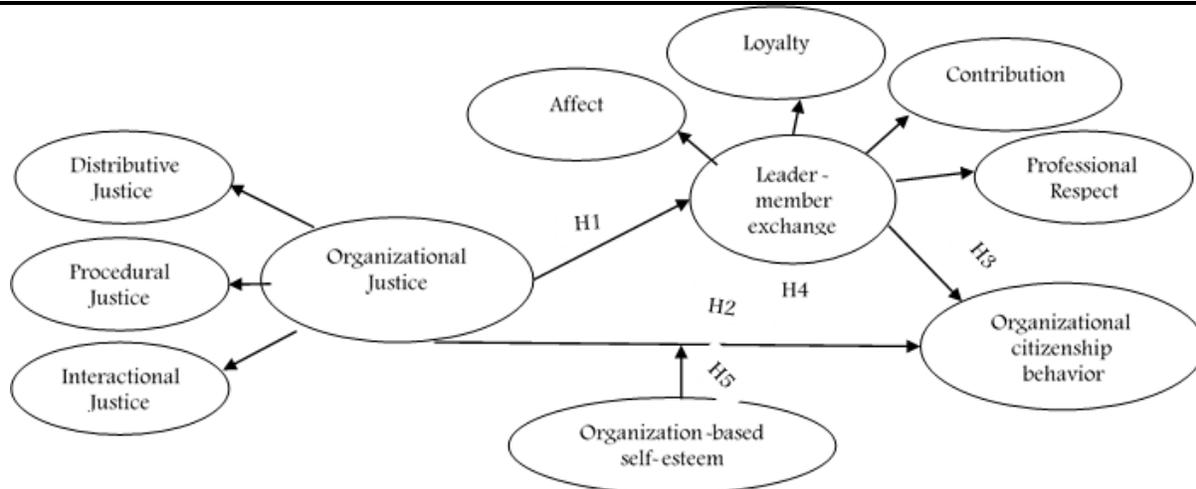


Figure 1. Proposed research model

Materials and Methods

Research Process

The study was conducted through a survey of employees at tourism companies in the Mekong Delta region, Vietnam. A focus group discussion with 15 employees was conducted to: (1) refine and finalize the measurement scales in the research model based on employee feedback and suggestions, and (2) ensure the suitability of the scales within the research context. Subsequently, a pilot test was conducted to assess the reliability of the measurement scales using Cronbach's alpha with a small sample before proceeding with the main survey. This study employs Partial Least Squares – Structural Equation Modeling (PLS-SEM) to analyze data collected from 425 employees working in tourism companies in the Mekong Delta. PLS-SEM was chosen over Covariance-Based SEM (CB-SEM) due to its suitability for exploratory research, complex models, and datasets that do not strictly follow a normal distribution.

The data analysis process in this study follows two steps: 1) Assessing the reliability and convergent validity of measurement scales using Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) and testing the discriminant validity of research constructs using the Fornell-Larcker criterion; 2) Evaluating the structural model by analyzing path coefficients, R^2 values, Q^2 values, and testing the moderating role of OBSE through interaction analysis. The study applies a controlled convenience sampling method combined with stratified sampling to ensure representativeness among employees in the tourism industry in the Mekong Delta. The final dataset consists of 425 respondents, meeting the minimum sample size requirement for PLS-SEM analysis. According to Hair *et al.* (2013), Pisano *et al.* (2023) the minimum sample size should be 5 to 10 times the number of observed variables, the 425 respondents ensure reliability and stability in the analytical results.

Measures

The organizational justice scale consists of three main components: distributive justice, procedural justice, and interactional justice, adapted from Colquitt *et al.* (2001), Pisano *et al.* (2023). Distributive justice, procedural justice, and interactional justice are measured using four, seven, and five observed variables, respectively.

The leader-member exchange (LMX) scale comprises four main components: affect, loyalty, contribution, and professional respect, adapted from (Liden & Maslyn, 1998). The affect, loyalty, contribution, and professional respect components are measured using three, three, two, and three observed variables, respectively.

The organization-based self-esteem (OBSE) scale is measured using six observed variables, adapted from Gardner *et al.* (1989). Finally, the organizational citizenship behavior (OCB) scale is measured using five observed variables, adapted from (Organ, 1988).

Results and Discussion



*Sample Characteristics***Table 1.** Characteristics of the sample

Categories	Sub-categories	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 year	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 years	85	20
Total		425	100

According to the samples gender breakdown, 51.76% of the participants are men and 48.24% are women. The bulk of employees (49.41%) have a bachelor's degree, followed by those with less than a bachelor's degree (41.18%), while only a small percentage (9.41%) have a postgraduate degree. Employees with three to five years of work experience make up the largest group (37.65%), followed by those with less than three years (32.94%) and more than seven years (29.41%). In terms of age, young employees under 30 years old dominate the sample, with the 24–30 age group accounting for 32.94% and those under 24 years old making up 28.24%. Employees aged 34 and older represent a smaller proportion (20%) (**Table 1**).

Measurement Model Evaluation

Convergent validity is evaluated using outer loadings and Average Variance Extracted (AVE) values (Hair *et al.*, 2022; Sarstedt *et al.*, 2017). While all AVE values are more than 0.5, the majority of outer loading values are equal to or greater than 0.7. Consequently, the constructs' convergent validity is verified (Hair *et al.*, 2012) (**Table 2**).

Table 2. Cronbach's Alpha, CR and AVE

	Outer loadings	Cronbach's alpha	CR	AVE
Components of organizational justice				
1. Distributive Justice (DI)		0.84	0.842	0.676
DI1	0.816			
DI2	0.827			
DI3	0.851			
DI4	0.794			
2. Procedural Justice (PR)		0.915	0.916	0.747
PR1	0.849			
PR2	0.868			
PR3	0.869			
PR4	0.887			
PR5	0.849			

3. Interactional Justice (IN)		0.882	0.884	0.681
IN1	0.869			
IN2	0.782			
IN3	0.833			
IN4	0.849			
IN5	0.789			
Components of Leader-Member Exchange (LMX)				
1. Affect (AF)				
AF1	0.879	0.839	0.84	0.757
AF2	0.862			
AF3	0.868			
2. Loyalty (LO)		0.826	0.827	0.742
LO1	0.87			
LO2	0.863			
LO3	0.851			
3. Contribution (CO)		0.846	0.859	0.764
CO1	0.818			
CO2	0.896			
CO3	0.906			
4. Professional Respect (PRO)				
PRO1	0.86	0.825	0.826	0.741
PRO2	0.885			
PRO3	0.837			
Organizational citizenship behavior (OCB)		0.869	0.872	0.656
OCB1	0.796			
OCB2	0.833			
OCB3	0.811			
OCB4	0.831			
OCB5	0.776			
Organization-based self-esteem (OBSE)		0.698	0.7	0.596
OBSE4	0.763			
OBSE5	0.716			
OBSE6	0.797			
OBSE7	0.722			
OBSE8	0.730			
OBSE9	0.728			



According to Hair *et al.* (2022) and Henseler *et al.* (2015), this study evaluates discriminant validity using the Fornell-Larcker criterion (**Table 3**). The Fornell-Larcker criterion (Fornell & Larcker, 1981) is satisfied since **Table 3** makes it evident that every bolded value on the diagonal, which represents the square root of AVE, is greater than the correlation values between constructs. Thus, the study comes to the conclusion that all of the components in the suggested model have strong discriminant validity according to the Fornell-Larcker criterion.

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

	AF	CO	DI	IN	LO	OBSE	OCB	PR	PRO
AF	0.87								
CO	0.163	0.874							
DI	0.19	0.002	0.822						
IN	0.282	0.068	0.282	0.825					
LO	0.269	0.116	0.22	0.351	0.861				
OBSE	-0.266	-0.107	-0.167	-0.239	-0.192	0.628			
OCB	0.514	0.166	0.359	0.486	0.567	-0.371	0.81		
PR	0.179	0.069	0.209	0.275	0.246	-0.141	0.316	0.864	
PRO	0.268	0.066	0.191	0.301	0.434	-0.257	0.504	0.199	0.861

Common method bias (CMB) often occurs during survey processes (Guide & Ketokivi, 2015). CMB was examined using variance inflation factors (VIFs) (Guide & Ketokivi, 2015). A VIF threshold of 3.3 was used to assess CMB. **Table 4** shows that all VIF values are below 3.3, indicating that the proposed research model is not affected by CMB (Kock & St, 2022).

Evaluation of the Structural Model

Table 4 displays the findings of the structural model assessment. The results show that every hypothesis put forth is validated. In particular, organizational justice supports hypotheses H1 and H2 by being a substantial predictor of both organizational citizenship activity ($\beta = 0.242, p < 0.01$) and leader-member exchange ($\beta = 0.462, p < 0.01$). Furthermore, organizational citizenship behavior is significantly predicted by leader-member interchange ($\beta = 0.54, p < 0.01$), supporting hypothesis H4 (**Figure 2**).

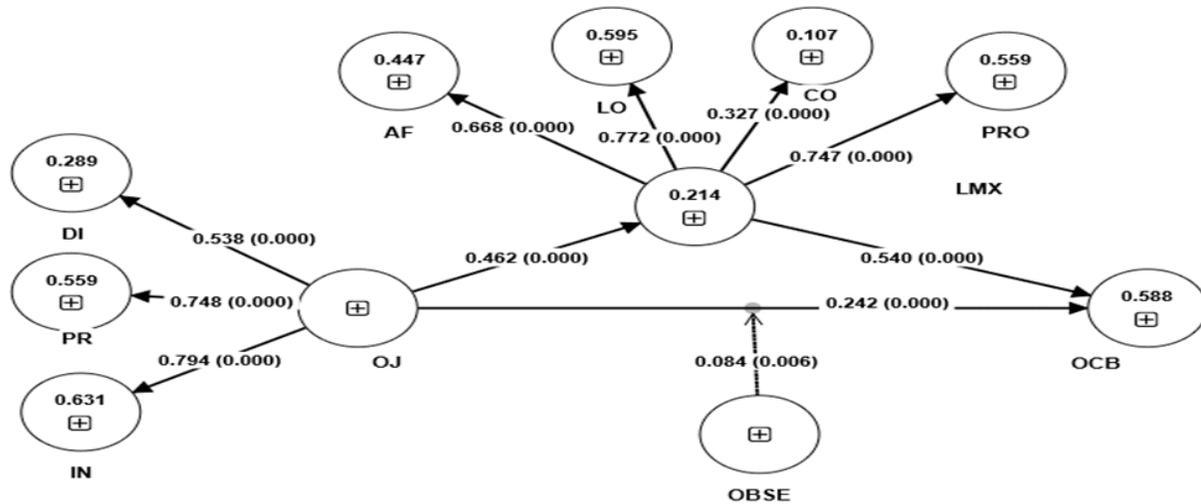


Figure 2. PLS-SEM results

The study employs the methodology suggested by Zhao *et al.* (2010) to investigate the mediation effect. **Table 4** shows that organizational justice (OJ) has statistically significant direct and indirect effects on organizational citizenship behavior (OCB) through leader-member exchange (LMX). The association between OJ and OCB is partially mediated by LMX, as indicated by the positive values of all beta coefficients (direct and indirect effects) (Hair *et al.*, 2022).

Table 4. Hypothesis testing

Hypotheses	Paths	Original sample (O)	Standard deviation	T statistics	P values	VIF
Direct effect						
H1	OJ -> LMX	0.462	0.042	10.934	0.000	1.000
H2	OJ -> OCB	0.242	0.038	6.347	0.000	1.337
H3	LMX -> OCB	0.54	0.038	14.148	0.000	1.366
Indirect effect						
H4	OJ -> LMX -> OCB	0.25	0.027	9.122	0.000	
Moderating effect						
H5	OBSE x OJ -> OCB	0.084	0.03	2.772	0.006	1.078
R ²	R ² _{OCB} = 0.558					
f ²	f ² _{OJ->OCB} = 0.106; f ² _{OJ->LMX} = 0.272; f ² _{LMX->OCB} = 0.518					
Stone-Geisser's Q ²	Q ² _{OCB} = 0.376; Q ² _{LMX} = 0.066					

Organizational justice (OJ) and organizational citizenship behavior (OCB) were studied in connection to the moderating role of organization-based self-esteem (OBSE). H5 is supported by the fact that OCB is predicted by the positive interaction between OJ × OBSE ($\beta = 0.084$, $p < .01$) (**Figure 3**).

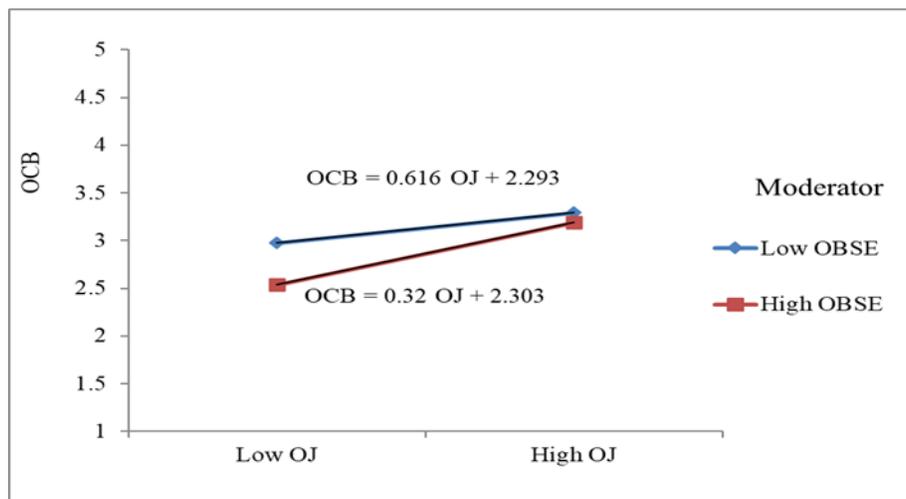


Figure 3. The moderating role of OBSE between OJ-OCB

Additionally, by calculating the explained variance (R-square) of each endogenous component, this study evaluated the model's explanatory capacity (**Table 5**). According to Hair *et al.* (2022), R-square values can be classified as weak (0.25), moderate (0.50), or considerable (0.75). According to the findings, OCB's R² value is 0.558, indicating a modest degree of explanatory power.

Additionally, Cohen's f-square was used to assess the predictive relevance, with suggested values of 0.35 (big), 0.15 (mid), and 0.02 (small) (Cohen, 2013). The findings show varying effect sizes: $f^2_{OJ \rightarrow OCB} = 0.106$, $f^2_{OJ \rightarrow LMX} = 0.272$, and $f^2_{LMX \rightarrow OCB} = 0.518$.

Additionally, Stone-Geisser's Q-square value (Stone, 1974) was used to evaluate the model's predictive power for each endogenous construct (**Table 5**) (Hair *et al.*, 2022). The following values are displayed in the table: All exogenous constructs have predictive relevance for the endogenous constructs in the suggested research model, as indicated by Q² for OCB = 0.376 and Q² for LMX = 0.066, both of which are more than zero.

Through the mediating function of leader-member exchange (LMX) and the moderating function of organization-based self-esteem (OBSE), this study aims to investigate the direct relationship between organizational justice and organizational citizenship behavior (OCB). All of the hypotheses are highly supported by the results.



The findings, which are consistent with earlier studies, show that organizational justice highlights the importance and value of OCB and LMX. Our findings are corroborated by other research, which shows that organizational justice promotes social interactions between managers and staff (Mubashar *et al.*, 2022).

Furthermore, the results support earlier research showing a favorable correlation between LMX and OCB. Arshad *et al.* (2021) discovered a significant correlation between organizational commitment and managerial support. These findings are consistent with social exchange theory, which holds that when managers build strong exchange ties with staff members, workers feel compelled to return the favor. Strong LMX interactions improve OCB, according to research by Kapil and Rastogi (2018).

Additionally, the findings indicate that the association between organizational justice and OCB is somewhat mediated by LMX. This result is consistent with earlier research, like Zeb *et al.* (2019), which shows that organizational justice improves connections between leaders and employees and increases OCB.

The study concludes by identifying the moderating function of OBSE in the association between OCB and organizational justice. Previous research has not thoroughly addressed this finding. The findings imply that when workers with high OBSE sense organizational justice, they behave more favorably toward the company.

Conclusion

In addition to exploring the moderating function of organization-based self-esteem (OBSE) in the tourism sector in the Mekong Delta, Vietnam, this study clarifies the relationship between organizational justice, leader-member exchange (LMX), and organizational citizenship behavior (OCB). The results show that employees are more likely to display OCB when they maintain positive ties with their leaders and feel that the company is fair. Notably, OBSE serves as a moderator, enhancing the effect of organizational justice on OCB and emphasizing the significance of establishing a workplace where staff members feel appreciated and acknowledged by their company.

From a theoretical standpoint, this study advances social exchange theory and organizational justice theory by validating the ways in which LMX and organizational justice affect OCB and integrating OBSE's moderating function into the research model. Practically, the findings suggest that tourism businesses should focus on developing fair policies, improving leader-employee relationships, and fostering employees' OBSE to enhance OCB and improve service quality in the tourism sector.

All things considered, this study offers useful empirical data to assist managers in the tourism sector in creating efficient human resource optimization programs. To improve the findings' generalizability, future studies could test the model in different service sectors and investigate other variables that affect OCB.

Theoretical Contributions

By elucidating the role of organizational justice and leader-member exchange (LMX) in forming organizational citizenship behavior (OCB) and investigating the moderating influence of organization-based self-esteem (OBSE), this study advances both organizational justice theory and social exchange theory.

First, by demonstrating the beneficial effects of organizational justice on OCB, the study broadens the scope of organizational justice theory. The results support the idea that workers are more inclined to take voluntary actions that advance the company when they believe their workplace is fair.

Second, by highlighting the importance of strong leader-member connections (LMX) as a major factor in OCB, this study advances Social Exchange Theory. Social Exchange Theory states that when workers feel appreciated and encouraged by their managers, they are more likely to return the favor by making valuable contributions to the company. The study offers empirical proof that LMX interacts with organizational justice to influence employee behavior in addition to directly influencing OCB.

Third, the moderating function of OBSE is incorporated into the theoretical framework in this study. This study shows that OBSE moderates the relationship between organizational justice and OCB, whereas other research has mostly focused on the direct impact of OBSE on work motivation. Accordingly, workers with high OBSE are more receptive to the benefits of organizational justice, which increases their involvement in OCB.

Finally, the study extends the research context by applying organizational justice, LMX, and social exchange theories to the tourism industry in Vietnam, a highly distinctive work environment. The findings offer more proof that these



ideas hold true for service-oriented businesses, where workers' OCB is essential to raising customer happiness and service quality.

Implications for Practice

For tourism enterprises in the Mekong Delta and the Vietnamese tourism sector overall, this study has a number of significant practical implications, particularly with regard to human resource management and improving employees' organizational citizenship behavior (OCB).

First, the findings highlight the crucial role of organizational justice in promoting OCB. Therefore, tourism businesses should develop and implement fairer management policies. Regarding distributive justice, companies should ensure that salaries, benefits, and promotion opportunities are allocated transparently and fairly based on employees' competencies and contributions. For procedural justice, companies should establish transparent and equitable decision-making processes that involve employee participation, ensuring that their opinions are valued. Lastly, for interactional justice, companies should provide management training in communication skills, fair treatment, and respect for employees, making them feel valued within the organization.

Second, the study shows that OCB can be promoted by a strong leader-member exchange (LMX) interaction. As a result, companies in the tourism industry should improve communication and interactions between managers and staff. For example, they can establish a welcoming workplace where staff members feel encouraged and heard, strengthening their sense of loyalty to the company and encouraging them to contribute. Additionally, companies can develop mentoring programs between leaders and employees, helping to build relationships based on trust and long-term collaboration.

Third, the study shows that the association between organizational justice and OCB is moderated by organization-based self-esteem (OBSE). This indicates that workers with high OBSE typically react to organizational fairness more strongly. In order to promote higher OBSE, companies should establish a favorable work atmosphere where people feel appreciated and acknowledged for their skills. Employee perceptions of their value inside the company can be improved by putting in place training programs, skill development initiatives, and career advancement possibilities. Furthermore, building an organizational culture that encourages contributions and rewards employees not only based on performance but also on supportive behaviors toward colleagues and the organization will reinforce OBSE and OCB.

Limitations and Recommendations for Future Research

This work has some limitations despite making important theoretical and practical contributions. First, the study used stratified sampling and a controlled convenience sampling technique among tourism enterprises in Vietnam's Mekong Delta. This could restrict how broadly the results can be applied to other sectors of the economy or regions. In order to assess the robustness of the suggested model, future research should broaden the scope by looking at different service sectors or comparing outcomes across different locations.

Second, the data used in this study were mostly cross-sectional, which means they were gathered all at once. Consequently, it fails to record how relationships evolve over time. To determine whether organizational justice, LMX, and OBSE have long-term effects on OCB, future studies could take a longitudinal approach.

Finally, although this study concentrated on OBSE's moderating function, it ignored other organizational or individual characteristics that can affect OCB. To provide a more thorough knowledge of OCB, future studies could broaden the model by examining the functions of employee personality traits, corporate culture, or job motivation.

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Conflict of Interest: None

Financial Support: None



Ethics Statement: study was conducted in accordance with ethical research standards. Participation was voluntary, and informed consent was obtained from all respondents.

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