



Journal of International Economics and Management

Journal homepage: <http://jiem.ftu.edu.vn>

The impact of HRM practices on organizational commitment and job satisfaction of civil servants in Hanoi

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Received: 04 October 2021; **Revised:** 21 January 2022; **Accepted:** 21 February 2022

<https://doi.org/10.38203/jiem.022.1.00>

Abstract

This study aims to analyze the impact of human resource management practices on organizational commitment and job satisfaction of civil servants in Hanoi. The data for the study were collected from a survey of 384 civil servants. The structural equation modeling was applied to evaluate the impact of human resource management practices on job satisfaction and three components of organizational commitment, namely affective commitment, continuance commitment, and normative commitment, and the relationship between these components with job satisfaction. The results show a positive relationship between human resource management practices and job satisfaction and three components of organizational commitment. Furthermore, three components of organizational commitment are positively associated with the job satisfaction of civil servants in Hanoi. Based on the results of this study, some significant implications for organizations in the public sector are proposed to enhance their employees' organizational commitment and job satisfaction.

Keywords: HRM practices, Organizational commitment, Job satisfaction

1. Introduction

In organizations, people are a valuable resource (Wright and Snell, 1998). If organizations want to succeed, they need high-caliber employees (Jimoh and Abdulkadir, 2011). Public or private organizations are based on the quality and capacity of their employees. For this reason, organizations need to focus on human resources through implementing human resource

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management (HRM) practices due to its vital role in maximizing the capacity of employees in the organization (Saleem and Khurshid, 2014). HRM practices could create intelligent organizations and enhance their capabilities (Nancy, 2013).

Organizational success depends on employee engagement with the organization. Organizational commitment is a prerequisite for employee job satisfaction. HRM practices play an important role in building relationship between organization and employees. According to the theory of social exchange, employees give their work capacity in exchange for privileges and benefits from the organization (Jawaad *et al.*, 2019).

If employees are committed and satisfied with their job, the organization will reduce their turnover and leave costs, and increase its efficiency (Rahman and Chowdhury, 2012). The employees' job performance and work capacity are the basic factors to assess the level of their job satisfaction (Pasaoglu and Tonus, 2014). For every organization, to draw new employees and retain existing talented employees, HRM practices, organizational commitment, and job satisfaction should be considered one of the organization's priorities (Khera, 2010; Rahman *et al.*, 2013).

In the context of Vietnam, there exist several studies focusing on the impact of HRM practices on organizational commitment and job satisfaction (Minh, 2013; Ngoc, 2016). However, among these, the number of empirical studies in the public sector is scarce. Hence, it is necessary to study the impact of HRM practices on organizational commitment and job satisfaction of civil servants in Hanoi, the capital city of Vietnam.

The remaining of the paper consists of four sections. Section 2 is the theoretical background of HRM practices, organizational commitment, job satisfaction, and hypotheses. We analyze the methodology used in the paper in Section 3. Section 4 focuses on analyzing the research results and discussing them. The last section concludes the study and gives management implications to advance organizational commitment and job satisfaction of civil servants in Hanoi.

2. Literature review and research hypothesis

2.1 Literature review

2.1.1 The theory of human resource management practices

Dung (2011) defines HRM as a set of elements, including the philosophy, policies, and functional activities of attracting, training, developing, and maintenance of human resources to achieve the optimal results for both organizations and employees. HRM practices are a system of decisions and administrative actions, which are related to employees working at an organization (Dung *et al.*, 2017). HRM practices will help an organization retain and achieve highly technical human resources, dedicated to working and mentally motivated employees. HRM practices consist of recruitment, selection, training, fostering, and development of human resources. They are consistent with the needs of the organization (Armstrong, 2008). HRM practices covering the sides of HRM

are improved and flexibly applied to each organization. Each organization has its own characteristics, strategies, and goals. Hence, each organization needs different approaches to HRM practices. Morrison (1996) shows that HRM practices consist of human resource philosophy, selection, socialization, training, evaluation and reward, and job description rules. Pfeffer (1998) proposes that HRM practices include job stability, recruitment of new employees, autonomous teams and decentralization in decision making, relatively high compensation for results, expanding training, reducing position gaps and barriers such as salary gaps, expanding information sharing, and financial results within an organization. Dung (2005) states that HRM practices include nine aspects, which include determining the works and tasks, attraction and selection, training, evaluating employee performance, salary and welfare management, development of labors relations, personnel statistics, compliance with the provisions of laws, and encouraging change.

Domestic and foreign studies have been presented in different aspects, depending on the research objectives to give consistent items. In addition, the HRM practices evaluate at the overall level covering components of the HRM practices (Guest, 1999; Son, 2017). Thus, HRM practices in the public sector present flexible uses of different aspects of HRM to serve the purposes of an organization, and depend on the inherent characteristics of the organization to decide. In addition, they can be understood as different activities to influence civil servants working at a public organizations towards the common goals of the organization.

2.1.2 The theory of organizational commitment

There is a diversity of definitions related to organizational commitment, each defines approaches with different views, thereby providing many measures. The similarity of the previous studies shows that organizational commitment is an attitude variable. The differences pointed out by these studies are related to components such as level of emotions expressed in organizational commitment, conditions affecting the development of organizational commitment and expected behaviors as a result of organizational commitment. Therefore, the meaning and aspects constituting the organizational commitment of each study are always different. According to Allen and Meyer (1991), the organizational commitment is defined as the emotional or sentimental attachment to the organization of an employee. It consists of three aspects (i) affective commitment, which is an emotional connection between employees and their organization; (ii) normative commitment, which is the employee's awareness of liability and duty to the organization; (iii) continuance commitment, which is how employees perceive costs to be lost if they leave the organization. The scales of organizational commitment aspects proposed by Allen and Meyer (1991) are widely used to measure employees' organizational commitment in different fields (Benkhoff, 1997; Dung, 2006; Ha, 2010; Tam, 2013). To be relevant to the aim of this study, organizational commitment in the public sector is defined as a positive attitude that shows a close connection between the civil servants and their organizations. This attitude is built on three components of organizational commitment as proposed by Allen and Meyer (1991).

2.1.3 The theory of job satisfaction

Job satisfaction has many different definitions because it is based on different views (Nam and Lan, 2021). Previous studies show that job satisfaction is an attitude variable because it is an employee's overall perception of current work-related issues. The general perception depends on their positive or negative emotions towards the job or work environment for the employees (Ellickson and Logsdon, 2001). If the work environment meets the needs of the employees, their job satisfaction will increase. Employees would rate their current job based on the factors important to them (Sempene *et al.*, 2002). In addition, job satisfaction is the employee's perceived love of a job and the aspects of it. Two different measures of job satisfaction are overall job satisfaction and the various aspects of job satisfaction (Spector, 1997). Price (1997) agrees with Spector (1997) and indicates that both measures have their highlights in measuring employee job satisfaction. The highlights of different aspects of job satisfaction provide a clearer view and a more thorough assessment of each side of job satisfaction (Hirschfeld, 2000). However, Slatten (2008) finds the importance of general job satisfaction and concludes that measuring overall job satisfaction will provide an overview to cover different aspects of job satisfaction. In this study, the job satisfaction of an officer is measured by his/her overall job satisfaction. The overall job satisfaction is a positive state that appears in the working process. It is affected by the officers' expectations and their actual work results.

2.2 Hypothesis development

2.2.1 The relationship between human resource management practices and organizational commitment

HRM practices affect employee behavior, in which organizational commitment is a significant factor towards organizational success (Boxall and Purcell, 2011). Kinicki *et al.* (1992) argue that organizations use different HRM practices depending on the level of employee engagement with the organization. Several domestic and foreign studies have concluded that different components of HRM would make an impact on organizational commitment (Gaertner and Nollen, 1989; Laka-Mathebula, 2004; Sendogdu *et al.*, 2013; Dung and Ly, 2006; Anh and Dao, 2013). Besides, some in-depth studies demonstrate the relationship between HRM practice and three aspects of organizational commitment. HRM practices have an impact on affective commitment, normative commitment, and low affect continuance commitment (Meyer *et al.*, 1989; Shore and Wayne, 1993). Guest (1995) shows that employee engagement behavior plays a central role in HRM activities. It is an important feature that distinguishes between modern and traditional HRM. Besides, HRM practices have a direct impact on continuance commitment. Based on these arguments, the following hypotheses are advanced:

H1: HRM practices have a significant impact on affective commitment.

H2: HRM practices have a significant impact on continuance commitment.

H3: HRM practices have a significant impact on normative commitment.

2.2.2 The relationship between human resource management practices and job satisfaction

The core aim of any organization is the effective use of human resources towards the organizational targets. HRM practices are a way to find the best method for employees to be more devoted to the organization, creating conditions for employees to develop professionally. HRM practices have a positive correlation with job satisfaction (Steijn, 2004) and can increase job satisfaction of employees (Petrescu and Simmons, 2008). Most studies identify the relationship between different aspects of HRM and job satisfaction (Majumder, 2012; Long, 2010; Duong, 2013). Hence, HRM practices need to discover and satisfy employee's desire or/and form job incentives and motivations to promote job satisfaction. Hence, the following hypothesis is proposed:

H4: HRM practices have a significant impact on job satisfaction.

2.2.3 The relationship between organizational commitment and job satisfaction

Curri van (1999) examines the order of factors influencing job satisfaction and organizational commitment. The results show that job satisfaction is a prerequisite for organizational commitment. This finding is in line with Fu *et al.* (2011) and Mowday *et al.* (1982). However, some recent studies have refuted the above statement and showed that the employees with organizational commitment could increase their job satisfaction (Vandenberg and Lance, 1992; Shahid and Azhar, 2013). Thus, an organization and its employees will gain a lot of value and desirable results if the employees are organizationally committed. Allen and Meyer (1991) indicate that the three aspects of organizational commitment have an impact on job satisfaction. In addition, Allen and Meyer (1996) argue that continuance commitment has a normative effect on job satisfaction. Affective commitment and normative commitment have a strong impact on job satisfaction. Therefore, the following hypotheses are developed:

H5: Affective commitment has a significant impact on job satisfaction.

H6: Continuance commitment has a significant impact on job satisfaction.

H7: Normative commitment has a significant impact on job satisfaction.

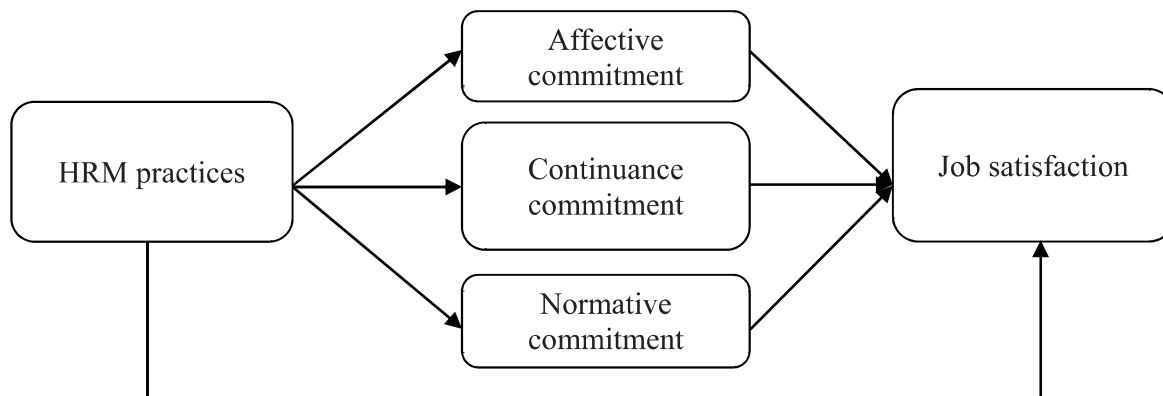


Figure 1. The research framework

Source: The authors' suggestion

3. Methodology

3.1 Scale design

The designed scale is based on previous theories of organizational commitment and job satisfaction. First is the scale of HRM practices that includes six manifest variables (Guest, 1995). Second is the scale of organizational commitment of Allen and Meyer (1991), including nineteen manifest variables. Lastly, the scale of job satisfaction of Slatten (2008), which consists of five manifest variables.

Table 1. Sample characteristics of group discussion and in-depth interview

Characteristics		Number	Percent
Gender	Male	13	76.5
	Female	4	23.
Age	Less than 30 years old	0	0.0
	30-50 years old	6	35.3
	Above 50 years old	11	64.7
Education	Intermediate education and college	0	0.0
	University	5	29.4
	Post-Graduate	12	70.6
Seniority	Less than 5 years	0	0.0
	5-15 years	7	41.
	Above 15 years	10	58.8
Position	Manager	8	47.
	Deputy	4	23.5
	Expert	5	29.

Source: The authors' research sample

Due to differences in culture, development level, survey scope as well as geographical location, the inherited scales are not really consistent with the survey object and context. Consequently, the scales need to be discovered, adjusted, and supplemented to suit the survey object and context. We talked to twelve experienced department managers to carefully review the contents related to the possible factors so that we could add or remove inappropriate manifest variables. Moreover, we conducted in-depth interviews with five experts in the field of HRM to discover the connection between factors, adjust the research model, and solve problems during the discussion.

The qualitative research results show that everyone agrees that the proposed factors in the research study are suitable. For the HRM practices factor, 10 out of 12 discussion participants and four out of five experts suggest that it is necessary to remove the observation variable: "The agency always pays salary based on the contribution of each person". Because the

content of that observed variable is not consistent with the conditions in the public sector. Salaries in the public sector are paid based on the state regulations (Table 2). Besides, experts and discussion participants agree with the designed scale of job satisfaction. For the organizational commitment factor, experts and managers participated in the discussion indicate that some manifest variables should be reduced to keep the content simple and to avoid duplication and confusion. In addition, we edited some words to be consistent with the survey object and the context of the public sector.

Table 2. The content of manifest variables

Scales	Items	Source
<i>HRM practices</i>		
HRMPs1	The agency always creates opportunities for you to voice your opinions and present your personal views.	Guest (1995)
HRMPs2	The agency always creates conditions for you to train yourself and improve your professional qualifications.	
HRMPs3	The agency always updates all information for you about work results and job evaluation.	
HRMPs4	Your agency often organizes a number of activities to improve solidarity, create a happy, sociable and attractive atmosphere at work.	
HRMPs5	Your agency always gives priority to employees with many achievements and experience working at your agency.	
HRMPs6	Your agency always encourages working process based on close coordination between departments and people together.	Research by the authors themselves
HRMPs7	Your agency leaders always listen to employees' opinions before making decisions.	
HRMPs8	Your agency always uses job evaluation standards and job completion to give a promotion.	
HRMPs9	Your agency's recruitment policy and procedures are built according to the regulations issued by the state.	
<i>Affective commitment</i>		
AC1	The agency is your second home.	Allen and Meyer (1991); Research by the authors themselves
AC2	You are proud and happy to work at the agency.	
AC3	You feel the agency is very important and meaningful.	
AC4	You belong to the agency.	

Table 2. The content of manifest variables (*continued*)

Scales	Items	Source
<i>Continuance commitment</i>		
CC1	You feel it is necessary to stay at the agency.	Allen and Meyer (1991); Research by the authors themselves
CC2	You will be greatly affected if you leave the agency.	
CC3	You will have a hard time finding another job if you leave the agency.	
CC4	You have invested a lot of effort and enthusiasm in the agency, so it is difficult to give up.	
<i>Normative commitment</i>		
NC1	You realize your responsibilities and obligations towards the agency.	Allen and Meyer (1991); Research by the authors themselves
NC2	You feel it unnecessary to leave the agency.	
NC3	You feel loyalty to the agency.	
NC4	You feel indebted to the agency because it has brought many good things.	
<i>Job satisfaction</i>		
JS1	You feel that the agency is the best place to work.	Slatten (2008)
JS2	The agency always inspires you to do a good job.	
JS3	You choose the agency as the only place to work.	
JS4	You always strive for work and organization.	
JS5	You feel satisfied with your work at the agency.	

Source: The authors' compilation

3.2 Data collection

The study of Hair *et al.* (2014) indicates that the minimum sample size for exploratory factor analysis (EFA) is 50, preferably 100 or more. Moreover, the ratio of manifest observations on an analytic variable of 5:1 or 10:1 will provide the minimum sample size of the study to warrant reliability. In our research, we use the 10:1 rule. This study has 26 manifest variables, so the number of minimum sample size is $26 \times 10 = 260$.

This study applies the convenient sampling method to survey the civil servants working in the public sector in Hanoi. To limit the number of invalid answer sheets, we carry out a survey with 384 civil servants. After processing the obtained data, there remain 372 valid answers with a recovery rate of 96.9%. The survey period starts from 01 March 2021 to 31 March 2021. The survey forms are sent directly by email to the civil servants working at twenty state agencies in Hanoi (Table 3).

Table 3. Distribution of sample size

Name	Number	Percent
Office of People's Committee of Hanoi City	15	4.0
Department of Industrial and Trade	18	4.8
Department of Transport	16	4.3
Department of Education and Training	18	4.8
Department of Planning and Investment	19	5.1
Department of Science and Technology	19	5.1
Department of Labor, War Invalids and Social Welfare	16	4.3
Department of Interior	13	3.5
Department of Foreign Affairs	15	4.0
Department of Agriculture and Rural Development	22	5.9
Department of Planning and Architecture	13	3.5
Department of Finance	14	3.8
Department of Natural Resources & Environment	18	4.8
Department of Justice	16	4.3
Department of Information & Communications	18	4.8
Department of Culture, Sports	14	3.8
Department of Tourism	15	4.0
Department of Construction	13	3.5
Department of Public Health	10	2.7
Hanoi City Committee for Ethnic Minorities	11	3.0

Source: The authors' compilation

The results show that a large number of civil servants in Hanoi City who participated in the survey are male (71.2%). The majority of respondents are above 35 years old with 90.6%. The respondents with higher education level account for 87.6%. The seniority of work from five years to above fifteen years accounts for 80.9%. Among the surveyed participants, 95.4% are married. The characteristics of the survey sample are consistent for the public sector in Vietnam. The employees in the public sector are almost men. They are between the ages of 30 and 50 years old, with high levels of education, and married. Table 4 summarizes the result of sample characteristics.

Table 4. Sample characteristics

	Characteristics	Number	Percent
Gender	Male	265	71.2
	Female	107	28.8
Age	Less than 30 years old	35	9.4
	30-50 years old	294	79.0
	Above 50 years old	43	11.6
Education	Intermediate education and college	0	0
	University	326	87.6
	Post-Graduate	46	12.4
Seniority	Less than 5 years	37	9.9
	5-15 years	301	80.9
	Above 15 years	34	9.2
Marital status	Married	355	95.4
	Unmarried	17	4.6

Source: The authors' research sample

4. Findings and discussion

4.1 Reliability and validity test

The results of Cronbach's Alpha and EFA of the full measurement model show that the latent variable "Extroversion" has the lowest Cronbach's Alpha value of 0.775, while the latent variable "Conscientiousness" has the highest of 0.884. Compared with standard 0.6, all manifest variables of the scale are internally consistent. The corrected item - total correlation coefficient is higher than 0.3. All scales achieve two reliability and discriminant validity. Hence, the scale is good and meets the reliable requirement for EFA (Nunnally and Bernstein, 1994). The EFA obtains results with the coefficient KMO = 0.808, Bartlett's test with Sig. = 0.000 (< 0.05), and five factors are extracted with eigenvalue = 1.237; sums of squared loadings = 80.125%, which is higher than 50%. Five factors can explain about 80.125% of the variance of all the variables from the total variance explained (Hair *et al.*, 1998). Thus, five factors in the research model with 26 manifest variables were extracted to meet the requirement of convergent and discriminant validity.

4.2 Confirmatory factor analysis

The results of the confirmatory factor analysis (CFA) show that the model has 1,387 degrees of freedom. The test value CMIN is 421.375 with the probability value of 0.000. The CMIN/df index is 2.452, which is smaller than 3.0 (Carmines and McIver, 1981). The goodness-of-fit index (GFI) is 0.901. The Tucker-Lewis index (TLI) = 0.902. The comparative fit index (CFI) is 0.908, which is above 0.9 (Tabachnick and Fidell, 2007). The root-mean-square error of approximation (RMSEA) is 0.030, which is less than 0.08 (Hu and Bentler, 1999). Hence, the research model is consistent with the market data.

The CFA results of the full measurement model scale show that the weights of the manifest variables are standard (≥ 0.5). Hence, the scales achieve the convergent validity (Anderson and Gerbing, 1988). In addition, there is no correlation between the measurement errors. Therefore, the manifest variables achieve unidimensionality. The correlation coefficient of each research concept is significantly different from 1, indicating that the components reach discriminant values. The analysis results also show that the scales meet the requirements of reliability (Steenkamp and Van Trijp, 1991). Table 5 summarizes the results of the unidimensional constructs test.

Table 5. The results of unidimensional constructs test

	Relationship		Estimate	Standard deviation	Critical value	Probability value
CC	\longleftrightarrow	HRMPs	0.111	0.040	26.834	0.000
CC	\longleftrightarrow	AC	0.162	0.068	25.242	0.000
CC	\longleftrightarrow	JS	0.012	0.069	26.177	0.000
CC	\longleftrightarrow	NC	0.124	0.071	24.359	0.000
HRMPs	\longleftrightarrow	AC	0.022	0.038	24.637	0.000
HRMPs	\longleftrightarrow	JS	0.241	0.039	14.217	0.000
HRMPs	\longleftrightarrow	NC	0.315	0.039	15.268	0.000
AC	\longleftrightarrow	JS	0.233	0.040	15.073	0.000
AC	\longleftrightarrow	NC	0.152	0.068	12.245	0.000
JS	\longleftrightarrow	NC	0.021	0.068	11.860	0.000

Source: The authors' calculation

In addition, we test the scale's reliability. The reliability test results indicate that the composite reliability value is not lower than 0.7 and the variables achieve discriminant value is higher than 0.5. Hence, the analytical results pointed out that all the research model constructs meet the requirement of high reliability. Hence, the scale is consistent with the analysis of the structural equation modeling - SEM (Hair *et al.*, 2014; Fornell and Larcker, 1981). Table 6 summarizes the results of testing the reliability.

Table 6. The results of testing the reliability of constructs

Variables	Number of items	Composite reliability	Total variance explained	Conclusion
HRM practices	9	0.83	0.613	Reliable
Affective commitment	4	0.855	0.55	
Continuance commitment	4	0.793	0.672	
Normative commitment	4	0.80	0.564	
Job satisfaction	5	0.811	0.552	

Source: The authors' calculation

4.3 Structural equation modeling

Based on the results of the CFA of the full measurement model scale, the SEM results are consistent with the market data. That is shown by the CMIN/df index = $2.567 < 3.0$ (Carmines and McIver, 1981). The GFI = 0.904, the TLI = 0.907, the CFI = 0.912, which are all higher than 0.9 (Tabachnick and Fidell, 2007). The RMSEA is 0.035, which is lower than 0.08 (Hu and Bentler, 1999).

In addition, based on the analysis result, the probability value of the impact relationships between the constructs is less than 0.05. Hence, the relationship between HRM practices, affective commitment, continuance commitment, normative commitment, and job satisfaction is statistically significant in the SEM (Table 7).

Table 7. Regression weights

	Correlation		Estimate	S.E	C.R	P
Continuance commitment	←	HRM practices	0.404	0.032	3.725	0.000
Affective commitment	←	HRM practices	0.432	0.021	3.615	0.000
Normative commitment	←	HRM practices	0.400	0.054	3.595	0.000
Job satisfaction	←	HRM practices	0.411	0.039	1.821	0.000
Job satisfaction	←	Continuance commitment	0.398	0.010	0.704	0.000
Job satisfaction	←	Affective commitment	0.407	0.046	1.433	0.000
Job satisfaction	←	Normative commitment	0.395	0.013	1.235	0.000

Source: The authors' calculation

4.4 Discussion

The SEM analysis results show that H1, H2, and H3 have standardized estimate of 0.432, 0.404, and 0.400, respectively. H4 has standardized estimate of 0.411. If HRM practices are well implemented, the organizational commitment and job satisfaction of civil servants will be high. With 95% confidence and the probability value of 0.000; H5, H6, and H7 have standardized estimate of 0.407, 0.398, and 0.395, respectively. It means that the higher the three components of organizational commitment, the higher the job satisfaction of civil servants. By the same token, the result is similar to the studies of Meyer *et al.* (1989), Shore and Wayne (1993), Petrescu and Simmons (2008), Vandenberg and Lance (1992), Shahid and Azhar (2013). Hence, H1, H2, H3, H4, H5, H6, and H7 are accepted.

Thus, HRM practices have direct impact on three components of organizational commitment and job satisfaction of civil servants. This result differs from the studies of Minh (2013) and Ngoc (2016). Because they did not measure organizational commitment and job satisfaction of the officers in the public sector based on HRM practices. Hence, the study could create a paradigm for future studies on confirming the relationship between HRM practices with organizational commitment and job satisfaction in the public sector.

5. Conclusion and policy implications

This study confirms that HRM practices have a positive impact on three components of organizational commitment and job satisfaction. The CFA and SEM are conducted to look for the relationship between the constructs in the research model. The results show that HRM practices have a positive impact on three components of organizational commitment and job satisfaction. Besides, three components of organizational commitment have a positive impact on the job satisfaction of civil servants in Hanoi. Based on the obtained results, this study propose some policy implications to help the agencies in the public sector in Hanoi enhance the organizational commitment and job satisfaction of civil servants.

Firstly, the leaders of the public sector agencies need to show the officers that they will have opportunities for training and promotion if they perform well. It means that the efforts of civil servants in Hanoi will be recognized by the agency, thus improving their organizational commitment and job satisfaction. Hence, the leaders of the public sector agencies should make detailed plans for training and promotion based on the capacity and work efficiency of their officers. Besides, the agency could create favorable conditions for officers to improve their professional qualifications.

Secondly, perfecting the evaluation of civil servants, emulation and commendation must be done seriously. In addition, leaders need to develop a scale to evaluate the performance of civil servants in their fields of work. Thereby, there should be timely welfare or reward policies, to create motivation for civil servants, thus, improving organizational commitment and increasing the job satisfaction of civil servants.

Thirdly, agencies should build a working environment of solidarity and democracy between the leaders and the civil servants. Likewise, the agencies should create opportunities for discussions to strengthen the relationship between their employees to achieve high work efficiency.

Fourthly, the agencies can promote internal communication so that their employees can quickly and conveniently send their opinions and suggestions to the employers. At the same time, managers could show the respect to their employees by listening and consulting with them, thereby increase the civil servants' organizational commitment and job satisfaction.

This study has some limitations. Firstly, the sample size is small due to being executed only in the public sector in Hanoi. Secondly, this study collected data by convenience sampling method. For these limitations, future research should increase the sample size or extend the survey scope. Besides, the probability sampling method should be used to advance the study's generalizability.

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