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工作投入對組織承諾與工作滿意干擾效果之研究：以越南為例

HOW JOB INVOLVEMENT MODERATES THE RELATIONSHIP BETWEEN
ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION - EVIDENCE
FROM VIETNAM

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between Organizational Commitment and Job
Satisfaction - Evidence from Vietnam

本人認為 阮氏雲 君已完成南華大學企業管理學系管理科學碩士班之碩士養成教育，符合訓練水準，並具備本校碩士學位考試之申請資格，特向碩士資格審查小組推薦其初稿，名稱：工作投入對組織承諾與工作滿意干擾效果之研究：以越南為例，以參加碩士論文口試。

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ABSTRACT

Job satisfaction, job involvement, job commitment, perceived organizational support are the key challenges in human resource management. This study aims at investigating whether there is a significant relationship among organizational commitment, job satisfaction, job involvement, job commitment and perceived organizational support. The sample for this study included 275 respondents who are working in private sector in Ho Chi Minh City – Vietnam. The data were analyzed using multivariate data analysis. The findings of this study revealed that perceived organizational support, organizational commitment, job involvement respectively had a significant effect on job satisfaction. In addition, organizational commitment is a partial mediator in the relationship between perceived organizational support and job satisfaction. Furthermore, the study found that job involvement is effectively moderated the relationship between organizational commitment and job satisfaction.

Keywords: Perceived Organizational Support, Organizational Commitment, Job Satisfaction, Job Involvement, Mediator, Moderator

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CHAPTER ONE

INTRODUCTION

1.1 Research Background and Motivation

Today, business environment is critically competitive, employees in this concept are viewed as one of the most important assets in an organization. In that point of view, employee is the main resource that enables the organization to be successful. Organizations nowadays have discovered the importance of human resource as the most important source of gaining competitive advantage. Modern organizations have to compete over different ways (welfare programs and the level of attention) to attract and keep their employees (Taleghani et al., 2009). Mowday et al. (1982) argued that if there is not a significant level of employee commitment, the organization may not survive. Ghani (2006) indicated that employees lead to organizational success. In reaction to enhance the competition over human resource, organizations invest on implementing programs, well-being programs, and support their employees. All that activities finally are for the sake of their employees, in attempting of remaining their valuable resource of the organization. These companies have learned that investing in human is beneficial, because supported employees are dedicated, satisfied, and less absent, as well as do not leave the organization easily. All these factors help to improve organization performance and successfully reach its objectives.

In the early 1950s, organizational commitment was one of the most subjects of interest. Mowday et al. (1982) explained the reason for that attentiveness. Employee commitment is supposed to be a predictor of employee satisfaction, turnover and so on. Moreover, understanding organizational commitment could help to know deeply about the psychological process that influences employee's attachment and identification. Several researchers have found factors which influence employee commitment. According to Ayers (2010), in the beginning, it was employee satisfaction and after that, studies have explored more attitudinal concepts such as perceived organizational support and job involvement (Farrel & Finkelstein, 2007; Wegg et al., 2007). Meyer and Allen (1997) mentioned organizational commitment as a leading factor resulting in the level of success of many organizations. Mowday et al. (1982) argued that if it do not have a specific level of employee commitment, the organization can not survive. Business organizations are all aimed to increase organizational productivity or make more profit, it is necessary to evaluate which

is the greatest factors influence on an employee's commitment (Meyer & Allen, 1997; Chen, Silverwork, & Hung, 2006).

Job satisfaction is regarded as one of the most objects measured in organizational research. It is generally concerned to as an employee's affective response to their job. In many studies, organizational researchers found that the quality of the relationship between employer and employee effects employee satisfaction (Karrarsch, 2003; Karsh et al., 2005). Furthermore, the quality of that relationship has been connected to organizational commitment (Hartzer et al., 2006; Karrarsch, 2003). Researchers argued that the level of commitment of the staff is also affected by employees' perception of organizational support as well as the security of a employment with an organization (Chen et al., 2007; Kacmar et al., 2003).

The definition of organizational support perception was proposed and entered management literature through psychology and was recognized by the organizational researchers and managers from the beginning. Organizational support is considered one of the most important concepts that maintain employees in the organization. Kanaga and Browning (2007) stated that since an employee takes notice of his or her organization, he or she have tendency in comparing current organization with the previous one and evaluates the future of that job position with the equivalent positions of other organizations. This process affects perceptions of their organizational support. In general, that is what employee expects from their organization. They might be need appreciation and considering in the organization. Employees feel that they are supported by the organization have a satisfaction feeling with their job and kind of attachment to their organization. Several studies proved that employees who are supported are satisfied with their job: Buchanan (1974), Tansky and Cohen (2001); and improves positive behaviors and attitude such as commitment (Eisenberger et al., 1986; Randall et al., 1999; Rhodes & Eisenberger, 2002).

In Vietnam, more and more organizations focus on human resource, to keep them stay with the organization as long as possible. There have been several of studies conduct on the aspect of these variables. Majority of them basically focused on those aspect especially on a specific sector or organization in Vietnam. Dieleman et al. (2003), Chau et al. (2005), Tran et al. (2013), Tran (2015) etc. investigated job satisfaction on health staff in Vietnam. Nguyen et al. (2014) conducted a research about organizational commitment of employees who worked in banking in Ho Chi Minh City, Vietnam, Nguyen (2016) investigate job

satisfaction among police officers in Ho Chi Minh City... However, there are limited of studies has assessed the interrelationship among those variables in Vietnam in general and in Ho Chi Minh city in particular.

Job satisfaction, job commitment, and perceived organizational support are the key challenges in human resource management. The current study expects to discover whether or not significant relationship among those variables among employees in Vietnam. Understanding of the factors that drive employees more satisfied and more committed to the organization could help supervisors and top management have a look and take necessary action to enhance the positive impacts of such factor. The more satisfaction and commitment of the employees, the more successful the organizational reach their goals and gain competitive advantage.

1.2 Research Objectives

The purpose of this study is to figure out the impact of perceived organizational support, organizational commitment, and job involvement on job satisfaction. The purposes are mentioned more detail as follow:

- To examine the relationship among the following variables: perceived organizational support, organizational commitment, job involvement and job satisfaction
- To investigate the mediation effects of organizational commitment on the relationship of perceived organizational support and job satisfaction;
- To investigate the moderation effects of job involvement on the relationship between organizational commitment and job satisfaction;
- To identify the sources of differences based on demographic characteristics such as gender, age, education level and work experience.

1.3 Research Process

The research flow, as shown in Figure 1.1, includes research background and motivation, literature research, hypothesis development, research model, questionnaire design, data collection, data analysis and test, results and discussion, and conclusion and discussion.

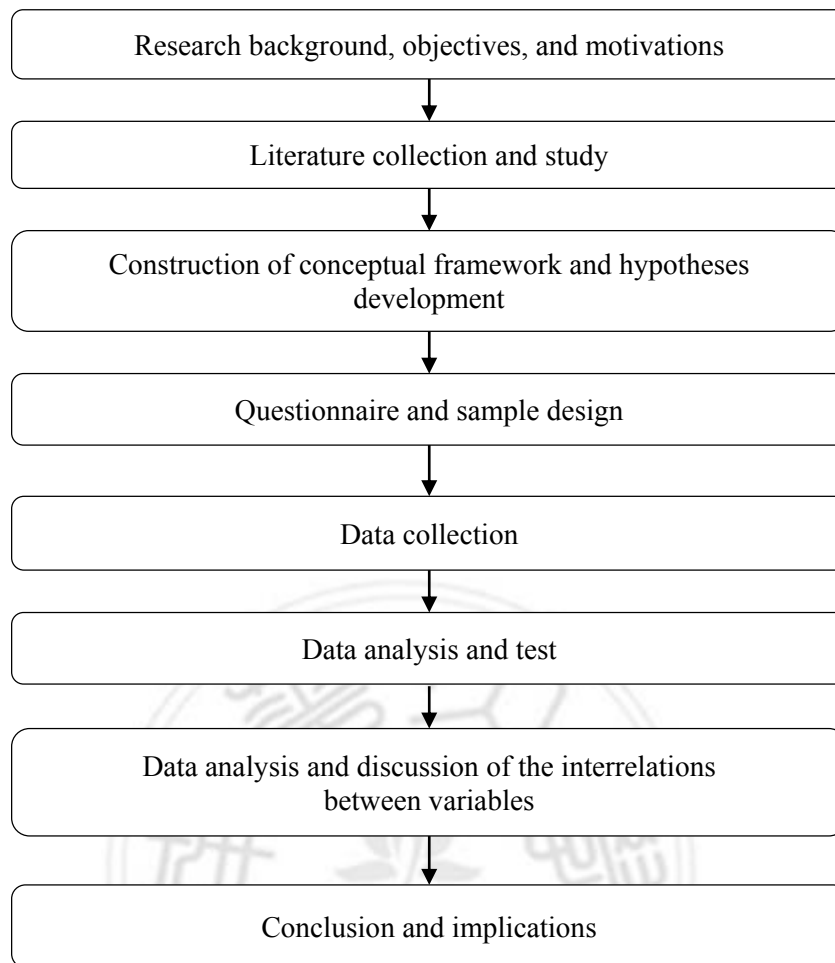


Figure 1.1. Research procedure of this study

1.4 The Structure of the Report

The research report includes five chapters which are summarized in the following manner:

Chapter 1: Introduction

This chapter describes the research background and motivation, objectives, structure of the study. Also, major variables are proposed and conceptual framework is presented.

Chapter 2: Literature review

In this chapter, the previous literature related to organizational commitment, job satisfaction, job involvement, job commitment and perceived organizational support is described to support this study. The definition of each research constructs is also discussed, and finally, the hypotheses are proposed to integrate the results of previous studies.

Chapter 3: Research design and methodology

This chapter outlines the conceptual model, construct measurement, and research design for this study. Sampling plan, questionnaire design and data collection procedures have been presented.

Chapter 4: Research analysis and results

The beginning part of this chapter shows the basic characteristics of respondents, descriptive statistics of research items, and factor analysis and reliability test results of each items of research constructs. This chapter presents the outcome of data analysis by using factor analysis and reliability test, independent sample t-test, correlation, and regression.

Chapter 5: Conclusions

In chapter 5, significant findings and conclusions are summarized in this chapter. Suggestions and practical implication of the result will be presented for the future research.



CHAPTER TWO

LITERATURE REVIEW

In this chapter, there will be discussion about selected studies and theories related to research objectives and hypotheses. The chapter focuses on these categories: theoretical background; literature of perceived organizational support, job satisfaction, job involvement, and organizational commitment; and the interrelations among variables.

2.1 Theoretical Background of the Study

This section presents an review of literature in which The Social Exchange Theory and the Leader-Member Exchange Theory provided the theoretical background for this study in attempt to examine whether perceived organizational support and organizational commitment meaningful predicts job satisfaction. The social exchange theory proposed that human behaviors are driven by reciprocity and expectation of rewards (Blau, 1964) whilst the leader-member exchange theory concentrates on the quality of exchange between the employee and manager (Wayne, Shore, Bommer, & Tetrick, 2002). Next, there will be an detail introduction about these two theories.

2.1.1 Social Exchange Theory

Social exchange theory is considered as one of the most influential conceptual model to catch up with workplace behavior (Cropanzano & Mitchell, 2005). It has been a very long time for its roots, at least back to the 1920s with scholars like Malinowski (1922) and Mauss (1925). There was different views of social exchange such as anthropology (e.g., Firth, 1967; Sahlins, 1972), social psychology (e.g., Homans, 1958), and sociology (e.g., Blau, 1964). There is one important thing is that, as Emerson (1976) indicated, social exchange theory “is not a theory at all” but a frame of reference which many theories – either micro or more macro – can discuss to one another within it to argued or mutual support. According to Emerson (1976), despite emerging from different perspective, theorists all agree that social exchange connects a chains of interactions that generate obligations. In general, social exchange is defined as willing actions of individuals who are motivated by the returns they are expected to bring from others (Blau, 1964). The theory proposed that when a person gives another person a reward, the former expects a return from the latter in the future (Bernerth & Walker, 2009). In other words, it is a two-side process which is mutually contingent, and mutually rewarding concerning transactions or exchange. It is said that the social exchange theory assumed self-interested actors make transactions with other self-

interested actors to achieve individual goals that they could not get it alone (Lawler & Thye, 1999).

One of the basic tenets of social exchange theory is that relationships open up time to trust, loyal, and mutually commit. Trust is another tenet of the social exchange theory. Proving oneself trustworthy is an initial problem in social relationship. Neves and Caetano (2006) found that if employee trusts in their supervisor, it has a positive correlation to affective commitment. They stated that a higher level of trust between an worker and supervisor, a higher quality of the their exchange, finally leading to increased organizational commitment. According to Ayers (2010), trust not only affected interpersonal relationships but it also has an effect on employee's attitudes towards an organization. It is not easy to earn trust for interpersonal relationships, loss of trust could lead to a significant issue for many workplace setting (Ayers, 2010).

To set an exchange, parties must acknowledge by rules of exchange, which is a formed definition of the situation or is accept by the participants in an exchange relation (Emerson, 1976). Social exchange theory has received attention years to years because it provides conceptual underpinnings for investigating employee's workplace attitude (Setton et al., 1996; Wayne et al., 2002; Tse & Dasborough, 2008). Moreover, it also provides explanations of employee's positive outcomes (Barlett, 2001; Kang & Stewart, 2007). As social and economic changes rapid occurred all over the world, business took an important role and the leaders across industries realized that they have to take a closer look at how to survive in the transformation of social reform. According to Blau (1964), most social interactions associate some level of social or economic exchange. It was said that social exchange is a primary determinate which drives, influences, and mediates perceived organizational support, job involvement, and job satisfaction within organizations (Blau, 1964; Chen et al., 2007; Locke, 1976; Deluga, 1994;). Previous studies (Moreland & Levine, 2001; Van Knippenberg & Sleebos, 2006) have formed job satisfaction and organizational commitment as social exchange outcomes due to the two constructs reflex a perception of the exchange quality of which the employee and the organization are required to fulfill their obligation to each other and establish ongoing reciprocity.

2.1.2 Leader-Member Exchange Theory

The leader-member exchange theory is derived from the social exchange model. For that reason, leader-member exchange theory have much in common with social exchange

model, but it specifically relates to organizational behaviors by investigating specific antecedents. According to Wayne et al. (2002), these include: justice, fairness, treatment by the organization, and help explaining the long-term benefits of quality leader-member exchanges within organizations. Base on the leader-member exchange theory, supervisors determined the work roles of their subordinates (Kacmar et al., 2003). Following, Dienesch and Liden (1986), a significant element of the leader-member exchange theory is the relationship between leader and subordinate. Moreover, if the quality of the exchange is good, the subordinate is more likely to deliver more privileges, reward, and significant roles; for that reason, it supports within the workplace setting (Kacmar et al., 2003). Dienesch and Liden (1986) in their research also proved that leader-member exchange was positively related to organizational commitment and job satisfaction. As mentioned, early models of the leader-member exchange theory supports the compatibility between a leader and each subordinate which was considered one of the most important factors in the exchange relationship. However, Dienesch and Liden (1986) argued that it was needed to further investigate the conditions which relationship between employee and supervisor would develop and effect positive exchange. Especially, they proposed a model of leader-member exchange development (Figure 2.1). This models focus on the importance of the early interactions between the subordinate and supervisor. According to Dienesch & Liden (1986), Steiner (2001), if base on personality characteristics, attitudes, and abilities, the initial relationship was strong, it was supposed to impact the quality and environment of the relationship that will develop in the leader and member exchange.

Wayne et al. (2002) in their study showed that perceived organizational support and leader-member exchange in other ways influence the social exchange relationships among industrial plant employees. Ayers (2010) indicated that it is needed to have closer investigation of specific antecedents that impact the exchange developmental process between leaders and members.

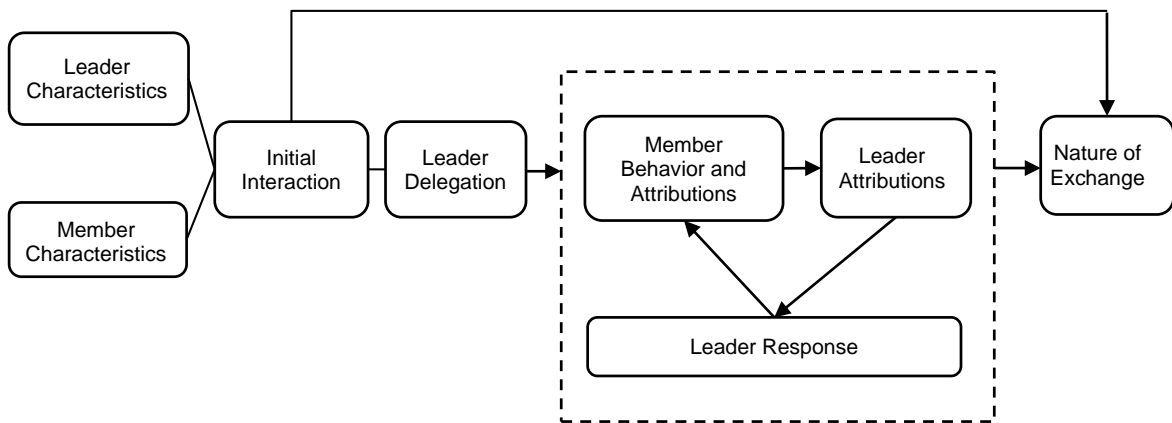


Figure 2.1 Model of the leader-member exchange developmental process

2.1 Perceived Organizational Support

According to organizational support theory (Eisenberger et al., 1986; Shore & Shore, 1995), perceived organizational support can be seen as the determination of the organization's willingness to reward employee's work effort. Besides, employees develop beliefs toward the organization to know the degree that the organization respects their contributions and cares about their well-being, to meet their socioemotional needs. On the other hand, Rhodes and Eisenberger (2002) indicated that perceived organizational support also values as the support available from the organization when it is needed to add to improve employee's job effectively and to deal with stressful cases. Makanjee et al. (2006) described perceived organizational support as an organization's commitment to its employees. Makanjee et al. (2006) also argued that perceived organizational support is the support that an employee received from the employer to assist them to complete a required task effectively. In general, perceived organizational support is the support that an employee received from the organization to assist them to carry on and complete their job effectively. It is the degree that the employees perceive that the organization values their contribution and concerns about their well-being.

Rhodes and Eisenberger (2002) conducted an extensive literature review on relating factors that contribute to perceived organizational support. This study found that positive organizational support had a strong positive relationship to affective commitment and continuance commitment, whilst a small negative relationship to normative commitment. These findings of the study indicated that employees who perceive that organizational

support them were more likely to perceive their job as enjoyable, good mood at work, and experienced fewer complaints such as anxiety, headaches and stress. There are so many studies which regard the development of perceived organizational support have shown the antecedents of perceived organizational support, including: perceptions of the organization (e.g, justice and politics (Ferris & Kacmar, 1992; Shore & Shore, 1995), supervisor support (Eisenberger et al., 1986; Levinson, 1965); organizational rewards and job conditions (Eisenberger, Rhoades & Cameron, 1999); personality (Aquino & Griffeth, 1999; Witt & Hellman, 1992) and human resources practice (Wayne et al., 1997; Shore and Shore, 1995). Human resource practices that focus on investing in employees and show recognition of employee contribution, value their participation and effort (Eisenberger et al., 1986) show that the organization is supportive to the employee and continues a social exchange relationship with employees. Thus, perceptions of these manners should be positively referred to perceived organizational support (Shore & Shore, 1995).

Shore and Wayne (1993) mentioned about the greater perceived organizational support can result in bigger attachment and feelings of engagement to the organization, which is rooted in social exchange theory (Blau, 1964). An individual who works for an organization recognizes supports and cares about them are highly positively related to job performance (Eisenberger et al., 1990), especially job satisfaction (Eisenberger et al, 1997), affective commitment (Eisenberger et at., 1990; Wayne, Shore, & Liden, 1997), and job involvement (Rhoades & Eisenberger, 2002) that will be discuss in this topic. Additionally, perceived organizational support might reduce continuance commitment (feelings of entrapment) that happen when employees remain staying in an organization because of high costs of leaving. O'Driscoll et al. (2003) revealed that by investigating organizational and work-family role conflict, perceptions of the organization as family supportive and organizational support were given out related to employee satisfaction and organizational commitment. Following organizational support theory, in retreating for a high level of support, employees work enthusiastically to help their organization reach its goals (Eisenberger & Aselage, 2003), because organizational support has a significant effect on job satisfaction and organizational commitment (Rhodes & Eisenberger, 2002).

2.2 Job Satisfaction

Job satisfaction is a major concern of managers in business, executives in industry. Investigation about job satisfaction have been conducted in several areas and occupations.

According to Hoppock (1935), job satisfaction is resulted by combining psychological, physiological and environmental occurrence that makes a person say that he/she was satisfied with his/her job. In the industrial literature, job satisfaction is recognized as the positive emotional level got by the employee when they receive a job appraisal (Locke, 1976). In another word, job satisfaction is the good emotional state coming out from the appraisal of the employee's job as promoting the achievement of their job values (Locke, 1969). Rosen and Rosen (1955) viewed job satisfaction as a consequence of the difference between percepts and value standards.

Coming into the 21st century, Weiss (2002) put a definition of job satisfaction is a positive measurable judgement of an individual on his or her working conditions. In addition, Weiss (2002) regarded job satisfaction as a state which was an affective evaluation on the job by like or dislike. According to George and Jones (2008), job satisfaction is the assembling of feeling and beliefs that employees have about their jobs. Levels of employee's job satisfaction can reach from extreme satisfaction to extreme dissatisfaction as well. Robbin & Judge (2009) defined job satisfaction as a absolute feeling about a job coming out from an evaluation of its characteristics. Some scholars have argued that satisfaction is a function of the dissimilarity between needs and outcomes.

There are so many theories have been built to examine the influence of personality-related and work-related conditions on job satisfaction. Five-level hierarchy needs of Maslow (1954) indicated that people satisfied from a series of needs which ascending from physiological need, security, social, self-esteem to self-actualization. Applying in the field of employee satisfaction, it means satisfaction of these needs determines the level of employee satisfaction. Herzberg (1959) in his two-factor theory distinguished between two sets of job factors: motivators and hygiene factors. The former is seen as satisfiers such as achievement, recognition, advancement, or personal growth and the latter is dissatisfiers of hygiene factors such as company policies, supervisory practices, wages/salary and relations with peers.

According to Spector (1997) and Wegge et al. (2007), job satisfaction could include specific interactions related to affective behaviors which included: coworker, work environment, supervision, pay, work type, and edge benefits of employment. Ellickson and Logsdon (2001) argued that work environment is man factor effect job satisfaction of officers. When the officers worked in the better working place which meet the needs and

values, their job satisfaction was higher. Parnell and Crandall (2003) identified five elements included: pay, security, support, socialization, and growth. There is a relationship between job satisfaction and different variables like: demographic and personality characteristics (Miller et al., 2009), performance (Luthans, 1994), leadership, climate and culture of the university (Hagedorn, 2000; Zhou & Volkwein, 2004).

2.3 Job Involvement

Job involvement is a concept that has received considerable attention and been studied by researchers for a long time. According to Lodahl and Kejner (1965), in their most widely accepted definition, defined job involvement as the degree that an employee is identified psychologically with their work. Lawler (1986) indicated that job involvement is important element which has meaning impact on employee and organizational outcomes. Lawler and Hall (1970) added one more aspect that it is the degree to which the job is central to the employee and his total self-image because of the opportunity it provides him to please his important needs. Along the same line, Dubin (1956, 1968) conceptualized job involvement as the degree which job is a “central life interest”. It is considered as a meaningful source for the basic needs’ satisfaction. Following Kanungo (1982), job involvement is the level of central interest the job play in a person’s life, also is individual’s identification in psychology or the commitment of a person to his job. Pollock (1997) showed us one more aspect of job involvement is that it is the sign of the love an employee expresses for his or her job. Li and Long (1999) in their study showed us a definition of job involvement as degree that individual employee show emotional or mental identification with his or her job. In general, job involvement can be seen as the degree of psychological association with the job and the importance of the job played in employees’ life.

The importance of work in person’s daily life links to job involvement, according to Reitz and Jewell (1979). It means, supposing that someone gives concerning to his work then he is loyal to his work and the organization as well. Moreover, this will affect the performance of individual at work. Lawler and Hall (1970) suggested that realistic view of job involvement might play an important role on job and personal relationships. Individual’s personality in different situations can change the degree of job involvement (Rabinowitz & Hall, 1977).

Kanungo (1982) implied that the employees involved in job can be said that the job is important to his self-image. In another word, employees are associated with their job if

they enthusiastically join in the job, also they consider job as the most important and significant part in life (Dubin, 1966). As discussed above, job involvement affects the employee's performance, so they determine performance as main features of their self-worth (Gurin et al., 1960). Base on those thing, we can see that job involvement has major impact on productivity and efficiency of employee, work has a critical role in increasing job involvement of employee as long as it plays great role enough in employee's daily life (Probst & Tahira, 2000).

According to Chungtai (2008), research studies have approached the construct of job involvement in two different view: as an individual difference variable and as a response to exact work situation characteristics. The first perspective, job involvement is happened when possession of certain needs, values or personal characteristics make employees to become more or less involved in their jobs. Individual characteristics which is mentioned by Rabinowitz and Hall (1977) such as age, gender, education, tenure, need strength, the of control and values. The second perspective, job involvement is viewed as a response to certain work situation characteristics. In another word, particular types of jobs or characteristics of the work situation affects the level of employee's job involvement. Example for job characteristics is task identity, task significance, task autonomy, skills and feedback, and so on ... (Brown, 1996). Job involvement is supported as an important organization objective by many researchers because they consider it to be a activator of employee motivation (Hackman & Lawler, 1971; Lawler, 1986) and organizational effectiveness (Pfeffer, 1994).

The construct of job involvement is partially similar to organizational commitment, they are both about employee's identification with the work experience (Chungtai, 2008). However, they are different from each other. Job involvement basically is concerned with identification with employee's immediate work activities (Brown, 1996), in other words, it is related how the job plays in individual life. On the other hand, organizational commitment refers to employee's attachment to the organization (Brown, 1996), it handles the relation between organization and individual. To prove that, an example from Blau & Boal (1987) indicated an employee seemed to be very involved in a particular job but not be committed to the organization and vice versa. Both definitions are clearly evaluate the degree of relationship to their job and organization, and have typical similarities and correlations that have main roles over individual work life.

Brown (1996) in his meta-analysis study developed a theoretical framework about job involvement with its antecedents, correlates, and consequences (see Figure 2.2).

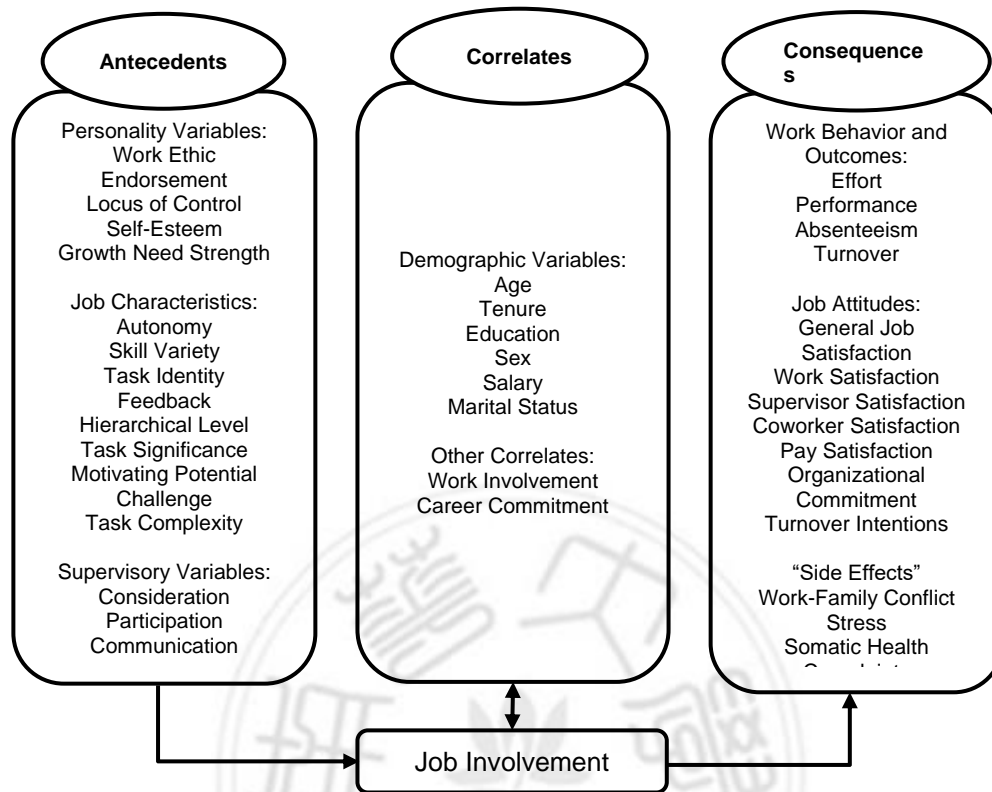


Figure 2.2 Antecedents, correlates, and consequences of job involvement

2.4 Organizational Commitment

According to Mowday, Steers and Porter (1979, 1982), organizational commitment is the behavior that connects employees to the organization. In another word, it's the nature of the relationship of an employee to the whole organizational system (Grusky, 1966) or an attitude to the organization attaching the identity of the employee to the organization. It is how an employee feels to the organization (Price, 1997) and the willingness of them to give their working ability and their loyalty to the whole system, personality systems attaches to social relations seen as self-expressive (Kanter, 1968). Organizational commitment stands for the degree that an individual adopts organizational values and goals, and matches them in fulfilling their job responsibilities (Tanriverdi, 2008). In this side, Hall, Schneider, and Nygren, 1970, has the similar point of view to previous researchers that organizational commitment is the process by which individual and the goals of the organization and the individual in that system gradually become integrated. In general, organizational

commitment is an attitude toward the organization and its goals which attaches the character of the person to the organization.

Meyer and Allen (1991) classified organizational commitment into three types included affective, continuous and normative commitment. In terms of this tripartite classification, Meyer et al. (1993) indicated that commitment is a psychological state which defines the employees' relationship with the organization and it affects the employees to decide whether continue or discontinue membership in the organization. Additionally, Meyer and Allen (1991) further concluded that affective, continuous, and normative commitment are components rather than types of commitment. Getting know the significance of all three types of commitment, employers had the opportunity to understand of factors that influenced the relationship between employee and organization and to prolong that kind of connection.

Affective commitment is the employee's emotional that has three kinds to the organization: attachment, identification, and involvement (Meyer & Allen, 1997). Besides, employees who show high level of affective commitment usually feel attached to the organization and are pleased to be member of that organization.

Continuance commitment: an employee is aware of the costs related to leave the organization. It means that those with continuances commit stay on a need basis (Meyer et al., 1997). An employee wants to stay to her or his current job because they recognize that they have no other or better choice to leave, it costs a lot and too many things of their life would be disrupted if they decided to leave. It is the matter of necessity as much as desire to their job.

Normative commitment: employee's feeling of requirement or obligation to continue employment with the organization. In other words, normative commitment is tied into the idea of duty or obligation (Bagozzi & Dholakia, 2006). Employee who is high degree of normative commitment shows certain behavior based on what he or she believes is the right thing to do.

There are varieties of factors affect organizational commitment. Many different variables have been seen as antecedents and consequences of commitment which are mentioned hereafter. There will be the different antecedents and consequences of three components of commitment.

2.4.1 Antecedents of Commitment:

Affective commitment: Mowday et al. (1982) indicated that the antecedents of affective commitment primarily contains four groups: personal characteristics, job-related characteristics, structural characteristics, and work experiences. In the following reference, work experience is commonly used for both job-related characteristics and work experience because of the blur distinction between them. Firstly, personal characteristics such as personal disposition (need for achievement, affiliation, autonomy – Steers, 1977; Steers & Spencer, 1977), personal work ethic (Buchanan, 1974),... have been proved to have correlation with commitment. Secondly, there is structural characteristics which is considered organizational structure. Following Brooke, Russel, and Price (1988), Morris and Steers (1980), affective commitment is related to decentralization of decision making. Following Morris and Steers (1980), O'Driscoll (1987), it is connected with formalization of policy and procedure. Lastly, work experiences is linked to affective commitment. Meyer & Allen (1991) indicated that although there had been a large amount of research examined the relationship between affective commitment and work experiences, most of them have been unsystematic which is difficult to summarize. Meyer and Allen (1991) assumed that commitment grows as the result of satisfying employees' needs and/or are congruent with their values. Then work experience is divided into two categories: those satisfied employees' need - both physically and psychologically - to feel comfortable and those contributed to employees' feelings of competence in the work role. In the comfort category, variables correlated with affective commitment consist of: equity in reward distribution, organizational dependability, organizational support, role clarity, confirmation of pre-entry expectation, and supervisor consideration. In the competence-related experiences consist of: autonomy, accomplishment, job challenge, fairness of performance-based rewards, opportunity for advancement, participation in decision making, and the importance of person to the organization (Meyer & Allen, 1991).

Continuance commitment: as discussed above, continuance commitment reflects the awareness of costs related to leave the organization, all that increases perceived costs can be regarded as an antecedent. The most commonly antecedents are side bets, or investment, and the availability of alternatives (Meyer & Allen, 1991). Becker (1960) indicated that commitment develops as one makes side bets which means it would be lost if the action were not be continued. For example, the threat of losing interesting benefits, wasting the time and

effort spent getting non-transferable skills, or losing personal relationship... can be seen as potential costs of leaving the organization. Rusbult and Farrell (1981, 1983) put both investments and alternatives in their “investment model” of commitment. They explained that job commitment increased at the time that the number of investments increased along with the attractiveness of alternatives decreased.

Normative commitment: turning to the antecedents of normative commitment, factors such as rewards in advance, incurs significant costs in providing employment... may develop normative commitment (Meyer & Allen, 1991).

2.4.2 The Consequences of Commitment:

The most widely studied of commitment consequence is turnover. There have been so many hypothesis on the relation between commitment and turnover (or turn over intention) which have been found in studies. In these researches, turnover reflected affective (e.g., Bluedorn, 1982; Ferris & Aranya, 1983; DeCotiis & Summer, 1987; Koch & Steers, 1978; etc.), continuance (e.g. Abelson, 1987), and normative (Wiener & Vardi, 1980) commitment. Commitment has been integrated as a major variable in certain models of the turnover process (Steers & Mowday, 1981). Besides, commitment also links to on-the-job behavior which comes to a mixed results. In some studies, commitment was spotted to be positively related to attendance behavior (Blau, 1986; Farrell & Peterson, 1984; Davis & Turbin, 1982), but in other studies, it was not (Angle & Perry, 1981; Jamal, 1984). The same result as commitment was correlated positively with individual or group performance in the studies of Meyer and Allen, 1991.

2.5 Interrelationship Among Research Constructs:

2.5.1 Interrelationship Between Perceived Organizational Support and Job Satisfaction

Zagenczyk (2001) indicated that one important thing is to differentiate perceived organizational support and job satisfaction. Shore and Tetrick (1991) argued perceived organizational support are distinct but relate to job satisfaction. Perceived organizational support is commitment of an organization toward its employees as well as set of beliefs of how much the organization concerns about the employee’s well-being, and to assist them to run their work effectively. In the other hand, job satisfaction focuses on the look of work and the response to different facets of work situation. Research on leadership argued that leaders influences perception, values, and organizational citizenship behaviors of their group member, according to Abbot et al. (2006), Nicholson (2003). Due to leader’s sensitive

demonstration and positive responses individual needs to their group members, there would be an improvement on members' satisfaction, then lead to a willingness to express greater effort to work for the organization (Van Dick et al., 2007). Susskind et al. (2000) indicated that since employees perceive no or less support from their organization, the employees may feel that their job is displeasing and this may come out with job dissatisfaction. In other words, the employees satisfy with their job as long as they perceive that the organizational support is given for valuable employees in their organization. Several studies proved that employees who are supported are satisfied with their job: Buchanan (1974), Eisenberger et al. (1986), Randall et al. (1999), Susskind et al. (2001), Tansky and Cohen (2001). Many previous studies showed that perceived organizational support was positively connected to levels of job satisfaction. It meant that high level of perceived organizational support result in higher level of job satisfaction (Armstrong-Stassen, Cameron, & Horgsburch, 1996; Burke & Greenglass, 2001; Burke, 2003; Stamper & Johnke, 2003). Makanjee et al. (2006) in the study conducted on diagnostic radiographers in South Africa showed that perceived organizational support related to many factors including: job satisfaction, commitment, leader-member exchange, and organizational support.

2.5.2 Interrelationship Between Perceived Organizational Support and Organizational Commitment

There are several studies examined the relationship between perceived organizational support and organizational commitment. Following Hofmann et al. (2003), the leader and subordinate could join together for a stable work relationships. Scholars concluded that because supervisors function as organizational agents, while supervisor and subordinate are regularly communicated to top manager, it further confirmed employees' association of their supervisor's support as evidential of positive organizational support (Rhoades & Eisenberger, 2002; Kacmar et al., 2003). Furthermore, Makenjee et al. (2006) suggested that positive intercommunication from a supervisor increased the employees' perception of organizational support, which impacted an employee's level of organizational commitment. Wayne et al. (1997) spotted that a high level of perceived organizational support builds a feeling of obligation, which means employees not only feel they are committed to their organization but also sense of engagement to return the favor by putting more and more effort to their job. These studies indicated perceived organizational support is an important factor that revealed organizational commitment. Employees who believe to

be supported by their organization and feel valued in their organization are much more attached to the organization. Several studies proved that employees who are supported improves positive behaviors and attitude such as commitment (Buchanan, 1974; Eisenberger et al., 1986; Randall et al., 1999; Tansky & Cohen, 2001).

There are studies examining the relationship between perceived organizational support and the dimension of organizational commitment (e.g. affective, normative, and continuance). Rhodes & Eisenberger (2002) conducted an extensive literature review on relating factors that contributes to perceived organizational support. This study found that positive organizational support had a strong positive relationship to affective commitment and continuance commitment, whilst a small negative relationship to normative commitment. If the organizational support met the employee's need for praise and approval, the employees grow a positive emotion (affective commitment) to the organization. Similarly, when employees evaluate their organization as supportive, they feel like maintaining membership in their organization (Kim et al., 2005). Researchers argued that the level of employee commitment is also affected by employees' perception of organizational support and the security of that employers give them within an organization (Kacmar et al., 2003; Chen et al., 2007).

2.5.3 Interrelationship Between Job Satisfaction and Organizational Commitment

According to Porter et al. (1974) and Reed et al. (1994), job satisfaction and organizational commitment are related, but there are distinguished attitudes. Lok and Crawford (1999), Yiing and Bin Ahmad (2009) found that organizational commitment was significantly associated to job satisfaction. If employees are committed to their work, they intends to become more satisfied with their job. Employee commitment has been revealed to be positively and significantly correlated to many of positive organizational outcomes such as job satisfaction (Bateman & Straaser, 1984; Gunlu et al., 2010; Kuruuzum et al., 2008), motivation, job involvement, and attendance, which enhance employee performance and productivity.

Job satisfaction and organizational commitment are two of work attitudes which most frequently discovered in the work and organizational literature. Job satisfaction is considered as a reason for organizational commitment (Mowday, Porter, & Steers, 1982; Chen, 2007; Mueller et al., 1994; Yoon & Thye, 2002; Yang, 2010). The reason for this causal order is that an employee need a greater amount of time to determine his/her level of commitment to

the organization than in the case of determining level of his/her job satisfaction. Porter et al. (1974) mentioned the degree of one's job satisfaction arises to be largely associated with tangible and specific aspects of the work environment, also it may play as a more rapidly formed affective response than commitment. The reverse is also occurred where organizational commitment is the reason to job satisfaction (Vandenberg & Lance, 1992). In other words, when an employee is satisfied with his/her job, he/she becomes more committed to the organization and reversed. Adopting two-direction viewpoint, job satisfaction can be evaluated by organizational commitment and vice versa (Porter et al., 1974; William & Anderson, 1991; Young et al., 1998; Testa, 2001).

In addition, there have been several research conducted to find the relationship between job satisfaction and dimension of organizational commitment like affective, continuance, and normative commitment. Yang (2010) found that job satisfaction contribute to affective commitment. The results of these study revealed the willingness of employees' satisfaction to work on behalf of their organization and a strong motivation to stay in their organization. About the normative commitment, Gunlu et al. (2010) found that job satisfaction had a significant impact on normative commitment. It may be thought that employees who are satisfied with their organization are likely to feel obligation to remain with their organization because they want to repay for the support (financial or moral) from the organization. Similarly, Eisenberger et al. (1997) indicated that job satisfaction builds a feeling of obligation to repay the organization. Lastly, Yang (2010) concluded that job satisfaction has a positive effect on continuous commitment.

2.5.4 The Mediation of Organizational Commitment on Perceived Organizational Support and Job Satisfaction

In many previous studies, job satisfaction has considered both a consequence of perceived organizational support (Buchanan, 1974; Eisenberger et al., 1990; Susskind et al., 2001; Randall et al., 1999; Tansky & Cohen, 2001) and organizational commitment (Vandenberg & Lance, 1992). Furthermore, job satisfaction can be evaluated and computed by organizational commitment and vice versa (Porter et al., 1974). Organizational commitment is one of the most important outcome to research due to its connecting to many attitudinal and behavioral issues at work. High levels of employee commitment are tend to increase levels of performance and productivity and decrease in absenteeism, turnover, and

tardiness (Porter et al, 1974; Wiener & Vardi, 1980). Ayers (2010) revealed a significant relationship among job satisfaction, job involvement and organizational commitment. Judeh (2012) proved that there was a partly mediator of organizational commitment over the relationship of perceived organizational support and job satisfaction when conducting his study in textile and clothing industry in Jordan. In those study, a causal model was developed in the aim at explaining the antecedent's factors predicting job satisfaction of employees working in textile and clothing corporations in Jordan.

Today, the job market is critical competitive, hereby there are several factors that contribute to the employee's intention to leave or stay. Employee turnover is one of the most human resources challenges since it's costly and hard that confronting management of organization. A review of the literature suggested that the more organizational support is perceived, and the higher committed an employee is, the more satisfied the employee will be.

2.5.5 The Moderation of Job Involvement on Organizational Commitment and Job Satisfaction

Organizational scholars consider job involvement as an important factor which affects both employees and organizational outcomes (Lawler, 1986). According to Hackett et al, 2001, employees with high levels of job involvement are intends to make the job the central part of their life and pay more attention to their jobs. Comparing to the employees with low level of job involvement, they seems to make less unexcused lateness and unexcused absences (Blau, 1986; Blau & Boal, 1987). Furthermore, organizational commitment, job satisfaction, and job involvement have a significant influence on the productivity of an employee and the organization as well (Tiwari & Singh, 2014). For that reason, it hold an important role in the study of organizational behavior. Previous studies have been found the relationship among these variables (Koch & Steers, 1978; Angle & Perry, 1981). Job involvement had been proved to have a positive relationship with job satisfaction (Khan & Nemati, 2010), on the contrary, Knoop (1995) showed there was no relation between job involvement and overall satisfaction but tow specific facets: satisfaction with work and promotion opportunities. Tiwari and Singh (2014) revealed that job involvement reduced the strength of the relationship of job satisfaction and organizational commitment on the employees who work at one of the public sector giants of India. In other words, the higher the job involvement level, the lesser will be the job satisfaction and

organizational commitment relationship as compared with the case where there is no job involvement.

2.5.6 Interrelationship Between Demographic and Job Satisfaction

In this study, gender, age, work experience, and current position are chosen as the most important demographic factors to understand differences in job satisfaction. Witt and Nye (1992) examined the impact of gender on job satisfaction and concluded there was no difference in perception of job satisfaction between male and female employees. Furthermore, their study suggested that management did not have to do different behavioral strategies when attempting to influence employee job satisfaction among men and women. Their findings also indicated that men are more likely to remain in an organization than women. Jung et al. (2007) investigated the feeling of job satisfaction of public and private employees and concluded that job satisfaction was affected by the employees' gender in case of working environment and wages. Hill et al. (1985) revealed that female bank employees were dissatisfied with their job aspects over male employees.

Educational level has been found to be the factor that influence the feeling of job satisfaction. Warr (1992) showed that job satisfaction was negatively related to the educational level among female employees. Clark et al. (1996), Zou (2007) indicated that highly educated employees were seemingly to experience lower of job satisfaction, whilst Wae (2001), Phil (2009) showed the opposite. There is one possible explanation is that highly educated employees are likely to have higher expectations thus feel dissatisfied with job. Other scholars claimed that there is no difference in job satisfaction among employees' different levels of education.

Van der Velde et al. (2003) investigated the difference in gender and the influence of professional tenure on work attitudes. Their study which the sample was drawn from an oil company from Netherland found that there was a positive correlation between tenure, age, and organizational commitment, respectively. Moreover, evidences revealed an increase in job involvement with employee age; a negative effect among professional tenure and job involvement and organizational commitment. Besides that, female employees who are professional tenure proved a stronger effect on organizational commitment than their male fellows. More importantly, Van der Velde et al. research findings indicated that men seemed to remain with the organization than women, which is along with earlier studies.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

In this chapter, the conceptual model and construct measurements of research constructs included Perceived Organizational Support, Job Satisfaction, Job Involvement, Affective Commitment, Continuous Commitment, Normative Commitment are introduced. After that, hypotheses to be tested and the research design, data collection, and data analysis techniques are described.

3.1 The Conceptual Model

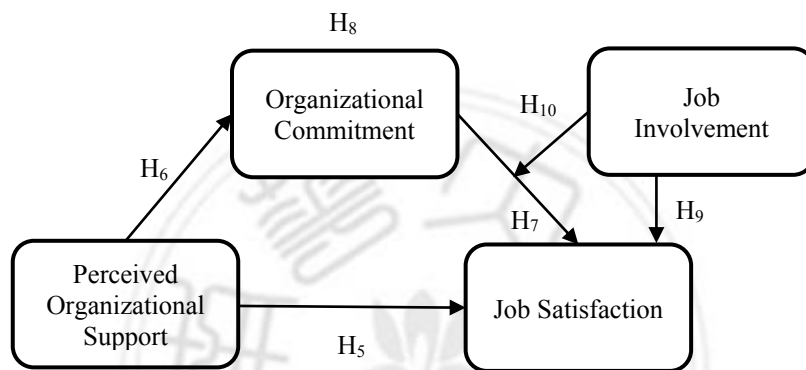


Figure 3.1 The conceptual model

Hypotheses:

- H1: There is a significant difference in job satisfaction between male employees and female employees.
- H2: There is a significant difference in job satisfaction among different education levels.
- H3: There is a significant difference in job satisfaction among different employee's tenure
- H4: Comparing to the length of working time, the employees with longer of working time are more committed to the organization.
- H5: Perceived organizational support has significant effect on Job satisfaction
- H6: Perceived organizational support has significant effect on Organizational commitment
- H7: Organizational commitment has significant effect on Job satisfaction
- H8: Organizational commitment will mediate the relation between Perceived organizational support and Job satisfaction
- H9: Job Involvement has significant effect on Job satisfaction

H₁₀: Job involvement will moderate the relation between Perceived organizational support and Job satisfaction

3.2 Instrument

A survey was conducted to collect data for variables of the study. The research questionnaire with 29 items is developed to obtain the responses from employees who currently work in Ho Chi Minh City – Viet Nam on different research variables. The research questionnaire was organized into two parts. The first part consisted of four constructs: Perceived Organizational Support (6 items), Job Involvement (6 items), Job Satisfaction (5 items), Organizational Commitment (12 items: affective commitment (4), normative commitment (4), and continuance commitment (4)). The second part was demographics which included gender, age, work experience, tenure, and education (See appendix). The prior version of this questionnaire is based on some scholars and being discussed with the thesis advisor to make a appropriate modification to the purposes of the thesis. The detailed contents of the questionnaire are shown in the Appendix. Likert-type scales (1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = neutral, 5= somewhat agree, 6= agree, 7 = strongly agree) were used to measure the variable. Based on respondents opinions, they are asked to rate for all items which range from 1-strongly disagree to 7-strongly agree in the questionnaire.

3.3 Construct Measurement

Under the purposes of this study, four major constructs are operated: (1) perceived organizational support, (2) job satisfaction, (3) job involvement, (4) organizational commitment. Demographic is also proposed to moderate job satisfaction and commitment of employee. A survey questionnaire is designed for this study as well.

3.3.1 Perceived Organizational Support

To measure perceived organizational support, six questionnaire items were adopted based on Eisenberger et al. (1986). A seven-point Likert scale is used to measure each individual's perceived organizational support. Respondent will be asked to indicate their level of agreement on each statement of the scale (ranging from 1 – strongly disagree, to 7 - strongly agree). The questionnaire items are as follow:

1. Help is available from the company when I have a problem
2. The company really cares about my well-being
3. The company cares about my general satisfaction at work

4. The company tries to make my job as interesting as possible
5. The company strongly considers my goals and values
6. The company is willing to help me when I need a special favor

3.3.2 Job Involvement

To measure job involvement, six questionnaire items were adopted based on Kanugo (1982) and developed by Karacaoglu (2005). A seven-point Likert scale is used to measure each individual's perceived organizational support. Respondent will be asked to indicate their level of agreement on each statement of the scale (ranging from 1 – strongly disagree, to 7 - strongly agree). The questionnaire items are as follow:

1. I like to spend my time at work
2. Most of my personal goals are related with my job
3. When I'm working I always concentrate on my work
4. I was more enthusiastic about my work
5. I mostly feel interested in my work
6. I am personally quite committed to my work

3.3.3 Job Satisfaction

To measure job involvement, five questionnaire items were adopted based on Spector (1985). A seven-point Likert scale is used to measure each individual's perceived organizational support. Respondent will be asked to indicate their level of agreement on each statement of the scale (ranging from 1 – strongly disagree, to 7 - strongly agree). The questionnaire items are as follow:

1. I feel I am being paid a fair amount for the work I do
2. When I do a good job, I receive the recognition for it
3. I like the people I work with in my company
4. The benefits I receive are as good as most other companies offer
5. I am satisfied with the benefits of work that I received

3.3.4 Organizational Commitment

As mentioned in chapter two, organizational commitment includes three kinds of commitment: affective commitment, normative commitment, and continuous commitment. To measure those kinds of commitment, four questionnaire items of each component were adopted based on Porter et al, (1978). A seven-point Likert scale is used to measure each individual's commitment. Respondent will be asked to indicate their level of agreement on

each statement of the scale (ranging from 1 – strongly disagree, to 7 – strongly agree). The questionnaire items are as follow:

Affective Commitment:

1. I talk up this company to my friends as a great company to work for
2. I am proud to tell others that I am part of this company.
3. This company really inspires the very best in me in the way of job performance
4. I am extremely glad that I choose this company to work

Continuous Commitment:

1. It would be very hard for me to leave my company right now
2. Deciding to work for this organization was a definite great decision in my part of life.
3. Right now staying with my company is a matter of necessity as much as desire
4. I believe that I have too few options to consider leaving this company

Normative Commitment:

1. I would accept almost any type of job assignment in order to keep it better for this company
2. I will work for my company because we have the same values of an company
3. One of the major reasons I continue to work for this company is my loyalty
4. I will do my best for my company

3.3.5 Demographics

The demographic characteristics are used to investigate the difference characteristics among employees. Based on several previous studies, this study proposed the following indicator to measure individual' demographic characteristics:

- Gender of the respondent;
- Age of the respondent;
- Education of the respondent;
- Length of working time of the respondent;
- Tenure of the respondent;
- Type of industry that the respondent involved in.

3.4 Translation

The questionnaire was originally composed in English, then was translated into Vietnamese and finally translated back into English to ensure accuracy. To make the

translation valid, a group of three doctoral degree candidates who major in business administration and good at English as well as Vietnamese at Nanhua University are invited to discuss and translate each question into Vietnamese. Then, to ensure the same meaning, the questionnaire was translated into English one more time. After that, unclear and incorrect translations were removed. The final questionnaire in Vietnamese was completed after being carefully discussed and modified (see Appendix).

3.5 Sample Plan and Data Collection

The data in this study was gathered by collecting the questionnaire. A sampling plan is developed to make sure that appropriate types of respondents are included in this study. The survey is conducted on the employees who are currently working in private sector in Ho Chi Minh City, Viet Nam. Due to the time and convenience of collecting data, questionnaires are delivered by sending to employees in the organizations that we can contact. The survey took approximately two months (from July to August, 2016). In total, 400 survey questionnaires were delivered indirectly by email and directly to the employees and 275 were returned and used, yielding an effective rate of 69%.

Data collection consisted of five steps. The first step was to identify related research variables through literature review and advice from thesis advisor. The second step was to involve the drafting of the survey questionnaire. The third step was to translate the research questionnaire into Vietnamese and then translate into English one more time to make sure the meaning of the items remained the same. The fourth step was a pre-test of the Vietnamese questionnaire. 50 respondents were invited for the pre-test. Following the pre-test, an internal consistency reliability coefficient of each question was calculated. If the consistency reliability coefficient of each question can not be reached, the questionnaire was modified one more time as a result to achieve greater consistency. After that, one more 50 respondents were invited for the second time pre-test and again, the pre-test is conducted until the consistency is achieved. The final step was to send the Vietnamese questionnaire directly and indirectly to respondents. Then, after the completely data was return and used for analyzing in the following step.

3.6 Data Analysis Procedure

The nature of the questionnaire is quantitative and the collected data is analyzed by using statistic program named SPSS v.23. To test the hypotheses as developed from this study, the following analytical techniques will be adopted:

- Descriptive Statistic Analysis
- Factor analysis and Reliability test
- Independent Sample t-test
- One way analysis of variance ANOVA
- Correlation Analysis
- Multiple Regression Analysis
- Hierarchical Regression

3.6.1 Descriptive Statistic Analysis:

Descriptive Statistic Analysis is used to understand the characteristics of each variable, it illustrates the means, and standard deviations of each research variable.

3.6.2 Factor Analysis and Reliability Tests:

To purify the measurement scales as well as to identify the dimensionality, factor analysis will be applied in this study. After that, item-to-total correlation and internal consistency analysis will be used to confirm the reliability of each research factors.

Factor analysis is applied with the aim of exploring the variance structure of a group of correlation coefficients. Factor analysis not only is used to summarize or cut down data but also exploratory or confirmatory purpose. Factory analysis supposed that a small number of unobserved variables are in charge of for the correlation among a large number of observed variables. Measurement items which factor loadings are greater than 0.6 will be selected as the member of a certain factor.

Item-to-total correlation defined the correlation of each item to the sum of the remaining items within one factor. Items with a low correlation (in this study, lower than 0.5) will be deleted from further analysis. As for internal consistency analysis, Cronbach's alpha (α) will be entered to test the internal consistency of each factor. According to Robinson and Shaver (1973), if alpha is greater than 0.7, it has high reliability and if alpha is smaller than 0.3, it represents a low reliability.

3.6.3 Independent Sample t-test

Independent sample t-test is used to compare the means of one variable for two group of cases. In this study, it was applied to compare the differences between male and female employees in their job satisfaction.

3.6.4 One Way Analysis of Variance (ANOVA)

This study used one-way Analysis of variance as a statistically technique to compare means of two or more samples. The respondents are divided into groups based on demographic variables (i.e. gender, age, tenure, and education level) of the respondent's personal information. The analysis will be significant with F-value higher than 4, also the p-value lower than 0.05.

3.6.5 Regression Analysis

Simple regression analysis

Simple regression analysis is applied to analyze the relationship between a single dependent variable versus a single independent variable. The simple regression analyze was conducted among independent variables of perceived organizational support, organizational commitment and job involvement and dependent variable of job satisfaction.

Multiple Regression Analysis

The multiple regression analysis is entered in this study to analyze the relationship between a single dependent variable and several independent variables. Thus, the main purpose is to predict the dependent variable with a set of independent variable. Another goal of this technique is to maximize the overall predictive power of the independent variables representing in the variate. Multiple regression analysis can also meet an objective comparison of two or more independent variables to determine the predictive power of each variate. The analysis will be significant when the R-square higher than 0.1 ($R^2 > 0.1$), correlation higher than 0.3 and F-value is higher than 4. This study conducts the multiple regression analysis to examine the mediating variable of organizational commitment between independent variable of perceived organizational support and dependent variable of job satisfaction.

Hierarchical Multiple Regression

The hierarchical regression analyze was conducted to examine the moderating variable of job involvement in the relationship between organizational commitment and job satisfaction.

The hypothesis were examined, each of the independent variables and their significance as related to the dependent variable; the beta yields a negative or positive significant; R-square explains the degree of prediction.

CHAPTER FOUR

RESEARCH ANALYSIS AND FINDINGS

The upper part of this chapter includes the descriptive analysis and reliability tests. The lower part presents the results of data analysis of data analysis for each research hypothesis. There are three section for results of data analysis. The first section presents the comparisons means of two different groups of male and female of respondents on their perception using independent sample t-test. The second section presents the presents the result One-way ANOVA to compare the differences of the dimension's mean score based on respondent age, education, and tenure. The third section shows the results of multiple regression analysis to evaluate the impact of research variables job satisfaction.

4.1 Descriptive Analysis and Reliability Tests

4.1.1 Characteristics of Respondents

The characteristics of the respondents are showed in Table 4-1. Four major categories are recruited (1) gender (2) age (3) education (4) working experience of employees.

Table 4.1 shows that 48.4% of respondents are male and 51.6% are female respondents. 58.9% of the respondents are from 26 to 35 years old, 28% and 10.2% and 2.9% are less than 25 years old, from 36 to 45 years old and more than 45 years old, respectively. Fifty-six percent of the respondents earned a bachelors degree, whereas 37.5% earned a masters degree or higher. With regard to working experience, the majority of the respondents has less than 5 years (62.2%) and 23.6% of them were from 6 to 9 years. Most of the respondents are employees (84.0%), 5.5% of them are supervisors and about 10.5% of the respondents are manager which contains three kinds of level (from lower to top manager).

Table 4.1 *Characteristic of Respondents in This Research (n=275)*

Item	Description	Frequency	Percentage (%)
Gender	Male	133	48.4
	Female	142	51.6
Age	Less than 25 years old	77	28.0
	26 to 35 years old	162	58.9
	36 to 45 years old	28	10.2
	More than 45 years old	8	2.9
Education	High school	6	2.2
	Bachelor	154	56.0
	Master	103	37.5
	Others	12	4.4
Working Experience	Less than 5 years	171	62.2
	6 to 9 years	65	23.6
	10 to 15 years	28	10.2
	More than 16 years	11	4.0
Current position	Employee	231	84.0
	Supervisor	15	5.5
	Lower-level manager	13	4.7
	Middle-level manager	11	4.0
	Top manager	5	1.8

4.1.2 Measurement Results for Relevant Research Variables

The descriptive statistics of the questionnaire items is presented in Table 4.2. The descriptive statistics identifies the mean value, and standard deviation of the research questionnaire. Table 4.2 also illustrates the description of each item. This descriptive analysis recruits 6 items for perceived organizational support, 6 items for job satisfaction, 5 items for job involvement, 4 items for each component of organizational commitment contains: affective, continuous, and normative commitment.

Table 4.2 *Descriptive Analysis for questionnaire items*

Items	Descriptions	Mean	Standard Deviation
<i>Perceived Organizational Support</i>			
POS1	Help is available from the company when I have a problem	4.89	1.39
POS2	The company really cares about my well-being	4.45	1.39
POS3	The company cares about my general satisfaction at work	4.59	1.33
POS4	The company tries to make my job as interesting as possible	4.31	1.41
POS5	The company strongly considers my goals and values	4.47	1.34
POS6	The company is willing to help me when I need a special favor	4.89	1.38

<i>Job Involvement</i>			
J11	I like to spend my time at work	1.46	.50
J12	Most of my personal goals are related with my job	4.95	1.34
J13	When I'm working I always concentrate on my work	5.58	1.26
J14	I was more enthusiastic about my work	5.44	1.28
J15	I mostly feel interested in my work	5.19	1.36
J16	I am personally quite committed to my work	5.25	1.36
<i>Job Satisfaction</i>			
JS1	I feel I am being paid a fair amount for the work I do	5.03	1.37
JS2	When I do a good job, I receive the recognition for it	5.08	1.45
JS3	I like the people I work with in my company	5.27	1.37
JS4	The benefits I receive are as good as most other companies offer	4.91	1.39
JS5	I am satisfied with the benefits of work that I received	4.96	1.33
<i>Affective Commitment</i>			
AOC1	I talk up this company to my friends as a great company to work for	4.68	1.41
AOC2	I am proud to tell others that I am part of this company.	4.81	1.37
AOC3	This company really inspires the very best in me in the way of job performance	4.70	1.41
AOC4	I am extremely glad that I choose this company to work	4.86	1.28
<i>Continuance Commitment</i>			
COC1	It would be very hard for me to leave my company right now	4.67	1.38
COC2	Deciding to work for this organization was a definite great decision in my part of life.	4.69	1.30
COC3	Right now staying with my company is a matter of necessity as much as desire	4.81	1.31
COC4	I believe that I have too few options to consider leaving this company	4.66	1.50
<i>Normative Commitment</i>			
NOC1	I would accept almost any type of job assignment in order to keep it better for this company	5.03	1.46
NOC2	I will work for my company because we have the same values of an company	4.92	1.31
NOC3	One of the major reasons I continue to work for this company is my loyalty	4.95	1.48
NOC4	I will do my best for my company	5.31	1.49

The mean value and standard deviation describe the tendency of the participants for each relevant construct. It is said that what the perceived organizational support our questionnaire participants are going to be, what the questionnaire participants' attitude tend to be,...etc. The overall tendency of our questionnaire participant's opinions are summarized in Tables 4.2.

The results of means and standard deviations indicated that, for the construct of perceived organizational support, respondents tend to be on neutral levels of agreement on the measurement items with mean scores over 4.0 but not greater than 5.0 in a 7-range scale for all 6 items. These results seem to indicate that the respondents have a neither good nor bad evaluations that describe support from the organization. For the construct of job involvement, five items with quite high score which is over 4.95 contrast the only one item with the score of 1.46 out of 7.0 to indicate the strength of disagreement. It reveals that the quite high involvement of the respondent to their work but they seem do not want to spend time at work. In general, all the items are from over 4.0 to lower than 6.0 in a 7-range scale. These results seem to indicate that respondents tend to evaluate the research items with favorable opinions.

4.1.3 Factor Analysis and Reliability Tests

In order to identify the dimensionalities and reliability of the research constructs, the measurement items' purification procedure is conducted as necessary. The purification process includes factor analysis that contains factor loading, cumulative explained variance, eigenvalue, and communality of the factors derived from the measurement items. After factor analysis, to identify the internal consistency and reliability of the construct measurement, the item-to-total correlation, Cronbach's alpha, and correlation matrix are calculated.

Confirmatory Analysis was conducted for all constructs to purify the measurement items, and the criteria which adapted from former research (Hair et al., 1998) are also described as follow:

- *Factor loading higher than 0.6*: any of the factor loading which is less than 0.6 is deleted until all the existing factor with factor loading is equal or larger than 0.6. It means that the item really belong to the factor and are highly correlated;
- *Cross-factor loading higher than 0.3*: the difference between the highest factor loading and second high factor loading in term of absolute value should be equal or larger than 0.3. It means if the items are already belong to one factor, they should not belong to another factor, they should be designed specifically for only one factor;
- *Communality value higher than 0.4*;
- *Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) higher than 0.5*;
- *Eigen value higher than 1*;

- Explained variance (accumulative) higher than 0.6;
- Criterion for the reliability test: *Item-to-total correlation equal or higher than 0.5; Cronbach's Alpha equal or higher than 0.6.* Hair et al., (1998) stated that criteria of reaching item-to-total ≥ 0.5 stands for a high degree of internal consistency of items under each dimension, and Cronbach's alpha ≥ 0.7 confirms the reliability of the measurement items.

Table 4.3 Results of Factor Analysis and Reliability Tests on Perceived Organizational Support

Construct	Item	Factor Loading	Eigen-value	Accumulative Explanation	Item to total correlation	Cronbach's Alpha	
Perceived Organizational Support (KMO=.897, Bartlett test value=.000)	POS2	The company really cares about my well-being	.869	4.109	68.489 %	.798	.907
	POS3	The company cares about my general satisfaction at work	.866			.794	
	POS6	The company is willing to help me when I need a special favor	.821			.736	
	POS4	The company tries to make my job as interesting as possible	.814			.725	
	POS5	The company strongly considers my goals and values	.809			.721	
	POS1	Help is available from the company when I have a problem	.784			.690	

Table 4.3 presents the results of factor loading for measurement of perceived organizational support. There are total six variables were selected for further analysis and have one factor. It is shown that they have significant high loading score with all items have factor loading greater than 0.7. POS2 has the highest factor loading 0.869, and the lowest is POS1 with factor loading of 0.784. Table 4.3 also shows that the item to total correlation for the construct of perceived organizational support are all greater than 0.6, Cronbach's $\alpha = 0.907$, eigen value = 4.109, and the explained variance = 68.489%. Based on all criteria, we can conclude that the reliability and internal consistency on this factor are acceptable.

Table 4.4 Results of Factor Analysis and Reliability Tests on Job Satisfaction

Construct	Item		Factor Loading	Eigen-value	Accumulative Explanation	Item to total correlation	Cronbach's Alpha
Job Satisfaction (KMO=.815, Bartlett test value=.000)	JS5	I am satisfied with the benefits of work that I received	.838	3.125	62.499 %	.721	.849
	JS1	I feel I am being paid a fair amount for the work I do	.798			.669	
	JS4	The benefits I receive are as good as most other companies offer	.775			.634	
	JS2	When I do a good job, I receive the recognition for it	.772			.636	
	JS3	I like the people I work with in my company	.768			.634	

Table 4.4 presents the results of factor loading for measurement of job satisfaction. There are total five variables were selected for further analysis and have one factor. It is shown that they have significant high loading score with all items have factor loading greater than 0.7. JS5 has the highest factor loading 0.838, and the lowest is JS3 with factor loading of 0.768. Table 4.4 also shows that the item to total correlation for the construct of job satisfaction are all greater than 0.6, Cronbach's $\alpha = 0.849$, eigen value = 3.125, and the explained variance = 62.499%. Based on all criteria, we can conclude that the reliability and internal consistency on this factor are acceptable.

Table 4.5 presents the results of factor loading for measurement of job involvement. There are total six variables were selected for further analysis and have one only factor. It is shown that they have significant high loading score with all items have factor loading greater than 0.7. JI4 "I was more enthusiastic about my work " has the highest factor loading 0.883, and the lowest is JI2 with factor loading of 0.708. Table 4.5 also shows that the item to total correlation for the construct of organizational commitment are all greater than 0.6, Cronbach's $\alpha = 0.896$, eigen value = 3.968, and the explained variance = 66.141%. Based on all criteria, we can conclude that the reliability and internal consistency on this factor are acceptable.

Table 4.5 Results of Factor Analysis and Reliability Tests on Job Involvement

Construct	Item	Factor Loading	Eigen-value	Accumulative Explanation	Item to total correlation	Cronbach's Alpha	
Job Involvement (KMO=.881, Bartlett test value=.000)	J14	I was more enthusiastic about my work	.883	3.968	66.141 %	.810	.896
	J16	I am personally quite committed to my work	.846			.760	
	J15	I mostly feel interested in my work	.841			.751	
	J13	When I'm working I always concentrate on my work	.831			.739	
	J11	I like to spend my time at work	.757			.659	
	J12	Most of my personal goals are related with my job	.708			.603	

Table 4.7 presents the results of factor loading for measurement of organizational commitment. There are total twelve variables were selected for further analysis and have one only factor. It is shown that they have significant high loading score with all items have factor loading greater than 0.7. AOC2 “I am proud to tell others that I am part of this company” has the highest factor loading 0.832, and the lowest is COC1 with factor loading of 0.710. Table 4.7 also shows that the item to total correlation for the construct of organizational commitment are all greater than 0.6, Cronbach’s $\alpha = 0.941$, eigen value = 7.338, and the explained variance = 61.148%. Based on all criteria, we can conclude that the reliability and internal consistency on this factor are acceptable.

Table 4.6 Correlation Matrix of Organizational Commitment

	AOC1	AOC2	AOC3	AOC4	COC1	COC2	COC3	COC4	NOC1	NOC2	NOC3	NOC4
AOC1	1											
AOC2	.745	1										
AOC3	.576	.671	1									
AOC4	.625	.683	.692	1								
COC1	.517	.555	.541	.497	1							
COC2	.653	.650	.598	.648	.615	1						
COC3	.498	.525	.482	.540	.518	.580	1					
COC4	.521	.537	.532	.535	.577	.587	.572	1				
NOC1	.446	.518	.484	.544	.414	.463	.494	.641	1			
NOC2	.515	.629	.622	.608	.558	.583	.545	.616	.722	1		
NOC3	.485	.587	.623	.614	.412	.578	.508	.604	.610	.706	1	
NOC4	.575	.669	.592	.571	.500	.615	.549	.546	.568	.655	.685	1

Table 4.7 Results of Factor Analysis and Reliability Tests on Organizational Commitment

Construct	Item	Factor Loading	Eigen-value	Accumulative Explanation	Item to total correlation	Cronbach's Alpha	
Organizational Commitment (KMO=.938, Bartlett test value=.000)	AOC2	I am proud to tell others that I am part of this company	.832	7.338	61.148%	.790	.941
	NOC2	I will work for my company because we have the same values of an company	.829			.792	
	AOC4	I am extremely glad that I choose this company to work	.809			.763	
	COC2	Deciding to work for this organization was a definite great decision in my part of life	.808			.764	
	NOC4	I will do my best for my company	.805			.760	
	NOC3	One of the major reasons I continue to work for this company is my loyalty	.793			.746	
	AOC3	This company really inspires the very best in me in the way of job performance	.793			.744	
	COC4	I believe that I have too few options to consider leaving this company	.772			.728	
	AOC1	I talk up this company to my friends as a great company to work for	.764			.711	
	NOC1	I would accept almost any type of job assignment in order to keep it better for this company	.735			.683	
	COC3	Right now staying with my company is a matter of necessity as much as desire	.722			.670	
	COC1	It would be very hard for me to leave my company right now	.710			.655	

Table 4.8 *Correlation matrix of Perceived Organizational Support, Job Involvement, and Job Satisfaction*

	POS1	POS2	POS3	POS4	POS5	POS6	JI1	JI2	JI3	JI4	JI5	JI6	JS1	JS2	JS3	JS4	JS5
POS1	1																
POS2	.671	1															
POS3	.595	.736	1														
POS4	.500	.626	.663	1													
POS5	.521	.626	.625	.673	1												
POS6	.625	.635	.659	.580	.577	1											
JI1	.432	.413	.389	.312	.398	.413	1										
JI2	.346	.370	.358	.365	.438	.430	.555	1									
JI3	.540	.435	.444	.276	.394	.512	.515	.468	1								
JI4	.496	.434	.403	.324	.388	.509	.608	.538	.735	1							
JI5	.529	.448	.468	.418	.443	.448	.633	.492	.640	.716	1						
JI6	.556	.449	.431	.385	.392	.497	.583	.469	.657	.682	.719	1					
JS1	.468	.443	.485	.403	.434	.469	.400	.433	.582	.564	.572	.576	1				
JS2	.565	.493	.502	.446	.479	.542	.427	.479	.522	.507	.518	.513	.586	1			
JS3	.533	.446	.442	.429	.341	.511	.398	.323	.510	.520	.487	.580	.489	.551	1		
JS4	.454	.373	.359	.345	.373	.486	.323	.329	.466	.409	.398	.488	.476	.410	.508	1	
JS5	.416	.341	.324	.370	.418	.483	.340	.387	.451	.441	.413	.554	.597	.515	.504	.670	1

4.2 Independent Sample t-test

This stage of analysis was aimed at identifying the sources of differences. The independent sample t-test procedure compares means for two groups of cases. For this test, independent sample t-test was conducted to compare the differences between male and female employees on their feeling of organizational support, job involvement, organizational commitment, and job satisfaction. According to Hair et al. (2006), the significant was observed mean scores of the t-test and the significance level of p-values less than 0.05, and t-value is higher than 1.98.

The independent t-test results were present in Table 4.9. It showed that male respondents have higher the mean score in all perceived organizational support, organizational commitment, job involvement, and job satisfaction. However, t-test results indicated that the differences between male and female on each dimension's mean score were not significant. Thus, H₁ which "There is a significant difference in job satisfaction between male employees and female employees" has not been supported.

Table 4.9 *t-test Results Comparing Perceived Organizational Support, Organizational Commitment, Job Involvement, and Job Satisfaction*

Mean	Male Employees	Female Employees	t-value	p-value
	N=133	N=142		
Perceived Organizational Support	4.714	4.494	1.612	.108
Organizational Commitment	4.957	4.732	1.488	.138
Job Involvement	5.362	5.170	1.72	.087
Job Satisfaction	5.136	4.963	1.309	.192

Note: *p<.05, **p<.01, ***p<.001

4.3 One-way Analysis of Variance (ANOVA)

To compare the differences of the dimensions' mean score based on respondent education, tenure, and length of working time, the One-way ANOVA was conducted. This technique is used to studies involving two or more groups. With the aim of gaining further understanding, one-way ANOVA was performed so as to find the significant difference of job satisfaction and organizational commitment among each group. The one-way ANOVA produces a one-way analysis of variance of a quantitative dependent variable by a single factor as known as independent variable. Analysis of variance is used to test the hypothesis if several means are equals. This technique is an extension of the two-sample t-test.

4.3.1 Education Respondent

As shown in Table 4-10, since F-value and p-value equals 2.313 and 0.076, respectively. Therefore, hypothesis 2 “There is a significant difference in job satisfaction among different education levels” is not supported.

Table 4.10 Results of the Different Level of “Job Satisfaction” Among Group of Education Level

Variable	High School (A)	Bachelor (B)	Master (C)	Others (D)	F-value	p-value	Differences between group
Job Satisfaction	5.900	5.054	5.051	4.483	2.313	.076	N.A

Note: *p<.05, **p<.01, ***p<.001

4.3.2 Tenure Respondent

As shown in Figure 4.1, respondents who currently are middle-level manager possess the highest level of job satisfaction. Meanwhile lower-level manager respondents possess the lowest level of job satisfaction.

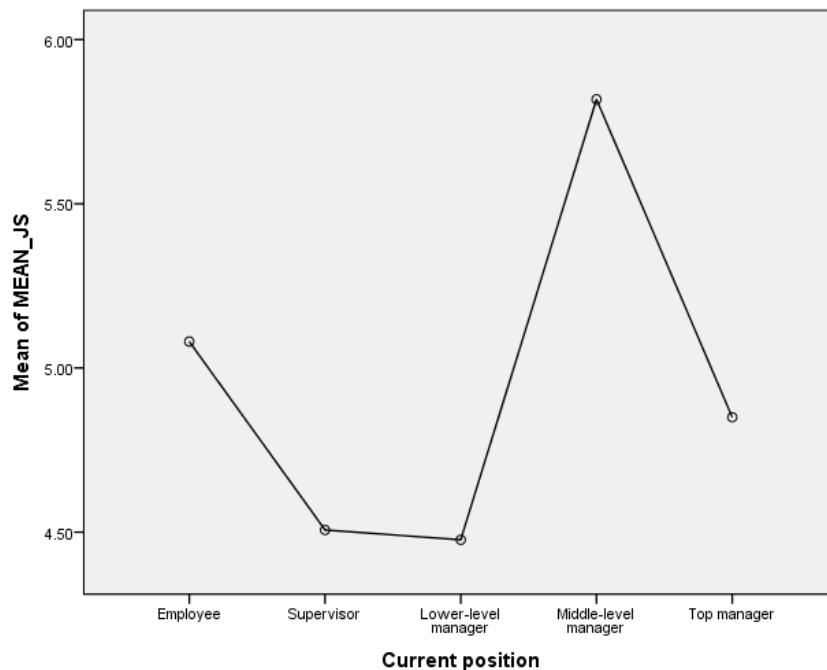


Figure 4.1 Level of Job Satisfaction for each tenure level

Besides, as shown in Table 4.11, since F-value and p-value equal 3.362 and 0.010, respectively. Therefore, hypothesis 3 “There is a significant difference in job satisfaction among different employee’s tenure” is supported.

Table 4.11 Results of the Difference Level of “Job Satisfaction” among Group of Tenure

Variable	Employee (A)	Supervisor (B)	Lower-level manager (C)	Middle-level manager (D)	Top manager (E)	F-value	p-value	Differences between group
Job Satisfaction	5.080	4.507	4.477	5.818	4.850	3.362	.010**	D>A>E>B>C

Note: *p<.05, **p<.01, ***p<.001

4.3.3 Length of Working Time Respondent

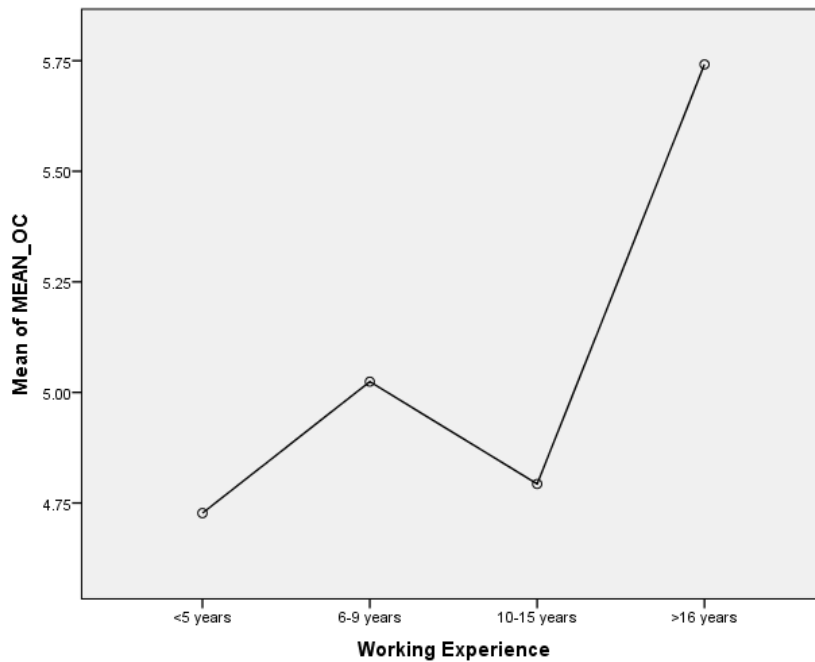


Figure 4.2 Level of job satisfaction for each education level

As shown in Figure 4.2, respondents who has work over 16 years possess the highest level of organizational commitment. Meanwhile the lower-than-five-year respondents possess the lowest level of job satisfaction.

Besides, as shown in Table 4.12, since F-value and p-value equal 3.645 and 0.013, respectively, hypothesis 4 “Comparing to the length of working time, the employees with longer of working time are more committed to the organization” is supported.

Table 4.12 Results of the Difference Level of “Organizational Commitment” among Groups of Length of Working Time

Variable	Less than 5 years (A)	6 to 9 years (B)	10 to 15 years (C)	More than 16 years (D)	F-value	p-value	Differences between group
Organizational Commitment	4.727	5.024	4.793	5.742	3.645	.013*	D>B>C>A

Note: *p<.05, **p<.01, ***p<.001

4.4 Relationships Among Constructs

4.4.1 Relationships Among Perceived Organization Support, Organizational Commitment, Job Involvement, and Job Satisfaction

To test the hypotheses, data analyses were performed using SPSS, version 23. Descriptive statistics and bivariate correlations among the variables under study are shown in the Table 4.13.

Table 4.13 Descriptive Statistics and Bivariate Correlations of the Variables

Variables	Mean	Std. Dev	POS	OC	JS	JI
POS	4.601	1.135	1			
OC	4.841	1.088	.739***	1		
JS	5.047	1.094	.675***	.820***	1	
JI	5.263	1.072	.640***	.724***	.731***	1

Note: *p<.05, **p<.01, ***p<.001

The highest mean was for job satisfaction (5.047) with a standard deviation of 1.094, while the lowest mean was perceived organizational support (4.601) with 1.135 of standard deviation. The correlation coefficients shows the bivariate relationships among the variables. Reviewing the correlation coefficient in the table, we can conclude that the criterion was met for the study. The correlation coefficients shows the bivariate relationships among the variables. Correlation showed that job satisfaction positively correlated with perceived organizational support ($r=0.675$, $p<0.001$), also positively correlated with organizational commitment ($r=0.820$, $p<0.001$) supporting H_5 and H_7 , respectively. Moreover, organizational commitment positively correlated with perceived organizational support ($\beta=0.739$, $p<0.001$). Therefore, H_6 is supported, the results were illustrated in the Table 4.13.

Table 4.14 *Regression analysis between Perceived Organization Support, Organizational Commitment, Job Involvement and Job Satisfaction*

Independent Variables	Dependent Variable – “Job Satisfaction”		
Perceived Organizational Support	.675***		
Organizational Commitment		.820***	
Job Involvement			.731***
R ²	.455	.672	.534
Adj-R ²	.453	.671	.533
F-value	227.104	556.555	312.250
P-value	.000	.000	.000
Durbin-Watson	.821	.781	.951
VIF	1.000	1.000	1.000

Note: *p<.05, **p<.01, ***p<.001

To further understand the relationships, linear regressions were used. Table 4.14 presents the results of regression analysis using Perceived Organizational Support, Organizational Commitment, and Job Involvement as independent variable and Job Satisfaction as dependent variable.

By using stepwise method, the regression results on the Table 4.14 indicates that Job satisfaction was regressed on perceived organizational support. The same result has been came out when the study applied enter method. As indicated, R-square equals 0.455, and the adjusted R-squared is 0.453, meaning that 45.50% of the variance in Job Satisfaction can be predicted from Perceived Organizational Support. Note that F= 227.104 (p-value <0.001) and is significant. This indicates that when Perceived Organizational Support is entered by itself, it is a significant predictor of Job Satisfaction. The next important part of the output to check is regression coefficient Beta (β) = 0.675 (p<0.001) and statistic is significant, then for a change of one standard deviation in Perceived Organizational Support will result in a change of 0.675 standard deviation in Job Satisfaction. The VIF is 1.000 which means we don't need to concern about multicollinearity. Based on above results, hypotheses H₅ is supported.

Similarly, the regression results on the Table 4.14 shows that Job satisfaction was regressed on Organizational Commitment. As indicated, R-square equals 0.672, and the adjusted R-squared is 0.671, meaning that 67.20% of the variance in Job Satisfaction can be predicted from Organizational Commitment. Note that F= 556.555 (p-value <0.001) and is significant. This indicates that when Organizational Commitment is entered by itself, it is a significant predictor of Job Satisfaction. The next important part of the output to check is

regression coefficient Beta (β) = 0.820 ($p < 0.001$) and statistic is significant, then for a change of one standard deviation in Organizational Commitment will result in a change of 0.820 standard deviation in Job Satisfaction. The VIF is 1.000 which means we don't need to concern about multicollinearity. Based on above results, hypotheses H₇ is supported.

The last column in the Table 4.14 indicated that Job satisfaction was regressed on Job Involvement. As shown, R-square equals 0.534, and the adjusted R-squared is 0.533, meaning that 53.40% of the variance in Job Satisfaction can be predicted from Job Involvement. Note that $F = 312.250$ ($p\text{-value} < 0.001$) and is significant. This indicates that when Job Involvement is entered by itself, it is a significant predictor of Job Satisfaction. The next important part of the output to check is regression coefficient Beta (β) = 0.731 ($p < 0.001$) and is statistically significant, then for a change of one standard deviation in Job Involvement will result in a change of 0.731 standard deviation in Job Satisfaction. The VIF is 1.000 which means we don't need to concern about multicollinearity. Based on above results, hypotheses H₉ is supported.

Table 4.15 *Regression Analysis Between Perceived Organization Support and Organizational Commitment*

Independent Variable	Dependent Variable - "Organizational Commitment"
Perceived Organizational Support	.739***
R ²	.545
Adj-R ²	.544
F-value	327.565
P-value	.000
D-W	1.303
VIF	1.000

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

Table 4.15 shows the regression results using Organizational Commitment as dependent variable and Perceived Organizational Support as independent variable. It presents the result of R-square equals 0.545, and the adjusted R-squared is 0.544, meaning that 54.50% of the variance in Organizational Commitment can be predicted from Perceived Organizational Support. Note that $F = 327.565$ ($p\text{-value} < 0.001$) and is significant. This indicates that when Perceived Organizational Support is entered by itself, it is a significant predictor of Organizational Commitment. The next important part of the output to check is regression coefficient Beta (β) = 0.739 ($p < 0.001$) and is statistically significant, then for a change of one standard deviation in Perceived Organizational Support will result in a change

of 0.739 standard deviation in Organizational Commitment. The VIF is 1.000 which means we don't need to concern about multicollinearity. Based on above results, hypotheses H₆ is supported.

4.4.2 The Mediating Effect of Organizational Commitment

To test the mediating effects of organizational commitment (H₈), the study adopts Baron and Kenny's (1986) approach. According to Baron and Kenny's (1986), mediation can be accessed through four steps: first, a significant relationship should also exist between the independent variable and the mediator; second, a significant relationship should exist between the independent variable and the dependent variable; and third, a test to be conducted to examine the relationship between the dependent variable and the mediator, when controlling for the independent variable. In fourth step, to confirm that the mediator completely mediates the relationship between independent and dependent variables, the impact of the independent variable on the dependent variable, controlling for the mediator should be zero.

Table 4.16 *Mediation Test of Organizational Support Between Perceived Organizational and Job Satisfaction*

Variables	Model 1	Model 2		Model 3
	OC	JS	JS	JS
POS	0.739***	0.675***		.152**
OC			.820***	.707***
R ²	0.545	0.455	.672	.682
Adj-R ²	0.544	0.453	.671	.680
F-value	327.565	227.104	556.555	290.840
P-value	.000	.000	.000	.000
D-W	1.841	1.736	1.856	1.854
Max VIF	1.000	1.000	1.000	2.203

Note: 1. *p<.05, **p<.01, ***p<.001

2. POS-Perceived organizational support, OC-Organizational commitment, JS- Job satisfaction

As shown in the Table 4.16, Baron and Kenny's (1986) suggestion is applied to test the mediation effect. To test hypotheses four (H₈), a regression analysis is entered for further steps. First, the relationship between perceived organizational support (independent variable) and organizational commitment (mediator variable) is tested. The results show that perceived organizational support is significant and positively affected to organizational commitment ($\beta=0.739$, $p<0.001$). Next, perceived organizational support and organizational commitment are the independent variables and job satisfaction is entered as dependent variable. In second step, the results indicate that perceived organizational support is

significant and positively affected to job satisfaction ($\beta=0.675$, $p<0.001$). Third, organizational commitment is significant and positively accounted for job satisfaction ($\beta=0.820$, $p<0.001$). Finally, perceived organizational support and organizational commitment regressed with job satisfaction ($\beta=0.152$, $p<0.001$; $\beta=0.707$, $p<0.001$). Model 3 shows that the multiple correlation coefficient (R-square) is 0.682 and the adjusted R-square is 0.680, meaning that 68.2% of the variance in Job satisfaction can be predicted from Perceived Organizational Support and Organizational Commitment. F-value is 290.840 (p -value < 0.001) is significant. We don't need to worry about multicollinearity because max VIF is 2.203.

The result showed that beta value of perceived organizational support is reduced from 0.675 to 0.152, and both perceived organizational support and organizational commitment are significantly related to job satisfaction. Therefore, hypotheses four (H₈) is supported. Organizational commitment provides a partial mediation effect on the relationship between perceived organizational support and job satisfaction.

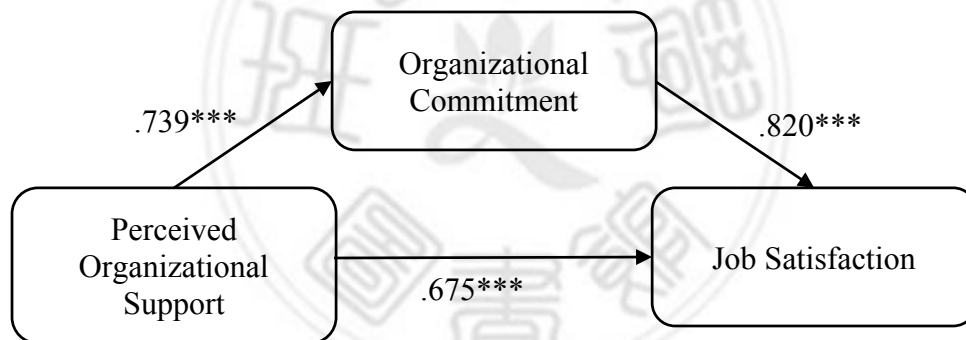


Figure 4.3 Mediating effect of organizational commitment (***) $p<0.001$)

4.4.3 The Moderating Effect of Job Involvement

The study also applied hierarchical regression analysis to test the research hypothesis which is about the moderating effect of job involvement the relationship between organizational commitment and job satisfaction (see Figure 4.4). As shown in Model 1, the result discloses that organizational commitment ($\beta=0.820$, $p<0.001$) is positively and significantly affected to job satisfaction (see Table 4.17). Therefore, H₇ is supported. Model 2 showed that job involvement ($\beta=0.731$, $p<0.001$) is positively and significantly affected to job satisfaction. Therefore, H₉ is supported.

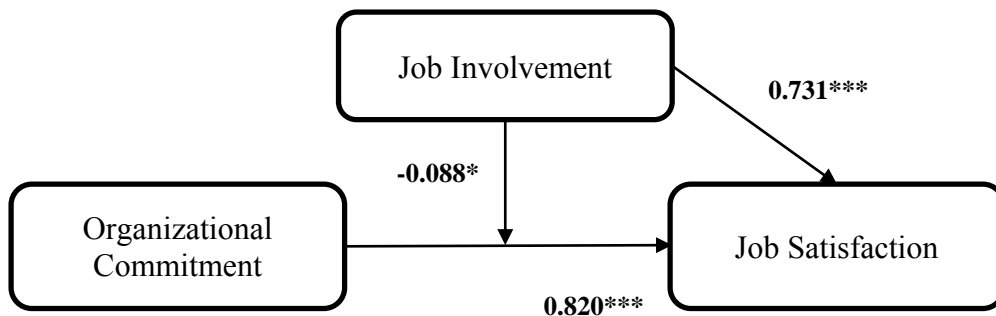


Figure 4.4 Moderating effects of job involvement

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

As shown in the Table 4.17, the study examines the moderating effect of job involvement using hierarchical regression analysis. The result in Model 3 shows that both independent variables (organizational commitment, $\beta = 0.610$, $p < 0.001$) and moderating variables (job involvement, $\beta = 0.290$, $p < 0.001$) are significantly affected to dependent variable (job satisfaction) respectively. In addition, the result in Model 4 revealed the interaction effect ($R^2 = 0.716$, $\beta = -0.088$, $p < 0.05$) of organizational commitment and job involvement is also significant to job satisfaction. This meant that job involvement plays the role of a moderator in the relationship between organizational commitment and job satisfaction. The negative sign of the moderator revealed that job involvement reduces the strength of the relationship between organizational commitment and job satisfaction. In other words, the more an employee will be involved in his/her job, the less the impact of his/her commitment on his job satisfaction level. Therefore, hypothesis 10 (H_{10}) “Job involvement will moderate the relation between Perceived organizational support and Job satisfaction” are supported.

Table 4.17 *The Moderating Effect of Job Involvement*

	Model 1	Model 2	Model 3	Model 4
	JS	JS	JS	JS
Independent Variable				
OC	.820***		.610***	.608***
Moderating Variable				
JI		.731***	.290***	.237***
Interaction Variable				
OC*JI				-.088*
N	275	275	275	275
Max VIF	1.000	1.000	1.000	1.000
F-value	556.555	312.250	334.407	227.388
R ²	.672	.534	.712	.716
Adj. R ²	.671	.533	.710	.713

Note: 1. *p<.05, **p<.01, ***p<.001;

2. JS: Job Satisfaction, OC: Organizational Commitment; JI: Job Involvement

In order to understand more about the moderating effect of job involvement (JI), the study plotted the results using the same method shown in Aiken and West (1991). In the graph presented in Figure 4.5, the study showed the effects of job involvement on job satisfaction for two levels of job involvement, low and high (minus one standard deviation from the mean and plus one standard deviation from the mean respectively). As can be seen reinforcement interaction effect in Figure 4.5, whatever the low or high level of job involvement, the influence of it on job satisfaction almost stays the same.

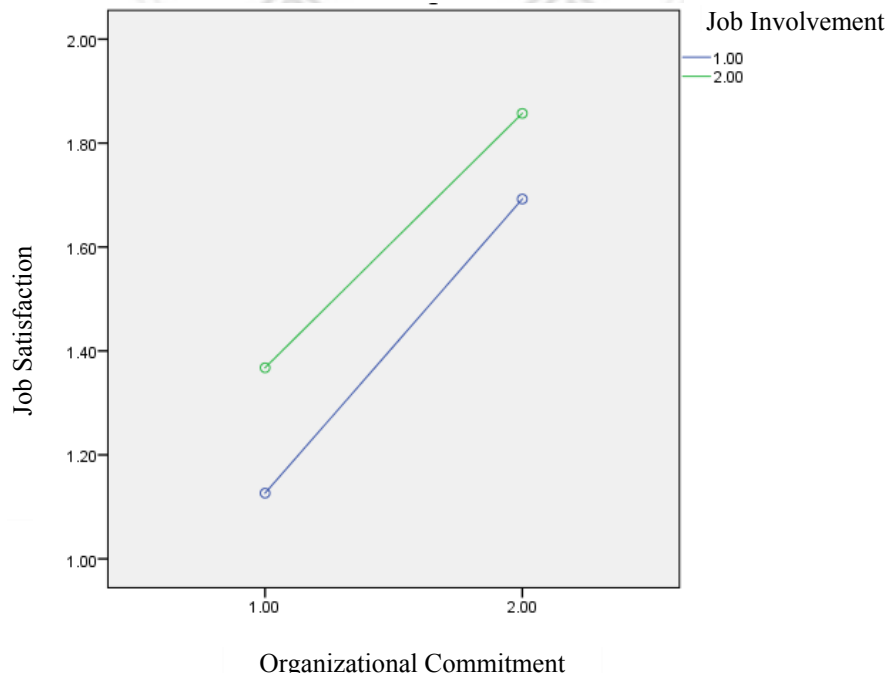


Figure 4.5 Reinforcement interaction effects of job satisfaction, organizational commitment, and job involvement

CHAPTER FIVE

CONCLUSIONS AND SUGGESTIONS

In this chapter, the results of this study are addressed. Besides, limitation of the study, managerial implication and suggestions for future research are also drawn.

5.1 Research Conclusion

The aims of this study are (i) to analyze the impact of perceived organizational support on job satisfaction and organizational commitment, (ii) to analyze the influence of organizational commitment on job satisfaction, (iii) to analyze the effect of job involvement on job satisfaction, (iv) to analyze the mediating effect of organizational commitment on the relationship between perceived organizational support and job satisfaction, (v) analyze the moderating effect of job involvement on the relationship between organizational commitment and job satisfaction based on an empirical study, and (vi) to identify the sources of differences based on demographic characteristics such as gender, education, tenure, and length of working time.

The theoretical framework for this study was based on the Social Exchange and Leader-Member Exchange theories. From the results of the study, perceived organizational support, job involvement, and organizational commitment were identified as primary drivers of job satisfaction. Specifically, previous studies have indicated that Leader-Member exchange is related to organizational commitment and job satisfaction (Abbot et al., 2006; Dienesch & Liden, 1986). The hypotheses tested with the results are listed in Table 5.1.

Table 5.1 *The Results of the Testing Hypotheses*

Hypotheses		Results
H ₁	There is a significant difference in job satisfaction between male employees and female employees.	Not supported
H ₂	There is a significant difference in job satisfaction among different education levels.	Not supported
H ₃	There is a significant difference in job satisfaction among different employee's tenure	Supported
H ₄	Comparing to the length of working time, the employees with longer of working time are more committed to the organization.	Supported
H ₅	Perceived organizational support has significant effect on Job satisfaction	Supported
H ₆	Perceived organizational support has significant effect on Organizational commitment	Supported
H ₇	Organizational commitment has significant effect on Job satisfaction	Supported
H ₈	Organizational commitment will mediate the relation between Perceived organizational support and Job satisfaction	Supported
H ₉	Job Involvement has significant effect on Job satisfaction	Supported
H ₁₀	Job involvement will moderate the relation between Perceived organizational support and Job satisfaction	Supported

Based on the results which is revealed of this empirical study, a number of conclusions are drawn. The first conclusion is Perceived organizational support has significant effect on Job satisfaction. This finding, along with the results of some previous studies. Eisenberger et al. (1997) found that perceived organizational support was positively associated with job satisfaction. It means that when employees feel that they receive support from the organization, they can become more satisfied with their works, otherwise, they might become less satisfied. Several studies proved that employees who are supported are satisfied with their job: Buchanan (1974), Eisenberger et al. (1986), Eisenberger et al. (1990), Randall et al. (1999), Susskind et at. (2001). Many earlier studies showed that perceived organizational support was positively related to job satisfaction. It meant that high level of perceived organizational support result in higher level of job satisfaction (Armstrong-Stassen, Cameron, & Horgsburgh, 1996; Burke & Greenglass, 2001; Burke, 2003). Mankanjee et al. (2006) in the study conducted on diagnostic radiographers in South Africa showed that perceived organizational support related to many factors including: job satisfaction, commitment, leader-member exchange, and organizational support. Employees who are satisfied with their jobs have a better performance (Robbins & Judge, 2009) and more commitment, as well as lower turnover intentions.

The results proved that perceived organizational support is related to organizational commitment in positive way, which are in line with the study of Allen et al. (2003), Judeh (2012). In fact, based on Social exchange framework, we can see that a high level of perceived organizational support produces a feeling of obligation, where employees return the favor by being more committed to their organization. Shore and Tetrick (1991), Lok and Crawford (1999), Yiing and Bin Ahmad (2009) also concluded that organizational commitment was significantly associated with job satisfaction. It indicates that the results of this study is congruent with the results of previous studies. The more employees committed to work, the more satisfied they become in their jobs. The study of Clay-Warner et al. (2005) on organizational justice and job satisfaction suggested that job satisfaction could be improved by concentrating on connections between organizational justice, job satisfaction, and supervisors who want to increase employees' job satisfaction. Ayers (2010) concluded that employers should practice justice to gain more commitment from their employees. Mankanjee et al. (2006) in their study on organizational commitment reported that the employees with low level of satisfaction with pay and opportunities for promotion were also the ones who were least satisfied with their job.

The study proposed a hypothesis which organizational commitment played as a mediator toward the relationship between perceived organizational support and job satisfaction. Finally this hypothesis is supported. The result showed that when organizational commitment entered itself, the effect of perceived organizational support on job satisfaction will be significantly reduced. When it happened, the effects of perceived organizational support was no longer direct but indirect through organizational commitment. This results are consistent with the findings of Judeh (2012). Judeh (2012) indicated that if employees are committed to the organization, they get to be more satisfied with their jobs. Furthermore, from the analysis test, it showed that organizational commitment provided a partial mediation effect because the impact of perceived organizational support to job satisfaction significantly reduced but still higher than zero.

The results of the study also revealed that job involvement played as a moderator toward the relationship between organizational commitment and job satisfaction. This results is along with the results of Tiwari and Singh (2014). The study of Tiwari and Singh (2014) investigated the moderation effect of job involvement on the relationship where job satisfaction was a predictor of organizational commitment. The scholars investigated that

job involvement was a significant moderator of the relationship between job satisfaction and organizational, and in a negative way. This current study also proved the same result. Although with the small amount of effect, it is significant enough for job involvement to reduce the strength of the relationship between organizational commitment and job satisfaction. In other words, the higher the job involvement level, the lesser the organizational commitment and job satisfaction relationship comparing with the case where there is no intervention of job involvement.

About demographic factors, this study found that there is no significant difference in job satisfaction in terms of employee's gender, as well as education. This is not congruent with the finding of Jung et al. (2007). They concluded that job satisfaction – in terms of working environment and wages - was affected by the employees' gender. Whilst Hill et al. (1985) revealed that female bank employees were dissatisfied with their job aspects over male employees.

Employees with longer working time are likely to be more committed to their organization comparing to those who have shorter working time. This study also learned that employees with higher education have higher level of job satisfaction which is along with Wae (2001), Phil (2009). Clark et al. (1996) and Zou (2007) indicated the contrary. There is one possible explanation is that highly educated employees are likely to have higher expectations thus feel dissatisfied with job. However, other scholars claimed that there is no significant difference in job satisfaction among them. Belias et al. (2013) indicated that an employee's tenure in a certain institution is considered to be highly correlated with the feeling of job satisfaction. Reilly et al. (1993), Howard and Frink (1996) proved that managers are more likely to have higher level of job satisfaction than other staff, because they can have more opportunities for growth. On the other hand, Bader et al. (2013) showed that managers in any level (high level, department managers) and staff experience almost the same job satisfaction levels.

5.2 Research Discussions and Implications

This study aimed to investigate the impact of other variables to job satisfaction. The significance relationship among perceived organizational support, job commitment, job involvement, and job satisfaction which has been proven in the upper section can reveal something when practice human resource. Freund (2005) in the study examined commitment and job satisfaction noticed that job satisfaction was the most meaningful factor that

influenced withdrawal intentions of employees. Mowday et al. (1982) argued that without a significant level of employee commitment, the organization will not survive. In other words, organizational long-term success mostly depends on employee commitment. Because employees are people but not machines, organizations should have ways to treat them well (Van Wyk et al., 2003; Van Dick et al., 2007; Ayers, 2010) in order to keep them stay longer with the organization. Employees in the workplace environment may perceive that the organization does not treat them fairly and their expectations are not met. This perception may influence their workplace interaction, attitudes, and maybe even employee's decision to leave or stay with the organization. There are so many employees with little or no choice to decide to stay or leave an organization due to economics, family, and many other obligations, according to Blau (1964), Blau & Meyer (1987). The significant effect of perceived organizational support on organizational commitment in the study context may be explained that the employees in Vietnam are more sensitive when they receive the support from the organization which is presented by supervisors. Because of the importance role of employees' commitment and satisfaction in improving employees' behavior, it's essential for organization to measure the organizational commitment and job satisfaction levels to have them reach their goals and benchmark with other organizations. In other words, the higher the job involvement level, the lesser the organizational commitment and job satisfaction relationship comparing with the case where there is no intervention of job involvement. Furthermore, researchers should explore the influences of other factors on the job satisfaction level of employees to better understanding of this situation in the human resource.

5.3 Research Limitations

This study has several limitations. Firstly, due to some difficulties and the period of time that the survey was conducted, the way to choose sample for this study is basically based on convenience, thus the results somewhat can not be representative of the whole employees throughout Vietnam. Hence, the further study should be done with a larger size and specific sample in order to increase representation of all generational groups. Secondly, the study results comes out from the general employees' perception in private sector. It opens up for any further study to apply this model so as to discover the impact of perceived organizational support, job commitment, job involvement on job satisfaction of employees

who works in other sector or segment of the economy. Lastly, a qualitative study might allow the respondents to express their opinions on job satisfaction in order to further understanding deeper into the issues.



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APPENDIX

Survey questionnaire in English and Vietnamese:

The effect of organizational commitment, perceived organizational support, and job involvement on job satisfaction

Nanhua University



QUESTIONNAIRE

Dear Sir/Madam,

My name is Nguyen Ho Khanh Van, I'm a student who is studying in Business Administration at Nanhua University, Taiwan. This academic questionnaire is to investigate the relationship among organizational commitment, perceived organizational support, job involvement and job satisfaction.

I would be grateful if you could spend a few minute to fill out the questionnaire below. Your response will be beneficial in helping us to understand the issues. No personal information will be made public. Please be assured that your answer will be kept in strict confidence and take the time to fill out this questionnaire as accurately as possible.

Thank you for sparing your valuable time. I deeply appreciate your kind cooperation.

Respondent Information

For our information, would you please indicate the following questions:

1. Gender: Male Female
2. Age: < 25 26-35 36-45 >45
3. Education: High school Bachelor
 Master The others
4. Working experience: <5 years 6-9 years 10-15 years >16 years
5. Current position: Employee Supervisor Lower-level manager
 Middle-level manager Top manager
6. Type of industry Please fill:

Please CIRCLE the level of agreement on each of the items below based on your opinion		Levels of Agreement						
		Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree
1	Help is available from the company when I have a problem	1	2	3	4	5	6	7
2	The company really cares about my well-being	1	2	3	4	5	6	7
3	The company cares about my general satisfaction at work	1	2	3	4	5	6	7
4	The company tries to make my job as interesting as possible	1	2	3	4	5	6	7
5	The company strongly considers my goals and values	1	2	3	4	5	6	7
6	The company is willing to help me when I need a special favor	1	2	3	4	5	6	7
7	I like to spend my time at work	1	2	3	4	5	6	7
8	Most of my personal goals are related with my job	1	2	3	4	5	6	7
9	When I'm working I always concentrate on my work	1	2	3	4	5	6	7
10	I was more enthusiastic about my work	1	2	3	4	5	6	7
11	I mostly feel interested in my work	1	2	3	4	5	6	7
12	I am personally quite committed to my work	1	2	3	4	5	6	7
13	I feel I am being paid a fair amount for the work I do	1	2	3	4	5	6	7
14	When I do a good job, I receive the recognition for it	1	2	3	4	5	6	7
15	I like the people I work with in my company	1	2	3	4	5	6	7
16	The benefits I receive are as good as most other companies offer	1	2	3	4	5	6	7
17	I am satisfied with the benefits of work that I received	1	2	3	4	5	6	7
18	I talk up this company to my friends as a great company to work for	1	2	3	4	5	6	7
19	I am proud to tell others that I am part of this company.	1	2	3	4	5	6	7
20	This company really inspires the very best in me in the way of job performance	1	2	3	4	5	6	7

21	I am extremely glad that I choose this company to work	1	2	3	4	5	6	7
22	It would be very hard for me to leave my company right now	1	2	3	4	5	6	7
23	Deciding to work for this organization was a definite great decision in my part of life.	1	2	3	4	5	6	7
24	Right now staying with my company is a matter of necessity as much as desire	1	2	3	4	5	6	7
25	I believe that I have too few options to consider leaving this company	1	2	3	4	5	6	7
26	I would accept almost any type of job assignment in order to keep it better for this company	1	2	3	4	5	6	7
27	I will work for my company because we have the same values of an company	1	2	3	4	5	6	7
28	One of the major reasons I continue to work for this company is my loyalty	1	2	3	4	5	6	7
29	I will do my best for my company	1	2	3	4	5	6	7
		Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree

Tác động của yếu tố Nhận thức về sự hỗ trợ, Cam kết với tổ chức, và Gắn bó với công việc đến Mức độ hài lòng trong công việc

Đại học Nanhua



BẢNG KHẢO SÁT

Kính gửi Quý Anh/Chị,

Tôi tên là Nguyễn Hồ Khánh Vân, hiện là học viên sau đại học tại ngành Quản trị kinh doanh. Bảng khảo sát dưới đây nhằm mục đích đánh giá mối quan hệ giữa các biến: Nhận thức về sự hỗ trợ của tổ chức, Cam kết với tổ chức, Gắn bó với công việc và Mức độ hài lòng trong công việc của người lao động.

Rất mong Quý Anh/Chị dành một vài phút tham gia cuộc khảo sát. Ý kiến của Quý Anh/Chị rất quý báu trong việc hoàn thành đề tài luận văn này. Tôi xin cam đoan mọi thông tin Quý Anh/Chị cung cấp sẽ không được công khai và chỉ dành cho mục đích nghiên cứu. Xin vui lòng chọn ý kiến phù hợp với Quý Anh/Chị trong khoảng tin cậy và chính xác nhất có thể. Xin chân thành cảm ơn Quý Anh/Chị đã dành thời gian quý báu, tôi vô cùng biết ơn sự hợp tác của Quý Anh/Chị. Chúc Quý Anh/Chị một ngày tốt lành!

Thông tin chung:

Xin Quý Anh/Chị cho biết một số thông tin sau:

1. Giới tính: Nam Nữ
2. Độ tuổi: ≤25 26-35 36-45 >45
3. Trình độ học vấn: Trung học phổ thông Đại học
 Sau đại học Khác
4. Kinh nghiệm làm việc: ≤5 năm 6-9 năm 10-15 năm >16 năm
5. Vị trí công việc hiện tại: Nhân viên Giám sát Tổ trưởng
 Phó/Trưởng phòng Quản lý cấp cao
6. Ngành nghề công việc: (Vui lòng điền vào chỗ trống)

Vui lòng khoanh tròn vào lựa chọn phù hợp với ý kiến của Quý Anh/Chị		Mức độ Đồng ý						
		Rất không đồng ý	Không đồng ý	Phản nào không đồng ý	Bình thường/ Không ý kiến	Phản nào Đồng ý	Đồng ý	Rất Đồng ý
1	Công ty luôn giúp đỡ khi tôi gặp vấn đề nào đó trong công việc	1	2	3	4	5	6	7
2	Công ty thực sự quan tâm đến cảm nhận/cảm xúc của tôi	1	2	3	4	5	6	7
3	Công ty quan tâm đến sự hài lòng trong công việc của tôi	1	2	3	4	5	6	7
4	Công ty cố gắng làm cho công việc của tôi trở nên thú vị nhất có thể	1	2	3	4	5	6	7
5	Công ty quan tâm mạnh mẽ đến các giá trị và mục tiêu của tôi	1	2	3	4	5	6	7
6	Công ty sẵn sàng giúp tôi khi tôi cần sự giúp đỡ đặc biệt	1	2	3	4	5	6	7
7	Tôi thích dành thời gian cho công việc	1	2	3	4	5	6	7
8	Phần lớn mục tiêu cá nhân liên quan đến công việc của tôi	1	2	3	4	5	6	7
9	Tôi luôn luôn tập trung vào nhiệm vụ khi làm việc	1	2	3	4	5	6	7
10	Tôi nhiệt tình hơn với công việc của mình	1	2	3	4	5	6	7
11	Tôi cảm thấy hứng thú với công việc của mình	1	2	3	4	5	6	7
12	Tôi có sự gắn kết với công việc của mình	1	2	3	4	5	6	7
13	Tôi cảm thấy được trả lương công bằng cho công việc của mình	1	2	3	4	5	6	7
14	Tôi được cấp trên công nhận khi hoàn thành tốt công việc	1	2	3	4	5	6	7
15	Tôi thích những người mà tôi làm việc chung	1	2	3	4	5	6	7
16	Các phúc lợi tôi nhận được cũng giống như phúc lợi tại phần lớn các công ty khác	1	2	3	4	5	6	7
17	Tôi hài lòng với phúc lợi mà tôi nhận được trong công việc	1	2	3	4	5	6	7
18	Tôi chia sẻ với bạn bè về công ty tuyệt vời mà mình đang làm việc	1	2	3	4	5	6	7
19	Tôi tự hào nói với mọi người rằng tôi là một phần của công ty	1	2	3	4	5	6	7

20	Công ty đã tạo cho tôi nguồn cảm hứng tốt thông qua hiệu quả công việc	1	2	3	4	5	6	7
21	Tôi cực kì hài lòng vì đã chọn công ty này để làm việc	1	2	3	4	5	6	7
22	Sẽ rất khó khăn cho tôi nếu rời công ty trong lúc này	1	2	3	4	5	6	7
23	Quyết định làm việc tại công ty là một trong những quyết định tuyệt vời nhất trong cuộc đời mình	1	2	3	4	5	6	7
24	Hiện tại, ở lại công ty là điều cần thiết hơn là điều tôi mong muốn	1	2	3	4	5	6	7
25	Tôi tin rằng tôi không có lý do gì để nghỉ việc tại công ty này	1	2	3	4	5	6	7
26	Tôi sẽ chấp nhận hầu hết các công việc được giao để làm cho công ty trở nên tốt hơn	1	2	3	4	5	6	7
27	Tôi sẽ làm việc cho công ty bởi vì chúng tôi có cùng chung giá trị	1	2	3	4	5	6	7
28	Một trong những lý do quan trọng mà tôi tiếp tục làm việc tại công ty đó là lòng trung thành của mình	1	2	3	4	5	6	7
29	Tôi sẽ đóng góp hết sức mình cho công ty	1	2	3	4	5	6	7
		Rất không đồng ý	Không đồng ý	Phản nào không đồng ý	Bình thường/ Không ý kiến	Phản nào Đồng ý	Đồng ý	Rất Đồng ý