



Organizational Commitment in Tourism: Roles of Work Involvement, Organizational Justice, and Job Satisfaction

Alfato Yusnar Kharismasyah*, Suharnomo², Mahfudz³

¹Universitas Muhammadiyah Purwokerto, Indonesia

^{2,3}Universitas Diponegoro, Indonesia

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*Correspondence Address:

alfato@students.undip.ac.id

Abstract :

Organisational commitment remains a critical issue in the tourism industry because employee retention and service quality depend heavily on employees' attitudes toward their organisations. Although previous studies have examined organisational commitment extensively, limited attention has been given to the simultaneous roles of work involvement and organisational justice in relation to job satisfaction in tourism organisations. This study aims to examine the effects of work involvement and organisational justice on organisational commitment, with job satisfaction serving as a mediating variable. A quantitative approach was employed, using data collected from 112 employees at Owabong Waterpark in Indonesia. The data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) with SmartPLS 4.0. The findings reveal that work involvement and organisational justice significantly enhance both job satisfaction and organisational commitment. Job satisfaction also has a significant positive effect on organisational commitment and partially mediates the relationships between work involvement, organisational justice, and organisational commitment. These findings support Social Exchange Theory by demonstrating that employees who perceive fair treatment and actively engage in their work develop greater job satisfaction, which subsequently strengthens organisational commitment. This study contributes to the organisational behaviour literature by extending the application of Social Exchange Theory in the tourism sector and providing empirical evidence on the mediating role of job satisfaction.

INTRODUCTION

The tourism industry has become one of the key drivers of economic growth worldwide and continues to play an increasingly important role in Indonesia's economy (Agyeiwaah & McKercher, 2026; S. Gomes, 2024; Liu-Lastres, 2023). As the manufacturing and trade sectors face slower growth, tourism has emerged as a strategic sector capable of creating employment opportunities and stimulating regional development (Dávid et al., 2024; Ho et al., 2023; Ye et al., 2022). However, the long-term success of tourism organizations depends not only on attractive destinations or supporting facilities but also on their ability to manage human resources effectively. Employees represent the frontline

of service delivery, making their commitment to the organisation essential for maintaining service quality and organisational sustainability (Nguyen et al., 2021; Than et al., 2021; Vuong, 2022; Waseel & Zhang, 2026).

This challenge is particularly relevant for tourism destinations such as Owabong Waterpark in Central Java, where employees interact directly with visitors and significantly influence customers' service experiences (Arifin & Priyono, 2021; Gumelar & Kharismasyah, 2024a; Rembulan et al., 2023). At the same time, the tourism industry continues to struggle with high employee turnover, especially among operational and service staff (Ngoc et al., 2023; Shum et al., 2024; Xu et al., 2022). High turnover not only disrupts organizational stability but also reduces service consistency and customer satisfaction (Dogru et al., 2023; Xu et al., 2022). These conditions highlight the need to understand the factors that strengthen employees' organisational commitment within tourism organisations (Baidoun & Anderson, 2024; Boa et al., 2026).

Organisational commitment has therefore attracted considerable attention in organisational behaviour research. Among the factors frequently associated with stronger organisational commitment are work involvement and organisational justice (Abualigah et al., 2026; Aggarwal, 2022; Nana & Otoo, 2026; Pathardikar & Mishra, 2024; Pimenta et al., 2024). Employees who are psychologically engaged in their work and perceive fair organisational practices are generally more willing to remain with their organizations and contribute to organisational success (Albrecht et al., 2021; Alzoubi & Ahmed, 2021; Clercq & Pereira, 2020; Kim & Qu, 2020; Knight et al., 2019; Saks, 2019). Nevertheless, previous studies have reported inconsistent findings, suggesting that these relationships may vary across organizational settings and cannot be explained solely through direct effects (Truss et al., 2020).

One possible explanation is that employees' attitudes toward their jobs influence how work involvement and organisational justice are translated into organisational commitment. Job satisfaction reflects employees' overall evaluation of their work and has consistently been associated with positive workplace attitudes and behaviours, including organizational commitment (Baum & Locke, 2004; Cai et al., 2024; Wartenberg et al., 2023). Employees who are actively involved in their work tend to experience greater satisfaction because they find their work meaningful and rewarding (Corbeanu & Iliescu, 2023). Likewise, fair organizational practices create positive work experiences that enhance employees' job satisfaction (Ghaderi et al., 2023; Mamić et al., 2024; Moon et al., 2024). Although previous studies have examined the mediating role of job satisfaction (Dalal et al., 2023; J. F. Gomes & Marques, 2025), evidence from tourism organizations remains limited, particularly in studies that simultaneously examine work involvement and organizational justice within a single framework.

To explain these relationships, this study draws on Social Exchange Theory (Blau, 1964), which posits that employees respond to favourable organizational treatment with positive attitudes and behaviours. Employees who perceive fairness and experience meaningful involvement in their work are more likely to reciprocate by developing higher job satisfaction and stronger organizational commitment (Ahsan & Khalid, 2025).

Accordingly, this study examines the direct effects of work involvement and organisational justice on organisational commitment. It examines the mediating role of job satisfaction among employees at Owabong Waterpark in Indonesia. By integrating these variables into a single research model within the tourism industry, this study extends the application of Social Exchange Theory. It provides empirical evidence that

contributes to a better understanding of organisational commitment in service-based organisations.

This study formulates the following hypotheses:

- H1: Work involvement positively influences organizational commitment.
- H2: Organisational justice positively influences organisational commitment.
- H3: Work involvement positively influences job satisfaction.
- H4: Organizational justice positively influences job satisfaction.
- H5: Job satisfaction positively influences organizational commitment.
- H6: Job satisfaction mediates the relationship between work involvement and organizational commitment.
- H7: Job satisfaction mediates the relationship between organisational justice and organisational commitment.

RESEARCH METHOD

This study employed a quantitative explanatory research design to examine the relationships among work involvement, organisational justice, job satisfaction, and organisational commitment using a statistical approach (Creswell & Creswell, 2018). The research was conducted at Owabong Waterpark, located in Purbalingga Regency, Central Java, Indonesia. Owabong Waterpark was selected as the research site because it is one of the region's major tourism destinations, where service quality depends heavily on employees' performance and direct interactions with visitors. Moreover, tourism organisations frequently face challenges related to employee retention and organisational commitment, making this an appropriate setting for examining the proposed research model.

The study population consisted of all 112 permanent employees of Owabong Waterpark. Because the population was relatively small and accessible, this study employed a census sampling method, enabling all eligible employees to participate in the study. The inclusion criterion was permanent employees who were actively working during the data collection period. By applying a census approach, the study minimised sampling bias while providing comprehensive information regarding employees' perceptions of the investigated variables.

This study examined four constructs: work involvement (X1), organisational justice (X2), job satisfaction (M), and organisational commitment (Y). Work involvement was measured using the dimensions of vigour, dedication, and absorption (Schaufeli et al., 2006). Organisational justice was assessed through distributive, procedural, interpersonal, and informational justice (Yamin, 2026). Job satisfaction was measured using indicators related to satisfaction with the work itself, supervision, coworkers, promotion opportunities, and pay (Robbins & Judge, 2019). Organisational commitment was measured using affective, continuance, and normative commitment (Meyer & Allen, 1991). All measurement items were adapted from established studies to ensure content validity and measurement reliability.

Data were collected using a structured self-administered questionnaire distributed directly to all eligible employees after obtaining permission from the company management. Before completing the questionnaire, respondents were informed of the study's purpose and assured that their participation was voluntary and that all responses would remain anonymous and confidential. Each construct was measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). After collection,

the questionnaires were screened to ensure that all responses were complete and suitable for further analysis.

The collected data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) with SmartPLS 4. This analytical technique was selected because it is suitable for testing complex structural relationships involving mediation effects while accommodating relatively small sample sizes (Hair et al., 2022). The analysis was conducted in two stages. First, the measurement model (outer model) was evaluated by assessing convergent validity, discriminant validity, composite reliability, Cronbach's alpha, and Average Variance Extracted (AVE). Second, the structural model (inner model) was evaluated using path coefficients, coefficients of determination (R^2), effect sizes, predictive relevance, and bootstrapping procedures to test the significance of both direct and indirect relationships among the proposed variables (Rockwood & Hayes, 2022).

RESULTS AND DISCUSSION

Results

Characteristic Respondent

The characteristics of respondents are described based on demographic data including gender, age, marital status, tenure, work unit, and level of education.

Table 1. Characteristic Respondent

Category	Classification	n	%
Gender	Male	85	75.9
	Female	27	24.1
	Total	112	100.0
Age (years)	< 20	0	0.0
	21–25	0	0.0
	26–30	22	19.6
	31–35	8	7.1
	36–40	34	30.4
	> 41	48	42.9
	Total	112	100.0
Marital Status	Married	107	95.5
	Single	5	4.5
	Total	112	100.0
Length of Work	< 1 year	0	0.0
	1–3 years	0	0.0
	4–5 years	2	1.8
	6–7 years	8	7.1
	8–10 years	13	11.6
	> 10 years	89	79.5
	Total	112	100.0
Department	HR Division	3	2.7
	Finance Division	4	3.6
	Marketing Division	3	2.7
	Back Office	16	14.3
	Ticketing Section	9	8.0
	Games Section	9	8.0
	Park Section	11	9.8
	Coralia Section	2	1.8
	Mechanic	4	3.6
	Cleaning Service	15	13.4
	Lifeguard	20	17.9
	Security	9	8.0

	Others	7	6.3
	Total	112	100.0
Education Level	Elementary School	2	1.8
	Junior High School	40	35.7
	Senior High School	61	54.5
	Diploma (D3)	4	3.6
	Bachelor's Degree (S1)	5	4.5
	Master's Degree (S2)	0	0.0
	Others	0	0.0
	Total	112	100.0

The respondent profile indicates that the majority are male (76%), aged 41 or older (43%), and married (96%). Most respondents have more than 10 years of work experience (79%), are predominantly assigned to the lifeguard unit (18%), and hold a high school education (54%).

Outer Model Test

Outer Loadings

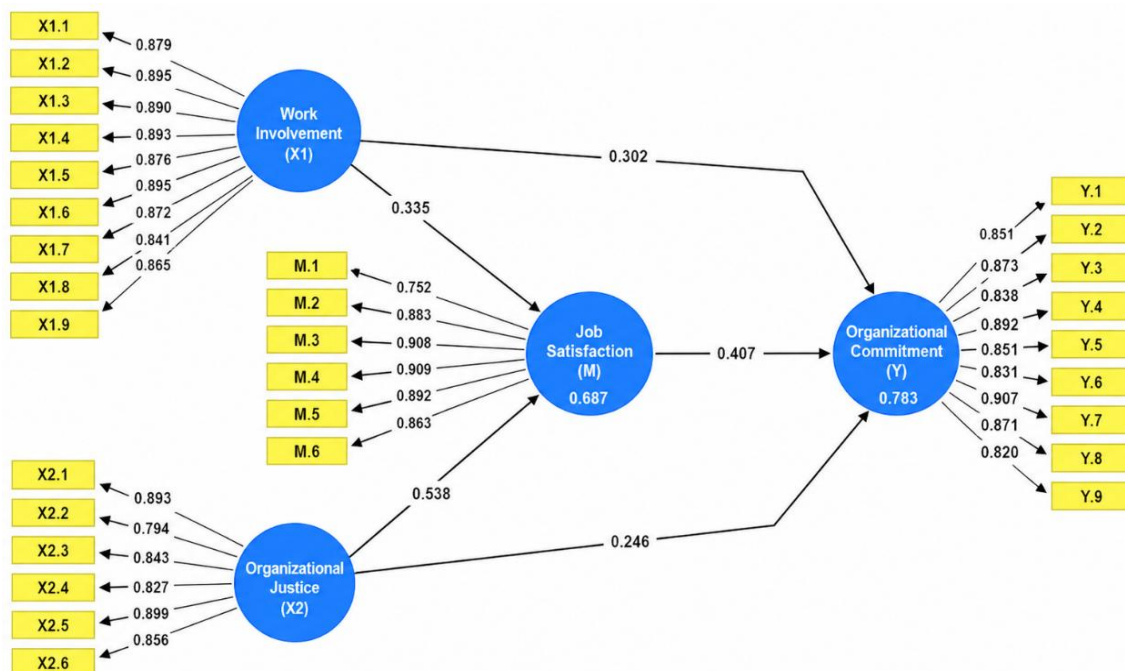


Figure 2. Outer Loadings

The evaluation of the measurement model indicates that all constructs meet the criteria for convergent validity. As shown in Figure 2, all outer loading values exceed 0.70, confirming that the indicators adequately represent their respective constructs.

Table 2. Composite Reliability, Cronbach's Alpha dan AVE

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	AVE
Organizational Justice	0.925	0.929	0.727
Job Satisfaction	0.935	0.941	0.756
Work Involvement	0.963	0.963	0.772
Organizational Commitment	0.956	0.957	0.739

Table 2: All constructs demonstrate good reliability, with Cronbach's Alpha and

Composite Reliability values exceeding 0.70, indicating strong internal consistency. In addition, the Average Variance Extracted (AVE) values for all variables are above 0.50, indicating sufficient convergent validity.

Validity Discriminant Test

Table 3. Fornell-Lacker Criterium

Variable	Organizational Justice	Job Satisfaction	Work Involvement	Organizational Commitment
Organizational Justice	0.853			
Job Satisfaction	0.803	0.869		
Work Involvement	0.791	0.761	0.879	
Organizational Commitment	0.812	0.834	0.806	0.860

Table 3 presents the discriminant validity assessment using the Fornell–Larcker criterion. The square root of the Average Variance Extracted (AVE) for each construct is greater than its correlations with the other constructs, indicating satisfactory discriminant validity. The highest correlation was observed between job satisfaction and organisational commitment ($r = 0.834$), followed by that between organisational justice and organisational commitment ($r = 0.812$). These relatively high correlations are theoretically reasonable because employees who perceive fairness and experience greater job satisfaction are more likely to develop stronger organisational commitment. Nevertheless, the square root of the AVE for each construct remained higher than the corresponding inter-construct correlations, confirming that each construct represents a distinct concept within the proposed model.

Heterotrait-Monotrait Ratio (HTMT)

The discriminant validity of the measurement model was further assessed using the Heterotrait-Monotrait Ratio (HTMT). HTMT values lower than 0.90 indicate that each construct is empirically distinct from the others.

Tabel 4. Heterait Monotrait

Variable	Organizational Justice	Job Satisfaction	Work Involvement	Organizational Commitment
Organizational Justice				
Job Satisfaction	0.884			
Work Involvement	0.867	0.829		
Organizational Commitment	0.889	0.895	0.881	

As presented in Table 4, the HTMT values ranged from 0.829 to 0.895. The highest HTMT value was observed between Job Satisfaction and Organizational Commitment (HTMT = 0.895), whereas the lowest value was found between Job Satisfaction and Work Involvement (HTMT = 0.829). Since all HTMT values are below the recommended threshold of 0.90, the measurement model demonstrates satisfactory discriminant validity. These findings indicate that each construct captures a unique concept and is empirically distinguishable from the other constructs included in the model. Therefore, the discriminant validity requirement has been fulfilled, and the measurement model is considered appropriate for subsequent structural model analysis.

Inner Model Test

R-Square

Table 5. R Square

Variable	R-square	R-square adjusted
Job Satisfaction	0,687	0,681
Organizational Commitment	0,783	0,777

The structural model evaluation, presented in Table 5, shows that job satisfaction has an R^2 of 0.687 (adjusted $R^2 = 0.681$), indicating that 68.7% of the variance in job satisfaction is explained by work involvement and organisational justice. In comparison, other factors outside the proposed model influence the remaining 31.3%. Meanwhile, organisational commitment has an R^2 value of 0.783 (adjusted $R^2 = 0.777$), indicating that 78.3% of its variance is jointly explained by work involvement, organisational justice, and job satisfaction. These R^2 values demonstrate substantial explanatory power, suggesting that the proposed structural model effectively accounts for variation in both job satisfaction and organisational commitment. Furthermore, the minimal differences between the R^2 and adjusted R^2 values indicate that the model is stable and that its explanatory power is not substantially affected by the number of predictors included in the analysis.

Goodnes of Fit (GoF)

Table 6. Goodnes of Fit

	Saturated model	Estimated model
SRMR	0,050	0,050
NFI	0,778	0,778

The model fit evaluation in Table 6 shows that the SRMR value is 0.050, indicating a good model fit. The NFI value of 0.778 indicates an acceptable fit for PLS-SEM.

Table 7. Path Coefficient

Variable	Original Sample (O)	T-statistic	P-values	Description
Work Involvement (X1) → Organizational Commitment (Y)	0.302	4.324	0.000	Positive and Significant (H1 accepted)
Organizational Justice (X2) → Organizational Commitment (Y)	0.246	2.772	0.006	Positive and Significant (H2 accepted)
Work Involvement (X1) → Job Satisfaction (M)	0.335	2.283	0.023	Positive and Significant (H3 accepted)
Organizational Justice (X2) → Job Satisfaction (M)	0.538	3.780	0.000	Positive and Significant (H4 accepted)
Job Satisfaction (M) → Organizational Commitment (Y)	0.407	5.833	0.000	Positive and Significant (H5 accepted)

The hypothesis testing results presented in Table 7 indicate that all direct relationships are positive and statistically significant. Work involvement significantly affects organisational commitment ($\beta = 0.302$, $t = 4.324$, $p < 0.05$), as does organisational justice ($\beta = 0.246$, $t = 2.772$, $p < 0.05$).

Work involvement significantly influences job satisfaction ($\beta = 0.335$, $t = 2.283$, $p < 0.05$), and organisational justice shows a stronger effect on job satisfaction ($\beta = 0.538$, $t = 3.780$, $p < 0.05$). In addition, job satisfaction significantly affects organisational

commitment ($\beta = 0.407$, $t = 5.833$, $p < 0.05$).

Table 8. Indirect Effects

Variable	Original Sample (O)	T- statistic	P- values	Description
Work Involvement (X1) → Job Satisfaction (M) → Organizational Commitment (Y)	0.136	2.184	0.029	Positive and Significant (H6 accepted)
Organizational Justice (X2) → Job Satisfaction (M) → Organizational Commitment (Y)	0.219	3.195	0.001	Positive and Significant (H7 accepted)

The mediation analysis results presented in Table 8 indicate that job satisfaction significantly mediates the relationship between work involvement and organisational commitment ($\beta = 0.136$, $t = 2.184$, $p < 0.05$). Similarly, job satisfaction also mediates the relationship between organisational justice and organisational commitment ($\beta = 0.219$, $t = 3.195$, $p < 0.05$). These findings indicate partial mediation effects.

Discussion

The findings demonstrate that work involvement and organisational justice play important roles in strengthening organisational commitment, both directly and indirectly through job satisfaction. These results support Social Exchange Theory (SET), which posits that employees tend to reciprocate favourable organisational experiences with positive attitudes and behaviours. Employees who perceive meaningful work and fair organisational practices are more likely to experience higher job satisfaction, which, in turn, reinforces their commitment to the organisation.

The significant effect of work involvement on organisational commitment indicates that employees who actively engage in their work are more willing to identify with organisational goals and remain loyal to the organisation. In the context of Owabong Waterpark, where service quality depends heavily on frontline employees, psychological involvement encourages employees to perform beyond their formal responsibilities and maintain service consistency. This finding suggests that meaningful work experiences encourage employees to reciprocate by strengthening their organisational commitment, consistent with the assumptions of Social Exchange Theory. The result corroborates previous studies (Lie et al., 2023) while extending the evidence to tourism organisations. Practically, managers should increase employee involvement by providing greater participation in decision-making, enriching job responsibilities, and creating opportunities for employees to contribute ideas and innovations.

The organisational justice positively influences organisational commitment. Employees who perceive fairness in compensation, work procedures, interpersonal treatment, and organisational decisions tend to develop stronger trust and loyalty toward the organisation. In tourism organisations where employees continuously interact with visitors, transparent and equitable management practices are essential, as perceptions of unfairness can directly reduce employee motivation and service quality. These findings reinforce Social Exchange Theory by demonstrating that employees reciprocate fair organisational treatment with stronger commitment. They are also consistent with previous studies (Wati et al., 2024). This finding implies that managers should prioritise transparent policies, equitable reward systems, and consistent communication to strengthen employees' trust and organisational commitment.

Another important finding is that both work involvement and organisational justice significantly improve job satisfaction, with organisational justice exerting a stronger influence. Employees who are psychologically engaged in their work tend to experience greater enthusiasm, accomplishment, and meaning, leading to higher job satisfaction (Cheng & Kao, 2022). Likewise, employees who perceive fairness in managerial decisions and organisational policies experience more positive emotional responses toward their work (Boonsiritomachai, 2022; Gollagari et al., 2023). The stronger influence of organisational justice suggests that, within service organisations such as Owabong Waterpark, fair treatment is a more critical determinant of employee satisfaction than work involvement alone. Therefore, organisations should not only encourage employees to become more engaged but also ensure that managerial practices are implemented fairly and consistently across all departments.

Furthermore, job satisfaction significantly influences organisational commitment, indicating that satisfied employees are more likely to remain loyal and emotionally attached to the organisation. Rather than serving merely as an outcome of favourable working conditions, job satisfaction serves as a psychological mechanism that translates positive work experiences into organisational commitment. This finding is consistent with Social Exchange Theory, which holds that employees respond to supportive organisational environments through reciprocal behaviours that benefit the organisation. The results also support previous findings (Mascarenhas et al., 2022). For managers, this finding underscores the importance of continuously monitoring employee satisfaction by providing fair compensation, supportive supervision, career development opportunities, and a positive work environment.

The mediation analysis provides additional insights into the mechanisms underlying organisational commitment. The findings indicate that job satisfaction partially mediates the relationships between work involvement and organisational commitment, as well as between organisational justice and organisational commitment. The presence of partial mediation suggests that work involvement and organisational justice influence organisational commitment through both direct and indirect pathways. Employees who are highly involved in their work or perceive fair organisational practices not only become more committed directly but also experience greater job satisfaction, which further strengthens their commitment. These findings are consistent with previous studies Wati et al. (2024), demonstrate that job satisfaction serves as an important psychological mechanism linking employees' workplace experiences to organisational commitment. This implies that managerial initiatives aimed at increasing employee commitment should simultaneously focus on enhancing work involvement, promoting organisational justice, and improving job satisfaction rather than addressing these factors independently.

This study contributes to the organisational behaviour literature by extending the application of Social Exchange Theory in the tourism industry through an integrated model that simultaneously examines work involvement, organisational justice, job satisfaction, and organisational commitment. Unlike previous studies that generally investigated these variables separately, the present study demonstrates that organisational justice exerts the strongest influence on job satisfaction. In contrast, job satisfaction serves as an important mechanism through which work involvement and organisational justice strengthen organisational commitment. These findings provide practical guidance for tourism managers to improve employee commitment by fostering

fair management practices, increasing employee involvement, and creating working conditions that enhance job satisfaction, thereby supporting sustainable organisational performance and service quality.

CONCLUSION

The results of this study indicate that work involvement and organisational justice have positive and significant effects on job satisfaction and organisational commitment. That job satisfaction partially mediates their effects on organisational commitment. These findings imply that Owabong management should focus on increasing employee work involvement and implementing consistent organisational justice to strengthen job satisfaction and organisational commitment. However, this study is limited to the variables examined, so future researchers are advised to include additional variables, such as leadership, organisational culture, or social support, to obtain a more comprehensive understanding of the factors influencing organisational commitment.

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