

Research Article

UDC 331.101.3:69

JEL: J81, M12, M54, L74

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Received: 06/09/2025

Revised: 03/11/2025

Accepted: 21/02/2026

Published: 30/03/2026

DOI: 10.61954/2616-7107/2026.10.1-9

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**THE MODERATING EFFECT OF DECENT WORK
ON EMPLOYEE COMMITMENT AND
ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN
THE CONSTRUCTION SECTOR**

Background. Turnover remains high in Zimbabwe's construction sector, which employs thousands of skilled and unskilled workers and contributes significantly to the national economy. However, excessive staff turnover reduces productivity and revenues. The construction sector's potential and dynamism are directly related to the level of employee commitment, organisational citizenship behaviour, and fair work experience of its employees. These are key elements of sustainable, long-term human resource management that can help construction companies address the diverse needs and expectations of both potential and existing employees while preserving long-term business opportunities.

Purpose. This study aimed to examine the moderating effect of decent work on the relationship between employee commitment (EC) and organisational citizenship behaviour (OCB) in the Zimbabwean construction sector.

Findings. The study adopted a quantitative methodology to obtain data from a convenience sample of 200 participants employed in the construction industry. The data were analysed using SmartPLS 4.0 and SPSS. The findings show a strong relationship among the variables, highlighting their significant roles in explaining the variance in the constructs. Specifically, the results show that Decent Work is positively related to Employee Commitment ($\beta = 0.456$, $p < 0.001$) and Organisational Citizenship Behaviour ($\beta = 0.178$, $p < 0.025$); Employee Commitment is positively associated with Organisational Citizenship Behaviour ($\beta = 0.191$, $p < 0.019$). Furthermore, the results show that Decent Work (DW) moderates the relationship between Employee Commitment (EC) and Organisational Citizenship Behaviour ($\beta = 0.054$, $p < 0.043$).

Implications. This research provides information on the policy guidelines adopted by governments regarding the promotion of the concept 'decent work' in the construction sector. The findings suggest that construction firm managers should adopt decent work practices to retain top talent. Furthermore, employee engagement and corporate citizenship must be enhanced through initiatives that support employee well-being. This study provides governments with valuable information for developing policies that foster the creation of high-quality employment opportunities in the construction industry. Therefore, organisations seeking to develop employee engagement and corporate citizenship should consider creating a high-quality work environment.

Keywords: Construction, Decent Work, Employee Commitment, Labour Turnover, Organisational Behaviour.

1. Introduction.

The construction industry is a key driver of Zimbabwe's national economy, as evidenced by the gross domestic product (GDP) contribution of the sector. The construction sector has made a significant contribution to a stable and sustainable economic growth path, recording a Gross Domestic Product (GDP) growth rate of 4.5% in 2023 (Mahuni et al., 2025; Mavodyo et al., 2025).

The construction sector in Zimbabwe is plagued by high employee turnover (Chinembiri, 2016), resulting in a loss of revenue due to low productivity. Thus, all these challenges are linked to the levels of employee commitment, organisational citizenship behaviour, and decent work experienced by the personnel (Inegbedion, 2024). These factors are crucial for achieving the goals.

Employee commitment refers to the emotional attachment and loyalty that employees feel towards their company (Aziz et al., 2021). That is, it is an attachment of the employee with the company in a manner such that the employee wants to remain at the company and contribute to the achievement of the company's goals (Kaan Namal et al., 2022; Nwachukwu et al., 2021; Musenze et al., 2021; Yasin et al., 2023).

Decent work in the construction industry is crucial for the well-being of workers (Blustein et al., 2023; Bogler & Somech, 2023). Decent work requires access to productive and remunerative employment, workplace protection, and social security for families (Blustein et al., 2023; Kashyap & Arora, 2022).

It also fosters human development and social inclusion. Good performance in the construction sector is needed to ensure employees' health and safety (Blustein et al., Bogler & Somech, 2023; Jio et al., 2025). Thus, it provides a safe and healthy working environment that reduces the risks of accidents and injuries. It is essential to note that when employees feel valued and recognised, productivity and efficiency are likely to increase (Schulte et al., 2025).

A high-quality work environment promotes thoughtful and technically sound designs. Decent pay and a positive work environment contribute to employee retention, reduced turnover and reduced recruitment costs (Chinyamurindi & Mashavira, 2024). Construction companies that prioritise a high-quality work environment are more likely to receive higher ratings and attract more talent. It also ensures compliance with labour laws (Inegbedion, 2024) and industry standards. Decent work entails a commitment to social responsibility and respect for workers' rights.

Decent work in the construction industry guarantees fair remuneration and benefits (Wijaya, 2025). Therefore, it ensures that the labourers are given just wages and benefits for their work. It also ensures healthy and safe workplaces by providing appropriate training and equipment. This also results in respect and dignity (Schulte et al., 2025). Thus, treating workers with respect and dignity fosters a positive work culture. High-quality workplaces also provide employees access to social security, including health insurance and pension plans (Moyo et al., 2022). In particular, high-quality workplaces facilitate employee training and development, providing opportunities for skill development and career advancement (Blustein et al., 2023).

By focusing on creating a high-quality work environment, construction companies can improve employee well-being, productivity, and job satisfaction. High-quality work practices, corporate citizenship, and corporate engagement are essential components of sustainable human resource management.

However, the current research has not examined the relationship between these concepts in the construction sector. Moreover, no study has attempted to explore the moderated relationship among decent work practices, employee commitment, and organisational citizenship behaviour within the sector. Employees within the construction industry in Zimbabwe are linked with poor organisational citizenship and higher turnover rates. Therefore, there is a need to explore the correlations among these constructs.

2. Literature Review.

2.1. Social Exchange Theory.

The Social Exchange Theory (SET) was developed by Homans in 1958. The theory suggests that employees reciprocate if decent work conditions (good salary, safe environment to work in, and respect) are met (Ahmad et al., 2023). Thus, employees feel obligated to reciprocate by engaging in discretionary behaviours that benefit the organisation, such as Organisational Citizenship Behaviour (OCB), even when their commitment to the company is high (Mishra & Mund, 2024).

Notably, the theory aims to create a work environment that fosters dignity and respect among all employees, regardless of whether they belong to a marginalised group and are thus labelled as such (Yang et al., 2023). The Social Exchange Theory emphasises that people understand the exchange of rewards and costs that occur in human relations, seeking to gain benefits while minimising their costs within these relationships (Bouchrika, 2025). This implies that individuals would maintain relationships that seek to minimise the costs incurred.

2.2. Justification of Social Exchange Theory.

Social Exchange Theory (SET) describes human social behaviour during interactions by emphasising the aspect of “reciprocity” and “exchange” that exists within those relations (Ahmad et al., 2023). Social Exchange Theory enables the discussion of social behaviour during interactions and facilitates an understanding of reactions to different types of social stimuli. Additionally, it enables management within organisations to understand relations (Meira & Hancer, 2021).

The Social Exchange Theory explains how relationships are formed, encompassing elements such as trust, commitment, and loyalty. In fact, it shows that “reciprocity”, “fairness”, and “gain” are important during social exchanges.

Equally significant is the recognition that understanding the rules of social exchange enables people to forge more intensive and qualitative relationships (Ahn et al., 2025).

In fact, it highlights the importance of effective communication and understanding in interpersonal relationships. Regarding this discussion, it is essential to note that the adoption of fairness and equity principles (Wallenburg & Handfield, 2022) enables people to foster trust and establish positive relationships. Firstly, Social Exchange Theory offers a comprehensive framework for examining the complexity inherent in interpersonal and social relationships.

2.3. The Job Demands-Resources (JD-R) Theory.

The Job Demands-Resources (JD-R) Model is a theoretical construct that illustrates how job demands influence job performance and employee well-being (Bakker et al., 2023; Bakker & Demerouti, 2024). This theoretical construct posits that every profession has two job factors: job demands and resources. Job demands are job factors characterised by employees’ stress requirements, such as job pressure (Galanakis & Tsitouri, 2022). In contrast, job resources are those job factors that facilitate employees to withstand job demands and meet work objectives, such as autonomy, feedback, social support, and development opportunities. The JD-R theory posits that under conditions of high job demands and low job resources, workers can experience burnout, characterised by emotional exhaustion, cynicism, and decreased performance (Koroglu & Ozmen, 2022). Employees may also experience both physical and psychological strain.

Conversely, when job resources are high, employees may experience increased motivation, culminating in greater engagement, enthusiasm, and commitment (Tummers & Bakker, 2021). JD-R theory has implications for organisational practice, such as reducing managing workload pressures and increasing job resources to improve staff well-being and outcomes (Bakker & Demerouti, 2024). It also requires robust employee support from construction firm management. Understanding the balance between job demands and resources enables construction organisations to create healthier and more productive work environments (Radic et al., 2025).

Demerouti and Bakker (2022) argue that the JD-R model offers valuable guidance to organisations on how to enhance employees' well-being, motivation, and job performance by effectively managing job resources and demands. The JD-R model is based on employees' experiences and viewpoints, attaching immense importance to their well-being and job satisfaction (Li et al., 2025).

2.4. Justification of Applying the JD-R Theory.

The JD-R model leads to higher levels of employee well-being. The job demands and management of resources enable organisations to protect employees from burnout and improve well-being. The JD-R model leads to higher levels of motivation (Granger et al., 2024). HRM can enhance employee motivation, engagement, and job satisfaction, ultimately leading to increased productivity and overall organisational effectiveness. Organisations can improve employee performance and productivity by managing job-related demands and resources. The HRM model promotes high employee retention as an outcome of the JD-R model (Koroglu & Ozmen, 2022).

2.5. Employee Commitment and Organisational Citizenship Behaviour.

Employee commitment refers to the level of loyalty, dedication, and emotional attachment an employee has to an organisation. It is a psychological state that influences employee behaviour and retention (Purnomo & Wulandaru, 2024). Employees with high commitment to their organisation are likely to engage in behaviours that go beyond their formal job duties, such as supporting colleagues, taking on additional responsibilities, and upholding the organisation's values, which not only enhances their retention but also contributes positively to the overall success and stability of the organisation (Raziq et al., 2025). Employee commitment has a positive effect on organisational citizenship behaviour. This study proposes the following hypothesis:

H1: Employee commitment is positively associated with organisational citizenship behaviour.

2.6. Decent Work and Employee Commitment.

Kaan Namal et al. (2024) argue that job quality is closely related to employee engagement. Inegpedion (2024) demonstrates that a positive work environment, characterised by fair pay, can enhance employee engagement. When managers value employees, treat them fairly, and maintain high performance standards, the risk of turnover is reduced.

Consequently, high turnover rates can be minimised. Furthermore, Bluestein et al. (2023) postulate that safe working conditions create a positive attitude towards the job among employees. Thus, the following hypothesis is proposed:

H2: Decent work is positively associated with employee commitment.

2.7. Decent Work and Organisational Citizenship Behaviour.

It is essential to note that decent work fosters organisational citizenship behaviour. Rahman and Karim (2022) and Donglong et al. (2020) argue that organisational citizenship behaviour, based on the foundational social exchange theory, entails voluntary reciprocal actions that reflect a form of social exchange between employees and the organisation.

This behaviour does not require job descriptions to define it, and employees do not expect rewards or compensation from the organisation for such actions. Instead, this exchange relationship is often based on employees' perceptions of organisational policies (Firmansyah et al., 2022; Bahadir et al., 2024). While the existing literature on decent work and organisational citizenship behaviour is minimal, some relevant studies have provided preliminary indications that decent work may impact organisational citizenship behaviour.

Prior empirical research has shown that the organisational support perceived by employees in the workplace influences their organisational citizenship behaviour. Accordingly, the study advances the following hypothesis:

H3: Decent work is positively associated with organisational citizenship behaviour.

2.8. Decent Work as a Moderator of Employee Commitment and Organisational Citizenship Behaviour.

Existing literature suggests that decent work is positively associated with employee commitment and organisational citizenship behaviour (Firmansyah et al., 2022). Bluestein et al. (2023) reaffirm that, as an integrated scope of research, decent work relies on human dignity/justice, thereby creating an auspicious context for organisational citizenship behaviour and employee dedication. However, it should be noted that there is a lack of concrete literature on the moderating role of decent work on employee commitment and organisational citizenship behaviour, particularly in the construction industry. Based on the aforementioned literature, the following hypothesis was developed:

H4: Decent work moderates the relationship between employee commitment and organisational citizenship behaviour.

3. Methodology.

3.1. Positivist Research Philosophy.

Maretha (2023) is of the opinion that positivism is a research philosophy that emphasises the use of scientific methods to study the social world. Thus, positivism relies on the conviction that no knowledge other than factual observation-based information, such as measurement, is reliable. In positivist research, the researcher's role is limited to the objective collection and interpretation of data (Ghanad, 2023). Positivism does not consider a position if the two viewpoints are in opposition to each other. Duckett (2021) affirms that in positivist research philosophy, knowledge exists outside of what is being studied. In other words, this means, in essence, that research based on the positivist paradigm solely relies on facts, believing that the world is itself an object external to us.

3.2. Research Approach.

3.2.1. The Quantitative Approach.

According to Ghanad (2023), the quantitative research method involves the collection and analysis of numerical data.

Fundamentally, numbers aim to convey something about trends in behaviour, as observed by Scharrer and Ramasubramanian (2021). Often, one may spot trends in data, as argued by Duckett (2021), which suggests that a quantitative research method deals with quantifying and analysing variables to obtain results that can be generalised. It involves using and analysing numerical data with specific statistical techniques to answer questions such as who, how much, what, where, when, and how many.

Thus, in a quantitative research study, numerical data are collected and analysed using statistical methods. According to Ghanad (2023), quantitative research involves collecting data to quantify information and subject it to statistical analysis, thereby supporting or refuting alternative knowledge or claims. Thus, quantitative research is intended to produce objective research findings that can be empirically proven and generalised to other contexts with confidence.

3.2.2. Justification of the Quantitative Research Approach.

Quantitative research seeks to eliminate feelings and biases, offering an objective perspective on the issue surrounding research (Rodriguez et al., 2025). The data produced by quantitative research is numeric data that can be statistically analysed to identify any patterns/trends and relationships. This offers generalisability of the findings (Agistiannur & Hermina, 2025). Therefore, quantitative research seeks large sample sizes to enable generalisation of conclusions to populations. Quantitative research techniques, such as surveys and experiments, can be replicated to ensure the validity of outcomes. It also provides exact measures and estimates (Alford & Teater, 2025), enabling researchers to draw certain conclusions.

Quantitative data are easy to compare and contrast between populations, locations, or time points. Quantitative research can establish patterns and trends within large data sets. As highlighted by Huang & Ma (2025), the quantitative research methodology further enables the testing of hypotheses and theories through statistical analysis.

Quantitative research can be applied to inform policies with data-driven suggestions. Quantitative research can be used to determine whether the intervention was effective in achieving its aims.

3.2.3. Target Population.

The target population was derived from the construction sector in the Midlands Province of Zimbabwe. Rahman et al. (2022) define the target population as the subjects that the researcher will focus on because of the features that are of interest to them.

This refers to the total number of subjects or groups of people that the researcher can investigate in a study. In this study, the target population consisted of 416 employees in the construction sector in Midlands Province, Zimbabwe (Zimbabwe National Statistics Agency, 2025).

3.2.4. Sample size.

The sample used in this study was derived from a population of 416 employees in the construction sector of the Zvishavane District, Midlands Province, Zimbabwe. Lohr (2021) views sampling as the process of selecting a subset of the entire population that conforms to a specified set of criteria.

Thus, the sample was a subset of the population. Samanth (2024) defined sample population as the process of obtaining elements from the population using the correct method to ensure that those elements represent the population characteristics sought. The sample was adequately representative for this research. This study assumed that the findings would be valid and accurate. The sample population of 200 was selected for convenience. The research study targeted employees from various construction companies in the Zvishavane District of Zimbabwe. Sampling was conducted using the sample size calculator from Raosoft with a 95% confidence level and a 5% error margin.

3.3. Sampling Technique.

3.3.1. Convenience Sampling.

Data collection in this study was performed using a convenience sampling method.

According to Golzar et al. (2022), convenience sampling involves selecting participants who are readily accessible and easily recruited. It is the least expensive, least time-consuming and most convenient method. Stratton (2021) further states that convenience sampling is a commonly used sampling method among researchers due to its low cost and relative simplicity compared to other techniques.

Convenience sampling is popular because it is not costly, less time-consuming than other sampling strategies, and relatively simple. When used to generate a potential hypothesis or study objective, convenience sampling is a valuable research approach. Simkus (2022) also stated that convenience sampling can be used to develop hypotheses and objectives for use in more rigorous research studies.

The targeted sample size for this study was 200 participants. The convenience sampling technique enabled the collection of data to be completed quickly (Golzar et al., 2022). Thus, owing to its simplicity, data collection is faster with this type of sampling than with other types. The researchers selected participants who were readily available and willing to participate in the study.

3.3.2. Justification of the Convenience Sampling Technique.

This sampling technique allows for the selection of participants based on ease of access and availability (Jager et al., 2025). Convenience sampling allows researchers to quickly and easily access participants, thereby reducing time and resource constraints. Convenience sampling can be useful for pilot studies or exploratory research, where the goal is to gather initial insights or to test research instruments. When resources (time, budget, or personnel) are limited (Amini Farsani & Barzegar, 2025), convenience sampling is a practical solution. In some cases, convenience sampling may be the only feasible way to access hard-to-reach populations such as marginalised or vulnerable groups. Convenience sampling is suitable for exploratory research, where the goal is to generate hypotheses or gain initial insights into a topic.

3.3.3. Data Collection.

The questionnaires were self-administered by the respondents in this study. Respondents were given two months to complete the questionnaire (February and March 2025). In summary, the study sample consisted of 30 engineers, 150 general employees, and 20 managers. Thus, over a period of 2 months, 200 questionnaires were distributed to the participants. Some were distributed physically, while others were distributed online.

3.3.4. Procedure.

The inclusion criterion for participants was their being employed, with subsequent payment for their contribution as employees in one of the construction companies in Midlands Province, with at least one year of work experience. Respondents were sought via their personnel offices. Researchers chose participants by communicating with them and explaining why they needed to participate in their research.

By signing consent forms, construction employees demonstrated their consent to participate in the research by completing questionnaires. Employees did not need to participate in the research. These aspects were given prominence, with researchers cautioning participants not to put their names on their questionnaires. Voluntary participation in the research meant that participants could withdraw from the study at any time if desired.

3.3.5. Pilot Testing.

Pilot testing, also known as pre-testing, refers to the initial trial or test of a study. The purpose was to test the research instrument, assess study procedures, identify potential problems or biases, and refine the study design. Pilot testing facilitated the researchers to establish the clarity and effectiveness of the study instruments (Prigge et al., 2025), establish practicability and feasibility, identify likely problems or errors, and, most importantly, make necessary adjustments prior to the main study. Pilot testing is a crucial step in the research process to ensure the quality, validity, and reliability of the study results.

3.3.6. Data Analysis.

Statistical packages, such as SPSS 29.0 and SmartPLS 4.0, were used to scrutinise and interpret the survey responses. SmartPLS is a software tool used for partial least squares structural equation modelling (PLS-SEM). It is widely applied across various disciplines, including business, social sciences and market research. It enables users to specify complex relationships between variables and perform PLS-SEM data analysis, estimation, and structural equation model testing. Path, mediation, and moderation analyses were conducted. SPSS, on the other hand, allowed researchers to manage and analyse large datasets, perform statistical tests and above all, create data visualisations (e.g., charts, graphs)

3.4. Research Instruments.

3.4.1. Questionnaire Design.

Ranganathan and Caduff (2013) define a questionnaire as a list of questions that are formulated, constructed, and sequenced to produce the most effective results. The questionnaire consisted of a list of preset questions. In questionnaire research, the same questions are typically presented to respondents in the same order, allowing for the collection of consistent information from each member of the sample (Srivastava, 2024). Self-administered questionnaires were distributed in person to all participants and were subsequently collected. In this way, the researchers were able to elicit a high response rate, as they were able to follow up with each participant who had been given a questionnaire. Closed-choice questions were used, which required a choice between several given answers.

A Likert scale was used to design the questionnaire. The researchers used a Likert scale to measure respondents' attitudes. The Likert scale was defined by Tanujaya (2022) as a psychometric, one-dimensional scale commonly used to measure the attitudes of respondents in questionnaires and survey research. This principle was developed by Likert to measure attitudes by asking multiple people to respond to a series of statements about a topic, indicating the extent to which they agree or disagree with each statement.

3.4.2. Structure of the Questionnaire.

The same questions were administered to respondents within a stratum in the same order, allowing for the collection of evidence from all members of the designated population. The researchers used structured questionnaires as the primary research instrument, with questions formulated on a 5-point Likert scale. The 5-point Likert scale was recommended by Newman et al. (2013) because of its ease of statistical data analysis. A 5-point Likert scale was used, comprising the following: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The questionnaire consisted of the following sections: Section A covered respondents' demographic data; Section B covered employee engagement; Section C covered organisational citizenship behaviour; and Section D covered decent work.

3.4.3. Instrument Development.

This section elicited information on typical demographics to examine the features of each respondent. Each question in this section required information on the respondent's age, gender, marital status, highest level of education attained, and years of service with the present organisation.

3.4.4. Employee Commitment.

This section measures Employee Commitment using the measurement scale developed by Abd-Alazim et al. (2024). The scale was statistically reliable, and Cronbach's Alpha test was performed using this scale to assess the reliability of the data. The results indicated a Cronbach's coefficient alpha of 0.97 (Yi et al., 2022).

3.4.5. Organisational Citizenship Behaviour.

This study utilised the Organisational Citizenship Behaviour (OCB) indicator scale (Bollen & Lennox, 1991; Edwards & Bagozzi, 2000).

Notably, in the 42-item version of the scale, the internal consistency reliability (coefficient alpha) was 0.97 for the total scale and 0.91 for OCBP (Neves et al., 2024).

3.4.6. Decent Work.

This section measured decent work using the Measurement Scale developed by Duffy et al. (2017). This scale emphasizes rights in the workplace, social protection, social dialogue, and job creation. For their investigation, the researchers found reviews to be sufficient to ascertain the high validity in the use of such a scale in other studies, such as Duffy et al. (2017).

High reliability and construct validity have, in fact, been established for the Decent Work Scale in other studies (Blustein et al., 2023; Lee et al., 2023). In this study, the Cronbach alpha obtained for the decent work scale was 0.91.

3.4.7. Ethical Considerations.

Approval to conduct the research was obtained from the management of various construction firms. Informed Consent was sought to ensure that the participants understood the research, its risks, and its benefits. Confidentiality and anonymity were guaranteed to the leaders of construction firms to protect participants' personal identities and data. Respect for autonomy was fostered by recognising participants' rights and dignity.

4. Results.

4.1. Reliability analysis of the Study Variables.

The reliability analysis of the study variables is presented in Table 1, which shows the Cronbach's alpha (α), composite reliability (CR), and average variance extracted (AVE) for employee commitment (EC), organisational citizenship behaviour (OCB), and decent work (DW).

Table 1. Reliability Results.

Variable	Cronbach's α (CA)	Composite Reliability (CR)	Average Variance Extracted (AVE)
Employee Commitment (EC)	0.815	0.836	0.575
Organisational Citizenship Behaviour (OCB)	0.962	0.933	0.765
Decent Work (DW)	0.876	0.875	0.677

Table 1 presents the results for the internal consistency and reliability of the constructs. The CA ranged from 0.815 for employee commitment (EC) to 0.876 for the concept of Decent Work (DW). All variables reached the recommended threshold, as indicated by Manley et al. (2021), with values above 0.70. The CR values were 0.836, 0.933, and 0.875 for employee commitment, organisational citizenship behaviour, and decent work, respectively. This validates the high internal consistency of the constructs.

The AVE ranges from 0.575 for Employee Commitment (EC) to 0.677 for Decent Work (DW), which is sufficient convergent validity since the AVE values are all greater than 0.50 for each construct.

Hence, the measure was reliable and suitable for studying the relationships between EC, OCB, and DW. The Fornell-Larcker criterion was applied, and the results are presented in Table 2 to check for discriminant validity.

These outcomes confirmed that each construct fulfilled this criterion, indicating that every construct had more in common with its indicators than with other constructs. For example, for Employee Commitment (EC), the square root of its AVE is 0.758, which is greater than any other correlation with other variables. Organisational citizenship behaviour (OCB) had high discriminant validity, with a square root of the AVE value of 0.875.

Table 2. Fornell-Larcker Criterion Results.

	EC	OCB	DW
EC	0.758		
OCB	0.250	0.875	
DW	0.368	0.205	0.823

Table 3 presents the measurements of the Full Collinearity Statistics (VIF) used to assess multicollinearity in the model. VIF factor measurements ranged from 1.056 to 1.061, indicating the absence of multicollinearity in the model. Hair et al. (2011) stated that VIF values must be below 3.3 to ensure that no multicollinearity exists in the analysis models. VIF factor measurements ensured that there was no high level of correlation between the independent variables in the regression model.

High correlations could interfere with the accuracy of the regression model estimations. The VIF measurements in Table 3 confirmed that they were below the cut-off level, ensuring that the model was accurate and free from high multicollinearity between constructs. The VIF values ranged from 1.000 to 1.061, with Employee Commitment (EC) showing a VIF of 1.000 in its relationship with OCB, confirming the absence of multicollinearity.

Table 3. Full Collinearity Statistics (VIF) Results.

Relationship	DW → EC	EC → OCB	DW → OCB
VIF	1.056	1.000	1.061

4.2. Model Diagnostics.

Table 4 shows that the goodness-of-fit test confirms the predictive validity of the path model for the dependent constructs.

Since the R^2 and Q^2 indices exceeded zero and met the recommendation of Briones Peñalver et al. (2018), the model was found to be of superior quality.

The robustness test was further reinforced by the SRMR measure, which was less than 0.08.

Additionally, the NFI measure above 0.90 crossed the boundary, marking superior fitness. These results confirm that the proposed model appropriately represents the relationships between the study constructs.

Table 4. Goodness of Fit Results.

Latent Variable	R ²	Q ²	SRMR	NFI
DW	0.992	0.715	0.078	0.911
EC	0.975	0.609		
OCB	0.982	0.744		

4.3. Structural Equation Modelling (SEM).

Table 5 presents the direct relationships measured in this study using the PLS-SEM method. The results confirmed the hypothesised relationships as follows:

H1: Employee Commitment (EC) is positively associated with Organisational Citizenship Behaviour (OCB).

H2: Decent Work (DW) is positively associated with Employee Commitment (EC).

H3: Decent work (DW) is positively associated with Organisational Citizenship Behaviour (OCB).

Table 6 shows the moderating effects. The results revealed that DW, EC, and OCB were partially moderated. These findings indicate that decent work partially moderates the relationship between employee commitment and organisational citizenship behaviour, suggesting that when organisations support workers, employees are more likely to be committed.

Table 5. SEM Path Coefficients.

Hypothesis	Relationship	Coefficient	T statistic	P-values	Decision
H1	EC → OCB	0.191	2.423	0.019	Supported
H2	DW → EC	0.456	5.148	0.001	Supported
H3	DW → OCB	0.178	2.369	0.025	Supported

Table 6. Moderation Effects.

Relationship	Beta	SE	T	P-value	95% CI Lower	95% CI Upper	Moderation Effect
DW → EC → OCB	0.054	0.032	2.065	0.043	0.001	0.082	Partial

5. Discussion.

5.1. Employee Commitment Significantly Promotes Organisational Citizenship Behaviour.

Hypothesis (H1), which states that Employee Commitment positively predicts Organisational Citizenship Behaviour, is supported ($\beta = 0.191$, $p = 0.019$). The p-value is well below 0.05, confirming a robust relationship. This clearly indicates that committed employees are more likely to stay and engage in voluntary extra-role behaviours, such as helping colleagues and taking on additional tasks that uphold organisational values (Novitasari et al., 2021; Raziq et al., 2025).

5.2. Decent Work Significantly Enhances Employee Commitment.

The hypothesis (H2), proposing a positive relationship between Decent Work (DW) and Employee Commitment (EC), was supported ($\beta = 0.456$, $p < 0.001$). Since the p-value is well below the standard 0.05 threshold, the result confirms that decent work contributes directly to enhancing employees' commitment.

The results are consistent with those of Bhardwaj et al. (2025) and Mauswa et al. (2025), who affirmed that decent work can lead to increased commitment, as employees become more invested in their work and organisation.

5.3. Decent Work Boosts Organisational Citizenship Behaviour.

The third hypothesis (H3), that decent work is positively related to organisational citizenship, was accepted ($\beta = 0.178$, $p = 0.025$). The P-value was less than 0.05 and the null hypothesis was rejected. Decent work practices were related to higher OCB. This finding agrees with Huihui and Segumpan (2024), who suggested that employees must respond to treatment with OCB. A decent working environment encourages OCB. When employees feel valued, they are more driven to engage in OCB. Decent working conditions enhance job satisfaction, which drives OCB.

5.4. Decent Work Moderates the Relationship Between Employee Commitment and Organisational Citizenship Behaviour.

The fourth hypothesis (H4) was accepted ($\beta = 0.054$, $p = 0.043$). The statistically significant p-value is less than 0.05; therefore, this hypothesis is supported and implies that decent work, commitment to employees, and organisational citizenship behaviour are linked. Partial moderation was supported by a 95% confidence interval (CI), which ranged from 0.001 to 0.082, excluding a value of zero.

Decent work partly mediates the relationship between employee commitment and organisational citizenship behaviour and that if employees are valued and supported (Green, 2021), they feel more committed to the organisation. Decent working conditions can motivate employees to exceed their formal job requirements and demonstrate citizenship behaviour.

Decent work conditions strengthen the relationship between employee commitment and organisational citizenship behaviour, meaning that committed employees in decent work environments are more likely to exhibit OCB. These results are consistent with Inegbedion (2024), who opined that decent work might mitigate the negative impact of low commitment on OCB.

Decent work is crucial to creating a positive, productive work environment and to promoting a company's social and economic development.

Decent working conditions lead to loyal employees who are both happy and productive (Green, 2021). Many employees change companies if they feel that the treatment and working conditions are poor. Companies that prioritise decent work have the brightest minds.

6. Conclusions.

This study aimed to investigate the moderating effect of decent work on the relationship between employee commitment and organisational citizenship behaviour in the construction sector. The findings revealed that decent work moderates the relationship between employee commitment and organisational citizenship behaviour in the Zimbabwean construction sector. Thus, organisations seeking to enhance employee commitment and organisational citizenship behaviour should consider implementing decent working conditions. Decent work enhances job satisfaction, which leads to employee engagement. Decent work provides a living wage and environments reduce stress, injuries, and illnesses.

Construction firm leaders are advised to promote decent work to mitigate high labour turnover. They should foster employee commitment by inspiring and motivating employees. Governments are obligated to develop clear guidelines and policies based on the principles of decent work for all. Furthermore, construction firm directors should provide fair compensation and benefits to employees. Such an approach will increase the morale of talented employees and encourage job dedication and organisational spontaneity. The findings from this research project may not be generalisable to other countries, given the unique macroeconomic problems in Zimbabwe. This study focused on one sector, specifically the construction sector; future projects could concentrate on other sectors of the economy, such as mining and agriculture.

Conflict of Interest Statement.

The authors declare that there is no conflict of interest.

Funding Disclosure.

This research received no funding.

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