The sequential relationships of hotel employees' perceived justice, commitment, and organizational citizenship behaviour in a high unemployment context

ABSTRACT

The aim of this study is to examine the relationship between justice perceptions of hotel employees in international hotels and work-related variables, such as organizational commitment and organizational citizenship behaviours. The hypotheses were examined by collecting data from over 200 employees currently working for eight international upscale hotels located in the Canary Islands (Spain) during the economic crisis period with a high unemployment level. This paper proposes multiple dimensions of employee justice, organizational commitment, and citizenship behaviours, which allows for identifying the relative importance of justice concepts to explain various aspects of organizational outcomes. While distributive justice and interactional justice have positive influences on continuous and affective commitments, only distributive justice leads to normative commitment. Continuous commitment is a specific type which positively influences all three types of organizational citizenship behaviours. The discussion sections indicate theoretical and practical implications of the findings.

Keywords: Organizational justice, organizational commitment, organizational citizenship behaviour

Introduction

The tourism industry plays an important economic role in Spain, contributing 142.000 million euros to the Spanish economy, representing a contribution to the GDP of the Spanish economy of 11.8% in 2018 (Exceltur, 2019). According to the UNWTO 2018 Report, international tourist arrivals grew 7.0% in 2017, the highest increase since 2009, the end of the global economic crisis. According to Exceltur (2018), the travel and tourism industry accounted for 35.1% of the Canary Islands (Spain) GDP in 2017, generating 40.3% of the employment in the archipelago. However, the variation of the business results in 2018 versus 2017 was negative in the Canary Islands (-3,8%) due to the effects of the recovery of the competing destinations of the Eastern Mediterranean, according to a survey of the tourist business climate by Exceltur (2019).

In addition, since confronting the global economic instability, the employment environment of Spain in general and the Canary Islands in particular has been affected to the extent of becoming an important social issue. According to the Spanish Statistics Institute's Economically Active Population Survey, the unemployment level in the Spanish service sector increased from 26.47% in 2014 to 32.28% in 2017. In the case of the Canary Islands, the unemployment level in the service sector reached more than 23% during this period of time (INE, 2018).

With the fact that the tourism and hospitality industry is one of the largest economic sectors in Spain, human resources management is regarded as a crucial element to retain committed employees who are satisfied with and are likely to contribute to the organization. This may not only improve employee satisfaction and reduce employee turnover but also drive high service levels to boost the demand in the market.

This study in particular investigates organizational justice in the tourism industry. There is evidence that confirms its relationship with better employee outcomes, including

job satisfaction and commitment (Nadiri & Tanova, 2010). In business organizations, perceptions of fairness (or organizational justice) among organizational stakeholders can link parties in conflict and hold together stable organizational structures (Leventhal, Karuza, & Fry, 1980). Indeed, justice can promote positive attitudes and behaviours among workers and benefit the supervisor, and ultimately, the organization as a whole. An understanding of organizational justice can thus help human resources departments comprehend how it affects employees' behaviour in their firms and how this in turn influences performance (López-Cabarcos, Pinho, & Vázquez-Rodríguez, 2015; Zoghbi-Manrique-de-Lara, Aguiar-Quintana, & Suárez-Acosta, 2013). However, there has been a paucity of research on the hospitality industry to understand the structure of organizational justice and the effects of justice on organizational outcomes (organizational commitment and citizenship behaviours in this study). Extant studies have investigated the importance of organizational citizenship behaviours (OCB) and its influence on organizational performance such as job satisfaction and turnover intention (e.g., Nadiri & Tanova, 2010). Importantly, this research proposes a comprehensive model integrating OCB with other important factors reflecting organizational behaviours such as justice and commitment.

Especially, organizational commitment that potentially alleviates employee turnover with high levels of OCB has been emphasized, so as to induce high service levels to consumers and make the hotels more competitive (Cohen, 2007; Tett & Meyer, 1993). In particular, the OCB improves organizational productivity, encourages the coordination of activities between team members, and forms the environment to enhance organizational learning. However, the results of previous studies show certain discrepancies. Devece, Palacio Márquez, and Alguacil (2016) and Meyer, Stanley, Herscovitch, and Topolnytsky (2002) pointed out that empirical studies show different findings across geographic

locations; this shows the need for more systematic research in different contexts. In addition, while there are several studies highlighting organizational justice, commitment, and citizenship behaviours individually (see Kim, Ok, & Lee, 2009; López-Cabarcos et al., 2015), this is almost the first attempt to inclusively combine the three aspects. Indeed, this paper suggests not only direct effects of but also indirect relationships with the three important concepts in the hospitality industry. Recently, a study of Baum, Kralj, Robinson and Solnet (2016) has conducted a systematic review across a 10 years period (2005-2014) and concluded that the term "workforce" was cited as a neglected research topic. They have, in particular, emphasized the importance of understanding the work organization at a meso-level approach, which focuses on employees' attitudes and behaviors in their working places.

Therefore, the aim of this study investigating the hospitality workforce in the context of Spain is to examine the relationship between the justice perceptions of hotel employees in international luxury hotels and two outcome-related variables: organizational commitment and OCB. More specifically, this research assesses the three distinctive justice components: procedural justice, distributive justice, and interactional justice. Then, three types of organizational commitment (i.e., continuous, normative, and affective) are analysed to serve as consequences of organizational justice. Finally, the relative influences of these three commitment constructs are checked to predict OCB: organizational (OCBO), interpersonal (OCBI), and customer related (OCBC). This research provides hotel managers with insights into the aspects of employees' perceived justice that have the greatest impact on the multiple types of commitment, and how these different types of commitment affect OCBs through increasing employees' efforts to promote the well-being and performance of the hotels. Therefore, management practice issues that need to be clarified are Human resource management practices that can be

perceived fair by employees like job descriptions, grievance procedures (related to procedural justice), compensation and incentive plans (distributive justice) and labor management participation programs (interactional justice). These human resource management practices will be more likely to increase commitment and participation through lower turnover rates and better employees' behaviours and efforts that go beyond expectations (OCB) in the organization. Findings of this study suggest important implications for the Spanish tourism industry as it confronts unemployment problems.

Literature Review

Procedural, distributive, and interactional organizational justice

Organizational justice has its roots in multiple areas of knowledge. In business organizations, considerations of fairness appeal to managers, employees, and other organizational stakeholders, who see organizational justice as a unifying value providing fundamental principles that can link together conflicting parties and create stable social structures (Bitner, Booms, and Tetreault, 1990; Folger & Cropanzano, 2001; Moorman, 1991).

The literature on organizational justice has suggested multiple sub-constructs such as procedural, distributive, and interactional justice (Colquitt, Conlon, Wesson, Porter, and Ng, 2001; Cropanzano, Prehar & Chen, 2002; Erdogan & Liden, 2006; Konovsky, 2000). Procedural justice refers to how an allocation decision is made, denoting the perceived fairness of the means used to achieve an end (Folger & Konovsky, 1989). Distributive justice refers to the fairness of the decision outcome regarding the amounts of compensation employees receive, representing the degree to which rewards are allocated in an equitable manner (Ambrose & Arnaud, 2005). Interactional justice refers to the social exchange between employees and their managers, which indicates the degree

to which people are treated with politeness, dignity, and respect by organizational authorities (Tyler & Bies, 1990).

Given an understanding of the distinctive differences among those three sub-concepts of organizational justice, this study argues that procedural justice can play a role as an antecedent to form distributive and interactional justice. From the general management perspective, as most managerial decisions are made privately and announced publicly, subordinates in fact may find it difficult to understand the extent to which the decision has been fairly made (Greenberg, Bies, & Eskew, 1991). Accordingly, the subordinates tend to conduct intuitive investigation that seeks clues about the manager's decision-making process (Joy & Witt, 1992). In this circumstance, they are more likely to perceive the outcome (distributive justice) as fair when the subordinates believe the procedures were reasonable (procedural justice) (McFarlin & Sweeney, 1992). We can also say that employees feel that control over hotel processes increases the chances of securing more favourable outcomes or benefits for them. In other words, when employees perceive these procedures as fair, they have more trust in upper management (who establish the formal procedures), and procedural effects occur only because procedural justice is more likely to ensure favourable outcomes (employees perceive better benefits and equality or distributional benefits when they adhere to the hotel procedures during the process).

Some authors like Viswesvaran and Ones (2002, p. 195) have argued why procedural justice effects occur through this explanation: "From a self-interest point of view, procedural justice effects occur because individuals feel that control over organizational processes increases the chances of securing a more favourable outcome. In this sense, procedural justice effects occur only because procedural justice is more likely to ensure favourable outcomes (greater perceived distributive justice)". This consideration explains procedural justice as an antecedent of distributive justice.

More recently, the relationship of procedural and distributive justice was examined by Druckman and Wagner (2016). The authors explained the role played by principles of justice in negotiation. They studied how justice preferences guide the process and outcome of negotiated exchanges, focusing primarily on the two types of principles that have received the most attention: distributive justice (outcomes of negotiation) and procedural justice (process of negotiation). They added that most of the research on negotiation has focused on relationships between these outcomes and processes, such as bargaining or problem solving. Accordingly, their results showed that processes influence outcomes, and therefore justice provides another lens for viewing outcomes, which are considered in terms of distributional benefits. These benefits, or distributional justice principles, also emerge from processes, which are construed in terms of procedural justice principles.

Regarding the relationship between procedural justice and interactional justice, it is argued that enacting procedures that are perceived to conform to Leventhal's (1980) fair process rules may increase perceptions of interactional justice. In addition, some studies have suggested that perceptions of procedural justice can originate from an organization's procedures and from the way in which those procedures are carried out (Bies, 1987; Bies & Moag, 1986; Tyler & Bies, 1990). Moorman (1991) developed items to tap the fairness perception of the interactions that accompanied an organization's formal procedures in two US manufacturing firms.

With respect to interactional justice, Bies (2001) identified factors indicating the absence of interactional injustice. These include derogatory judgments, deception, invasion of privacy, inconsiderate or abusive actions, public criticism, and coercion. Bies also provided evidence that violating any of these elements of interactional justice leads to decreased perceptions of fair treatment. Accordingly, in a certain circumstance of the

service industry in general and the hospitality industry in particular (where the importance of maintaining social harmony between organizational members is highlighted), the perceived fairness of procedural issue generates empathy for subordinates and also respect and dignity from supervisors towards them associated with social sensitivity and interactive justice.

All these arguments support the idea that procedural justice can be considered as an antecedent of interactive justice.

Related to that, Nadira and Tanova (2010) stated that in the hospitality industry in North Cyprus, employees may be allowed to take part in decision making, and so they can have the feeling that they control the outcomes in some way and even after procedural justice has been considered there is further impact of distributive and interactional justice on the turnover intentions of hotel employees.

More recently, Ozduran and Tanova (2017, p. 60) points out that: "employees in hospitality organizations work interdependently and in cooperation. Therefore, fairness of applied procedures and practices by the employer can be more evidently perceived by the employees." They also make a difference between procedural justice and distributive and interactional justice perceptions in hospitality organizations and in this sense, since the procedures are common in a department, the employees will form a common (group) justice perception regarding to the formality of the procedures applied in their departments and it will lead to lower ambiguity with these formalized processes and regulations and less feeling of uncertainty. However, they will form an individual distributive and interactional justice perceptions whereas procedural justice perceptions can be studied at group level as a contextual variable. Therefore, the impact of this high procedural justice perceptions is very important to avoid more uncertainty especially in high unemployment contexts.

Therefore, in an attempt to study the potential effect of the dominant justice dimension across the context of hospitality, it can be proposed that:

Hypothesis 1a: Procedural justice perceptions positively affects distributive justice perceptions of hotels' employees

Hypothesis 1b: Procedural justice perceptions positively affects interactional justice perceptions of hotels' employees

Perceived justice and organizational commitment

Several studies have sought to link justice perceptions to a variety of organizational outcomes, such as organizational satisfaction, identification, commitment, and citizenship behaviours (López-Cabarcos et al., 2015; Lowe & Vodanovich, 1995; McFarlin & Sweeney, 1992; Meyer et al., 2002; Olkkonen & Lipponen, 2006). Previous studies have suggested that when an employee perceives him/herself as being treated fairly or expects fair treatment, the individual will behave in an altruistic way toward the organization (Greenberg, 1996). In particular, it has been recognized that committed employees create positive energy throughout their organizations, whereas the positive energy evaporates when the fairness and respect deteriorate. It has been observed that when managers make a special effort to explain procedures, employees perceive these as fair and it leads to an increase in emotional connection with and loyalty to the organization (López-Cabarcos et al., 2015). Thus, the more support afforded employees, the greater the commitment, attachment, and loyalty they will display toward the firm (Kim, Lee, Murrmann, & George, 2012).

Organizational commitment commonly indicates employees' interest in an organization (Hunt, Wood, and Chonko, 1989). Employees who are committed to their firms tend to identify with the firms' goals and objectives, and wish to remain in their organizations. Meyer and Allen (1984) initially proposed two distinctive commitment

types. Specifically, affective commitment denotes an emotional attachment to or identification with and involvement in the organization. Continuous commitment indicates the perceived costs associated with leaving the organization. In this vein, Allen and Meyer (1990) suggested a third component of commitment, normative commitment, which reflects a perceived obligation to remain in the organization. Accordingly, this research takes into account these three aspects of organizational commitment.

The findings of the previous literature assessing the relationships between organizational justice and commitment seem to be mixed according to the different justice and commitment dimensions (Klendauer & Deller, 2009). For example, some studies have regarded procedural justice as the strongest predictor in explaining affective commitment (Haque, Chowdhury, & Ali, 2010; Lambert, Cluse-Tolar, Pasupuleti, Hall, & Jenkins, 2005), while others have found distributive (or equal) justice to be the most important factor in understanding affective commitment (Clay-Warner, Reynolds, & Roman, 2005; Farmer, Beehr, & Love, 2003). Some researchers have concluded that both procedural justice (Cohen-Charash & Spector, 2001; Jamaludin, 2011; López-Cabarcos et al., 2015) and distributive justice (Leow & Khong, 2015) lead to the development of normative commitment. Further, several studies have consistently supported the positive influence of interactional justice on affective commitment (Klendauer & Deller, 2009; Suliman & Kathairi, 2012), normative commitment (Turgut, Tokmak, & Gucel, 2012) and continuance commitment (Suliman & Kathairi, 2012).

Related to the hospitality industry, some studies have shown that organizational justice perceptions of hotel employees have an impact on their commitment (Fulford, 2005). Also, very recently, Frye, Kang, Huh and Lee (2019) studied the linkage between distributive justice perception (good wages and monetary compensation of their work) and between job satisfaction and employee commitment to determine the factors that

influence Generation Y's employee retention in this particular industry. Therefore, it can be proposed that:

Hypothesis 2: Distributive justice positively affects organizational commitment of hotels' employees

H2a: Distributive justice positively affects continuous commitment of hotels' employees

H2b: Distributive justice positively affects normative commitment of hotels' employees

H2c: Distributive justice positively affects affective commitment of hotels' employees

Hypothesis 3: Interactional justice positively affects organizational commitment of hotels' employees

H3a: Interactional justice positively affects continuous commitment of hotels' employees

H3b: Interactional justice positively affects normative commitment of hotels' employees

H3c: Interactional justice positively affects affective commitment of hotels' employees

Organizational commitment and organizational citizenship behaviour (OCB)

Organ (1988) defined OCB as discretionary, voluntary behaviours that are neither part of an employee's role requirement nor formally rewarded by the organization. Later Organ (1997, p. 1) suggested that OCB contributes indirectly to organizational effectiveness by enhancing the "social and psychological context that supports task

performance". Moreover, Van Dyne and LePine (1998) suggested that OCB is increasingly important during times of significant changes because organizations cannot anticipate all of the employee behaviours that will contribute to organizational effectiveness under conditions of uncertainty.

The relationship between organizational commitment and citizenship behaviour can be explained by the exchange approach (Meyer et al., 2002). Specifically, employees who experience positive exchanges with an organization will reciprocate with higher levels of commitment, motivating them to make contributions to the organization in other ways, such as higher levels of OCB (Cohen, 2007). That is, highly committed employees are more likely to engage in behaviours that enhance their value and support the organization. This is because when employees want to remain in their jobs and identify with the goals of their organizations, they are likely to focus their energies on assisting and cooperating to achieve the firm's objectives (e.g., Bolino, Turnley, & Bloodgood, 2002; Greenfield, Norman, & Wier, 2008; Lavelle et al., 2009; Liden, Wayne, Kraimer, & Sparrowe, 2003).

This research, in particular, considers three specific citizenship behaviours: OCBOs, OCBIs, and OCBCs. OCBOs are defined as behaviours that include participating in voluntary meetings or events regarding the organization and represent citizenship behaviours directed toward the organization; OCBIs are defined as behaviours that assist, support, and develop organizational members through cooperative and facilitative efforts that go beyond expectations and represent citizenship behaviours directed toward individuals; OCBCs are defined as voluntary behaviours outside the customer's required role for service delivery, aiming to provide help and assistance, and thus lead to effective organizational functioning (LePine, Erez, & Johnson, 2002; Williams & Anderson, 1991).

The relevant literature has provided heterogeneous results. For example, some research has found that OCBs are most likely to occur under conditions of affective commitment (Allen & Grisaffe, 2001; Meyer et al., 2002). Van Scotter (2000) stated that affective commitment describes a characteristic adaptation indicative of a positive bond with the organization, and this positive bond should make it likely that such individuals will want to help both others in the organization and the organization itself through the performance of OCBs. That is, when an individual has a strong emotional attachment to an organization, he or she believes strongly in the organization's goals, is willing to put forth extra effort on behalf of the organization, and has a strong desire to maintain organizational membership. Thus, such employees will be motivated to work harder to help the organization as well as its customers (Feather & Rauter, 2004).

Regarding normative commitment, highly committed employees experience a sense of obligation towards the organization, based on feelings of indebtedness arising from the organization providing certain benefits. Thus, employees with strong normative commitment may be more willing to do a good job or to be a good "organizational citizen", and these feelings of obligation may continue until the employee feels that he or she has "paid back" the debt (Chen & Francesco, 2003; Meyer & Allen, 1991).

Eisenberger, Fasolo, and Davis-LaMastro (1990) suggest that employees' perceptions of the organization's commitment to them (perceived organizational support) create feelings of obligation to the employer, which enhances employees' work behaviour. Authors have addressed the question of whether perceived organizational support or the more traditional commitment concepts of affective commitment and continuance commitment are better predictors of employee behaviour.

Others authors (Meyer et al., 2002; Williams & Anderson, 1991) have found that organizational commitment is a predictor of organizational citizenship and in-role

behaviours, and continuance and normative commitment have the strongest and most favourable correlations with organization-relevant factors (attendance, performance, and OCB). Lavelle et al. (2009) addressed the need to conduct empirical research to determine whether meaningful differences in the nature of OCBs exist. Moreover, they pointed out that one way to test for such differences is to evaluate whether the various forms of OCB (OCBO, OCBI, OCBC) are elicited by different factors.

In the hospitality literature, Back, Lee and Abbott (2011) studied the relationship between employees' job satisfaction and organizational commitment in Korean Casinos and they found that job satisfaction leads to a higher level of commitment and better OCB. Also, Park and Gursoy (2012) and Brown, Thomas and Bosselman (2015) pointed out that Hotel Generation Y employees seem to be more committed to their employer and are less likely to leave their organization than their predecessors are (as long as they feel satisfied in their job).

Recently, Ocampo, Tan and Sia (2018) argued that current literature has not been able to establish the similarities and differences of the antecedents of OCB in Western and Eastern cultures despite the interface of the hospitality industry to its customers reinforces the role of OCB. Previously, Ma, Qu and Wilson (2016) attributed these differences of the impact of OCB toward an organization in both cultures to the differences in values and norms after studying the Philippine hospitality industry. Ocampo et al., (2018) gave theoretical and empirical support to the study of the antecedents of OCB and argued that the collectivism as a norm is more prevalent in Eastern cultures where the individuals holds collectivistic values and therefore the likelihood to perform citizenship behaviours is high for them. However, most of the research of OCB antecedents have been applied to Western nations and there is a gap in the literature that identify OCB antecedents in Eastern countries and in the particular hotel

industry. Their results proved that organizational commitment is the most prominent antecedent and also has stronger relationships with other antecedents in terms of impacts received and given. The next prominent antecedent of OCB is Culture which represents the values and beliefs and traditions of an organization and its country that impact the other OCB antecedents. In line with these results, Ma et al., (2016) revealed that OCBs toward the organization have a stronger influence on U.S. employees' continuance commitment and by contrast, performing OCBs toward coworkers and customers have a greater impact on employees' commitment from China than on U.S. employees. They attributed these differences to the differences in values and norms.

Based on the literature reviewed above, this research proposes the following contrasting hypotheses:

Hypothesis 4: Commitment affects organizational citizenship behaviours of hotels' employees in Eastern culture.

H4a: Continuous commitment affects OCBI of hotels' employees

H4b: Continuous commitment affects OCBO of hotels' employees.

H4c: Continuous commitment affects OCBC of hotels' employees.

H4d: Normative commitment affects OCBI of hotels' employees.

H4e: Normative commitment affects OCBO of hotels' employees

H4f: Normative commitment affects OCBC of hotels' employees.

H4g: Affective commitment affects OCBI of hotels' employees.

H4h: Affective commitment affects OCBO of hotels' employees.

H4i: Affective commitment affects OCBC of hotels' employees.

[Insert Figure 1 here]

Methodology

Data collection

The hypotheses were examined by collecting data from employees currently working for eight international upscale hotels located in San Bartolomé de Tirajana - a Spanish multiplicity in the Las Palmas province in the Canary Islands. According to a tourism report (López, 2019), there are total 74 hotels offering 43,373 numbers of rooms to destination visitors in San Bartolomé de Tirajana. Among them, there exist 43 four-star (24,243 rooms) and 10 five-star hotels (7,137 rooms). Thus, it can be said that the response data from eight hotels reflect approximately 11% of total present hotels (i.e., about 15% of four- and five start hotels), which reasonably meet the requirement of sample representativeness. With official approval from the general managers in each hotel, a total of 218 questionnaires were distributed personally to five sampled four-star hotels and three sampled five-star hotels, with very similar percentages (16%–22%) in terms of distribution. Employees who met the criteria of working six months or more were chosen so that they had experienced a socialization period at the hotel (Aguiar-Quintana, Park, & Cabrera, 2015; Zoghbi-Manrique-de-Lara and Suárez-Acosta, 2014). The fieldwork was performed with respondents at work, and surveyors asked them to complete the questionnaires in different places and situations within the hotel to avoid response bias due to uncontrolled contextual conditions. In more details, total eight numbers of hotels (three numbers of five star hotels and five numbers of four star hotels) have been contacted and that the survey participation was requested at time when subjects are comfortable. Eventually, there were 204 valid responses, after six were rejected due to incorrect completion, and eight due to incoherent information.

All of the survey items were derived from previous research and used a 7-point Likert scale. More specifically, the measurement of justice as perceived by the employees included 13 items, reflecting procedural, distributive, and interactional justice (Moorman,

1991). There were 17 items measuring organizational commitment (i.e., continuous commitment, normative commitment, and affective commitment) (Allen & Meyer, 1990). For OCB, a total of 20 items were adapted from the study of Lee and Allen (2002).

Data analysis

This study conducted two steps of data analysis: frequency calculation and descriptive analysis, and partial least squares (PLS). Frequency analysis is used to identify the characteristics and profiles of respondents, and descriptive analysis helps to understand the distributions of the response data measuring the theoretical constructs in the research. PLS facilitates the testing of the hypothesized relationships and has several advantages for researchers. More specifically, PLS underlies a principal component analysis for the purpose to identify factors maximizing the variance explained for endogenous variables, rather than confirming a theoretical model such as structural equation modelling that applies covariance metrics (Chin, Marcolin, & Newsted, 2003). From the statistical perspective, PLS requires less restrictions on sample size to generate reliable results of measurement and structural models (Vinzi, Trinchera, & Amato, 2010). Thus, it can be said that PLS method is a proper approach to addressing the research purposes of this study.

PLS is operationalized in two steps: a measurement model and structural model estimations. The measurement model tests convergent and discriminant validity by checking the cross-loadings of confirmatory factor analysis (CFA), the average variance extracted (AVE), and latent correlation analysis (Chin, 2010). Composite reliability is also estimated as internal consistency, with a cut-off level of 0.80. As the response data were obtained from the same medium for all exogenous and endogenous constructs, this research tested the extent to which the variance in the statistical results exhibited common

method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Two types of analytical approach were adopted: Harman's single factor analysis and correlation analysis. To estimate the structural model, this study focused on two assessments: the coefficient of determination (R-squared) and the significant values of the path coefficients (Urbach & Ahlemann, 2010). Furthermore, this study checked the predictive validity of the structural model based on the Stone–Geisser Q2 as a blindfolding procedure (Tenenhaus, Vinzi, Chatelin, & Lauro, 2005). The Stone–Geisser Q2 method enables researchers to develop a prediction of the endogenous latent variable's indicators and shows a synthesis of function fitting and cross-validation. When the value of Q2 reflecting specific endogenous variables is above zero, it can be concluded that the path model has predictive relevance for the constructs.

Results

Profiles of the respondents

The sample in this research included slightly more men (54.7%) than women (45.3%). Around 90% of the employees were 25–55 years old. The majority of the respondents (81.3%) had attained an educational level between elementary and professional training. Approximately half (56.2%) of the subjects had children and earned a monthly salary between €1001 and €1300 (46.1%). In terms of departments in the hotels, 27.9% of the employees were working in restaurants/bars, followed by room service (27.0%), reception (21.1%), and public relations (6.9%), with 17.2% being in the 'other' category (see Table I).

[Please insert Table I here]

Measurement model

This study conducted CFA to test the measurement model, including nine theoretical constructs and four control variables (e.g., gender, age, having children, and type of employment). The literature on organizational behaviour have largely suggested the potential influences of demographic variables of employees on organizational citizenship behaviour (Organ & Lingl, 1995). The study of Organ and Lingl (1995) presented that demographic variables including age, gender, and marital status explain 18% of job satisfaction and about 10% of organizational citizenship behaviours. Similarly, Chattopadhyay (1999) considered the individual factors (i.e., race, gender, age, and tenure) as control variables to better understand factors affecting organizational citizenship behaviour. The initial results of the CFA were modified with a cut-off factor loading of 0.60. This resulted in the removal of two items related to affective commitment (afe_com1 = 0.49 and afe _com 4 = 0.56) and continuous commitment (con_com 4 = 0.29 and con_com 5 = -0.04); four related to normative commitment (nor_com1 = -0.03, nor_com 4 = 0.31, nor_com 5 = 0.14, and nor_com 6 = -0.06); three items for OCBI (ocbin_commitment _1 = 0.59, ocbi_7 = 0.54, and ocbi_8 = 0.54); and two items for OCBO (ocbo_1 = 0.57 and ocbo_4 = 0.51). The revised results show that all the factors are over the cut-off values. More importantly, the factor loadings of the reflective constructs are greater than the loadings with other constructs, confirming discriminant validity.

Latent correlation analysis was performed to test construct validity. The square root of the AVE for each construct assessed the convergent validity for the nine latent variables, compared to inter-correlated values across other constructs. The results of the analysis show that the AVEs are greater than the cross-correlations of other latent variables, which indicates that each respective construct is distinct from the other

constructs in the measurement model. The square root of the AVE is also over 0.70, implying that each latent construct explains indicators to a greater extent than error variance. Thus, it can be said that these results confirm both discriminant and convergent validity. The internal consistency calculated by composite reliability also presents sufficient levels to satisfy tolerable reliability (over 0.80) (see Table II).

[Insert Table II here]

As the survey response data were collected using the same medium for all constructs, to investigate the validity of the research findings in greater depth, we tested the extent to which the variances in the statistical results exhibited common method bias (Podsakoff et al., 2003). First, the correlation values were checked for the existence of extremely high correlations between latent factors. As shown in Table 3, there is no certain result over 0.90 as a correlation value. Next, Harman's single factor test was performed by applying exploratory factor analysis (EFA). The result of the EFA reveals that the variance explained for a factor is 25.59% below the cut-off of 50%, suggesting limited common method bias in the results.

Structural model estimation

A PLS structural model with bootstrap resampling using SmartPLS software v.3 was employed to test the relationships in the proposed model and calculate *t*-values. As shown in Figure 2, fairness positively affects both constructs—equal justice ($b = 0.64$; $p < 0.001$; $R^2 = 0.40$) and justice in treatment ($b = 0.47$; $p < 0.001$; $R^2 = 0.20$). While equal justice significantly influences all three factors of organizational commitment (continuance commitment: $b = 0.27$; $p < 0.001$; normative commitment: $b = 0.15$; $p < 0.01$; affective

commitment: b = 0.39; p <0.001), justice in treatment has a significant influence on continuance commitment (b = 0.18; p < 0.01) and affective commitment (b = 0.15; p < 0.01), but an insignificant relationship with normative commitment (b = 0.06; p > 0.05). Accordingly, the justice variables explain 14% of continuance commitment, 3% of normative commitment, and 22% of affective commitment. More interestingly, the statistical results show that continuance commitment significantly and positively affects the three types of job behaviours, OCBI (b = 0.46; p < 0.001), OCBO (b = 0.55; p < 0.001), and OCBC (b = 0.31; p < 0.001). The other commitment constructs do not provide significant findings with regard to the organizational behaviours, specifically the relationships between normative commitment and OCBI (b = 0.01; p > 0.05), OCBO (b = 0.08; p > 0.05), and OCBC (b = 0.05; p > 0.05), and between affective commitment and OCBI (b = -0.11; p > 0.05), OCBO (b = 0.06; p > 0.05), and OCBC (b = -0.01; p > 0.05). As a result, the variables examined explain 17% of the variance for OCBI, 42% for OCBO, and 12% for OCBC. The four control variables investigated show limited impacts on the endogenous variables.

[Insert Figure 2 here]

Robustness testing

A series of regression analyses were conducted to test the validity of the results obtained from the PLS method (see Table III). The analytical findings from the two approaches are consistent: for example, fairness positively affects equal justice (β = 0.63, p < 0.001) and justice in treatment (β = 0.45, p < 0.001), and these explain the variance for each dependent variable by 39% and 20%, respectively. These two types of justice constructs exert a positive influence on continuance commitment (β = 0.27 and 0.24, p < 0.001) and affective commitment (β = 0.25 and 0.17, p < 0.05). While the PLS analysis

indicates a significant relationship between equal justice and normative commitment, the regression analysis shows an insignificant linkage ($\beta = 0.03$, $p > 0.05$). In terms of organizational behaviours, only continuance commitment has significant and positive relationships with all three types of employee behaviours (OCBI: $\beta = 0.40$, OCBO: $\beta = 0.56$, OCBC: $\beta = 0.30$, $p < 0.001$). Furthermore, this study checked the predictive validity of the estimated model with 7 *d*-values (i.e., omission distance) and that the Q2 reflecting each endogenous variable is over zero. The results suggest that the constructs estimated have predictive relevance for the endogenous construct under consideration.

[Insert Table III here]

Discussion

A high unemployment environment of the hospitality industry in Spain stresses the important role of human resource departments to have committed employees who are satisfied with their job and motivated to providing high contributions to the organization. This study suggests that organizational justice involves three elements: procedural, distributive, and interactional justice. The sequential relationships of the justice to organizational commitment and OCB were examined.

More specifically, as hypothesized, this study finds that procedural justice positively affects distributive justice. This finding is in line with the approach advocated by the fairness heuristic theory, which argues that when information concerning procedures is made available before information concerning outcomes, procedural information will more heavily influence fairness judgments (Van den Bos, Lind, Vermunt, & Wilke, 1997). With regard to the effect of procedural justice on interactional justice, our results are consistent with Leventhal's theory (Leventhal et al., 1980). Leventhal and colleagues coined the term 'ethicality'—a notion regarding the concept of the quality of treatment—

as an important criterion in procedural fairness. Consistently, the idea that treatment issues are important to employees' perceptions of procedural justice has been widely validated by researchers (Blader & Tyler, 2000). However, the need for a systematic approach in tracking the influence of the different justice dimensions—in particular the relationship between procedural issues and their relations with other variables, such as employees' behaviour within the various segments and organizations of the hospitality and luxury hotel industry—has emerged (Riscinto-Kozub, 2008).

Also, regarding organizational commitment as part of organizational outcomes, this study suggests that the use of fairness in hotel organizations may be a key antecedent to promoting employees' commitment. This is because fairness invokes moral or quasi-moral obligations that go beyond affective responses. In other words, hotel employees are disposed to reciprocate fair treatment, and to develop an emotional attachment to or a strong identification with the organization (affective and continuance commitment) when they perceive that their managers implement actions demonstrating and supporting workplace fairness as a priority (Meyer et al., 2002; Tett & Meyer, 1993). In addition, this study shows that distributive justice significantly influences all three factors of organizational commitment, whereas interactional justice has significant influences on continuance commitment and affective commitment, but less on normative commitment.

These findings can be explained in terms of general and contextual perspectives. The general reason is that, according to a study by according to a study by Masterson and colleagues (Masterson, Bartol, & Moye, 2000; Masterson, Lewis, Goldman, & Taylor, 2000) employees can be involved in two types of relationships: with their supervisor and with the organization. Interactional justice focuses mainly on the supervisor, while the other types of justice predict organization-referenced outcomes, such as organizational commitment. The contextual reason for our findings may be due to the high level of staff

training in the luxury hotel industry (in our sample 81.3% of employees obtained education and professional training), and this increases the loyalty of the employees toward their job and their supervisors (affective and continuance commitment). However, this is not perceived as an obligation to comply with all the guidelines set by supervisors (normative commitment), except when there is the potential for injuring the organization, as they consider it will not be easy to find other jobs within the same organization (work in another department) or in another hotel if they perceive a lack of respect or less individual consideration from their supervisors (Shore & Wayne, 1993). While there have been several studies highlighting organizational justice, commitment, and citizenship behaviours individually (see Kim et al., 2009; López-Cabarcos et al., 2015), this is almost the first study to take a comprehensive approach involving the three aspects.

Consequently, these results reveal the importance of hospitality managers in international luxury hotels in terms of allowing employee concerns to be heard, treating employees with dignity, and making justice toward employees a strong priority in the tourism context with many competitors. Employees' perceptions of fairness could prevent them from looking for another job and make them more committed to the organization. This will enrich the performance potential of all departments in a hospitality organization, as its employees will exhibit greater identification with the company (affective commitment) and will be aware of the costs associated with leaving the organization (continuance commitment).

Regarding the relationship between commitment and OCB, contrary to what is stated in most of the literature that has addressed the relationship between these variables (see Meyer et al., 2002), in our study, only continuance commitment shows a positive and significant relationship with all three types of OCB studied (i.e., OCBO, OCBI, and OCBC). We believe that this result is entirely understandable given the specific Spanish

context with its high-unemployment environment. Indeed, this hostile environment increases both the fear of career stagnation and the fear of job market exclusion (Aguiar-Quintana et al., 2015), which can foster the perception that one's own future is close to that of the organization. In such a stringent economic context, a displacement may occur toward behaviours that benefit both the organization and the individual, so it is expected that the correlation between continuance commitment and OCB will increase.

In the hospitality industry there are some studies highlighting organizational justice, commitment and citizenship behaviors individually (Kim, Ok & Lee, 2009; López-Cabarcos et al., 2015) but this is the first study to take a comprehensive approach involving the three aspects and therefore our research based on the sequential relationships of hotel employees' perceived justice, commitment and organizational citizenship behavior cover a gap in the literature related to the hotel domain. Also "much of the recent literature in the hospitality industry has focused on the role guests can play in supporting the success of hotel service encounters" (Zoghbi, Súarez and Guerra, 2015:1). In addition, despite customers' perceived justice for the self is omnipresent in hospitality research (Karatepe and Shahriari, 2014; McCollough, 2000), unfavourable justice perceptions for staff are also expected to be an antecedent of customer citizenship behavior (Zoghbi-Manrique de Lara et al., 2015). This issue justifies the importance of our research topic especially in a high unemployment context where for example, if a hotel has not enough reception staff, guests can witness how receptionists are not able to cope with their task, delayed in the check in or check out process and consequently, guests can develop feelings of identification with the receptionists and decrease their citizenship behavior (in line with the employees) as if they were members of the hotel's workforce.

Also, despite the studies related to responses to perceived justice, only few of them have involved full performance constructs. Instead, guests' behavioural intentions related

to plans to return to the hotel or word of mouth intentions about the hotel dominate this literature (Zoghbi-Manrique de Lara et al., 2015). Consequently, the specific existing hotel management issues that need to be verified and resolved in this article is the importance of fair treatment of employees by the hotel as it can evoke reactions in the form of more commitment and better citizenship behaviour in the context of Spain with a high level of unemployment.

More recently, Devece et al. (2016) showed a clear effect of a high-unemployment environment on organizational commitment using a sample of middle managers who worked in companies in Spain during the first stage of the economic crisis (2010-2011). Their results proved that continuance commitment is not at the same level than affective or normative commitment and therefore, continuance commitment is an antecedent factor that can have a strong positive effect on affective and normative commitment if there is an attach between the company's future and the employees (Devece et al., 2016). The results of this study confirm the findings of Devece et al. (2016) but applied to the hotel context and in terms of managerial implications, hotel managers should pay careful attention to any incident in the treatment of employees (e.g. verbal disrespect towards them, unfair overload in the front office, ignore the stress they cope with, bad manners towards staff,..) and neutralize the positive climate created by justice towards staff as it has an immediate impact on hotel performance (more employee commitment and loyalty to its hotel organization, better employees' approach to hotel guests, more employees' actions focused in protecting the hotel from potential problems or offering new ideas for improving their tasks, to name a few). All these findings suggest important implications for the Spanish tourism industry as it confronts unemployment problems.

This study suggests several implications from a practical perspective. The hotel organization should recognize that employees perceive the fairness of the decision

outcome (distributive justice) that encourages all three aspects of organizational commitment. In addition, encouraging hotel managers to have fair interpersonal interactions with hotel employees and treating them with politeness, dignity, and respect is an important issue due to the potential for enhancing the employees' awareness of the costs associated with leaving the hotel (continuous commitment) and employees' desire to remain in the hotel (affective commitment). With regard to the context of luxury hotels in the Canary Islands, we identify continuous commitment as being of utmost importance for increasing organizational sustainability. For example, proper remuneration to recognize staff is indispensable in order to generate this continuous commitment.

Another practical implication of our research is that given the potential significance of OCB in the service industry in general and in the hotel industry in particular, the present findings usefully identify factors that make citizenship behaviours more versus less likely to occur. Therefore, if hotel managers' aim is to promote citizenship towards employees (OCBI), they need to foster commitment to those employees, primarily allowing hotel employees to help other employees who have been absent or employees who have work-related problems or assisting other employees with their duties. Moreover, based upon the finding that employee commitment is built through distributive and interactive justice of hotel managers' decisions, the importance of training hotel managers can be stressed. That is, the hotel managers are necessary to acquire how to be more procedurally fair when planning and implementing decisions that affect hotel employees, because such decisions are related to more employees' commitment.

Although this study makes several important contributions to the existing knowledge base, it does have certain limitations. First, the variables employed in this study were measured via self-report, so respondents may have faked 'good' responses under the effect of social desirability bias. Second, the sample for the survey was drawn from luxury

hotels, which might limit the generalizability of the results to other industries. In this vein, future research adopting a longitudinal design in various industries would be better suited to addressing the causal status of the variables examined in this research. Future research should also consider other variables such as cultural factors including national and organizational aspects that can affect whether employees will be more aware of the costs associated with leaving the organization (continuance commitment) and how managers' actions can affect these variables. Last, individual factors related to staff themselves are suggested to consider in future research. As the working duration increases, individual perceptions toward the company (i.e., commitment and citizenship behaviours) would be constantly changed accordingly.

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Figure 1.
The proposed model

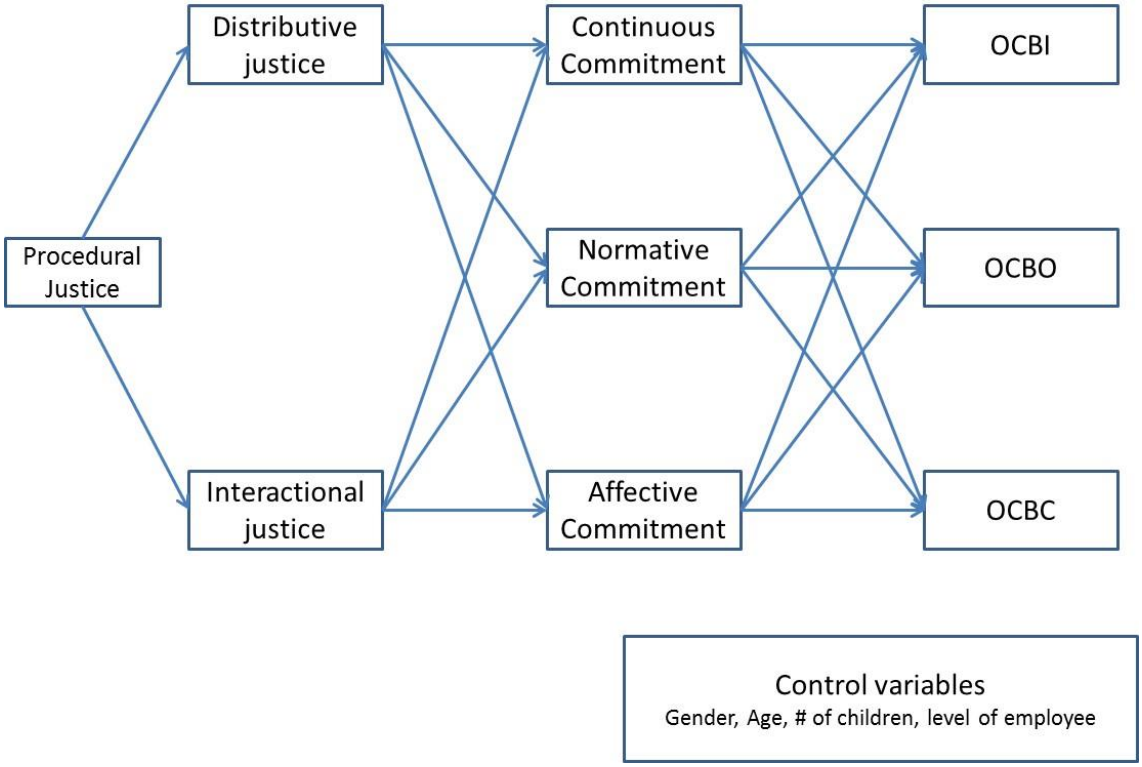
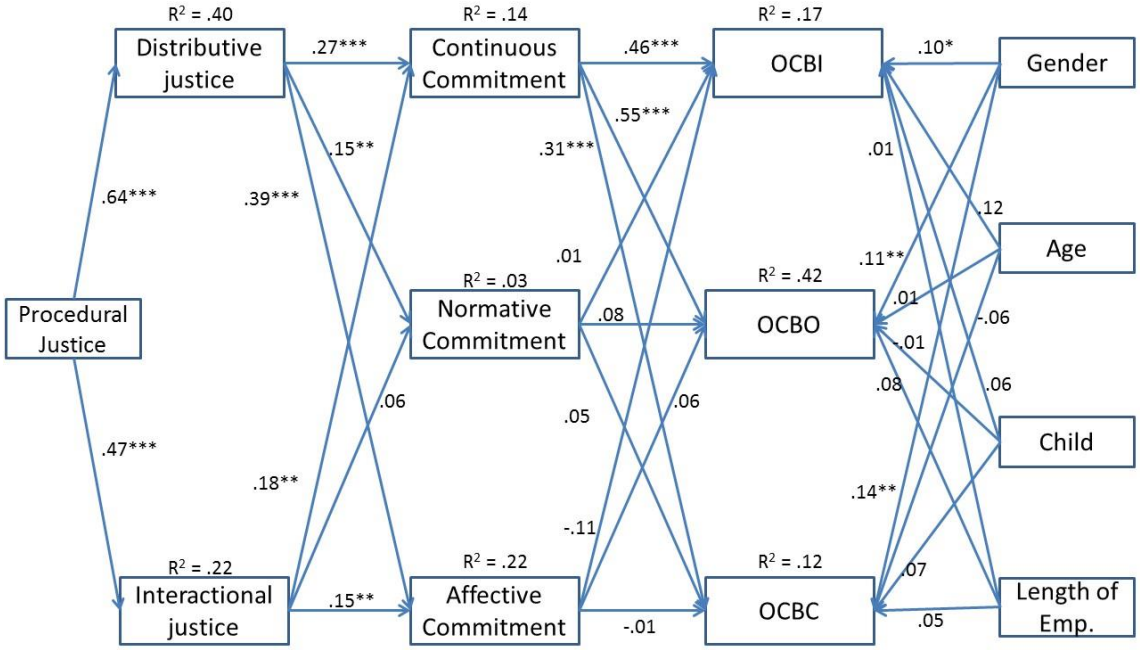


Figure 2.
The results of the structural model



Note: *$P < 0.05$, **$p < 0.01$, *** $P < 0.001$

Table I.
Employee profiles

	Frequency	Percent
Gender		
Female	111	45.3%
Male	92	54.7%
Age		
< 25 years	16	7.8%
25–35 years	75	36.8%
36–45 years	65	31.9%
46–55 years	41	20.1%
> 55 years	7	3.4%
Education level		
Elementary	40	19.6%
Secondary	50	24.5%
High school	46	22.5%
Professional training	30	14.7%
Vocational school	16	5.4%
Bachelor degree	11	7.8%
Graduate degree	11	5.4%
Children		
Yes	114	56.2%
No	89	43.8%
Monthly salary		
< €800 per month	18	8.8%
€801–1000 per month	74	36.3%
€1001–1300 per month	94	46.1%
€1301–1600 per month	15	7.4%
€1601–2000 per month	2	1.0%
> €2000 per month	1	0.5%
Department		
Reception	43	21.1%
Restaurants/bars	57	27.9%
Room service	55	27.0%
Public relations	14	6.9%
Other	35	17.2%

Table II.

Latent correlation analysis

	Cronbach Alpha	Composite Reliability	1	2	3	4	5	6	7	8	9
1. Procedural justice	0.94	0.96	**0.87**								
2. Distributive justice	0.95	0.96	0.63	**0.91**							
3. Interactional justice	0.93	0.95	0.47	0.41	**0.88**						
4. Con_Commit	0.87	0.91	0.35	0.34	0.29	**0.84**					
5. Nor_Commit	0.78	0.90	0.21	0.18	0.12	0.46	**0.90**				
6. Afe_Commit	0.71	0.84	0.45	0.45	0.31	0.73	0.52	**0.80**			
7. OCBI	0.73	0.82	0.13	0.12	0.20	0.39	0.16	0.24	**0.70**		
8. OCBO	0.82	0.87	0.30	0.25	0.28	0.63	0.37	0.50	0.54	**0.73**	
9. OCBC	0.71	0.82	0.11	0.12	0.24	0.30	0.18	0.23	0.52	0.56	**0.73**

Note: Items on the diagonal (in bold) represent AVE scores; Con_Commit refers to continuous commitment; Nor_Commit refers to normative commitment; Afe_Commit refers to affective commitment; For further model-fit estimations, the authors checked covariance-based CFA and that results show 1.64 (χ^2/DF), 0.91(CFI), 0.78 (GFI), 0.91 (TLI), 0.05 (RMSEA), and 0.06 (SRMR).

able IIIa.

Robustness Test

Variables	Dependent Variables							
	Distributive Justice				**Interactional Justice**			
	β	VIF	β	VIF	β	VIF	β	VIF
Control variables								
Gender	0.09	1.01	.02	1.02	.08	1.01	.03	1.02
Age	-0.01	2.00	.08	2.00	-.08	1.99	-.01	2.01
Children	-0.12	1.25	-.07	1.26	.06	1.25	.09	1.26
Employment	-0.10	1.71	-.10	1.71	-.05	1.72	-.05	1.72
Independent variables								
Procedural justice			0.63***	1.03			0.45***	1.03
Conditional index			5.33				5.33	
Adjusted R-squared	0.01		0.39		0.10		0.20	
F-test	1.27		26.60***		1.49		11.09***	

Note: *** $P < 0.001$

Table IIIb.

Robustness test

Variables	Dependent Variables											
	Continuance Commitment				**Normative Commitment**				**Affective Commitment**			
	β	VIF	B	VIF	β	VIF	β	VIF	β	VIF	β	VIF
Control variables												
Gender	-.05	1.00	-.09	1.02	.07	1.00	.07	1.01	-.05	1.00	-.08	1.01
Age	.08	1.96	.10	1.96	-.10	1.95	-.10	1.96	.08	1.93	.09	1.94
Children	-.09	1.24	-.07	1.26	-.21	1.23	-.21	1.26	-.13	1.23	-.11	1.26
Employment	.17	1.71	.21*	1.72	.01	1.71	.01	1.72	-.04	1.69	-.01	1.69
Independent variables												
Distributive justice			.27***	1.23			.03	1.23			.25***	1.22
Interactional justice			.24***	1.24			-.02	1.23			.17*	1.22
Conditional index	4.43		6.27		4.43		6.27		4.43		6.27	
Adjusted R-squared	0.06		0.23		0.02		0.01		0.01		0.12	
F-test	4.06**		11.00***		2.13		1.44		1.47		5.53***	

Note: *** $P < 0.001$

Table IIIc.

Robustness test

Variables	Dependent Variables											
	OCBI				**OCBO**				**OCBC**			
	β	VIF	B	VIF	β	VIF	β	VIF	β	VIF	β	VIF
Control variables												
Gender	.05	1.00	.06	1.02	.09	1.00	.12*	1.02	.13	1.00	.14*	1.02
Age	.22*	1.93	.19*	1.96	.04	1.93	-.02	1.96	-.01	1.93	-.04	1.96
Children	.04	1.24	.06	1.29	-.09	1.23	-.03	1.28	.02	1.23	.06	1.28
Employment	-.02	1.68	-.09	1.74	.13	1.69	.05	1.74	.12	1.69	.08	1.74
Independent variables												
Continuance Commitment			.40***	1.78			.56***	1.77			.30***	1.77
Normative Commitment			.01	1.30			.01	1.29			.03	1.29
Affective Commitment			-.08	1.96			.03	1.95			.01	1.95
Conditional index	4.43		7.22		4.43		7.22		4.43		7.22	
Adjusted R-squared	0.02		0.12		0.03		0.34		0.01		0.12	
F-test	1.83		4.81***		2.53*		15.14***		1.42		3.62***	

Note: *** $P < 0.001$

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