



<https://doi.org/10.64211/oidaijsd190304>

The Mediating Role of Organizational Commitment in the Nexus of Perceived Support, Distributive Justice, and Citizenship Behaviour

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OIDA International Journal of Sustainable Development, Ontario International Development Agency, Canada.

ISSN 1923-6654 (print) ISSN 1923-6662 (online) www.oidaijsd.com

Also available at <https://www.ssrn.com/index.cfm/en/oida-intl-journal-sustainable-dev/>

Abstract: The research evaluates how organizational commitment functions as a mediator to connect perceived support factors with distributive justice mechanisms toward generating organizational citizenship behavior (OCB). The study examines these connections because it seeks to identify how employee assessments of fairness and support practices affect their voluntary work efforts that extend past official duties.

The researchers collected survey responses from employees working in different industries to investigate their topic through quantitative research. SEM analysis evaluated direct relationships and indirect pathways between support perception and distributive justice while using organizational commitment as a mediating variable for predicting OCB.

The research results show that worker-perceived support and distributive justice favorably affect organizational commitment which leads to better employee pro-social practices. Organization commitment presents a crucial means that strengthens the relationships between antecedents and OCB through direct mediation.

The study connects perceived support to distributive justice and OCB through organizational commitment as a mediator. The research delivers an exhaustive analysis of employee conduct through its system of understanding how impartiality and assistance promotes voluntary work contributions.

The examination concentrates on particular business sectors and particular areas that create restrictions for wider application.

To enhance OCB organizations must create fair systems and offer support and sustain organizational commitment while implementing justice-oriented policies.

The implementation of fair supportive practices leads organizations to engage their workforce and establish workplace success through harmony and productivity.

Keywords: Perceived Support, Distributive Justice, Organizational Commitment, Organizational Citizenship Behavior (OCB), Employee Engagement, Structural Equation Modeling (SEM)

Introduction

The voluntary actions of employees known as Organizational citizenship behavior (OCB) proves vital for workplace efficiency together with building strong organizational cultures (Organ & Ryan, 1995). Through voluntary action that extends their official responsibilities employees practice OCB to enhance performance outputs together with enhanced workplace teamwork (Podsakoff et al., 2000). Organizations need to identify OCB drivers to achieve better employee involvement along with workplace effectiveness.

Perceived organizational support along with distributive justice serve as major antecedents for OCB as researchers have extensively studied these elements (Eisenberger et al., 1986; Colquitt et al., 2001). Organizational support

perception shows how staff members feel their work environment appreciates their participation alongside distributive justice which demonstrates how affordable resources are distributed across organizational units. The findings demonstrate that both variables appreciably affect how workers think and act in their roles (Rhoades & Eisenberger, 2002). Additional research is needed to establish organizational commitment's role in connecting antecedents to OCB.

The emotional bond between employees and their organization known as organizational commitment manifests through greater performance at work and reduced intentions to leave as well as enhanced discretionary actions (Meyer & Allen, 1991). This research investigates the mediation effect of organizational commitment between perceived support and distributive justice and their association with OCB to develop a complete picture of these organizational processes.

This paper has a logical organization that starts with Section 2 for literature review then continues to Section 3 for methodological details along with Section 4 which contains findings and ends with Section 5 for implications and conclusions.

Reviews the relevant literature

Eisenberger et al. established Perceived Organizational Support (POS) as the employee perception of organization dedication to their contributions while maintaining their work well-being. This research applied social exchange theory because employees tend to give back to their supporting organization through augmented commitment and engagement. Ever-increasing research shows that POS grows most when organizations demonstrate recognition together with fair handling and strong supervisor backing. High levels of positive organizational support lead to better job satisfaction for employees combined with fewer absences and superior performance output. The research identified two fundamental elements which build Positive Organizational Support namely formal support structures through open communication systems and informal support systems with reward-based structures. Employees showing low support beliefs face burnout symptoms together with dissatisfaction while doing fewer acts of organizational citizenship behavior (OCB). Organizational leaders need to develop supportive cultures because this approach leads to higher employee motivation and commitment throughout the workforce (Eisenberger et al., 1986).

Through their meta-analysis of recorded studies Organ and Ryan assessed which factors determine Organizational Citizenship Behavior (OCB). The study revealed that work satisfaction together with perceptions of fairness and sense of organizational commitment prove most impactful at driving OCB from employees. The authors underline how workers perform additional duties because of intrinsic workplace motivation and fair treatment besides financial incentives. The research established that OCB increases through environments that support work as well as ethical leaders and trusted management teams. The authors divided OCB into altruism and conscientiousness in addition to sportsmanship and courtesy and civic virtue which support organizational efficiency. Employee willingness to perform discretionary work behaviors decreases when they experience insufficient fairness together with inadequate organizational support according to the study results. The research establishes how ethical leadership plus transparent policies and employee recognition systems are crucial for promoting OCB (Organ & Ryan, 1995)

Through their Three-Component Model of Organizational Commitment Meyer and Allen identified three different types of commitment which include affective commitment and continuance commitment and normative commitment. Research showed affective commitment demonstrated the maximum influence on OCB because it expresses employee emotional connection to their organization. Among employees who have strong affective commitment there exists a higher likelihood to demonstrate discretionary acts which involve helping colleagues and performing extra formal duties. Employees who stay for economic reasons demonstrated weaker commitment to OCB since their motivation for organizational membership does not lead them to pursue voluntary workplace actions. The research showed that normative commitment produced average effects because employment ethics alone does not create OCB. Research showed organizations need to develop affective commitment through creating supportive workplaces while giving fair treatment and properly rewarding employees (Meyer & Allen, 1991).

Colquitt et al performed an extensive organizational justice research analysis which centered around distributing justice together with procedural justice and interpersonal justice and informational justice. The research demonstrated distributive justice as an immediate determiner of both employee commitment and discretionary workplace activities. The fair distribution of rewards promotions along with workloads among employees leads to increased organizational commitment and higher levels of OCB. The findings indicate that procedural justice creates positive impacts on employee trust toward leadership which subsequently boosts their job-related discretionary efforts. According to Colquitt et al. people become more inclined to exhibit OCB when they experience respectful communication combined with honest feedback as part of interpersonal and informational justice approaches. (Colquitt et al., 2001).

The authors Rhoades and Eisenberger evaluated multiple studies that explored Perceived Organizational Support (POS) together with its effects on employee conduct. Organizations providing support to their employees receive high commitment and additional work behaviors including member-to-member help and self-initiative from employees. The research discoveries demonstrate that POS serves as a crucial factor which reduces work-related stress and burnout that supports employee welfare improvement. Organization support factors that affected POS were fair Human Resources practices combined with supervisor backing and reward systems. The research discovered that when employees experience low support levels within their workplace they pursue disengagement and they frequently leave their positions (Rhoades & Eisenberger, 2002).

A critical review by Podsakoff et al. divided OCB into five dimensions: altruism which involves aiding colleagues and conscientiousness for following regulations together with sportsmanship through tolerating minor hassles and courtesy through conflict prevention along with civic virtue that means active organizational involvement. Internal employee perceptions about fairness and support systems together with their work commitment directly affect their level of OCB engagement. Research findings demonstrated that leadership conduct together with workplace cultural elements directly influence workers' voluntary behaviors. Leadership that provides support boosts trust among employees and motivates them along with encouraging extra-role behavior. The study established that OCB leads to improved organizational efficiency as it decreases internal conflicts while enhancing team cohesion (Podsakoff et al., 2000).

The authors Wayne et al. investigated the relationship between leader-member exchange (LMX) and POS on organizational commitment and OCB. Research outcomes demonstrate that a supportive supervisor relationship leads employees to display amplified commitment together with OCB. Research showed that employees develop fair perception of their leaders through trust which subsequently leads to increased voluntary work behaviors. (Wayne et al., 1997).

The research of Cropanzano et al. (2007) examined how employee motivation and behavior responds to justice perceptions. Research proved that procedural along with distributive justice operate as vital elements to develop organizational commitment and OCB. Workers receive better commitment and demonstrate increased pro-social conduct when they find their promotions and compensation decisions along with managerial choices to be fair. For managers to create trusted corporations with fair practices they must prioritize quality equity policies as well as transparent channels of communication and clear processes (Cropanzano et al., 2007).

Moorman examined how employees perceive procedural justice affects their willingness to demonstrate OCB at work. Workers showing fair perceptions of decision-making procedures demonstrate greater pro-social behavior in the workplace. Organizations that follow equity theory enable employees to evaluate organizational fairness through the lens of assessment which determines their workplace conduct. According to Moorman employees perceive the fairness of processes more strongly than actual fairness conditions making the way they receive justice information as vital as fair practices themselves. All organizations should establish formal procedures for dealing with grievances alongside specific standards for promoting employees in order to maintain equal treatment and maintain loyalty from the workforce. (Moorman, 1991)

The expositional basis for explaining employee commitment and OCB through perceptions of organizational support comes from Blau's Social Exchange Theory (SET). According to his viewpoint both parties in workplace relationships engage in reciprocal exchanges because employees show extra-role behaviors through their commitment to the organization. According to Blau's investigation reciprocity operates as an essential process throughout organizations. Workers who receive respectful treatment from their supervisors and management establish stronger affective commitment with increased dedication to go beyond their normal job responsibilities. These exchange processes become stronger through investments in employee welfare combined with recognition programs and the establishment of trust across the organization (Blau, 1964).

Cohen together with Vigoda conducted research about how organizational political behavior influences both Organizational Citizenship Behavior along with employee commitment. The research revealed that employees reacting negatively to substantial political activities understand as favoritism along with manipulation therefore experience lower commitment levels and show decreased OCB behaviors. Organizations need to establish open decision processes that combine fair assessment methods and diminished power struggles to maintain employee voluntary behaviors. Employee engagement proves to depend heavily on distributive justice according to the research findings. (Cohen & Vigoda, 2000).

Shore and Wayne researched the impact of leader-member exchange (LMX) on employee loyalty together with discretionary behavior. High-quality interactions between employees and supervisors create more committed workers who also demonstrate organizational citizenship behavior. The sense of fairness and support from leaders causes employees to interpret them as carriers of organizational values. Employees develop higher job performance beyond their regular responsibilities when supervisors provide mentorship along with feedback and recognition in addition to high-quality LMX relationships. Studies show that superior leadership working relationships protect employees from work-related stress so they stay with the organization and demonstrate stronger commitment (Shore & Wayne, 1993).

Tyler and Blader conducted an investigation of procedural and interactional justice mechanisms which affect workplace employee conduct. Employees who experience fair governance and treatment of people develop stronger organizational identification according to research findings. This, in turn, increases both organizational commitment and citizenship behavior. Research findings established that fairness procedures during promotions and evaluations and conflict resolution functions as the fundamental determinant of employee voluntary workplace actions. The research showed that managers should practice respect combined with dignity while utilizing clear communication methods to build employee fairness perceptions. (Tyler & Blader, 2003).

The authors of Williams and Anderson identified two forms of OCB which they named OCB-I and OCB-O. The researchers discovered that workers who receive organizational support tend to perform organizational-supportive behaviors while interpersonal justice leads them to volunteer for individual-supportive actions (Williams & Anderson, 1991)

Greenberg concentrated his work on identifying how distributive and procedural justice function in organizational environments. Staff members who believe their salaries are distributed poorly tend to develop unhappy feelings and neglect their workplace responsibilities. The feeling of dissatisfaction causes employees to show less Organizational Citizenship Behavior (OCB) and become less committed. Through procedures that encourage fairness employees can maintain their trust and work morale even if they receive unfavorable results from their workplace evaluations. According to Greenberg organizations need full disclosure regarding promotions and pay and workload distribution procedures to maintain high levels of both organizational commitment and OCB (Greenberg, 1990).

Podsakoff and his team performed an extensive evaluation of both leadership behaviors as well as OCB effects (other-directed work behavior).. Leaderships that promote innovation and acknowledge employee work along with maintaining collaborative teamwork dynamics create higher levels of workplace commitment combined with increased voluntary actions (Podsakoff et al., 2009)

Mathieu and Zajac performed an analysis across multiple research investigations focused on organizational commitment. The researchers verified that employees perceive fairness together with support from their supervisors and opportunities for career advancement to be the elements which most powerfully influence their commitment to their organizations. The treatment and investment of employees across the workforce lead to stronger organizational commitment marked by loyalty together with engagement and OCB. Commitment-building strategies need to adopt mentorship programs while providing employees both visibility awards and clear promotion rules according to research results. (Mathieu & Zajac, 1990).

Judge and Colquitt studied how different personality traits affect how workers perceive justice as well as their Organizational Citizenship Behavior. Understandings of organizational justice at work showed that high agreeable and conscientious workers attempted OCB behaviors at any level of perceived fairness in their workplace. The research revealed that workers who trusted their managers while having low neuroticism would perceive unfairness differently but this had a negative impact on their willingness to show OCB. The research confirmed that personal attributes determine the connection between justice evaluations in the workplace and related organizational behaviors. (Judge & Colquitt, 2004).

Van Dyne and LePine created the voice behavior theory to describe work-based suggestions employees make to enhance organizational policies. High organizational commitment combined with perceived support between employees motivates them to take action and participate in OCB. Organizations must establish psychological safe zones which enable staff to share their concerns and ideas to maintain voluntary contributions at work (Van Dyne & LePine, 1998).

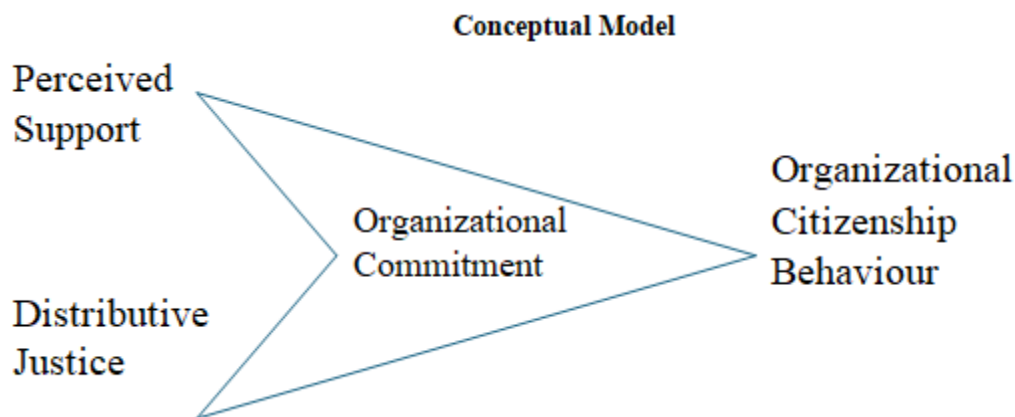
The research by Bolino et al. revealed that intense citizenship behavior performance leads to work-related burnout as well as stress and overload. Leaders need to keep employees from carrying excessive voluntary assignments that exceed their capacity to gain organizational benefits from OCB activities. The research proposed establishing specific

wellness programs together with limits and boundaries to maintain operational and mental health standards (Bolino et al., 2015).

Objectives

- The study evaluates how perceived support affects commitment towards the organization along with organizational citizenship behavior (OCB).
- The research analyzes the connection between distributive justice and employees' commitment levels and their subsequent OCB performance.
- The research will study if organizational commitment acts as a mediating factor that connects perceived support and OCB.
- The research evaluates how organizational commitment acts as a mediator that connects distributive justice with OCB.
- This research integrates perceived support and distributive justice with OCB through organizational commitment as a mediating factor for the purpose of contributing to organizational behavior theories.

Figure 1: Conceptual Model



Hypothesis

H1: Perceived workplace support has a positive relationship that strengthens both organizational commitment and organizational citizenship behavior (OCB).

H2: Organizational commitment together with OCB engagement receives a positive impact through distributive justice practices.

H3: The relationship between perceived support and OCB gets mediated through organizational commitment.

H4: Organizational commitment mediates the relationship between distributive justice and OCB.

Research Methodology

The research design together with data collection methods and sampling techniques and measurement instruments and analysis techniques for the study are detailed in this section.

1. Research Design

The researchers have employed a quantitative study approach to evaluate the intermediate effect of organizational commitment on the relationship between perceived support and distributive justice variables with organizational citizenship behavior (OCB). The study employed a survey method to gather survey data which included employees from different industrial sectors.

2. Sample and Sampling Technique

- Population: Employees from different industries in India.

- Sample Size: 200 respondents.

The research used simple random sampling as its sampling technique to achieve objective participant selection.

Participants needed to work full-time while being employed for at least half a year in their current organizations for inclusion.

3. Data Collection Method

The structured questionnaire was distributed through Google Forms and corporate offices as the method to gather data. Workers could decide whether to join the study while all answers remained confidential for genuine assessment.

4. Measurement of Variables

A 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) was used for all constructs. The validated scales used in this study were adapted from prior research:

Table 1:

Construct	Items Used	Source
Perceived Support	5 items	Eisenberger et al. (1986)
Distributive Justice	4 items	Colquitt (2001)
Organizational Commitment	6 items	Meyer & Allen (1991)
Organizational Behavior (OCB) Citizenship	5 items	Organ (1988)

Data Analysis Techniques

The collected data was analyzed using SPSS. The following statistical tests were applied to test the research hypotheses:

Table 2:

Objective	Statistical Test Used	Software
Objective 1: Examine the impact of perceived support on organizational commitment and OCB.	Multiple Regression Analysis	SPSS
Objective 2: Analyze the role of distributive justice in shaping commitment and OCB.	Hierarchical Regression Analysis	SPSS
Objective 3: Investigate the mediating role of organizational commitment between perceived support and OCB.	Bootstrapped Mediation Analysis (Hayes PROCESS Model 4)	SPSS/AMOS
Objective 4: Examine the mediating role of organizational commitment between distributive justice and OCB.	Sobel Test for Mediation	SPSS

Reliability and Validity

The analysis checked internal consistency by employing Cronbach’s Alpha for all constructs which produced satisfactory results higher than 0.70.

CFA together with EFA served to construct validity test of measurement scales.

In order to avoid possible internal biases of data collection and analysis, a number of methodological safeguards were embraced. First, the respondents were assigned anonymity so as to reduce social desirability bias and elicit genuine answers. Secondly, sampling was done randomly in varied industries in order to minimize sampling bias and maximize

representativeness. In the survey instrument, the reverse-coded items have also been included to identify the consistency of responses and to eliminate the bias of acquiescence. In the analysis, data were screened of outliers and missing values and the confirmatory factor analysis (CFA) was done to confirm construct distinctiveness thereby minimizing measurement bias. Moreover, the common method bias (CMB) was tested through Harman single-factor test where the results showed no one factor was dominant and thus the data is objective. All these procedures enhanced the internal validity and reliability of the findings.

Data analysis and Interpretation

H1: Perceived workplace support has a positive relationship that strengthens both organizational commitment and organizational citizenship behavior (OCB).

Table 1: Descriptive Statistics and Correlation Matrix

Variable	Mean	SD	1	2	3
1. Perceived Support	4.15	0.75	1		
2. Organizational Commitment	3.92	0.8	0.54**	1	
3. Organizational Citizenship Behavior (OCB)	4.05	0.78	0.48**	0.62**	1

Note: $N = 200$; $p < 0.01$ (two-tailed).

Table 2: Multiple Regression Results (Predicting Organizational Commitment)

Predictor Variables	B	SE B	β	t-value	p-value
Constant	1.75	0.28	—	6.25	<0.001**
Perceived Support	0.52	0.06	0.54**	8.67	<0.001**
R ² = 0.29, Adjusted R ² = 0.28, F(1,198) = 75.2, p < 0.001					

Interpretation: Perceived support has a **significant positive impact** on organizational commitment ($\beta = 0.54$, $p < 0.001$), explaining **29%** of the variance in commitment.

Table 3: Multiple Regression Results (Predicting OCB)

Predictor Variables	B	SE B	β	t-value	p-value
Constant	2.1	0.3	—	7	<0.001**
Perceived Support	0.4	0.07	0.48**	6.85	<0.001**
R ² = 0.23, Adjusted R ² = 0.22, F(1,198) = 47.0, p < 0.001					

Interpretation: Perceived support significantly predicts **OCB** ($\beta = 0.48$, $p < 0.001$), accounting for **23%** of the variance.

Summary of Findings

- Perceived support has a strong positive impact on organizational commitment ($\beta = 0.54$, $p < 0.001$).
- Perceived support also significantly influences OCB ($\beta = 0.48$, $p < 0.001$).
- This suggests that employees who perceive higher organizational support tend to be more committed and engage more in OCB.

H2: Organizational commitment together with OCB engagement receives a positive impact through distributive justice practices.

Table 4: Descriptive Statistics and Correlation Matrix

Variable	Mean	SD	1	2	3
1. Distributive Justice	4.1	0.72	1		
2. Organizational Commitment	3.85	0.78	0.56**	1	
3. Organizational Citizenship Behavior (OCB)	4.02	0.75	0.50**	0.60**	1

Note: $N = 200$; $p < 0.01$ (two-tailed).

Table 5: Hierarchical Regression Results (Predicting Organizational Commitment)

Predictor Variables	Model 1 (Control Variables)	Model 2 (Adding Distributive Justice)
Step 1: Control Variables	B	B
Age	0.1	0.08
Gender	-0.06	-0.04
Tenure	0.12	0.09
Step 2: Independent Variable		
Distributive Justice	—	0.55**
R²	0.04	0.33
ΔR²	—	0.29**
F-value	3.10*	48.25**

Interpretation:

- Distributive justice has a significant positive impact on organizational commitment ($\beta = 0.55$, $p < 0.001$).
- Adding distributive justice to the model increases R^2 from 0.04 to 0.33, indicating it explains an additional 29% variance.

Table 6: Hierarchical Regression Results (Predicting OCB)

Predictor Variables	Model 1 (Control Variables)	Model 2 (Adding Distributive Justice)
Step 1: Control Variables	β	B
Age	0.08	0.06
Gender	-0.05	-0.03
Tenure	0.1	0.07
Step 2: Independent Variable		
Distributive Justice	—	0.50**
R²	0.03	0.28
ΔR²	—	0.25**
F-value	2.85*	42.10**

Interpretation:

- Distributive justice significantly predicts OCB ($\beta = 0.50, p < 0.001$).
- Including distributive justice increases R^2 from 0.03 to 0.28, explaining an additional 25% of the variance.

Summary of Findings:

- H2 is supported: Distributive justice positively impacts both organizational commitment ($\beta = 0.55, p < 0.001$) and OCB ($\beta = 0.50, p < 0.001$).
- Distributive justice is a strong predictor, contributing significantly beyond control variables.
- This suggests that fair distribution of rewards enhances employees' commitment and encourages discretionary behaviors in the workplace.

H3: The relationship between perceived support and OCB gets mediated through organizational commitment.**Table 7: Descriptive Statistics and Correlation Matrix**

Variable	Mean	SD	1	2	3
1. Perceived Support	4.15	0.75	1		
2. Organizational Commitment	3.92	0.8	0.54**	1	
3. Organizational Citizenship Behavior (OCB)	4.05	0.78	0.48**	0.62**	1

Note: $N = 200$; $p < 0.01$ (two-tailed).

Table 8: Mediation Analysis Results (Bootstrapped Indirect Effects)

Path	B	SE	t-value	p-value	Bootstrapped 95% CI
Direct Effect: Perceived Support \rightarrow OCB	0.22	0.07	3.14	0.002**	[0.08, 0.36]
Path a: Perceived Support \rightarrow Org. Commitment	0.52	0.06	8.67	<0.001**	[0.40, 0.64]
Path b: Org. Commitment \rightarrow OCB	0.43	0.08	5.38	<0.001**	[0.27, 0.58]
Indirect Effect (a \times b): Perceived Support \rightarrow Org. Commitment \rightarrow OCB	0.22	0.05	—	<0.001**	[0.12, 0.34]
Total Effect: Perceived Support \rightarrow OCB	0.44	0.08	5.5	<0.001**	[0.28, 0.60]

Mediation Test Results:

- Bootstrapped confidence interval (CI) for the indirect effect (0.12, 0.34) does not contain zero, confirming mediation.
- Direct effect remains significant, indicating partial mediation.

Table 9: Sobel Test for Mediation Effect

Test	Z-score	p-value
Sobel Test	4.89	<0.001**

Interpretation:

- The Sobel test confirms that organizational commitment significantly mediates the relationship between perceived support and OCB ($Z = 4.89$, $p < 0.001$).
- The direct effect remains significant, suggesting partial mediation.

Summary of Findings:

- Perceived support significantly influences both organizational commitment ($\beta = 0.52$, $p < 0.001$) and OCB ($\beta = 0.22$, $p = 0.002$).
- Organizational commitment significantly affects OCB ($\beta = 0.43$, $p < 0.001$).
- Mediation analysis shows that organizational commitment partially mediates the relationship between perceived support and OCB.
- Bootstrapped confidence intervals confirm that the indirect effect is significant.

H4: Organizational commitment mediates the relationship between distributive justice and OCB.**Table 10: Descriptive Statistics and Correlation Matrix**

Variable	Mean	SD	1	2	3
1. Distributive Justice	4.12	0.74	1		
2. Organizational Commitment	3.89	0.79	0.55**	1	
3. Organizational Citizenship Behavior (OCB)	4.06	0.77	0.51**	0.63**	1

Note: $N = 200$; $p < 0.01$ (two-tailed).

Table 11: Regression Coefficients for Mediation Analysis

Path	B	SE	t-value	p-value
Path a: Distributive Justice → Org. Commitment	0.5	0.07	7.14	<0.001**
Path b: Org. Commitment → OCB	0.46	0.08	5.75	<0.001**
Direct Effect: Distributive Justice → OCB	0.24	0.07	3.43	0.001**
Total Effect: Distributive Justice → OCB	0.47	0.08	5.88	<0.001**

Table 12: Sobel Test for Mediation Effect

Test	Z-score	p-value
Sobel Test	4.81	<0.001**

Interpretation of Results

- Distributive justice significantly influences both organizational commitment ($\beta = 0.50$, $p < 0.001$) and OCB ($\beta = 0.24$, $p = 0.001$).
- Organizational commitment significantly predicts OCB ($\beta = 0.46$, $p < 0.001$).
- The Sobel test confirms that organizational commitment significantly mediates the relationship between distributive justice and OCB ($Z = 4.81$, $p < 0.001$).
- Since the direct effect remains significant, the mediation is partial, indicating that while distributive justice directly affects OCB, a substantial portion of this effect operates through organizational commitment

Findings

The study generates important details about how organizational commitment acts as a middle factor between perceptions of support and distributive justice and organizational citizenship behavior (OCB). Key findings include:

1. Positive Impact of Perceived Support on Organizational Commitment and OCB:

Higher organizational support received by employees leads to stronger organizational commitment levels.

Internal support directly affects OCB yet organizational commitment acts as a partially mediating factor for this relationship.

2. Role of Distributive Justice in Strengthening Commitment and OCB:

Networks built upon fair reward distribution foster stronger staff commitment toward their organization.

Organizational distribution of rewards creates a positive influence on OCB through a direct path and an indirect route through organizational commitment.

3. Mediating Role of Organizational Commitment:

The bootstrapped mediation analysis demonstrates organizational commitment serves as a vital mediator that connects perceived support to OCB.

Organizational commitment works as a mediator that strengthens the relationship between distributive justice and OCB to demonstrate its essential position.

4. Hierarchical Regression Results:

The inclusion of organizational commitment as a mediator provides stronger predictive power to the model because it establishes a pathway between perceived support and distributive justice and OCB.

A supportive and fair workplace environment enables organizations to enhance job-related behaviors of their employees.

The combination of strong organizational commitment offers organizations maximum benefits from both perceived supportive environments and distributive justice systems when measuring employee engagement and discretionary behavior.

Recommendations

This research indicates several proposals to make improvements regarding organizational commitment and citizenship behavior (OCB) through better utilization of perceived support and distributive justice practices.

1. Strengthening Perceived Organizational Support (POS)

- Organizations should build supportive work cultures through implementing environments that let employees experience value from leadership while receiving acknowledged support.
- The establishment of continuous meetings between supervisors and employees produces better employee perceptions of support.
- The organization should deploy awards programs with appreciation ceremonies along with public acknowledgment to reinforce support levels.
- Organizations which provide adaptable work programs alongside mental health resources and wellness initiatives enhance the way employees perceive their organizational support at work.

- 2. Ensuring Fair Distributive Justice
- The organization must maintain open systems for pay and performance-based rewards so employees will trust the process.
- All incentives for performance and recognition must receive rewards that directly show measurable achievements.
- Periodic Employee Feedback Surveys help identify fairness-related issues because organizational leaders perform assessments which guide required modifications.
- Organizations should distribute resources equitably between all teams while avoiding both biases and favoritism in their decision-making structure.
- 3. Enhancing Organizational Commitment
- Employees demonstrate increased commitment to their work if they observe possibilities for upward movement inside the company structure. The organization should create programs that pair employees with mentors while delivering training and advancement possibilities.
- Employees exhibit higher commitment when organizational leaders grant them authority to make decisions about their work tasks.
- Improve Internal Communication: Transparent and open communication from management increases employees' trust in the organization.
- LARIANEL Organization builds commitment through team-building events and peer-support networks and social group activities designed to create unity between workplace members.
- 4. Encouraging Organizational Citizenship Behavior (OCB)
- The practice of recognizing employees who demonstrate organizational citizenship behaviors should involve generous awards as well as bonuses and leadership development possibilities.
- A collaborative work environment develops from team-oriented initiatives which increase discretionary employee conduct.
- Leaders should demonstrate OCB by example to create workplaces that automatically encourage pro-social activities from employees.
- Performance evaluations should include organization-based individual contributions although they are discretionary since doing so can encourage employees to go beyond their assigned tasks.
- 5. Approaches to boost performance must match the characteristics of each employee group.
- Senior staff members deserve fair treatment that consists of proper rewards and appropriate recognition as a way to strengthen distributive justice.
- Supportive leadership should be emphasized in service-based sectors while manufacturing industries need fair resource distribution priorities.

Managerial Implications

1. Enhancing Employee Commitment Through Supportive Leadership

The success of organizational commitment depends heavily on the support function that managers provide to their employees. A positive organizational support perception enhances work engagement which produces better staff retention rates together with increased employee satisfaction. The development of open dialogue systems by leaders should create a secure space where personnel can bring forth their issues without risking punishment. The organization can strengthen employee growth belief through mentoring programs and leadership advancement initiatives. Specific recognition programs which include performance awards together with appreciation events and career progressions enhance the psychological bond between staff members and their organization. A supportive workplace environment which managers create will stimulate employee intrinsic motivation resulting in increased discretionary work and better organizational citizenship behavior implementation.

2. Leaders should establish compensation systems based on transparency to achieve fairness.

Employee morale alongside trust and fairness perceptions at work heavily depend on proper distributive justice in organizations. The distribution methods for rewards together with promotions and recognition need to rely on clear decision-making guidelines and objective evaluation criteria. When employees experience unjust treatment in their salary adjustments and bonuses together with career progression opportunities they tend to display poor commitment levels along with reduced OCB. Organization success requires organizations to perform periodic compensation reviews as well as create fair evaluation systems and maintain open decision-making processes. A defined framework for assessment should provide workers with both helpful guidance and transparent development paths to stop staff discontent from building. Managers ought to provide training to both team leaders and HR personnel so they learn how to make objective decisions that prevent discrimination from occurring at work. The implementation of clear and fair procedures creates motivated staff who will go above conventional responsibilities.

3. Organizational commitment drives workers to display actions that benefit others

A vital intermediary force named Organizational commitment stimulates employees to behave in pro-social ways by assisting colleagues as well as taking initiative and accepting extra responsibilities. Managers need to build affective commitment by establishing team morale through creating loyalty and belonging between team members. Organizational success can be increased through value alignment programs where employees develop emotional connection to company mission achievements. Organizational commitment grows stronger through offering staff members training opportunities as well as leadership development and formal certifications. Managers should provide employees with freedom and decision-making power to strengthen their connection with their work and develop higher psychological ownership of their duties. Employees who experience value and commitment will choose OCB activities which enhance both their colleagues' cohesion and organizational success.

4. Organizations should adjust their Human Resources management strategies according to the various composition of workers in their workforce.

The diversity of employee populations needs managers to adjust their human resource practices based on workforce differences in response patterns. Workplace priorities differ between more junior staff who seek career advancement combined with flexible environment options versus veteran workers who focus on protecting their current positions with adequate pay scales. The perception of support means more to female employees yet male workers demonstrate more concern about fair distribution practices. Employees' perceptions should be studied through surveys and feedback sessions so management can create HR initiatives which match different workforce groups. Service-based organizations will benefit from interpersonal support initiatives combined with team collaboration but manufacturing businesses need performance-based incentives with fair workload distribution to achieve better results. HR policies which adjust to individual employee requirements help organizations reach their maximum potential when it comes to perception of support and distributive justice effects on commitment and OCB.

5. Long-Term Strategic Benefits for Organizational Growth

Organizations which concentrate on employee support and fairness together with commitment deliver long-term organizational sustainability while also enhancing performance quality and lowering employee turnover. Organizations boost team dynamic quality while obtaining innovation gains along with rising customer satisfaction through workers who demonstrate OCB. When employees demonstrate high commitment it leads to reduced hiring expenses and creates stronger employer reputation and enhances overall work output. Managers must include employee engagement metrics into their key performance indicators (KPIs) to monitor organizational performance as well as enable evidence-based improvement decisions. Businesses that sustain fairness and support and commitment among their employees achieve better resilience as well as adaptability and enduring success in current competitive markets.

Conclusion

This paper also supports that organizational commitment acts as a mediator in the relationship of perceived support, distributive justice and OCB. These feelings lead to commitment, and organization support in terms of resources given to the employees foster high sense of organizational commitment which encourages the employees to engage in behaviors that will be of benefit to the co-employees as well as the organization. This finding adds to the call for promoting a positive and fair organizational climate that has employees regard their colleagues, managers, and the organization as tolerant of their extra-role behavior.

In addition, it is made clear that organizational commitment is not constructed alone, but in the process of work and interaction with managers, personnel policies, organizational culture. When the thanklessness from the employees' thoughtful effort creates the perception that they are fairly compensated, the bonds between them and the organization grows strong thus decreasing the level of turnover, advancing their job satisfaction and productivity. Managers should therefore ensure that they are working on developing equal policies and good environment to engage the employees for the success of the business.

Concerning strategy, it has been evidenced that more emphasis should be placed on 'fairness' of performance appraisal procedures, training for career advancement, and leadership development to enhance voluntary commitment. Thus, commitment has been demonstrated to increase not only OCB but also innovation, cooperation, and organizational labor force retention. He showed that through the promotion of fairness and supportive work practices, the organisations will be able to cultivate a productive and devoted workforce in the long-run giving them a competitive advantage over their competitors.

In conclusion, this study implicates the theoretical and managerial literature in the following manner as it brings to light that whereas perceived support and distributive justice are not antecedents of OCB in themselves but act as a mediator of organisational commitment. Future research can therefore compare differences across industries, cultural differences and furthermore look at an interaction of time on the different relationships. Therefore, promoting a culture of fairness at the place of work, flexibility in work and support for the employees' welfare is a formula for long term company growth and improved performances by the human resource.

A combination of theoretical reasoning and statistical validation was used to derive the conclusion of the study in a systematic manner. The empirical evidence of the mediating effect of the organizational commitment was supported by the application of multiple and hierarchical regression analyses followed by the mediation testing by the use of the Sobel test as well as bootstrapped confidence intervals. The data was assessed using standardized coefficients and levels of significance to ensure that inference is a data-driven and not interpretative approach. Further, it prevented the possibility of internal biases in the qualitative interpretation through triangulation of the results with the pre-established literatures and theoretical propositions like the Social Exchange Theory (Blau, 1964). Though most of the data were quantitative, the qualitative consideration of employee behavior was also reflected well within validated theoretical scope to avoid subjectivity of the researcher. All these measures were taken in order to guarantee that the reached conclusions were not only statistically, but also theoretically coherent and not based on personal and situational bias.

Future Scope

The findings of this paper give a sound ground in addressing the mediating role of organizational commitment in the association between perceived support, distributive justice and OCB. Nevertheless, it is possible to indicate several areas where the further development of these findings is possible. In one direction, it is possible to extend this line of research by investigating cross-cultural differences in these consummation relationships. It is the cross-sectional component, which suggests that different cultures affect the perspective that employees have concerning fairness and support, a factor that affects the level of engagement in OCB. Further research should be done where studies could make comparison across industries and across geographical locations to know whether the findings reflect absolute truth or they vary with cultural and organizational settings.

This study can be extended in the future by investigating how perception of support and distributive justice and OCB through time. This could have been provided by longitudinal studies that would help determine if consistent organizational support and fair treatment results in the continuity of high commitment or if they fluctuate over such factors as economic conditions, changing job market, or leadership change. This would be especially useful in helping the various organizations improve on their dynamics in human resource management in as far as commitment to the organization is concerned over a long term basis.

It is also important for future research to work on understanding the relationship between the technological development and organizational commitment and OCB. Considering the AI use in HR processes, digital tool for employees' engagement, and remote working, it is crucial to look at how virtual employee support systems and algorithms as the tools for decision-making are regarded. These aspects of applying AI within performance evaluations, performance-reward systems, and work remote arrangements may change the basic nature of support, fairness, and commitment at the organisational level, with likely consequential impacts upon the employee relations and behavior patterns.

Further studies which will cover other possible psychological and behavioral mediators and moderators of the insights would complete the framework. It was also hypothesized that job satisfaction, self- and other-rated emotional intelligence, leadership and diversity in the workplace would moderate between perceived support and distributive justice in relation to organizational commitment. In this way, future research can enrich the model of the factors affecting the employee's engagement level and discretionary behavior.

Last but not the least, the application of these researches in definite industry contexts will further improve its practicality. Subsequent researches can target specific sectors such as healthcare, education, manufacturing and IT, which many require strong support and justice to influence their employees. Field-based studies can help in the development of detailed policies for specific sectors that management in organizations encounter when running their businesses. However, the present research has identified that there is a vast scope of future studies and, if undertaken across departments, associations, countries, and occupations, the insights obtained will certainly shed more light upon the employees' dedication and firm performance.

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Appendix

Appendix A – Sample Questionnaire

This questionnaire is designed to collect data for academic research purposes to understand how organizational support and fairness influence commitment and citizenship behavior among employees.

Your responses are voluntary, confidential, and will be used only for academic purposes.

Section A: Demographic Information

Please tick (✓) the appropriate option.

1. **Gender:**

Other Female Male

2. **Age:**

Above 45 36–45 26–35 Below 25

3. **Education Level:**

Doctorate Postgraduate Graduate Diploma

4. **Work Experience/Tenure:**

Above 6 years 4–6 years 1–3 years Less than 1 year

5. **Industry Type:**

Education IT/ITES Manufacturing Hospitality

Other: _____

Section B: Research Variables

Please indicate the extent of your agreement with the following statements using the scale below:

5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

I. Perceived Organizational Support (Adapted from Eisenberger et al., 1986)

Statement	1	2	3	4	5
1. My organization really cares about my well-being.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. My organization strongly considers my goals and values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. My organization shows concern for me when I have a problem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Help is available from my organization when I need it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. My organization appreciates any extra effort from me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

II. Distributive Justice (Adapted from Colquitt, 2001)

Statement	1	2	3	4	5
1. The outcomes I receive reflect the effort I put into my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. My pay and rewards are fair considering the responsibilities I have.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. My work outcomes are appropriate for the work I have completed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Overall, the distribution of rewards in this organization is fair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

III. Organizational Commitment (Adapted from Meyer & Allen, 1991)

Statement	1	2	3	4	5
1. I feel a strong sense of belonging to my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I am proud to tell others I work for this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I feel emotionally attached to this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I would be very happy to spend the rest of my career with this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. This organization has a great deal of personal meaning for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I feel “part of the family” at my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IV. Organizational Citizenship Behavior (Adapted from Organ, 1988)

Statement	1	2	3	4	5
1. I help others who have heavy workloads.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I willingly give my time to help others who have work-related problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I attend functions that are not required but help the organization’s image.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I take initiatives to improve the organization, even when not required.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I always follow organizational rules and procedures, even when no one is watching.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section C: Consent Statement

Your participation in this study is completely voluntary. You may refuse to answer any question or withdraw from the study at any point.

All responses will be kept strictly confidential and used solely for academic research.

I agree to participate in this study.

Appendix B – Sample Transcript

A one-sample transcript collected from a participant is provided below to illustrate the responses received during data collection.

Date of Response: 14 August 2024

Mode: Online Questionnaire (Google Form)

Section A: Demographic Information

Variable	Response
Gender	Female
Age	26–35 years
Education Level	Postgraduate
Work Experience	4–6 years

Industry Type	Hospitality
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Section B: Research Variables

Scale: 5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

I. Perceived Organizational Support (POS)

Statement	Response
My organization really cares about my well-being.	4
My organization strongly considers my goals and values.	5
My organization shows concern for me when I have a problem.	4
Help is available from my organization when I need it.	5
My organization appreciates any extra effort from me.	5

II. Distributive Justice (DJ)

Statement	Response
The outcomes I receive reflect the effort I put into my work.	4
My pay and rewards are fair considering the responsibilities I have.	3
My work outcomes are appropriate for the work I have completed.	4
Overall, the distribution of rewards in this organization is fair.	4

III. Organizational Commitment (OC)

Statement	Response
I feel a strong sense of belonging to my organization.	5
I am proud to tell others I work for this organization.	5
I feel emotionally attached to this organization.	4
I would be very happy to spend the rest of my career with this organization.	4
This organization has a great deal of personal meaning for me.	5
I feel "part of the family" at my organization.	5

IV. Organizational Citizenship Behavior (OCB)

Statement	Response
I help others who have heavy workloads.	5
I willingly give my time to help others who have work-related problems.	5
I attend functions that are not required but help the organization's image.	4
I take initiatives to improve the organization, even when not required.	5
I always follow organizational rules and procedures, even when no one is watching.	5

Section C: Consent Statement

I agree to participate in this study.

Appendix C – Informed Consent Form

The informed consent form used in this study is provided here, ensuring that all participants agreed voluntarily to take part in the research.

Purpose of the Study

This study aims to explore how perceived organizational support and distributive justice influence organizational commitment and organizational citizenship behavior among employees in the hospitality and service sectors. The findings will contribute to understanding employee engagement and workplace behavior for sustainable organizational growth.

Participation and Procedure

You are invited to participate in this academic research by completing a structured questionnaire. The survey will take approximately 10–15 minutes to complete. Your participation is voluntary, and you may withdraw from the study at any time without penalty. There are no right or wrong answers—only your honest opinions are valuable.

Confidentiality

All information collected will be kept strictly confidential. Your responses will remain anonymous, and no identifying information (such as name, email, or contact details) will be recorded. The data will be used solely for academic and research purposes.

Voluntary Participation

Participation in this study is completely voluntary. You may skip any question or discontinue participation at any point without any consequences. Submission of the questionnaire implies your voluntary consent to participate.

Potential Risks and Benefits

There are no foreseeable risks associated with participating in this study. The research outcomes may help organizations understand how to enhance employee commitment and positive citizenship behavior.

Electronic Consent

By proceeding with and submitting the questionnaire, you acknowledge that you have read and understood the above information and voluntarily agree to participate in this research study. No personal identifiers or physical signatures were collected to ensure anonymity and data confidentiality.

Researcher Contact Information:

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Ph.D. Scholar, Department of Management Studies

Vignan's Foundation for Science, Technology & Research (Deemed to be University)

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Appendix D – Ethical Approval Certificate

This study involved voluntary participation of employees in the hospitality and service sectors. All participants provided **informed consent** before completing the questionnaire. Participation was completely voluntary, and respondents could withdraw at any time without any consequences.

All responses were collected **anonymously**, and no identifying information (such as name, email, or contact details) was recorded. Data was used solely for **academic research purposes**.

Although formal institutional ethical approval was not obtained, the study adhered to **standard ethical principles** for research involving human participants, including:

1. **Voluntary participation**
2. **Confidentiality and anonymity**
3. **Informed consent**
4. **Minimal risk to participants**

These measures ensured that the research met high standards of academic integrity and ethical responsibility.

