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**THE IMPACT OF JOB SATISFACTION AS A MEDIATOR OF
THE EFFECT OF MEETING EFFECTIVENESS ON
ORGANIZATIONAL COMMITMENT**

In Partial Fulfillment of the Requirement of the Degree of

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THE DECLARATION OF ACADEMIC HONESTY

I declare that what is written in this work has been written exclusively by me and that, excluding quotations, no content has been copied from scientific publications or research works.

In the case of contents taken from scientific publications, the internet or any other document, I have expressly and directly indicated the source in the citations.

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LIST OF ABBREVIATIONS

| Abbreviations | Meaning |
|----------------------|----------------------------------|
| AGEN | Agenda |
| LDS | Leadership |
| IC | Internal Communication |
| MET | Meeting Effectiveness |
| JOB | Job Satisfaction |
| OGC | Organizational Commitment |
| EV | Employee Voice |
| IM | Internal Motivation |
| EM | External Motivation |
| POS | Perceived Organizational Support |
| OI | Organizational Identification |

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ABSTRACT

The dissertation “The impact of job satisfaction as a mediator of the effect of meeting effectiveness on organizational commitment” examines the relationships among the concepts including job satisfaction, leadership, meeting effectiveness, organizational commitment and the antecedents of meeting effectiveness and organizational commitment consisting of agenda, internal communication, internal motivation, external motivation, employee voice, organizational identification and perceived organizational support. They have become the attractive subjects for mostly researched-papers due mainly to their vital roles to the development of an organization. Four studies have been done to demonstrate the interactions and relationships among those factors. Initially, the author begin with meeting effectiveness. Apparently, much time and effort are devoted to meetings aiming at information sharing, decision making, and problem solving because they are the primary communicative practice in every organization in order to fulfill the vital consensus, make changes and exchange ideas. From those benefits, it encourages the author to find out how internal communication, agenda and leadership power affect meeting effectiveness, especially in Vietnamese organizations. The first findings reveal that leadership and substantive conflict affect meeting effectiveness (see Figure 1 in Chapter 2).

After the process of this study, the author next explores the impact of the mediating role of job satisfaction on the relationship between meeting effectiveness and organizational commitment, which enable to increase more employees’ commitment to an organization. This research aims to show the findings of whether leadership has a positive effect on meeting effectiveness, how meeting effectiveness affects organizational commitment and to which extent job satisfaction impacts the relationship between meeting effectiveness and organizational commitment. The findings show that leadership positively affects meeting effectiveness and job satisfaction has a positive influence on the relationship between meeting effectiveness and organizational commitment (see Figure 2 in Chapter 3).

Last but not least, the author continues investigating how to boost organizational commitment and what antecedents that strongly affect organizational commitment. Two

studies have been conducted for this highly-expected purpose. While the former is about the six main concepts including internal motivation, external motivation, employee voice, organizational identification and perceived organization support, the latter is about internal communication, leadership, internal motivation, external motivation and organizational commitment. From the analyzed results of these two studies, they demonstrate that leadership, organizational identification, perceived organizational support, internal communication, internal motivation and external motivation positively influence organizational commitment (see Figures 3 and 4 in Chapter 4).

The data sample is collected by the survey of two hundred and forty-nine fulltime Vietnamese employees who are working at about 34 Vietnamese organizations from a variety of sectors such as tax, banking, health service, airlines, education and business with Five-point Likert scale. The findings show that three main antecedents affecting meeting effectiveness are leadership, agenda and internal communication. Moreover, there is the impact of job satisfaction as a mediator of the effects of meeting effectiveness on organization commitment. Besides that, six prominent factors positively affecting organizational commitment are internal motivation, external motivation, organizational identification, perceived organizational support, leadership and internal communication.

The dissertation's findings suggest that meeting organizers or leaders should strengthen the quality of meetings more effectively and efficiently by improving their leadership styles and ensuring a fair fit with their organizational culture. Furthermore, two considerations of agenda and internal communication should be clear, effective and in harmony. This would facilitate an inspire engagement between subordinates and organizations. Furthermore, job satisfaction needs to be accorded priority. Most problems or conflicts occurring during work exchanges should be comprehensively and sufficiently resolved, especially in face-to-face meetings. It is obvious that whenever subordinates feel satisfied with their jobs, they express a strong desire to maintain membership in and commitment to their organizations. Finally, to increase more commitment from loyal organizational members, besides leadership and internal communication as mentioned above, internal motivation, external motivation,

organizational identification and perceived organizational support also need to be highly concerned.

From the perspective of human resource management, when recruiting and developing personnel, leadership teams should be carefully considered and designated as they will be the ones in charge of employee development and closely direct their subordinates in every act and strategy that they implement at work. The findings can also be useful for managers and organizational analysts as reference in seeking ways to increase employee retention, performance, commitment and the optimal purpose of achieving better profitable benefits, based on these internal resources.

CHAPTER 1: INTRODUCTION

1.1 RESEARCH BACKGROUND

Over the past few years, the advent of the fourth industrial revolution in information and communication technologies has been increasing competition with business. This significant change in business ecosystems will profoundly influence several internal facets in an organization or company such as operational regulations, management strategies and so forth for adapting and integrating with new challenges. Effectively integrated strategies surely facilitate an organization for a sustainable development in the current and future circumstances. Especially, the main focus is a pillar related to human resource management. Nobody can deny that employees are an organization's assets and activities that involved in human must be taken into account. One of the adaptive drivers is meeting effectiveness. The reason why meeting becomes so essential to an organization is that it is the causes and effects of most problems occurring in the workplace.

So far, in terms of theory of meeting, for a few decades, it has represented a pervasive and vital dimension of organizational life. In previous studies, some authors state several factors affecting meeting productivity such as irrelevant topics or issues, excessive length of time and poor or inadequate preparation (Nicholas & Jay, 2001). Volkema (1996) emphasizes that not only the use of agenda and meeting minutes but also the role of group leaders/facilitators controlling the meeting affect the meeting effectiveness (Volkema & Fred Niederman, 1996). The executives were estimated to spend approximately 10 hours per week in meetings and that in the United States, about a million meetings are going on at any given hour during the business day (Nixon & Littlepage, 1992). In fact, meetings in the workplace are said to be the poor and ineffective use of time. Almost meetings are rarely necessary, longer than expected, lacking formal rules or structure (Belisle, Paquet, & Lafranchise, 2022b). Moreover, many studies review that meetings are costly, unproductive and dissatisfying (Grosse & Femenias, 2022). Based on the meeting's quality, employees may evaluate workplace meeting as positive interruptions, otherwise, meetings may be considered as negative interruptions that waste valuable time (J. A. Allen, Tong, & Landowski, 2020). With a

lot of negatives, therefore, how to make meetings more effective becomes an interesting issue.

Meetings become more vital in Vietnamese context because of the style of hierarchical management and the power of authority due to Vietnamese culture. There is a large power distance between a boss and employees or a superior and subordinates. Compared to other countries like Australia, the United States and so forth, Vietnamese managers feel agreeable with insiders in a hierarchical management structure, that is, they often seek time to “talk things over with people in the other section before taking action”. While Vietnamese managers are more oblique and subtle in voicing their displeasure or concern, Australian managers tend to be more open in their criticism (Berrel, Wright, & Hoa, 1999). It is so called culture and managerial ethics values. Members who come from a particular community or organization with the same culture background will have the same thoughts and behaviors towards the same thing or phenomena (Nguyen & Truong, 2016).

Moreover, based on the literature review of meeting effectiveness, the role of meeting leader is so important. Theoretically, leadership is considered as the key factor in determining whether the organization succeeds (Men, 2014). Several researchers suggest that the leaders should orchestrate the meeting, but should not endorse a particular view point or the leaders should avoid taking total responsibility at the meeting because obviously if they have tight control, dialogue will be cut off, negatively affecting the quality of decisions and that of meetings (Dunsing, 1977). On the other hand, meeting leaders are suggested to keep the meetings forward, but should respect other people’s opinion and restrain from giving his viewpoint (Renton, 1980). Besides that, meeting procedure or agenda is also mainly concerned in meeting literature. Based on agenda-oriented meeting management, an agenda facilitates meeting leaders to manage one or more meetings for locally-located participants, remote participant or both (Butt, 2006). Internal communication is also another factor because it plays a crucial role for an organization’s success and it has the influence on strategic manager’s ability to keep employees and gain targets (M. Welch & Jackson, 2007). Actually, no one can deny that in everyday activities, organizational members face with resolving conflicts with subordinates, supervisors, peers and stakeholders (Putnam, 1988). The

causes of conflict may be from individual characteristics, interpersonal factors (perceptual interface, communication, behavior, structure or culture, previous interactions, etc.) and issue (complex vs. simple, vague vs. clear, principled, etc.) (Wall & Callister, 1995).

According to Hofstede, there are five dimensions in cultural differences including Power distance, individualism and collectivism; Masculinity and Femininity; Uncertainty avoidance; and Time-orientation. Surely, culture is difficult to change. Specifically, Power distance and Collectivism are the two prominent factors that influence Vietnamese people's perception in an enterprise (Hofstede, 2021; Kohl, 2007). That means the power distance between superiors and subordinates is so far. They tend to be overwhelming between relationships and work responsibilities. It is also believed that leadership plays the role of aligning employee goals and perspectives in the workplace (Alshurideh, Kurdi, & Alhamad, 2022). Leadership styles are an important factor a sector of business and management (Cox, Hannif, & Rowley, 2013).

Several studies have shown large impact of job satisfaction on the motivation of workers. And it is believed that worker motivation has an influence on productivity and hence also on business performance (Aziri, 2011). Based on turnover models, job satisfaction and organizational commitment are tightly integrated.

Like meetings, commonly, the concept of organizational commitment in recent years attracts a lot of worldwide researchers so far. It is believed that employees feel tightly closed to goals and values of the organization toward organizational commitment (Buchanan, 1974; Cook & Wall, 1980). Some researchers reveal that high performance is obviously contributed by highly committed employees than less committed ones (Mowday, Steers, & Porter, 1978; Steers, 1977). They will bring more values than those with light commitment. In order to fostering the employees' commitment, the company should be able to direct employees to its mission, create a sense of community and facilitate them to develop themselves (Dessler, 1999). In fact, there have been a lot of worldwide researchers study about factors affecting organizational commitment. However, they haven't conducted of whether and how meeting effectiveness, leadership and job satisfaction affect organizational commitment.

1.2 PROBLEM STATEMENT

Although there are numerous empirical studies of organizational commitment, leadership, internal communication, job satisfaction and meeting effectiveness, just a few have focused to find out the causal relationships among these variables. The cognitive science literature provides us with some ideas on these concepts, but to what extent they involve in Vietnamese organizations or companies is still open. From the aspect of literature review, the author expect to contribute to the body of knowledge in the areas of leadership, internal communication, job satisfaction, meeting effectiveness and organizational commitment. Furthermore, the study is conducted to explore the effect of leadership, internal communication on organizational commitment and the mediating effect of job satisfaction between meeting effectiveness and organizational commitment and the antecedents of meeting effectiveness and organizational commitment.

Especially, the Vietnamese culture is considered as the main causal factor influencing the enterprise's perception and operation. The management is susceptible to problems due to the influence of culture and it is evident that Vietnamese managers are more tolerant of hierarchical management styles and positions of authority.

Above all, Power distance and Collectivism are the two prominent factors that influence Vietnamese people's perception in an enterprise (Hofstede, 2021; Kohl, 2007). It is also believed that leadership plays the role of aligning employee goals and perspectives in the workplace (Alshurideh et al., 2022). Leadership styles are an important factor a sector of business and management (Cox et al., 2013).

It reconfirms why meetings become ineffective in Vietnamese context, mainly in the workplace.

The research gaps in the dissertation that the author contributes are:

- First, the influence of meeting effectiveness on organizational commitment
- Second, the impact of the mediating role of job satisfaction on the relationship between meeting effectiveness and organizational commitment
- Third, the effect of leadership on organizational commitment
- Fourth, the effect of internal communication on organizational commitment

In fact, the dissertation aims to do the profound research in Vietnamese context on firstly what underlying factors of meeting effectiveness, secondly the mediating role of job satisfaction in the effect of meeting effectiveness on organizational commitment and finally what factors affecting organizational commitment.

Furthermore, the dissertation also has the purposes to contribute to the literature of meeting effectiveness, leadership, internal communication, job satisfaction and organizational commitment in the context of Vietnamese organizations with the optimal aim to assisting leaders making strategic plans of action or designing suitable and efficient policies for motivating employees to increase their job performance and have more commitment to their organization.

1.3 RESEARCH OBJECTIVES

General objectives:

- Aim to do the profound research in Vietnamese context for the better effective meetings in order to make more organizational committed employees and increase much more profits for an organization for the sustainable development.

Specific objectives:

- Firstly, explore what underlying factors of meeting effectiveness are;
- Secondly, examine whether there are the mediating role of job satisfaction in organizational commitment and the causal effect of leadership on organizational commitment;
- Finally, find out what factors affect organizational commitment.

In addition, the author also decides to explore whether organizational identification, internal and external motivation, perceived organizational support, voice, leadership, internal communication, intrinsic motivation and extrinsic motivation influence organizational commitment.

1.4 RESEARCH QUESTIONS

Four main questions and their sub-questions:

Question 1: What factors affect meeting effectiveness so that meetings become more essential and beneficial to the organization?

Question 2: How does job satisfaction mediate the relationship between meeting effectiveness and organizational commitment?

Question 3: What antecedents strongly interact with organizational commitment in the context of Vietnamese organizations in the purpose of helping leaders making plans of action or designing suitable and efficient policies for motivating employees to increase their job performance and have more commitment to their organization?

Question 4: What more antecedents mainly affect organizational commitment in the context of Vietnamese organizations and how does leadership either affect meeting effectiveness or organizational commitment?

1.5 SCOPE OF STUDY

The dissertation involves a 6-month survey of 34 Vietnamese organizations in both state and private sectors from several industries such as tax, banking, health service, airlines, education and business in the areas of Ho Chi Minh City, Binh Duong and Can Tho. Thanks to the relationship and with the aims of collecting reliable and objective data, the author tries to survey in the variety of these fields and to extend more geographical areas beyond Ho Chi Minh City.

1.6 METHODOLOGY

The dissertation is conducted into two phases.

PHASE ONE – QUALITATIVE APPROACH

In the qualitative research of phrase one, the author aims to find out the importance of meeting effectiveness, employees' attitude towards meetings, similarities and differences in different sectors and then also check whether participants can understand the survey questionnaires or not.

Perception is the phenomenon about behavioral issues involving multiple variables that are hard to observe and control. Therefore, together with the existing literature, to get inner experience of employees about work meetings, *focus group* is applied to the data collection method.

Prior to the study, importantly, the author has to make sure that there were no hierarchies within the teams and all participating teams had stated that team meetings were carried out regularly.

Samples and procedures

Samples are including 4 organizations in HCMC.

Participants

20 participants are both male and female subordinates.

Instruments

The approach is conducted by asking four research questions and then grouping the data and the look for similarities and differences.

Research question 1: How do employees feel about having more meetings?

Research question 2: What makes employees look forward to their work meetings?

Research question 3: What makes employees dread their work meetings?

Research question 4: What factors affect meeting satisfaction and job performance?

The author performs under the discussion guide as the followings:

It is given with an introductory comment informing the group about the focus group purpose and rules and then outlines the topic and research questions in the group session. Participants are free from any control and data are collected in their natural environment. As a moderator, the researcher has the role to listen to and record what people say and make a certain that everyone get a chance to speak.

In data analysis, the focus is based on four points conducted by the researcher's diary to get the themes and reflect them with the existing literature reviews. The most important point is the primary message contents. Next, the evaluation of attitude of the speaker toward the message should be mentioned. On the other hand, the research clarifies whether the content of the message is meant to represent individual or group-shared ideas.

The findings show that most of the participants think meetings are so frightened, so bored, time-wasted, and ineffective.

PHASE TWO – QUANTITATIVE RESEARCH

For the whole dissertation, the author approaches the following methodological process.

Samples and procedures

34 Vietnamese organizations in both state and private sectors from several industries such as tax, banking, health service, airlines, education and business in the areas of Ho Chi Minh City, Binh Duong and Can Tho.

Participants

Participants are both male and female subordinates.

Measurement

They are distributed as hard copies that required handwritten responses. These questions contained items using five-point Likert scale: totally disagree, disagree, neutral, agree, totally agree.

Data analysis

The data underwent the following analysis steps: checking the reliability of the scale, exploratory factor analysis (EFA), confirmatory factor analysis (CFA) and structural equation modeling (SEM) analysis.

In testing the reliability of the scale, a good scale should have Cronbach's Alpha reliability of 0.7 or higher (Nunnally, 1978). Another important indicator was Corrected Item – Total Correlation which represented the correlation between each observed variable with the other variables in the scale and should have value from 0.5 or more (Hair, Black, Babin, & Anderson, 2010).

In exploratory factor analysis, the extraction method was Principal Component Analysis and the Rotation Method was Varimax with Kaiser Normalization. The criteria in EFA analysis included:

- Kaiser-Meyer-Olkin (KMO) coefficient had to reach a value of 0.5 or more which was a sufficient condition for factor analysis to be appropriate;
- Bartlett's test of sphericity had statistical significance (sig Bartlett's Test < 0.05), showing that observed variables are correlated with each other in the factor;
- Eigenvalue was used criterion to determine the number of factors in EFA analysis. Only factors with Eigenvalue ≥ 1 were kept;
- Total Variance Explained $\geq 50\%$ showed that the EFA model was suitable;
- Factor Loading represented the correlation relationship between the observed variable and the factor. According to (Hair, Black, Babin, & Anderson, 2010), a good quality variable should have the loading from 0.5.

Confirmatory Factor Analysis (CFA) was then used to evaluate:

- The overall fit of the data based on the model. The fit indexes were used such as Chisquare/df, CFI, TLI, GFI, RMSEA;
- The quality of observed variables, confirming the factor structures;

- The Reliability, Convergent Validity and Discriminant Validity of factor structures.

The reliability index including the Composite Reliability (CR) was expected larger than 0.7. The convergence index using the Average Variance Extracted (AVE) was expected larger than 0.5. The discriminant indexes consisting the Shared Variance (MSV) was required less than the Average Variance Extracted (AVE), and the Square Root of AVE larger than the Inter-Construct Correlations.

Lastly, covariance-based SEM (CB-SEM) was used to confirm or disprove the model based on the statistical significance of variables and the overall fit of the model.

1.7 DISSERTATION SIGNIFICANCE/CONTRIBUTION

This thesis significantly contributes to the knowledge of meeting effectiveness, leadership, internal communication, job satisfaction and organizational commitment. It provides the theoretical and practical models consisting of antecedents of meeting effectiveness, factors affecting organizational commitment and the mediating role of job satisfaction in the causal effect of meeting effectiveness on organizational commitment in Vietnamese context.

From the perspective of theoretical contributions, this research contributes to the body of literature in the field of meeting effectiveness, leadership, internal communication, job satisfaction and organizational commitment.

Specifically, this research conducts the integrated model of the antecedents of meeting effectiveness and factors affecting organizational commitment via the mediating role of job satisfaction. The findings are explored as follows.

- Initially, the influence of meeting effectiveness on organizational commitment
- Secondly, the impact of the mediating role of job satisfaction on the effect of meeting effectiveness on organizational commitment
- Thirdly, the effect of leadership on organizational commitment
- Fourthly, the effect of internal communication on organizational commitment.

The original cause is based on the theory of meeting effectiveness. Most meetings seem to be time and effort wasters, meeting effectiveness brings a lot of benefits for organizational members. It is particularly related to goal attainment and

decision satisfaction. They need be considered and improved in an effective and efficient way so that subordinates make more contributions and increase more organizational commitment to their workplace. Furthermore, it is evident that meeting effectiveness is significantly influenced by leadership. Meeting leaders' guides decide whether the meetings are effective or not. In fact, leadership plays a very important role in transforming, motivating and enhancing subordinates' actions and ethical aspirations. However, there is a very big power distance between boss and employees or superiors and subordinates. This very big power distance has caused various matters from light to serious, some of which are harmful and dangerous to organizations because it may burn a huge flame among an organization's members.

During the researching process of meeting effectiveness, the author also finds out that job satisfaction positively linked to meeting effectiveness. Moreover, whenever satisfied, subordinates contribute more efforts and increase more commitment to an organization. Therefore, job satisfaction becomes a mediator in the effect of meeting effectiveness on organizational commitment.

In addition, suprisingly, based on the results of the antecedents of meetings effectiveness, the findings show that leadership and internal communication also strongly affect organizational commitment.

From the perspective of practical implications, this study expects to provide the profound ideas of organizational commitment to top management. Especially, the top managers or leaders may take into account the framework of the findings as suggested for better organizational outcomes in human resource management, performance, productivity, commitment and so forth in both public and private sector.

Specifically, in order to host a meeting effectively, meeting organizers should control their leadership in a proper way and solve thoroughly any conflicts raising in a constructive way in order to build an effective and efficient organizational environment.

Furthermore, the study also facilitates leaders to make strategic plans of action or design suitable and efficient policies for motivating employees to strengthen their job performance and increase more commitment to their organization. And the optimal purpose is to achieve better profitable benefits, based on these these internal resources.

1.8 STRUCTURE OF THE DISSERTATION

The dissertation mainly focuses on the four main constructs: meeting effectiveness, leadership, job satisfaction and organizational Commitment. It is initially caused by the importance of meeting effectiveness because it is considered to be vital in an organizational life. From theory of meeting for years, most of the meetings have represented as excessive length of time and poor or inadequate preparations. Therefore, together with the existing literature, the author decides to get inner experience to employees who are both male and female subordinates about work meetings. Prior to study, the author makes sure that there are no hierarchies within participants. The author conducts phase one with qualitative approach for reconfirming the importance of meeting effectiveness, employees' attitude towards meetings, similarities and differences in different sectors and then also check whether participants can understand the survey questionnaires or not.

After that, the author continues phase two with quantitative approach. In this phase, the author extends to survey about 34 Vietnamese organizations in both state and private sectors from various industries such as tax, banking, health service, airlines, education and business in the areas of Ho Chi Minh City, Binh Duong and Can Tho. The handouts have been delivered to totally 280 participants in the whole process.

With the focuses on the four main constructs which are meeting effectiveness, leadership, job satisfaction and organizational Commitment, the author has been studied and published 4 international journals and 1 proceeding as the list of publications herein: Thanh, L. D., Thong, B. Q., Chon, L.V., & Nguyen, N. T. (2020). Determinants to Gain More Effective Meetings in the Context of Vietnamese Organizations. *International Journal of Analysis and Applications*, 18 (3), 461-481; Thanh, L. D., Nguyen, N. T., Chon, L.V., & Thong, B. Q. (2020). BUILDING ORGANIZATIONAL COMMITMENT: THE ANALYSIS OF INDICATORS. *Academy of Strategic Management Journal*, 19(6), 1-9.; Ly, D., Bui, Q., Le, V., & Nguyen, N. (2021). A model of antecedents strengthening organizational commitment. *Management Science Letters*, 11(4), 1287-1294.; Thanh, L.D. (2020). *Factors affecting organizational commitment*. The first international conference on science, economics and society studies UEF 2020, Ho Chi Minh City University of Economics and Finance, Finance

Publishing House.; Thanh, L. D., Chon, L.V., Thong, B. Q., & Nguyen, N. T. (2021). Critical factors for organizational commitment: An empirical study in Vietnam. *Journal of Asian Finance, Economics and Business*, 8(5).

In short, the author describes the dissertation in five chapters.

Chapter 1 initially describes research background about meeting effectiveness and the existence of job satisfaction and organizational commitment. After that, it points out the problem statement, research objectives, research questions, scope of study and dissertation's contribution to the body of the literature in the research field of meeting effectiveness, job satisfaction and organizational commitment from both theoretical and managerial perspective.

Chapter 2 aims to find out what antecedents affecting meeting effectiveness. Specifically, the author expects to investigate how internal communication, agenda and leadership power affect meeting effectiveness, especially in Vietnamese organizations.¹

Chapter 3 explores the impact of the mediating role of job satisfaction on the relationship between meeting effectiveness and organizational commitment, which enable to increase more employees' commitment to an organization. This research aims to show the findings of whether leadership has a positive effect on meeting effectiveness, how meeting effectiveness affects organizational commitment and to which extent job satisfaction impacts this relationship. The author designs a survey based on the three research questions: How to make meetings more effective? How does meeting effectiveness affect organizational commitment? What will mediate the influence between meeting effectiveness and organizational commitment? This study contributes to the literature by investigating the relationship among four factors: leadership, meeting effectiveness, job satisfaction and organizational commitment.²

In chapter 4, two approaches have been conducted.

¹ This chapter has been published on International Journal of Analysis and Applications, volume 18, number 3 (2020), 461-481, titled "Determinants to Gain More Effective Meetings in the Context of Vietnamese Organizations.

² That's the reason for the study of "Critical factors for organizational commitment: An empirical study in Vietnam" has been conducted and published on Journal of Asian Finance, Economics and Business, volume 8, issue 5 (2021). The second findings show that three factors having impacts on organizational commitment are leadership, meeting effectiveness and job satisfaction (see Figure 2-Chapter 3).

The first approach is about the research of the impact of internal motivation, external motivation, employee voice, organizational identification and perceived organizational support on organizational commitment.³

The second approach is about the research of the impact of leadership, internal motivation, external motivation and internal communication on organizational commitment.⁴

Chapter 5 shows the conclusion and recommendation of the dissertation. In the conclusion, this chapter emphasizes the contributions of the dissertation.

The dissertation ends with Conclusion and Recommendation.

³ It is published on Academy of Strategic Management Journal, volume 19, issue 6, 2020, titled “Building Organizational Commitment: The Analysis of Indicators” and on Management Science Letters, volume 11, 2021, titled “A model of antecedents strengthening organizational commitment. It is found that empirically, three antecedents mainly affecting organizational commitment are intrinsic motivation, extrinsic motivation and organizational identification but not employee voice (see Figure 3, Chapter 4).

⁴ It is published on the proceedings of the first international conference on science, economics and society studies of UEF, titled “Factors affecting organizational commitment” (ISBN 978-604-79-2604-6). The result shows that empirically, three antecedents mainly affecting organizational commitment are leadership, intrinsic motivation and extrinsic. From the analyzed results of these two studies, they demonstrate that organizational identification, intrinsic motivation, extrinsic motivation and leadership positively influence organizational commitment (see Figure 4-Chapter 4).

CHAPTER 2: UNDERLYING FACTORS OF MEETING EFFECTIVENESS

For conducting the dissertation “The impact of Job Satisfaction as a Mediator of the Effects of Meeting Effectiveness on Organizational Commitment”, the author, initially, finds out what antecedents affecting meeting effectiveness. Apparently, meetings are the primary communicative practice in every organization in order to fulfill the vital consensus, make changes and exchange ideas. Much time and effort are devoted to meetings aiming at information sharing, decision making, and problem solving. Therefore, finding out how internal communication, agenda and leadership power affect meeting effectiveness becomes essential, especially in Vietnamese organizations. For this purpose, this chapter has been studied and published on International Journal of Analysis and Applications, volume 18, number 3 (2020), 461-481.

Meeting effectiveness, more or less, becomes crucial in Vietnamese organizations under more intense competition. Due to the difference from people in low-context culture in which people tend to be direct, verbal, explicit, and individualistic (US, most of Western Europe, etc.), Vietnamese people belong to high-context culture in which people are considered to be nonverbal, indirect, implicit and collectivistic (Vietnam, Greece, etc.) (Locker & Keinzler, 2009). In most meetings, subordinates rarely or never raise their ideas, even though they disagree with ideas from their superiors. They are considered to be obedient and passive. In other meetings, some subordinates suggest solutions and receive an approval from their boss but it still doesn't work because the boss did promise but don't keep it. Vietnamese superiors seem to be so conservative and high-power distance. They direct the meeting without agenda and lack of internal and problem-focused communication. That's the reason why most meetings in Vietnamese organizations have poor quality, leading to diminish staff's job enthusiasm and in turn weakening the organizational commitment. Effective and efficient meetings will motivate subordinates make more contributions and increase commitment to their workplace.

The chapter aims to build a model of determinants to gain more effective meeting in Vietnamese organizations and through which meeting organizers can direct their meeting's quality more effectively and efficiently, later on facilitate and inspire their subordinates to have more engagement in organizational commitment. The author designs a survey based on the two research questions: What makes subordinates look forward to their work meetings? and What makes subordinate threatened by their work meetings?

2.1 Meeting effectiveness and its determinants

Hypothesis 1: Leadership significantly affects meeting effectiveness.

Hypothesis 2: Internal communication significantly affects meeting effectiveness.

Hypothesis 3: Agenda significantly affects meeting effectiveness.

2.2 Method and Results

2.2.1 Data Collection

2.2.2 Data Analysis and Results

The result of descriptive statistics shows that it ranged with mean from 3.55 to 4.17 (*Table 1*).

Table 1. Descriptive statistics (MET)

| Descriptive Statistics | | | | | |
|---|-----|---------|---------|------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| LDS1. In the meeting, the leader will express the objective opinion with followers. | 249 | 1 | 5 | 3.92 | .824 |
| LDS2. In the meeting, the leader will remain impartial rather than speaking out and expressing his/her views. | 249 | 1 | 5 | 3.88 | .882 |
| LDS3. In the meeting, the leader will express the non-conservative opinion with followers. | 249 | 1 | 5 | 3.87 | .899 |
| LDS5. In the meeting, the leader will support and encourage followers to express their ideas. | 249 | 1 | 5 | 4.03 | .815 |
| LDS6. In the meeting, the leader will foster group goals. | 249 | 1 | 5 | 4.16 | .770 |
| LDS7. In the meeting, the leader will communicate a high degree of confidence in the followers' ability to meet expectations. | 249 | 1 | 5 | 3.86 | .828 |
| LDS8. In the meeting, the leader will express high performance expectations for followers. | 249 | 1 | 5 | 4.04 | .756 |

| | | | | | |
|--|-----|---|---|------|------|
| LDS9. In the meeting the leader provides recognition/rewards when others reach their goals. | 249 | 1 | 5 | 3.83 | .840 |
| IC1. This company encourages differences of opinions. | 249 | 1 | 5 | 3.81 | .843 |
| IC2. Most communication between management and other employees in this organization can be said to be two-way communication. | 249 | 1 | 5 | 3.77 | .834 |
| IC3. Your leader makes you feel comfortable working with him/her. | 249 | 1 | 5 | 3.82 | .849 |
| IC4. You would feel comfortable working with your leader. | 249 | 1 | 5 | 3.76 | .840 |
| AGEN3. A written agenda is provided before the meetings. | 249 | 1 | 5 | 4.01 | .950 |
| AGEN4. Overall, I am satisfied with the meeting process. | 249 | 1 | 5 | 3.79 | .791 |
| AGEN6. A verbal agenda is provided at the meetings. | 249 | 1 | 5 | 3.86 | .866 |
| MET1. When the meeting is finally over, you feel satisfied with the results. | 249 | 1 | 5 | 3.75 | .815 |
| MET2. The meeting states each problem with a clear solution. | 249 | 1 | 5 | 3.76 | .835 |
| MET3. Most of conflicts raising in the meeting are solved satisfactorily. | 249 | 1 | 5 | 3.57 | .863 |
| MET4. After the meeting, you achieve your work goals. | 249 | 1 | 5 | 3.94 | .793 |
| MET5. After the meeting, you get your leader's understanding about your difficulties. | 249 | 1 | 5 | 3.63 | .893 |
| MET6. After the meeting, you receive your leader's instruction and sympathy with what you are fulfilling. | 249 | 1 | 5 | 3.73 | .855 |
| MET7. The meeting provides you with an opportunity to acquire useful information. | 249 | 1 | 5 | 3.93 | .756 |
| Valid N (listwise) | 249 | | | | |

EFA factor analysis is classified into 2 steps. While the first step is for independent variables, the second step is for the dependent variable. The first step, 3 independent variables are included in EFA factor analysis with principal components method and rotation varimax. KMO and Bartlett's test is significant ($p < .001$) and Kaiser-Meyer-Olkin Measure of Sampling Adequacy equal to 0.917 (> 0.5) (Table 2).

Table 2 - KMO and Bartlett's Test (MET)

| KMO and Bartlett's Test | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .917 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 2450.774 |
| | Df | 105 |
| | Sig. | .000 |

After Rotation method Varimax with Kaiser Normalization, 15 items of independent variables are grouped into 3 groups. There actually exists 3 groups with 15 items which are named as Leadership for group 1, Internal communication for group 2 and Agenda for group 3. Meeting effectiveness contains 7 items and is also named meeting effectiveness.

The evaluation of Cronbach alpha after EFA analysis for 3 factors: Leadership, Internal communication and Agenda are simultaneously at .917; .890; and .751 (*Table 3*). They all are accepted.

Table 3 – EFA Result (MET)

| | Component | | |
|----------------|-----------|--------|--------|
| | 1 | 2 | 3 |
| LDS7 | .737 | | |
| | .733 | | |
| LDS9 | .714 | | |
| LDS3 | .705 | | |
| LDS6 | .700 | | |
| LDS8 | .689 | | |
| LDS2 | .688 | | |
| LDS1 | .676 | | |
| IC03 | | .848 | |
| IC04 | | .823 | |
| IC02 | | .763 | |
| IC01 | | .633 | |
| AGEN3 | | | .835 |
| AGEN6 | | | .750 |
| AGEN4 | | | .647 |
| Eigenvalue | 8.037 | 1.166 | 1.009 |
| Cumulative | 31.406 | 52.598 | 68.079 |
| Cronbach Alpha | .917 | .890 | .751 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Next, the dependent variable “Meeting effectiveness” is evaluated by KMO and Bartlett’s Test and EFA analysis. The result is that the evaluation of Cronbach alpha for dependent variable “Meeting effectiveness” is .912 which is also accepted. Furthermore, KMO and Bartlett’s test is significant ($p < .001$) and Kaiser-Meyer-Olkin Measure of Sampling Adequacy equals to 0.902 (> 0.5) and factor loadings are all more than .50.

Table 4 – KMO and Bartlett’s Test (MET)

| | |
|--|--------------------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .902 |
| Bartlett's Test of Sphericity | Approx. Chi-Square |
| | 1048.802 |
| | Df |
| | 21 |
| | Sig. |
| | .000 |

Table 5 – Component Analysis (MET)

| | Initial | Extraction |
|-------|---------|------------|
| MET01 | 1.000 | .661 |
| MET02 | 1.000 | .680 |
| MET03 | 1.000 | .667 |
| MET04 | 1.000 | .694 |
| MET05 | 1.000 | .626 |
| MET06 | 1.000 | .661 |
| MET07 | 1.000 | .606 |

Extraction Method: Principal Component Analysis.

CFA Factor Analysis

This result shows that the conditions are stated as follow: $P < 0.05$; CFI, GFI ≥ 0.8 and RMSEA is more than 0.08. They all meet the requirements. Considering the above conditions, the model is consistent with market data.

Figure 1-Results of SEM of research model (standardized) (MET)

CFA Factor Analysis

$P = .000$;
 CFI = .886; TLI = .871; GFI = .799;
 RMSEA = .094

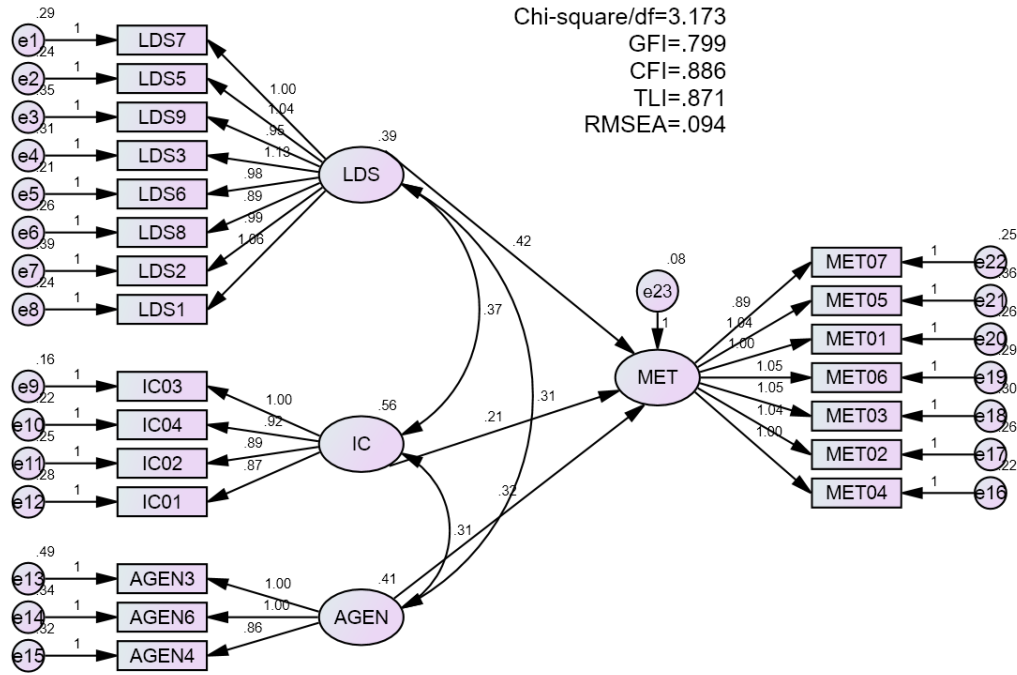


Table 6 – Standardized Regression Weights (MET)

| | | | Estimate | S.E. | C.R. | P | Label |
|-------|------|------|----------|------|--------|-----|-------|
| MET | <--- | LDS | .417 | .102 | 4.103 | *** | |
| MET | <--- | IC | .214 | .064 | 3.350 | *** | |
| MET | <--- | AGEN | .316 | .085 | 3.739 | *** | |
| LDS7 | <--- | LDS | 1.000 | | | | |
| LDS5 | <--- | LDS | 1.044 | .079 | 13.194 | *** | |
| LDS9 | <--- | LDS | .951 | .083 | 11.460 | *** | |
| LDS3 | <--- | LDS | 1.133 | .088 | 12.943 | *** | |
| LDS6 | <--- | LDS | .985 | .075 | 13.187 | *** | |
| LDS8 | <--- | LDS | .894 | .074 | 12.056 | *** | |
| LDS2 | <--- | LDS | .994 | .087 | 11.396 | *** | |
| LDS1 | <--- | LDS | 1.060 | .080 | 13.266 | *** | |
| IC03 | <--- | IC | 1.000 | | | | |
| IC04 | <--- | IC | .924 | .056 | 16.602 | *** | |
| IC02 | <--- | IC | .892 | .056 | 15.812 | *** | |
| IC01 | <--- | IC | .873 | .058 | 15.016 | *** | |
| AGEN3 | <--- | AGEN | 1.000 | | | | |
| AGEN6 | <--- | AGEN | .997 | .105 | 9.522 | *** | |
| AGEN4 | <--- | AGEN | .862 | .094 | 9.153 | *** | |
| MET04 | <--- | MET | 1.000 | | | | |
| MET02 | <--- | MET | 1.039 | .074 | 13.985 | *** | |
| MET03 | <--- | MET | 1.049 | .077 | 13.543 | *** | |
| MET06 | <--- | MET | 1.047 | .077 | 13.681 | *** | |
| MET01 | <--- | MET | 1.004 | .073 | 13.801 | *** | |

| | | | Estimate | S.E. | C.R. | P | Label |
|-------|------|-----|----------|------|--------|-----|-------|
| MET05 | <--- | MET | 1.040 | .081 | 12.819 | *** | |

Based on the results in *Table 6*, the parameters (standardized) are statistically significant ($p < 0.05$). According to the regression weight among factors shown, all three factors including Leadership, Internal communication and Agenda have significant effects on Meeting effectiveness with weight of .417, .214 and .316 and P-value equals to .000.

The findings show practical meaning of meeting effectiveness in the context of Vietnamese organizations. Empirically, there are three significant factors that mainly affect meeting effectiveness are Leadership, Internal communication and Agenda.

2.3 Concluding remarks

It is found that meeting effectiveness is significantly influenced by the three dominant factors consisting of Leadership, Internal communication and Agenda. Whether the meeting is effective or not, it depends on the meeting leaders' guide. Actually, leadership plays a very important role in transforming, motivating and enhancing subordinates' actions and ethical aspirations. Subordinates surely become more committed to the organization when they are working with inspirational leaders who willingly instruct them in uncertainty and encourage their abilities and talents (Bass & Riggio, 2006). That's why leadership strongly affects meeting effectiveness in reality.

Besides that, Internal communication is an essential process by which people exchange information, create relationship and build organizational culture and values as well. It is somehow called employee communication (Deetz, 2001; Men, 2014). Above all, the best method for facilitating employees to gain specific goals is face-to-face communication (Okanovic et al., 2014). That is evident that Internal communication also strongly affects meeting effectiveness.

Above all, Agenda is another meeting issue that need to be concerned because it affects member preparation, time-use effectiveness and finally, meeting effectiveness. Therefore, Agenda plays one of the important roles that affect meeting effectiveness.

Empirically, in order to host a meeting effectively, meeting organizers should control their leadership in a proper way and solve thoroughly any conflicts raising in a constructive way.

In short, the results reveal three antecedents affecting meeting effectiveness: Leadership, Internal communication and Agenda. Leaders play the vital role in formulating an organization vision, making effective plans for vision implementation in reality as well as creating a healthy environment and organizational culture to grow ethical behaviors inside the organization. Their subordinates surely become more committed to the organization when they are working with inspirational leaders who willingly instruct them in uncertainty and encourage their abilities and talents. In addition, it is obvious that during the process of meeting, communicate internally and agenda also need to be concerned.

CHAPTER 3: THE IMPACT OF JOB SATISFACTION AS A MEDIATOR OF THE EFFECTS OF MEETING EFFECTIVENESS ON ORGANIZATIONAL COMMITMENT

The result from the chapter 2 about the determinants to gain more effective meetings in the context of Vietnamese organizations is embedded for the research about the causal effect of meeting effectiveness on organizational commitment and the influence of job satisfaction on this relationship. During the researching process of meeting effectiveness, the author finds out that job satisfaction positively linked to meeting effectiveness. Besides that, in the literature of organizational commitment, there hasn't existed any study about the effect of meeting effectiveness on organizational commitment. Therefore, these concepts become an interesting study to be investigated in order to confirm the impact of job satisfaction on the relationship between meeting effectiveness and organizational commitment. Up to now, this topic is poorly understood with little or no previous published literature. These pieces of the rationale is the foundation for the study of "Critical factors for organizational commitment: An empirical study in Vietnam" has been conducted and published on Journal of Asian Finance, Economics and Business, volume 8, issue 5 (2021).

This chapter aims to investigate the relationships among four factors: leadership, meeting effectiveness, job satisfaction and commitment. The author designs a survey based on the three research questions: How to make meetings more effective? How does meeting effectiveness affect organizational commitment? What will mediate the influence between meeting effectiveness and organizational commitment? This study contributes to the literature by investigating the relationship among four factors: leadership, meeting effectiveness, job satisfaction and organizational commitment.

3.1 Meeting effectiveness, Leadership, Job satisfaction and Organizational Commitment

Hypothesis 1: Leadership will be positively related to Meeting effectiveness.

Hypothesis 2: Meeting effectiveness is positively related to Job satisfaction.

Hypothesis 3: Job satisfaction will be positively related to Organizational commitment.

Hypothesis 4: Job satisfaction will mediate the relationship between Meeting effectiveness and Organizational commitment.

Hypothesis 5: Meeting effectiveness is positively related to Organizational commitment.

3.2. Method and Results

3.2.1 Data Collection

3.2.2 Data analysis and Results

The descriptive statistics result shows that it ranges with mean from 3.41 to 4.16 and its standard deviations fluctuate from 0.727 to 0.976. Moreover, Cronbach's Alpha ratio is 0.916 (>0.8) with 28 items. (see *Table 7*).

Table 7 – Descriptive Statistics (JOB)

| Descriptive Statistics | | | | | |
|--|-----|---------|---------|------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| OGC1. You have warm feelings toward this organization as a place to live and work. | 249 | 1 | 5 | 3.74 | .856 |
| OGC2. You feel yourself to be part of the organization. | 249 | 1 | 5 | 3.68 | .857 |
| OGC3. In your work, you like to feel you are making some effort, not just for yourself but for the organization as well. | 249 | 1 | 5 | 3.90 | .792 |
| OGC4. You really feel as if this organization's problems are your problems. | 249 | 1 | 5 | 3.96 | .756 |
| OGC5. You feel a sense of pride working for this organization. | 249 | 1 | 5 | 3.85 | .804 |
| OGC6. In your work, you are willing to put in a great deal of effort beyond what is normally expected from you. | 249 | 1 | 5 | 3.82 | .778 |
| OGC7. The offer of a bit more money with another employer would not seriously make me think of changing my job. | 249 | 1 | 5 | 3.41 | .976 |
| LDS2. In the meeting, the leader will remain impartial rather than speaking out and expressing his/her views. | 249 | 1 | 5 | 3.88 | .882 |
| LDS3. In the meeting, the leader will express the non-conservative opinion with followers. | 249 | 1 | 5 | 3.87 | .899 |
| LDS4. In the meeting, the leader will interact with followers- social distance is low. | 249 | 1 | 5 | 3.90 | .821 |
| LDS5. In the meeting, the leader will support and encourage followers to express their ideas. | 249 | 1 | 5 | 4.03 | .815 |
| LDS6. In the meeting, the leader will foster group goals. | 249 | 1 | 5 | 4.16 | .770 |

| | | | | | |
|---|-----|---|---|------|------|
| LDS7. In the meeting, the leader will communicate a high degree of confidence in the followers' ability to meet expectations. | 249 | 1 | 5 | 3.86 | .828 |
| LDS8. In the meeting, the leader will express high performance expectations for followers. | 249 | 1 | 5 | 4.04 | .756 |
| MET01. When the meeting is finally over, you feel satisfied with the results. | 249 | 1 | 5 | 3.75 | .815 |
| MET02. The meeting states each problem with a clear solution. | 249 | 1 | 5 | 3.76 | .835 |
| MET03. Most of conflicts raising in the meeting are solved satisfactorily. | 249 | 1 | 5 | 3.57 | .863 |
| MET05. After the meeting, you get your leader's understanding about your difficulties. | 249 | 1 | 5 | 3.63 | .893 |
| MET06. After the meeting, you receive your leader's instruction and sympathy with what you are fulfilling. | 249 | 1 | 5 | 3.73 | .855 |
| JOB1. You feel fairly satisfied with your present job. | 249 | 1 | 5 | 3.69 | .727 |
| JOB2. Most days you are enthusiastic about your work. | 249 | 1 | 5 | 3.61 | .770 |
| JOB3. Each day at work seems like it will never end. | 249 | 1 | 5 | 3.59 | .783 |
| JOB4. You find real enjoyment at your work. | 249 | 1 | 5 | 3.69 | .781 |
| Valid N (listwise) | 249 | | | | |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .956 | 23 |

Next step is EFA factor analysis. It is classified into two phases. Phase one is for independent variables, and phase two is for the dependent one.

In the first phase, three independent variables which are leadership, meeting effectiveness and job satisfaction are included in EFA factor analysis with principal components method and rotation Varimax. Specifically, KMO equals to 0.927 (≥ 0.5) and sig.000 (≤ 0.05), therefore Bartlett's Test is statistically significant. (see Table 8)

Table 8 – KMO and Bartlett's Test (JOB)

| KMO and Bartlett's Test | |
|--|--------------------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .927 |
| Bartlett's Test of Sphericity | Approx. Chi-Square |
| | df |
| | Sig. |
| | 2656.934 |
| | 120 |
| | .000 |

After Rotation method Varimax with Kaiser Normalization, 16 items of independent variables are separated into three factors. Factor 1 consists of nine items

named Leadership: LDS2, LDS3, LDS4, LDS5, LDS6, LDS7, LDS8. Factor 2 involves five items called Meeting effectiveness: MET1, MET2, MET3, MET5 and MET6. Last but not least, Job satisfaction is for Factor 3 containing four items: JOB1, JOB2, JOB3 and JOB4.

The evaluation of Cronbach’s Alpha after EFA analysis for 3 factors: Leadership, Meeting effectiveness and Job satisfaction are simultaneously at .911; .886; and .888. They all are accepted. (see *Table 9*).

Table 9 – EFA Result- Rotated Component Matrix (JOB)

| Rotated Component Matrix ^a | | | |
|---------------------------------------|-----------|--------|--------|
| | Component | | |
| | 1 | 2 | 3 |
| LDS5 | .826 | | |
| LDS6 | .791 | | |
| LDS4 | .758 | | |
| LDS7 | .705 | | |
| LDS3 | .677 | | |
| LDS2 | .670 | | |
| LDS8 | .657 | | |
| MET03 | | .769 | |
| MET02 | | .765 | |
| MET01 | | .736 | |
| MET05 | | .736 | |
| MET06 | | .625 | |
| JOB4 | | | .834 |
| JOB2 | | | .830 |
| JOB1 | | | .824 |
| JOB3 | | | .759 |
| Eigenvalue | 8.328 | 1.686 | 1.106 |
| Cumulative | 52.052 | 62.587 | 69.502 |
| Cronbach Alpha | 0.911 | 0.886 | 0.888 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

In the second phase, the dependent variable “Organizational Commitment” is evaluated by EFA analysis. The result is that the evaluation of Cronbach’s Alpha for dependent variable “Organizational Commitment” is .916 which is accepted. Furthermore, KMO equals to 0.887 (≥ 0.5) and sig.001 (≤ 0.05) that also mean the

Bartlett's Test is statistically significant and all factor loadings are more than 0.486. (see Table 10)

Table 10 – KMO and Bartlett's Test (JOB)

| KMO and Bartlett's Test | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .887 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 1201.707 |
| | Df | 21 |
| | Sig. | .000 |

CFA Factor Analysis

P=.000;
CFI = .933; TLI = .924; GFI = .848;
RMSEA = .071.

Figure 2 - Results of SEM of research model (standardized) (JOB)

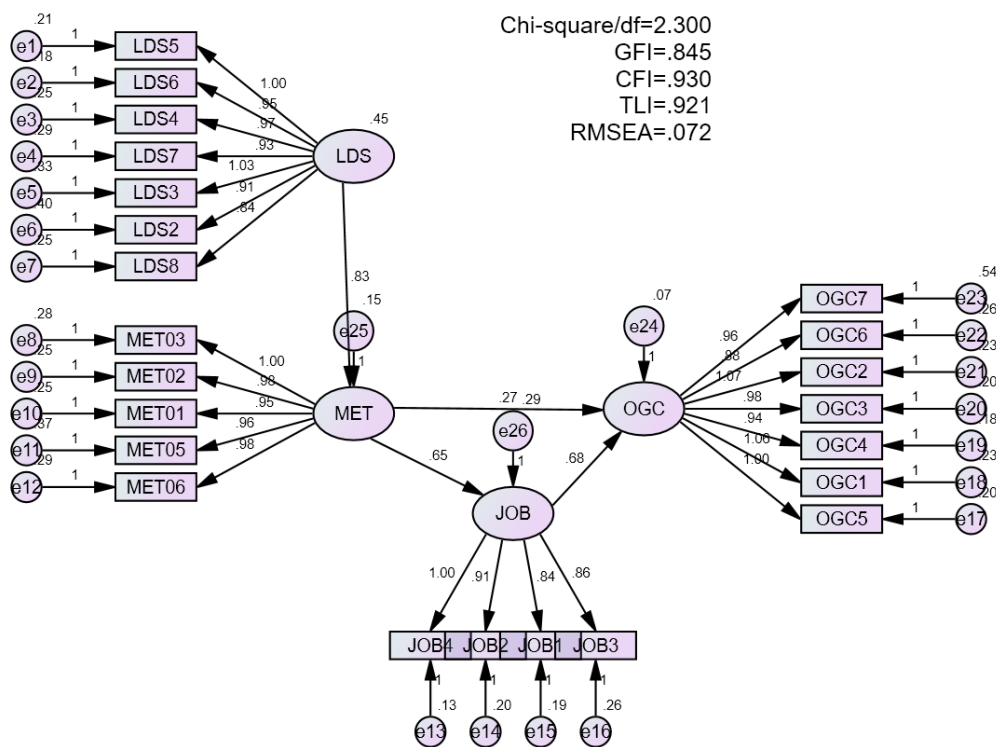


Table 11 – Regression Weights (JOB)

| | | | Estimate | S.E. | C.R. | P | Label |
|------|------|-----|----------|------|--------|------|-------|
| OGC | <--- | LDS | .153 | .072 | 2.129 | .033 | |
| OGC | <--- | MET | .142 | .072 | 1.958 | .050 | |
| OGC | <--- | JOB | .672 | .060 | 11.231 | *** | |
| LDS5 | <--- | LDS | 1.000 | | | | |
| LDS6 | <--- | LDS | .955 | .061 | 15.663 | *** | |
| LDS4 | <--- | LDS | .978 | .066 | 14.738 | *** | |

| | | | Estimate | S.E. | C.R. | P | Label |
|-------|------|-----|----------|------|--------|-----|-------|
| LDS7 | <--- | LDS | .926 | .069 | 13.464 | *** | |
| LDS3 | <--- | LDS | 1.026 | .074 | 13.860 | *** | |
| LDS2 | <--- | LDS | .905 | .075 | 11.981 | *** | |
| LDS8 | <--- | LDS | .838 | .063 | 13.309 | *** | |
| MET03 | <--- | MET | 1.000 | | | | |
| MET02 | <--- | MET | .980 | .071 | 13.734 | *** | |
| MET01 | <--- | MET | .946 | .070 | 13.562 | *** | |
| MET05 | <--- | MET | .959 | .078 | 12.295 | *** | |
| MET06 | <--- | MET | .965 | .074 | 13.082 | *** | |
| JOB4 | <--- | JOB | 1.000 | | | | |
| JOB2 | <--- | JOB | .905 | .054 | 16.840 | *** | |
| JOB1 | <--- | JOB | .841 | .051 | 16.364 | *** | |
| JOB3 | <--- | JOB | .856 | .058 | 14.835 | *** | |
| OGC5 | <--- | OGC | 1.000 | | | | |
| OGC1 | <--- | OGC | 1.062 | .068 | 15.659 | *** | |
| OGC4 | <--- | OGC | .939 | .060 | 15.677 | *** | |
| OGC3 | <--- | OGC | .978 | .063 | 15.535 | *** | |
| OGC2 | <--- | OGC | 1.064 | .068 | 15.653 | *** | |
| OGC6 | <--- | OGC | .879 | .064 | 13.640 | *** | |
| OGC7 | <--- | OGC | .961 | .085 | 11.341 | *** | |

The results of CFA factor analysis of the research model are presented in Figure 1. They are presented as follow: P=.000; CFI = .933; TLI = .924; GFI = .848; RMSEA = .071. According to the conditions with $P < 0.05$; CFI, TLI, GFI ≥ 0.8 and RMSEA ≤ 0.08 , they all meet the requirements. Considering the above conditions, the model is consistent with market data.

Table 11 represents that all parameters are statistically significant with P-value < 0.05 . (see Table 11)

Mediating with Regression analysis

Table 12 – Mediating with Regression Analysis (JOB)

| Parameter | | | Estimate | Lower | Upper | P |
|-----------|------|-----|----------|-------|-------|------|
| MET | <--- | LDS | .821 | .721 | .895 | .001 |
| JOB | <--- | MET | .639 | .488 | .735 | .002 |
| OGC | <--- | MET | .276 | .160 | .406 | .001 |
| OGC | <--- | JOB | .711 | .583 | .820 | .003 |
| LDS5 | <--- | LDS | .825 | .744 | .885 | .003 |
| LDS6 | <--- | LDS | .834 | .740 | .889 | .002 |
| LDS4 | <--- | LDS | .796 | .725 | .855 | .001 |
| LDS7 | <--- | LDS | .755 | .669 | .828 | .002 |

| Parameter | Estimate | Lower | Upper | P |
|----------------|----------|-------|-------|------|
| LDS3 <--- LDS | .770 | .675 | .841 | .002 |
| LDS2 <--- LDS | .691 | .543 | .798 | .002 |
| LDS8 <--- LDS | .745 | .609 | .817 | .005 |
| MET03 <--- MET | .787 | .718 | .838 | .004 |
| MET02 <--- MET | .798 | .713 | .867 | .002 |
| MET01 <--- MET | .789 | .707 | .848 | .003 |
| MET05 <--- MET | .733 | .630 | .806 | .002 |
| MET06 <--- MET | .776 | .666 | .848 | .002 |
| JOB4 <--- JOB | .891 | .848 | .930 | .001 |
| JOB2 <--- JOB | .818 | .736 | .873 | .003 |
| JOB1 <--- JOB | .805 | .731 | .865 | .002 |
| JOB3 <--- JOB | .760 | .656 | .839 | .002 |
| OGC5 <--- OGC | .827 | .754 | .880 | .002 |
| OGC1 <--- OGC | .826 | .758 | .876 | .002 |
| OGC4 <--- OGC | .823 | .747 | .882 | .001 |
| OGC3 <--- OGC | .820 | .747 | .874 | .001 |
| OGC2 <--- OGC | .826 | .750 | .882 | .001 |
| OGC6 <--- OGC | .749 | .584 | .852 | .004 |
| OGC7 <--- OGC | .657 | .559 | .737 | .002 |

Finally, in analysis of the moderating effect of JOB on MET and OGC, there is a significant total effect of Leadership on Meeting effectiveness with P-value .001 and its regression weight is .821 with .721 lower bound to .895 upper bound. Next, regression weight of Meeting effectiveness on Job satisfaction is .638 with P-value .002 and its lower bound and upper bound is .488 and .735. Furthermore, while the total effect of Meeting effectiveness on Organizational commitment with P-value .001 is .276, .160 lower bound and .406 upper bound, that of Job satisfaction on Organizational commitment with P-value .003, .583 lower bound and .820 upper bound. (*see Table 12*).

3.3. Concluding remarks

To sum up, the findings shed light on the practical meaning of organizational commitment in the context of Vietnamese organizations. Meeting effectiveness favorably contributes to organizational commitment. An important issue for consideration, however, is that ensuring such effectiveness necessitates that leadership play a central role in this matter and that job satisfaction be considered the decisive factor in elevating commitment to an organization. The results also emphasized the importance of meetings in workplaces. To foster job satisfaction among subordinates,

leaders should thoroughly resolve every conflict or problem in meetings. This approach is responsible for the significant influence of meeting effectiveness on job satisfaction. Whether meetings are effective or not rests primarily on the performance of leaders or meeting organizers; that is, leadership positively affects meetings. Previous studies confirmed that highly committed employees may perform better than less committed ones. If employees are gratified with their work, they become more committed to their organizations.

CHAPTER 4: FACTORS AFFECTING ORGANIZATIONAL COMMITMENT

For the more adequacy of the fully-detailed model, the author continues to study the antecedents that strengthen organizational commitment. There are several studies about organizational commitment worldwide. However, those factors such as intrinsic motivation, extrinsic motivation, employee voice, organizational identification and perceived organizational support haven't been grouped and tested in Vietnamese context. This reason encourages the author to do in this chapter about "Building Organizational Commitment: The Analysis of Indicators" and "A model of antecedents strengthening organizational commitment". There are two publications. While the one is on Academy of Strategic Management Journal, vol. 19, issue 6, 2020, the other is on Management Science Letters, vol.11, 2021.

Moreover, with the same target of investigating what factors affecting organizational commitment, the author conducts two new more factors including internal communication and leadership in order to test its relationship with organizational commitment within this chapter. This next study is also published on the first international conference on science, economics and society studies of UEF 2020 titled "Factors affecting organizational commitment" (ISBN 978-604-79-2604-6).

The two approaches have been done as follow.

4.1. The research of the impact of internal motivation, external motivation, employee voice, organizational identification and perceived organizational support on organizational commitment

The concept of organizational commitment has received increased attention from scholars and practitioners over the world. They have researched and conducted several social experiments to increase employee commitment to organizations (Moon, 2000a; Steers, 1977). Employees are considered as organization's assets; therefore, they play the central role for several reasons. Buchanan (1974) and Wall (1980) confirm that employees feel tightly closed to goals and values of the organization toward organizational commitment. Previous researches also reveal that high performance is surely fulfilled by highly committed employees than less committed ones (Mowday et

al., 1978; Steers, 1977). Put it another way, according to Yousef et. al (2017), organizational commitment consists of three main categories. The first type is affective commitment relates mainly to emotional attachment, identification with and involvement in. The second one is continuance commitment which is based on the leaving organizational costs. Normative commitment is the third type known as a sense of obligation to the organization (Yousef, 2017). In fact, organizational commitment has been defined and conducted in a variety of research perspectives and methods.

For contributing more empirical results, the purpose of this paper aims to propose a model of antecedents strengthening organizational commitment in the context of Vietnamese organizations in order to help leaders making plans of action or designing suitable and efficient policies for motivating employees to increase their job performance and have more commitment to their organization. The result is collected by the survey of two hundred and forty-nine fulltime Vietnamese employees who are working at about 34 Vietnamese organizations from a variety of sectors such as tax, banking, health service, airlines, education and business.

To begin with, the paper reviews six main concepts including organizational commitment, intrinsic motivation, extrinsic motivation, employee voice, organizational identification and perceived organizational support. Next, Five-point Likert scale is used to measure those factors with two hundred and forty-nine fulltime Vietnamese employees who are working at 34 Vietnamese organizations from a variety of sectors such as tax, banking, health service, airlines, education and business. Finally, quantitative research is obtained by using EFA, CFA analysis and Structural equation modeling.

Hypothesis 1: Organizational identification will positively affect Organizational commitment.

Hypothesis 2: Internal motivation will positively affect Organizational commitment.

Hypothesis 3: External motivation will positively affect Organizational commitment.

Hypothesis 4: Perceived organizational support will positively affect Organizational commitment.

Hypothesis 5: Voice will positively affect Organizational commitment.

4.2 Methods and Results

4.2.1 Data Collection

4.2.2 Data analysis and Results

The descriptive statistics result shows that it ranges with mean from 3.41 to 4.0 and its standard deviations fluctuate from 0.737 to 0.976. Moreover, Cronbach's Alpha ratio is 0.966 (>0.8) with 32 items.(see *Table 13*)

Table 13 – Descriptive Statistics (OGC1)

| Descriptive Statistics | | | | | |
|--|-----|---------|---------|------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| OI01. You are proud to be an employee of the organization. | 249 | 1 | 5 | 3.81 | .737 |
| OI02. You often describe yourself to others by saying 'I work for this organization' or 'I am from this organization.' | 249 | 1 | 5 | 3.84 | .812 |
| OI03. You talk up this organization to your friends as a great company to work for. | 249 | 1 | 5 | 3.60 | .888 |
| OI04. You become irritated when you hear others outside the organization criticize your organization | 249 | 1 | 5 | 3.62 | .922 |
| OI05. You have warm feelings toward this organization as a place to work. | 249 | 1 | 5 | 3.82 | .833 |
| OI06. You would describe your organization as a large 'family' in which most members feel a sense of belonging. | 249 | 1 | 5 | 3.71 | .905 |
| OI07. You are willing to put in a great deal of effort beyond that normally expected to help this organization to be successful. | 249 | 1 | 5 | 3.99 | .868 |
| EV1. Leaders here at providing everyone with the chance to comment on proposed changes. | 249 | 1 | 5 | 4.00 | .833 |
| EV2. Subordinates strongly express ideas. | 249 | 1 | 5 | 3.73 | .784 |
| EV3. Leaders here at listening ideas and suggestions from subordinates. | 249 | 1 | 5 | 3.96 | .805 |
| EV4. Leaders here at responding to suggestions from employees. | 249 | 1 | 5 | 4.00 | .854 |
| IM01. Doing your job well gives you the feeling that you have accomplished something worthwhile. | 249 | 1 | 5 | 3.96 | .750 |
| IM02. The things you do on your job are important to you. | 249 | 1 | 5 | 3.93 | .762 |
| IM03. You enjoy this work very much. | 249 | 1 | 5 | 3.87 | .769 |

| | | | | | |
|--|-----|---|---|------|------|
| IM04. IM04. You have fun doing your job. | 249 | 1 | 5 | 3.82 | .797 |
| POS1. The organization is willing to extend itself in order to help you perform your job to the best of my ability. | 249 | 1 | 5 | 3.79 | .770 |
| POS2. Help is available from the organization when you have a problem. | 249 | 1 | 5 | 3.75 | .791 |
| POS4. The organization is willing to help you when you need a special favor. | 249 | 1 | 5 | 3.78 | .775 |
| POS5. The organization would understand if you were unable to finish a task on time. | 249 | 1 | 5 | 3.45 | .879 |
| POS6. The organization really cares about my well-being. | 249 | 1 | 5 | 3.49 | .907 |
| EM01. If you produce a high quality of work output, you will lead to higher pay. | 249 | 1 | 5 | 3.73 | .909 |
| EM04. Producing a low quality of work decreases your chances for promotion. | 249 | 1 | 5 | 3.71 | .911 |
| OI01. You are proud to be an employee of the organization. | 249 | 1 | 5 | 3.74 | .856 |
| OI02. You often describe yourself to others by saying 'I work for this organization' or 'I am from this organization.' | 249 | 1 | 5 | 3.68 | .857 |
| OI03. You talk up this organization to your friends as a great company to work for. | 249 | 1 | 5 | 3.90 | .792 |
| OI04. You become irritated when you hear others outside the organization criticize your organization | 249 | 1 | 5 | 3.96 | .756 |
| OI05. You have warm feelings toward this organization as a place to work. | 249 | 1 | 5 | 3.85 | .804 |
| OI06. You would describe your organization as a large 'family' in which most members feel a sense of belonging. | 249 | 1 | 5 | 3.82 | .778 |
| OI07. You are willing to put in a great deal of effort beyond that normally expected to help this organization to be successful. | 249 | 1 | 5 | 3.41 | .976 |
| Valid N (listwise) | 249 | | | | |

EFA factor analysis is the next step. It is analyzed in two phases. Phase one is for independent variables, and phase two is for the dependent one.

In the first phase, five independent variables which are intrinsic motivation, extrinsic motivation, employee voice, organizational identification and perceived organizational support are included in EFA factor analysis with principal components

method and rotation Varimax. Specifically, KMO equals to 0.930 (≥ 0.5) and sig 0.00 (≤ 0.05), therefore Bartlett's Test is statistically significant. (see Table 14)

Table 14 – KMO and Bartlett's Test (OCG1)

| KMO and Bartlett's Test | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .930 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 3789.035 |
| | Df | 231 |
| | Sig. | .000 |

After Rotation method Varimax with Kaiser Normalization, 22 items of independent variables are separated into five factors.

Component 1 consists of seven items that are named Organizational Identification: OI01, OI02, OI03, OI04, OI05, OI06, OI07. Component 2 involves items called Perceived Organization Support: POS1, POS2, POS4, POS5, POS6. Similarly, component 3 mainly includes four items grouped as Employee Voice: EV1, EV2, EV3, EV4. Factor 4 includes 4 items IM01, IM02, IM03, IM04 named as Internal Motivations. Last but not least, External Motivation is for component 5, containing 2 items: EM04, EM01.

The evaluation of Cronbach's Alpha after EFA analysis rotated for 5 factors: Organizational Identification, Perceived Organization Support, Employee Voice, Intrinsic Motivation and Extrinsic Motivation are simultaneously at .921; .860; .874; 0.861 and .740 (see Table 15).

Table 15 – EFA Result-Rotated Component Matrix (OCG1)

| | Component | | | | |
|------|-----------|------|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| OI05 | .785 | | | | |
| OI03 | .760 | | | | |
| OI04 | .704 | | | | |
| OI06 | .703 | | | | |
| OI01 | .694 | | | | |
| OI07 | .663 | | | | |
| OI02 | .608 | | | | |
| POS5 | | .763 | | | |
| POS2 | | .694 | | | |
| POS6 | | .691 | | | |

| | | | | | |
|----------------|--------|-------|-------|-------|-------|
| POS4 | | .658 | | | |
| POS1 | | .596 | | | |
| EV3 | | | .779 | | |
| EV1 | | | .756 | | |
| EV2 | | | .728 | | |
| EV4 | | | .718 | | |
| IM03 | | | | .734 | |
| IM02 | | | | .697 | |
| IM04 | | | | .668 | |
| IM01 | | | | .652 | |
| EM04 | | | | | .808 |
| EM01 | | | | | .688 |
| Eigenvalue | 10.895 | 1.584 | 1.277 | .988 | .884 |
| Cumulative | 49.523 | 7.201 | 5.803 | 4.492 | 4.019 |
| Cronbach Alpha | .921 | .860 | .874 | .861 | .674 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 7 iterations.

In the second phase, the dependent variable “organizational Commitment” is evaluated by EFA analysis. The result is that the evaluation of Cronbach’s Alpha for dependent variable “Organizational Commitment” is .916 which is accepted. Furthermore, KMO equals to 0.887 (≥ 0.5) and sig. 0.00 (≤ 0.05) that also mean the Bartlett’s Test is statistically significant and all factor loadings are more than 0.50 (*see Table 16*)

Table 16 – KMO and Bartlett’s Test (OCG1)

| KMO and Bartlett's Test | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .887 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 1201.707 |
| | Df | 21 |
| | Sig. | .000 |

CFA Factor Analysis

Figure 3 – Results of SEM of research model (standardized) (OCG1)

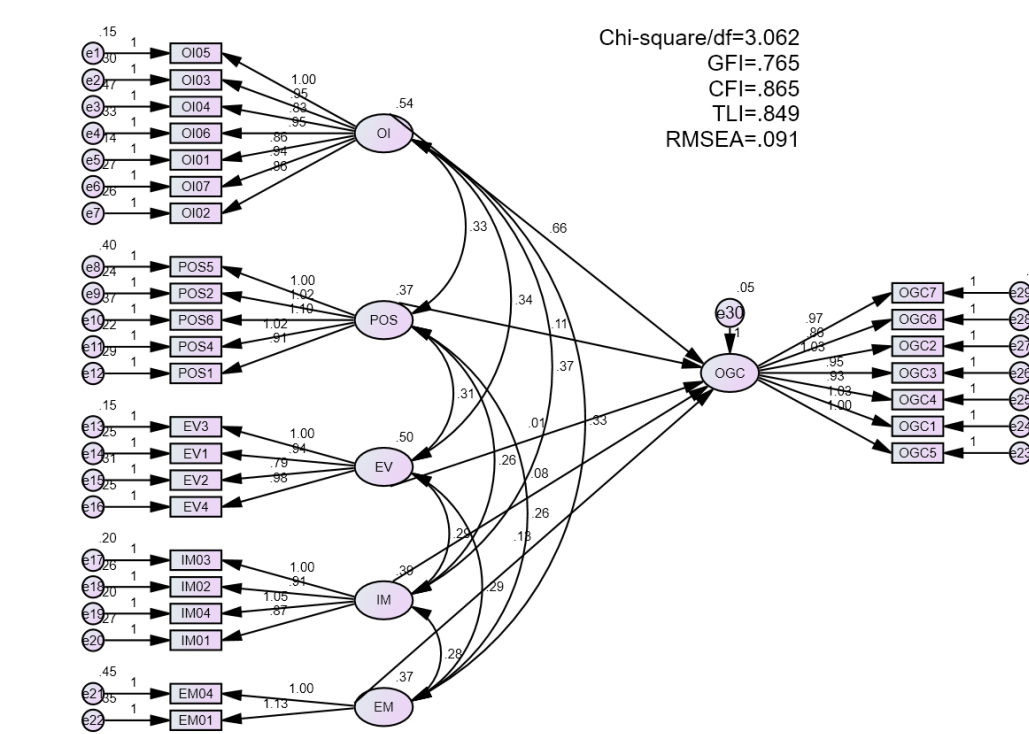


Table 17 – Regression Weights (OCG1)

| | Estimate | S.E. | C.R. | P | Label |
|---------------|----------|------|--------|------|-------|
| OGC <--- OI | .655 | .074 | 8.822 | *** | |
| OGC <--- POS | .107 | .075 | 1.423 | .155 | |
| OGC <--- EV | .010 | .054 | .176 | .860 | |
| OGC <--- IM | .085 | .080 | 1.062 | .288 | |
| OGC <--- EM | .126 | .088 | 1.427 | .153 | |
| OI05 <--- OI | 1.000 | | | | |
| OI03 <--- OI | .953 | .059 | 16.142 | *** | |
| OI04 <--- OI | .834 | .068 | 12.307 | *** | |
| OI06 <--- OI | .953 | .061 | 15.621 | *** | |
| OI01 <--- OI | .862 | .045 | 19.002 | *** | |
| OI07 <--- OI | .944 | .057 | 16.525 | *** | |
| OI02 <--- OI | .858 | .055 | 15.718 | *** | |
| POS5 <--- POS | 1.000 | | | | |
| POS2 <--- POS | 1.023 | .092 | 11.120 | *** | |
| POS6 <--- POS | 1.105 | .105 | 10.535 | *** | |
| POS4 <--- POS | 1.019 | .090 | 11.281 | *** | |
| POS1 <--- POS | .912 | .089 | 10.266 | *** | |
| EV3 <--- EV | 1.000 | | | | |
| EV1 <--- EV | .941 | .062 | 15.270 | *** | |
| EV2 <--- EV | .785 | .062 | 12.751 | *** | |
| EV4 <--- EV | .983 | .063 | 15.709 | *** | |
| IM03 <--- IM | 1.000 | | | | |
| IM02 <--- IM | .907 | .071 | 12.736 | *** | |
| IM04 <--- IM | 1.054 | .072 | 14.578 | *** | |

| | | | Estimate | S.E. | C.R. | P | Label |
|------|------|-----|----------|------|--------|-----|-------|
| IM01 | <--- | IM | .867 | .071 | 12.246 | *** | |
| EM04 | <--- | EM | 1.000 | | | | |
| EM01 | <--- | EM | 1.126 | .125 | 8.977 | *** | |
| OGC5 | <--- | OGC | 1.000 | | | | |
| OGC1 | <--- | OGC | 1.031 | .065 | 15.879 | *** | |
| OGC4 | <--- | OGC | .928 | .057 | 16.390 | *** | |
| OGC3 | <--- | OGC | .951 | .060 | 15.797 | *** | |
| OGC2 | <--- | OGC | 1.033 | .065 | 15.876 | *** | |
| OGC6 | <--- | OGC | .860 | .062 | 13.903 | *** | |
| OGC7 | <--- | OGC | .969 | .081 | 11.966 | *** | |

The results of CFA factor analysis of the research model are presented in Figure 3. They are presented as follows: $P=.000$; $CFI = .865$; $TLI = .849$; $GFI = .765$; $RMSEA = .091$. According to the conditions with $P < 0.05$; $CFI, TLI \geq 0.8$; GFI is approximately .756 and $RMSEA$ is .091, they all meet the requirements. Considering the above conditions, the model is consistent with market data.

Based on the results in *Table 17*, the parameters (standardized) are statistically significant ($p < 0.05$). There are four factors that have significant effects on Organizational Commitment are OI, POS, EM and IM. While P-value of OI is less than 5% with weight of 0.655, P-value of POS, EM and IM is approximately 15% and 30% with weight of 0.107, 0.126 and 0.085. Exceptionally, EV does not.

Specifically, when Organizational Identification goes up by 1 standard deviation, organizational commitment goes up by 0.655 standard deviation. Perceived Organization Support increases by 1 standard deviation, Organizational Commitment goes up by 0.107 and when Extrinsic Motivation goes up by 1 standard deviation, organizational commitment goes up by 0.126 standard deviation. Similarly, with weight of 0.085, Intrinsic Motivation has a positive effect on organizational commitment. Clearly, whenever Intrinsic Motivation goes up by 1 standard deviation, organizational commitment goes up by 0.085 standard deviation. (*see Table 17*)

4.3 Concluding remarks

It is found that empirically, four antecedents mainly affecting organizational commitment are Organizational Identification, Perceived Organization Support, Extrinsic Motivation and Intrinsic Motivation but not Employee Voice. It may be

explained that whereas employee voice is mentioned in the literature of organizational commitment as the outcome of organizational decision, it is insignificant in statistics because if the voice is mandated but not voluntary, in the long run, it will diminish employee's working enthusiasm and contribution and decrease job performance (Rees, Alfes, & Gatenby, 2013a). However, to those three main antecedent influencing organizational commitment, it is obvious that motivation plays an important role in encouraging employees to work much better for higher performance with a sense of achievement, and take more responsibility to their job (Jones & Lloyd, 2005; Latham & Pinder, 2005). Both intrinsic and extrinsic motivations really work well. Even though either of them has its own beneficial values, they are all linked to positive outcomes, higher productivity and even more organizational commitment. Employees tend to engage in their work and their organization (Gagne et al., 2010; Katzell & Thompson, 1990; Kuvass et al., 2017). Apparently, when employees feel engaged, they naturally have the perception of identification. In other words, they have their loyalty and shared characteristics with their organization and its success or failure as well (Lee, 1970; Mael & Ashforth, 1992). Furthermore, they also feel proud of being a part of an organization and highly recommend the organization's values and achievement (Charles O'Reilly & Chatman, 1986).

4.4 The research of the impact of leadership, internal communication, internal motivation and external motivation on organizational commitment

Hypothesis 1: Leadership will positively affect organizational commitment.

Hypothesis 2: Internal communication will positively affect organizational commitment.

Hypothesis 3: Intrinsic motivation will positively affect Organizational commitment.

Hypothesis 4: Extrinsic motivation will positively affect Organizational commitment.

4.5 Method and Results

4.5.1 Data Collection

4.5.2 Data Analysis and Results

The descriptive statistics result shows that it ranges with mean from 3.41 to 4.16 and its standard deviations fluctuate from 0.750 to 0.976. Moreover, Cronbach's Alpha ratio is 0.959 (>0.8) with 29 items. (see *Table 18*)

Table 18 – Descriptive Statistics (OCG2)

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|-----|---------|---------|------|----------------|
| IC01, This company encourages differences of opinions. | 249 | 1 | 5 | 3.81 | .843 |
| IC02, Most communication between management and other employees in this organization can be said to be two-way communication. | 249 | 1 | 5 | 3.77 | .834 |
| IC03, Your leader makes you feel comfortable working with him/her. | 249 | 1 | 5 | 3.82 | .849 |
| IC04, You would feel comfortable working with your leader. | 249 | 1 | 5 | 3.76 | .840 |
| LDS1, In the meeting, the leader will express the objective opinion with followers. | 249 | 1 | 5 | 3.92 | .824 |
| LDS2, In the meeting, the leader will remain impartial rather than speaking out and expressing his/her views. | 249 | 1 | 5 | 3.88 | .882 |
| LDS3, In the meeting, the leader will express the nonconservative opinion with followers. | 249 | 1 | 5 | 3.87 | .899 |
| LDS4, In the meeting, the leader will interact with followers- social distance is low. | 249 | 1 | 5 | 3.90 | .821 |
| LDS5, In the meeting, the leader will support and encourage followers to express their ideas. | 249 | 1 | 5 | 4.03 | .815 |
| LDS6, In the meeting, the leader will foster group goals. | 249 | 1 | 5 | 4.16 | .770 |
| LDS7, In the meeting, the leader will communicate a high degree of confidence in the followes' ability to meet expectations. | 249 | 1 | 5 | 3.86 | .828 |
| LDS8, In the meeting, the leader will express high performance expectations for followers. | 249 | 1 | 5 | 4.04 | .756 |
| LDS9, In the meeting, the leader provides recognition/rewards when others reach their goals. | 249 | 1 | 5 | 3.83 | .840 |
| LDS10, In the meeting, the leader empowers his/her followers to make the final decision. | 249 | 1 | 5 | 3.55 | .954 |
| IM01, Doing your job well gives you the feeling that you have accomplished something worthwhile. | 249 | 1 | 5 | 3.96 | .750 |

| | | | | | |
|--|-----|---|---|------|------|
| IM02, The things you do on your job are important to you. | 249 | 1 | 5 | 3.93 | .762 |
| IM03, You enjoy this work very much. | 249 | 1 | 5 | 3.87 | .769 |
| IM04, You have fun doing your job. | 249 | 1 | 5 | 3.82 | .797 |
| EM01, If you produce a high quality of work output, you will lead to higher pay. | 249 | 1 | 5 | 3.73 | .909 |
| EM02, This job affords you a certain standard of living. | 249 | 1 | 5 | 3.57 | .918 |
| EM03, It allows you to make a lot of money. | 249 | 1 | 5 | 3.28 | .976 |
| EM04, Producing a low quality of work decreases your chances for promotion. | 249 | 1 | 5 | 3.71 | .911 |
| OGC1, You have warm feelings toward this organization as a place to live and work. | 249 | 1 | 5 | 3.74 | .856 |
| OGC2, You feel yourself to be part of the organization. | 249 | 1 | 5 | 3.68 | .857 |
| OGC3, You like to feel you are making some effort, not just for yourself but for the organization as well. | 249 | 1 | 5 | 3.90 | .792 |
| OGC4, You really feel as if this organization's problems are your problems. | 249 | 1 | 5 | 3.96 | .756 |
| OGC5, You feel a sense of pride working for this organization. | 249 | 1 | 5 | 3.85 | .804 |
| OGC6, In your work, you are willing to put in a great deal of effort beyond that normally expected. | 249 | 1 | 5 | 3.82 | .778 |
| OGC7, The offer of a bit more money with another employer would not seriously make you think of changing your job. | 249 | 1 | 5 | 3.41 | .976 |
| Valid N (listwise) | 249 | | | | |

| Reliability Statistics | | |
|-------------------------------|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .958 | .959 | 28 |

EFA factor analysis is the next step. It is analyzed in two phases. Phase one is for independent variables, and phase two is for the dependent one.

In the first phase, four independent variables which are internal communication, leadership, intrinsic motivation and extrinsic motivation are included in EFA factor analysis with principal components method and rotation Varimax. Specifically, KMO

equals to 0.909 (≥ 0.5) and sig. 0.001 (≤ 0.05), therefore Bartlett's Test is statistically significant. (see Table 19)

Table 19 – KMO and Bartlett's Test (OCG2)

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .909 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 3790.690 |
| | Df | 231 |
| | Sig. | .000 |

After Rotation method Varimax with Kaiser Normalization, 22 items of independent variables are separated into five factors, however, only four main factors are valid.

While component 1 contains nine items named Leadership: LDS1, LDS2, LDS3, LDS4, LDS5, LDS6, LDS7, LDS8, LDS9, component 2 involves four items called Intrinsic Motivation: IM01, IM02, IM03, IM04. Similarly, component 3 mainly includes four items grouped as Internal Communication: IC01, IC02, IC03, IC04. Last but not least, Extrinsic Motivation is for component 4, mainly containing 4 items: EM01, EM02, EM03, EM04.

The evaluation of Cronbach's Alpha after EFA analysis rotated for 4 factors: Internal communication, Leadership, Intrinsic motivation and Extrinsic motivation are simultaneously at .926; .861; .890 and .811 with KMO equals to 0.917; 0.733; 0.790; and 0.718, respectively. They all are accepted. (see Table 20).

Table 20 – EFA Result – Rotated Component Matrix (OCG2)

| | Component | | | | |
|------|-----------|---|------|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| IC01 | | | .549 | | |
| IC02 | | | .705 | | |
| IC03 | | | .790 | | |
| IC04 | | | .800 | | |
| LDS1 | .670 | | | | |
| LDS2 | .672 | | | | |
| LDS3 | .675 | | | | |
| LDS4 | .604 | | | | |
| LDS5 | .770 | | | | |
| LDS6 | .735 | | | | |
| LDS7 | .721 | | | | |
| LDS8 | .677 | | | | |

| | | | | | |
|-----------------------|--------|--------|--------|--------|------|
| LDS9 | .718 | | | | |
| LDS10 | | | | | .850 |
| IM01 | | .747 | | | |
| IM02 | | .786 | | | |
| IM03 | | .759 | | | |
| IM04 | | .703 | | | |
| EM01 | | | | .622 | |
| EM02 | | | | .829 | |
| EM03 | | | | .888 | |
| EM04 | | | | .546 | |
| Eigenvalue | 5.835 | 2.821 | 3.011 | 2.564 | |
| Cumulative | 68.452 | 70.520 | 75.269 | 64.107 | |
| Cronbach Alpha | .926 | .861 | .890 | .811 | |

In the second phase, the dependent variable “organizational Commitment” is evaluated by EFA analysis. The result is that the evaluation of Cronbach’s Alpha for dependent variable “Organizational Commitment” is .919 which is accepted. Furthermore, KMO equals to 0.887 (≥ 0.5) and sig. 0.001 (≤ 0.05) that also mean the Bartlett’s Test is statistically significant and all factor loadings are more than 0.699. (see Table 21)

Table 21 – KMO and Bartlett’s Test (OCG2)

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .887 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 1201.707 |
| | Df | 21 |
| | Sig. | .000 |

CFA Factor Analysis

P=.000; CFI = .872;
 TLI = .857; GFI = .773;
 RMSEA = .089

Figure 4 - Results of SEM of research model (standardized) (OCG2)

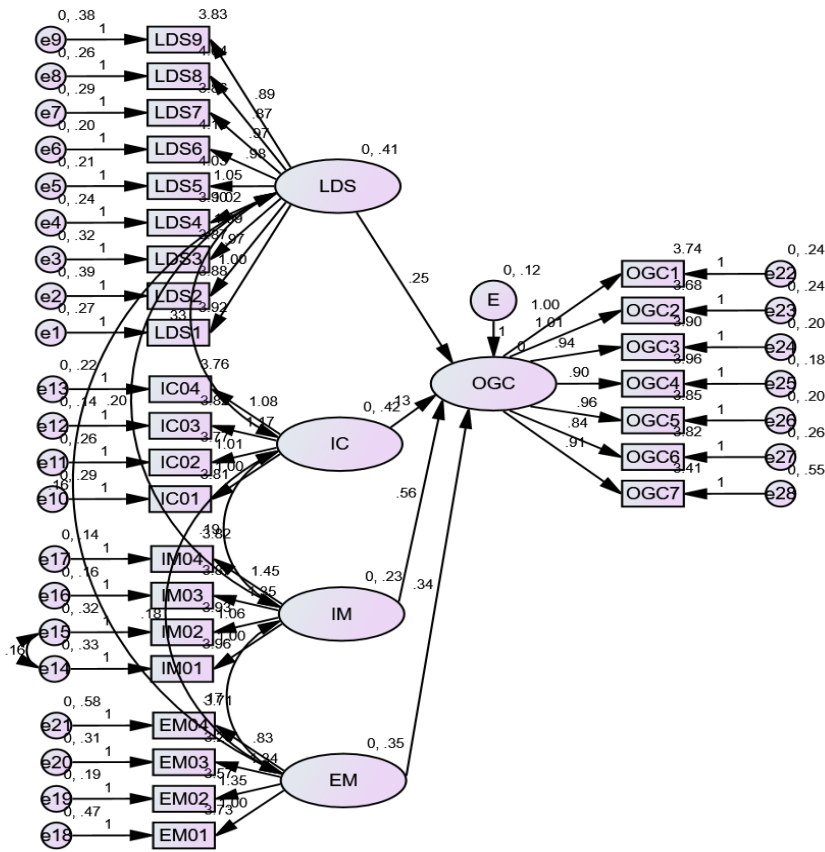


Table 22 – Regression Weights (OCG2)

| | | | Estimate | S.E. | C.R. | P | Label |
|------|------|-----|----------|------|--------|------|-------|
| OGC | <--- | LDS | .250 | .092 | 2.733 | .006 | |
| OGC | <--- | IC | .131 | .088 | 1.479 | .139 | |
| OGC | <--- | IM | .562 | .109 | 5.133 | *** | |
| OGC | <--- | EM | .344 | .072 | 4.774 | *** | |
| LDS1 | <--- | LDS | 1.000 | | | | |
| LDS2 | <--- | LDS | .966 | .083 | 11.692 | *** | |
| LDS3 | <--- | LDS | 1.095 | .082 | 13.301 | *** | |
| LDS4 | <--- | LDS | 1.025 | .075 | 13.722 | *** | |
| LDS5 | <--- | LDS | 1.046 | .074 | 14.213 | *** | |
| LDS6 | <--- | LDS | .976 | .070 | 13.995 | *** | |
| LDS7 | <--- | LDS | .974 | .076 | 12.746 | *** | |
| LDS8 | <--- | LDS | .874 | .070 | 12.496 | *** | |
| LDS9 | <--- | LDS | .888 | .079 | 11.214 | *** | |
| IC01 | <--- | IC | 1.000 | | | | |
| IC02 | <--- | IC | 1.014 | .078 | 13.026 | *** | |
| IC03 | <--- | IC | 1.171 | .078 | 15.062 | *** | |
| IC04 | <--- | IC | 1.076 | .078 | 13.856 | *** | |
| IM01 | <--- | IM | 1.000 | | | | |
| IM02 | <--- | IM | 1.062 | .083 | 12.735 | *** | |
| IM03 | <--- | IM | 1.350 | .125 | 10.831 | *** | |

| | | | Estimate | S.E. | C.R. | P | Label |
|------|------|-----|----------|------|--------|-----|-------|
| IM04 | <--- | IM | 1.450 | .131 | 11.041 | *** | |
| EM01 | <--- | EM | 1.000 | | | | |
| EM02 | <--- | EM | 1.353 | .123 | 10.989 | *** | |
| EM03 | <--- | EM | 1.342 | .126 | 10.615 | *** | |
| EM04 | <--- | EM | .827 | .110 | 7.545 | *** | |
| OGC1 | <--- | OGC | 1.000 | | | | |
| OGC2 | <--- | OGC | 1.009 | .066 | 15.176 | *** | |
| OGC3 | <--- | OGC | .937 | .061 | 15.277 | *** | |
| OGC4 | <--- | OGC | .900 | .058 | 15.432 | *** | |
| OGC5 | <--- | OGC | .961 | .062 | 15.539 | *** | |
| OGC6 | <--- | OGC | .836 | .063 | 13.339 | *** | |
| OGC7 | <--- | OGC | .908 | .082 | 11.062 | *** | |

The results of CFA factor analysis of the research model are presented in Figure 4. They are presented as follow: $P=.000$; $CFI = .872$; $TLI = .857$; $GFI = .773$; $RMSEA = .089$. According to the conditions with $P < 0.05$; $CFI, TLI \geq 0.8$; GFI is approximately 0.773 and $RMSEA$ is approximately 0.08, they all meet the requirements. Considering the above conditions, the model is consistent with market data.

Based on the results in *Table 22*, the parameters (standardized) are statistically significant ($p < 0.05$). Consequently, three factors LDS, IM, and EM have significant effects on Organizational commitment while IC with weight of .131 and P-value 0.139 less than 15%.

According to the regression weight between factors shown, while leadership positively affects organizational commitment with weight of .250, intrinsic motivation positively affects organizational commitment with weight of .562. Specifically, when leadership goes up by 1 standard deviation, organizational commitment goes up by 0.250 standard deviation and when intrinsic motivation goes up by 1 standard deviation, organizational commitment goes up by 0.562 standard deviation. Similarly, with weight of .344, extrinsic motivation has a positive effect on organizational commitment. (*see Table 22*)

4.6 Concluding remarks

It is found that empirically, four antecedents mainly affecting organizational commitment are leadership, intrinsic motivation, extrinsic motivation and internal communication. It may be explained that whereas internal communication is mentioned

in the literature of the antecedents of organizational commitment, it is insignificant in statistics. The findings restates the role of leadership as the key factor in determining whether the organization succeeds (Men, 2014). To those three main antecedents that influence organizational commitment, it is obvious that motivation plays an important role in encouraging employees to work much better for higher performance with a sense of achievement, and take more responsibility to their job (Jones & Lloyd, 2005; Latham & Pinder, 2005). Both intrinsic and extrinsic motivations really work well. Even though either of them has its own beneficial values, they are all linked to positive outcomes, higher productivity and even more organizational commitment. Employees tend to engage in their work and their organization (Gagne et al., 2010; Katzell & Thompson, 1990; Kuvass et al., 2017). Apparently, when employees feel engaged, they naturally have the perception of identification. In other words, they have their loyalty and shared characteristics with their organization and its success or failure as well (Lee, 1970; Mael & Ashforth, 1992). Furthermore, they also feel proud of being a part of an organization and highly recommend the organization's values and achievement (Charles O'Reilly & Chatman, 1986).

To conclude, the findings show that in study 01, the three main antecedents that positively affect organizational commitment are intrinsic motivation, extrinsic motivation and organizational identification while the result of study 02 states that three main antecedents that positively affect organizational commitment are leadership, intrinsic motivation and extrinsic motivation. Above all, these antecedents will help leaders making plans of action or designing suitable and efficient policies for motivating employees to increase their job performance and have more commitment to their organization.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Due to the advent of the fourth industrial revolution in information and communication technologies and the significant change in business ecosystems, organizations and enterprises have to face with new challenges and intensive competition. How to manage a business effectively and successfully is the most important goal of all businesses on their way to expand and develop, including how to keep employees stay loyally with their organizations. For decades, most researchers have confirmed that highly committed employees may perform better than less committed ones. It is also believed that there is an integrated relationship among meeting effectiveness, leadership, job satisfactions with organizational commitment. In general, meetings are considered as the focal points for organizational members' essential activities. If a meeting is effective in facilitating organizations and employees to reach their goals, its benefits as an organizational tool is undeniable. Employees' goals and an organization's goals will lead to meeting effectiveness which is a timed process as well. It surely brings benefits to the entire organization. In addition, from the literature review of meeting effectiveness, it emphasizes the role of leadership. Leaders or meeting organizers play the very essential role. Whenever conflicts occur, leaders or meetings organizers will be those who make the final decision. They manage and control whatever activities during a discussion time. Most conflicts on work can be peacefully resolved through the meetings. If given-solutions aim to improve team effectiveness, they will bring positive experience and benefits to related-problem members. Thanks to meetings, subordinates feel satisfied with their job because during interactions, they have chances to exchange information, clarify ideas, build common ground and so forth. In fact, effective meetings will help subordinates devote more efforts and increase more commitment to their workplace. In other words, if subordinates feel satisfied with their jobs, they will express their strong desire to keep the membership with their organization.

Consequently, in order to survive, all enterprises are in the need of adapting and integrating with several adaptive drivers which are meeting effectiveness, leadership,

job satisfaction for more loyal and committed employees and organizational commitment.

Specifically, the current problem is that meetings in the workplace are said to be the poor and ineffective use of time. It is said that meetings are rarely necessary, longer than expected, lacking formal rules or structure (Belisle et al., 2022b). Moreover, many studies review that meetings are costly, unproductive and dissatisfying (Grosse & Femenias, 2022).

Having the same view point, several authors point out that if the meetings are effective in facilitating organizations and employees to reach their goals, their benefits as an organizational tool is obvious (Rogelberg et. al., 2006). Based on the meeting's quality, employees may evaluate workplace meeting as positive interruptions, otherwise, meetings may be considered as negative interruptions that waste valuable time (Allen et. al., 2020). Thus, meeting effectiveness partly plays an essential role in strengthening commitment.

Apparently, thanks to satisfaction, strong commitment will bring the company high employees productivity, reduced absenteeism, excellent team players and strong advocates. Committed employees are willing to dedicate for their organization because they believe in the organization, its goals, vision, missions and leadership team. Organizations surely get higher performance of organizational members and easily achieve goal attainment. That's why thousands of empirical studies of organizational commitment, job satisfaction and meeting effectiveness have been conducted. However, until now, there hasn't had any research showing the relationship between meeting effectiveness, leadership, internal communication, organizational commitment and the mediating role of job satisfaction on these relationships.

Consequently, the dissertation is conducted for exploring the five main constructs: meeting effectiveness, leadership, internal communication, job satisfaction and organizational Commitment.

Firstly, the author aims to find out what antecedents affecting meeting effectiveness. Specifically, the author expects to investigate how voice, leadership power and other factors such as internal communication, agenda that affect meeting effectiveness. The results reveal three antecedents affecting meeting effectiveness:

leadership, agenda and internal communication. Clearly, leaders play the vital role in formulating an organization vision, making effective plans for vision implementation in reality as well as creating a healthy environment and organizational culture to grow ethical behaviors inside the organization. From the meeting literature perspective, the role of meeting leader is vital. Especially, in a highly diverse workforce, leadership becomes too complicated and needs to be skillful. It is considered as the key factor in determining whether the organization succeeds. Leaders should lead subordinates in a fair, effective and respectful way. Most previous studies confirm that subordinates surely become more committed to the organization when they are working with inspirational leaders who willingly instruct them in uncertainty and encourage their abilities and talents. In addition, it is obvious that during the process of interaction, conflicts may exist and therefore how to resolve conflicts needs to be concerned. At any circumstances, most authors from previous studies believe that when conflicts occur in the meeting, if they are resolved in a constructive way, they will surely bring more benefits for the organizations. Importantly, meeting effectiveness, more or less, become crucial in Vietnamese organizations because Vietnamese people belong to high-context culture. They tend to nonverbal, indirect, implicit and collectivistic. In most meetings, subordinates rarely or never raise their ideas, even though they disagree with ideas from their superiors. They seem to be obedient and passive. During the meetings, some subordinates suggest solutions and receive an approval from their boss but it still doesn't work because a boss does promise but doesn't keep it. Moreover, Vietnamese superiors are referred to be so conservative and high-power distance. Vietnamese organizations have poor quality, leading to diminish staff's job enthusiasm and in turn weakening the organizational commitment. Effective and efficient meetings will motivate subordinates make more contributions and increase commitment to their workplace. Thus, what makes meetings more effective needs to be conducted.

Next, the author investigate the relationships among four factors: leadership, meeting effectiveness, job satisfaction and organizational commitment. The author designs a survey based on the four research questions: How to make meetings more effective? How does leadership affecting organizational commitment? How does meeting effectiveness affecting organizational commitment? What will mediate the

influence between meeting effectiveness and organizational commitment? This study contributes to the literature by investigating the relationship among four factors: leadership, meeting effectiveness, job satisfaction and organizational commitment. Its findings show that job satisfaction has a positive influence on organizational commitment and confirm that job satisfaction mediates the relationship between meeting effectiveness and organizational commitment. To some extent, it is explained that whenever subordinates feel satisfied with their job through meetings, they will more commit to their organizations.

After that, two approaches have been conducted to confirm the antecedents that strongly affect organizational commitment. While the first is about the research of the impact of internal motivation, external motivation, employee voice, organizational identification and perceived organizational commitment on organizational commitment, the second is about the research of the impact of leadership, internal motivation, external motivation and internal communication on organizational commitment.

It is found that six antecedents mainly affecting organizational commitment are internal motivation, external motivation, organizational identification, perceived organizational commitment, internal communication and leadership. Evidently, motivation is commonly known as a sense of achievement, recognition for high performance, responsibility and individual development and also considered as a psychological process of the exchange between individual and environment. While intrinsic motivation relates to the state of interest and enjoy or work engagement, positive outcomes, productivity and so forth, the latter is about doing something for instrumental reasons or visible incentives. In addition, whenever people have trusts and beliefs in their organization, they definitely own the perception of oneness or belongingness with an organization where he or she tightly involves in and shares with its successes and failures.

The survey is investigated in the context of Vietnamese organizations with 34 Vietnamese organizations from a variety of sectors such as tax, banking, health service, airlines, education and business.

The contributions of the dissertation are initially to build the body of literature in the field of meeting effectiveness, job satisfaction and organizational commitment from theoretical perspective. Thanks to the result of studying meeting effectiveness, it believes that job satisfaction positively linked to meeting effectiveness. Besides that, two more prominent contributions of the dissertation are to explore the impact of the mediating role of job satisfaction on the causal effect of meeting effectiveness on organizational commitment and confirm the vital role of leadership on organizational commitment.

Next, from the empirical aspect, it emphasizes that the role of meetings and job satisfaction become more important and need to be taken into account for every organization if it expects to gain more committed subordinates.

Finally, from the perspective of management, the top managers or leaders may apply these suggested models from the findings such as a model of determinants to gain more effective meetings in the context of Vietnamese organization; a model of antecedents strengthening organizational commitment; factors affecting organizational commitment; building organizational commitment: the analysis of indicators and the impact of job satisfaction as a mediator of the effects of meeting effectiveness on organizational commitment for better organizational outcomes in both public and private sector.

In short, there are some suggestions for practice. Obviously, meeting organizers or leaders should strengthen the quality of assemblies more effectively and efficiently by improving their leadership styles and ensuring a fair fit with their organizational culture. This strategy would facilitate an inspire engagement between subordinates and organizations. Next, job satisfaction needs to be accorded priority. Most problems or conflicts occurring during work exchanges should be comprehensively and sufficiently resolved, especially in face-to-face meetings. Whenever subordinates feel satisfied with their jobs, they express a strong desire to maintain membership in and commitment to their organizations. Above all, for the perspective of human resource management, when recruiting and developing personnel, leadership teams should be carefully considered and designated as they will be the ones in charge of employee development and closely direct their subordinates in every act and strategy that they implement at

work. Furthermore, the findings can be used by managers and organizational analysts as reference in seeking ways to increase employee retention, performance, and commitment.

The dissertation's vital purpose is to help leaders making strategic plans of action or designing suitable and efficient policies for motivating employees to increase their job performance and have more commitment to their organization with the optimal purpose of achieving better profitable benefits, based on these internal resources.

From the perspective of contributions, in theory, the author has contributed in the literature review about the concepts of meeting effectiveness, job satisfaction, leadership and organizational commitment in Vietnamese context.

For the sake of the management, the empirical findings show that as from the previous findings even though meetings seem to be time and effort wasters, meeting effectiveness brings a lot of benefits for organizational members. It is particularly related to goal attainment and decision satisfaction. They need be considered and improved in an effective and efficient way so that subordinates make more contributions and increase commitment to their workplace. Furthermore, it is evident that meeting effectiveness is significantly influenced by the two dominant factors consisting of leadership and substantive conflict. Meeting leaders' guides decide whether the meetings are effective or not. Leadership plays a very important role in transforming, motivating and enhancing subordinates' actions and ethical aspirations. Moreover, during the process of interaction, conflicts may exist and therefore, how to resolve conflicts needs to be concerned. That's why empirically the results reveal two antecedents affecting meeting effectiveness including Leadership and Substantive conflict are undeniable.

Moreover, the findings also shed light on the practical meaning of organizational commitment in the context of Vietnamese organizations. Leadership and job satisfaction are related because to increase job satisfaction among subordinates, leaders should thoroughly resolve every conflict or problem in meetings. This approach is responsible for the significant influence of meeting effectiveness on job satisfaction. Whether meetings are effective or not rests primarily on the performance of leaders or meeting organizers; that is, leadership positively affects meetings. Previous studies

confirmed that highly committed employees may perform better than less committed ones. If employees are gratified with their work, they become more committed to their organizations. In addition, the author takes into account the stereotypes of these four concepts in Vietnamese context.

The dissertation has been conducted in the careful and thoughtful process.

Specifically, the dissertation is *initially* to build the body of literature in the field of meeting effectiveness, leadership, job satisfaction and organizational commitment from theoretical perspective. The four main studies have been conducted consisting of determinants to gain more effective meetings in the context of Vietnamese organizations; a model of antecedents strengthening organizational commitment; factors affecting organizational commitment and critical factors for organizational commitment: an empirical study in Vietnam. Thanks to the result of studying meeting effectiveness, it recognizes that job satisfaction positively linked to meeting effectiveness. Besides that, two more prominent contributions of the dissertation are to explore the impact of the mediating role of job satisfaction on the causal effect of meeting effectiveness on organizational commitment and confirm the vital role of leadership on organizational commitment.

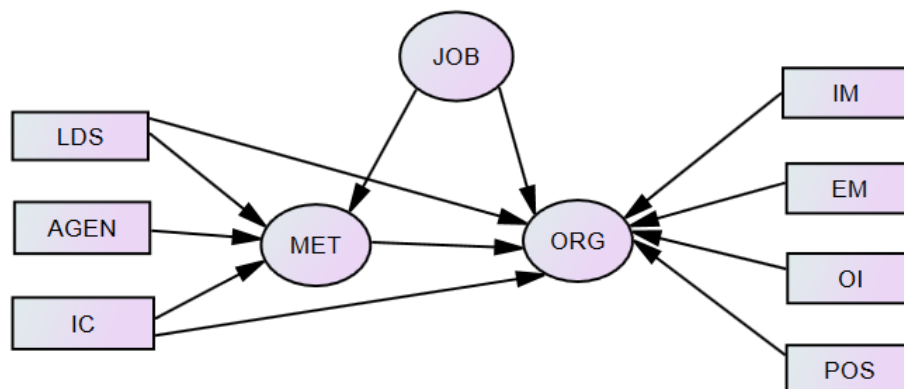
Next, from the empirical aspect, due to the vital role of cultures, especially in Vietnamese culture, Vietnamese people tend to work in harmony, have in-group thinking style and be acquainted with obeying superiors' orders without questions or debates. Therefore, it is obvious that the role of meetings, leadership and job satisfaction become more important and need to be taken into account for every organization if it expects to gain more committed subordinates.

Finally, from the perspective of management, the top managers or leaders may apply these suggested models from the findings such as a model of determinants to gain more effective meetings in the context of Vietnamese organization; a model of antecedents strengthening organizational commitment; factors affecting organizational commitment; building organizational commitment: the analysis of indicators and the impact of job satisfaction as a mediator of the effects of meeting effectiveness on

organizational commitment for better organizational outcomes in both public and private sector.

In short, there are some suggestions for practice. Obviously, meeting organizers or leaders should strengthen the quality of assemblies more effectively and efficiently by improving their leadership styles and ensuring a fair fit with their organizational culture. This strategy would facilitate an inspire engagement between subordinates and organizations. Next, job satisfaction needs to be accorded priority. Most problems or conflicts occurring during work exchanges should be comprehensively and sufficiently resolved, especially in face-to-face meetings. Whenever subordinates feel satisfied with their jobs, they express a strong desire to maintain membership in and commitment to their organizations. Above all, for the perspective of human resource management, when recruiting and developing personnel, leadership teams should be carefully considered and designated as they will be the ones in charge of employee development and closely direct their subordinates in every act and strategy that they implement at work. Furthermore, the findings can be used by managers and organizational analysts as reference in seeking ways to increase employee retention, performance, and commitment.

The dissertation's vital purpose is to help policy makers making strategic plans of action or designing suitable and efficient policies for motivating employees to increase their job performance and get more commitment to their organization with the optimal purpose of achieving better profitable benefits, based on these internal resources.



5.2 Recommendations

Firstly, based on the literature of meeting effectiveness, it also has the great impact on organizational commitment. What should do next is to find out more antecedents for the relationship between meeting effectiveness and organizational commitment which motivates and inspires subordinates to engage more closely in their organization.

Secondly, on the basic of the literature on organizational commitment, numerous factors other than just those ones addressed in the current study exert tremendous effects on organizational commitment. The findings just emphasize the four main factors including leadership, job satisfaction, internal communication and meeting effectiveness. Therefore, we should find out more factors affecting organizational commitment.

Last but not least, due mainly to the benefits of organizational commitment for both employees and employers in order to facilitate employees to more engage in their job and organization, what should explore next are:

- To investigate more indicators to make meeting more effective, taking advantage of internet of things (IoT);
- To find out other factors interfering the effect of meeting effectiveness on organizational commitment which motivate and inspire subordinates to engage more closely in their organization, besides job satisfaction;
- To explore more antecedents contributing to the meeting effectiveness and factors influencing organizational commitment in the age of 4.0 industry.

5.3 Limitations

Data sample should be extended into more sectors and more than 34 enterprises. It should be distinguished into two types of participants in which one group is from the private form and the other is from the state or public one. This topic can be extended to study the role of the latter.

Besides, the Vietnamese culture is closely linked to the Confucian culture, therefore, the author should conduct more research of how it influences the way people work and communicate and how to change and improve for the better.

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