

THE INFLUENCE OF JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT OF EMPLOYEES IN DONG NAI PROVINCE

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ABSTRACT

Job satisfaction is considered as a way how people feel about their job. A person with a high level of job satisfaction holds positive feelings about jobs. When people are satisfied with their job, they tend to stay with their workplace longer. In contrast, if they are not, they may leave their place and look for another job in other businesses. The present research aims to investigate the relationship between job satisfaction and organizational commitment, and find out the critical factors of job satisfaction influencing organizational commitment. In this study, a quantitative research was used with the survey of 52 items of job satisfaction and organizational commitment. The result of statistical analysis shows that job satisfaction is positively related to organizational commitment with the high significance at 0.000 level. The regression coefficient shows that only five of eleven facets of job satisfaction including benefits, communication, job security, nature of work, and supervision have positive effect on organizational commitment. Based on the research results, it is recommended that human resources management should focus on the five mentioned factors to keep their employees stay longer with them.

Keywords: *Job satisfaction, organizational commitment, benefits, communication, supervision*

1. Introduction

Personnel holds an important role in workplace. Effective management of human resources in a business organization in order to make employees feel happy and become loyal to their workplace, therefore, is a difficult job and responsibility of management. Job satisfaction of employees plays an important role at work in businesses because the company's success in creating real satisfaction, loyalty and ownership is a model for all companies across the industries. It is clear that the importance of job satisfaction is in its impact on both employee satisfaction and employee efficacy, as well as in its impact on retention. People who are happy in their position and feel a sense of worth and accomplishment are less likely to seek other opportunities as the more satisfied employees are more likely to stay the longest. Sim explains that job satisfaction is

a major contributor to the lack of turnover [1]. Harris makes assumption that the individual worker chooses to accept a specific job with a particular organization because he believes that position and company will provide him a higher level of fulfillment of his needs and expectation than would other jobs and other organizations.

When a company satisfies the employees' expectations and needs, the employees will be more productive and more satisfied with their work, and will tend to stay with the organization for a longer period of time. Murray explains that job satisfaction improves the retention level of employees and reduces the cost of hiring and training new employees. On the other hand, the outcome of job dissatisfaction increases the cost of recruitment and hinders the growth of organization. The dissatisfaction of em-

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ployees has negative effects on the efficiency of the organization. When employees are not satisfied with their jobs, they tend to leave the organization, look for another position as well as resign. In this situation, if they still stay in the organization, they will passively allow conditions to worsen, including chronic absenteeism or lateness, reduced effort, and increased error rate.

Although Vietnam is the second most populous country in the fast-growing ASEAN region with the young labor force and it is an emerging market of great opportunities, and is the dominant cost factor of low wages that has attracted many investors into the country since 1988, it is also the complex labor market with variety of challenges. Dong Nai, which is one of provinces of Vietnam, currently possesses more than 30 centered industrial parks. Thus, Dong Nai attracts a large number of employing organizations, especially foreign investors. However, it has experienced problems of high labor turnover that is harmful to a company's productivity. The similar research study was done showed that some factors of job satisfaction had influenced organizational commitment. However, the research survey was conducted over five years and it is not certain that the result of the previous study is the same as the present one because the present study is done in the different situation- the Covid-19 broke out and spread over the world, which led the global crisis in economy. Due to this, substantial companies collapsed and obviously, it has been a main reason of high unemployment rate in Vietnam, especially in Dong Nai.

For the reasons mentioned, this research study aims to find out the critical factors that affect employees' job satis-

faction and their loyalty to their organizations in Dong Nai province currently, and make the comparison with the previous study done five years ago by Nguyen.

Definition of terms used in the study

The following terms are defined in accordance with their conceptual and theoretical meaning to have a working knowledge and better understanding of the research study.

Job satisfaction. Operationally, Robbins and Judge defined job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feeling about the job, while a person who is dissatisfied holds negative feelings about the job [2].

Organizational commitment. It is considered as an employee's attachment to an organization. It is defined as "a psychological state that (a) characterizes the employees' relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization [3].

2. Literature review

2.1. Job satisfaction

Job satisfaction is defined as the feeling an individual has about his or her job. Locke describes job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" [4:1304]. Siegal and Lane explains that job satisfaction is an emotional response to the extent to which people like their jobs [5]. Spector defines job satisfaction as a way how people feel about their job: what people like or dislike about their job. Robbins and Judge suggest that job satisfaction is positive feeling about one's

job due to an evaluation of its characteristics [1]. A person with a high level of job satisfaction holds positive feelings about jobs, while a person who is dissatisfied with their job shows their negative feelings about the job. However, Stebbins shows that overall job satisfaction is not a feeling, but it is a perception, a discerning and spreading sense that is aroused by the interaction of many complex influences [5]. Testa states that job satisfaction is reflected by perceptions of employees whose expectations are met within the organization [6]. Employee job satisfaction is also considered to be closely bound up with employee attitude. Beer gives the definition of job satisfaction "... as the attitude of workers toward the company, their jobs, their fellow workers and other psychological objects in the work environment". Positive and favorable attitudes toward the job lead to job satisfaction [7:34]. Negative and unfavorable attitudes toward the job, however, lead to job dissatisfaction [7]. Job satisfaction is also linked with employee's needs. Job satisfaction is related to individual's needs and values which are satisfied in the workplace. Buitendach and De Witte indicates that job satisfaction is related to an individual perception and evaluation of their job, and this perception is affected by their circumstances such as needs, values and expectations [8]. Lofquist and Davis describes job satisfaction as "... an individual's positive affective reaction of the target environment ... as a result of the individual's appraisal of the extent to which his or her needs are fulfilled by the environment" [9:27].

2.2. Factors of job satisfaction

Literature review of job satisfaction indicates that there are various factors that have been analyzed and studied in the relationship to job satisfaction.

The common facets of job satisfaction are work, pay, promotion, recognition, benefits, working conditions, supervision, co-workers and management.

Work itself is defined as the job that provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance for taking responsibility for results [10]. Judge, Locke, Durham and Kluger found that one of the main causes of job satisfaction was the perception of the job itself [11]. The research result of employee satisfaction showed that the work content was the most important factor contributing to respondents' level of employee satisfaction. Thus, work itself is positively related to job satisfaction. In addition, work itself is the facet most strongly correlated with overall job satisfaction.

Safety and security of job are positively associated to job satisfaction. Visser et al. found that a perceived lack of security has a negative influence on level of employee satisfaction [12]. According to Visser et al., the reasons leading to dissatisfaction in term of insecurity include fears of job loss, job changes in workplace and even political and economic situation [12]. Buitendach and De Witte conclude that "the effect of job insecurity on the total scale of job satisfaction is due to the extrinsic dimension of job satisfaction only" [8:32].

Pay or salary is stated to be one of the core components of overall job satisfaction. Numerous studies focused on this variable related to job satisfaction. Some researchers have found positive and significant relationship between pay level and job satisfaction. However, "...pay itself is not a very strong factor in job satisfaction" [7]. In a meta-analysis of the relationship between pay level

and job satisfaction, Judge et al. concluded that level of pay has a positive relationship to job and pay satisfaction, but it is quite modest [13].

Rewards and benefits are positively related to job satisfaction. Arnold & Spell postulate that employees' perceptions of benefits have an impact on employee attitudes towards their workplace. However, "the influence of a benefit on employee attitudes depends on perceptions of both the monetary and nonmonetary worth of the benefits" [14:296]. Although benefits can impact job satisfaction and are viewed as an important component of work compensation as well as substitutes for wages, numerous reviews of incentive studies consistently document the ineffectiveness of external rewards [15].

Co-workers: various researchers demonstrate the positive relationship between co-workers and job satisfaction. Visseret et al. indicate in their study that the second most important factor contributing to job satisfaction is people at the company [12]. Working in a supportive and friendly corporate environment was very important for employees, and people at work like to have discussions with their co-workers and prefer not to be separated from the others. Thus, people who cannot get on well with their colleagues will experience poor job satisfaction.

Working conditions are reviewed as a significant criterion of job satisfaction. Some research found that work environment is a better determinant of job satisfaction. Working conditions including equipment, convenient offices, good lighting, and hygienic work conditions can affect employees' job satisfaction.

Supervision is considered as management or leadership of the supervisors.

Some research has found that management or leadership can affect job satisfaction [12]. Bohlander & Snell state that supervision has a moderate impact on job satisfaction [18], the supervisory style of management is divided into two dimensions: (1) employee-centeredness that is the extent to which the supervisor supports and takes care of the workers and takes an active interest in them in order to increase job satisfaction, and (2) participation that is the degree which the worker can take part in decision making: the higher the degree of participation, the higher the degree of job satisfaction.

Promotion can lead to a significant increase in the salary of an employee together with authority and control. Thus, employees themselves feel to be an effective contributor to their own organization and will be more satisfied with their job. Some research studies show that promotion has a positive effect on job satisfaction. Opportunity for promotion is also a factor contributing job satisfaction or dissatisfaction. Visser et al. demonstrate in their qualitative research that promotional practices were regarded as negative effect by some employees who expressed their need to know the reasons why they are disregarded for promotion and opportunity to rectify the situation [12].

Communication in an organization is used for managerial control and delivering job instructions to workers. Communication is involved in job satisfaction. Thus, poor communication decreases the satisfaction with work. In contrast to this, good communication promote employee job satisfaction.

Training opportunity is a factor that affects job satisfaction. Siebern-Thomas found that where there was ac-

cess to workplace training job satisfaction tended to be higher [19]. Jones et al. concluded with the clear evidence that training is positively and significantly related to job satisfaction and added that “the higher the proportion of other workers who receive more training than the individual the less satisfied is the individual”.

Job Satisfaction and Organizational Commitment

Organizational commitment is defined as “a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization” [2]. Meyer and Allen consider organizational commitment as “the view that commitment is a psychological state that (a) characterizes the employee’s relationship with the organization, and (b) implications of the decision to continue membership in the organization” [8:67]. Considerable research demonstrates that job satisfaction has a positive and significant influence on organizational commitment. Some research argues that job satisfaction affects organizational commitment, which means that when employees are satisfied with their jobs, they will tend to stay in their organization longer. However, some research suggests that organizational commitment is an antecedent of job satisfaction. When employees, for example, have a strong commitment to their organization, it will increase the level of job satisfaction. Referring job satisfaction facets, job security has significant impact on the organizational commitment.

3. Objectives and Scope of the study

3.1. Objectives of the study

The study targets at examining the significant relationships of main factors

of job satisfaction as independent variables and behavioral variable of organizational commitment as dependent variable, with a sample of more than 400 employees from the population of approximately 800, 000 employees in Dong Nai province.

The study aims to find out the influences of job satisfaction on organizational commitment, in order to help the management to have strategies to keep employees stay longer in their workplace. Therefore, this study seeks to answer the following research questions:

1. To what extent does overall job satisfaction influence employees’ organizational commitment?
2. What factors of job satisfaction mainly affect the loyalty of employees in companies?

3.2. Scope of the study

This study attempts to analyze the influences of job satisfaction on organizational commitment of employees in Dong Nai Province of Vietnam in 2020.

Specifically, critical factors of job satisfaction are measured using Job Satisfaction Survey (JSS) by Spector, which is modified based on the suggestions of researchers and human resources managers in order to adapt to Vietnamese circumstances. The subjects of this study are 9 districts, one township and one city in the province of Dong Nai. The respondents of the study are full-time employees working in non-state enterprises and foreign investment enterprises, and are not all inclusive.

The research conducts the surveys on job satisfaction of employees within the limit of their work area, not others inclusive.

4. Research methodology

4.1. Research Design, Population and Sample

In this study, a quantitative research design is used with a survey instrument. A survey is considered as an effective method to collect information from a sample of a target population on some set of organizationally relevant constructs. A survey is also regarded as an appropriate way to capture the findings from a large population at one time when a research study aims at measuring phenomena that are not directly observed.

The target population for this study is mainly composed of employees from foreign investment enterprises and domestic private companies in Dong Nai Province, where there are 32 industrial parks located in 11 districts with different kinds of business industries. The districts that possess more enterprises than the others are Bien Hoa, Trang Bom, Long Thanh, and Nhan Trach. Non-state enterprises and foreign investment firms are the biggest in quantity. Therefore, the employees working in non-state and foreign investment sectors located in the mentioned districts are the key target population.

Three criteria for selecting the sample from the population in the present research study are based on: (a) the target population, who are employees working in non-state enterprises and foreign investment companies in Dong Nai Province, (b) the location for conducting the survey, which is divided in five areas at the percentage of the target population including Bien Hoa City, Trang Bom, Nhon Trach, Long Thanh and other districts in Dong Nai Province, and (c) the number of companies in each selected area that was not more than 5 and the

number of participants for each company does not exceed over 50.

In Dong Nai Province, the whole target population size was approximately 600,000 employees including blue collar workers, skilled workers, white collar workers, supervisors or managers and senior executives. Therefore, it is estimated that the sample size for the total population of the present study was 452 respondents at a 95% confidence interval with the precision level of 0.05.

In the present research, cluster sampling technique was chosen to conduct the research survey. The population was divided into five areas belonging to 11 districts of Dong Nai Province. The number of surveys was distributed at the percentage rate of the population. To get the information from the population, the surveys were distributed to participants in the five mentioned areas in the indirect method that is questionnaire.

Instrumentation

The survey designed for the purpose of the present study is composed of 52 items with a 5-point Likert scale. Through the literature review of the topic involved, the existing instruments for job satisfaction, organizational commitment were used. The first instrument used for the variables of job satisfactions was employed from the existing famous research. The second instrument used to measure the variable of organizational commitment was developed by Allen and Meyer [22] and employed by Hsu [23].

In this present study, JSS instrument that has been employed in a great number of studies in different countries with different populations showed its acceptable construct reliability and validity

[23],[24]. The instrument of organizational commitment used scale of affective commitment developed by Meyer & Allen [9] with 8 items using a 5-point Likert scale. There are two reasons to choose this instrument: (a) its reliability and validity, and (b) its generalizability. In respect of the reliability and validity of the instrument, the Cronbach's Alpha for the scale of affective commitment was .82. Hsu and Khalili & Asmawi used the instrument and found the Cronbach's Alpha coefficient for the affective scale of .74 and .78 respectively [23].

Referring to its generalizability, some studies found similarity of this instrument outside of North America. It is, therefore, applicable in different countries with different cultures. Meyer showed that employees who have strong affective commitments will remain within their organization because they want to. Since this study partly examined employees' favorable attitudes toward organizational commitment, the instrument of affective commitment was adopted.

4.2. Reliability and validity

Table 1: Cronbach's Alpha Coefficients of subscales

Constructs	Number of items	Cronbach's Alpha Coefficient
Job Satisfaction	44	.89
Pay	4	.67
Promotion	4	.68
Supervision	4	.80
Benefits	4	.70
Contingent Rewards	4	.68
Operating Procedures	4	.61
Coworkers	4	.78
Nature of Work	4	.68
Communication	4	.72
Job Security	4	.80
Training Opportunities	4	.77
Organizational commitment	8	.88

The result of testing coefficient α in table 1 showed that all Cronbach's Alpha coefficients of the two constructs (job satisfaction and organizational commitment) were high ranging from .88 to .89 and of the subscales at .61- .80. According to some researchers, coefficient alphas from .70 to .90 are considered acceptable for the reliability of most instruments, and the coefficients α of .60 or greater are adequate for researches. As presented in designing the instrument for the present study, most of the constructs were adapted by the existing

instruments that verified the reliability and validity. Thus, the instrument of the present study itself has reliability and validity. First, the reliability of variables was tested and the Cronbach's alpha coefficients of all variables were in the range of 0.61 to 0.89. These values verified the high reliability of the instrument as all of the variables held the coefficients α above 0.60. Second, confirmatory factor analyses (CFA) of the constructs were evaluated with the usage of SPSS Amos 16.0. As recommended by Hair et al. [52] the factor loadings of

each item should be considered important if they are greater than 0.40 and very significant if they are greater than 0.50. The results of CFA of the construct showed that factor loadings of most of items were above 0.50. Five of them were less than 0.50. Only one item (nature of work) had the factor loading of 0.32 that was lower than 0.40. The mentioned items which were less than 0.5 were deleted from its scale. Third, to evaluate the validity of all constructs in the models, confirmatory factor analyses of the measurement models were tested, based on the goodness of fit statistics that can be used to assess the model fit of measurement models in the present study. According to researchers, several common indices are examined. Chi – square (χ^2) and chi-square / df (χ^2/df) is examined to test the relative fit of the model. According to some researchers, the ratios as low as 2 or as high as 5 are considered as a reasonable fit. The root mean square error of approximation (RMSEA) is one of the most important indices. Steiger, (2007) recommended that the cutoff value of RMSEA between 0.05 – 0.08 be reasonable. The fit indices including comparative fit index (CFI), the Tucker-Lewis Index (TLI), the goodness of fit index (GFI), the normed fit index (NFI) are commonly used to test the model fit. It is proposed that the values of CFI, TLI and GFI which are greater than or equal to 0.9 are considered to be a good fit, and value of NFI

should be greater or equal 0.9 to fit the model. Another index, the root mean square residual (RMR), should be less than 0.10 to fit the model.

The present study began with the confirmatory factor analysis of the job satisfaction with 11 facets including pay (PA), promotion (PR), supervision (SU), benefits (BE), contingent rewards (CR), operating procedures (OP), co-workers (CW), nature of work (NW), communication (CO), job security (JS), and training opportunity (TO). The results of fit indices showed that the values of χ^2 , RMSEA and RMR are the good fit. However, the fit indices of CFI, GFI, NFI and TLI are very low ranging from 0.679 to 0.785 compared with the standard good fits recommended by Hoyle. The CFA revealed that P - values of 2 facets including PA and OP were not significant at 0.05. Thus, the second CFA model of job satisfaction with 9 facets excluding PA and OP was tested again. The results of second model indicated the good fit of the model. Table 2 showed the values of RMSEA = 0.063, CFI = 0.91, GFI = 0.91 and RMR = 0.059 indicate a good fit, except that NFI = 0.87 and TLI = 0.88 are under 0.90.

The CFA models of separate organizational commitment indicated a good fit of the models. The fit indices of organizational commitment showed a very good fit, RMSEA = 0.11, CFI = 0.94, GFI = 0.93, NFI = 0.93, TLI = 0.91, and RMR = 0.046.

Table 2: Results of confirmatory factor analyses of measurement models

Models	χ^2	P-Value	RMSEA	CFI	GFI	NFI	TLI	RMR
JS of 9 facets	582.04	0.000	0.063	0.907	0.909	0.868	0.880	0.059
OC	149.15	0.000	0.114	0.937	0.931	0.928	0.912	0.046

5. Findings and Discussion

5.1. Findings from the statistical analysis

Table 3: Model summary, ANOVA, and Coefficients of multiple linear regression of JS and OC

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624 ^a	.390	.375	.63518

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	113.425	11	10.311	25.558	.000 ^a
	Residual	177.519	440	.403		
	Total	290.944	451			

a. Predictors: (Constant), TO_, OP_, CW_, CR_, NW_, PA_, CO_, PR_, JS_, BE_, SU_

b. Dependent Variable: Organizational commitment

Coefficients^a of multiple linear regression of JS and OC

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
BE_	.143	.044	.145	3.235	.001	.694	1.441
CO_	.138	.045	.129	3.058	.002	.783	1.278
CR_	.004	.041	.004	.098	.922	.886	1.128
CW_	.070	.043	.065	1.622	.106	.865	1.156
JS_	.121	.049	.107	2.503	.013	.763	1.310
NW_	.156	.043	.146	3.660	.000	.866	1.154
OP_	-.063	.044	-.056	-1.453	.147	.931	1.074
PA_	.052	.039	.054	1.306	.192	.817	1.224
PR_	-.020	.042	-.020	-.484	.628	.816	1.225
SU_	.157	.042	.170	3.779	.000	.683	1.463

a. Dependent Variable: Organizational commitment

As it is expected, all of the eleven factors of overall job satisfaction are positively correlated to the dependent

variable, OC (organizational commitment) at the significant levels at 0.01 or

0.001, except that OP (Operating procedure) has no significant correlation with the dependent variable. Although all the correlations are significant at the .01 level, they do not reflect strong relationships ranging from 0.171 to 0.478. However, the correlations between OJS and OC are significant at the .001 level and slightly strong in a range of 0.253 to 0.606. Tables 3 reveals the results of multiple regression analysis with the aim of exploring which factors of job satisfaction (independent variables) influence organizational commitment. The model fit exhibits value of multiple R, R square and adjusted R square. Values of R in table 3a, indicates the strength of the relationships between independent variables and dependent variable. According to some research, R value is within 0-1. If it is close to 1, the relationship between independent variable(s) and dependent variable(s) is strong and if it is close to 0, the relationship is weak. R square value shows the percentage of variance in dependent variables due to the independent variables. Moreover, to fit the model, it is important to make sure that the multicollinearity is impossible by using two statistical tests which are tolerance and variance inflation factor (VIF). Tolerance is statistic test used to determine how closely the independent variables are linearly related to each other [9]. Meanwhile, VIF measures how much the variance of the estimated regression coefficients is inflated when the independent variables are linearly related. It is considered unacceptable if a regression model has levels of tolerance lower than 0.10 and VIF over 10. In the present study, the indexes of tolerance of

the independent variables are ranging from 0.693 to 0.931 and those of VIF are in the range of 1.128 to 1.519. Thus, it is concluded that multicollinearity is not present in the regression models of this present study.

As seen in Table 3, the results of multiple linear regression analysis of independent variables, factors of job satisfaction, and dependent variable, organizational commitment show that the R value as .624 indicates the strong relationship between factors of job satisfaction and organizational commitment. The value of R square equal to .390 shows that 39 percent of variance in organizational commitment is due to the internal factors of job satisfaction, while the remaining 61% is unexplained variability. The t-values of regression coefficients in table c indicate that 5 of 11 factors of job satisfaction are significant at $P < .05$. They include benefits (Beta = .145, $t = 3.236$), communication (Beta = .129, $t = 3.058$), job security (Beta = .107, $t = 2.503$), nature of work (Beta = .146, $t = 3.660$), and supervision (Beta = .170, $t = 3.779$).

In short, although the results of ANOVA (table 3) in the multiple linear regression analysis of facets of job satisfaction (independent variables) and organizational commitment (dependent variable) indicate the high significance at 0.000 level, t-value and significance of regression coefficient show that only five of eleven facets of job satisfaction have influence on organizational commitment.

5.2. Discussion

The results of the present study shows that there is a positive and significant relationship between job satisfaction and organizational commitment (path coefficient = 0.71, $t = 6.970$, $p < .05$). This result confirms that the influence of job satisfaction on organizational commitment is very high. This finding is the same as it is discovered by the previous researchers such as [23]. The finding is common because when employees are satisfied with their jobs, they will tend to stay in their organization longer and when employees have a strong commitment to their organization, it will increase the level of job satisfaction.

The findings of the present research reveal that five of eleven factors of job satisfaction are related to organizational commitment at significant level $P < .05$. The factors that affect organizational commitment include benefits, communication, job security, nature of work, and supervision. These results are consistent with some past research [27]. The previous researchers found that job security affected level of commitment [27]. They also explored that employees in public sector organizations have higher level of commitment than private sector as "... private sector organizations are unable to provide this kind of psychological security to employees" who "... always feel insecure about their job status..." [27:16]. In the present research, the target population focused on private sector organizations, so the factor of job security of employees was found in the present study. Supervision

(leadership), communication and benefits were also found to influence the commitment. It can be explained that employees tend to be attached to the organizations in which employees have chances of getting worthy compensation, clear communication and friendliness and helpfulness from their superiors.

Comparing with the result of previous study done by the same research in 2014, five factors of the job satisfaction were found to be related to organizational commitment. They were benefits, communication, job security, nature of work, and supervision. Meanwhile, the factor of training opportunity did not affect loyalty of the organization as the previous one. It is inferred that training opportunity is not a critical factor in the present circumstances.

6. Conclusion

The present research study concludes that job satisfaction affect organizational commitment. This means that if employees are happy or satisfied with their jobs, they will be loyal to their companies and stay with the company longer. In contrary to this, if employees are not happy or dissatisfied with their jobs, they will have intention to leave their jobs. Based on the findings of the present study, in order to increase the level of organizational commitment and reduce the level of turnover, it is vital to enhance employee job.

To raise the level of organizational commitment, management should focus on factors of job satisfaction such as benefits, communication, job security, nature of work, and supervision,

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ẢNH HƯỞNG CỦA SỰ HÀI LÒNG TRONG CÔNG VIỆC ĐỐI VỚI SỰ GẮN KẾT CỦA TỔ CHỨC CỦA NGƯỜI LAO ĐỘNG TRÊN ĐỊA BÀN TỈNH ĐỒNG NAI

TÓM TẮT

Hài lòng trong công việc được coi là cách mọi người cảm nhận về công việc của họ. Một người có mức độ hài lòng cao với công việc thường cảm nhận tích cực với công việc của họ. Khi mọi người hài lòng với công việc của họ, họ có xu hướng gắn kết với nơi làm việc lâu hơn. Ngược lại, nếu không, họ có thể bỏ công việc của mình và tìm kiếm công việc ở các doanh nghiệp khác. Nghiên cứu này nhằm mục đích điều tra mối quan hệ giữa sự hài lòng trong công việc và sự gắn kết với tổ chức, đồng thời

tìm ra các nhân tố quan trọng của sự hài lòng trong công việc có ảnh hưởng đến sự gắn kết với tổ chức. Trong nghiên cứu này, tác giả sử dụng bảng câu hỏi khảo sát gồm có 52 câu liên quan đến sự hài lòng trong công việc và sự gắn kết với tổ chức bằng phương pháp nghiên cứu định lượng. Kết quả phân tích thống kê cho thấy sự hài lòng trong công việc có quan hệ thuận chiều với cam kết của tổ chức ở mức ý nghĩa cao 0.000. Hệ số hồi quy cho thấy chỉ có năm trong số mười một nhân tố về sự hài lòng trong công việc bao gồm lợi ích, giao tiếp, đảm bảo công việc, bản chất công việc và giám sát có ảnh hưởng tích cực đến sự gắn kết với tổ chức. Dựa trên kết quả nghiên cứu, việc quản lý nguồn nhân lực được khuyến nghị nên tập trung vào năm yếu tố đã nêu trên để giữ người lao động ở lại công ty lâu hơn.

Từ khóa: Sự hài lòng trong công việc, sự gắn kết với tổ chức, lợi ích, giao tiếp, giám sát

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