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Factors affecting the organisational commitment of employees at social service organisations – empirical evidence from Hanoi Capital of Vietnam

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Abstract: The study aims to analyse the factors affecting the organisational commitment of employees at social service organisations in Hanoi. The empirical data was collected through 237 questionnaires surveyed by employees working at five social service organisations in the Hanoi capital. By applying the exploratory factor analysis, confirmatory factor analysis, and structural equation modelling, the study has determined that psychological capital has a positive effect on work engagement, and job satisfaction of employees. The results show a correlation between psychological capital, work engagement, job satisfaction, and organisational commitment. The study suggested significant managerial implications for social service organisations to increase organisational commitment of employees in the coming time.

Keywords: psychological capital; work engagement; job satisfaction; organisational commitment; Vietnam.

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1 Introduction

In the last few decades, workload and stress-related health issues have increased in social service organisations (Griffiths et al., 2017). Hence, public social services face great difficulties concerning the retention and the recruitment of personnel (Kim and Kao, 2014). The work environment of social workers is an essential societal question as it affects the quality of the services provided for people (Travis et al., 2016).

To date, quite a substantial amount of research on organisational commitment of employees working at social service organisations show that job satisfaction has an effect on organisational commitment (Freund, 2005; Lambert et al., 2005). Job satisfaction affects the quality of work-life in social service organisations (Brook and Anderson, 2005). In addition, empirical studies have consistently reported that organisational commitment is positively associated with organisational effectiveness and sustainability (Marchiori and Henkin, 2004; McNeese-Smith and Crook, 2003).

Social service organisations play an important role in providing basic services for the community, social development, and ensuring the well-being and social justice for citizens. In the context of the COVID-19 pandemic, the economic situation faces many difficulties and challenges. Social service organisations in the Hanoi capital are facing a shortage of human resources. Employees are likely to change jobs, or employees intend to leave the organisation to work for other organisations. The reason may be that public social services operate for non-profit purposes, so the revenue is not high, so the level of salary payment for employees is low. Besides, Hanoi is facing difficulties during the 5th outbreak of the epidemic, which increases the workload and demand for social services, creating a lot of pressure and psychological instability for employees working at the social service organisations in the Hanoi capital.

Although there have been studies on the impact of organisational commitment on important outcomes of individuals and organisation. However, few studies evaluating the predictors of organisational commitment of employees working in social service organisations. Especially, they have not been researching in the same way at the social service organisations in the Hanoi capital.

Thus, the study aims to discover factors affecting the organisational commitment of employees working at the social service organisations in the Hanoi capital. Based on the analysis results, the study suggests significant managerial implications to improve organisational commitment of employees working at the social service organisations in the coming time.

2 Theoretical background and hypothesis

2.1 Theoretical background

2.1.1 Psychological capital

Avey et al. (2009) define psychological capital as human nature and a positive psychological state in the development of the individual. Psychological capital has a positive effect on human nature and helps individuals achieve high performance at work. Psychological capital is different from human capital (What you know?), social capital (Who you know?), financial capital (What do you have?). In terms of positive development, psychological capital answers the question of who are you? And what do you want? (Luthans and Youssef, 2004). Psychological capital is a state of positive psychological development of an individual, and it is a quadratic concept including four components: self-efficacy, optimism, hope, and resiliency.

Self-efficacy is a perception or belief regarding one's abilities to perform a task well in a work environment (Wood and Wood, 1996). Self-efficacy is the belief in oneself by trying to realise and complete challenging tasks (Luthans et al., 2015), helps employees have patience and perseverance to overcome all difficulties to get the job done (Lent and Hackett, 1987).

Hope is an individual's positive motivation based on the relationship between factors to achieve success includes thinking (intention towards a goal) and plans to achieve that goal (Snyder et al., 1991). Hope is the persistence to pursue goals and, if necessary, the ability to change the goal to achieve success (Luthans et al., 2015). Hope is the driving force that motivates individuals to try and strive to achieve their desires, and different from wishful thinking (Luthans et al., 2007).

Optimism is an individual's self-interpretation of situations occurring positively or negatively in everyday life. With negative situations stem from external factors that are short-lived, and it is created based on circumstances. The circumstances begin from internal factors that exist for a long time and have a broad influence (Seligman, 1998; Luthans and Youssef, 2004). Optimism is a general trend, occurring in many different circumstances to produce positive results in life (Luthans et al., 2015).

Resiliency is positive adaptation during and after the end of important difficulties or challenges (Masten et al., 2009) or resiliency from difficulties, failures, and changes to develop in a positive way to achieve successes (Luthans, 2002; Reivich and Shatté, 2002). Resilient individuals will easily achieve success and they have a lot of experience if they face difficulties and challenges (Masten, 2001).

Overall psychological capital will show whether employees want organisational commitment or not? (Hobfoll, 2002). Assessing overall psychological capital is more effective than assessing the component of psychological capital (Luthans et al., 2007).

2.1.2 Work engagement

Robinson et al. (2004) define work engagement as "A positive attitude helps employees towards the organisation and its values. Employees with work engagement are aware of the business context and willing to work with colleagues to improve work efficiency for benefits of the organisation". Work engagement is a hobby, and finding interest in work and spending time engaged in other activities besides working time. That is the difference with workaholics (Gorgievski et al., 2010). Individuals with high work engagement will

work with enthusiasm and actively participate in work-related issues (Bakker et al., 2008). In addition, work engagement is a positive psychological status at work, expressed through the characteristics of enthusiasm, dedication, passion for the work of employees in the organisation and measured according to three components:

- 1 enthusiasm is the willingness of employees to give their best and persevere through difficulties to continue working
- 2 dedication is the employee's full of pride, enthusiasm, and challenge for work
- 3 passion is spending all of your time on work, and it is hard to get out of the workflow (Schaufeli and Bakker, 2010; Schaufeli et al., 2002).

In some studies, work engagement does not delve into the components of organisational commitment, and work engagement is the level of positive psychology of employees involved in the working process (Le, 2018; Ha et al., 2020).

2.1.3 Organisational commitment

There have been many domestic and international studies show that the definition and components of organisational commitment. However, following the conditions of Vietnam, Tran (2005) cited the definition of Mowday et al. (1979) argues that organisational commitment is the strength of the union between employees, organisation, and employee's active contribution to the organisation. Organisational commitment has three components includes pride, effort, and loyalty. According to Nguyen (2019), "organisational commitment is the positive attitude of employees towards work in the enterprise. A positive attitude expresses through positive emotions in the work environment, positive perception of work and enterprise. The pride, trust, and desire to do your best for the goals of the enterprise". Based on the theoretical model of McShane et al. (2003) proposed three components of organisational commitment including affective commitment, behaviour commitment, and awareness commitment. Studies have shown that organisational commitment is the overall commitment that employees feel about their workplace (Vu and Nguyen, 2018; Bui, 2017).

2.1.4 Job satisfaction

Job satisfaction is the overall emotional state of employees with their current job (Robbins, 2003). Job satisfaction is the positive or negative evaluation of their work (Skaalvik and Skaalvik, 2015). It is an attitude that exists in every employee who desires higher satisfaction than previous experiences in their work (Hoekstra, 2014). And employees feel about the work they are doing (Kitchel et al., 2012). Employees will feel satisfied with their jobs if they love their jobs and meet their needs for career opportunities. They receive the honour of their managers, and they receive a salary that is commensurate with their efforts (Wright and Bonett, 2007). Job satisfaction includes both internal and external aspects, internal factors as responsibility, recognition, achievement, and progress; external factors as supervision, interpersonal relationships, organisational policies, and working conditions (Weiss et al., 1967); these factors are agreement with the theory of job satisfaction of Herzberg et al. (1959). That has emphasised the importance of assessing the components of job satisfaction (Smith et al., 1969; Tran, 2005; Ha and Vo, 2011). However, some studies have approached overall job satisfaction

and identified it as a core attribute of job satisfaction (Levy and Williams, 2004; Slatten, 2008).

2.2 *Hypothesis*

2.2.1 *The relationship between psychological capital and work engagement*

Sweetman and Luthans (2010) predicted that positive psychological capital would help employees make decisions if they face difficulties at work. Employees with a high level of positive psychological capital will have the ability to control and realise what needs to be done to overcome challenges at work, so employees will quickly focus on work. The studies of Joo et al. (2016), Li et al. (2014) show a mediating relationship of psychological capital with leadership style and employee work engagement. The studies of Le (2018) and Ha et al. (2020) argue that a positive correlation of psychological capital with work engagement.

Hypothesis 1 (H1) Psychological capital has a positive effect on work engagement.

2.2.2 *The relationship work engagement and organisational commitment*

Kim et al. (2016) research on the impact of employee leadership relationship, engagement, creative behaviour, and job performance has emphasised the positive correlation between work engagement and organisational commitment, creative behaviour, and no effect on job performance of employees. The studies of Noori and Kaifi (2010), Simon and Buitendach (2013) and Tran (2018) show that work engagement has a positive impact on organisational commitment. In addition, the study also emphasises that work commitment is the best predictor of organisational commitment.

Hypothesis 2 (H2) Work engagement has a positive effect on organisational commitment.

2.2.3 *The relationship between psychological capital and job satisfaction, organisational commitment*

Luthans et al. (2007) proposed a theory of positive organisational behaviour that emphasised psychological capital as a higher-order structure. Psychological capital includes four factors, exists, and has direction and purpose, psychological capital has a heavy impact on organisational commitment, and it has a relationship to job satisfaction. In the study of Larson and Luthans (2006) and Aminikhah et al. (2016) demonstrated that psychological capital has a positive impact on job satisfaction and organisational commitment. In Vietnam, Tran (2018) shows that a positive correlation between psychological capital and organisational commitment. Ngo (2020) shows that psychological capital has an impact on organisational commitment and job satisfaction.

Hypothesis 3 (H3) Psychological capital has a positive effect on job satisfaction.

Hypothesis 4 (H4) Psychological capital has a positive effect on organisational commitment.

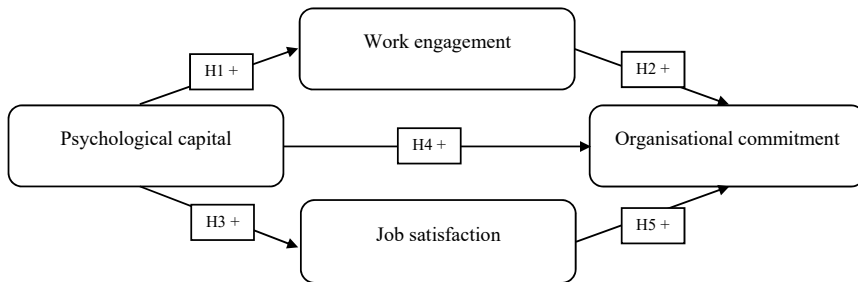
2.2.4 The relationship between job satisfaction and organisational commitment

The study of Currivan (1999) examined the impact relationship between job satisfaction and organisational commitment. He concluded that job satisfaction is a prerequisite for organisational commitment. This result is in agreement with the findings of Bettencourt et al. (2005), Llobet and Fito (2013), Yücel (2012) and Kim and Back (2012). The studies of Tran (2005) and Dang (2010) confirmed that job satisfaction has a positive effect on organisational commitment.

Hypothesis 5 (H5) Job satisfaction has a positive effect on organisational commitment.

From the hypotheses, the authors propose the study framework by following:

Figure 1 Study framework



Source: The authors propose

3 Methodology

3.1 Scale design

The authors did in-depth interviews with three human resource management experts to develop research hypotheses understand more deeply the factors affecting organisational commitment. In addition, the authors use the group discussion method for ten employees with long-term experience working at the social service organisations in the Hanoi capital by a convenient methodology combined with the study framework and scale to adjust to suit reality. The scale synthesise from foreign studies, through discussions with experts and employees, the authors have added and adjusted words to fit the research field. The scale of psychological capital includes six observed variables of the Li et al. (2014), Joo et al. (2016). In addition, the scale of work engagement of Bakker and Schaufeli (2004) includes nine observed variables, the scale of job satisfaction of Slatten (2008) consists of four observed variables, and the organisational commitment of Mowday et al. (1979) includes four observed variables. The research design in quantitative research is the descriptive research design and the observed variables using the five-level Likert scale (from 1 – absolutely disagree to 5 – absolutely agree).

3.2 Sample size

Gorsuch (1983) a minimum sample size of 100, Guilford (1954) argued a sample size of at least 200, Cattell (1978) suggested a sample size of 250, and Comrey and Lee (1992) provide sample sizes with respective opinions: 100 = bad, 200 = fair, 300 = good, 500 = very good, 1000 or more = excellent. Hair et al. (2014) said that the minimum sample size to use exploratory factor analysis (EFA) is 50, preferably 100 or more. The ratio of observations on an analytic variable of 5:1 or 10:1 will provide the minimum sample size of the study to ensure reliability. In this study, the authors use the 10:1 rule. This study has 23 observed variables, so the number of samples needed is $23 \times 10 = 230$. Besides, to avoid the low probability of a vote recovery, the authors will take the sample size of 275 observations and collect 237 appropriate surveys after cleaning the data.

Table 1 The scale of factors in the study framework

<i>Abbr.</i>	<i>Variables</i>	<i>Source</i>
<i>Psychological capital</i>		
PsyCap1	You have many options to get rid of difficulties at work	Li et al. (2014), Joo et al. (2016) and the authors
PsyCap2	You confidently present, discuss and contribute ideas to complete the assigned tasks at the agency	
PsyCap3	You are confident because you have contributed efforts to complete the tasks of the agency	
PsyCap4	You are optimistic about your current and future work	
PsyCap5	You persevere and do your best to overcome difficult situations at work	
PsyCap6	You always overcome challenges at work thanks to your experience	
<i>Work engagement</i>		
WE1	You are always full of energy to work	Bakker and Schaufeli (2004) and the authors
WE2	You can work for a long time	
WE3	You are always enthusiastic to participate in the work	
WE4	You are proud that your work gives meaning	
WE5	You are immersed in your work	
WE6	You can't detach yourself from your work	
WE7	You are always inspired by your work	
WE8	You always want to go to work every morning	
WE9	You feel your work is an interesting experience	
<i>Job satisfaction</i>		
JS1	You are very satisfied with your current job	Slatten (2008) and the authors
JS2	You really found a suitable job	
JS3	You feel comfortable with your current job	
JS4	You feel the agency is the best place to work	
<i>Organisational commitment</i>		
OC1	You accept all assignments to continue working at the agency	Mowday et al. (1979) and the authors
OC2	You are proud to be a member of the agency	
OC3	You are willing to work long-term at the agency	
OC4	You are always enthusiastic and ideal to work at the agency	

Source: Compiled by authors

The study uses a convenient sampling method for employees working at the social service organisations. The study period was from March 1st to March 31st, 2021. Survey forms are sent directly to employees working at social service organisations. The study surveyed five social service organisations in the Hanoi capital (Table 2).

Table 2 Distribution of sample size

<i>Name</i>	<i>Number</i>
Hanoi Urban Environment Company	47
Hanoi Transport Corporation Limited	48
Hanoi Water Limited Company	47
Vietnam Electricity of Hanoi (EVNHANOI)	48
VNPT Hanoi	47

Source: The authors

3.3 Data analysis

The obtained data will be screened and analysed with the support of SPSS version 26 and AMOS version 20 software. The study used analytical methods including descriptive statistics, reliability test of the scale by Cronbach's alpha coefficient, EFA, confirmatory factor analysis (CFA). Structural equation modelling (SEM) uses to test the theoretical model along with the hypotheses. To evaluate the reliability test of scale through two tools as Cronbach's alpha and EFA. Cronbach's alpha coefficient uses to eliminate 'junk' variables. The variables with a total correlation coefficient less than 0.3 will not retain. The scale will select if Cronbach's alpha coefficient is more than 0.6 (Tabachnick and Fidell, 2013). EFA considers observed variables with transmission coefficients less than 0.5 and extracts two factors with a difference of less than 0.3 that will not retain. Eigenvalue (representing the variation explained by a factor) is greater than 1, and the total variance extracted is more than 50%. Besides, the KMO test (Kaiser-Mayer-Olkin) and Bartlett use to evaluate the reasonableness of the data (Hair et al., 1998). For CFA and SEM analysis, the research model is suitable with the research data if $P\text{-value} < 0.05$; $CMIN/df \leq 3$; $TLI \text{ và } CFI \geq 0.9$; $RMSEA \leq 0.08$ (Hair et al., 2010). Table 3 shows the demographic profile of participants.

The results show that the prominent characteristics of employees working at the social service organisations in the Hanoi capital participating in the survey are female, accounting for 75.1%. The age group is from 25 to 50 years old, accounting for 89.8%. The education level is mainly university, accounting for 52.8%, and the experience from five years to more than 15 years, accounting for 96.6%. The characteristics of the survey sample are suitable for the situation of the social service organisations in Vietnam. Employees working at social service organisations are female. They are between the ages of 25 and 50 years old, with pretty high levels of education and many years of work experience.

Table 3 Sample characteristics

	<i>Characteristics</i>	<i>Number</i>	<i>Percent (%)</i>
Gender	Male	59	24.9
	Female	178	75.1
Age	Under 25 years old	12	5.1
	From 25 years old to 35 years old	88	37.1
	From 36 years old to 50 years old	125	52.7
	More than 50 years old	12	5.1
Education	Intermediate education and college	112	47.2
	University	125	52.8
	Post-graduate	0	0
Experience (years)	Under-five years	8	3.4
	From 5 years to 15 years	186	78.5
	More than 15 years	43	18.1

Source: Authors' analysis

4 Findings

The results show that the lowest Cronbach's alpha coefficient is 0.825, and the highest is 0.876. Compared with standard 0.6, all observed variables of the scale are satisfactory. Corrected item-total correlation greater than 0.3. Cronbach's alpha coefficient of the variable types of all 23 observed variables is smaller than the sum of Cronbach's alpha coefficient, so no variables are excluded. All scales achieve two reliability and discriminant values. Hence, the scale is good and meets the reliable requirement for EFA.

The study uses the Principal Axis Factoring extraction method along with Promax rotation. The study analyses the overall scale includes all observed variables of the psychological capital scale, work engagement scale, job satisfaction scale, and organisational commitment scale. The study obtained results with the coefficient KMO = 0.806; Bartlett test is statistically significant with Sig. = 0.000 (< 0.05), and four factors were extracted with eigenvalue = 1.452; sums of squared loadings = 80.325% (greater than 50%). Four factors explained 80.325% of the variability of the data.

The results of CFA of the overall model scale show that the weights of the observed variables are all standard (≥ 0.5). Hence, the scales reach the convergent value. The results show that the model has 524 degrees of freedom, the test value CMIN (Chi-square) = 419.351 with the probability value = 0.000; CMIN/df (Chi-square/df) = 2.245 < 3 and GFI = 0.907; TLI = 0.911; CFI = 0.917 greater than 0.9; RMSEA = 0.025 less than 0.08. So, the research model is consistent with the research data (Figure 2).

Based on the outcomes of the CFA of the overall model scale, the results of the SEM are consistent with the research data. That is shown by the CMIN/df (Chi-square/df) = 2.678 < 3 and the GFI = 0.913, TLI = 0.917, CFI = 0.923 greater than 0.9; RMSEA = 0.028 is less than 0.08 (Figure 3).

Table 4 The results of Cronbach's alpha and EFA of the overall scale

Observed variables	Component			
	1	2	3	4
<i>Psychological capital: Cronbach's alpha = 0.874; mean = 4.00</i>				
PsyCap5	0.897			
PsyCap1	0.888			
PsyCap2	0.873			
PsyCap4	0.865			
PsyCap6	0.853			
PsyCap3	0.834			
<i>Job satisfaction: Cronbach's alpha = 0.876; mean = 4.02</i>				
JS1		0.885		
JS2		0.878		
JS3		0.866		
JS4		0.851		
<i>Work engagement: Cronbach's alpha = 0.832; mean = 4.01</i>				
WE4			0.890	
WE9			0.882	
WE1			0.879	
WE5			0.875	
WE8			0.862	
WE3			0.860	
WE6			0.854	
WE7			0.785	
WE2			0.777	
<i>Organisational commitment: Cronbach's alpha = 0.825; mean = 4.04</i>				
OC4				0.800
OC1				0.798
OC3				0.787
OC2				0.779

Source: Authors' analysis

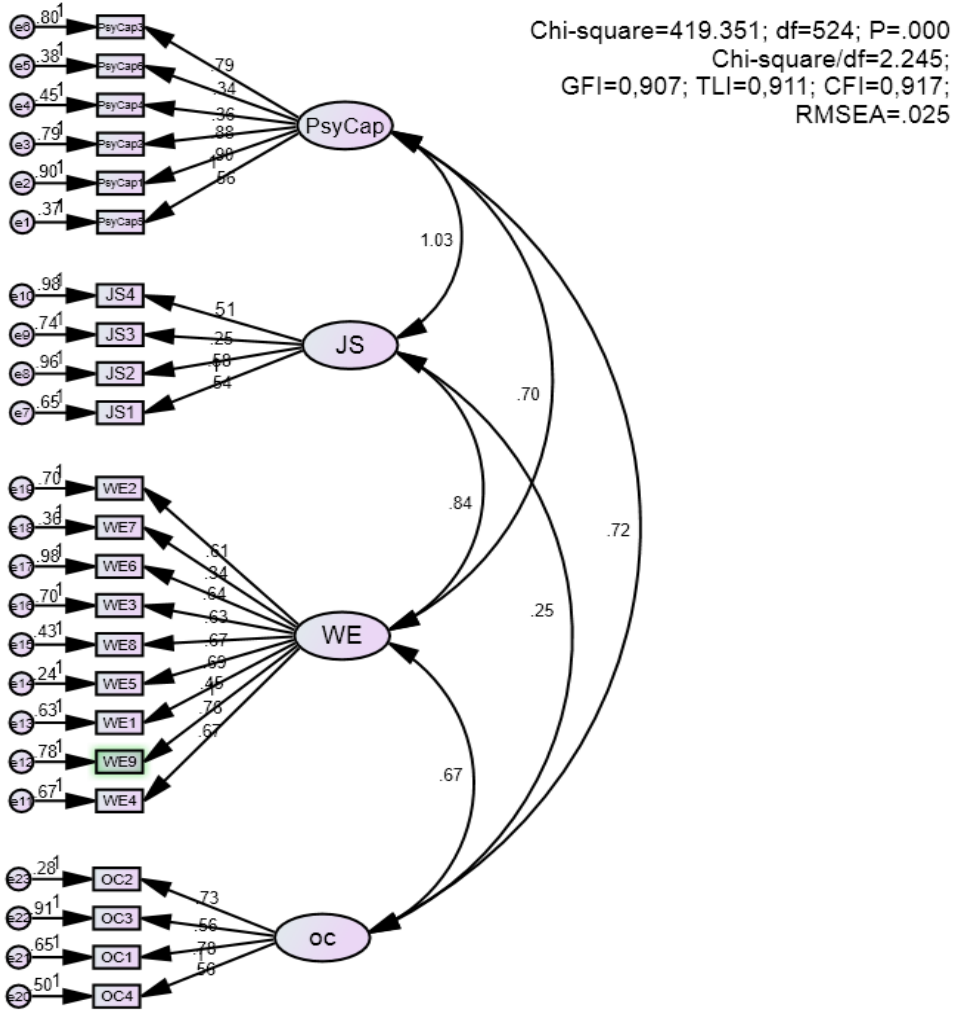
Table 5 The results of regression weights

Correlation	Estimate	S.E	C.R	P
WE ← PsyCap	0.476	0.074	3.725	0.000
JS ← PsyCap	0.574	0.062	3.651	0.000
OC ← PsyCap	0.387	0.069	0.704	0.000
OC ← WE	0.489	0.082	2.261	0.000
OC ← JS	0.656	0.188	2.171	0.000

Source: Authors' analysis

At the same time, based on the analysis results, the probability value of the impact relationships between the factors is less than 0.05. Hence, the relationship between psychological capital, work engagement, job satisfaction, and organisational commitment is statistically significant in the SEM.

Figure 2 The results of the CFA of the overall model scale

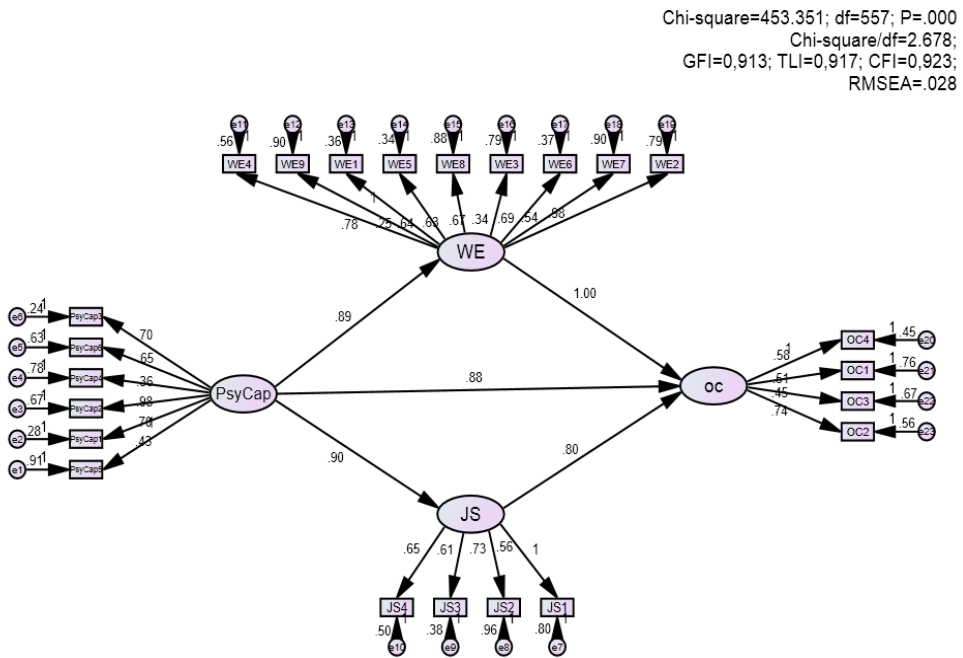


Source: Authors' analysis

The results of regression weights show that psychological capital has a positive effect on work engagement, job satisfaction, and organisational commitment. Hence, the first hypothesis (H1), third hypothesis (H3), and fourth hypothesis (H4) are confirmed. The results are similar to the studies of Sweetman and Luthans (2010), Larson and Luthans (2006) and Aminikhah et al. (2016). In addition, work engagement has a positive effect on organisational commitment of employees working at the social service organisations, so the second hypothesis (H2) is confirmed. The result of the second hypothesis is in

agreement with the findings of Noori and Kaifi (2010), Simon and Buitendach (2013) and Tran (2018), concerning a positive and significant relationship between work engagement and organisational commitment. So, if jobs are designed as they can experience a higher level of energy and pride in doing it and forget everything around it by focusing on the job deeply, they can eagerly move toward aspirations and goals of organisation, and express desire for continuing their relationship with organisation, as well as organisational commitment. Hence, they would find organisational values to be an internal incentive and compatible with their values, so their organisational commitment will increase.

Figure 3 The result of a SEM



Source: Authors' analysis

The results of SEM show that the best predictor of organisational commitment is job satisfaction. Hence, the fifth hypothesis (H5) is confirmed. The outcome of the fifth hypothesis is in agreement with the findings of Kim and Back (2012) and Dang (2010).

5 Conclusions and managerial implications

In this study, psychological capital, work engagement, and job satisfaction have an effect on organisational commitment analysis through the data set obtained by the direct survey method of employees working at the social service organisations in the Hanoi capital. CFA, SEM analyses were performed to determine the relationship between the scales in the research model. The analysis results show that a positive relationship between psychological capital on work engagement, and job satisfaction. Besides, psychological

capital, work engagement, and job satisfaction have a positive effect on organisational commitment of employees. Job satisfaction has the strongest impact on organisational commitment.

Based on the obtained results, the study provides managerial implications to help the social service organisations improve organisational commitment of employees:

Firstly, leaders of the organisations should try to accurately assess the psychological capital capacity of employees through the regular implementation of multiple-choice tests on employees' psychological capital.

Second, periodically evaluate and organise short-term psychological training courses for employees. In addition, it is necessary to develop psychological counselling sessions with psychologists to help employees deal with psychological problems to reduce the negative impact on organisational commitment and job satisfaction. Leaders of the organisations need to pay attention to the training of employees to have positive thoughts, reduce stress, and lower morale.

Third, the organisation should create a friendly working environment with many cohesive activities and development programs to create cohesion for the organisation of employees.

Fourth, lay special emphasis on work engagement and encourage it among employees through building culture.

Fifth, it is necessary to implement professional standards and rules in organisations to maintain and promote the variables, provide employees with freedom of action and power by their duties to improve organisational commitment of employees.

6 Limitations and future directions

Firstly, the study only surveyed social service organisations in a single city, so the representativeness of the study is not high. The results of the study may not be representative of other provinces and cities in Vietnam. Second, this study was conducted over a short period, so its representativeness may be limited. Hence, future studies should survey in many different provinces, cities, and different times to get an overview of the factor affecting the organisational commitment of employees at social service organisations.

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