

FACTORS INFLUENCING EMPLOYEE COMMITMENT THROUGH THE MEDIATOR JOB SATISFACTION - A STUDY OF OFFICE STAFFS IN HO CHI MINH CITY

BUI NGUYEN BAO KHUE

International University - Vietnam National University HCMC - Baokhue92@gmail.com

HO NHUT QUANG

International University - Vietnam National University HCMC - hnquang@hcmiu.edu.vn

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ABSTRACT

This paper examines the relationship between employee-related factors and employee commitment through the mediator job satisfaction of office employees in Ho Chi Minh City. The conceptual model is adapted from previous research and Herzberg's two-factor theory. The theory emphasized the certain elements belonging to two categories intrinsic and extrinsic value that lead to people's satisfaction. Four factors include Training, Pay, Working Environment, and Leadership. The data is collected through questionnaires from 422 office staffs in Ho Chi Minh; then only 395 qualified responses are analyzed. SPSS and AMOS tools are used to analyze the data through Reliability test, Model fit test, SEM method. The final result reveals that all factors are significantly related to Job Satisfaction meaning these variables also have indirect positive relationship with Employee Commitment through the mediator. This research is useful for organizations which aim to build the commitment strategy for keeping best talents in the company.

Keywords: Commitment; Herzberg's two-factor theory; Office staff; Satisfaction.

1. Introduction

According to Salary Report 2016 of three credible recruitment consultancies in Vietnam - Robert Walters, Adecco and Job Street, Vietnam is one of the countries that has the lowest salary rate in Asia region, the class of workers with 1- 3 years' experience whose salary is 5-6 times lower than Singapore or 2- 3 times lower than Malaysia. Particularly, office staffs usually deal with the same kind of job for a long time and they need to accomplish their tasks as known as their responsibilities in rush to keep pace with the deadline. Moreover, most office employees have to work intensely in the closed space that causes some health problems and stress. Nowadays, the development of advanced technology helps people access a lot of information sources than ever. People easily search the work vacancies on the Internet,

which means employees can find new jobs anytime and anywhere if they are no longer interested in their current firms. Many business owners worry about "switching job" phenomenon so they try to find the ways that motivate good employees who have long-term commitment with their firms. Anis et al. (2011) confirmed the bad effects caused by employee turnover; organizations need to maintain their current employee's commitment. However, the staff members have to satisfy their needs and requirements before they commit to the firm so the management team should pay attention to employee satisfaction together with commitment strategy. Grobler (2005) mentioned that employees need to satisfy their self-fulfillment, so they have the tendency to look for new jobs which are more challenging and creative. Hence the more incentive on

factors related to employee satisfaction at work, the more company can reduce the turnover rate and retain employee. The main purpose of this study is to examine the relationship between the selected factors: Training, Pay, Working Environment, Leadership and office employee Commitment through the mediator Satisfaction and find out which factors affecting Employee Commitment. This study could be helpful for companies which are still concerned with the strategy to keep talented employees, giving them a view on the real scenario and the awareness of other problems that may occur in the company's human resource management. With the research findings, companies can know which factors play important roles in successful employee commitment strategy

2. Literature review

2.1. Job Satisfaction and Commitment

Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that make people honestly feel satisfied with their job. Locke (1976) also defined "job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Organizational commitment is defined as "the relative strength of an individual's identification with and involvement in a particular organization and can be characterized by a strong belief in and acceptance of the organization's goals and values, willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership of the organization" (Mowday, Porter, & Steer, 1982). After that in 1991, Meyer and Allen developed their Three Component Model of Commitment stating that organizational commitment mainly includes the following components: affective commitment, continuance commitment and normative

commitment. These three components have an impact on the feelings of employees regarding to the organization that they work for. When the employees are satisfied with their job, it also affects the level of employee commitment. Feinsein & Vondrasek (2001) did the research in the tourism field and found that the level of job commitment depended on job satisfaction. It was also confirmed by Lam et al (2003); the result showed the strong impact of job satisfaction on organizational commitment. Gaertner (1999) proved that there exists the positive correlation between employee satisfaction and commitment. In other words, when employee has worked in the organization for many years and they become bored with their job, their attitudes are more negative than before (Lee, 2013). Similarly, Bateman and Strasser (1984) posited that there was a positive relationship between organizational commitment and job satisfaction. This result is also supported by Jermier & Berkes (1979); they discovered that employees who were always satisfied with their jobs would have a higher level of commitment. Employees who were committed to their organization in the tourism sector were willing to reach the goal and target of the company. When they completed the goal; it called "achievement". In 1959, Herzberg researched the factors affecting people attitude at work. He classified the essential factors into two dimensions Hygiene and Motivation. Herzberg said that the absence of Hygiene factors could lead to the job dissatisfaction and the presence of Motivation factors would increase the job satisfaction. Based on Herzberg's Two Factor Theory, achievement is one of the factor that causes the satisfaction, so the satisfaction now is treated as the outcome of commitment, not an antecedent (Lam, Pine, and Baum, 2003). Therefore, this study hypothesizes the positive relationship between Job Satisfaction and Employee Commitment.

Table 1

Job Satisfaction Factors (Herzberg, 1976)

Factors Leading to Dissatisfaction (Hygiene)	Factors Leading to Satisfaction (Motivation)
<ul style="list-style-type: none"> • Company Policy • Supervision • Relationship with Boss • Work Conditions • Salary • Relationship with Peers 	<ul style="list-style-type: none"> • Achievement • Recognition • Work Itself • Responsibility • Advancement • Growth

2.2. Training

Mincer (1962) simply explained training is an investment in procurement skills to improve employee's productivity. According to the Edwin (1987), "Training is the act of increasing knowledge and skills of an employee for doing a particular job." The paper of Turkyilmaz et al. (2011) revealed that training and personal development significantly affect employee satisfaction of 220 employees in Istanbul Branch of Social Security Department. Linking it to this business human resource context, when firms invest in their human resources in the form of training, employees are pleased to receive the knowledge and more willing to commit to the firms. There are various types of training such as on-the-job training, vocational training, general and specific training, depending on each context, HRM decides an appropriate type for employees (Hassan, 2013). According to Kulkarn (2013), the essential object of training is to provide the availability of skilled and well-trained employees who are ready to contribute to the organizations. A successful training session requires many steps of preparation and evaluation due to its effect on organization's operation and budget. Hence, this research proposes the positive impact between Training and Employee Job Satisfaction.

2.3. Working Environment

Kohun (1992) defined Working environment is the set of forces, actions and other influential factors impacting on the employee's activities and performance. Opperman (2002), Yusuf & Metiboba (2012) defined working environment which consists of three components technical environment, the human environment and the organizational environment in which technical Environment is infrastructure and physical, technical factor at the workplace. Human environment is the interrelationship among people, leadership and management and it can affect worker's morale (Clement, 2000; Stanley, 2003). Organization environment is mediated task, national environment (inputs) and process into final products or service (output) (Akintayo, 2012). Yusuf & Metiboba (2012) also claimed that employee behavior such as absenteeism, low commitment, and apathy are related to working environment. Brill, Weidemann, Olsen, Keable & Bosti (2001) revealed that the design of workspace has a huge effect on employee commitment and satisfaction. Wells & Thellen (2002) and Croasmun (2004) suggested the working environment which has enough privacy, quietude and suitable facility for old employees inspires people with motivation and satisfaction whereby contributes to employee commitment. As a

result, the next hypothesis is working environment positively affects Employee Job Satisfaction.

2.4. Leadership

There are many definitions of leadership; however, in general, there is no unified consensus and this is just the influence of one person which leads to the actions or attitude of other (Wakabi, 2013). According to Okumbe (1998), leadership is the process encouraging people to do something by their willingness, not because they are afraid of suffering the consequences or discipline. Mat (2008) confirmed that people follow leader's acts and behaviors to achieve organization's goals. Dawley, Andrews, and Bucklew (2010) studied the influence of perceived organizational support, supervisor support and job fit on employees' turnover intention of 3 organizations. The paper showed that the perceived organizational support, supervisor support and job fit significantly impact employee satisfaction and that resulted in the high commitment. The recommended hypothesis is the positive effect of Leadership and Employee Job Satisfaction.

2.5. Pay

Obviously, people are looking for jobs because of not only their passion but also money. The most important reason for working is that people need money to pay everything for their lives and support their families. In addition, it is one of reward tools to help employees feel more positive at work because employees perceive their efforts to be recognized worthily (Silbert, 2005). Likewise, Gardner et al., (2004) mentioned pay as a motivator and technique of employee commitment, Milkovich and Newman (2004) expressed that among many types of rewards, monetary pay is one of the most important factors affecting satisfaction. Base pay and contingent pay are two main elements of pay whereas base pay is accounted for the largest part of total reward package for most employees (Green, 2010). There are many

different results conducted by earlier researchers about the relationship between pay and job satisfaction, some studies found the positive correlation (Beutell & Wittig-Berman, 1999; Sanchez & Brock, 1996), weak relationship (Dunham & Hawk, 1977 and Adams & Beehr, 1998). Judge (2010) did a meta-analysis of the literature between pay and job satisfaction. In general, pay level is only marginally related to satisfaction. The reason that leads to the different results may come from people's psychologies and characteristics, for instance, Malka and Chatman (2003) suggested that people with more extrinsic value orientations tightly link the level of satisfaction to the level of income. A lot of researchers found the positive relationship between pay and job satisfaction because pay is seen as the critical reason that causes overall satisfaction (Smith, Kendall, & Hulin, 1969; Hulin, 1991; Heneman & Judge, 2000). Thus, Pay has the positive relationship with Employee Job Satisfaction.

Based on the literature review of much empirical research, the model contains popular variables that frequently appear in previous studies. The conceptual model is adapted from Herzberg two-factor theory. Job satisfaction will enhance if the employees can access to nice workplace training, environment, leadership styles and reward (Chen, 2006; Payne, 2005; Mohammad & Hossein, 2006).

The hypotheses for this research are summarized as following:

H1: Training positively affects Employee Job Satisfaction.

H2: Working Environment positively affects Employee Job Satisfaction

H3: Leadership positively affects Employee Job Satisfaction

H4: Pay positively affects Employee Job Satisfaction

H5: There is a positive relationship between Job Satisfaction and Employee Commitment

Independent Variables

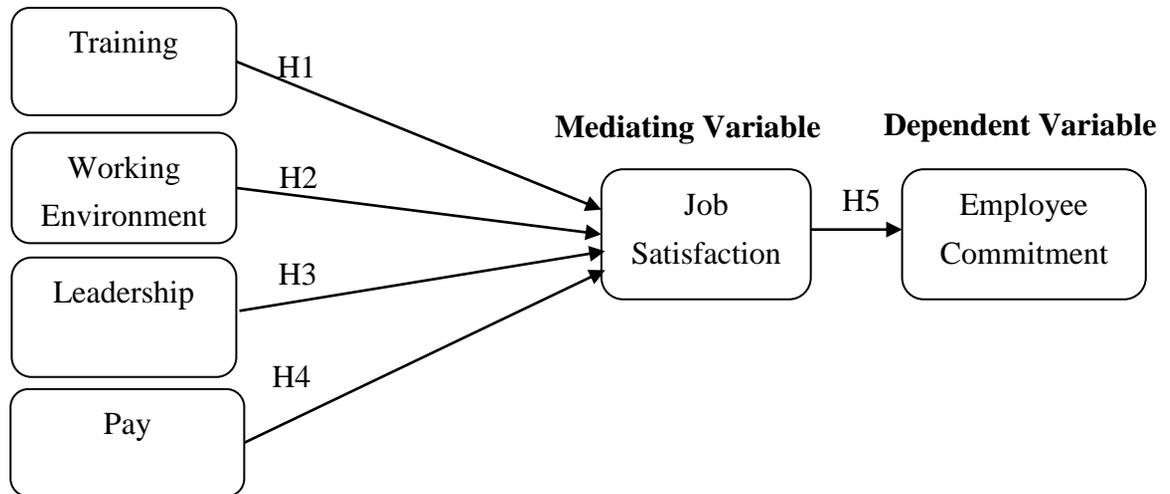


Figure 1. Proposed Conceptual Framework

Source: Alshabari et al. (2015) and Herzberg (1976)

3. Research methodology

This research uses the quantitative approach to obtain the purpose of the study. The quantitative research tries to gather data by objective methods and provides information about relations, comparisons, and predictions and removes the investigator from the investigation (Smith, 1983). In this case, the AMOS technique is mainly run to analyze the data, information that got from survey with initial support from SPSS so that the study has the most accurate result. The survey is continually chosen as the main method with questionnaire tool to collect primary data. The questionnaires were directly sent to 422 people who are classified as the office workers in Ho Chi Minh City, spreading from under 20 to over 46 years old.

The questionnaire is synthesized based on the previous study such as Koikai (2014), Msengeti (2015) and Achieng'Nyaura (2016), so that the measurement scale presents a high reliability. The questionnaire is divided into two sections: Demographic details and Perceived Relationship among the factors. Each factor includes five measurement statements using Likert scale which spreading

from Strongly Disagree to Strongly Agree.

4. Results and discussion

4.1. Sample Demographics

The data collected by online and offline surveys to achieve 422 responses from the office staffs in Ho Chi Minh City in 2017. However, after eliminating the unqualified responses, 395 qualified questionnaires are used to analyze the data result. The number of Female respondents is 68.61% which is double the number of Male and the dominant range is from 20-30 years old (69.62%)

4.2. The Cronbach's Alpha Reliability Test

This research uses the Cronbach's Alpha reliability test before analyzing the EFA to exclude inappropriate variables because they can produce dummy factors. Acceptable values of alpha have a range from **0.70 to 0.95** (Nunnally, 1994; Bland, 1997; DeVellis, 2013). If the value is less than 0.6, the number of item in the questionnaire is low or the measurement questions are not inter-related to each other. Moreover, it is impossible to get the value greater than 0.9. This value indicates that the items are redundant and duplicate; the survey consists of many same questions but different.

Table 2

Cronbach's Alpha Results ways of expressing (McClelland, 1980).

	Number or Items	Cronbach's Alpha
Training	5	.898
Pay	5	.788
Working Environment	5	.829
Leadership	5	.855
Job Satisfaction	5	.769
Employee Commitment	5	.858

The Cronbach's Alpha for all variables range from .769 to .898 depicts the moderate consistency among internal items. Especially Training has Cronbach's Alpha value.898 illustrates that all items measuring training are reliable and consistent. Because the results satisfy the requirements for Reliability test thus there is no variable to be eliminated and the measurement scales are appropriate for EFA analysis.

4.3. Exploratory Factor Analysis (EFA)

After running Cronbach's Alpha test, the second assessment to test the validity of all variables is EFA. This method evaluates two important values of the scale: Converging

value and distinctive value. EFA helps to rearrange the scale into multiple sets. The variables belonging to the same set will measure the same concept. It is based on the correlation between variables (interrelationships). Promax rotation and Principal axis factoring are chosen to run EFA test for independent variables and Principal Component is applied for mediator and dependent variables. As the adjusted outcome of EFA and Reliability test, there are 18 items belonging to 4 groups of components. The final EFA result is reached at the third time after deleting unqualified measurement scales PAY4, PAY5.

Table 3

Factor Analysis – Independent variables

	1	2	3	4
Train4	.871			
Train3	.862			
rain2	.846			
Train5	.811			
Train1	.612			
Env2		.794		
Env5		.754		
Env1		.719		
Env4		.661		

	1	2	3	4
Env3		.589		
Lead4			.798	
Lead5			.751	
Lead3			.720	
Lead1			.650	
Lead2			.517	
Pay3				.912
Pay1				.569
Pay2				.488

This is the final EFA result for 4 independent variables; all component variables are regrouped into the same set of measurement. Both mediating and dependent variables are also

grouped perfectly in EFA test. In the meantime, KMO and Barlett's Test is conducted in table 3 in order to present the appropriateness of factor analysis with actual data.

Table 4

KMO and Barlett's Test

	Independent Variables	Mediating Variable	Dependent Variable
KMO index	.889	.753	.833
Sig.	.000	.000	.000
Cumulative %	55.622	52.964	64.660

KMO value of independent variables is .889, Bartlett's Test of Sphericity is significant with p-value .000 (<.05). Moreover, Cumulative% is 55.622% meaning 4 factors can explain for 55.622% of data variation and observed items are correlated with each factor. Hence EFA model is appropriate. Similarly, The KMO value of Mediating and Dependent Variables are .753 and .833 respectively depict good values so this measurement shows the compatible with actual data and good correlation among observed variables. Cumulative % value of Job Satisfaction and Employee Commitment are 52.964 and 64.660% in turns proving that

the result is explained to 52.964% by Job Satisfaction and 64.660% by Employee Commitment in this research.

4.4. Confirmatory Factor Analysis (CFA)

CFA is a methodology determining the relevance of research data to theoretical models. In other words, it is used to test the model fit. The CFA test includes Unidimensionality which measures the suitability of the model compared to research data. The result of this research model is compared with the cut off value of model-fit measurement indices (Tucker & Lewis, 1973; Bentler, 1990; Browne, 1993; Hair, 1992 and Abedi, 2015).

Table 5

Unidimensionality result (CFA)

Fit Indices	Level of acceptance	Test result	Comment
Chi-Square (CMIN)	$\neq 0$ and $p\text{-value} \leq 0.05$	916.137 p-value=.000	Statistical significance
Chisq/df (CMIN/DF)	≤ 3.0	2.735	Statistical significance
CFI	≥ 0.8	.897	Acceptable
TLI	≥ 0.8	.884	Acceptable
GFI	≥ 0.8	.850	Acceptable
RMSEA	< 0.08	.066	Acceptable

The result is satisfied with the standard indices and it is statistically significant, so the theoretical model of the topic is consistent with the data collected in the market

Moreover, observed variables have

estimates of standardized regression weights (Table 6) greater than **0.5** at the significant level (P-value = **0.001**) (Anderson & Gerbing, 1988), the CFA model obtains Convergent validity.

Table 6

Standardized Regression Weights (CFA)

			Estimate
Train3	<---	Train	.861
Train2	<---	Train	.829
Train4	<---	Train	.862
Env3	<---	Env	.682
Env2	<---	Env	.834
Env4	<---	Env	.623
Lead3	<---	Lead	.709
Lead2	<---	Lead	.805
Lead1	<---	Lead	.825
Lead4	<---	Lead	.671
Lead5	<---	Lead	.656
Com3	<---	Com	.841
Com2	<---	Com	.802
Com1	<---	Com	.685
Com4	<---	Com	.760
Com5	<---	Com	.648

			Estimate
Satis3	<---	Satis	.582
Satis2	<---	Satis	.732
Satis1	<---	Satis	.761
Satis4	<---	Satis	.714
Satis5	<---	Satis	.418
Train1	<---	Train	.638
Train5	<---	Train	.818
Env1	<---	Env	.731
Env5	<---	Env	.640
Pay3	<---	Pay	.792
Pay2	<---	Pay	.606
Pay1	<---	Pay	.565

In the CFA, the discriminant value indicates that this structure is really different from other structures. If $p\text{-value} \leq 0.05$, CFA model obtains statistical significance. The

table below shows the significant $p\text{-value} \leq 0.05$ of all loading variables. Therefore, the concepts in the model achieve discriminant values.

Table 7

Regression Weights (CFA)

			Estimate	S.E.	C.R.	P	Label
Train3	<---	Train	1.311	.094	13.963	***	
Train2	<---	Train	1.218	.090	13.598	***	
Train4	<---	Train	1.257	.090	13.968	***	
Env3	<---	Env	.912	.072	12.670	***	
Env2	<---	Env	1.092	.072	15.240	***	
Env4	<---	Env	.742	.064	11.583	***	
Lead3	<---	Lead	.904	.060	15.042	***	
Lead2	<---	Lead	1.030	.058	17.663	***	
Lead4	<---	Lead	.832	.059	14.020	***	
Lead5	<---	Lead	.842	.062	13.651	***	
Com3	<---	Com	1.341	.092	14.643	***	
Com2	<---	Com	1.344	.095	14.106	***	
Com4	<---	Com	1.385	.103	13.469	***	

			Estimate	S.E.	C.R.	P	Label
Com5	<---	Com	1.294	.111	11.678	***	
Satis3	<---	Satis	.663	.060	11.054	***	
Satis2	<---	Satis	.937	.067	14.092	***	
Satis4	<---	Satis	1.012	.074	13.731	***	
Satis5	<---	Satis	.569	.073	7.843	***	
Train5	<---	Train	1.247	.093	13.466	***	
Env5	<---	Env	.728	.061	11.888	***	
Pay3	<---	Pay	1.547	.169	9.162	***	
Pay2	<---	Pay	1.331	.157	8.463	***	

Besides Cronbach’s Alpha test, AMOS has another assessment to confirm the reliability of scale that is the concept of *Composite Reliability and Variance Extracted*. The equations calculate *Composite Reliability (CR) and Average Variance Extracted (AVE)* developed by Hair et al. (1998) are used to calculate. When CR and AVE of each potential

factor variable shave value ≥ 0.5 , CFA model obtains synthesis reliability. (Hair et al., 1998). The result shows the good value of each factor’s CR (>0.5), so does the AVE excepting the AVE value of Satisfaction and Pay which are less than 0.5. However, they are still acceptable because the large value of CR then model obtains synthesis reliability.

Table 8

Composite Reliability (CR) and Average Variance Extracted (AVE)

Variables	CR value	AVE value
Train	0.90	0.65
Environment	0.83	0.50
Leadership	0.85	0.54
Pay	0.70	0.44
Employee Job Satisfaction	0.78	0.43
Employee Commitment	0.86	0.63

4.5. Structural Equation Modeling (SEM)

SEM is one of the most complex and flexible techniques. SEM model combines all the techniques such as multivariate regression, factor analysis, and mutual relationship analysis (among elements in a network

diagram) to allow us to examine the complex relationship. Because the complication of SEM model, many researchers visualized it by path diagram to represent the clear interrelationship among factors (Hair et al., 2006)

Table 9

Standardized Regression Weights (SEM)

		Estimate
Satis	<-- Train	.099
Satis	<-- Env	.328
Satis	<-- Lead	.358
Satis	<-- Pay	.280
Commit	<-- Satis	.749

The table shows the Estimate value in Standardized Regression Weights are all positive number at significant level p-value 0.05. Leadership has highest estimate value, accounting for 35.8% the variance of Job Satisfaction whereas the mediator Satisfaction interprets up to 74.9% the variance of Employee Commitment. The outcome shows

the relationships between independent variables Training, Working Environment, Leadership and Pay to mediator Satisfaction which are significant with p-value < 0.05. And the effect of Satisfaction on dependent variable Commitment is supported by significant p-value; thus none of these variables are removed from the conceptual model.

Table 10

Summary of Hypotheses Testing

No	Hypothesis	Standardized Regression Weight	P-value (level of significance 0.05)	Conclusion
1	H1: Training positively affects Employee Job Satisfaction	.099	.032	Supported
2	H2: Working Environment positively affects Employee Job Satisfaction	.328	.000	Supported
3	H3: Leadership positively affects Employee Job Satisfaction	.358	.000	Supported
4	H4: Pay positively affects Employee Job Satisfaction	.280	.000	Supported
5	H5: There is a positive relationship between Job Satisfaction and Employee Commitment	.749	.000	Supported

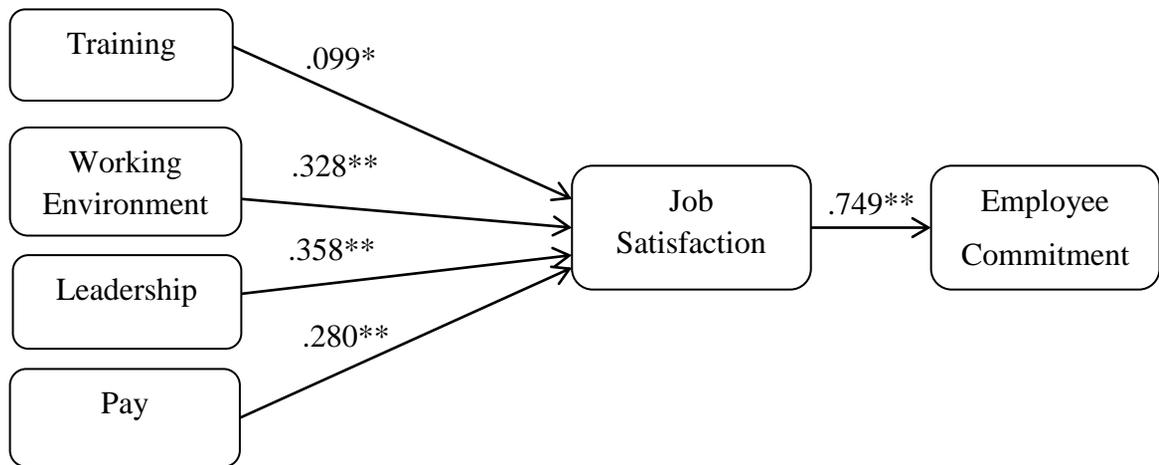


Figure 2. Testing Results of Structural Model by Using SEM-AMOS

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

The CFA model is analyzed again to test the model fit. Overall, it still achieved the good result after the model had an adjustment.

Hence the theoretical adjusted model of the topic is consistent with the data collected in the market according to SEM result.

Table 11

Final model fit result (SEM)

Fit Indices	Level of acceptance	Test result	Comment
Chi-Square (CMIN)	$\neq 0$ and $p\text{-value} \leq 0.05$	933.015	Statistical significance
		$p\text{-value} = .000$	
Chisq/df (CMIN/DF)	≤ 3.0	2.752	Statistical significance
CFI	≥ 0.8	.895	Acceptable
TLI	≥ 0.8	.883	Acceptable
GFI	≥ 0.8	.849	Acceptable
RMSEA	< 0.08	.067	Acceptable

4.6. Bootstrap Test

The Bootstrap method introduced by Efron (1979) which performed the sample repeated N times. Estimated results from N samples are averaged and this value tends to close to the overall estimate. The smaller the difference between the Bootstrap estimated mean values and initial sample, the more reliable the estimated model is. The bootstrap test is applied in adjusted SEM model to

check the data of adjusted SEM being stable and representative of the population. According to Shrout (2002), Bootstrap’s indicators include Critical Ratio and p-value. After examining, the CR value is above 1.96 and all items have $p\text{-value} > 0.05$. Therefore, the bias of this research is equal 0 at 95% confident interval which means there is no bias in the sample data and it can represent the population (Hu, 2010). Therefore, the data of

this research is stable and representative.

4.7. Result Discussion

Overall, the results show the positive relationship between the four factors Training, Working Environment, Leadership and Pay with mediator Job Satisfaction. Moreover, the mediator Satisfaction explains approximately 75% of the dependent variable Commitment, hence it leads to the positive impact of four independent variables on job commitment. All the hypotheses are accepted at the significant level and they are in accordance with the literature review such as Siebern (2005) who conducted a study in 13 countries from 1994 to 2001 and found that job satisfaction will enhance if employees access to workplace training. Wells & Thellen (2002) suggested the working environment inspires people with motivation and satisfaction. Payne (2005) revealed job satisfaction can be consolidated by leaders who understand clearly the organizations' needs and spread the enthusiasm to subordinates. Moyes and Redd (2008) examined the job-related factors affecting job satisfaction of accounting professional and compensation has a positive significant relationship to Job Satisfaction. Referring to the result, Leadership has the tightest relationship with Satisfaction (35.8%) and Commitment, the leadership style has a profound influence on employee's attitude and the management team should pay more attention to this factor if they want to consolidate the labor force.

5. Conclusion and recommendation

5.1. Conclusion

The main objective of this study is to find the relationship between selected factors: Training, Pay, Working Environment, and Leadership and Office employee commitment through the mediator Job Satisfaction. After modification, the completed survey was distributed to the office staff in Ho Chi Minh City by online forms and papers. The result is the same as previous research according to

literature review. The hypotheses are accepted and the research have achieved the initial objectives. There exist significant positive relationships between four independent variables: Recognition, Working Environment, Leadership, Career Development and mediator Job Satisfaction in which Leadership takes the highest percentages 35.8% in explaining Job Satisfaction variable. Moreover, it can be concluded that these four variables have indirect positive relationship with Employee Commitment through the mediating variable Job Satisfaction.

5.2. The limitation of the study

Firstly, this study just collected 395 samples of office staffs in Ho Chi Minh. It cannot cover all the Vietnamese companies. Secondly, because of the time limitation, data is collected by the open-ended questionnaire and the statements already listed for people to answer based on Likert Scale. The participants cannot provide their own opinions and evaluations. Finally, there are also many factors that affect the performance but not included in this study such as Job-itself, work-life balance etc. derived from Herzberg's theory.

5.3. Recommendation

Leadership explains 35.8% to a variance of Job satisfaction. The organizations are not going to be successful if there is no contribution from each employee. Hence, the management team should consult employees when making decisions that are relevant to their interests so that employees notice their necessary role within the company, and their dedication is valuable. Each leader continues learning, cultivating his or her leadership skills, timely modifies policies that cause employee dissatisfaction, designs feedback boxes that help employees freely contribute their ideas to leaders, thereby helping each other to increase work efficiency. Good worker does not always become a wise leader

(Syptak, 1999). The supervisors have to cultivate leadership skills, treat people fairly and limit the negative comments.

Working Environment has a positive relationship to Job satisfaction and increases commitment so the companies should facilitate for employees to work in a new environment if possible. For example, one or two days a week, they can sit next to their favorite colleagues or work outside the office. Company shall remodel the workspace to promote cooperation and creativity but still keep enough private space for each employee.

It cannot be denied that salary and compensation are the most concern when entering the new company. Management team should always review the reward strategy in association with other factors that influence Job satisfaction such as companies' recognition of employee's good performance by giving monetary reward or HR departments' regular review of base pay rate and flexible contingent pay. Key Performance

Indicator is used not simply giving workers benefit but also promoting people in their career path which is an essential concern by employees.

Furthermore, the improvement of the training program is also the method to retain key office employees. The training program ought to be designed as short, concise and with helpful content to reduce lassitude of employees. Moreover, Cross-Training should be applied since it decreases training cost for organization and increases the working process and peer relationship, Cross-Training is when organization create an opportunity for employees to enhance the proficiency levels beyond their ordinary responsibility and capture the workflow of other positions (Vasanthi, 2017). As long as the members of the group can understand other's job, they are more willing to support when someone needs, thereby each worker can realize their latent strength■

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