

MODERATION ROLE OF DISTRIBUTIVE JUSTICE AND RELATIONSHIP BETWEEN LECTURER ENGAGEMENT AND ORGANIZATIONAL COMMITMENT: THE CASE OF UNIVERSITIES IN HO CHI MINH CITY, VIETNAM

O PAPEL MODERADOR DA JUSTIÇA DISTRIBUTIVA E A RELAÇÃO ENTRE O ENGAJAMENTO DOS DOCENTES E O COMPROMISSO ORGANIZACIONAL: O CASO DAS UNIVERSIDADES NA CIDADE DE HO CHI MINH, VIETNÃ

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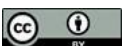
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Abstract

The aim of this study was to investigate how job engagement at Vietnam University in Ho Chi Minh City mediated the relationships between recruitment and selection, rewards and compensation, job security, and organizational commitment. Furthermore, examine the moderating role that distributive justices play in the relationship between job engagement and both recruitment and selection as well as rewards and compensation. Next examined for job engagement to be impacted by psychological empowerment, selection and recruitment, rewards and compensation, job security, distributive justice, and emotional intelligence. Besides, testing the relationship between job engagement and organizational commitment. Both qualitative and quantitative research techniques were used for this research. Data was collected in early July 2025 and late September 2025 at Vietnam University in Ho Chi Minh City; PLS-SEM was used to test hypotheses of research. Finally, there accepted the hypotheses H2, H3, H4, H5, H6, H7, H8b, H8c, and H9; on the contrary, rejected the hypotheses H1, H8a, and H10. Based on the results, The authors propose five groups of solutions to enhance work engagement and organizational commitment of lecturers at Vietnamese universities.

Resumo

O objetivo deste estudo foi investigar como o engajamento no trabalho na Universidade do Vietnã, na cidade de Ho Chi Minh, mediou as relações entre recrutamento e seleção, recompensas e remuneração, segurança no emprego e comprometimento organizacional. Além disso, examinou o papel moderador que a justiça distributiva desempenha na relação entre o engajamento no trabalho e o recrutamento e seleção, bem como as recompensas e a remuneração. Em seguida, examinou-se o impacto do engajamento no trabalho sobre o empoderamento psicológico, a seleção e o recrutamento, as recompensas e a remuneração, a segurança no emprego, a justiça distributiva e a inteligência emocional. Além disso, testou-se a relação entre o engajamento no trabalho e o comprometimento organizacional. Técnicas de pesquisa qualitativas e quantitativas foram utilizadas nesta pesquisa. Os dados foram coletados no início de julho de 2025 e no final de setembro de 2025 na Universidade do Vietnã, na cidade de Ho Chi Minh; a modelagem de equações estruturais com mínimos quadrados parciais (PLS-SEM) foi utilizada para testar as hipóteses da pesquisa. Finalmente, as hipóteses H2, H3, H4, H5, H6, H7, H8b, H8c e H9 foram aceitas; por outro lado, as hipóteses H1, H8a e



Keyword: Job Engagement. Organizational Commitment. Distributive Justice. Vietnam University.

H10 foram rejeitadas. Com base nos resultados, os autores propõem cinco grupos de soluções para melhorar o engajamento no trabalho e o comprometimento organizacional de docentes em universidades vietnamitas.

Palavras-chave: Engajamento no Trabalho. Comprometimento Organizacional. Justiça Distributiva. Universidade do Vietnã.

1 INTRODUCTION

Due to the demands of the Industry 4.0, as well as fierce market competition and global economic integration, universities have to enhance the effectiveness of their teaching, training and research. It is as approximative as companies, universities need to require innovative and skilled faculty members, who are vital to the formation of these institutions. The way administrators interact with their faculty can have a significant impact on the following important outcomes: efficiency, faculty satisfaction, productivity, turnover, dedication to the university, and the positive emotional energy lecturers bring to their work. The likelihood of faculty members going above and beyond the call of duty and pursuing success is higher when they believe their work has purpose and support the mission and objectives of the administrators (Ngan & Khoi, 2024).

However, higher education faces previously unheard-of difficulties, such as intricate school management, growing tuition costs, and globalization trends that require graduates to have a broad variety of abilities. In addition to equipping graduates with the information and abilities to satisfy the needs of the labor market, there also need to be universities to train the moral obligation for the students in the global economy (Ngan & Khoi, 2024). Higher education systems must fulfill this dual mission by giving students the tools they need for personal growth and civic engagement. Such training will support them in reducing challenges in the modern world and acquiring a variety of skills for the global labor market, so lecturers' role is quite essential for universities today (Ngan & Khoi, 2024).

Although the role of lecturers is important in practice, but it is still not taken seriously, therefore; In higher education, low motivation is common among lecturers, which can result in absenteeism, job dissatisfaction, and a decline in teaching quality. Although the number of faculty members in Vietnam has steadily increased, with 74,987

lecturers by 2024 (a 3% increase from 2019) and 28.8% of them holding doctorates, higher education institutions still struggle to retain PhD graduates, of whom 32.3% work outside of academia (Hang *et al.*, 2025).

So how to enhance lectures' job engagement and there reduce the percentage of lecturers' turnover. This is big challenges for many universities at present.

To increase employee engagement that there suggest for researchers focusing on factors such as human resource management practices (Alam *et al.*, 2024), organizational culture (Abdullahi *et al.*, 2021), digital leadership, employee empowerment and affective commitment (Li *et al.*, 2024), distributive justice, interpersonal justice and informational justice (Rahman & Karim, 2022), green human resource management and transformational leadership (Umair *et al.*, 2024), employer branding (Chopra *et al.*, 2024).

In contrast, there are factors that did not impact directly on job engagement including selection and recruitment, rewards and compensation, job security (Sharif *et al.*, 2024), distributive justice (Rahman & Karim, 2022), emotional intelligence and psychological empowerment (Alotaibi *et al.*, 2020); besides selection and recruitment, rewards and compensation and job security didn't impact indirectly on organizational commitment via mediation role of employee job engagement (Sharif *et al.*, 2024).

Through overview, there shows to be still inconsistency for factors affecting work engagement and that there still exists in the research gaps. On the other hand, the moderation impact of distributive justice on the relationship between selection and recruitment that there hasn't tested yet (Sharif *et al.*, 2024; Rahman & Karim, 2022). Therefore, this study will build research model to fill the above gap and examine at universities in Ho Chi Minh City, Vietnam.

2 LITERATURE REVIEW

2.1 Social exchange theory

Social Exchange Theory (SET) clearly shows a sophisticated view on social behavior via reciprocal exchange's lens (Li *et al.*, 2024). According to this view, it's fundamental for social interactions to be motivated by a comparison of benefits and costs. People deliberately want to avoid negatives in relationships and maximize benefits, that

are nourished and maintained through a series of reciprocal behaviors in both the professional spheres and personal. Especially, reciprocity idea is the core of SET and clearly explains that interactions are activated by the hope of future gains, establishing and strengthening relationships gradually (Li *et al.*, 2024).

According to the Social Exchange Theory, there is empowerment for employees based on managers' ideas, especially for those who keep the important role with structural advantage, and it's possible to access the resources. This employee empowerment can be achieved through informal support mechanisms and structured organizations (Li *et al.*, 2024). This not only improves the working environment of employees but also increases their performance. Furthermore, the relationship between managers and staff is a dance of dedication and reciprocal exchange. When workers expect to be given more authority and assistance by their supervisors, they often become more involved. An employee's sense of identification, involvement, and emotional connection to the company are all reflected in their affective commitment, which is a measure of loyalty (Li *et al.*, 2024)

2.2 AMO (Ability, Motivation, Opportunity) theory

One of the most well-known theories of human resource management that focuses on enhancing employee performance is the Ability, Motivation, Opportunity theory. The theory posits that individuals perform well when they possess the necessary skills, knowledge, and abilities (A = abilities); when they are motivated to perform (M = motivation); and when they are given opportunities and organizational support to succeed (O = opportunity). That is, firms can implement a variety of HR strategies, including ability, motivation, and opportunity practices, to enhance the three dimensions in the quest of excellent employee performance (Cai *et al.*, 2020). In terms of ability practices, in particular, stringent hiring procedures and comprehensive training are used to guarantee that workers possess the necessary skills to function. Promotions, incentives and awards, performance reviews, and relationships with managers all encourage workers to improve their working habits. Information sharing, teamwork, employee participation, corporate climate and culture for support, flexible job design, and opportunity practices all help employees perform better (Cai *et al.*, 2020)

2.3 Selection and recruitment, rewards and compensation, job security and job engagement

Recently, there has been an increase in the interest in the strategic application of HRM practices. It's clear that there are significant changes in more systematic and strategic approaches. Especially, HRM practices include hiring, training and development, selection and recruitment, rewards and compensation, and having been adjusted for suitability in a practical environment. In addition, work engagement is significantly enhanced by recruitment and selection; furthermore, strategic human resource management plays important role; it's especial to relate to effective recruitment and selection practices. They argue that these practices are crucial to attracting and retaining a highly skilled and motivated workforce. This assertion is supported because of pointing out the job formulas that motivate learners and suggesting that a well-thought-out recruitment and selection process will result in more engaged and motivated employees (Sharif *et al.*, 2024).

The association between effective hiring and selection procedures and employee engagement at work is supported by a broader body of HRM research in addition to these studies. Besides, hiring and selection practices that are in line with the goals and values of the company can significantly boost employee engagement (Sharif *et al.*, 2024). Finally, a research hypothesis is presented in the study.

H1: Selection and recruitment significantly and positively influences job engagement

[Next, rewards and compensation are both significant measures of job performance and are essential for motivating and engaging employees. The relationship between HRM practices, like rewards and compensation, and employee performance is also significantly mediated by employee engagement. Furthermore, a study by Sharif *et al* (2024) on the relationship between human resource management practices and employee engagement, especially in organizational culture, there suggests that rewards and incentives can play an important role in providing a positive and engaging work environment. This study presents a research hypothesis based on the literature review.

H2: Rewards and compensation significantly and positively influences job engagement

Additionally, factors affecting motivation in which it's HRM practices that highlights the importance of HRM challenges, such job security, in influencing faculty motivation and engagement. According to research on organizational commitment and the influence of HRM policies, job security also significantly increases employee commitment and happiness, both of which are strongly tied to job engagement (Sharif *et al.*, 2024). A research hypothesis is suggested.

H3: Job security significantly and positively influences job engagement

2.4 Distributive justice, psychological empowerment, emotional intelligence and job engagement

2.4.1 Distributive justice

organizational justice describes how people of the organization perceive the fairness of the organization's treatment of them. Organizational justice has a generic taxonomy and can be categorized into three groups according to the social exchange theory (Taamneh *et al.*, 2024). Employees' perception that their employer treats them fairly when it comes to the distribution of perks, incentives, salary, and merchandise is known as distributive justice. Next, procedural justice that concerns how justice is perceived in relation to the processes of decision-making; besides, Interactional justice that means to associate with the standard of interactive conduct throughout procedure practice (Taamneh *et al.*, 2024). Especially, distributive justice has been described as a major determinant of employee engagement; there, hypothesis is suggested

H4: distributive justice significantly and positively influences job engagement

2.4.2 Emotional intelligence

“The ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions” is the definition of emotional intelligence (EI). Following that definition, Wong and Law (2002) created the emotional intelligence scale, which is linked to the four dimensions of EI: ROE (regulation of emotion), SEA (self-emotion appraisal), UOE (use of emotion), and OEA (appraisal of others' emotions). The term "OEA" describes a person's capacity

to recognize and comprehend the feelings of people in their immediate vicinity. The ability of a person to comprehend and naturally express their deep emotions is referred to as SEA. A person's capacity to control their emotions, or ROE, allows them to recover from psychological distress more quickly. UOE measures an individual's capacity to channel their emotions toward productive endeavors and individual achievement (Alotaibi *et al.*, 2020); More than that, Wong and Law (2002) argued that EI is the most important factor influencing work engagement. Based on above evidence, the hypothesis is proposed

H5: emotional intelligence (regulation of emotion, self-emotion appraisal, use of emotion, appraisal of others' emotions) significantly and positively influences job engagement

2.4.3 *Psychological empowerment*

According to Spreitzer (1995), psychological empowerment is an individual's experience of a motivational process that enhances self-efficacy in work. This is another aspect of the Empowerment Leadership Theory. According to this definition, meaning, competence, self-determination, and impact are the four dimensions that make up the psychological state of empowerment. Meaning is when a worker feels important and appropriate to his position. Competence is a specific technical language that is automatically decided in the work of completing a task. Next, Self-determination is that a person will choose a task by himself. Meanwhile, there are many different outcomes that are defined as impact (Kwak and Jackson, 2015). Confidence in performing work-related tasks increases with high levels of competence. Both at the individual and organizational levels, high levels of decision autonomy have a beneficial effect (De Klerk and Stander, 2014). Furthermore, psychological empowerment impact on work engagement (Alotaibi *et al.*, 2020; Jose & Mampilly, 2015; Seibert *et al.*, 2011); therefore, research hypothesis is suggested

H6: Psychological empowerment (Meaning, Competence, Self-determination, Impact) significantly and positively influences job engagement

2.5 Job engagement and organizational commitment

The connection between the minds of employees and the company is called organizational commitment. This commitment is one of the most important factors influencing employee productivity. The relationship between job commitment, organizational commitment and human resource management practices is a complex but essential component for organizational success. Furthermore, Sharif *et al* (2024) have promoted the significant influence of human resource management practices on employee engagement, which in turn can provide organizational commitment.

Next, job engagement, which is characterized by vigor, dedication, and absorption in work, fosters a strong sense of commitment to an organization. There exists an empirical support on the idea that organizational commitment and employee engagement are connected (Sharif *et al* (2024). Based on above evidence, research hypothesis is proposed

H7: job engagement significantly and positively influences organizational commitment

2.6 Mediating role of work engagement between human resource management practices and organizational commitment

HRM practices such as performance reviews, rewards, and training and development positively impact employee engagement; besides, they acknowledge hiring and selection, rewards and compensation, and job security to affect employee engagement at work. Furthermore, people believe that job engagement acts as a mediator, according to empirical research. More than that, there is evidence that the more effective the HRM practices, the greater the work engagement, which correlates with higher levels of organizational commitment (Sharif *et al.*, 2024). Finally, job engagement is approved that there considerably and favorably mediates the relationship between different HRM practices (selection and recruitment, rewards and compensation, and job security) and organizational commitment. Therefore, the following hypotheses are suggested

H8: job engagement significantly and positively mediates the relationship between HRM practices [(selection and recruitment (a), rewards and compensation (b), job security (c)] and organizational commitment

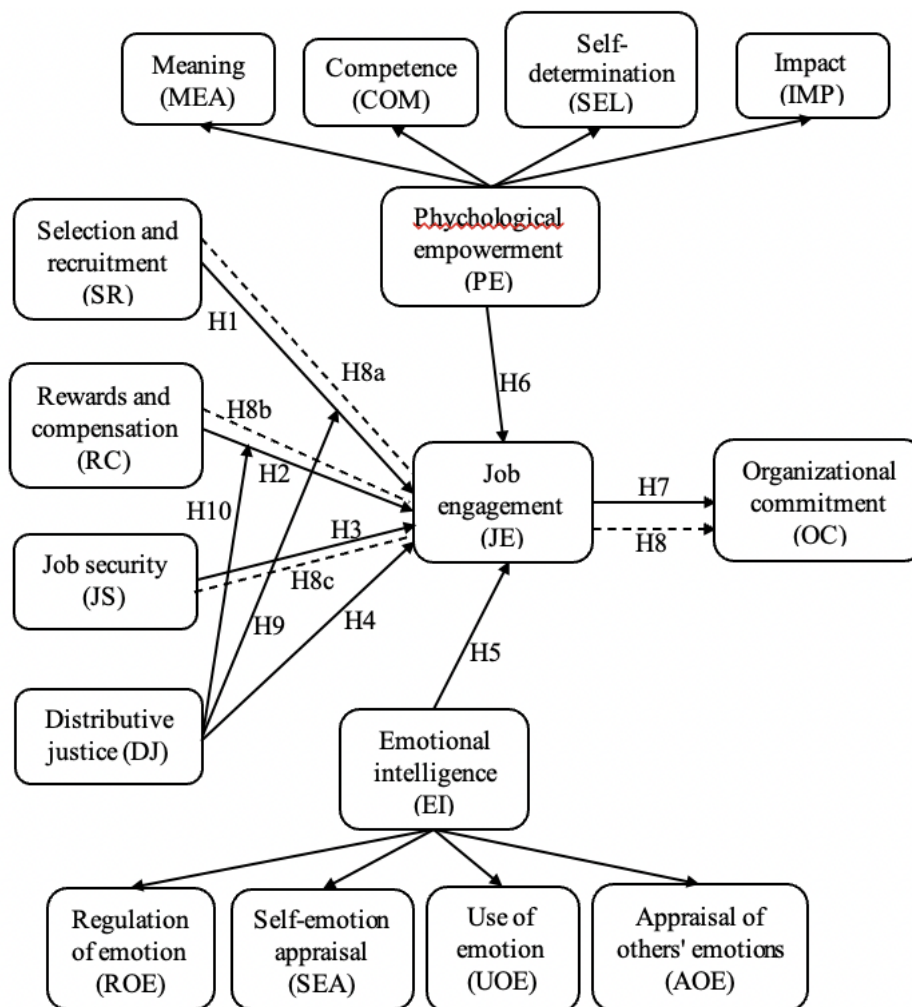
The overall review shows that the moderating effect of distributive justice on the relationship between selection and recruitment and job engagement, as well as on the relationship between rewards and compensation, has not been tested. Therefore, in this study, the author proposes the hypotheses

H9: Distributive justice has a positive moderating effect on the relationship between selection and recruitment and job engagement.

H10: Distributive justice has a positive moderating effect on the relationship between rewards and compensation and job engagement.

Figure 1

Suggested research model



(Source: Developed by the researcher)

3 RESEARCH METHODOLOGY

3.1 Sample and measures

Psychological empowerment (Meaning – MEA; Competence – COM; Self-determination – SEL; Impact – IMP); Selection and recruitment (SR); Rewards and compensation (RC); Job security (JS); Distributive justice (DJ); Emotional intelligence (Regulation of emotion – ROE; Self-emotion appraisal – SEA; Use of emotion – UOE; Appraisal of others' emotions – AOE); Job engagement (JE); Organizational commitment (OC) were collected in order to look into the impact and the necessity of the research model, as well as to verify the measures.

The measurement of selection and recruitment (6 items) was adopted from Sharif *et al.* (2024), while the measurement of rewards and compensation (3 items) was accepted from rewards and compensation; five items for job security (Sharif *et al.*, 2024); four items for distribution justice (Taamneh *et al.*, 2024); The measurement of emotional intelligence (15 items) was adopted from Sharif *et al.* (2024) (four items for self-emotion appraisal, three items for other's emotion appraisal, four items for use of emotion, and four items for regulation of emotion). The measurement of psychological empowerment (12 items) was adopted from Alotaibi *et al.* (2020); particularly three items for each of meaning, competence, self-determination, and impact. The measurement of job engagement (10 items) was adopted from Sharif *et al.* (2024); five items for organizational commitment (Sharif *et al.*, 2024).

Next, five experts validated the English versions of the questionnaire. There were some changes for self-completed questionnaires; particularly, the measurement of selection and recruitment only consists of 4 items; the measurement of job engagement only concludes in 6 items. No changes for remaining measurements. A pilot study was conducted by inviting lecturers of Universities in HCM City – Vietnam to participate in the study. Finally, total of items for this research are 54.

The author distributed 290 survey questionnaires directly to lecturers working at universities in Ho Chi Minh City, Vietnam. This practice was done to ensure a high level of reliability. The results were 285 questionnaires; after screening, there were 273 valid survey questionnaires. The achievement rate was 94.13%. Measurements in the study used a five-point scale from “strongly disagree” (1) to “strongly agree” (5). The self-

completed questionnaires were sent to scientific conferences and seminars and to faculties of universities in Ho Chi Minh City, Vietnam, where there are many lecturers. The survey was conducted at the beginning of July 2025 and in late of September 2025.

3.2 Data processing and analysis

To process and analyze panel data, SPSS and SmartPLS were used. The data were analyzed using descriptive and inferential statistics. Descriptive statistics were calculated and displayed as frequencies and percentages for the study subjects using SPSS. SmartPLS partial structure minimization method (PLS-SEM) was used to analyze the hypotheses. According to the appropriate evaluation criteria for measurement and structural models, the results were discussed and presented. To evaluate the measurement model in PLS-SEM, it is assumed that it meets the criteria of construct reliability (Cronbach's Alpha, or CA), indicator reliability (factor loadings), convergent validity (average value extraction, or AVE), and discriminant validity (HTMT). During the structural model evaluation, the significance of the hypothesized paths (β), effect size (f^2), variance inflation factors (VIF), predictive relevance (Q^2), and coefficient of determination (R^2) were then assessed.

4 RESULTS

4.1 Measurement model

In accordance with Hair *et al.* (2017), the measurement model is assessed using five criteria. The factor loading must first be greater than 0.70. Cronbach's alpha (CA) and composite reliability (CR) acceptable values are higher than 0.70. Additionally, convergent and discriminant validity are used to evaluate the measurement's validity. The average variance extracted (AVE) is used to evaluate the convergent validity. 0.50 is the acceptable AVE value. Table 1 indicates that every item has loading greater than 0.70. Furthermore, table 1 demonstrates that the measurement model has acceptable CA and CR since they are greater than 0.70. The variable's convergent validity is supported by the AVE being greater than 0.50.

Table 1*Factor loading, reliability and validity*

Variable	Items	Factor loading	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Selection and recruitment (SR)	RC1	0.910	0.898	0.936	0.830
	RC2	0.906			
	RC3	0.918			
Rewards and compensation (RC)	RC1	0.931	0.881	0.923	0.799
	RC2	0.874			
	RC3	0.876			
Job security (JS)	JS1	0.933	0.920	0.949	0.862
	JS2	0.910			
	JS3	0.941			
Distributive justice (DJ)	DJ1	0.919	0.915	0.940	0.796
	DJ2	0.888			
	DJ3	0.887			
	DJ4	0.873			
Regulation of emotion (ROE)	ROE1	0.930	0.950	0.964	0.868
	ROE2	0.934			
	ROE3	0.935			
	ROE4	0.929			
Self-emotion appraisal (SEA)	SEA1	0.929	0.944	0.959	0.855
	SEA2	0.908			
	SEA3	0.938			
	SEA4	0.925			
Use of emotion (UOE)	UOE1	0.912	0.941	0.958	0.850
	UOE2	0.925			
	UOE3	0.917			
	UOE4	0.934			
Appraisal of others' emotions (OEA)	OEA1	0.924	0.921	0.950	0.864
	OEA2	0.933			
	OEA3	0.931			
Job engagement (JE)	JE1	0.913	0.963	0.970	0.844
	JE2	0.909			
	JE3	0.931			
	JE4	0.923			
	JE5	0.920			
	JE6	0.917			
Organizational commitment (OC)	OC1	0.781	0.899	0.920	0.699
	OC2	0.788			
	OC3	0.871			
	OC4	0.865			
	OC5	0.868			
Meaning (MEA)	MEA1	0.938	0.933	0.958	0.883
	MEA2	0.938			
	MEA3	0.942			
Competence (COM)	COM1	0.917	0.917	0.947	0.857
	COM2	0.924			
	COM3	0.937			
Self-determination (SEL)	SEL1	0.940	0.932	0.956	0.880
	SEL2	0.928			
	SEL3	0.946			
Impact (IMP)	IMP1	0.951	0.935	0.958	0.885
	IMP2	0.928			

	IMP3	0.942			
Moderating Effect (DJ*RC)	DJ*RC	1.161	1.000	1.000	1.000
Moderating Effect (DJ*SR)	DJ*SR	1.005	1.000	1.000	1.000

4.2 Discriminant Validity

A discriminant validity indicator quantifies how well a specific construct or variable can be separated from others that might seem unrelated. In order to prevent excessive overlap between distinct constructs, scale validation necessitates a critical check.

4.2.1 Fornel and lacker

A construct must have an Average Variance Extracted (AVE) greater than the square of the correlation of each other construct in the model in order to meet the Fornel and Lacker criteria (Hair *et al.*, 2021). In essence, compared to other constructs, the construct shows a substantially higher correlation with its indicators (Sarstedt *et al.*, 2020)

The diagonal components (for example, 0.892 for DJ) in Table 2's representation of the square root of AVE should be greater than the off-diagonal components in the same row and column. If DJ's correlations with other constructs (which range from 0.044 to 0.418) add up to more than 0.823, then it satisfies the requirements. The diagonal components, which are the square roots of AVEs, always have more than the off-diagonal elements in each row and column. Across all constructs, this trait remains constant. Even though it is less than the square root of AVE for both variables, the remarkably high correlation (0.418) between DJ and JS suggests a significant relationship that deserves more research.

Table 2

Fornell and Lacker criteria (first order scale)

	DJ	EI	JE	JS	Moderating Effect (DJ*RC)	Moderating Effect (DJ*SR)	OC	RC	SR
DJ	0.892								
EI	0.265	0.816							
JE	0.390	0.309	0.919						

JS	0.418	0.333	0.407	0.928					
Moderating Effect (DJ*RC)	-0.128	0.018	-0.043	-0.002	1.000				
Moderating Effect (DJ*SR)	0.095	-0.042	0.196	0.264	0.066	1.000			
OC	-0.044	0.044	0.176	0.094	-0.021	-0.022	0.836		
RC	0.103	0.117	0.201	-0.026	-0.193	-0.018	-0.131	0.894	
SR	-0.054	0.042	-0.285	-0.228	-0.016	-0.170	-0.029	0.003	0.911

Table 3

Fornell and Lacker criteria (Second-order scale)

	COM	IMP	MEA	OC	OEA	ROE	SEA	SEL	UOE
COM	0.926								
IMP	0.776	0.941							
MEA	0.651	0.716	0.939						
OEA	0.238	0.296	0.151	0.062	0.929				
ROE	0.161	0.251	0.279	0.073	0.740	0.932			
SEA	0.256	0.322	0.216	0.003	0.751	0.625	0.925		
SEL	0.668	0.730	0.628	-0.075	0.265	0.218	0.502	0.938	
UOE	0.207	0.225	0.120	0.020	0.776	0.673	0.669	0.205	0.922

Note: Second-order scale consists of PE (MEA, COM, SEL, IMP); EI (ROE, SEA, UOE, AOE)

The diagonal components (for example, 0.926 for COM) in Table 3's representation of the square root of AVE should be greater than the off-diagonal components in the same row and column. If COM's correlations with other constructs (which range from 0.161 to 0.776) add up to more than 0.926, then it satisfies the requirements. The diagonal components, which are the square roots of AVEs, always have more than the off-diagonal elements in each row and column. Across all constructs, this trait remains constant. Even though it is less than the square root of AVE for both variables, the remarkably high correlation (0.776) between COM and IMP suggests a significant relationship that deserves more research.

4.2.2 Heterotrait-Monotrait Ratio (HTMT)

A recent assessment of discriminant validity was performed using the Homo-Heterometric Correlation (HTMT) criterion (Henseler & Sarstedt, 2013). This criterion compares the mean value of correlations between different constructs with the mean value

of correlations within the same construct. According to the source, discriminant validity is usually indicated by a value less than 0.85 or 0.90 (Sarstedt *et al.*, 2020). As can be found in Table 4, all HTMT values fall below the threshold of 0.85 or 0.90, leaving other discriminant validity analyses to be found. Furthermore, PE and IMP have the relationship to be very close to the threshold; therefore, the HTMT value obtained at the level of 0.970, which means that they have a potentially strong relationship. There is support for demonstrating discriminant validity between constructs; it remains that the HTMT value is below the threshold.

Table 4

HTMT criteria (first order scale)

	DJ	EI	IMP	JE	JS	Moderating Effect (DJ*RC)	Moderating Effect (DJ*SR)	OC	PE	RC	SR
DJ											
EI	0.279										
JE	0.411	0.320	0.278								
JS	0.456	0.353	0.088	0.427							
Moderating Effect (DJ*RC)	0.136	0.053	0.143	0.044	0.014						
Moderating Effect (DJ*SR)	0.100	0.098	0.164	0.200	0.272	0.066					
OC	0.090	0.077	0.181	0.166	0.109	0.033	0.035				
PE	0.433	0.330	0.970	0.292	0.133	0.176	0.146	0.213			
RC	0.123	0.125	0.285	0.200	0.079	0.217	0.036	0.164	0.293		
SR	0.059	0.079	0.160	0.305	0.250	0.016	0.179	0.047	0.167	0.039	

When the correlation coefficient between the translational/mono-translational ratio (HTMT) and the measurement is less than 0.85, the measurement is considered to have analytical validity. Table 5 shows that the correlation values are less than 0.85. Therefore, the discriminant validity of the variables is sufficient.

Table 5

HTMT criteria (second-order scale)

	COM	IMP	MEA	OEA	ROE	SEA	SEL	UOE
COM								
IMP	0.837							
MEA	0.703	0.767						
OEA	0.259	0.319	0.163					
ROE	0.172	0.266	0.297	0.790				
SEA	0.274	0.343	0.230	0.806	0.659			
SEL	0.721	0.782	0.673	0.286	0.232	0.537		
UOE	0.222	0.240	0.128	0.833	0.711	0.709	0.219	

Note: Second-order scale consists of PE (MEA, COM, SEL, IMP); EI (ROE, SEA, UOE, AOE)

4.3 Hypothesis testing

Regarding the direct impact (table 6), hypothesis H1 (SR → JE) has an original sample value of -0.246 and a P value of 0.000, which is less than 0.05; however, since the impact is in the opposite direction of what was hypothesized, it is rejected in this study. In contrast, the remaining hypotheses H2 (RC → JE), H3 (JS → JE), H4 (DJ → JE), H5 (EI → JE), H6 (PE → JE), and H7 (JE → OC) are all accepted because their P values are less than 0.05.

To regard the mediating effect (table 6), it shows that JE has a mediating role in the relationship between SR and OC because the P value = 0.010 < 0.05, but the Original Sample value is - 0.043 (contrary to the hypothesis), so it is rejected in this study (H8a). On the contrary, JE has both a mediating role in the relationship between RC and OC (H8b) and a mediating role in the relationship between JS and OC (H8c)

Regarding the moderating effect (table 6), it shows that DJ has no moderating effect on the relationship between RC and JE (H10) because the P value = 0.730 > 0.05, so it is rejected in this study. On the contrary, DJ has a moderating effect on the relationship between SR and JE because the P value = 0.024 < 0.05, so the hypothesis H9 is accepted. In summary, through the research results, hypotheses H1, H8a, and H10 are rejected.

EI → JE	0.152	0.065	2.340	0.020	Accepted
PE → JE	0.164	0.074	2.221	0.027	Accepted
JE → OC	0.176	0.056	3.155	0.002	Accepted
Mediation					
SR → JE → OC	- 0.043	0.017	2.576	0.010	Rejected
RC → JE → OC	0.023	0.011	2.094	0.037	Accepted
JS → JE → OC	0.032	0.015	2.119	0.035	Accepted
Moderation					
DJ*RC → JE	0.016	0.045	0.345	0.730	Rejected
DJ*SR → JE	0.121	0.054	2.258	0.024	Accepted

5 DISCUSSION

According to the results, all of the hypotheses were validated, and the study filled in the gaps in the author's earlier research; particularly, hypotheses H2 (RC→JE) and H3 (JS→JE) were supported, thus filling the research gap of Sharif *et al.* (2024); besides, H4 (DJ→JE) was also accepted, thus filling the research gap of Rahman & Karim (2022); in addition, hypotheses H5 (EI→JE) and H6 (PE→JE) were accepted, thus filling the research gap of Alotaibi *et al.* (2020); next, hypothesis H7 (JE→OC) was accepted, thus matching the research result of Sharif *et al.* (2024). Furthermore, hypothesis H8a (SR→JE→OC) was accepted because the p-value < 0.05 had a negative impact to be opposite to the result of Sharif *et al.* (2024); then hypotheses H8b (RC→JE→OC) and H8c (JS→JE→OC) were supported, thus filling the research gap of Sharif *et al.* (2024). Furthermore, hypothesis H9 (DJ has a moderating effect on the relationship between SR and JE) was accepted, thus filling the research gap of Sharif *et al.* (2024). On the contrary, hypothesis H10 (DJ has no moderating effect on the relationship between RC and JE) was rejected; thus, there is still a gap research. Therefore, there based on the study's findings; some managerial solution are suggested

Firstly, selection and recruitment, rewards and compensation, job security and Distributive justice are the core sources of job engagement; thus, it is necessary for the universities to pay more attention to how they hire people; besides the need for improvement of recruitment and selection procedures, interview panels are used, and there is no indication of favoritism in any of the decisions. Next, determining appropriate lecture salaries, administrators must examine pay policies and compare salaries across universities. Salary increases are made annually to help lecturers feel more content and dedicated to their work. It is necessary to think about creating a welfare package for lecturers that includes housing, travel, and other benefits. Furthermore, for university

lecturers, a thorough policy must be created that covers things like wifi line, infrastructure, and classroom audio equipment maintenance. Make sure that parking is always well-organized and safe; security personnel are always on duty to keep an eye on the university scope area. It is critical to keep the economy stable for tutors (pay salaries and benefits on time). Next to, managers need to improve and enhance justice in salary distribution, survey employees' perceptions of fairness, and listen to employee feedback to improve justice in the organization.

Secondly, Psychological empowerment significantly impact on job engagement; hence, avoiding monotony in work, managers should rotate lecturers between professional group within the department and facilitate lecturers' participation in extracurricular activities. In addition, to enable tutors to perform and complete their work, managers should give them autonomy. Completing tasks can improve lecturers' performance, strengthening their confidence. Next, establish a foundation for lecturers to network and exchange knowledge in order to expand their work's scope and reciprocal influence.

Third, Emotional intelligence (EI) is crucial for improving and cultivating work engagement. To improve lecturers' emotional intelligence, university administrators should offer training and development. Positive attitudes and adaptability are developed in lecturers through effective EI training, which improves relationships between lecturers with the organization.

Fourth, the strong correlation between job engagement and organizational commitment has been found to be important in creating an engaging work environment to foster organizational commitment (university). A collaborative and encouraging work environment, professional development facilities, and recognition of research member achievements are some of the strategies that can assist in achieving this goal.

Fifth, The study's findings support the social exchange theory by demonstrating that job engagement plays a mediating role in the relationship between organizational commitment, rewards, and compensation. The reciprocal relationship between the company and its employees is acknowledged by this theory. Employees receive material and spiritual rewards from the company, which strengthens the relationship of exchange. Employees will become attached to the company and be more committed to it if they receive rewards that are appropriate for the work they do. Next, the study also discovered that the relationship between organizational commitment and job security is mediated by

job engagement, indicating that university administrators should keep a close eye on university safety. University lecturers will be more committed to the organization and accomplish its objectives when they feel safe.

In conclusion, the test results indicate that DJ (distributive justice) has a moderating effect on the relationship between SR (selection and recruitment) and job engagement. The results are positive moderators, with a moderating coefficient of $0.121 > 0$ and a P value = $0.024 < 0.05$. Selection and recruitment will therefore have a greater effect on job engagement as distributive justice rises. Therefore, when developing an organizational commitment strategy, managers must take this into account.

6 CONCLUSIONS AND LIMITATIONS

It is necessary to address the significant limitations of this research. Because it focused on important contextual factors that influence job engagement, such as recruitment and selection (SR), rewards and compensation (RC), job security (JS), distributive justice (DJ), emotional intelligence (ROE; self-emotion appraisal; use of emotion; appraisal of others' emotions; AOE), and psychological empowerment (meaning; MEA; competence; self-determination; impact; IMP), this study may be helpful in narrowing its scope. Future research can assess the influence of other factors on job engagement. Second, only 273 lecturers who responded to the survey were included in this study due to time constraints. The study's representativeness is low because it was restricted to Ho Chi Minh City, Vietnam.

Future studies may be conducted in other cities in Vietnam. A larger sample size is needed for future studies, as this study's sample size is small. Finally, work engagement is the only variable used in this paper to test its overall association with organizational commitment. Future studies should use some other variables that were not mentioned in this study. Therefore, hypotheses H1 (SR→JE), H8a (SR→ JE→OC), and H10 (moderation of DJ*RC→JE) were rejected. Future evaluations of the model study will need to use a multi-group approach.

Second, the effects of psychological empowerment (Meaning – MEA; Competence – COM; Self-determination – SEL; Impact – IMP) and emotional intelligence (Regulation of emotion – ROE; Self-emotion appraisal – SEA; Use of emotion – UOE; Appraisal of others' emotions – AOE) on the second-order scale must

be taken into account for testing in the future research model toward organizational commitment at various sectors.

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Authors' Contribution

Both authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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