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

**DOCTORAL DISSERTATION**

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# **THE DECLARATION OF ACADEMIC HONESTY**

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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

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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

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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

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## 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. The Vietnamese culture shares a long and similar Confucian-based cultural heritage, therefore, Vietnam is in the paradoxical position of embracing both collectivism and individualism. It is initially easier to adopt new individualistic values than to forsake long-held collectivist Confucian-based values (Swierczek & Ha, 2003). 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 in a sector of business and management (Cox, Hannif, & Rowley, 2013).

Moreover, from conflict theory, it is related to individual and work-team effectiveness and productivity. Far or less, it is also devoted to outcomes including job satisfaction and organizational commitment (De Dreu & Beersma, 2005). 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. Besides conflict solving, determinants of promotional chances and supervisory support work well in job satisfaction (Gaertner & Robinson, 2000). According to Valaei (2016), more specifically, while payment, promotion, fringe benefits, co-worker, communication, operating procedures and nature of the work are positively linked to affective commitment, payment, promotion, fringe benefits, supervision, contingent rewards,

operating procedures and nature of work have a positive relationship with normative commitment (Valaei & Rezaei, 2016).

Like meetings, commonly, the concept of organizational commitment in recent years attracts a lot of worldwide researchers so far. There have been several experimental studies conducted to increase employee commitment to organizations. Considered as organization's assets, employees play the vital role for several rational reasons. 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. Nowadays, 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. Even, conflicts may exist during the process of interaction. And, if they are resolved in a constructive way through the meetings, they will surely bring more benefits for the organization. Furthermore, leadership power plays a very essential role in making a meeting effective. Obviously, whenever employees feel satisfied with their job, they reveal their emotions with the respect of their work environment and cognitive evaluation of the well-being quality of their job such as with pay, coworkers or supervisors (Alegre, Machuca, & Mirabent, 2015; Yousef, 2017).

Most importantly, as mentioned above, why those factors that become integrated in making meeting effectively in the context of Vietnam are caused by the Vietnamese culture. It forms the way Vietnamese people treat and behave in workplace such as leadership (power distance, high-context), agenda (time-orientation) and so forth.

After a long period of doing research involved in the above indicators, the authors find out that there are strong relationships among them in which leadership directly affects meeting effectiveness; meeting effectiveness influences organizational commitment with the mediation of job satisfaction and also investigate that organizational commitment is influenced by leadership as well.

In short, from the perspective of contributions, this dissertation's findings have contributed to the body of literature in the research field of meeting effectiveness, leadership, job satisfaction and organizational commitment from theoretical perspective in Vietnamese context.

In terms 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.

Overall aims of the dissertation are to help leaders making strategic plans of action or designing suitable and efficient policies for motivating employees to increase their job performance and to encourage them make more commitment to their organization. Moreover, the optimal purpose is to achieve better profitable benefits, based on these these internal resources.

## **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.

In terms of the current relevant theories related to the dissertation, the concept of meetings has been studied by several authors from over the world surrounding the topics about “perceived meeting effectiveness in the role of design characteristics and meeting modes”, “a tool for reducing the time loss and dissatisfaction associated with meetings”, “psychology safety at Local Union Meeting”, “driving meeting effectiveness through organizational process improvement”, “meeting mode effects on quality and effectiveness with clients and sales” and so forth. However, in the context of Vietnam, except the topic about actual situation of degree of meeting social needs for professional capacity of bachelor of sports majoring, the others haven’t been closely related to meeting effectiveness. Moreover, in terms the concepts related to organizational commitment, leadership and job satisfaction, they have been explored but scattered. Therefore, the author aims in the focused way to find out the causal relationships among the concepts as variables so that the results help to contribute the new theories and managerial aspects.

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. Vietnamese managers feel comfortable 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”. Compared to Australian managers, 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 et al., 1999). Actually, 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 the thoughts and behaviors towards the same thing or phenomena (Nguyen & Truong,

2016). According to Hofstede, there are five dimensions in cultural differences including Power distance, individualism and collectivism; Masculinity and Femininity; Uncertainty avoidance; and Time-orientation. Culture is difficult to change. The Vietnamese culture shares a long and similar Confucian-based cultural heritage, therefore, Vietnam is in the paradoxical position of embracing both collectivism and individualism. It is initially easier to adopt new individualistic values than to forsake long-held collectivist Confucian-based values (Swierczek & Ha, 2003).

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:

From the perspective of theoretical contributions, the author aims to provide the body of literature in the fields of meeting effectiveness, leadership, internal communication, job satisfaction and organizational commitment by conducting the following studies as:

- 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

From the perspective of practical implications, the author aims to contribute the profound ideas of organization commitment to the top management for making better organizational outcomes in human resource management, performance, productivity, commitment and so forth in both public and private sector.

Specifically, the findings provide the framework for meeting organizers to control their leadership in a proper way and constructive way; for top managers or leaders to make strategic plans of action and to design suitable and efficient policies for motivating

employees to strengthen their job performance and increase more commitment; and for the organization itself to achieve better profitable benefits.

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  $\geq 1$  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, surprisingly, 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.<sup>1</sup>

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

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<sup>1</sup> 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."

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.<sup>2</sup>

In chapter 4, two approaches have been conducted.

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.<sup>3</sup>

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

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.

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<sup>2</sup> 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).

<sup>3</sup> 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).

<sup>4</sup> 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

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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.

Obviously, all meetings are unlike. They vary in several ways, depending on the way people involved, group’s size, tools used, management styles, and overall design of the meeting. Moreover, much time and effort is devoted to work meetings with the aims of information sharing, decision making, and problem solving (J.A. Allen, 2012). Moreover, meetings (Meinecke & Lehmann-Willenbrock, 2015) offer an exciting gateway to dynamic social processes in organizations. During their meeting interactions, employees exchange information, build common ground, create new ideas, manage relationships, and make or break team climate.

Everyday experience makes it evident that, not all meetings are effective (Leach, Rogelberg, Warr, & Burnfield, 2009). To most working adults, meetings are often viewed as time-wasters but better or worse, it becomes a common workplace activity, occurring everyday around the world. They play the central role of the work environment that can affect many different aspects of one's job, such as job satisfaction with several purposes which may include decision making, information sharing, product design and development. According to the previous reviews and surveys of managers and staff, Nicholas (2001) also states that meetings are an important part of one’s working life (Nicholas & Jay, 2001). Above all, meetings need to be held to accomplish

several tasks such as reaching important consensus, making changes, coming up with new ideas and the forth. According to previous researches, they reveal that as many as half of these meetings are considered poor in quality.

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**

### **2.1.1 Meeting effectiveness**

Even though there are several studies surrounding the concept of meeting effectiveness and what factors affecting it, there is no consensus among them. Workplace meetings seem to be perceived as ineffective and have bad image and

reputation (Belisle, Paquet, & Lafranchise, 2022a). Furthermore, because meetings are considered to be poor and ineffective in Vietnamese context, especially based on Vietnamese culture, finding out how internal communication, substantive conflict, agenda and leadership power affect meeting effectiveness becomes essential, especially in Vietnamese organizations.

In general, meetings are considered as the strategic role in the Social Practice that brings consequential strategic outcomes to the organization. Furthermore, they can be recognized as the focal points for organizational members' essential activities (Jarzabkowski & Seidl, 2008). There are several types of meeting such as board meetings, committee meetings, departmental meetings and so forth (Baker, 2010).

Rogelberg (2006) points 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, Leach, Warr, & Burnfield, 2006). Thus, meeting effectiveness needs to be improved in order to get higher performance of organizational members. It was closely related to goal attainment and decision satisfaction. The research suggests that effective meetings need to be open in communicating, task-focused, impartial and strict to the use of agenda (J.A. Allen, Willenbrock, & Landowski, 2014; Nixon & Littlepage, 2014).

According to Nixon (2014), employees' goals and an organization's goals will lead to meeting effectiveness which is a timed process as well. It should bring benefits to the entire organization. The effective meeting shouldn't be lack of the clear purpose and specific agenda, date, duration and materials (Bagire, Byarugaba, & Kyogabiirwe, 2015). Besides that, Bagire (2015) emphasizes that the central role of the chairperson who conducts the meeting decides the meeting effectiveness.

Put it another way, some author states 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).

Researchers of ethnography have more explanations in the differentiation of behaviors and attitudes of organizational members, known as organizational culture and they also state that cultural behaviors to some extent enforce the rules, laws and norms. For instances, the meanings of communication are implied by the culture and the context of an organization (Safriadi, Hamdat, Lampe, & Munizu, 2006). Sharing activities among organizational members are shaped by organizational values. The way members share their insights will be supported by behaviors from organizational culture (Alavi, Kayworth, & Leidner, 2005-6). Undoubtedly, in order to make meeting effective, several factors need to be discussed.

Actually, an organization is mostly influenced by the top leader who has the strongest power in final decision-making. This most powerful person will get involved either directly or indirectly in the meeting decision. A middle manager who hosts the meeting is still there but unable to conclude or give any solutions. As a result, the leader's style and role become a decisive factor in setting organizational culture. It is known as leadership.

### **2.1.2 Leadership**

From the meeting literature perspective, the role of the meeting leader is vital (Nixon & Littlepage, 2014). In a highly diverse workforce, leadership becomes too complicated and needs to be more skillful. It is considered as the key factor in determining whether the organization succeeds (Men, 2014). The style of leading should be "simpatico" or "diversity-friendly". A diversity leader from CEO to the first line supervisor is considered as a corporate manager who leads subordinates in a fair, effective and respectful way. Nine characteristics that a diversity leader must possess are Sensitive, Impartial, Mediators, Patient, Amiable, Teachers, Involved, Communicators, and Optimistic (Hopkins & Hopkins, 1998). Also, in term of leadership, Simola (2012) recommends transformational leadership in which leaders aim to transform, motivate and enhance their subordinates' actions and ethical aspirations. It has an influence in motivating employees' effective work performance (Eliyana & Maarif, 2019). It contains four dimensions which are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Judge & Bono, 2000; Simola, Barling, & Turner, 2012). Furthermore,

this type of leadership brings more benefits for leading present workgroups because today's followers turn more challenged and empowered. Followers are in the need of an inspirational leader to guide them in uncertainty and intellectually stimulate and encourage their abilities and talents (Bass & Riggio, 2006). Put another way, Kirkpatrick (1991) emphasizes leader's traits which include achievement, motivation, ambition, energy, tenacity and initiative. Leaders should be provided essential skills such as formulating an organization vision, making effective plans for vision implementation in reality (Kirkpatrick & Locke, 1991).

From most previous studies about leadership, the type of charisma becomes emerging. Partly like ethical one, emotionality is the main dimension in charismatic leadership, the nature of which is not very rational. Problem-solving is not mostly based on authority but rather on personal characteristics (Marjosola & Takala, 2000). Leadership can't be fulfilled without groups who have the common goals. Surely, it is hard for leaders or managers effectively achieving organization's goals and that the leader can only achieve goals through followers' efforts and actions (Andersen, 2006). Fry (2007) highly appreciates type of servant leadership which consists of four elements such as being a servant first, making sure that other people's needs are served; serving through listening; serving through people building and serving through leadership creation (Fry, Matherly, Whittington, & Winston, 2007). Similarly, another type of leadership is transformational leadership by which leaders motivates followers by appealing to their higher-order needs and induce employees to transcend self-interest for the sake of the group or the organization (Men, 2014). For the emphasis, Wallis (2002) strengthens that followers are mainly influenced by leadership's inspiration in which values and beliefs are shared by both leaders and followers. Zhu (2004) believes in ethical leaders who behave morally and always tend to create a healthy environment and organizational culture to grow ethical behaviors inside the organization (Zhu, May, & Avolio, 2004). Above all, researchers in this field point out several definitions of leadership, but to what extent, leadership is defined or limited by its cultural context (Wallis, 2002). In reality, the meeting will be more effective if it is led by the transitional or charismatic leadership. Therefore, the author proposes:

*Hypothesis 1: Leadership significantly affects meeting effectiveness.*

Besides leadership, internal communication assists to transform information more specifically and effectively.

### **2.1.3. Internal Communication**

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 ). Moreover, Martic (2014) emphasizes “Through internal communication, executives "pilots" the organization, as well as assure and guide employees to follow the mission and goals, encourage loyalty, enhance employees to identify with the organization, increase their motivation and satisfaction with their work, develop mutual positive relationships between employees and the impact on the socialization of employees and organizational culture.”(Martic, 2014). Above all, the best method for facilitating employees to gain specific goals is face-to-face communication (Okanovic, Stefanovic, & Suznjevic, 2014).

Even though, several blocks in communication happen such as age, gender, previous history of organization, distrust in management, regional differences and so far (Smith & Mounter, 2008). If it is symmetrical, it has the positive effect on the relationship between employees and their organization which in turn leads to employee advocacy. Men (2014) also claims that there is a linkage among leadership, communication and employee outcomes which positively cultivates the quality of this relationship(Men, 2014; Men & Jiang, 2016). If communication is effective, it plays as an useful weapon for an organization (Ruck & Welch, 2012; M. Welch, 2011).

Communication behaviors have an indirect contribution to the success of the company through employee attitudes (Mazzei, 2010). Furthermore, effective communication will foster the closer relationship between senior managers and employees (M. Welch, 2011).Especially, in the change process, along with commitment, social and cultural values, it plays a key role in which employees share information, build relationship and make things meaningful (Linke & Zerfass, 2011; Men & Stacks, 2014). From the same view point, Daly (2002) strengthens that internal communication is also a key issue with regard to how successful change management programs are performed (Daly, 2002). In the process of constructing a culture of

transparency in an organization between management and employees, face-to-face communication is one of the important means of internal communication (Mishra, Lois Boynton, & Mishra, 2014). Mishra (2014) and Vercic (2012) strongly state that the executives choose communication strategies in the aim of building trust and engagement with employees and actually, they consider internal communication as a management function in charge of intra-organizational communication (Mishra et al., 2014; Vercic, Vercic, & Sriramesh, 2012). And therefore, this is the proposition of the relationship between internal communication and meeting effectiveness.

*Hypothesis 2: Internal communication significantly affects meeting effectiveness.*

It is unavoidable that internal communication may cause conflicts. How to manage conflicts is considered as art and science. From the perspective of conflict literature, substantive conflict is highly recommended.

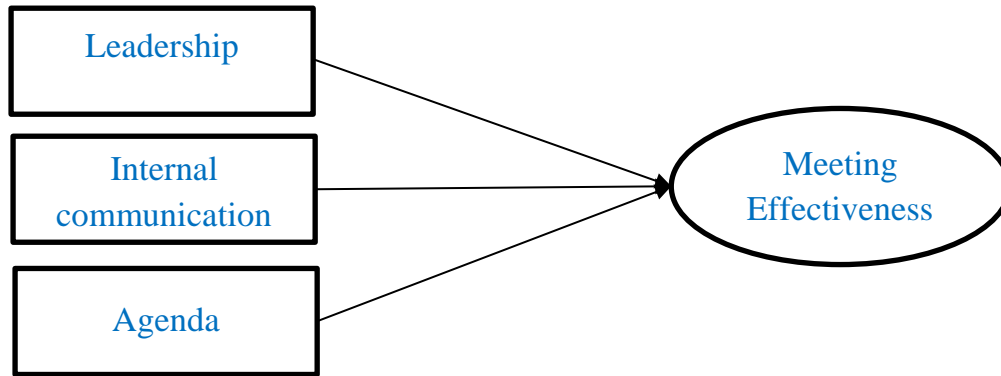
### **2.1.5 Agenda**

Agenda is another meeting issue that needs to be concerned because it affects member preparation, time-use effectiveness and finally, meeting effectiveness (Nixon & Littlepage, 2014). Depending on agenda-based meeting management, an agenda enables meeting leaders to manage one or more meetings for locally-located participants, remote participants or both (Butt, 2006).

Basically, an agenda makes teamwork more task-focused and issue-focused. It is viewed as the “purchase point” decision for team members (Inglis & Weaver, 2000). A formal meeting agenda brings meeting participants or members involved specific information about the structure of a meeting time, place, topics related, or other preparatory work (D. D. Welch, 2008). Moreover, it keeps the meeting happening in the correct sequence and covering the right topics. There are a couple of benefits for either the chair of the meeting to make sure the agenda is correct or participants to prepare for a meeting (Baker, 2010). Above all, an agenda in advance is indispensable to meeting effectiveness. As a result, the proposition is suggested as:

*Hypothesis 3: Agenda significantly affects meeting effectiveness.*

To sum up, from previous studies of the meeting literature, it seems that there are three dominant factors affecting meeting effectiveness in the context of Vietnamese organizations as the author's suggestion in the following conceptual model.



**The conceptual model**

## **2.2 Method and Results**

### **2.2.1 Data Collection**

The data for the research is based on the survey of one hundred and fifty-seven participants who are working at about 31 Vietnamese organizations from a variety of sectors such as tax, banking, health service, airlines, education and business. Specifically, they all are subordinates with various titles from middle managers to staffs, but not in the top management board. In other words, participants are those who lead a meeting, but still are led by other meeting organizers. The questionnaires included five variables: meeting effectiveness, agenda, leadership, substantive conflict and internal communication and were distributed as hard copies that required handwritten responses. These questions contained 30 items using five-point Likert scale: totally disagree, disagree, neutral, agree, totally agree. A total of completed 157 questionnaires performed within five months in Ho Chi Minh City and Kien Giang in southern Vietnam were returned and valid. Quantitative research is conducted by non-probability sampling.

### **2.2.2 Data Analysis and Results**

To ensure the items in the questionnaire and the model to be valid and reliable, a part of the questionnaires is conducted as a pilot test for testing the clarity of contents



and misspelling. Then, one hundred and fifty-seven participants are surveyed. The result is applied SPSS software with the following steps: Statistic analysis; evaluation of Cronbach alpha for each factor; EFA, then used Amos to analyze SEM model based on the EFA's result.

The result of descriptive statistics shows that it ranges 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	Approx. Chi-Square	2450.774
Sphericity	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 Barlett’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  $\geq 0.8$  and RMSEA is more than 0.08. They all meet the requirements. Considering the above conditions, the model is consistent with market data.

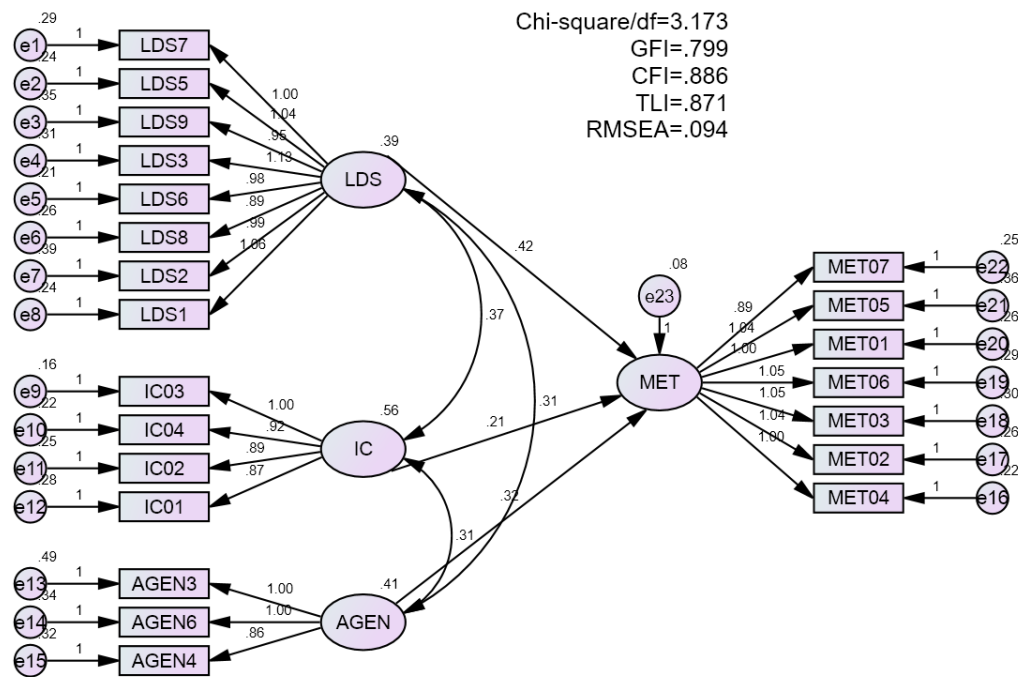
### **Figure 1-Results of SEM of research model (standardized) (MET)**

#### *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

Meetings happen frequently in every organization for several purposes such as fulfilling vital goals, making changes and exchanging ideas. While to most working people, meetings seem to be time and effort wasters, meeting effectiveness brings a lot of benefits for organizational members from several past studies. It is evident that meeting effectiveness is closely related to goal attainment and decision satisfaction. Therefore, meetings need be improved in an effective and efficient way so that subordinates make more contributions and increase commitment to their workplace.

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.

As mentioned above, according to Vietnamese culture, Vietnamese people are said to be collectivistic and high-context and there have the hierarchical management and the far power distance that influence their perception and operations. In the research process, the author finds out that meeting is the first important factor that needs to be studied due to its necessity in Vietnamese context in order to grow sustainably in the competitive world in the age of the revolution in information and communication technologies. Based on the findings of meeting effectiveness in this study with the important role of leadership, the author continues exploring the impact of job satisfaction as a mediator of the effects of meeting effectiveness on organizational commitment because it is obvious that the more effective the meeting, the more satisfied the subordinates feel (Burnfield et.al., 2006).

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

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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).

There has been increasing interest among researchers and scholars regarding the concepts of job satisfaction, leadership, meeting effectiveness and organizational commitment. In fact, these terms have become subjects of interest for most research papers due to the vital roles they play in the development of an organization. It is believed that there is an integrated relationship among them. In every organization, meetings are the common activities for the variety of purposes such as performing and reaching vital goals, communicating and exchanging ideas or making changes and the like. However, most meetings are considered to be ineffective even though much time and effort is devoted (J.A. Allen, 2012). Actually, from the literature of meeting effectiveness, leaders or meeting organizers play the very essential role (Nixon & Littlepage, 2014). For instance, whenever conflicts occur in the meeting, leaders or meeting organizers will be those who make the final decision. They control whatever activities during the discussing time. Through meetings, most conflicts happening at



work are resolved publicly. If given-solutions aim to improve team effectiveness, they will bring positive experience and benefits to related-problem members (Esquivel & Kleiner, 1996; Guetzkow & Gyr, 2015). Thanks to meetings, subordinates feel satisfied with their job because during interactions, they have chances to exchange information, clarify ideas, build common ground, contribute ideas and so forth (Meinecke & Lehmann-Willenbrock, 2015). In fact, effective meetings will encourage subordinates to contribute more efforts and increase more commitment to their workplace. In other words, if subordinates feel satisfied with their job, they will express their strong desire to keep the membership with their organization (Mowday et al., 1978; Steers, 1977).

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**

#### **3.1.1 Meeting effectiveness**

Generally, meetings play a vital role in organizations because they strategically produce consequential outcomes. They can also be considered as the central points for organizational activities that are essential for members (Jarzabkowski & Seidl, 2008). Typical kinds of meeting are listed as board meetings, committee meetings, departmental meetings and the like (Baker, 2010). If the meetings aim at facilitating employees and organizations to achieve their goals, they obviously become organizational tools that bring benefits (Rogelberg et al., 2006).

As a result, meeting effectiveness needs to be focused for gaining organizational members' higher performance. Actually, it was tightly involved in decision satisfaction and goal attainment. Several studies claim that to be effective, meetings need to be open, task-focused and impartial in communication (Allen et al., 2014; Nixon & Littlepage, 2014). To strengthen the same viewpoint, Bagire (2015) states that the effective meeting

shouldn't lack a clear purpose and a specific agenda, date, duration and materials and moreover emphasizes that whether a meeting is effective or not is mainly relied on the chairperson's central role in leading the meeting (Bagire et al., 2015). Even though factors such as irrelevant topics, excessive time length and poor or inadequate preparation may affect meeting productivity (Nicholas & Jay, 2001), the important one is the role of team leaders or facilitators who control a meeting (Volkema & Fred, 1996). Specifically, an organization is mainly influenced by the host who has the strongest power in making the final decision (Lestari et al., 2020; Nguyen et al., 2021; Nguyen & Khoa, 2020). It is referred as leadership.

### **Leadership**

From the literature of meeting effectiveness, it can be inferred that the leaders play most essential role (Nixon & Littlepage, 2014). In current situation with a highly diverse workforce, leadership is the decisive factor for any organization's success. It needs to be trained and improved (Men, 2014). The common style is named "diversity-friendly" or "simpatico". Generally, a diversity leader works as a corporate manager, that is, he or she leads subordinates in an impartial, effective and communicative way. Moreover, such a diversity leader is expected to have those characteristics which are Sensitive, Impartial, Mediators, Patient, Amiable, Teachers, Involved, Communicators, and Optimistic (Hopkins & Hopkins, 1998).

According to Simola et al. (2012), transformational leadership is most recommended. Leaders of this type have the responsibilities to transform, motivate and encourage their subordinates in order to reach their expectation ethically at work (Bass & Riggio, 2006; Simola et al., 2012). In other words, it consists of four dimensions such as idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Judge & Bono, 2000; Simola et al., 2012). In fact, followers always expect to be under the control of inspirational leaders who direct them in uncertainty and facilitate them to perform their talents (Bass & Riggio, 2006).

Another type of leadership that is most preferred is charisma. Emotionality is the main dimension in this type, the nature of which is not very rational. For instance, problem-solving is not mostly based on authority but rather on personal characteristics

(Marjosola & Takala, 2000) and evidently, leaders are hard to effectively achieve goals by just only through followers' efforts and specialty (Andersen, 2006).

From another perspective, Fry et al. (2007) highly appreciates this type of servant leadership. Four main characteristics of this type are being a servant first, serving people's needs; serving through listening; serving through people building and serving through leadership creation (Fry et al., 2007). Sharing the same viewpoint, Men (2014) emphasizes transformational one in which leaders motivate followers by appealing to their higher-order needs and induce employees to look beyond their selfish interests for the sake of the group or the organization (Men, 2014 ).

Above all, leadership becomes the most decisive factor in an organization for its success and thus, leaders are suggested to be provided essential skills, for examples, formulating vision for an organization or setting effective objectives and plans to implement that vision in practice (Kirkpatrick & Locke, 1991). Obviously, in reality, the meeting will be more effective if it is led by the transitional or charismatic leadership. Therefore, the author posits:

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

### **3.1.3 Job Satisfaction**

The concept of job satisfaction has been defined in various ways. According to previous studies, it is expressed as an emotion that relates to a person's overall evaluation with respect to their work environment and is considered to be involved in five facets: pay, promotions, peers, superiors and the work itself (Alegre et al., 2015; Yousef, 2017; Bui et al., 2021). Similarly, Steel et al. (2018) emphasizes that job satisfaction is considered as the cognitive evaluation of the well-being quality of one's job, such as with pay, coworkers or supervisors (Steel et al., 2014; Nguyen, 2021; Johl et al., 2015). To put it in another way, some authors define it as the pleasurable emotional state originating from the organization's appraisal for those who are supported to achieve their job values (Lu et al., 2016). Furthermore, in Judge's study, he also confirms that job satisfaction is described as a pleasure or positive emotional state resulting from the appraisal of one's job or job experiences (Judge & Klinger, 2008). In fact, job attitudes and well-being have the relationship with meeting demands and therefore, the more effective the meeting is, the more satisfied the subordinates feel

(Burnfield et al., 2006; Cao et al., 2021). It also has an effect on turnover intention (Pratama, Suwarni, & Handayani, 2022). Importantly, it is an integrated factor of organizational behavior that needs to be interested, supervised and improved in order to avoid unmeasurable reactions of dissatisfaction (Masadeh et al., 2019).

As mentioned above, meeting effectiveness is positively linked to employee creativity through job satisfaction (Alonderiene & Majauskaite, 2016). Thus:

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

From previous studies, it is believed that there is a strong relationship between job satisfaction and organizational commitment.

### **3.1.4 Organizational Commitment**

Previously, there was an ambiguity in the concepts of organizational commitment and organizational identification. However, recently these terms have been discussed theoretically and tested empirically by Gautam et al. (2004). The researchers strongly conclude that whereas organizational identification is self-referential or self-definitional, commitment is not and that while identification is related to perceived similarity and shared fate with the organization, commitment is formed by exchange-based factors known as the relationship between the individual and the organization (Gautam, Dick, & Wagner, 2004a). Employees feel more attachment to the organizational goals and values toward organizational commitment (Buchanan, 1974; Cook & Wall, 1980). As reviewed by Mowday et al. (1978), the concept of organizational commitment is defined as from the two main perspectives: behaviors and attitude. It is the relation between an individual's identification and involvement with the organization in which people work for. Moreover, organizational commitment can be symbolized by at least three elements "1) a strong belief in arid acceptance of the organization's goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a strong desire to maintain membership in the organization" (Mowday et al., 1978; Steers, 1977) and is a process of identification (Reichers, 1985). This leads to the following hypotheses:

*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**

The data for the research is based on the survey of two hundred and forty-nine respondents who are working at about 34 Vietnamese organizations from a variety of sectors such as tax, banking, health service, airlines, education and business. The firm's requirement is that they all are subordinates with various titles from middle managers to staffs, but not in the top management board. The questionnaires contained four factors: leadership, meeting effectiveness, job satisfaction and organizational commitment and were distributed as hard copies that required handwritten responses. Five-point Likert scale is used to measure those factors with 28 items: totally disagree, disagree, neutral, agree, totally agree. A total of completed 249 handouts of questionnaires performed within six months in Ho Chi Minh City and other neighboring provinces in southern Vietnam were returned and valid. Quantitative research is conducted by non-probability sampling and obtained by using EFA, CFA analysis and SEM.

### **3.2.2 Data analysis and Results**

To ensure the items in the questionnaire to be valid and reliable, the questionnaire is surveyed by two hundred and forty nine participants. 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 ( $\geq 0.5$ ) and sig.000 ( $\leq 0.05$ ), therefore Bartlett's Test is statistically significant. (see Table 8)

**Table 8 – KMO and Barlett's Test (JOB)**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.927
Bartlett's Test of Sphericity	Approx. Chi-Square	2656.934
	Df	120
	Sig.	.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 <sup>a</sup>		
	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 ( $\geq 0.5$ ) and sig.001 ( $\leq 0.05$ ) 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***

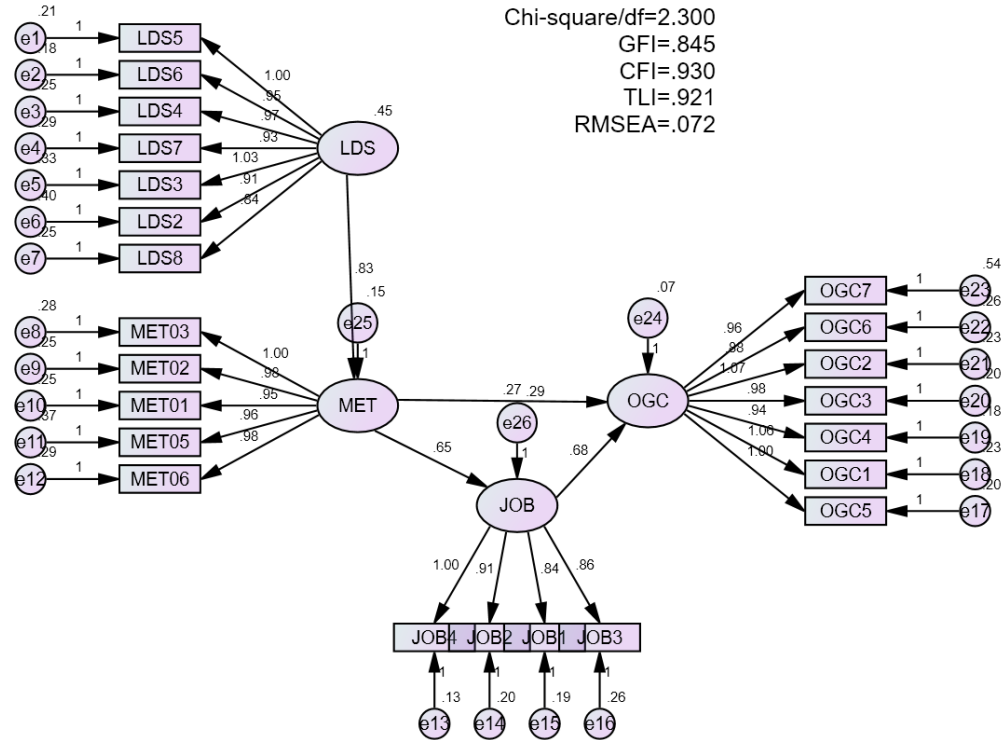
P=.000;

CFI = .930; TLI = .921; GFI = .845;

RMSEA = .072.



**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	***	
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	***	

			Estimate	S.E.	C.R.	P	Label
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 = .930; TLI = .921; GFI = .845; RMSEA = .072. According to the conditions with  $P < 0.05$ ; CFI, TLI, GFI  $\geq 0.8$  and RMSEA  $\leq 0.08$ , 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
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

Parameter	Estimate	Lower	Upper	P
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*).

### 3.2.3 Discussion

It is found that leadership positively affects meeting effectiveness. As the definition of leadership, it is referred as a process to influence organizational members to achieve their goals or results (Alonderiene & Majauskaite, 2016). In real organizational practices, meetings are led by meeting organizers or leaders who control them and make final decisions for any matters or conflicts occurring during the meeting. Apparently, whether meetings are effective or not depends on meeting organizers or leaders. As supposed by hypothesis 2 that meeting effectiveness will be positively related to job satisfaction, it surely significantly affects job satisfaction. According to Burnfield (2006), perceived meeting effectiveness has a strong and direct effect on subordinates' attitude and well-being. Meetings play the vital role to coordinate and integrate employee work activities and fulfill their interdependent tasks (Burnfield, Steven, Rogelberg, Leach, & Warr, 2006). The findings also show that job satisfaction has a positive influence on organizational commitment. From previous studies, the concept of employee commitment to organizations is defined in several ways and as reviewed by Mowday et.al (1978), it is mainly related to subordinates' behaviors and

attitude. That's why job satisfaction works as a predictor of organizational commitment. With these interactive effects, 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.

### **3.3. Concluding remarks**

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.

Actually, job satisfaction is defined as the pleasurable emotional state (Lu et.al., 2016). This is an effect of turnover intention. To achieve the state of satisfaction, five main facets that are highly concerned are pay, promotion, peers, superiors and the work itself. Moreover, previous studies emphasize that high performance is surely fulfilled by highly committed employees that less committed one (Mowday, Steers, & Porter, 1978; Steer, 1977). It is the relationship between individual and the organization. It shows the strong belief in and acceptance of the organization's goals and values, a willingness of considerable effort and a strong design to maintain membership to the organization (Steer, 1977).

As a result, for the missions of the organizations' sustainable development, the author decides to keep conducting the two more studies about the factors affecting

organizational commitment of how to motivate employees to strengthen their job performance and increase more commitment to their organization so that the organizations can achieve better profitable benefits, based on these these internal resources.

## CHAPTER 4: FACTORS AFFECTING ORGANIZATIONAL COMMITMENT

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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.

The findings show that three prominent factors positively affecting organizational commitment are intrinsic motivation, extrinsic motivation and organizational identification.

#### **4.1.1 Organizational Commitment**

Previously, there was an ambiguity in the concepts of organizational commitment and organizational identification. In recent years, these terms have been discussed theoretically and tested empirically by Gautam et.al (2004). These authors

strongly conclude that whereas organizational identification is self-referential or self-definitional, commitment is not and that while identification is related to perceived similarity and shared fate with the organization, commitment is formed by exchange-based factors known as the relationship between the individual and the organization (Gautam et al., 2004a). Employees feel more attachment to the organizational goals and values toward organizational commitment (Buchanan, 1974; Cook & Wall, 1980). As reviewed by Mowday et.al (1978), the concept of organizational commitment is defined as from the two main perspectives: behaviors and attitude. It is the relation between an individual's identification and involvement with the organization in which people work for. Moreover, organizational commitment can be symbolized by at least three elements "1) a strong belief in and acceptance of the organization's goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a strong desire to maintain membership in the organization" (Mowday et al., 1978; Steers, 1977) and is a process of identification (Reichers, 1985). From recent researches, according to Yousef et. al (2017), organizational commitment is originated from 3 distinct 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).

#### **4.1.2 Organizational Identification**

It's quite different from organizational commitment. Organizational identification is self-definitional or self-referential (Gautam, Dick, & Wagner, 2004b). The first term that needs to be explained is identification. It is the role's defining essence defined by an individual (Ashforth, Harrison, & Corley, 2008). From his study, Gautam (2004) finds out that organizational identification refers to the individuals' definition of him or herself (Gautam et al., 2004a) and is defined as the perception of oneness or belongingness with an organization where he or she tightly involves in and shares with its successes and failures (Mael & Ashforth, 1992). To some extent, the concept of identification is related to the three dimensions: oneness, loyalty and shared characteristics. While oneness is the share of common goals with others in an



organization, loyalty is shown in terms of attitudes and behaviors protecting the organization. Shared characteristics are what individuals and others in the organization have in common (Lee, 1970). Put it another way, organizational identification is the part of more general definition as “identification with a psychological group which is perceptual rather than affective (Albert, Ashforth, & Dutton, 2000; Mael & Ashforth, 1992) and it stays when an individual feels proud of being a part of a group and highly appreciates the group’s values and achievements without gaining them as his or her possession (Charles O'Reilly & Chatman, 1986). Importantly, organizational identification has been criticized to help strengthen a sense of meaning, belonging and control at the workplace (Kreiner & Ashforth, 2004). So far forth as Knippenberg’s conclusion, the fundamental difference between identification and commitment originated from the relationship between individual and organization is that whereas identification relates to psychological oneness, commitment shows a bond between separate psychological entities (Edwards, 2005; Knippenberg & Sleebos, 2006). Therefore, the author posits:

*H1: Organizational identification will positively affect Organizational commitment.*

Besides this, motivation also plays an essential role in forming employees’ commitment with an organization.

#### **4.1.3 Internal and External Motivation**

There have been some previous studies on motivation and its relationship with organizational commitment (Moon, 2000b). Motivation term is commonly defined as a sense of achievement, recognition for high performance, responsibility and individual development and considered as a psychological process of the exchange between individual and environment (Jones & Lloyd, 2005; Latham & Pinder, 2005). Two main drivers of motivation are intrinsic and extrinsic (Gagne, Forest, M.H., & Aube, 2010; Kuvass, Buch, Weibel, Dysvik, & Nerstad, 2017; Moon, 2000b). Whereas the former relates to the state of interest and enjoy, the latter is about doing something for instrumental reasons (Gagne et al., 2010; Katzell & Thompson, 1990). In other words, while intrinsic motivation is linked to work engagement, positive outcomes, productivity, extrinsic one is built by visible incentives (Kuvass et al., 2017).

From another perspective known as Self-Determination theory, Garne (2015) reveals a multidimensional definition of motivation that consists of the two main forms: autonomous and controlled motivation. The author prefers autonomous, because while autonomous motivation is about individuals' optimal functioning such as well-being, performance etc., controlled one is less beneficial (Gagne, Forest, & Vansteenkiste, 2015).

However, above all, most researchers believe that the role of stimulating employees to raise their voice doesn't really relate to money and recognition. Those who have a sense of achievement or job importance are likely to have more commitment to an organization. That's the reason for most authors to confirm that intrinsic drivers dominate extrinsic rewards (Jones & Lloyd, 2005; Kuvass et al., 2017; Moon, 2000b; Tremblay, Blanchard, Taylor, Pelletier, & Villeneuve, 2009). This leads to the following hypotheses:

*H2: Internal motivation will positively affect Organizational commitment.*

*H3: External motivation will positively affect Organizational commitment.*

Motivation cannot be existed without receiving supports from the organization. Perceived organizational support is supposed as the leverage for stronger organizational commitment.

#### **4.1.4 Perceived Organizational Support**

Perceived organizational support (POS) is considered as the antecedent increasing employee's attachment to the organization (R. Eisenberger & Huntington, 1986; Shore & Wayne, 1993). It results from organization's treatment to an employee in a wide variety of situations such as illnesses, mistakes, performance and so forth in order to make employee's job interesting and useful and meets the needs for praise and approval (R. Eisenberger & Huntington, 1986). Moreover, POS is considered as employees' perceptions of the organization's commitment which are relied on how the organization recognizes their contributions and support their well-being (Kim, Eisenberger, & Baik, 2016; Shore & Wayne, 1993). Having the same perspective, Eisenberger believes that POS relates to meeting employees' socio-emotional needs and the readiness the organization does to appreciate increased work endeavor (R. Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). This term

becomes more interesting for recent studies because it positively affects job satisfaction and organizational commitment (Jaiswal & Dhar, 2016). POS will be stronger in case the organization assures to make an employee's job effective and decrease stressful situations (Rhoades & Eisenberger, 2002). The prominent beneficial influence of POS is that it creates among employees a feeling of obligation to repay the positive treatment they received from their organization (Caesens, Marique, Hanin, & Stinglhamber, 2015; R. Eisenberger, Fasolo, & LaMastro, 1990). Thus:

*H4: Perceived organizational support will positively affect Organizational commitment.*

Moreover, in order to partly contribute to the organizational outcome, employee voice also plays an important role.

#### **4.1.5 Voice**

In the organizational science, the term voice has been defined in various ways. Farndale (2011) states that voice relates to employees' ability to affect the outcome of organizational decisions by giving them the chance to raise their ideas (Farndale, Ruiten, clare Kelliher, & Hailey, 2011). Traditionally, it is defined mostly as criticism of one's work organization but recently voice is defined as offering improvements, discussing problems in the workplace (Cosier, Dalton, & Taylor, 1991). In terms of employee voice, it is originated by several purposes such as rectifying a problem with management, offering a countervailing source of control to management, contributing to improve quality and outcomes, or suggesting long-term viability for organization (Tony, Adrian, Mick, & Peter, 2004).

In addition, based on Dyne's study, voice consists of two elements: employees' complaints or grievance at work to management and employees' participation in decision-making processes of the organization and is divided into two types: mandated voice and voluntary voice (Linn Van Dyne, Ang, & Botero, 2003). Similarly, Detert (2007) claims that voluntary voice considered as upward voice is preferred by communicating suggestions, information or strategies to management (Detert & Burris, 2007; Morrison, 2014). Levels of employee engagement are either directly or indirectly influenced by employee perceptions of voice behavior targeting at increasing job performance (Rees, Alfes, & Gatenby, 2013b). As the result, the author proposes:

*H5: Voice will positively affect Organizational commitment.*

## 4.2 Methods and Results

### 4.2.1 Data Collection

The data for research is based on the survey of 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. All correspondents are subordinates with various titles from middle managers to staffs. The questionnaire was contained six constructs including organizational commitment, intrinsic motivation, extrinsic motivation, employee voice, organizational identification and perceived organizational support and distributed as hard copies that required handwritten responses. Five-point Likert scale is used to measure those factors with 32 items: totally disagree, disagree, neutral, agree, totally agree.

A total of 280 handouts of the questionnaire were delivered within six months in Ho Chi Minh City and other neighboring provinces in southern Vietnam. However, only 249 handouts were returned and valid. Quantitative research is conducted by non-probability sampling and obtained by using EFA, CFA analysis and Structural Equation Modeling.

### 4.2.2 Data analysis and Results

To ensure the items in the questionnaire to be valid and reliable, the questionnaire is surveyed by two hundred and forty nine participants. 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 ( $\geq 0.5$ ) and sig 0.00 ( $\leq 0.05$ ), 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	.740

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 7 iterations.

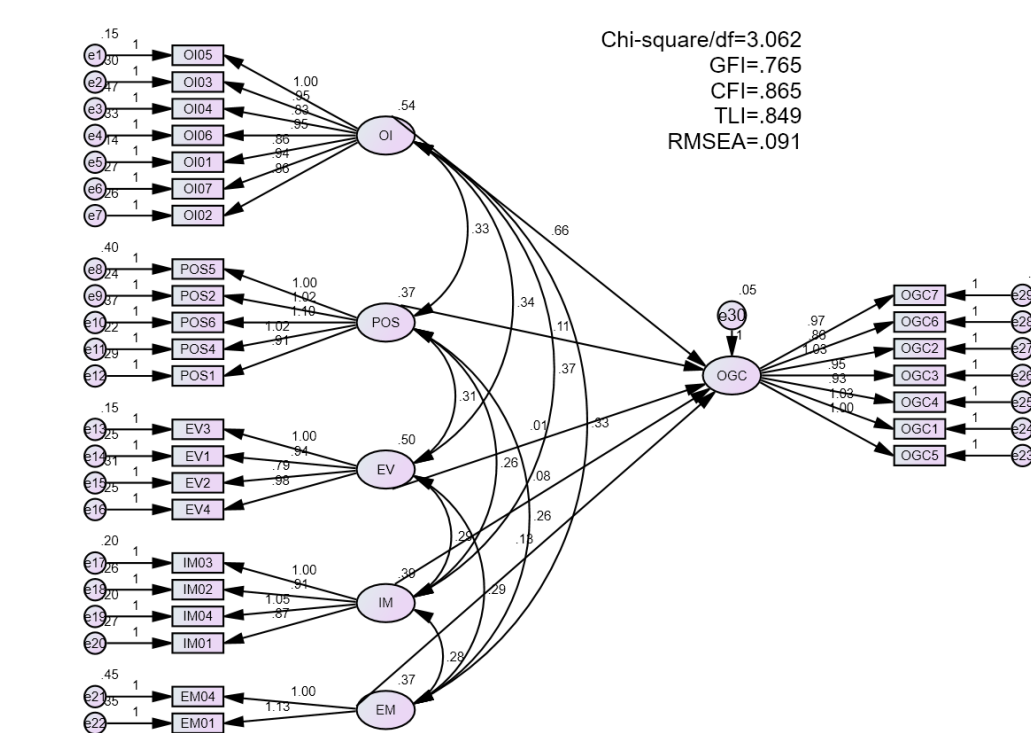
In the second phase, the dependent variable “organizational Commitment” is evaluated by EFA analysis. The result is that the evaluation of Cronbach’s Alpha for dependent variable “Organizational Commitment” is .916 which is accepted. Furthermore, KMO equals to 0.887 ( $\geq 0.5$ ) and sig. 0.00 ( $\leq 0.05$ ) 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	***	
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**

### **4.4.1 Organizational Commitment**

As reviewed by Mowday et.al (1978), the concept of organizational commitment is defined as from the two main perspectives: behaviors and attitude. Moreover, it can be symbolized by at least three elements “1) a strong belief in and acceptance of the organization's goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a strong desire to maintain membership in the organization” (Mowday et al., 1978; Steers, 1977). Put it another way, from recent researches, according to Yousef et. al (2017), organizational commitment is originated from 3 distinct categories. The first type is affective commitment that 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). Importantly, it is believed that employees feel more attachment to the organizational goals and values toward organizational commitment (Buchanan, 1974; Cook & Wall, 1980).

### **4.4.2. Leadership**

Leadership is considered as the key factor in determining whether the organization succeeds (Men, 2014). The style of leading should be “simpatico” or “diversity-friendly”. A diversity leader from CEO to the first line supervisor is considered as a corporate manager who leads subordinates in a fair, effective and respectful way. Nine characteristics that a diversity leader must possess are Sensitive, Impartial, Mediators, Patient, Amiable, Teachers, Involved, Communicators, and Optimistic (Hopkins & Hopkins, 1998). Also, in term of leadership, Simola (2012) recommends transformational leadership in which leaders aim to transform, motivate

and enhance their subordinates' actions and ethical aspirations. It contains four dimensions which are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Judge & Bono, 2000; Simola et al., 2012). Furthermore, this type of leadership brings more benefits for leading present workgroups because today's followers turn more challenged and empowered. Followers are in the need of an inspirational leader to guide them in uncertainty and intellectually stimulate and encourage their abilities and talents (Bass & Riggio, 2006). Put it another way, Kirkpatrick (1991) emphasizes leader's traits which include achievement, motivation, ambition, energy, tenacity and initiative. Leaders should be provided essential skills such as formulating an organization vision, making effective plans for vision implementation in reality (Kirkpatrick & Locke, 1991).

From most previous studies about leadership, the type of charisma becomes emerging. Partly like ethical one, emotionality is the main dimension in charismatic leadership, the nature of which is not very rational. Problem-solving is not mostly based on authority but rather on personal characteristics (Marjosola & Takala, 2000). Leadership can't be fulfilled without groups who have the common goals. Surely, it is hard for leaders or managers effectively achieving organization's goals and that the leader can only archive goals through followers' efforts and actions (Andersen, 2006). Fry (2007) highly appreciates type of servant leadership which consists of four elements such as being a servant first, making sure that other people's needs are served; serving through listening; serving through people building and serving through leadership creation (Fry et al., 2007). Similarly, another type of leadership is transformational leadership by which leaders motivates followers by appealing to their higher-order needs and induce employees to transcend self-interest for the sake of the group or the organization (Men, 2014 ). For the emphasis, Wallis (2002) strengthens that followers are mainly influenced by leadership's inspiration in which values and beliefs are shared by both leaders and followers. Zhu (2004) believes in ethical leaders who behave morally and always tend to create a healthy environment and organizational culture to grow ethical behaviors inside the organization (Zhu et al., 2004). Therefore, the author states:

*Hypothesis 1: Leadership will positively affect organizational commitment.*

Besides leadership, internal communication assists to transform information more specifically and effectively.

#### **4.4.3 Internal Communication**

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 ). Moreover, Martic (2014) emphasizes “Through internal communication, executives "pilots" the organization, as well as assure and guide employees to follow the mission and goals, encourage loyalty, enhance employees to identify with the organization, increase their motivation and satisfaction with their work, develop mutual positive relationships between employees and the impact on the socialization of employees and organizational culture.” (Martic, 2014). Above all, the best method for facilitating employees to gain specific goals is face-to-face communication (Okanovic et al., 2014), even though, several blocks in communication happen such as age, gender, previous history of organization, distrust in management, regional differences and so far (Smith & Mounter, 2008). If it is symmetrical, it has the positive effect on the relationship between employees and their organization which in turn leads to employee advocacy. Men (2014) also claims that there is a linkage among leadership, communication and employee outcomes which positively cultivates the quality of this relationship (Men, 2014; Men & Jiang, 2016). If communication is effective, it plays as an useful weapon for an organization (Ruck & Welch, 2012; M. Welch, 2011).

Furthermore, effective communication will foster the closer relationship between senior managers and employees (M. Welch, 2011). Especially, in the change process, along with commitment, social and cultural values, it plays a key role in which employees share information, build relationship and make things meaningful (Linke & Zerfass, 2011; Men & Stacks, 2014). From the same view point, Daly (2002) strengthens that internal communication is also a key issue with regard to how successful change management programs are performed (Daly, 2002). And therefore, this is the proposition of the relationship between international communication and organizational commitment.

*Hypothesis 2: Internal communication will positively affect organizational commitment.*

Besides that, motivation really works in sense of achievement, work engagement and positive outcomes.

#### **4.4.4 Intrinsic and Extrinsic Motivation**

There have been some previous studies on motivation and its relationship with organizational commitment (Moon, 2000b). Motivation term is commonly defined as a sense of achievement, recognition for high performance, responsibility and individual development and considered as a psychological process of the exchange between individual and environment (Jones & Lloyd, 2005; Latham & Pinder, 2005). Two main drivers of motivation are intrinsic and extrinsic (Gagne et al., 2010; Kuvass et al., 2017; Moon, 2000b). Whereas the former relates to the state of interest and enjoy, the latter is about doing something for instrumental reasons (Gagne et al., 2010; Katzell & Thompson, 1990). In other words, while intrinsic motivation is linked to work engagement, positive outcomes, productivity, extrinsic one is built by visible incentives (Kuvass et al., 2017).

From another perspective known as Self-Determination theory, Garne (2015) reveals a multidimensional definition of motivation that consists of the two main forms: autonomous and controlled motivation. The author prefers autonomous, because while autonomous motivation is about individuals' optimal functioning such as well-being, performance etc., controlled one is less beneficial (Gagne et al., 2015).

However, above all, most researchers believe that the role of stimulating employees to raise their voice doesn't really relate to money and recognition. Those who have a sense of achievement or job importance are likely to have more commitment to an organization. That's the reason for most authors to confirm that intrinsic drivers dominate extrinsic rewards (Jones & Lloyd, 2005; Kuvass et al., 2017; Moon, 2000b; Tremblay et al., 2009). This leads to the following hypotheses:

*Hypothesis 3: Internal motivation will positively affect Organizational commitment.*

*Hypothesis 4: External motivation will positively affect Organizational commitment.*

## 4.5 Method and Results

### 4.5.1 Data Collection

The data for research is based on the survey of 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. All correspondents are subordinates with various titles from middle managers to staffs. The questionnaire was contained five constructs including organizational commitment, internal communication, leadership, intrinsic motivation and extrinsic motivation and distributed as hard copies that required handwritten responses. Five-point Likert scale is used to measure those factors with 29 items: totally disagree, disagree, neutral, agree, totally agree.

A total of 280 handouts of the questionnaire were delivered within six months in Ho Chi Minh City and other neighboring provinces in southern Vietnam. However, only 249 handouts were returned and valid. Quantitative research is conducted by non-probability sampling and obtained by using EFA, CFA analysis and Structural Equation Modeling.

### 4.5.2 Data Analysis and Results

To ensure the items in the questionnaire to be valid and reliable, the questionnaire is surveyed by two hundred and forty nine participants. 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 ( $\geq 0.5$ ) and sig. 0.001 ( $\leq 0.05$ ), 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	
<b>Eigenvalue</b>	5.835	2.821	3.011	2.564	
<b>Cumulative</b>	68.452	70.520	75.269	64.107	
<b>Cronbach Alpha</b>	.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 ( $\geq 0.5$ ) and sig. 0.001 ( $\leq 0.05$ ) that also mean the Bartlett's Test is statistically significant and all factor loadings are more than 0.699. (see Table 21)

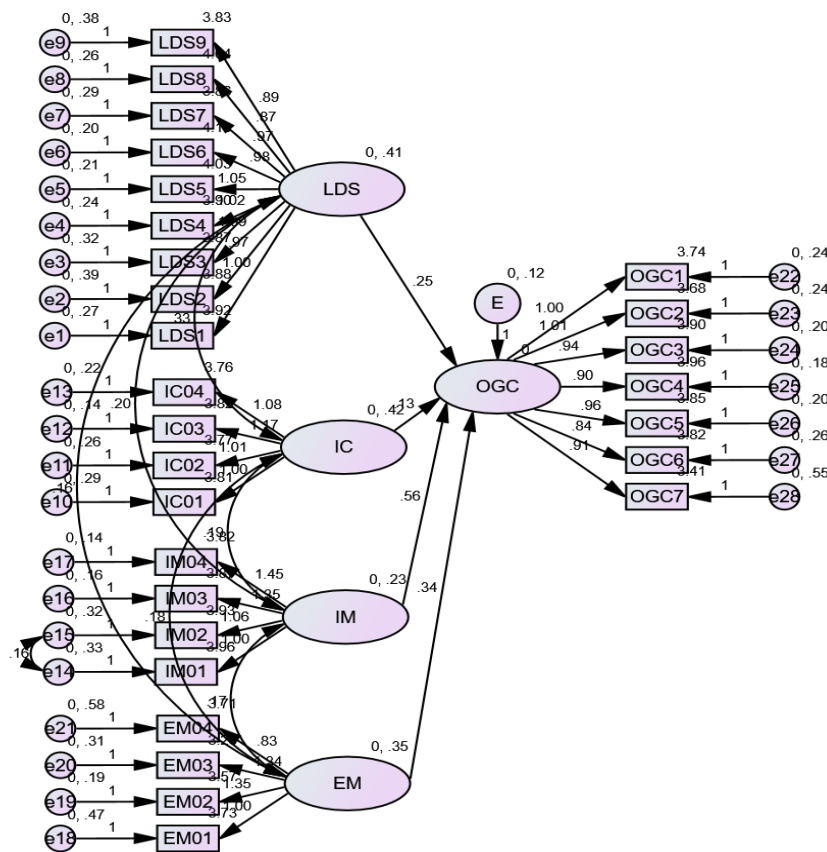
**Table 21 – KMO and Bartlett's Test (OCG2)**

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	***	

			Estimate	S.E.	C.R.	P	Label
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	***	
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 significant in statistics, just less than 15%. 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).

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.

These two studies' findings confirm that in Vietnamese context, the six main factors influencing organizational commitment are internal motivation, external motivation, organizational identification, perceived organizational support, leadership and internal communication. Prominently, leadership due to Vietnamese culture positively influences both meeting effectiveness and organizational commitment.

## CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

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### 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 brings 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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## **LIST OF APPENDICES**

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Appendix 1 – List of Publications

Appendix 2 - Determinants to gain more effective meetings in the context of vietnamese organization

Appendix 3 - Critical factors for organizational commitment: An empirical study in Vietnam

Appendix 4 - Building organizational commitment: the analysis of indicators

Appendix 5 - Factors affecting organizational commitmen

Appendix 6 - Questionnaires

# APPENDICES

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## APPENDIX 1: LIST OF PUBLICATIONS

1. 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.
2. 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.
3. Ly, D., Bui, Q., Le, V., & Nguyen, N. (2021). A model of antecedents strengthening organizational commitment. *Management Science Letters*, 11(4), 1287-1294.
4. 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.
5. 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).



## DETERMINANTS TO GAIN MORE EFFECTIVE MEETINGS IN THE CONTEXT OF VIETNAMESE ORGANIZATIONS

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**ABSTRACT.** 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 voice and leadership power affect meeting effectiveness becomes essential, especially in Vietnamese organizations. First, the paper reviews factors affecting meeting effectiveness including leadership, agenda, substantive conflicts and internal communication. Next, a structured questionnaire was completed by a sample of 157 participants who are working at 31 Vietnamese organizations from a variety of sectors such as tax, banking, health service, airlines, education and business. Finally, the results reveal two antecedents affecting meeting effectiveness: Leadership and Substantive conflict. 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 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.

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## 1- INTRODUCTION

Meetings are the common activities in every organization for several purposes such as fulfilling vital goals, making changes and exchanging ideas [57][65]. Obviously, all meetings are unlike. They vary in several ways, depending on the way people involved, group's size, tools used, management styles, and overall design of the meeting[62][70]. Moreover, much time and effort is devoted to work meetings with the aims of information sharing, decision making, and problem solving [2]. Moreover, meetings offer an exciting gateway to dynamic social processes in organizations [29]. During their meeting interactions, employees exchange information, build common ground, create new ideas, manage relationships, and make or break team climate [54].

Everyday experience makes it evident that, not all meetings are effective [23]. To most working adults, meetings are often viewed as time-wasters but better or worse, it becomes a common workplace activity, occurring everyday around the world. They play the central role of the work environment that can affect many different aspects of one's job, such as job satisfaction with several purposes which may include decision making, information sharing, product design and development. According to the previous reviews and surveys of managers and staff, Nicholas [36] also states that meetings are an important part of one's working life [36]. Above all, meetings need to be held to accomplish several tasks such as reaching important consensus, making changes, coming up with new ideas and the forth. According to previous researches, they reveal that as many as half of these meetings are considered poor in quality [69][66][62][61][68].

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.) [25]. 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 [57][59]. 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. Thus, what makes meetings more effective are conducted [61] [58].

The paper 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 authors design 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- LITERATURE REVIEW

### 2.1 Meeting effectiveness

In general, meetings are considered as the strategic role in the Social Practice that brings consequential strategic outcomes to the organization [59][55][52][67]. Furthermore, they can be recognized as the focal points for organizational members' essential activities [17]. There are several types of meeting such as board meetings, committee meetings, departmental meetings and so forth [6].

Rogelberg [40] points out that if the meetings are effective in facilitating organizations and employees to reach their goals, their benefits as an organizational tool is obvious[40]. Thus, meeting effectiveness needs to be improved in order to get higher performance of organizational members. It was closely related to goal attainment and decision satisfaction. The research suggests that effective meetings need to be open in communicating, task-focused, impartial and strict to the use of agenda [3][37].

According to Nixon [37], employees' goals and an organization's goals will lead to meeting effectiveness which is a timed process as well. It should bring benefits to the entire organization. The effective meeting shouldn't be lack of the clear purpose and specific agenda, date, duration and materials [5]. Besides that, Bagire [5] emphasized that the central role of the chairperson who conducts the meeting decides the meeting effectiveness.

Put it another way, some authors state several factors affecting meeting productivity such as irrelevant topics or issues, excessive length of time and poor or inadequate preparation

[36]. Volkema [47] emphasized 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 [47].

Researchers of ethnography have more explanations in the differentiation of behaviors and attitudes of organizational members, known as organizational culture and they also state that cultural behaviors to some extent enforce the rules, laws and norms. For instances, the meanings of communication are implied by the culture and the context of an organization [42]. Sharing activities among organizational members are shaped by organizational values. The way members share their insights will be supported by behaviors from organizational culture [1]. Undoubtedly, in order to make meeting effective, several factors need to be discussed.

Actually, an organization is mostly influenced by the top leader who has the strongest power in final decision-making. This most powerful person will get involved either directly or indirectly in the meeting decision. A middle manager who hosts the meeting is still there but unable to conclude or give any solutions. As a result, the leader's style and role become a decisive factor in setting organizational culture. It is known as leadership.

## **2.2 Leadership**

From the meeting literature perspective, the role of the meeting leader is vital [37]. In a highly diverse workforce, leadership becomes too complicated and needs to be more skillful. It is considered as the key factor in determining whether the organization succeeds [30]. The style of leading should be "simpatico" or "diversity-friendly". A diversity leader from CEO to the first line supervisor is considered as corporate manager who leads subordinates in a fair, effective and respectful way. Nine characteristics that a diversity leader must possess are Sensitive, Impartial, Mediators, Patient, Amiable, Teachers, Involved, Communicators, and Optimistic [15]. Also, in term of leadership, Simola [43] recommends transformational leadership in which leaders aim to transform, motivate and enhance their subordinates' actions and ethical aspirations. It contains four dimensions which are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration [19] [43]. Furthermore, this type of leadership brings more benefits for leading present workgroups because today's followers turn more challenged and empowered. Followers are in the need of an inspirational leader to guide them in uncertainty and intellectually stimulate and encourage their abilities and talents [7]. Put it another way, Kirkpatrick [20] emphasizes leader's traits which include

achievement, motivation, ambition, energy, tenacity and initiative. Leaders should be provided essential skills such as formulating an organization vision, making effective plans for vision implementation in reality [20].

From most previous studies about leadership, the type of charisma becomes emerging. Partly like ethical one, emotionality is the main dimension in charismatic leadership, the nature of which is not very rational. Problem-solving is not mostly based on authority but rather on personal characteristics [26]. Leadership cannot be fulfilled without groups who have the common goals. Surely, it is hard for leaders or managers effectively achieving organization's goals and that the leader can only achieve goals through followers' efforts and actions [4]. Fry [12] highly appreciates type of servant leadership which consists of four elements such as being a servant first, making sure that other people's needs are served; serving through listening; serving through people building and serving through leadership creation [12]. Similarly, another type of leadership is transformational leadership by which leaders motivates followers by appealing to their higher-order needs and induce employees to transcend self-interest for the sake of the group or the organization [31]. For the emphasis, Wallis [48] strengthens that followers are mainly influenced by leadership's inspiration in which values and beliefs are shared by both leaders and followers. Zhu [51] believes in ethical leaders who behave morally and always tend to create a healthy environment and organizational culture to grow ethical behaviors inside the organization [51]. Above all, researchers in this field point out several definitions of leadership, but to what extent, leadership is defined or limited by its cultural context [48]. In reality, the meeting will be more effective if it is led by the transitional or charismatic leadership. Therefore, the authors propose:

*Proposition 1: Leadership significantly affects meeting effectiveness.*

Besides leadership, internal communication assists to transform information more specifically and effectively.

## **2.3 Internal Communication**

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 [10][30]. Moreover, Martic [27] emphasizes "Through internal communication, executives "pilots" the organization, as well as assure and guide employees to

follow the mission and goals, encourage loyalty, enhance employees to identify with the organization, increase their motivation and satisfaction with their work, develop mutual positive relationships between employees and the impact on the socialization of employees and organizational culture.” [27]. Above all, the best method for facilitating employees to gain specific goals is face-to-face communication [38].

Even though, several blocks in communication happen such as age, gender, previous history of organization, distrust in management, regional differences and so far [44]. If it is symmetrical, it has the positive effect on the relationship between employees and their organization which in turn leads to employee advocacy. Men [30] also claims that there is a linkage among leadership, communication and employee outcomes which positively cultivates the quality of this relationship [31][32]. If communication is effective, it plays as an useful weapon for an organization [41][50].

Communication behaviors have an indirect contribution to the success of the company through employee attitudes[28] . Furthermore, effective communication will foster the closer relationship between senior managers and employees[50]. Especially, in the change process, along with commitment, social and cultural values, it plays a key role in which employees share information, build relationship and make things meaningful [24] [33]. From the same view point, Daly [19] strengthens that internal communication is also a key issue with regard to how successful change management programmes are performed [19]. In the process of constructing a culture of transparency in an organization between management and employees, face-to-face communication is one of the important means of internal communication [34]. Mishra [34] and Vercic [46] strongly state that the executives choose communication strategies in the aim of building trust and engagement with employees and actually, they consider internal communication as a management function in charge of intra-organizational communication [34][46]. And therefore, this is the proposition of the relationship between internal communication and meeting effectiveness.

*Proposition 2: Internal communication significantly affects meeting effectiveness.*

It is unavoidable that internal communication may cause conflicts. How to manage conflicts is considered as art and science. From the perspective of conflict literature, substantive conflict is highly recommended.

## 2.4 Substantive Conflict

One of the strategic problems occurring in the workplace is conflict. Organizational members, everyday face with resolving conflicts with subordinates, supervisors, peers and stakeholders [39]. Conflict [11][35] normally relates to a negative connotation which should be undesirable and avoided. It may originate from an individual, a team or an organization and often results in disagreement and frustration but not all conflicts are harmful. Previous studies reveal that groups in conflict would terminate or reach a consensus in decision-making [13][22] meetings. Esquive [11] also finds out the positive effect of conflict on the process of making decision. Conflict consists of two different types which are called C-type conflict and A-type conflict. While the former is substantive, issue-related differences of opinion that tend to improve team effectiveness and originated from the agenda's content, the latter depends on personal feelings, someone's own agenda or interpersonal struggle related to the group's agenda problems[11][13]. Guetzkow [13] named these two types: subjective conflict and affective conflict.

Conflict is caused by 3 main ingredients which are individual characteristics, interpersonal factors and issues. The three most prominent categories of conflict management style are avoidance, distributive, and integrative [21]. While avoidance style tends to ignore or shift a conversation to a different issue, distributive is a confrontive approach. Among the three styles, integrative brings more effective decision, implying an effort to come to the best or at least agreeable solution for all concerned members. From another perspective, conflict is also classified by the two dimensions of assertiveness and cooperativeness, expressed by five conflict-handling modes including competing, collaborating, compromising, avoiding and accommodating) [45]. Moderators that can influence in conflict [18] are "amplifiers (those variables that amplify the conflict-outcome relationship, strengthening both the positive and negative effects), suppressors (those variables that weaken both the positive and negative effects on outcomes), ameliorators (those variables that decrease negative effects and increase positive effects), and execrators (those variables that increase negative effects of conflict and decrease positive effects)" [18]. Importantly, effective managers select a range of different strategies in different contexts, aiming at achieving a desirable outcome[14]. Ultimately, substantive conflict is considered to have much positive effects on meeting effectiveness. Therefore, the proposition is suggested as:

*Proposition 3: Substantive conflict significantly affects meeting effectiveness.*

Even though, several prominent factors affecting meeting effectiveness are above-mentioned, it would be inadequate without agenda of the meeting in advance.

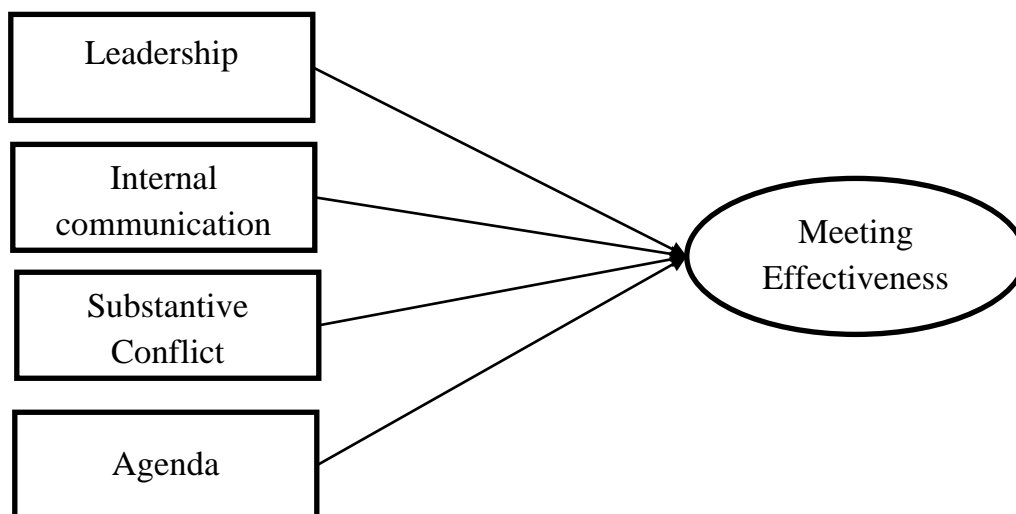
## 2.5 Agenda

Agenda is another meeting issue that need to be concerned because it affects member preparation, time-use effectiveness and finally, meeting effectiveness [37]. Depending on agenda-based meeting management, an agenda enables meeting leaders to manage one or more meetings for locally-located participants, remote participants or both [8].

Basically, an agenda makes teamwork more task-focused and issue-focused. It is viewed as the “purchase point” decision for team members [16]. A formal meeting agenda brings meeting participants or members involved specific information about the structure of a meeting time, place, topics related, or other preparatory work [49]. Moreover, it keeps the meeting happening in the correct sequence and covering the right topics. There are a couple of benefits for either the chair of the meeting to make sure the agenda is correct or participants to prepare for a meeting [6]. Above all, an agenda in advance is indispensable to meeting effectiveness. As a result, the proposition is suggested as:

*Proposition 4: Agenda significantly affects meeting effectiveness.*

To sum up, from previous studies of the meeting literature, it seems that there are four dominant factors affecting meeting effectiveness in the context of Vietnamese organizations as the authors’ suggestion in the following conceptual model.



**The conceptual model**

### 3- METHOD AND RESULTS

#### Data Collection

The data for the research is based on the survey of one hundred and fifty-seven participants who are working at about 31 Vietnamese organizations from a variety of sectors such as tax, banking, health service, airlines, education and business. Specifically, they all are subordinates with various titles from middle managers to staffs, but not in the top management board. In other words, participants are those who lead a meeting, but still are led by other meeting organizers. The questionnaires included five variables: meeting effectiveness, agenda, leadership, substantive conflict and internal communication and were distributed as hard copies that required handwritten responses. These questions contained 30 items using five-point Likert scale: totally disagree, disagree, neutral, agree, and totally agree. A total of completed 157 questionnaires performed within five months in Hochiminh City and Kien Giang Province in southern Vietnam were returned and valid. Quantitative research is conducted by non-probability sampling.

#### Data analysis and Results

To ensure the items in the questionnaire and the model to be valid and reliable, a part of the questionnaires is conducted as a pilot test for testing the clarity of contents and misspelling. Then, one hundred and fifty-seven participants are surveyed. The result is applied SPSS software with the following steps: Statistic analysis; evaluation of Cronbach alpha for each factor; EFA, then used Amos to analyze SEM model based on the EFA's result.

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



Table 1. Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
AGEN1.Meetings start on time.	157	1	5	4.13	.899
AGEN2.Meetings end when you expect them to end.	157	1	5	3.66	1.010
AGEN3.A written agenda is provided before the meetings.	157	1	5	4.09	.929
AGEN4.Overall, I am satisfied with the meeting process.	157	1	5	3.81	.761
AGEN5.The meeting was time well spent.	157	1	5	3.80	.845
AGEN6.A verbal agenda is provided at the meetings.	157	1	5	3.92	.874
LDS1.In the meeting, the leader will express the objective opinion with followers.	157	1	5	3.95	.830
LDS2.In the meeting, the leader will remain impartial rather than speaking out and expressing his/her views.	157	1	5	3.90	.846
LDS3.In the meeting, the leader will express the nonconservative opinion with followers.	157	1	5	3.85	.856
LDS4.In the meeting, the leader will interact with followers- social distance is low.	157	1	5	3.90	.826
LDS5.In the meeting, the leader will support and encourage followers to express their ideas.	157	1	5	4.03	.812
LDS6.In the meeting, the leader will foster group goals.	157	1	5	4.17	.741
LDS7.In the meeting, the leader will communicate a high degree of confidence in the followes' ability to meet expectations.	157	1	5	3.83	.831
LDS8.In the meeting, the leader will express high performance expectations for followers.	157	1	5	4.06	.727
LDS9.In the meeting,the leader provides recognition/rewards when others reach their goals.	157	1	5	3.87	.830
LDS10.In the meeting, the leader empowers his/her followers to make the final decision.	157	1	5	3.55	.957
CFT1.When conflicts happen in the meeting, your leader and the group search for the real causes of the problem and find out suitable solutions.	157	1	5	3.94	.778
CFT2.When conflicts happen in the meeting, your leader provides the accurate information and solves together with flollowers.	157	1	5	3.93	.743
CFT3.When conflicts happen in the meeting, your leader combines his/her opinion with the group's opinion for making the final decision.	157	1	5	3.84	.820
IC1.This company encourages differences of opinions.	157	1	5	3.89	.725
IC2.Most communication between management and other employees in this organization can be said to be two-way communication.	157	1	5	3.80	.838
IC3.Your leader makes you feel comfortable working with him/her.	157	1	5	3.85	.778

IC4.You would feel comfortable working with your leader.	157	1	5	3.73	.859
MET1.When the meeting is finally over, you feel satisfied with the results.	157	1	5	3.80	.766
MET2.The meeting states each problem with a clear solution.	157	1	5	3.83	.839
MET3.Most of conflicts raising in the meeting are solved satisfactorily.	157	1	5	3.55	.865
MET4.After the meeting, you achive your work goals.	157	1	5	4.01	.789
MET5.After the meeting, you get your leader's understanding about your difficulties.	157	1	5	3.72	.861
MET6.After the meeting, you receive your leader's instruction and sympathy with what you are fulfilling.	157	1	5	3.80	.822
MET7.The meeting provides you with an opportunity to acquire useful information.	157	1	5	3.98	.755
Valid N (listwise)	157				

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, 4 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 0.920 ( $> 0.5$ ) (Table 2) and the evaluation of Cronbach alpha is .953.

Table 2. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.920
Bartlett's Test of Sphericity	Approx. Chi-Square
	2593.761
	df
	253
	Sig.
	.000

After Rotation method Varimax with Kaiser Normalization, 22 items of independent variables are grouped into 4 groups. However, factor 4 contains only 1 item which should be eliminated. Therefore, there actually exists 3 groups with 21 items which are named as Leadership for group 1, Agenda for group 2 and Conflicts 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, Agenda and Conflict are simultaneously at .944; .814; and .817 (Table 3). They all are accepted.

Table 3. EFA result

Rotated Component Matrix <sup>a</sup>				
	Component			
	1	2	3	4
AGEN1			.782	
AGEN2			.806	
AGEN3		.731		
AGEN4		.661		
AGEN5	.543	.512		
AGEN6		.742		
LDS1	.598			
LDS2	.584			
LDS3	.649			
LDS4	.767			
LDS5	.722			
LDS6	.674			
LDS7	.604			
LDS8	.523			
LDS9				
LDS10				.876
CFT1	.572		.538	
CFT2	.619		.546	
CFT3	.572			
IC1	.587			
IC2	.775			
IC3	.826			
IC4	.775			
Eigenvalue	7.829	2.568	2.637	
Cumulative	60.222	64.294	65.917	
Cronbach Alpha	.944	.814	.817	

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 .909 which is also accepted. Furthermore, KMO and Bartlett’s test is significant ( $p < .001$ ) and Kaiser-Meyer-Olkin Measure of Sampling Adequacy equals to 0.891 ( $> 0.5$ ) and factor loadings are all more than .50.

Table 4. KMO and Bartlett’s Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.891
Bartlett's Test of Sphericity	Approx. Chi-Square	644.649
	Df	21
	Sig.	.000

Table 5. Component Analysis

Communalities		
	Initial	Extraction
MET1	1.000	.683
MET2	1.000	.715
MET3	1.000	.645
MET4	1.000	.693
MET5	1.000	.598
MET6	1.000	.628
MET7	1.000	.579

*CFA Factor Analysis*

Figure 1. Results of CFA concepts of research model (standardized)

P=.000;

CFI = .871; TLI = .858; GFI = .743;

RMSEA = .089.

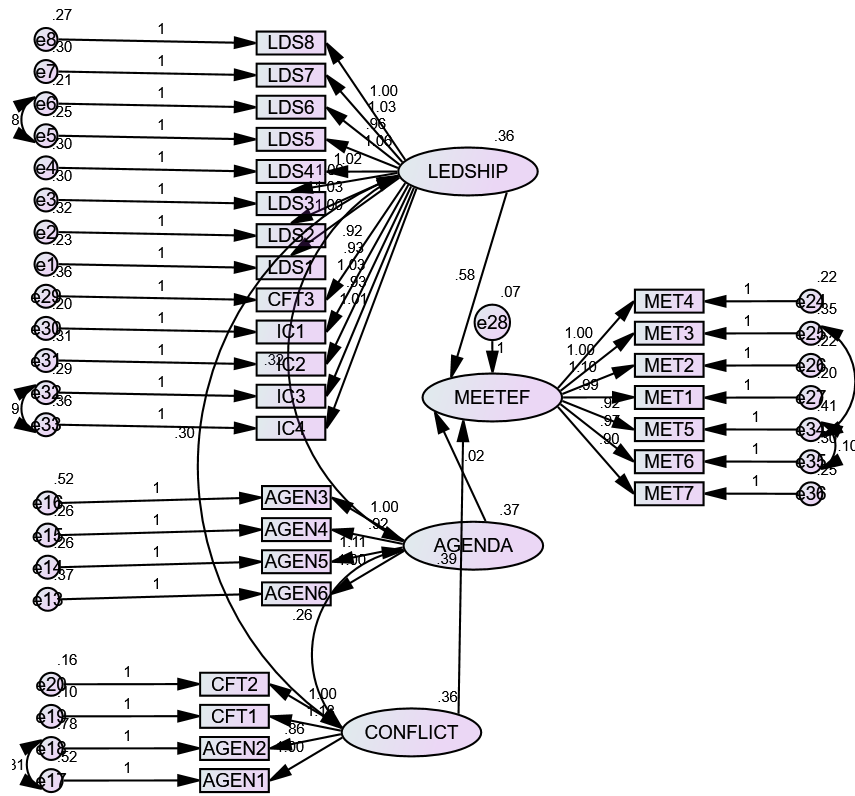


Table 6. Standardized Regression Weights

			Estimate	S.E.	C.R.	P	Label
MEETEF	<---	LEDSHIP	.683	.255	2.679	.007	
MEETEF	<---	AGENDA	-.023	.185	-.124	.901	
MEETEF	<---	CONFLICT	.408	.122	3.353	***	
LDS2	<---	LEDSHIP	1.216	.136	8.912	***	
LDS3	<---	LEDSHIP	1.261	.138	9.128	***	
LDS4	<---	LEDSHIP	1.215	.133	9.115	***	
LDS5	<---	LEDSHIP	1.250	.131	9.525	***	
LDS6	<---	LEDSHIP	1.135	.120	9.476	***	
LDS7	<---	LEDSHIP	1.214	.134	9.055	***	
LDS8	<---	LEDSHIP	1.000				
AGEN5	<---	AGENDA	1.260	.176	7.172	***	
AGEN4	<---	AGENDA	1.012	.150	6.736	***	
AGEN3	<---	AGENDA	1.000				
AGEN1	<---	CONFLICT	1.000				
AGEN2	<---	CONFLICT	.864	.108	8.003	***	
CFT1	<---	CONFLICT	1.175	.077	15.185	***	
CFT2	<---	CONFLICT	1.000				
MET04	<---	MEETEF	1.000				
MET03	<---	MEETEF	1.001	.101	9.885	***	
MET02	<---	MEETEF	1.101	.094	11.677	***	
MET01	<---	MEETEF	.984	.087	11.347	***	
CFT3	<---	LEDSHIP	1.090	.132	8.244	***	
IC01	<---	LEDSHIP	1.091	.117	9.329	***	
IC02	<---	LEDSHIP	1.230	.135	9.099	***	
IC03	<---	LEDSHIP	1.110	.125	8.851	***	
IC04	<---	LEDSHIP	1.218	.139	8.787	***	
MET05	<---	MEETEF	.914	.104	8.827	***	
MET06	<---	MEETEF	.970	.096	10.140	***	
MET07	<---	MEETEF	.898	.088	10.239	***	

The results of CFA factor analysis of the research model are presented in Figure 1. While processing data, the authors eliminate two items which are LDS1 and AGEN6 because they are insignificant in the model in order to produce the valid results. These results show that the conditions are stated as follow:  $P < 0.05$ ; CFI, GFI  $\geq 0.8$  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 6*, the parameters (standardized) are statically significant ( $p < 0.05$ ). According to the regression weight between factors shown, two factors that are Leadership and Substantive conflict have significant effects on Meeting effectiveness with weight of 0.683 and 0.408 and P-value  $< 0.05$  respectively, while Agenda with weight of -0.023 and P-value 0.901 does not. In other words, Leadership affects positively meeting effectiveness and when Leadership goes up by 1 standard deviation, Meeting effectiveness goes up by 0.683 standard deviation. Similarly, when Substantive conflict increases by 1 standard deviation, Meeting effectiveness increases by 0.408 standard deviation.

#### 4- DISCUSSION

Meetings become frequent activities in every organization for such purposes as fulfilling vital goals, making changes and exchanging ideas. It is evident that meeting effectiveness is closely related to goal attainment and decision satisfaction. Therefore, meetings need be improved in an effective and efficient way so that subordinates make more contributions and increase commitment to their workplace.

It is found that meeting effectiveness is significantly influenced by the two dominant factors consisting of leadership and substantive conflict. From previous study, Kirkpatrick [20] confirms that leader's styles such as achievement, motivation, ambition, energy, tenacity and initiative are highly appreciated. They should be trained essential skills: formulating an organization vision, making effective plans for vision implementation in reality [20]. Besides, both leaders and subordinates should have the common goals [4]. Servant leadership in which leaders need to make sure that other people's needs are served by listening and observing is strongly recommended by [12]. Furthermore, Wallis [48] and Zhu [51] also emphasize that leadership's inspiration should be shared with followers and the leaders should behave morally

and always expect to create a healthy environment and organizational culture to grow ethical behaviors inside the organization.

Actually, whether the meeting is effective or not 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 [7]. That's why leadership strongly affects meeting effectiveness in reality.

During the process of interaction, conflicts may exist and therefore, how to resolve conflicts needs to be concerned. Conflicts are double-faced. While affective conflict may improve and bring benefits to team effectiveness, subjective one may destroy the relationship and reduce members' job performance [11][13]. Transparently, from previous studies, substantive conflicts which are issue-related differences of opinion are proved to aim at improving team effectiveness. It also confirms that substantive conflicts positively influence meeting effectiveness.

In short, 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.

## 5-IMPLICATIONS AND CONCLUSION

### Implications

For future research, based on the literature of meeting effectiveness, it also has the great impact on organizational commitment. Therefore, what we should do next is to find out the relationship between meeting effectiveness and organizational commitment which motivates and inspires subordinates to engage more closely in their organization.

## Conclusion

The findings show practical meaning of meeting effectiveness in the context of Vietnamese organizations. Empirically, the two significant factors that mainly affect meeting effectiveness are Leadership and Substantive conflict. Based on the previous studies in the world [16] agenda plays an essential role in the meeting, but the result shows that it's statistically insignificant with P-value equals to  $0.90 > 0.05$  which is showed in Table 6 - Standardized Regression Weights. Regarding to national values differences across the worldwide subsidiaries, while according to Western cultures, people belong to polychronic culture, they tend to be on time, and Vietnamese people almost belonging to Asian culture tend to be influenced by polychronic culture [25].

**Conflicts of Interest:** The author(s) declare that there are no conflicts of interest regarding the publication of this paper.

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# BUILDING ORGANIZATIONAL COMMITMENT: THE ANALYSIS OF INDICATORS

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## ABSTRACT

*The concept of organizational commitment in recent years attracts a lot of worldwide researchers so far. Apparently, it plays a vital role for both employees and employers. Thus, this paper also wants to target at how to boost organizational commitment by the main factors such as tax, banking, health service, airlines, education and business. The study applied structured questionnaire survey approach for which data were collected from fulltime Vietnamese employees and employers in Vietnamese organizations. The analyzed results demonstrate that organizational identification, intrinsic motivation and extrinsic motivation are the three main indicators building organizational commitment. Moreover, this study hopes to provide the profound ideas into organizational commitment to managerial perspective. The top managers or leaders may take into account these major factors for better organizational outcomes in both public and private sector.*

**Keywords:** Commitment, Identity, Perceived Values, Motivation, Employee Roles.

## INTRODUCTION

The term of organizational commitment has become popular to scholars and practitioners over the world. There have been several experimental studies conducted to increase employee commitment to organizations. Considered as organization's assets, employees play the vital role for several rational reasons. 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 et al., 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 other words, people are placed first. Organizational commitment consists of three main categories which are affective commitment, continuance commitment and normative commitment. 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). The concept of organizational commitment has been defined and conducted in various ways. Buchanan (1974) emphasizes the role of manager's commitment because managers play an important role to maintain the organization's health and operations (Buchanan, 1974). Commitment is considered as the link between employees and their organization. It is also

related to valuable outcomes such as job performance, employee satisfaction and turnover (Yahaya & Ebrahim, 2016).

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. The findings show that three prominent factors positively affecting organizational commitment are intrinsic motivation, extrinsic motivation and organizational identification.

## **LITERATURE REVIEW**

### **Organizational Commitment**

Previously, there was an ambiguity in the concepts of organizational commitment and organizational identification. In recent years, these terms have been discussed theoretically and tested empirically by Gautam et al. (2004). These authors strongly conclude that whereas organizational identification is self-referential or self-definitional, commitment is not and that while identification is related to perceived similarity and shared fate with the organization, commitment is formed by exchange-based factors known as the relationship between the individual and the organization (Gautam et al., 2004). Employees feel more attachment to the organizational goals and values toward organizational commitment (Buchanan, 1974; Cook & Wall, 1980). As reviewed by Mowday et al. (1978), the concept of organizational commitment is defined as from the two main perspectives: behaviors and attitude. It is the relation between an individual's identification and involvement with the organization in which people work for. Moreover, organizational commitment can be symbolized by at least three elements *"1) a strong belief in and acceptance of the organization's goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a strong desire to maintain membership in the organization"* (Mowday et al., 1978; Steers, 1977) and is a process of identification (Reichers, 1985). From recent researches, according to Yousef (2017), organizational commitment is originated from 3 distinct 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).

### **Organizational Identification**

It's quite different from organizational commitment. Organizational identification is self-definitional or self-referential (Gautam et al., 2004). The first term that needs to be explained is identification. It is the role's defining essence defined by an individual (Ashforth et al., 2008). From his study, Gautam et al. (2004) finds out that organizational identification refers to the individuals' definition of him or herself (Gautam et al., 2004) and is defined as the perception of oneness or belongingness with an organization where he or she tightly involves in and shares with its successes and failures (Mael & Ashforth, 1992). To some extent, the concept of identification is related to the three dimensions: oneness, loyalty and shared characteristics.

While oneness is the share of common goals with others in an organization, loyalty is shown in terms of attitudes and behaviors protecting the organization. Shared characteristics are what individuals and others in the organization have in common (Lee, 1971). Put it another way, organizational identification is the part of more general definition as identification with a psychological group which is perceptual rather than affective (Albert et al., 2000; Mael & Ashforth, 1992) and it stays when an individual feels proud of being a part of a group and highly appreciates the group's values and achievements without gaining them as his or her possession (O'Reilly & Chatman, 1986). Importantly, organizational identification has been criticized to help strengthen a sense of meaning, belonging and control at the workplace (Kreiner & Ashforth, 2004). So far forth as Knippenberg's conclusion, the fundamental difference between identification and commitment originated from the relationship between individual and organization is that whereas identification relates to psychological oneness, commitment shows a bond between separate psychological entities (Edwards, 2005; Van Knippenberg & Sleebos, 2006). Therefore, the authors posit:

*H<sub>1</sub> Organizational identification will positively affect organizational commitment.*

Besides this, motivation also plays an essential role in forming employees' commitment with an organization.

### **Internal and External Motivation**

There have been some previous studies on motivation and its relationship with organizational commitment (Moon, 2000). Motivation term is commonly defined as a sense of achievement, recognition for high performance, responsibility and individual development and considered as a psychological process of the exchange between individual and environment (Bassett-Jones & Lloyd, 2005; Latham & Pinder, 2005). Two main drivers of motivation are intrinsic and extrinsic (Gagné et al., 2015; Moon, 2000). Whereas the former relates to the state of interest and enjoy, the latter is about doing something for instrumental reasons (Gagné et al., 2010; Katzell & Thompson, 1990). In other words, while intrinsic motivation is linked to work engagement, positive outcomes, productivity, extrinsic one is built by visible incentives (Kuvaas et al., 2017).

From another perspective known as Self-Determination theory, reveals a multidimensional definition of motivation that consists of the two main forms: autonomous and controlled motivation (Gagné et al., 2015).

However, above all, most researchers believe that the role of stimulating employees to raise their voice doesn't really relate to money and recognition. Those who have a sense of achievement or job importance are likely to have more commitment to an organization. That's the reason for most authors to confirm that intrinsic drivers dominate extrinsic rewards (Bassett-Jones & Lloyd, 2005; Kuvaas et al., 2017; Moon, 2000; Tremblay et al., 2009). This leads to the following hypotheses:

*H<sub>2</sub> Intrinsic motivation will positively affect Organizational commitment.*

*H<sub>3</sub> Extrinsic motivation will positively affect Organizational commitment.*

Motivation cannot be existed without receiving supports from the organization. Perceived organizational support is supposed as the leverage for stronger organizational commitment.

## Perceived Organizational Support

Perceived organizational support (POS) is considered as the antecedent increasing employee's attachment to the organization (Eisenberger & Huntington, 1986; Shore & Wayne, 1993). It results from organization's treatment to an employee in a wide variety of situations such as illnesses, mistakes, performance and so forth in order to make employee's job interesting and useful and meets the needs for praise and approval (Eisenberger & Huntington, 1986). Moreover, POS is considered as employees' perceptions of the organization's commitment which are relied on how the organization recognizes their contributions and support their well-being (Kim et al., 2016; Shore & Wayne, 1993). Eisenberger et al. (2002) believe that POS relates to meeting employees' socio-emotional needs and the readiness the organization does to appreciate increased work endeavor (Eisenberger et al., 2002). This term becomes more interesting for recent studies because it positively affects job satisfaction and organizational commitment (Jaiswal & Dhar, 2016). POS will be stronger in case the organization assures to make an employee's job effective and decrease stressful situations (Rhoades & Eisenberger, 2002). The prominent beneficial influence of POS is that it creates among employees a feeling of obligation to repay the positive treatment they received from their organization (Caesens et al., 2016; Eisenberger et al., 1990). Thus:

*H<sub>4</sub> Perceived organizational support will positively affect organizational commitment.*

Moreover, in order to partly contribute to the organizational outcome, employee voice also plays an important role.

## Voice

In the organizational science, the term voice has been defined in various ways. Farndale et al. (2011) states that voice relates to employees' ability to affect the outcome of organizational decisions by giving them the chance to raise their ideas (Farndale et al., 2011). Traditionally, it is defined mostly as criticism of one's work organization but recently voice is defined as offering improvements, discussing problems in the workplace (Cosier et al., 1991). In terms of employee voice, it is originated by several purposes such as rectifying a problem with management, offering a countervailing source of control to management, contributing to improve quality and outcomes, or suggesting long-term viability for organization (Dundon et al., 2004).

In addition, based on Dyne's study, voice consists of two elements: employees' complaints or grievance at work to management and employees' participation in decision-making processes of the organization and is divided into two types: mandated voice and voluntary voice (Dyne et al., 2003). Similarly, Detert & Burris, (2007) claims that voluntary voice considered as upward voice is preferred by communicating suggestions, information or strategies to management (Detert & Burris, 2007; Morrison, 2014). Levels of employee engagement are either directly or indirectly influenced by employee perceptions of voice behavior targeting at increasing job performance (Rees et al., 2013). As the result, the authors propose:

*H<sub>5</sub> Voice will positively affect organizational commitment.*

## METHODOLOGY



The data for research is based on the survey of 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. All correspondents are subordinates with various titles from middle managers to staffs. Five-point Likert scale is used to measure those factors with 32 items: totally disagree, disagree, neutral, agree, and totally agree. Before sending these handouts of the questionnaire to correspondents, the authors conduct a pilot test with two focus groups about 20 participants for the clarity and suitability of the questionnaire.

A total of 280 handouts of the questionnaire were delivered within six months in Ho Chi Minh City and other neighboring provinces in southern Vietnam. However, only 249 handouts were returned and valid. Quantitative research is conducted by non-probability sampling and obtained by using EFA, CFA analysis and Structural Equation Modeling. The questionnaire is designed as follow:

### **Organizational Commitment**

1. You have warm feelings toward this organization as a place to live and work.
2. You feel yourself to be part of the organization.
3. You like to feel you are making some effort, not just for yourself but for the organization as well.
4. You really feel as if this organization's problems are your problems.
5. You feel a sense of pride working for this organization.
6. In your work, you are willing to put in a great deal of effort beyond that normally expected. The offer of a bit more money with another employer would not seriously make you think of changing your job.

### **Employee Voice**

1. Leaders here at providing everyone with the chance to comment on proposed changes.
2. Subordinates strongly express ideas.
3. Leaders here at listening ideas and suggestions from subordinates.
4. Leaders here at responding to suggestions from employees.

### **Internal Motivation**

1. Doing your job well gives you the feeling that you have accomplished something worthwhile.
2. The things you do on your job are important to you.
3. You enjoy this work very much.
4. You have fun doing your job.

### **External Motivation**

1. If you produce a high quality of work output, you will lead to higher pay.
2. This job affords you a certain standard of living.
3. It allows you to make a lot of money.
4. Producing a low quality of work decreases your chances for promotion.

### **Perceived Organizational Support**

1. The organization is willing to extend itself in order to help you perform your job to the best of my ability.
2. Help is available from the organization when you have a problem.
3. The organization wishes to give you the best possible job for which you are qualified.

4. The organization is willing to help you when you need a special favor.
5. The organization would understand if you were unable to finish a task on time.
6. The organization really cares about my well-being.

### Organizational Identification

1. You are proud to be an employee of the organization.
2. You often describe yourself to others by saying “*I work for this organization*” or “*I am from this organization*”.
3. You talk up this organization to your friends as a great company to work for.
4. You become irritated when you hear others outside the organization criticize your organization.
5. You have warm feelings toward this organization as a place to work.
6. You would describe your organization as a large “*family*” in which most members feel a sense of belonging.
7. You are willing to put in a great deal of effort beyond that normally expected to help this organization to be successful.

## RESULTS & DISCUSSION

The descriptive statistics result shows that it ranges with mean from 3.41 to 4.0 and its standard deviations fluctuate from 0.756 to 0.976. Moreover, Cronbach’s Alpha ratio is 0.966 ( $>0.8$ ) with 32 items.

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 0.931 ( $\geq 0.5$ ) and sig.001 ( $\leq 0.05$ ), therefore Bartlett’s Test is statistically significant.

After Rotation method Varimax with Kaiser Normalization, 25 items of independent variables are separated into four factors. Component 1 consists of eight items, however one item IM03 is eliminated because the difference of factor loadings between two factors is less than 0.3. Thus, component 1 contains seven items named Organizational identification: IO1, IO2, IO3, IO4, IO5, IO6, and IO7. Component 2 involves eight items called Employee voice: POS1, POS2, POS3, POS4, EV1, EV2, EV3, and EV4. However, POS2 and POS4 are eliminated because the difference of factor loadings between two factors is less than 0.3. Similarly; component 3 mainly includes four items grouped as extrinsic motivation: EM2, EM3, POS5, and POS6 while POS2 and POS4 are removed. Last but not least, intrinsic motivation is for component 4, mainly containing 5 items: IM01, IM02, IM04, EM01, and EM04. The rest of component 4, item IM03 is dropped because the difference of factor loadings between two factors is less than 0.3. The evaluation of Cronbach’s Alpha after EFA analysis rotated for 4 factors: Organizational identification, Employee voice, extrinsic motivation and intrinsic motivation are simultaneously at 0.922; 0.887; 0.840 and 0.825 with KMO equals to 0.912; 0.866; 0.736; and 0.794, respectively. They all are accepted.

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 0.931 ( $\geq 0.5$ ) and sig.001 ( $\leq 0.05$ ) that also mean the Bartlett’s Test is statistically significant and all factor loadings are more than 0.505.

## CFA Factor Analysis

The results of CFA are presented as follow:  $P=0.000$ ;  $CFI=0.884$ ;  $TLI=0.870$ ;  $GFI=0.781$ ;  $RMSEA=0.084$ . According to the conditions with  $P<0.05$ ;  $CFI$ ,  $TLI \geq 0.8$ ;  $GFI$  is approximately 0.781 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, the parameters (standardized) are statistically significant ( $p<0.05$ ). However, three factors IM, EM and IO have significant effects on Organizational commitment with  $P\text{-value}<0.05$ , while EV with weight of -0.034 and  $P\text{-value}$  0.635 does not.

According to the regression weight between factors shown, while intrinsic motivation positively affects organizational commitment with weight of .364, extrinsic motivation positively affects organizational commitment with weight of .138.

It is found that empirically, three antecedents mainly affecting organizational commitment are intrinsic motivation, extrinsic motivation and organizational identification but not employee voice. And 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 et al., 2013).

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 (Bassett-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 (Gagné et al., 2010; Katzell & Thompson, 1990; Kuvaas 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, 1971; Mael & Ashforth, 1992). Furthermore, they also feel proud of being a part of an organization and highly recommend the organization's values and achievement (O'Reilly & Chatman, 1986).

## CONCLUSION

This study concluded that theoretically, three main indicators that positively affect organizational commitment are intrinsic motivation, extrinsic motivation and organizational identification. Moreover, this study also provides the profound ideas into organizational commitment to managerial perspective. The top managers or leaders may take into account these major factors for better organizational outcomes in both public and private sector.

Specifically, the findings 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.

## RECOMMENDATIONS

In order to facilitate employees to more engage in their job and organization, based on the literature of organizational commitment, there are more factors which have the great impacts on

organizational commitment rather than just these three ones. Therefore, what we should do next is to find out more factors affecting organizational commitment besides what have been investigated in this paper.

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## A model of antecedents strengthening organizational commitment

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### ABSTRACT

Due mainly to the importance of organizational commitment for both employees and employers, it has been the subject attracting researchers over the last few decades. Therefore, the paper aims to build a model of antecedents strengthening organizational commitment. First, 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. The findings show that three prominent factors positively affecting organizational commitment are intrinsic motivation, extrinsic motivation and organizational identification.

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## 1. Introduction

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, 2000; 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, Steers, & Porter, 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

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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. The findings show that four prominent factors positively affecting organizational commitment are intrinsic motivation, extrinsic motivation, employee voice and organizational identification.

## 2. Literature review

### 2.1 Organizational commitment

Previously, there was an ambiguity in the concepts of organizational commitment and organizational identification. In recent years, these terms have been discussed theoretically and tested empirically by Gautam et.al (2004). These authors strongly conclude that whereas organizational identification is self-referential or self-definitional, commitment is not and that while identification is related to perceived similarity and shared fate with the organization, commitment is formed by exchange-based factors known as the relationship between the individual and the organization (Gautam, Dick, & Wagner, 2004). Employees feel more attachment to the organizational goals and values toward organizational commitment (Buchanan, 1974; Cook & Wall, 1980). As reviewed by Mowday et al. (1978), the concept of organizational commitment is defined as from the two main perspectives: behaviors and attitude. It is the relation between an individual's identification and involvement with the organization in which people work for. Moreover, organizational commitment can be symbolized by at least three elements "1) a strong belief in arid acceptance of the organization's goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a strong desire to maintain membership in the organization" (Mowday et al., 1978; Steers, 1977) and is a process of identification (Reichers, 1985). From recent researches, according to Yousef et al. (2017), organizational commitment is originated from 3 distinct 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).

### 2.2 Organizational Identification

It's quite different from organizational commitment. Organizational identification is self-definitional or self-referential (Gautam, Dick, & Wagner, 2004). The first term that needs to be explained is identification. It is the role's defining essence defined by an individual (Ashforth, Harrison, & Corley, 2008). From his study, Gautam (2004) finds out that organizational identification refers to the individuals' definition of him or herself (Gautam et al., 2004) and is defined as the perception of oneness or belongingness with an organization where he or she tightly involves in and shares with its successes and failures (Mael & Ashforth, 1992). To some extent, the concept of identification is related to three dimensions: oneness, loyalty and shared characteristics. While oneness is the share of common goals with others in an organization, loyalty is shown in terms of attitudes and behaviors protecting the organization. Shared characteristics are what individuals and others in the organization have in common (Lee, 1970). Put it another way, organizational identification is the part of more general definition as identification with a psychological group which is perceptual rather than affective (Albert, Ashforth, & Dutton, 2000; Mael & Ashforth, 1992) and it stays when an individual feels proud of being a part of a group and highly appreciates the group's values and achievements without gaining them as his or her possession (Charles O'Reilly & Chatman, 1986). Importantly, organizational identification has been criticized to help strengthen a sense of meaning, belonging and control at the workplace (Kreiner & Ashforth, 2004). So far forth as Knippenberg's conclusion, the fundamental difference between identification and commitment originated from the relationship between individual and organization is that whereas identification relates to psychological oneness, commitment shows a bond between separate psychological entities (Edwards, 2005; Knippenberg & Sleebos, 2006). Therefore, the authors posit:

*H<sub>1</sub>: Organizational identification will positively affect Organizational commitment.*

Besides this, motivation also plays an essential role in forming employees' commitment with an organization.

### 2.3 Internal and External Motivation

There have been some previous studies on motivation and its relationship with organizational commitment (M.J. Moon, 2000). Motivation term is commonly defined as a sense of achievement, recognition for high performance, responsibility and individual development and considered as a psychological process of the exchange between individual and environment (Jones & Lloyd, 2005; Latham & Pinder, 2005). Two main drivers of motivation are intrinsic and extrinsic (Gagne et al., 2010; Kuvass, Buch, Weibel, Dysvik, & Nerstad, 2017; Moon, 2000). Whereas the former relates to the state of interest and enjoy, the latter is about doing something for instrumental reasons (Gagne et al., 2010; Katzell & Thompson, 1990). In other words, while intrinsic motivation is linked to work engagement, positive outcomes, productivity, extrinsic one is built by visible incentives (Kuvass et al., 2017). From another perspective known as Self-Determination theory, Garne (2015) reveals a multidimensional definition of motivation that consists of the two main forms: autonomous and controlled motivation. The author prefers autonomous, because while autonomous motivation is about individuals' optimal functioning such as well-being, performance etc., controlled one is less beneficial (Gagne, Forest, & Vansteenkiste, 2015). However, above all, most researchers believe that the role of stimulating employees to raise their voice doesn't really relate to money and recognition.

Those who have a sense of achievement or job importance are likely to have more commitment to an organization. That's the reason for most authors to confirm that intrinsic drivers dominate extrinsic rewards (Jones & Lloyd, 2005; Kuvass et al., 2017; Moon, 2000; Tremblay, Blanchard, Taylor, Pelletier, & Villeneuve, 2009). This leads to the following hypotheses:

*H<sub>2</sub>: Intrinsic motivation will positively affect Organizational commitment.*

*H<sub>3</sub>: Extrinsic motivation will positively affect Organizational commitment.*

Motivation cannot be existed without receiving supports from the organization. Perceived organizational support is supposed as the leverage for stronger organizational commitment.

#### 2.4 Perceived Organizational Support

Perceived organizational support (POS) is considered as the antecedent increasing employee's attachment to the organization (Eisenberger & Huntington, 1986; Shore & Wayne, 1993). It results from organization's treatment to an employee in a wide variety of situations such as illnesses, mistakes, performance and so forth in order to make employee's job interesting and useful and meets the needs for praise and approval (Eisenberger & Huntington, 1986). Moreover, POS is considered as employees' perceptions of the organization's commitment which are relied on how the organization recognizes their contributions and support their well-being (Kim, Eisenberger, & Baik, 2016; Shore & Wayne, 1993). Having the same perspective, Eisenberger et. al believe that POS relates to meeting employees' socio-emotional needs and the readiness the organization does to appreciate increased work endeavor (Eisenberger et al., 2002). This term becomes more interesting for recent studies because it positively affects job satisfaction and organizational commitment (Jaiswal & Dhar, 2016). POS will be stronger in case the organization assures to make an employee's job effective and decrease stressful situations (Rhoades & Eisenberger, 2002). The prominent beneficial influence of POS is that it creates among employees a feeling of obligation to repay the positive treatment they received from their organization (Caesens et al., 2015; Eisenberger et al., 1990). Thus:

*H<sub>4</sub>: Perceived organizational support will positively affect Organizational commitment.*

Moreover, in order to partly contribute to the organizational outcome, employee voice also plays an important role.

#### 2.5 Voice

In the organizational science, the term voice has been defined in various ways. Farndale (2011) states that voice relates to employees' ability to affect the outcome of organizational decisions by giving them the chance to raise their ideas (Farndale, Ruiten, clare Kelliher, & Hailey, 2011). Traditionally, it is defined mostly as criticism of one's work organization but recently voice is defined as offering improvements, discussing problems in the workplace (Cosier, Dalton, & Taylor, 1991). In terms of employee voice, it is originated by several purposes such as rectifying a problem with management, offering a countervailing source of control to management, contributing to improve quality and outcomes, or suggesting long-term viability for organization (Tony, Adrian, Mick, & Peter, 2004). In addition, based on Dyne's study, voice consists of two elements: employees' complaints or grievance at work to management and employees' participation in decision-making processes of the organization and is divided into two types: mandated voice and voluntary voice (Linn Van Dyne, Ang, & Botero, 2003). Similarly, Detert (2007) claims that voluntary voice considered as upward voice is preferred by communicating suggestions, information or strategies to management (Detert & Burris, 2007; Morrison, 2014). Levels of employee engagement are either directly or indirectly influenced by employee perceptions of voice behavior targeting at increasing job performance (Rees, Alfes, & Gatenby, 2013a). As the result, the authors propose:

*H<sub>5</sub>: Voice will positively affect Organizational commitment.*

### 3. Method and results

#### 3.1 Data Collection

The data for research is based on the survey of 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. All correspondents are subordinates with various titles from middle managers to staffs. The questionnaire was contained six constructs including organizational commitment, intrinsic motivation, extrinsic motivation, employee voice, organizational identification and perceived organizational support and distributed as hard copies that required handwritten responses. Five-point Likert scale is used to measure those factors with 32 items: totally disagree, disagree, neutral, agree, totally agree. A total of 280 handouts of the questionnaire were delivered within six months in Hochiminh City and other neighboring provinces in southern Vietnam. However, only 249 handouts were returned and valid. Quantitative research is conducted by non-probability sampling and obtained by using EFA, CFA analysis and Structural Equation Modeling.

#### 3.2 Data analysis and Results

To ensure the items in the questionnaire to be valid and reliable, the questionnaire is surveyed by two hundred and forty nine participants. The descriptive statistics result shows that it ranges with mean from 3.41 to 4.0 and its standard deviations fluctuate from 0.756 to 0.976. Moreover, Cronbach's Alpha ratio is 0.966 ( $>0.8$ ) with 32 items (see Table 1).



**Table 1**  
Descriptive statistics

	N	min	max	Mean	Std. Dev.
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
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.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
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
POS3.The organization wishes to give you the best possible job for which you are qualified.	249	1	5	3.77	.813
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
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
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 0.931 ( $\geq 0.5$ ) and sig.001 ( $\leq 0.05$ ), therefore Bartlett's Test is statistically significant (see Table 2).

**Table 2**  
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.931
Bartlett's Test of Sphericity	Approx. Chi-Square	4583.813
	df	300
	Sig.	.000

After Rotation method Varimax with Kaiser Normalization, 25 items of independent variables are separated into four factors. Component 1 consists of eight items, however one item IM03 is eliminated because the difference of factor loadings between two factors is less than 0.3. Thus, component 1 contains seven items named Organizational identification: IO1, IO2, IO3, IO4, IO5, IO6, IO7. Component 2 involves eight items called Employee voice: POS1, POS2, POS3, POS4, EV1, EV2, EV3, EV4. However, POS2 and POS4 are eliminated because the difference of factor loadings between two factors is less than 0.3. Similarly, component 3 mainly includes four items grouped as Extrinsic motivation: EM2, EM3, POS5, POS6 while POS2 and POS4 are removed. Last but not least, Intrinsic motivation is for component 4, mainly containing 5 items: IM01, IM02, IM04, EM01, EM04. The rest of component 4, item IM03 is dropped because the difference of factor loadings between two factors is less than 0.3. The evaluation of Cronbach's Alpha after EFA analysis rotated for 4 factors: Organizational identification, Employee voice, Extrinsic motivation and Intrinsic motivation are simultaneously equal to .922, .887, .840 and .825 with KMO of 0.912, 0.866, 0.736 and 0.794, respectively. They all are accepted. (see Table 3). 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 0.931 ( $\geq 0.5$ ) and sig.001 ( $\leq 0.05$ ) that also mean the Bartlett's Test is statistically significant and all factor loadings are more than 0.505. (see Table 4).

**Table 3**

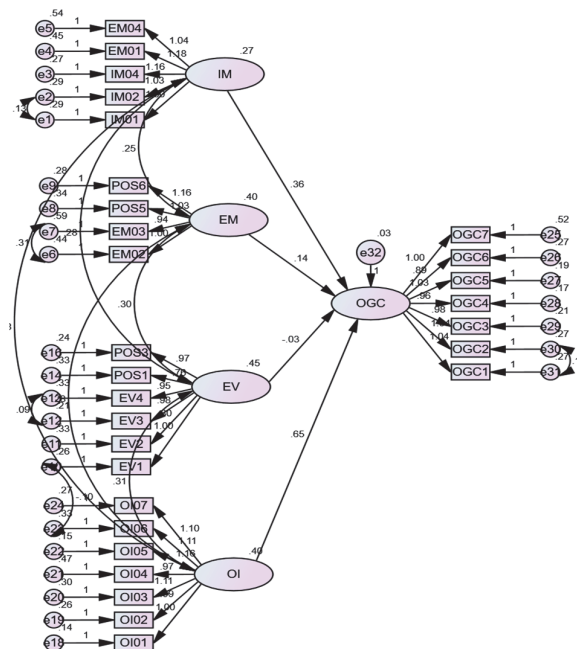
EFA Result – Rotated Component Matrix

	Component			
	1	2	3	4
EV1		.740		
EV2		.684		
EV3		.773		
EV4		.742		
POS1		.505		
POS2		.531	.546	
POS3		.684		
POS4		.610	.555	
POS5			.624	
POS6			.583	
IM01				.594
IM02				.674
IM03	.522			.503
IM04				.560
EM01				.549
EM02			.742	
EM03			.850	
EM04				.571
OI01	.735			
OI02	.642			
OI03	.768			
OI04	.693			
OI05	.798			
OI06	.712			
OI07	.638			
Eigenvalue	4.790	3.839	2.704	2.949
Cumulative	68.422	63.987	67.600	58.976
Cronbach Alpha	0.922	0.887	0.840	0.825

**Table 4**

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.931
Bartlett's Test of Sphericity	Approx. Chi-Square
	4599.510
	df
	300
	Sig.
	.000

*CFA Factor Analysis***Fig. 1.** Results of CFA concepts of research model (standardized)  
P=.000; CFI = .884; TLI = .870; GFI = .781; RMSEA = .084.

**Table 6**  
Regression Weights

			Estimate	S.E.	C.R.	P	Label
OGC	←	IM	.364	.155	2.350	.019	
OGC	←	EM	.138	.067	2.051	.040	
OGC	←	EV	-.034	.071	-.475	.635	
OGC	←	OI	.649	.099	6.584	***	
IM01	←	IM	1.000				
IM02	←	IM	1.033	.077	13.443	***	
IM04	←	IM	1.162	.108	10.719	***	
EM01	←	IM	1.178	.122	9.631	***	
EM04	←	IM	1.040	.121	8.561	***	
EM02	←	EM	1.000				
EM03	←	EM	.944	.071	13.303	***	
POS5	←	EM	1.033	.103	10.018	***	
POS6	←	EM	1.163	.109	10.637	***	
EV1	←	EV	1.000				
EV2	←	EV	.796	.071	11.217	***	
EV3	←	EV	.981	.070	14.045	***	
EV4	←	EV	.945	.077	12.359	***	
POS1	←	EV	.758	.070	10.815	***	
POS3	←	EV	.967	.071	13.667	***	
OI01	←	OI	1.000				
OI02	←	OI	.994	.066	15.104	***	
OI03	←	OI	1.105	.071	15.525	***	
OI04	←	OI	.971	.080	12.083	***	
OI05	←	OI	1.164	.061	19.072	***	
OI06	←	OI	1.112	.073	15.274	***	
OI07	←	OI	1.101	.069	16.019	***	
OGC7	←	OGC	1.000				
OGC6	←	OGC	.887	.082	10.832	***	
OGC5	←	OGC	1.031	.086	12.016	***	
OGC4	←	OGC	.960	.081	11.912	***	
OGC3	←	OGC	.981	.084	11.657	***	
OGC2	←	OGC	1.038	.091	11.420	***	
OGC1	←	OGC	1.038	.091	11.436	***	

The results of CFA factor analysis of the research model are presented in Fig. 1. They are presented as follow:  $P=.000$ ; CFI = .884; TLI = .870; GFI = .781; RMSEA = .084. According to the conditions with  $P < 0.05$ ; CFI, TLI  $\geq 0.8$ ; GFI is approximately equal to 0.781 and RMSEA is approximately equal to 0.08 and they both meet the requirements. Considering the above conditions, the model is consistent with market data. Based on the results in Table 6, the parameters (standardized) are statistically significant ( $p < 0.05$ ). However, three factors IM, EM and IO have significant effects on Organizational commitment with P-value  $< 0.05$ , while EV with weight of -.034 and P-value 0.635 does not. According to the regression weight between factors shown, while intrinsic motivation positively affects organizational commitment with weight of .364, extrinsic motivation positively affects organizational commitment with weight of .138. Specifically, when intrinsic motivation goes up by 1 standard deviation, organizational commitment goes up by 0.364 standard deviation and when extrinsic motivation goes up by 1 standard deviation, organizational commitment goes up by 0.138 standard deviation. Similarly, with weight of .649, organizational identification has a positive effect on organizational commitment. Clearly, whenever organizational identification goes up by 1 standard deviation, organizational commitment goes up by 0.649 standard deviation. (see Table 6).

#### 4. Discussion

It is found that empirically, three antecedents mainly affecting organizational commitment are intrinsic motivation, extrinsic motivation and organizational identification 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, 2013b). 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).

## 5. Implications and discussion

### 5.1 Implications

For future research, in order to facilitate employees to more engage in their job and organization, based on the literature of organizational commitment, there are more factors which have the great impacts on organizational commitment rather than just these three ones. Therefore, what we should do next is to find out more factors affecting organizational commitment besides what have been investigated in this paper.

## 6. Conclusion

Recent years have witnessed a special interest in the concept of organizational commitment since it will bring several beneficial results to organizations. The term organizational commitment has been variably defined, measured, and researched. However, it has yet researched fully in the Vietnamese context. With the survey of 34 organizations from a variety of sectors such as tax, banking, health service, airlines, education and business, the findings show that empirically, three main antecedents that positively affect organizational commitment are intrinsic motivation, extrinsic motivation and organizational identification. The model of antecedents strengthening organizational commitment 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.

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# FACTORS AFFECTING ORGANIZATIONAL COMMITMENT

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## Abstract

Over the last few decades, organizational commitment has been the attractive subject for most researchers, due mainly to its importance for a strong desire to maintain membership in the organization. Therefore, the paper aims to build a casual model of the antecedents of organizational commitment. First, the paper reviews five main concepts including internal communication, leadership, intrinsic motivation, extrinsic motivation and organizational commitment. 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 (SEM). The findings show that three prominent factors positively affecting organizational commitment are intrinsic motivation, extrinsic motivation and leadership.

**Keywords:** organizational commitment; intrinsic motivation; extrinsic motivation; leadership

## 1. Introduction

The term of organizational commitment has received much attention from scholars and practitioners over the world. There are several social experiments research conducted to increase employee commitment to organizations (M.J. Moon, 2000; Steers, 1977). Obviously, employees are considered as organization's assets; therefore, they play the essential 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, Steers, & Porter, 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 that 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 of 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.

Initially, the paper reviews five main concepts including organizational commitment, internal communication, leadership, intrinsic motivation and extrinsic motivation. 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.

The findings show that four prominent factors positively affecting organizational commitment are leadership, intrinsic motivation and extrinsic motivation.

## **2. Literature Review**

### **2.1. Organizational Commitment**

As reviewed by Mowday et.al (1978), the concept of organizational commitment is defined as from the two main perspectives: behaviors and attitude. Moreover, it can be symbolized by at least three elements “1) a strong belief in and acceptance of the organization’s goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a strong desire to maintain membership in the organization” (Mowday et al., 1978; Steers, 1977). Put it another way, from recent researches, according to Yousef et. al (2017), organizational commitment is originated from 3 distinct categories. The first type is affective commitment that 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). Importantly, it is believed that employees feel more attachment to the organizational goals and values toward organizational commitment (Buchanan, 1974; Cook & Wall, 1980).

### **2.2. Leadership**

Leadership is considered as the key factor in determining whether the organization succeeds (Men, 2014). The style of leading should be “simpatico” or “diversity-friendly”. A diversity leader from CEO to the first line supervisor is considered as a corporate manager who leads subordinates in a fair, effective and respectful way. Nine characteristics that a diversity leader must possess are Sensitive, Impartial, Mediators, Patient, Amiable, Teachers, Involved, Communicators, and Optimistic (Hopkins & Hopkins, 1998). Also, in term of leadership, Simola (2012) recommends transformational leadership in which leaders aim to transform, motivate and enhance their subordinates’ actions and ethical aspirations. It contains four dimensions which are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Judge & Bono, 2000; Simola, Barling, & Turner, 2012). Furthermore, this type of leadership brings more benefits for leading present workgroups because today’s followers turn more challenged and empowered. Followers are in the need of an inspirational leader to guide them in uncertainty and intellectually stimulate and encourage their abilities and talents (Bass & Riggio, 2006). Put it another way, Kirkpatrick (1991) emphasizes leader’s traits which include achievement, motivation, ambition, energy, tenacity and initiative. Leaders should be provided essential skills such as formulating an organization vision, making effective plans for vision implementation in reality (Kirkpatrick & Locke, 1991).

From most previous studies about leadership, the type of charisma becomes emerging. Partly like ethical one, emotionality is the main dimension in charismatic leadership, the nature of which is not very rational. Problem-solving is not mostly based on authority but rather on personal characteristics (Marjosola & Takala, 2000). Leadership can not be fulfilled without groups who have the common goals. Surely, it is hard for leaders or managers effectively achieving organization’s goals and that the leader can only achieve goals through followers’ efforts and actions (Andersen, 2006). Fry (2007) highly appreciates type of servant

leadership which consists of four elements such as being a servant first, making sure that other people's needs are served; serving through listening; serving through people building and serving through leadership creation (Fry, Matherly, Whittington, & Winston, 2007). Similarly, another type of leadership is transformational leadership by which leaders motivates followers by appealing to their higher-order needs and induce employees to transcend self-interest for the sake of the group or the organization (Men, 2014). For the emphasis, Wallis (2002) strengthens that followers are mainly influenced by leadership's inspiration in which values and beliefs are shared by both leaders and followers. Zhu (2004) believes in ethical leaders who behave morally and always tend to create a healthy environment and organizational culture to grow ethical behaviors inside the organization (Zhu, May, & Avolio, 2004). Therefore, the author states:

Hypothesis 1: Leadership will positively affect organizational commitment.

Besides leadership, internal communication assists to transform information more specifically and effectively.

### **2.3. Internal Communication**

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). Moreover, Martic (2014) emphasizes "Through internal communication, executives "pilots" the organization, as well as assure and guide employees to follow the mission and goals, encourage loyalty, enhance employees to identify with the organization, increase their motivation and satisfaction with their work, develop mutual positive relationships between employees and the impact on the socialization of employees and organizational culture." (Martic, 2014). Above all, the best method for facilitating employees to gain specific goals is face-to-face communication (Okanovic, Stefanovic, & Suznjevic, 2014).

Eventhough, several blocks in communication happen such as age, gender, previous history of organization, distrust in management, regional differences and so far (Smith & Mounter, 2008). If it is symmetrical, it has the positive effect on the relationship between employees and their organization which in turn leads to employee advocacy. Men (2014) also claims that there is a linkage among leadership, communication and employee outcomes which positively cultivates the quality of this relationship (Men, 2014; Men & Jiang, 2016). If communication is effective, it plays as an useful weapon for an organization (Ruck & Welch, 2012; Welch, 2011).

Furthermore, effective communication will foster the closer relationship between senior managers and employees (Welch, 2011). Especially, in the change process, along with commitment, social and cultural values, it plays a key role in which employees share information, build relationship and make things meaningful (Linke & Zeffass, 2011; Men & Stacks, 2014). From the same view point, Daly (2002) strengthens that internal communication is also a key issue with regard to how successful change management programmes are performed (Daly, 2002). And therefore, this is the proposition of the relationship between internal communication and organizational commitment.

Hypothesis 2: Internal communication will positively affect organizational commitment.

Besides that, motivation really works in sense of achievement, work engagement and positive outcomes.

### **2.4. Intrinsic and Extrinsic Motivation**

There have been some previous studies on motivation and its relationship with organizational commitment (M..J. Moon, 2000). Motivation term is commonly defined as a sense of achievement, recognition for high performance, responsibility and individual development and considered as a psychological process of the exchange between individual and environment (Jones & Lloyd, 2005; Latham & Pinder, 2005). Two main drivers of motivation are intrinsic and extrinsic (Gagne, Forest, M.H., & Aube, 2010; Kuvass, Buch, Weibel, Dysvik, & Nerstad, 2017; M..J. Moon, 2000). Whereas the former relates to the state of interest and enjoy, the latter is about doing something for instrumental reasons (Gagne et al., 2010; Katzell & Thompson, 1990). In other words, while intrinsic motivation is linked to work engagement, positive outcomes, productivity, extrinsic one is built by visible incentives (Kuvass et al., 2017).

From another perspective known as Self-Determination theory, Garne (2015) reveals a multidimensional definition of motivation that consists of the two main forms: autonomous and controlled motivation. The author prefers autonomous, because while autonomous motivation is about individuals' optimal functioning such as well-being, performance etc., controlled one is less beneficial (Gagne, Forest, & Vansteenkiste, 2015).

However, above all, most researchers believe that the role of stimulating employees to raise their voice doesn't really relate to money and recognition. Those who have a sense of achievement or job importance are likely to have more commitment to an organization. That's the reason for most authors to confirm that intrinsic drivers dominate extrinsic rewards (Jones & Lloyd, 2005; Kuvass et al., 2017; M..J. Moon, 2000; Tremblay, Blanchard, Taylor, Pelletier, & Villeneuve, 2009). This leads to the following hypotheses:

Hypothesis 3: Intrinsic motivation will positively affect Organizational commitment.

Hypothesis 4: Extrinsic motivation will positively affect Organizational commitment.

### **3. Method and Results**

#### **Data Collection**

The data for research is based on the survey of 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. All correspondents are subordinates with various titles from middle managers to staffs. The questionnaire was contained five constructs including organizational commitment, internal communication, leadership, intrinsic motivation and extrinsic motivation and distributed as hard copies that required handwritten responses. Five-point Likert scale is used to measure those factors with 29 items: totally disagree, disagree, neutral, agree, totally agree.

A total of 280 handouts of the questionnaire were delivered within six months in Hochiminh City and other neighboring provinces in southern Vietnam. However, only 249 handouts were returned and valid. Quantitative research is conducted by non-probability sampling and obtained by using EFA, CFA analysis and Structural Equation Modeling.

#### **Data analysis and Results**

To ensure the items in the questionnaire to be valid and reliable, the questionnaire is surveyed by two hundred and forty nine participants. 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 1)



Table 1. Descriptive statistics

	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 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
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

	N	Minimum	Maximum	Mean	Std. Deviation
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 ( $\geq 0.5$ ) and sig.001 ( $\leq 0.05$ ), therefore Bartlett's Test is statistically significant. (see Table 2)

Table 2. **KMO and Bartlett's Test**

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 3).

Table 3. **EFA Result – Rotated Component Matrix**

	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	
<b>Eigenvalue</b>	5.835	2.821	3.011	2.564	
<b>Cumulative</b>	68.452	70.520	75.269	64.107	
<b>Cronbach Alpha</b>	.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 ( $\geq 0.5$ ) and sig.001 ( $\leq 0.05$ ) that also mean the Bartlett's Test is statistically significant and all factor loadings are more than 0.699. (see Table 4)

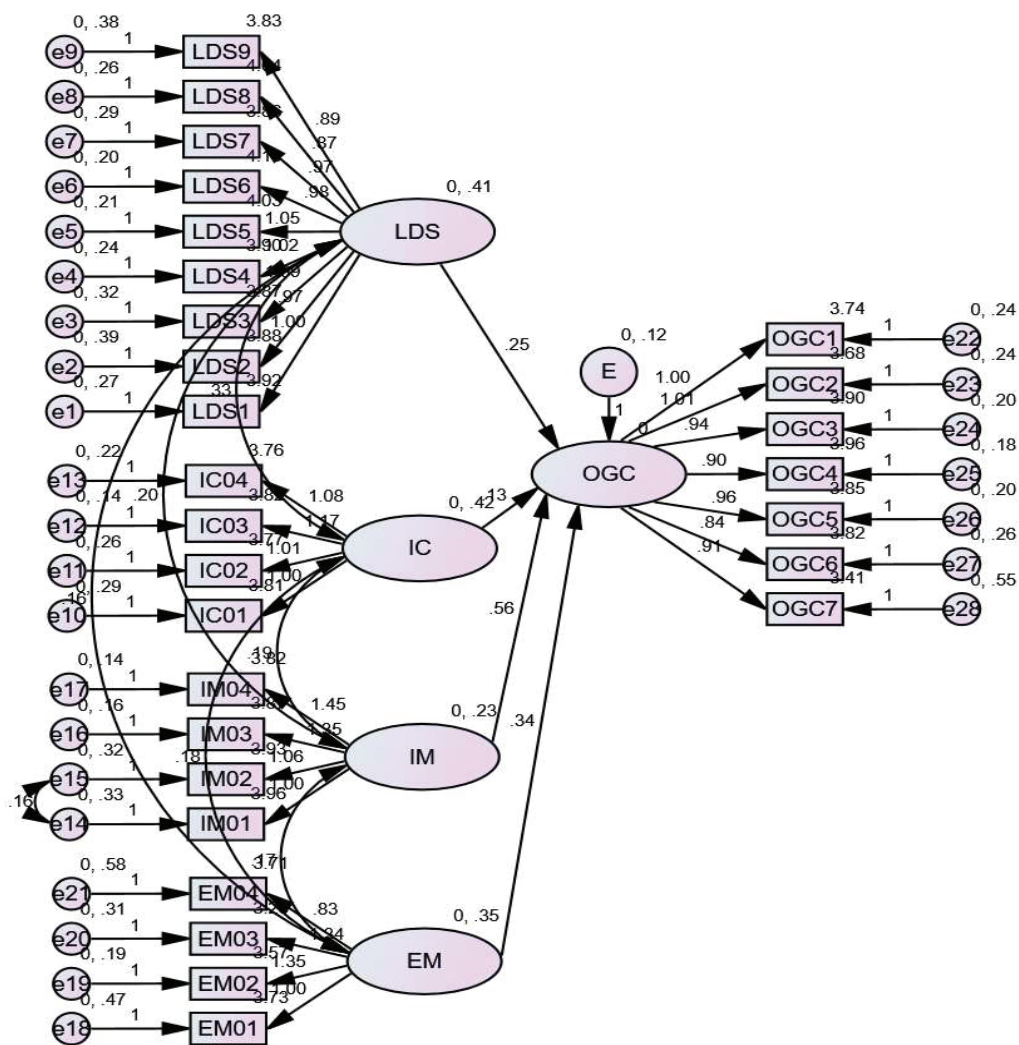
Table 4. KMO and Bartlett's Test

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 1. Results of CFA concepts of research model (standardized)

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



**Table 5. Regression Weights**

	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	***	
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 1. 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 5*, 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 does not.

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 5*)

#### 4. Discussion

It is found that empirically, three antecedents mainly affecting organizational commitment are leadership, intrinsic motivation and extrinsic. 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).

## **5. Implications and Conclusion**

### **Implications**

For future research, what we should do next is to find out more factors affecting organizational commitment besides what have been investigated in this paper.

### **Conclusion**

The term organizational commitment has been variably defined, measured, and researched. However, it has yet researched fully in the Vietnamese context. With the survey of 34 organizations from a variety of sectors such as tax, banking, health service, airlines, education and business, the findings show that empirically, three main antecedents that positively affect organizational commitment are leadership, intrinsic motivation and extrinsic motivation. The model of antecedents strengthening organizational commitment 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.

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## Critical Factors for Organizational Commitment: An Empirical Study in Vietnam

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### Abstract

How to manage a business effectively and successfully is the most important goal of all businesses on their way to expand and develop. Most researchers have confirmed that highly committed employees may perform better than less committed ones. The paper aims to find out what critical factors really affect employee's commitment for success of a business. The findings show that three factors having impacts on organizational commitment are leadership, meeting effectiveness and job satisfaction. Particularly, leadership positively affects meeting effectiveness with weight of 0.838. It is believed that if employees feel satisfied with their job, they become more committed to their organization. In addition, it is evident that meeting effectiveness positively affects organizational commitment with weight of 0.296. Last but not the least, in the relationship between meeting effectiveness and organizational commitment, there is a mediator of job satisfaction with the indirect effect of 0.454 and its bootstrap errors at 0.053. It emphasizes the importance of meetings in workplaces. In order to make subordinates satisfied with their jobs, every conflict or problem needs to be thoroughly resolved in meetings. That's why meeting effectiveness has a significant effect on job satisfaction. Furthermore, whether meetings are effective or not is based on leaders or meeting organizers.

**Keywords:** Leadership, Job Satisfaction, Meeting Effectiveness, Organizational Commitment, Business Success

**JEL Classification Code:** M10, M21, G30, L25

### 1. Introduction

The practice of strategic management has become one of the most interesting subjects for most research papers. How to manage the business effectively and successfully is the vital goal of all businesses on their way to expand and develop (Hornsby & Kuratko, 1990). Bowen and Morara (2009) states that SMEs have been faced with the threat of failure and

challenges of competition themselves and from large firms (Bowen et al., 2009). To be successful, businesses have to do a mix of strategies in advance for both external and internal factors, especially for human resources management (Guest, 2010; Hornsby & Kuratko, 1990; Lussier & Pfeifer, 2001). The previous studies show that strategic management factors along with organizational commitment increase the performance of employees and work achievement (Rustamasji, 2018).

Job satisfaction, leadership, meeting effectiveness and organizational commitment are the main factors for this research journey. It is believed that there is an integrated relationship among them. In every organization, meetings are the common activities for a variety of purposes such as performing and reaching vital goals, communicating and exchanging ideas or making changes and similar activities. However, most meetings are considered to be ineffective even though much time and effort is devoted (Allen, 2012). Actually, from the literature of meeting effectiveness, leaders or meeting organizers play the very essential role (Nixon & Littlepage, 2014). For instance, whenever conflicts occur in a meeting, leaders or meeting organizers will be those who make the final decision. They control whatever activities during the discussion time. Most conflicts on work can be peacefully

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resolved through meetings. If given-solutions aim to improve team effectiveness, they will bring positive experience and benefits to related-problem members (Esquivel & Kleiner, 1996; Guetzkow & Gyr, 2015). Thanks to meetings, subordinates feel satisfied with their job because during interactions, they have chances to exchange information, clarify ideas, build common ground, contribute ideas and so forth (Meinecke & Lehmann, 2015). In fact, effective meetings will encourage subordinates to contribute 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 (Mowday et al., 1978; Steers, 1977).

The paper aims to find out what critical factors really affect organizational commitment for business success. The study has been conducted to demonstrate the interactions and relationships among these main constructs, which are leadership, meeting effectiveness, job satisfaction and organizational commitment. The authors design 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 body of the literature in the field of meeting effectiveness, job satisfaction and organizational commitment from theoretical perspective. Even though, the concept of meeting has become popular these days in academic research environment worldwide due to its essential role in working life, it is still rather subdued in Vietnam. Furthermore, the interaction and relationship between meeting effectiveness and organizational commitment haven't been studied. The new findings show that there is an impact of job satisfaction as a mediator for meeting effectiveness on organizational commitment.

First, the paper reviews four main factors: meeting effectiveness, leadership, job satisfaction and organizational commitment. Next, the survey of Five-point Likert scale is used to measure those factors with two hundred and forty-nine respondents who worked at about 34 Vietnamese organizations from a variety of sectors such as banking, health service, airlines, education and business. Finally, quantitative research is performed by using EFA, CFA analysis and SEM. The results show that leadership directly affects meeting effectiveness; and meeting effectiveness influences organizational commitment with the mediation of job satisfaction.

## 2. Literature Review

### 2.1. Meeting Effectiveness

Generally, meetings play a vital role in organizations because they strategically produce consequential outcomes.

They can also be considered as the central points for organizational activities that are essential for members (Jarzabkowski & Seidl, 2008). Typical kinds of meeting are listed as board meetings, committee meetings, departmental meetings and the like (Baker, 2010). If the meetings aim at facilitating employees and organizations to achieve their goals, they obviously become organizational tools that bring benefits (Rogelberg et al., 2006).

As a result, meeting effectiveness needs to be focused for gaining organizational members' higher performance. Actually, it was tightly involved in decision satisfaction and goal attainment. Several studies claim that to be effective, meetings need to be open, task-focused and impartial in communication (Allen et al., 2014; Nixon & Littlepage, 2014). To strengthen the same viewpoint, Bagire (2015) states that the effective meeting shouldn't lack a clear purpose and a specific agenda, date, duration and materials and moreover emphasizes that whether a meeting is effective or not is mainly relied on the chairperson's central role in leading the meeting (Bagire et al., 2015). Even though factors such as irrelevant topics, excessive time length and poor or inadequate preparation may affect meeting productivity (Nicholas & Jay, 2001; Pattiruhu et al., 2020), the important one is the role of team leaders or facilitators who control a meeting (Volkema & Fred, 1996). Specifically, an organization is mainly influenced by the host who has the strongest power in making the final decision (Lestari et al., 2020; Nguyen et al., 2021; Nguyen & Khoa, 2020). It is referred as leadership.

### 2.2. Leadership

From the literature of meeting effectiveness, it can be inferred that the leaders play most essential role (Nixon & Littlepage, 2014). In current situation with a highly diverse workforce, leadership is the decisive factor for any organization's success. It needs to be trained and improved (Men, 2014). The common style is named "diversity-friendly" or "simpatico". Generally, a diversity leader works as a corporate manager, that is, he or she leads subordinates in an impartial, effective and communicative way. Moreover, such a diversity leader is expected to have those characteristics which are Sensitive, Impartial, Mediators, Patient, Amiable, Teachers, Involved, Communicators, and Optimistic (Hopkins & Hopkins, 1998).

According to Simola et al. (2012), transformational leadership is most recommended. Leaders of this type have the responsibilities to transform, motivate and encourage their subordinates in order to reach their expectation ethically at work (Bass & Riggio, 2006; Simola et al., 2012). In other words, it consists of four dimensions such as idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Judge & Bono, 2000;

Simola et al., 2012). In fact, followers always expect to be under the control of inspirational leaders who direct them in uncertainty and facilitate them to perform their talents (Bass & Riggio, 2006).

Another type of leadership that is most preferred is charisma. Emotionality is the main dimension in this type, the nature of which is not very rational. For instance, problem-solving is not mostly based on authority but rather on personal characteristics (Marjosola & Takala, 2000) and evidently, leaders are hard to effectively achieve goals by just only through followers' efforts and specialty (Andersen, 2006).

From another perspective, Fry et al. (2007) highly appreciates this type of servant leadership. Four main characteristics of this type are being a servant first, serving people's needs; serving through listening; serving through people building and serving through leadership creation (Fry et al., 2007). Sharing the same viewpoint, Men (2014) emphasizes transformational one in which leaders motivate followers by appealing to their higher-order needs and induce employees to look beyond their selfish interests for the sake of the group or the organization (Men, 2014).

Above all, leadership becomes the most decisive factor in an organization for its success and thus, leaders are suggested to be provided essential skills, for examples, formulating vision for an organization or setting effective objectives and plans to implement that vision in practice (Kirkpatrick & Locke, 1991). Obviously, in reality, the meeting will be more effective if it is led by the transitional or charismatic leadership. Therefore, the authors posit:

*H1: Leadership will be positively related to Meeting effectiveness.*

### 2.3. Job Satisfaction

The concept of job satisfaction has been defined in various ways. According to previous studies, it is expressed as an emotion that relates to a person's overall evaluation with respect to their work environment and is considered to be involved in five facets: pay, promotions, peers, superiors and the work itself (Alegre et al., 2015; Yousef, 2017; Bui et al., 2021). Similarly, Steel et al. (2018) emphasizes that job satisfaction is considered as the cognitive evaluation of the well-being quality of one's job, such as with pay, coworkers or supervisors (Steel et al., 2014; Nguyen, 2021; Johl et al., 2015). To put it in another way, some authors define it as the pleasurable emotional state originating from the organization's appraisal for those who are supported to achieve their job values (Lu et al., 2016). Furthermore, in Judge's study, he also confirms that job satisfaction is described as a pleasure or positive emotional state resulting from the appraisal of one's job or job experiences (Judge & Klinger, 2008). In fact, job attitudes and well-being have the relationship with meeting

demands and therefore, the more effective the meeting is, the more satisfied the subordinates feel (Burnfield et al., 2006; Cao et al., 2021). Importantly, it is an integrated factor of organizational behavior that needs to be interested, supervised and improved in order to avoid unmeasurable reactions of dissatisfaction (Masadeh et al., 2019).

As mentioned above, meeting effectiveness is positively linked to employee creativity through job satisfaction (Alonderiene & Majauskaite, 2016). Thus:

*H2: Meeting effectiveness is positively related to Job satisfaction.*

### 2.4. Organizational Commitment

Previously, there was an ambiguity in the concepts of organizational commitment and organizational identification. However, recently these terms have been discussed theoretically and tested empirically by Gautam et al. (2004). The authors strongly conclude that whereas organizational identification is self-referential or self-definitional, commitment is not and that while identification is related to perceived similarity and shared fate with the organization, commitment is formed by exchange-based factors known as the relationship between the individual and the organization (Gautam et al., 2004). Employees feel more attachment to the organizational goals and values toward organizational commitment (Buchanan, 1974; Cook & Wall, 1980). As reviewed by Mowday et al. (1978), the concept of organizational commitment is defined as from the two main perspectives: behaviors and attitude. It is the relation between an individual's identification and involvement with the organization in which people work for. Moreover, organizational commitment can be symbolized by at least three elements "1) a strong belief in and acceptance of the organization's goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a strong desire to maintain membership in the organization" (Mowday et al., 1978; Steers, 1977) and is a process of identification (Reichers, 1985). This leads to the following hypotheses:

*H3: Job satisfaction will be positively related to Organizational commitment.*

*H4: Job satisfaction will mediate the relationship between Meeting effectiveness and Organizational commitment.*

*H5: Meeting effectiveness is positively related to Organizational commitment.*

## 3. Methodology

The data for the research is based on the survey of two hundred and forty-nine respondents who are working at about 34 Vietnamese organizations from a variety of sectors such

as banking, health service, airlines, education and business. The firm requirement is that they all are subordinates with various titles from middle managers to staff, but not in the top management board. The questionnaires contained four factors: leadership, meeting effectiveness, job satisfaction and organizational commitment and were distributed as hard copies that required handwritten responses. Five-point Likert scale is used to measure those factors with 28 items: totally disagree, disagree, neutral, agree, totally agree. A total of 249 completed handouts of questionnaires are done within six months in Ho Chi Minh City and other neighboring provinces in southern Vietnam were returned and were found to be valid. Quantitative research is conducted by non-probability sampling method by using EFA, CFA analysis and SEM.

It is so strict because inherently Vietnamese people belong to high-context culture in which most of them tend to be indirect and nonverbal in their communication. This stereotype of culture deeply influences their mind. That's why, in every meeting, the subordinates seem to be silent and agreeable without questioning even though they have different view point from their boss. Therefore, with the aim of understanding the subordinates and knowing how effective the meeting should be so that they feel satisfied after exchanging ideas, making changes and fulfilling the consensus, the authors decide to survey those who are all subordinates. Due to this culture, a boss is considered as the highest decision making person who has full control of meetings and directs his subordinates to meet any decided actions.

#### 4. Results

To ensure the items in the questionnaire to be valid and reliable, the questionnaire is surveyed by two hundred and forty nine participants. The descriptive statistics result shows that it ranges with mean from 3.55 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 1).

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 0.939 ( $\geq 0.5$ ) and sig. 0.001 ( $\leq 0.05$ ), therefore Bartlett's Test is statistically significant (see Table 2).

After Rotation method Varimax with Kaiser Normalization, 21 items of independent variables are separated into three factors. Factor 1 consists of nine items named Leadership: LDS1, LDS2, LDS3, LDS4, LDS5, LDS6, LDS7, LDS8, LDS9. However, LDS9 is eliminated

because the difference of factor loadings between two factors is less than 0.3. Factor 2 involves six items called Meeting effectiveness: LDS10, MET1, MET2, MET3, MET5 and MET6. Last but not least, Job satisfaction is for Factor 3 contain 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 0.922; 0.863; and 0.888. They all are accepted. (see Table 3).

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 0.916 which is accepted. Furthermore, KMO equals to 0.887 ( $\geq 0.5$ ) and sig. 0.001 ( $\leq 0.05$ ) that also mean the Bartlett's Test is statistically significant and all factor loadings are more than 0.486. (see Table 4)

The results of CFA factor analysis of the research model are presented in Figure 1. They are presented as follow:  $P = 0.000$ ; CFI = 0.915; TLI = 0.906; GFI = 0.822; RMSEA = 0.075. According to the conditions with  $P < 0.05$ ; CFI, TLI,  $GFI \geq 0.8$  and  $RMSEA \leq 0.08$ , they all meet the requirements. Considering the above conditions, the model is consistent with the market data.

All parameters are statistically significant with  $P$ -value  $< 0.05$ . According to the regression weight between factors shown, while Leadership positively affects Meeting Effectiveness with weight of 0.838, Meeting Effectiveness positively affects Organizational Commitment with weight of 0.296. Specifically, when Leadership goes up by 1 standard deviation, Meeting effectiveness goes up by 0.838 standard deviation and when Meeting effectiveness goes up by 1 standard deviation, Organizational Commitment goes up by 0.296 standard deviation. Similarly, with weight of 0.576, Meeting Effectiveness has a positive effect on Job Satisfaction and Job Satisfaction has the weight of 0.864 in the relationship with Organizational Commitment. (See Table 5 below).

Finally, in analysis of the moderating effect of JOB on MET and OCG, there is a significant total effect of Meeting effectiveness and Organizational commitment with  $P$ -value  $< 0.05$  and its regression weight is 0.725 with bootstrap standard errors 0.055. It ranges from 0.651 lower bound to 0.809 upper bound. MET directly affects OGC with weight of 0.270 at bootstrap standard errors 0.067. Its lower bound and upper bound are 0.167 and 0.372 respectively. However, the indirect effect of Job satisfaction on the interaction between Meeting effectiveness and Organizational commitment is slightly higher at 0.454 with errors of 0.053. The 95% confidence interval for the indirect effect (0.035, 0.543) infers that the indirect effect of "Meeting effectiveness" on "Organizational commitment" is statistically significant. This is the evidence for Job satisfaction as a mediator (see Table 5).



**Table 1:** Descriptive Statistics

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
OGC1. You have warm feelings toward this organization as a place to live and work.	249	1	5	3.74	0.856
OGC2. You feel yourself to be part of the organization.	249	1	5	3.68	0.857
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	0.792
OGC4. You really feel as if this organization's problems are your problems.	249	1	5	3.96	0.756
OGC5. You feel a sense of pride working for this organization.	249	1	5	3.85	0.804
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	0.778
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	0.976
LDS1. In the meeting, the leader will express the objective opinion with followers.	249	1	5	3.92	0.824
LDS2. In the meeting, the leader will remain impartial rather than speaking out and expressing his/her views.	249	1	5	3.88	0.882
LDS3. In the meeting, the leader will express the non-conservative opinion with followers.	249	1	5	3.87	0.899
LDS4. In the meeting, the leader will interact with followers-social distance is low.	249	1	5	3.90	0.821
LDS5. In the meeting, the leader will support and encourage followers to express their ideas.	249	1	5	4.03	0.815
LDS6. In the meeting, the leader will foster group goals.	249	1	5	4.16	0.770
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	0.828
LDS8. In the meeting, the leader will express high performance expectations for followers.	249	1	5	4.04	0.756
LDS9. In the meeting, the leader provides recognition/rewards when others reach their goals.	249	1	5	3.83	0.840
LDS10. In the meeting, the leader empowers his/her followers to make the final decision.	249	1	5	3.55	0.954
MET01. When the meeting is finally over, you feel satisfied with the results.	249	1	5	3.75	0.815
MET02. The meeting states each problem with a clear solution.	249	1	5	3.76	0.835
MET03. Most of conflicts raising in the meeting are solved satisfactorily.	249	1	5	3.57	0.863
MET04. After the meeting, you achieve your work goals.	249	1	5	3.94	0.793
MET05. After the meeting, you get your leader's understanding about your difficulties.	249	1	5	3.63	0.893
MET06. After the meeting, you receive your leader's instruction and sympathy with what you are fulfilling.	249	1	5	3.73	0.855

**Table 1:** (Continued)

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
MET07. The meeting provides you with an opportunity to acquire useful information.	249	1	5	3.93	0.756
JOB1. You feel fairly satisfied with your present job.	249	1	5	3.69	0.727
JOB2. Most days you are enthusiastic about your work.	249	1	5	3.61	0.770
JOB3. Each day at work seems like it will never end.	249	1	5	3.59	0.783
JOB4. You find real enjoyment at your work.	249	1	5	3.69	0.781
Valid N (listwise).	249				

**Table 2:** KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.939
Bartlett's Test of Sphericity	Approx. Chi-Square	3656.950
	Df	210
	Sig.	0.000

## 5. Discussion

In this study, it is found that leadership has a positive effect on meeting effectiveness. As the definition of leadership, it is referred as a process to influence organizational members to achieve their goals or results (Alonderiene & Majauskaite, 2016). In real organizational practices, meetings are led by meeting organizers or leaders who control them and make final decisions for any matters or conflicts occurring during the meeting. Apparently, whether meetings are effective or not depends on meeting organizers or leaders. As supposed by hypothesis 2 that meeting effectiveness will be positively related to job satisfaction, it definitely has a significant effect on job satisfaction. According to Burnfield et al. (2006), perceived meeting effectiveness has a strong and direct effect on subordinates' attitude and well-being. Meetings play the vital role to coordinate and integrate employee work activities and fulfill their interdependent tasks (Burnfield et al., 2006). The findings also show that job satisfaction has a positive influence on organizational commitment. From previous studies, the concept of employee commitment to organizations is defined in several ways and as reviewed by Mowday et.al. (1978), it is mainly related to subordinates' behaviors and attitude. That's why job satisfaction works as a predictor of organizational

**Table 3:** EFA Result – Rotated Component Matrix

	<b>Component</b>		
	<b>1</b>	<b>2</b>	<b>3</b>
LDS1	0.657		
LDS2	0.673		
LDS3	0.679		
LDS4	0.756		
LDS5	0.838		
LDS6	0.800		
LDS7	0.695		
LDS8	0.627		
LDS9	0.530	0.550	
LDS10		0.670	
MET01		0.648	
MET02		0.668	
MET03		0.680	
MET04			
MET05		0.709	
MET06		0.556	
MET07			
JOB1			0.825
JOB2			0.837
JOB3			0.759
JOB4			0.819
Eigenvalue	5.190	3.661	3.002
Cumulative	64.872	61.014	75.043
Cronbach Alpha	0.922	0.863	0.888

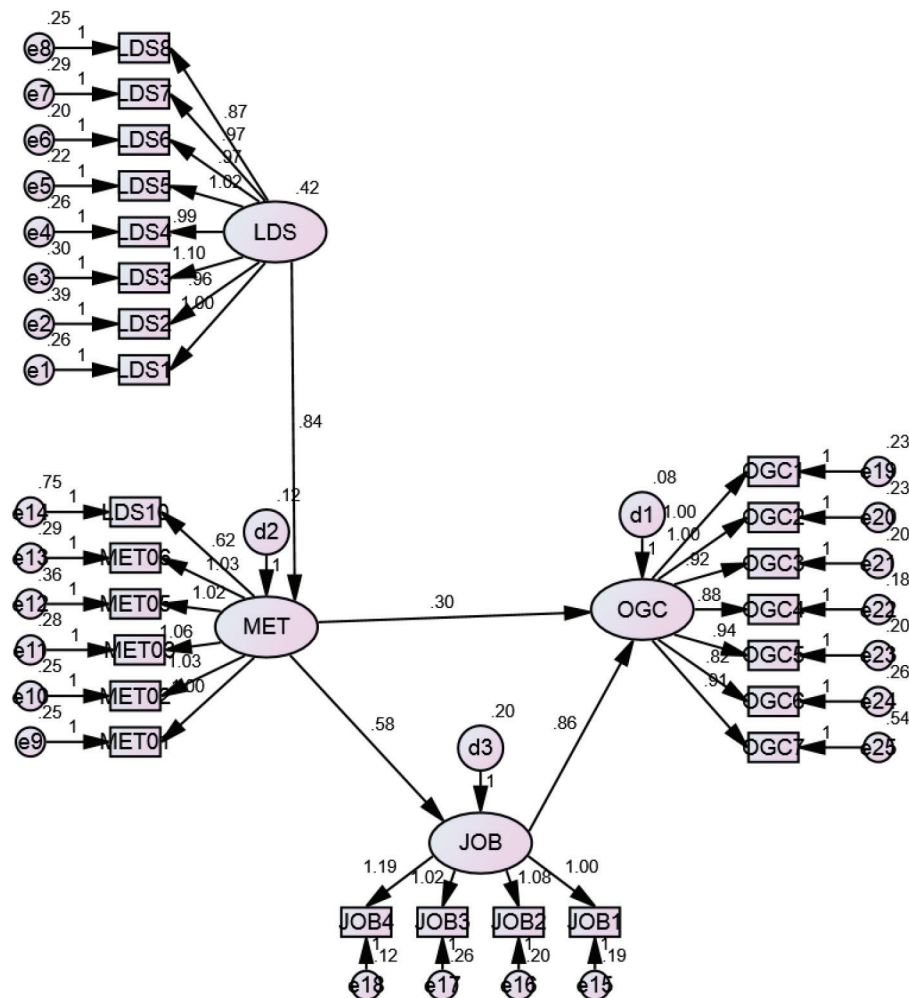
commitment. With these interactive effects, job satisfaction mediates the relationship between meeting effectiveness and organizational commitment. To some extent, it is explained that whenever subordinates feel satisfied with their job through meetings, they will more commit to their organizations.

**Table 4:** KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.887
Bartlett's Test of Sphericity	Approx. Chi-Square	1201.707
	Df	21
	Sig.	0.000

**Table 5:** Mediating with Regression Analysis

Total Effect of MET on OGC				
Effect	se	P	Lower Bound	Upper Bound
0.725	0.055	0.004	0.651	0.809
Direct Effect of MET on OGC				
Effect	se	P	Lower Bound	Upper Bound
0.270	0.067	0.011	0.167	0.372
Indirect Effect of MET on OGC				
Effect	BootSE	0.005	0.375	0.543
0.454	0.053			



**Figure 1:** Results of CFA Concepts of Research Model (Standardized)

## 6. Conclusion

The findings show three factors having an impact on organizational commitment. It emphasizes the importance of meetings in workplaces. In order to make subordinates satisfied with their job, every conflict or problem needs to be thoroughly resolved in meetings. That's why meeting effectiveness has a significant effect on job satisfaction. Furthermore, whether meetings are effective or not is based on leaders or meeting organizers. Thus, leadership has a positive role to play for meeting effectiveness with weight of 0.838. Previous studies have confirmed that highly committed employees may perform better than less committed ones (Steers, 1977). Obviously, if employees feel satisfied with their job, they become more committed to their organization. From the above-mentioned, it is evident that meetings effectiveness positively affects organizational commitment with weight of 0.296. Last but not the least, in the relationship between meeting effectiveness and organizational commitment, there is a mediator of job satisfaction with the indirect effect of 0.454 and its bootstrap errors at 0.053.

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## APPENDIX 2 - DETERMINANTS TO GAIN MORE EFFECTIVE MEETINGS IN THE CONTEXT OF VIETNAMESE ORGANIZATION

### Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
LDS1	249	1	5	3.92	.824
LDS2	249	1	5	3.88	.882
LDS3	249	1	5	3.87	.899
LDS5	249	1	5	4.03	.815
LDS6	249	1	5	4.16	.770
LDS7	249	1	5	3.86	.828
LDS8	249	1	5	4.04	.756
LDS9	249	1	5	3.83	.840
IC01	249	1	5	3.81	.843
IC02	249	1	5	3.77	.834
IC03	249	1	5	3.82	.849
IC04	249	1	5	3.76	.840
AGEN3	249	1	5	4.01	.950
AGEN4	249	1	5	3.79	.791
AGEN6	249	1	5	3.86	.866
MET01	249	1	5	3.75	.815
MET02	249	1	5	3.76	.835
MET03	249	1	5	3.57	.863
MET04	249	1	5	3.94	.793
MET05	249	1	5	3.63	.893
MET06	249	1	5	3.73	.855
MET07	249	1	5	3.93	.756
Valid N (listwise)	249				

### Reliability Statistics

Cronbach's Alpha	N of Items
.912	7

### Item Statistics

	Mean	Std. Deviation	N
MET01	3.75	.815	249
MET02	3.76	.835	249
MET03	3.57	.863	249
MET04	3.94	.793	249
MET05	3.63	.893	249
MET06	3.73	.855	249

MET07	3.93	.756	249
-------	------	------	-----

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
MET01	22.57	16.617	.736	.899
MET02	22.56	16.401	.750	.897
MET03	22.75	16.246	.744	.898
MET04	22.38	16.616	.761	.896
MET05	22.69	16.240	.713	.902
MET06	22.59	16.331	.739	.898
MET07	22.39	17.239	.694	.903

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
26.32	22.171	4.709	7

#### RELIABILITY

```

/VARIABLES=LDS1 LDS2 LDS3 LDS5 LDS6 LDS7 LDS8 LDS9
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

## Reliability

### Notes

Output Created	04-MAR-2023 12:22:59		
Comments			
Input	Data	E:\LY DAN THANH\1-LUANAN_BAOVE	
		CAPCOSO\Raw-Data-spss_PB3.sav	
	Active Dataset	DataSet1	
	Filter	<none>	
	Weight	<none>	
	Split File	<none>	
	N of Rows in Working Data File	249	
	Matrix Input		
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.	
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.	

Syntax	RELIABILITY /VARIABLES=LDS1 LDS2 LDS3 LDS5 LDS6 LDS7 LDS8 LDS9 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE /SUMMARY=TOTAL.		
Resources	Processor Time		00:00:00.02
	Elapsed Time		00:00:00.01

## Scale: ALL VARIABLES

**Case Processing Summary**

		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.917	8

**Item Statistics**

	Mean	Std. Deviation	N
LDS1	3.92	.824	249
LDS2	3.88	.882	249
LDS3	3.87	.899	249
LDS5	4.03	.815	249
LDS6	4.16	.770	249
LDS7	3.86	.828	249
LDS8	4.04	.756	249
LDS9	3.83	.840	249

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LDS1	27.66	21.274	.760	.903

LDS2	27.70	21.436	.675	.910
LDS3	27.71	20.763	.751	.904
LDS5	27.55	21.289	.768	.902
LDS6	27.42	21.696	.759	.904
LDS7	27.72	21.461	.727	.906
LDS8	27.54	22.177	.700	.908
LDS9	27.75	21.762	.671	.910

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
31.58	27.729	5.266	8

#### RELIABILITY

```

/VARIABLES=IC01 IC02 IC03 IC04
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

## Reliability

#### Notes

Output Created	04-MAR-2023 12:23:28	
Comments		
Input	Data	E:\LY DAN THANH\1-LUANAN_BAOVE
		CAPCOSO\Raw-Data-spss_PB3.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	249
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax	RELIABILITY /VARIABLES=IC01 IC02 IC03 IC04 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE /SUMMARY=TOTAL.	

Resources	Processor Time	00:00:00.03
	Elapsed Time	00:00:00.02

## Scale: ALL VARIABLES

**Case Processing Summary**

		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.890	4

**Item Statistics**

	Mean	Std. Deviation	N
IC01	3.81	.843	249
IC02	3.77	.834	249
IC03	3.82	.849	249
IC04	3.76	.840	249

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IC01	11.35	5.107	.710	.877
IC02	11.39	5.006	.756	.860
IC03	11.34	4.750	.824	.833
IC04	11.40	5.015	.745	.864

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
15.16	8.522	2.919	4

### RELIABILITY

```

/VARIABLES=AGEN3 AGEN4 AGEN6
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

## Reliability

### Notes

Output Created		04-MAR-2023 12:24:05
Comments		
Input	Data	E:\LY DAN THANH\1-LUANAN_BAOVE CAPCOSO\Raw-Data-spss_PB3.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	249
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=AGEN3 AGEN4 AGEN6 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE /SUMMARY=TOTAL.
Resources	Processor Time	00:00:00.05
	Elapsed Time	00:00:00.07

**Scale: ALL VARIABLES**

### Case Processing Summary

		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.751	3

### Item Statistics

	Mean	Std. Deviation	N
AGEN3	4.01	.950	249
AGEN4	3.79	.791	249
AGEN6	3.86	.866	249

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
AGEN3	7.65	2.027	.604	.642
AGEN4	7.87	2.527	.562	.691
AGEN6	7.80	2.290	.581	.665

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.66	4.564	2.136	3

## Factor Analysis

### 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

**Communalities**

	Initial	Extraction
		n
LDS1	1.000	.684
LDS2	1.000	.569
LDS3	1.000	.658
LDS5	1.000	.685
LDS6	1.000	.665
LDS7	1.000	.653
LDS8	1.000	.603
LDS9	1.000	.608
IC01	1.000	.671
IC02	1.000	.746
IC03	1.000	.849
IC04	1.000	.788
AGEN3	1.000	.749
AGEN4	1.000	.592
AGEN6	1.000	.692

Extraction Method: Principal  
Component Analysis.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
				Loadings					
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.037	53.579	53.579	8.037	53.579	53.579	4.711	31.406	31.406
2	1.166	7.770	61.350	1.166	7.770	61.350	3.179	21.192	52.598
3	1.009	6.729	68.079	1.009	6.729	68.079	2.322	15.481	68.079
4	.756	5.040	73.119						
5	.679	4.525	77.644						
6	.536	3.574	81.218						
7	.509	3.392	84.610						
8	.425	2.835	87.445						
9	.387	2.578	90.023						
10	.371	2.472	92.496						
11	.318	2.118	94.613						
12	.250	1.670	96.283						
13	.208	1.389	97.672						
14	.194	1.296	98.968						

15	.155	1.032	100.000						
----	------	-------	---------	--	--	--	--	--	--

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component		
	1	2	3
LDS1	.818		
LDS6	.796		
LDS5	.792		
LDS3	.786		
IC01	.774		
IC03	.763		
LDS7	.757		
LDS8	.745		
IC02	.736		
IC04	.727		
LDS2	.712		
LDS9	.708		
AGEN4	.644		
AGEN6	.629		
AGEN3	.541	.503	

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

**Rotated Component Matrix<sup>a</sup>**

	Component		
	1	2	3
LDS7	.737		
LDS5	.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

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

**Component Transformation Matrix**

Component	1	2	3
1	.726	.547	.418
2	.067	-.660	.748
3	-.685	.515	.516

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

**KMO and Bartlett's Test**

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

**Communalities**

	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.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.595	65.645	65.645	4.595	65.645	65.645
2	.607	8.674	74.319			
3	.544	7.764	82.083			
4	.390	5.569	87.652			
5	.333	4.755	92.407			
6	.289	4.128	96.535			
7	.243	3.465	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix <sup>a</sup>	
	Component
	1
MET04	.833
MET02	.824
MET03	.816
MET06	.813
MET01	.813
MET05	.791
MET07	.778

Extraction Method:

Principal Component

Analysis.

a. 1 components

extracted.

**Rotated  
Component  
t Matrix<sup>a</sup>**

--

a. Only one

component

was

extracted.

The solution

cannot be

rotated.

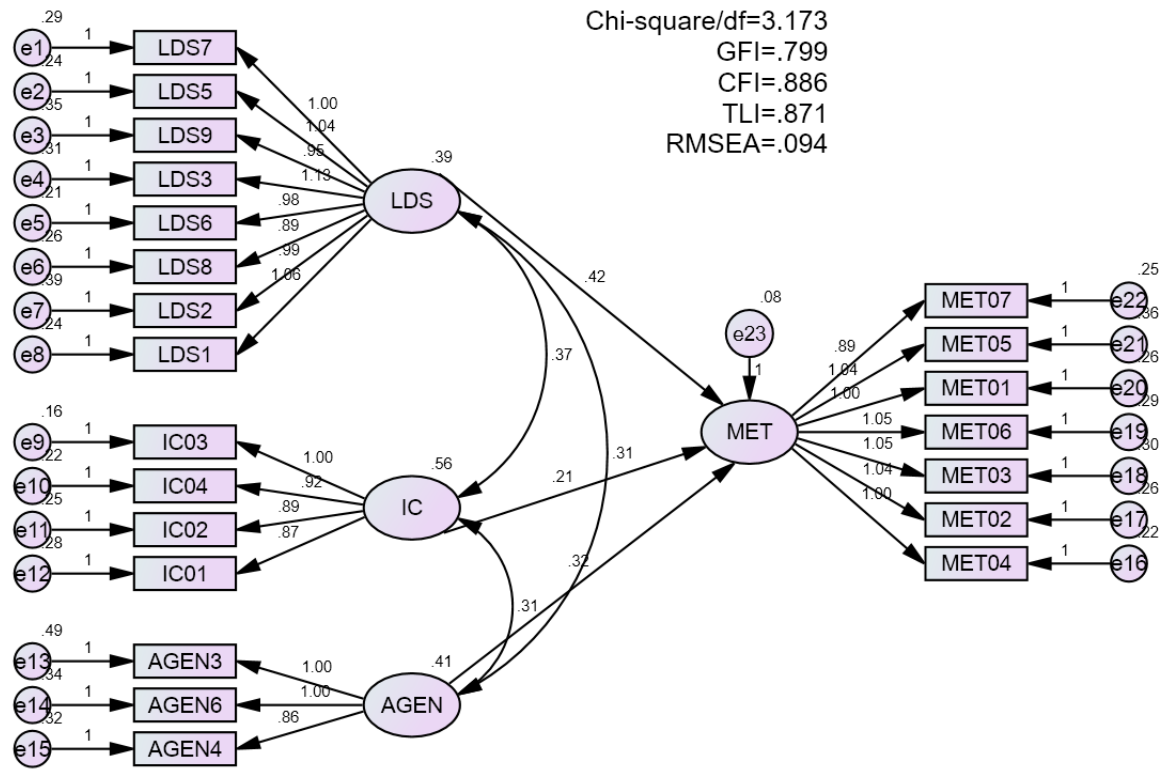
**Regression Weights: (Group number 1 - Default model)**

			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	***	

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

**Standardized Regression Weights: (Group number 1 - Default model)**

			Estimate
MET	<---	LDS	.410
MET	<---	IC	.253
MET	<---	AGEN	.321
LDS7	<---	LDS	.756
LDS5	<---	LDS	.801
LDS9	<---	LDS	.708
LDS3	<---	LDS	.788
LDS6	<---	LDS	.801
LDS8	<---	LDS	.741
LDS2	<---	LDS	.705
LDS1	<---	LDS	.805
IC03	<---	IC	.882
IC04	<---	IC	.825
IC02	<---	IC	.801
IC01	<---	IC	.776
AGEN3	<---	AGEN	.678
AGEN6	<---	AGEN	.742
AGEN4	<---	AGEN	.703
MET04	<---	MET	.801
MET02	<---	MET	.791
MET03	<---	MET	.772
MET06	<---	MET	.778
MET01	<---	MET	.783
MET05	<---	MET	.741
MET07	<---	MET	.752



## APPENDIX 3 – CRITICAL FACTORS FOR ORGANIZATIONAL COMMITMENT: AN EMPIRICAL STUDY IN VIETNAM

### Descriptives

Notes		
Output Created		30-JAN-2020 13:41:48
Comments		
Input	Data	D:\LU'U TAM\270120\FINAL-DATA SPSS.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	249
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=LDS1 LDS2 LDS3 LDS4 LDS5 LDS6 LDS7 LDS8 LDS9 MET01 MET02 MET03 MET04 MET05 MET06 MET07 JOB1 JOB2 JOB3 JOB4 /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time	00:00:00.03
	Elapsed Time	00:00:00.04

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
LDS1 LDS1	249	1	5	3.92	.824
LDS2 LDS2	249	1	5	3.88	.882
LDS3 LDS3	249	1	5	3.87	.899
LDS4 LDS4	249	1	5	3.90	.821
LDS5 LDS5	249	1	5	4.03	.815
LDS6 LDS6	249	1	5	4.16	.770
LDS7 LDS7	249	1	5	3.86	.828
LDS8 LDS8	249	1	5	4.04	.756
LDS9 LDS9	249	1	5	3.83	.840
MET01 MET01	249	1	5	3.75	.815
MET02 MET02	249	1	5	3.76	.835
MET03 MET03	249	1	5	3.57	.863
MET04 MET04	249	1	5	3.94	.793
MET05 MET05	249	1	5	3.63	.893
MET06 MET06	249	1	5	3.73	.855

MET07 MET07	249	1	5	3.93	.756
JOB1 JOB1	249	1	5	3.69	.727
JOB2 JOB2	249	1	5	3.61	.770
JOB3 JOB3	249	1	5	3.59	.783
JOB4 JOB4	249	1	5	3.69	.781
Valid N (listwise)	249				

## Reliability

### Notes

Output Created	30-JAN-2020 13:43:14	
Comments		
Input	Data	D:\LU'U TAM\270120\FINAL-DATA SPSS.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	249
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=LDS1 LDS2 LDS3 LDS4 LDS5 LDS6 LDS7 LDS8 LDS9 LDS10 MET01 MET02 MET03 MET04 MET05 MET06 MET07 JOB1 JOB2 JOB3 JOB4 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE /SUMMARY=TOTAL MEANS VARIANCE COV.
Resources	Processor Time	00:00:00.03
	Elapsed Time	00:00:00.04

## Scale: ALL VARIABLES

### Case Processing Summary

		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0
	Total	249	100.0



a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.949	.950	21

#### Item Statistics

	Mean	Std. Deviation	N
LDS1 LDS1	3.92	.824	249
LDS2 LDS2	3.88	.882	249
LDS3 LDS3	3.87	.899	249
LDS4 LDS4	3.90	.821	249
LDS5 LDS5	4.03	.815	249
LDS6 LDS6	4.16	.770	249
LDS7 LDS7	3.86	.828	249
LDS8 LDS8	4.04	.756	249
LDS9 LDS9	3.83	.840	249
LDS10 LDS10	3.55	.954	249
MET01 MET01	3.75	.815	249
MET02 MET02	3.76	.835	249
MET03 MET03	3.57	.863	249
MET04 MET04	3.94	.793	249
MET05 MET05	3.63	.893	249
MET06 MET06	3.73	.855	249
MET07 MET07	3.93	.756	249
JOB1 JOB1	3.69	.727	249
JOB2 JOB2	3.61	.770	249
JOB3 JOB3	3.59	.783	249
JOB4 JOB4	3.69	.781	249

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.806	3.550	4.157	.606	1.171	.028	21
Item Variances	.679	.529	.910	.381	1.720	.009	21
Inter-Item Covariances	.320	.108	.514	.405	4.748	.007	21

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
LDS1 LDS1	76.01	133.964	.739	.666	.946
LDS2 LDS2	76.06	134.787	.643	.526	.947
LDS3 LDS3	76.06	132.730	.733	.648	.946
LDS4 LDS4	76.04	134.438	.715	.624	.946
LDS5 LDS5	75.90	134.628	.711	.706	.946
LDS6 LDS6	75.78	134.909	.740	.724	.946
LDS7 LDS7	76.07	134.874	.685	.640	.947
LDS8 LDS8	75.89	135.589	.715	.607	.946
LDS9 LDS9	76.10	134.808	.678	.569	.947
LDS10 LDS10	76.38	139.051	.390	.325	.952
MET01 MET01	76.18	134.495	.718	.658	.946
MET02 MET02	76.17	134.197	.715	.668	.946
MET03 MET03	76.36	133.731	.714	.631	.946
MET04 MET04	75.99	134.476	.741	.664	.946
MET05 MET05	76.30	133.847	.682	.604	.947
MET06 MET06	76.20	133.446	.737	.606	.946
MET07 MET07	76.00	135.734	.705	.621	.947
JOB1 JOB1	76.24	138.530	.565	.656	.948
JOB2 JOB2	76.32	137.637	.581	.634	.948
JOB3 JOB3	76.34	137.968	.552	.543	.949
JOB4 JOB4	76.24	136.345	.646	.723	.947

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
79.93	148.733	12.196	21

## Descriptives

### Notes

Output Created	30-JAN-2020 13:44:32	
Comments		
Input	Data	D:\LU'U TAM\270120\FINAL-DATA
		SPSS.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	

249

Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7 /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time	00:00:00.03
	Elapsed Time	00:00:00.20

#### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OGC1 OGC1	249	1	5	3.74	.856
OGC2 OGC2	249	1	5	3.68	.857
OGC3 OGC3	249	1	5	3.90	.792
OGC4 OGC4	249	1	5	3.96	.756
OGC5 OGC5	249	1	5	3.85	.804
OGC6 OGC6	249	1	5	3.82	.778
OGC7 OGC7	249	1	5	3.41	.976
Valid N (listwise)	249				

## Reliability

#### Notes

Output Created		30-JAN-2020 13:45:04
Comments		
Input	Data	D:\LU'U TAM\270120\FINAL-DATA SPSS.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	249
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

Syntax	RELIABILITY /VARIABLES=OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE /SUMMARY=TOTAL MEANS VARIANCE COV.		
Resources	Processor Time		00:00:00.00
	Elapsed Time		00:00:00.26

## Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics		
	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha	.916	7

Item Statistics			
	Mean	Std. Deviation	N
OGC1 OGC1	3.74	.856	249
OGC2 OGC2	3.68	.857	249
OGC3 OGC3	3.90	.792	249
OGC4 OGC4	3.96	.756	249
OGC5 OGC5	3.85	.804	249
OGC6 OGC6	3.82	.778	249
OGC7 OGC7	3.41	.976	249

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.766	3.410	3.960	.550	1.161	.034	7
Item Variances	.696	.571	.952	.382	1.668	.017	7
Inter-Item Covariances	.424	.331	.570	.239	1.723	.003	7

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OGC1 OGC1	22.62	16.478	.789	.697	.899
OGC2 OGC2	22.69	16.506	.782	.688	.899
OGC3 OGC3	22.46	16.983	.778	.661	.900
OGC4 OGC4	22.41	17.258	.775	.699	.901
OGC5 OGC5	22.52	16.807	.795	.676	.898
OGC6 OGC6	22.54	17.467	.710	.558	.907
OGC7 OGC7	22.96	16.833	.613	.405	.921

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
26.37	22.693	4.764	7

## Factor Analysis

Notes		
Output Created		30-JAN-2020 13:46:43
Comments		
Input	Data	D:\LU'U TAM\270120\FINAL-DATA SPSS.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	249
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.

Syntax		<p>FACTOR</p> <p>/VARIABLES LDS1 LDS2 LDS3 LDS4 LDS5 LDS6 LDS7 LDS8 LDS9 LDS10 MET01 MET02 MET03 MET04 MET05 MET06 MET07 JOB1 JOB2 JOB3 JOB4</p> <p>/MISSING LISTWISE</p> <p>/ANALYSIS LDS1 LDS2 LDS3 LDS4 LDS5 LDS6 LDS7 LDS8 LDS9 LDS10 MET01 MET02 MET03 MET04 MET05 MET06 MET07 JOB1 JOB2 JOB3 JOB4</p> <p>/PRINT INITIAL KMO EXTRACTION</p> <p>ROTATION</p> <p>/FORMAT BLANK(.50)</p> <p>/CRITERIA MINEIGEN(1) ITERATE(25)</p> <p>/EXTRACTION PC</p> <p>/CRITERIA ITERATE(25)</p> <p>/ROTATION VARIMAX</p> <p>/METHOD=CORRELATION.</p>
Resources	Processor Time	00:00:00.06
	Elapsed Time	00:00:00.10
	Maximum Memory Required	53464 (52.211K) bytes

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.939
Bartlett's Test of Sphericity	Approx. Chi-Square	3656.950
	df	210
	Sig.	.000

#### Communalities

	Initial	Extraction
LDS1 LDS1	1.000	.678
LDS2 LDS2	1.000	.551
LDS3 LDS3	1.000	.639
LDS4 LDS4	1.000	.709
LDS5 LDS5	1.000	.765
LDS6 LDS6	1.000	.761
LDS7 LDS7	1.000	.614
LDS8 LDS8	1.000	.585
LDS9 LDS9	1.000	.592
LDS10 LDS10	1.000	.453
MET01 MET01	1.000	.652
MET02 MET02	1.000	.657
MET03 MET03	1.000	.664
MET04 MET04	1.000	.624

MET05 MET05	1.000	.668
MET06 MET06	1.000	.617
MET07 MET07	1.000	.564
JOB1 JOB1	1.000	.738
JOB2 JOB2	1.000	.764
JOB3 JOB3	1.000	.644
JOB4 JOB4	1.000	.778

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Loadings			Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.650	50.715	50.715	10.650	50.715	50.715	5.734	27.307	27.307
2	1.835	8.740	59.455	1.835	8.740	59.455	4.143	19.730	47.036
3	1.231	5.862	65.317	1.231	5.862	65.317	3.839	18.281	65.317
4	.961	4.575	69.892						
5	.701	3.338	73.230						
6	.630	2.998	76.228						
7	.622	2.963	79.191						
8	.486	2.312	81.504						
9	.457	2.178	83.681						
10	.417	1.985	85.666						
11	.395	1.879	87.545						
12	.359	1.707	89.252						
13	.348	1.658	90.911						
14	.300	1.430	92.340						
15	.291	1.387	93.727						
16	.281	1.339	95.066						
17	.257	1.225	96.290						
18	.231	1.098	97.388						
19	.228	1.088	98.476						
20	.177	.844	99.321						
21	.143	.679	100.000						

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component		
	1	2	3
LDS1 LDS1	.772		
LDS2 LDS2	.682		
LDS3 LDS3	.766		
LDS4 LDS4	.755		
LDS5 LDS5	.753		
LDS6 LDS6	.781		
LDS7 LDS7	.721		
LDS8 LDS8	.748		
LDS9 LDS9	.710		
LDS10 LDS10			
MET01 MET01	.753		
MET02 MET02	.750		
MET03 MET03	.744		
MET04 MET04	.777		
MET05 MET05	.713		
MET06 MET06	.770		
MET07 MET07	.746		
JOB1 JOB1	.600	.614	
JOB2 JOB2	.619	.615	
JOB3 JOB3	.589	.544	
JOB4 JOB4	.678	.563	

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

**Rotated Component Matrix<sup>a</sup>**

	Component		
	1	2	3
LDS1 LDS1	.657		
LDS2 LDS2	.673		
LDS3 LDS3	.679		
LDS4 LDS4	.756		
LDS5 LDS5	.838		
LDS6 LDS6	.800		
LDS7 LDS7	.695		
LDS8 LDS8	.627		
LDS9 LDS9	.530	.550	
LDS10 LDS10		.670	
MET01 MET01		.648	
MET02 MET02		.668	
MET03 MET03		.680	



MET04 MET04			
MET05 MET05		.709	
MET06 MET06		.556	
MET07 MET07			
JOB1 JOB1			.825
JOB2 JOB2			.837
JOB3 JOB3			.759
JOB4 JOB4			.819

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 4 iterations.

**Component Transformation Matrix**

Component	1	2	3
1	.684	.552	.477
2	-.399	-.264	.878
3	-.611	.791	-.039

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

## Factor Analysis

### Notes

Output Created		30-JAN-2020 13:47:41
Comments		
Input	Data	D:\LU'U TAM\270120\FINAL-DATA SPSS.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	249
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.

Syntax		FACTOR /VARIABLES OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7 /MISSING LISTWISE /ANALYSIS OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7 /PRINT INITIAL KMO EXTRACTION ROTATION /FORMAT BLANK(.50) /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /CRITERIA ITERATE(25) /ROTATION VARIMAX /METHOD=CORRELATION.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.35
	Maximum Memory Required	7376 (7.203K) bytes

#### 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

#### Communalities

	Initial	Extraction
OGC1 OGC1	1.000	.723
OGC2 OGC2	1.000	.719
OGC3 OGC3	1.000	.720
OGC4 OGC4	1.000	.722
OGC5 OGC5	1.000	.741
OGC6 OGC6	1.000	.623
OGC7 OGC7	1.000	.489

Extraction Method: Principal Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.738	67.681	67.681	4.738	67.681	67.681
2	.625	8.927	76.608			
3	.542	7.747	84.355			
4	.382	5.451	89.807			

5	.330	4.710	94.517			
6	.208	2.976	97.493			
7	.176	2.507	100.000			

Extraction Method: Principal Component Analysis.

#### Component Matrix<sup>a</sup>

	Component
	1
OGC1 OGC1	.850
OGC2 OGC2	.848
OGC3 OGC3	.848
OGC4 OGC4	.850
OGC5 OGC5	.861
OGC6 OGC6	.790
OGC7 OGC7	.699

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## Descriptives

### Notes

Output Created	30-JAN-2020 16:04:04	
Comments		
Input	Data	D:\LU'U TÀM\270120\FINAL-DATA SPSS.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	249
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax	DESCRIPTIVES VARIABLES=OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7 LDS1 LDS2 LDS3 LDS4 LDS5 LDS6 LDS7 LDS8 LDS9 LDS10 MET01 MET02 MET03 MET04 MET05 MET06 MET07 JOB1 JOB2 JOB3 JOB4 /STATISTICS=MEAN STDDEV MIN MAX.	
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.03

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OGC1 OGC1	249	1	5	3.74	.856
OGC2 OGC2	249	1	5	3.68	.857
OGC3 OGC3	249	1	5	3.90	.792
OGC4 OGC4	249	1	5	3.96	.756
OGC5 OGC5	249	1	5	3.85	.804
OGC6 OGC6	249	1	5	3.82	.778
OGC7 OGC7	249	1	5	3.41	.976
LDS1 LDS1	249	1	5	3.92	.824
LDS2 LDS2	249	1	5	3.88	.882
LDS3 LDS3	249	1	5	3.87	.899
LDS4 LDS4	249	1	5	3.90	.821
LDS5 LDS5	249	1	5	4.03	.815
LDS6 LDS6	249	1	5	4.16	.770
LDS7 LDS7	249	1	5	3.86	.828
LDS8 LDS8	249	1	5	4.04	.756
LDS9 LDS9	249	1	5	3.83	.840
LDS10 LDS10	249	1	5	3.55	.954
MET01 MET01	249	1	5	3.75	.815
MET02 MET02	249	1	5	3.76	.835
MET03 MET03	249	1	5	3.57	.863
MET04 MET04	249	1	5	3.94	.793
MET05 MET05	249	1	5	3.63	.893
MET06 MET06	249	1	5	3.73	.855
MET07 MET07	249	1	5	3.93	.756
JOB1 JOB1	249	1	5	3.69	.727
JOB2 JOB2	249	1	5	3.61	.770
JOB3 JOB3	249	1	5	3.59	.783
JOB4 JOB4	249	1	5	3.69	.781
Valid N (listwise)	249				

## Reliability

### Notes

Output Created	30-JAN-2020 16:43:04	
Comments		
Input	Data	D:\LU'U TAM\270120\FINAL-DATA SPSS.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	249
	Matrix Input	

Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7 LDS1 LDS2 LDS3 LDS4 LDS5 LDS6 LDS7 LDS8 LDS9 LDS10 MET01 MET02 MET03 MET04 MET05 MET06 MET07 JOB1 JOB2 JOB3 JOB4 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE /SUMMARY=TOTAL MEANS VARIANCE COV.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.05

#### Warnings

The determinant of the covariance matrix is zero or approximately zero. Statistics based on its inverse matrix cannot be computed and they are displayed as system missing values.

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha	.961	28

#### Item Statistics

	Mean	Std. Deviation	N
OGC1 OGC1	3.74	.856	249
OGC2 OGC2	3.68	.857	249
OGC3 OGC3	3.90	.792	249

OGC4 OGC4	3.96	.756	249
OGC5 OGC5	3.85	.804	249
OGC6 OGC6	3.82	.778	249
OGC7 OGC7	3.41	.976	249
LDS1 LDS1	3.92	.824	249
LDS2 LDS2	3.88	.882	249
LDS3 LDS3	3.87	.899	249
LDS4 LDS4	3.90	.821	249
LDS5 LDS5	4.03	.815	249
LDS6 LDS6	4.16	.770	249
LDS7 LDS7	3.86	.828	249
LDS8 LDS8	4.04	.756	249
LDS9 LDS9	3.83	.840	249
LDS10 LDS10	3.55	.954	249
MET01 MET01	3.75	.815	249
MET02 MET02	3.76	.835	249
MET03 MET03	3.57	.863	249
MET04 MET04	3.94	.793	249
MET05 MET05	3.63	.893	249
MET06 MET06	3.73	.855	249
MET07 MET07	3.93	.756	249
JOB1 JOB1	3.69	.727	249
JOB2 JOB2	3.61	.770	249
JOB3 JOB3	3.59	.783	249
JOB4 JOB4	3.69	.781	249

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.796	3.410	4.157	.747	1.219	.029	28
Item Variances	.683	.529	.952	.424	1.801	.010	28
Inter-Item Covariances	.320	.090	.570	.481	6.369	.006	28

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OGC1 OGC1	102.55	241.909	.682	.	.960
OGC2 OGC2	102.62	240.955	.717	.	.959
OGC3 OGC3	102.39	242.546	.713	.	.959
OGC4 OGC4	102.34	242.483	.753	.	.959
OGC5 OGC5	102.45	242.240	.715	.	.959
OGC6 OGC6	102.47	243.565	.684	.	.960
OGC7 OGC7	102.89	241.907	.590	.	.960

LDS1 LDS1	102.38	241.752	.716	.	.959
LDS2 LDS2	102.42	243.172	.612	.	.960
LDS3 LDS3	102.43	240.367	.703	.	.959
LDS4 LDS4	102.40	241.790	.717	.	.959
LDS5 LDS5	102.27	242.633	.688	.	.959
LDS6 LDS6	102.14	242.936	.719	.	.959
LDS7 LDS7	102.44	243.134	.657	.	.960
LDS8 LDS8	102.26	243.853	.693	.	.959
LDS9 LDS9	102.47	243.089	.649	.	.960
LDS10 LDS10	102.75	249.327	.350	.	.963
MET01 MET01	102.55	242.523	.694	.	.959
MET02 MET02	102.53	241.855	.702	.	.959
MET03 MET03	102.72	241.322	.698	.	.959
MET04 MET04	102.36	242.013	.735	.	.959
MET05 MET05	102.66	241.547	.664	.	.960
MET06 MET06	102.57	241.044	.716	.	.959
MET07 MET07	102.37	243.539	.706	.	.959
JOB1 JOB1	102.61	245.788	.634	.	.960
JOB2 JOB2	102.68	244.669	.644	.	.960
JOB3 JOB3	102.71	244.797	.627	.	.960
JOB4 JOB4	102.61	242.707	.718	.	.959

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
106.30	260.782	16.149	28

## Reliability

#### Notes

Output Created	31-JAN-2020 16:24:37	
Comments		
Input	Data	D:\LU'U TAM\270120\FINAL-DATA
		SPSS.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	249
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

Syntax	RELIABILITY /VARIABLES=JOB1 JOB2 JOB3 JOB4 LDS1 LDS2 LDS3 LDS4 LDS5 LDS6 LDS7 LDS8 LDS9 LDS10 MET01 MET02 MET03 MET04 MET05 MET06 MET07 OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE /SUMMARY=TOTAL MEANS VARIANCE COV.		
Resources	Processor Time	00:00:00.16	
	Elapsed Time	00:00:01.75	

#### Warnings

The determinant of the covariance matrix is zero or approximately zero. Statistics based on its inverse matrix cannot be computed and they are displayed as system missing values.

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha	.961	28

#### Item Statistics

	Mean	Std. Deviation	N
JOB1 JOB1	3.69	.727	249
JOB2 JOB2	3.61	.770	249
JOB3 JOB3	3.59	.783	249
JOB4 JOB4	3.69	.781	249
LDS1 LDS1	3.92	.824	249
LDS2 LDS2	3.88	.882	249
LDS3 LDS3	3.87	.899	249



LDS4 LDS4	3.90	.821	249
LDS5 LDS5	4.03	.815	249
LDS6 LDS6	4.16	.770	249
LDS7 LDS7	3.86	.828	249
LDS8 LDS8	4.04	.756	249
LDS9 LDS9	3.83	.840	249
LDS10 LDS10	3.55	.954	249
MET01 MET01	3.75	.815	249
MET02 MET02	3.76	.835	249
MET03 MET03	3.57	.863	249
MET04 MET04	3.94	.793	249
MET05 MET05	3.63	.893	249
MET06 MET06	3.73	.855	249
MET07 MET07	3.93	.756	249
OGC1 OGC1	3.74	.856	249
OGC2 OGC2	3.68	.857	249
OGC3 OGC3	3.90	.792	249
OGC4 OGC4	3.96	.756	249
OGC5 OGC5	3.85	.804	249
OGC6 OGC6	3.82	.778	249
OGC7 OGC7	3.41	.976	249

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.796	3.410	4.157	.747	1.219	.029	28
Item Variances	.683	.529	.952	.424	1.801	.010	28
Inter-Item Covariances	.320	.090	.570	.481	6.369	.006	28

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
JOB1 JOB1	102.61	245.788	.634	.	.960
JOB2 JOB2	102.68	244.669	.644	.	.960
JOB3 JOB3	102.71	244.797	.627	.	.960
JOB4 JOB4	102.61	242.707	.718	.	.959
LDS1 LDS1	102.38	241.752	.716	.	.959
LDS2 LDS2	102.42	243.172	.612	.	.960
LDS3 LDS3	102.43	240.367	.703	.	.959
LDS4 LDS4	102.40	241.790	.717	.	.959
LDS5 LDS5	102.27	242.633	.688	.	.959
LDS6 LDS6	102.14	242.936	.719	.	.959
LDS7 LDS7	102.44	243.134	.657	.	.960

LDS8 LDS8	102.26	243.853	.693	.	.959
LDS9 LDS9	102.47	243.089	.649	.	.960
LDS10 LDS10	102.75	249.327	.350	.	.963
MET01 MET01	102.55	242.523	.694	.	.959
MET02 MET02	102.53	241.855	.702	.	.959
MET03 MET03	102.72	241.322	.698	.	.959
MET04 MET04	102.36	242.013	.735	.	.959
MET05 MET05	102.66	241.547	.664	.	.960
MET06 MET06	102.57	241.044	.716	.	.959
MET07 MET07	102.37	243.539	.706	.	.959
OGC1 OGC1	102.55	241.909	.682	.	.960
OGC2 OGC2	102.62	240.955	.717	.	.959
OGC3 OGC3	102.39	242.546	.713	.	.959
OGC4 OGC4	102.34	242.483	.753	.	.959
OGC5 OGC5	102.45	242.240	.715	.	.959
OGC6 OGC6	102.47	243.565	.684	.	.960
OGC7 OGC7	102.89	241.907	.590	.	.960

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
106.30	260.782	16.149	28

#### Model Fit Summary

##### CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	54	652.314	271	.000	2.407
Saturated model	325	.000	0		
Independence model	25	4805.188	300	.000	16.017

##### RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.037	.822	.787	.685
Saturated model	.000	1.000		
Independence model	.316	.150	.079	.138

#### Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.864	.850	.916	.906	.915
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

**Parsimony-Adjusted Measures**

Model	PRATIO	PNFI	PCFI
Default model	.903	.781	.827
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

**NCP**

Model	NCP	LO 90	HI 90
Default model	381.314	310.339	459.984
Saturated model	.000	.000	.000
Independence model	4505.188	4284.278	4733.365

**FMIN**

Model	FMIN	F0	LO 90	HI 90
Default model	2.630	1.538	1.251	1.855
Saturated model	.000	.000	.000	.000
Independence model	19.376	18.166	17.275	19.086

**RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.075	.068	.083	.000
Independence model	.246	.240	.252	.000

**AIC**

Model	AIC	BCC	BIC	CAIC
Default model	760.314	772.962	950.256	1004.256
Saturated model	650.000	726.126	1793.172	2118.172
Independence model	4855.188	4861.043	4943.124	4968.124

**ECVI**

Model	ECVI	LO 90	HI 90	MECVI
Default model	3.066	2.780	3.383	3.117
Saturated model	2.621	2.621	2.621	2.928
Independence model	19.577	18.687	20.497	19.601

**HOELTER**

Model	HOELTER .05	HOELTER .01
Default model	119	125
Independence model	18	19

**Notes for Model (Default model)****Computation of degrees of freedom (Default model)**

Number of distinct sample moments: 325  
 Number of distinct parameters to be estimated: 54  
 Degrees of freedom (325 - 54): 271

**Result (Default model)**

Minimum was achieved  
 Chi-square = 652.314  
 Degrees of freedom = 271  
 Probability level = .000

**Estimates (Group number 1 - Default model)****Scalar Estimates (Group number 1 - Default model)****Maximum Likelihood Estimates****Regression Weights: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
MET	<---	LDS	.838	.072	11.568	***	
JOB	<---	MET	.576	.065	8.923	***	
OGC	<---	MET	.296	.059	4.983	***	
OGC	<---	JOB	.864	.082	10.573	***	
LDS1	<---	LDS	1.000				
LDS2	<---	LDS	.963	.081	11.844	***	
LDS3	<---	LDS	1.099	.081	13.644	***	
LDS4	<---	LDS	.993	.074	13.458	***	
LDS5	<---	LDS	1.025	.072	14.142	***	
LDS6	<---	LDS	.965	.068	14.105	***	
LDS7	<---	LDS	.967	.075	12.874	***	
LDS8	<---	LDS	.867	.069	12.609	***	
MET01	<---	MET	1.000				
MET02	<---	MET	1.034	.076	13.680	***	
MET03	<---	MET	1.057	.078	13.486	***	
MET05	<---	MET	1.020	.082	12.367	***	
MET06	<---	MET	1.027	.078	13.158	***	
LDS10	<---	MET	.621	.095	6.536	***	
JOB1	<---	JOB	1.000				
JOB2	<---	JOB	1.075	.074	14.584	***	
JOB3	<---	JOB	1.017	.077	13.221	***	
JOB4	<---	JOB	1.188	.073	16.365	***	
OGC1	<---	OGC	1.000				

			Estimate	S.E.	C.R.	P	Label
OGC2	<---	OGC	1.001	.064	15.653	***	
OGC3	<---	OGC	.919	.059	15.500	***	
OGC4	<---	OGC	.880	.056	15.585	***	
OGC5	<---	OGC	.940	.060	15.689	***	
OGC6	<---	OGC	.825	.061	13.577	***	
OGC7	<---	OGC	.907	.080	11.382	***	

**Standardized Regression Weights: (Group number 1 - Default model)**

			Estimate
MET	<---	LDS	.841
JOB	<---	MET	.634
OGC	<---	MET	.270
OGC	<---	JOB	.716
LDS1	<---	LDS	.785
LDS2	<---	LDS	.706
LDS3	<---	LDS	.791
LDS4	<---	LDS	.783
LDS5	<---	LDS	.813
LDS6	<---	LDS	.812
LDS7	<---	LDS	.755
LDS8	<---	LDS	.743
MET01	<---	MET	.791
MET02	<---	MET	.798
MET03	<---	MET	.789
MET05	<---	MET	.736
MET06	<---	MET	.774
LDS10	<---	MET	.420
JOB1	<---	JOB	.805
JOB2	<---	JOB	.818
JOB3	<---	JOB	.760
JOB4	<---	JOB	.891
OGC1	<---	OGC	.826
OGC2	<---	OGC	.825
OGC3	<---	OGC	.820
OGC4	<---	OGC	.823
OGC5	<---	OGC	.827
OGC6	<---	OGC	.749
OGC7	<---	OGC	.657

**Variances: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
LDS	.417	.057	7.265	***	
d2	.121	.021	5.843	***	

	Estimate	S.E.	C.R.	P	Label
d3	.204	.029	6.976	***	
d1	.084	.016	5.338	***	
e1	.259	.026	9.850	***	
e2	.389	.038	10.344	***	
e3	.302	.031	9.800	***	
e4	.260	.026	9.874	***	
e5	.224	.023	9.572	***	
e6	.201	.021	9.591	***	
e7	.293	.029	10.075	***	
e8	.255	.025	10.153	***	
e9	.247	.026	9.388	***	
e10	.252	.027	9.307	***	
e11	.280	.030	9.416	***	
e12	.364	.037	9.906	***	
e13	.292	.031	9.582	***	
e14	.747	.068	10.915	***	
e15	.185	.020	9.349	***	
e16	.195	.021	9.169	***	
e17	.258	.026	9.819	***	
e18	.125	.017	7.360	***	
e19	.232	.024	9.628	***	
e20	.233	.024	9.634	***	
e21	.205	.021	9.694	***	
e22	.183	.019	9.661	***	
e23	.204	.021	9.620	***	
e24	.265	.026	10.243	***	
e25	.540	.051	10.607	***	

**Squared Multiple Correlations: (Group number 1 - Default model)**

	Estimate
MET	.707
JOB	.402
OGC	.831
OGC7	.431
OGC6	.561
OGC5	.683
OGC4	.678
OGC3	.673
OGC2	.681
OGC1	.682
JOB4	.794
JOB3	.578
JOB2	.669

	Estimate
JOB1	.648
LDS10	.176
MET06	.599
MET05	.542
MET03	.623
MET02	.637
MET01	.626
LDS8	.552
LDS7	.571
LDS6	.659
LDS5	.662
LDS4	.612
LDS3	.626
LDS2	.498
LDS1	.617

**Matrices (Group number 1 - Default model)**

**Total Effects (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.838	.000	.000	.000
JOB	.483	.576	.000	.000
OGC	.665	.794	.864	.000
OGC7	.603	.720	.784	.907
OGC6	.549	.655	.713	.825
OGC5	.626	.747	.813	.940
OGC4	.586	.699	.761	.880
OGC3	.612	.730	.795	.919
OGC2	.666	.795	.865	1.001
OGC1	.665	.794	.864	1.000
JOB4	.574	.685	1.188	.000
JOB3	.491	.586	1.017	.000
JOB2	.519	.620	1.075	.000
JOB1	.483	.576	1.000	.000
LDS10	.520	.621	.000	.000
MET06	.860	1.027	.000	.000
MET05	.854	1.020	.000	.000
MET03	.885	1.057	.000	.000
MET02	.866	1.034	.000	.000
MET01	.838	1.000	.000	.000
LDS8	.867	.000	.000	.000
LDS7	.967	.000	.000	.000
LDS6	.965	.000	.000	.000
LDS5	1.025	.000	.000	.000

	LDS	MET	JOB	OGC
LDS4	.993	.000	.000	.000
LDS3	1.099	.000	.000	.000
LDS2	.963	.000	.000	.000
LDS1	1.000	.000	.000	.000

**Standardized Total Effects (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.841	.000	.000	.000
JOB	.534	.634	.000	.000
OGC	.609	.725	.716	.000
OGC7	.400	.476	.470	.657
OGC6	.456	.543	.536	.749
OGC5	.504	.599	.592	.827
OGC4	.502	.596	.590	.823
OGC3	.500	.594	.587	.820
OGC2	.503	.598	.591	.825
OGC1	.503	.598	.592	.826
JOB4	.475	.565	.891	.000
JOB3	.406	.482	.760	.000
JOB2	.436	.519	.818	.000
JOB1	.430	.511	.805	.000
LDS10	.353	.420	.000	.000
MET06	.651	.774	.000	.000
MET05	.619	.736	.000	.000
MET03	.664	.789	.000	.000
MET02	.671	.798	.000	.000
MET01	.666	.791	.000	.000
LDS8	.743	.000	.000	.000
LDS7	.755	.000	.000	.000
LDS6	.812	.000	.000	.000
LDS5	.813	.000	.000	.000
LDS4	.783	.000	.000	.000
LDS3	.791	.000	.000	.000
LDS2	.706	.000	.000	.000
LDS1	.785	.000	.000	.000

**Direct Effects (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.838	.000	.000	.000
JOB	.000	.576	.000	.000
OGC	.000	.296	.864	.000
OGC7	.000	.000	.000	.907
OGC6	.000	.000	.000	.825



	LDS	MET	JOB	OGC
OGC5	.000	.000	.000	.940
OGC4	.000	.000	.000	.880
OGC3	.000	.000	.000	.919
OGC2	.000	.000	.000	1.001
OGC1	.000	.000	.000	1.000
JOB4	.000	.000	1.188	.000
JOB3	.000	.000	1.017	.000
JOB2	.000	.000	1.075	.000
JOB1	.000	.000	1.000	.000
LDS10	.000	.621	.000	.000
MET06	.000	1.027	.000	.000
MET05	.000	1.020	.000	.000
MET03	.000	1.057	.000	.000
MET02	.000	1.034	.000	.000
MET01	.000	1.000	.000	.000
LDS8	.867	.000	.000	.000
LDS7	.967	.000	.000	.000
LDS6	.965	.000	.000	.000
LDS5	1.025	.000	.000	.000
LDS4	.993	.000	.000	.000
LDS3	1.099	.000	.000	.000
LDS2	.963	.000	.000	.000
LDS1	1.000	.000	.000	.000

**Standardized Direct Effects (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.841	.000	.000	.000
JOB	.000	.634	.000	.000
OGC	.000	.270	.716	.000
OGC7	.000	.000	.000	.657
OGC6	.000	.000	.000	.749
OGC5	.000	.000	.000	.827
OGC4	.000	.000	.000	.823
OGC3	.000	.000	.000	.820
OGC2	.000	.000	.000	.825
OGC1	.000	.000	.000	.826
JOB4	.000	.000	.891	.000
JOB3	.000	.000	.760	.000
JOB2	.000	.000	.818	.000
JOB1	.000	.000	.805	.000
LDS10	.000	.420	.000	.000
MET06	.000	.774	.000	.000
MET05	.000	.736	.000	.000

	LDS	MET	JOB	OGC
MET03	.000	.789	.000	.000
MET02	.000	.798	.000	.000
MET01	.000	.791	.000	.000
LDS8	.743	.000	.000	.000
LDS7	.755	.000	.000	.000
LDS6	.812	.000	.000	.000
LDS5	.813	.000	.000	.000
LDS4	.783	.000	.000	.000
LDS3	.791	.000	.000	.000
LDS2	.706	.000	.000	.000
LDS1	.785	.000	.000	.000

**Indirect Effects (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.000	.000	.000	.000
JOB	.483	.000	.000	.000
OGC	.665	.498	.000	.000
OGC7	.603	.720	.784	.000
OGC6	.549	.655	.713	.000
OGC5	.626	.747	.813	.000
OGC4	.586	.699	.761	.000
OGC3	.612	.730	.795	.000
OGC2	.666	.795	.865	.000
OGC1	.665	.794	.864	.000
JOB4	.574	.685	.000	.000
JOB3	.491	.586	.000	.000
JOB2	.519	.620	.000	.000
JOB1	.483	.576	.000	.000
LDS10	.520	.000	.000	.000
MET06	.860	.000	.000	.000
MET05	.854	.000	.000	.000
MET03	.885	.000	.000	.000
MET02	.866	.000	.000	.000
MET01	.838	.000	.000	.000
LDS8	.000	.000	.000	.000
LDS7	.000	.000	.000	.000
LDS6	.000	.000	.000	.000
LDS5	.000	.000	.000	.000
LDS4	.000	.000	.000	.000
LDS3	.000	.000	.000	.000
LDS2	.000	.000	.000	.000
LDS1	.000	.000	.000	.000

**Standardized Indirect Effects (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.000	.000	.000	.000
JOB	.534	.000	.000	.000
OGC	.609	.454	.000	.000
OGC7	.400	.476	.470	.000
OGC6	.456	.543	.536	.000
OGC5	.504	.599	.592	.000
OGC4	.502	.596	.590	.000
OGC3	.500	.594	.587	.000
OGC2	.503	.598	.591	.000
OGC1	.503	.598	.592	.000
JOB4	.475	.565	.000	.000
JOB3	.406	.482	.000	.000
JOB2	.436	.519	.000	.000
JOB1	.430	.511	.000	.000
LDS10	.353	.000	.000	.000
MET06	.651	.000	.000	.000
MET05	.619	.000	.000	.000
MET03	.664	.000	.000	.000
MET02	.671	.000	.000	.000
MET01	.666	.000	.000	.000
LDS8	.000	.000	.000	.000
LDS7	.000	.000	.000	.000
LDS6	.000	.000	.000	.000
LDS5	.000	.000	.000	.000
LDS4	.000	.000	.000	.000
LDS3	.000	.000	.000	.000
LDS2	.000	.000	.000	.000
LDS1	.000	.000	.000	.000

#### Bootstrap Distributions (Default model)

#### ML discrepancy (implied vs sample) (Default model)

		-----
	805.953	*
	852.882	
	899.812	*****
	946.742	*****
	993.671	*****
	1040.601	*****
	1087.531	*****
N = 200	1134.460	*****
Mean = 1082.782	1181.390	*****
S. e. = 7.605	1228.319	*****

	1275.249	***
	1322.179	*
	1369.108	**
	1416.038	
	1462.968	*
		-----

#### ML discrepancy (implied vs pop) (Default model)

		-----
	719.894	**
	736.387	*****
	752.880	*****
	769.373	*****
	785.866	*****
	802.359	*****
	818.852	*****
N = 200	835.345	***
Mean = 783.639	851.837	**
S. e. = 2.881	868.330	**
	884.823	*
	901.316	*
	917.809	
	934.302	*
	950.795	*
		-----

#### K-L overoptimism (unstabilized) (Default model)

		-----
	-768.405	*
	-606.799	*
	-445.192	***
	-283.585	****
	-121.978	*****
	39.629	*****
	201.236	*****
N = 200	362.843	*****
Mean = 221.463	524.449	*****
S. e. = 25.554	686.056	****
	847.663	****
	1009.270	*
	1170.877	*
	1332.484	*
	1494.091	*
		-----

# **K-L overoptimism (stabilized) (Default model)**

		-----
	-78.546	*
	-31.354	*
	15.838	**
	63.030	*****
	110.222	*****
	157.415	*****
	204.607	*****
N = 200	251.799	*****
Mean = 240.109	298.991	*****
S. e. = 8.235	346.183	*****
	393.376	*****
	440.568	**
	487.760	**
	534.952	*
	582.144	*
		-----

## **Matrices (Group number 1 - Default model)**

### **Total Effects (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.838	.000	.000	.000
JOB	.483	.576	.000	.000
OGC	.665	.794	.864	.000
OGC7	.603	.720	.784	.907
OGC6	.549	.655	.713	.825
OGC5	.626	.747	.813	.940
OGC4	.586	.699	.761	.880
OGC3	.612	.730	.795	.919
OGC2	.666	.795	.865	1.001
OGC1	.665	.794	.864	1.000
JOB4	.574	.685	1.188	.000
JOB3	.491	.586	1.017	.000
JOB2	.519	.620	1.075	.000
JOB1	.483	.576	1.000	.000
LDS10	.520	.621	.000	.000
MET06	.860	1.027	.000	.000
MET05	.854	1.020	.000	.000
MET03	.885	1.057	.000	.000
MET02	.866	1.034	.000	.000
MET01	.838	1.000	.000	.000

	LDS	MET	JOB	OGC
LDS8	.867	.000	.000	.000
LDS7	.967	.000	.000	.000
LDS6	.965	.000	.000	.000
LDS5	1.025	.000	.000	.000
LDS4	.993	.000	.000	.000
LDS3	1.099	.000	.000	.000
LDS2	.963	.000	.000	.000
LDS1	1.000	.000	.000	.000

**Standardized Total Effects (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.841	.000	.000	.000
JOB	.534	.634	.000	.000
OGC	.609	.725	.716	.000
OGC7	.400	.476	.470	.657
OGC6	.456	.543	.536	.749
OGC5	.504	.599	.592	.827
OGC4	.502	.596	.590	.823
OGC3	.500	.594	.587	.820
OGC2	.503	.598	.591	.825
OGC1	.503	.598	.592	.826
JOB4	.475	.565	.891	.000
JOB3	.406	.482	.760	.000
JOB2	.436	.519	.818	.000
JOB1	.430	.511	.805	.000
LDS10	.353	.420	.000	.000
MET06	.651	.774	.000	.000
MET05	.619	.736	.000	.000
MET03	.664	.789	.000	.000
MET02	.671	.798	.000	.000
MET01	.666	.791	.000	.000
LDS8	.743	.000	.000	.000
LDS7	.755	.000	.000	.000
LDS6	.812	.000	.000	.000
LDS5	.813	.000	.000	.000
LDS4	.783	.000	.000	.000
LDS3	.791	.000	.000	.000
LDS2	.706	.000	.000	.000
LDS1	.785	.000	.000	.000

**Direct Effects (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.838	.000	.000	.000

	LDS	MET	JOB	OGC
JOB	.000	.576	.000	.000
OGC	.000	.296	.864	.000
OGC7	.000	.000	.000	.907
OGC6	.000	.000	.000	.825
OGC5	.000	.000	.000	.940
OGC4	.000	.000	.000	.880
OGC3	.000	.000	.000	.919
OGC2	.000	.000	.000	1.001
OGC1	.000	.000	.000	1.000
JOB4	.000	.000	1.188	.000
JOB3	.000	.000	1.017	.000
JOB2	.000	.000	1.075	.000
JOB1	.000	.000	1.000	.000
LDS10	.000	.621	.000	.000
MET06	.000	1.027	.000	.000
MET05	.000	1.020	.000	.000
MET03	.000	1.057	.000	.000
MET02	.000	1.034	.000	.000
MET01	.000	1.000	.000	.000
LDS8	.867	.000	.000	.000
LDS7	.967	.000	.000	.000
LDS6	.965	.000	.000	.000
LDS5	1.025	.000	.000	.000
LDS4	.993	.000	.000	.000
LDS3	1.099	.000	.000	.000
LDS2	.963	.000	.000	.000
LDS1	1.000	.000	.000	.000

**Standardized Direct Effects (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.841	.000	.000	.000
JOB	.000	.634	.000	.000
OGC	.000	.270	.716	.000
OGC7	.000	.000	.000	.657
OGC6	.000	.000	.000	.749
OGC5	.000	.000	.000	.827
OGC4	.000	.000	.000	.823
OGC3	.000	.000	.000	.820
OGC2	.000	.000	.000	.825
OGC1	.000	.000	.000	.826
JOB4	.000	.000	.891	.000
JOB3	.000	.000	.760	.000
JOB2	.000	.000	.818	.000

	LDS	MET	JOB	OGC
JOB1	.000	.000	.805	.000
LDS10	.000	.420	.000	.000
MET06	.000	.774	.000	.000
MET05	.000	.736	.000	.000
MET03	.000	.789	.000	.000
MET02	.000	.798	.000	.000
MET01	.000	.791	.000	.000
LDS8	.743	.000	.000	.000
LDS7	.755	.000	.000	.000
LDS6	.812	.000	.000	.000
LDS5	.813	.000	.000	.000
LDS4	.783	.000	.000	.000
LDS3	.791	.000	.000	.000
LDS2	.706	.000	.000	.000
LDS1	.785	.000	.000	.000

**Indirect Effects (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.000	.000	.000	.000
JOB	.483	.000	.000	.000
OGC	.665	.498	.000	.000
OGC7	.603	.720	.784	.000
OGC6	.549	.655	.713	.000
OGC5	.626	.747	.813	.000
OGC4	.586	.699	.761	.000
OGC3	.612	.730	.795	.000
OGC2	.666	.795	.865	.000
OGC1	.665	.794	.864	.000
JOB4	.574	.685	.000	.000
JOB3	.491	.586	.000	.000
JOB2	.519	.620	.000	.000
JOB1	.483	.576	.000	.000
LDS10	.520	.000	.000	.000
MET06	.860	.000	.000	.000
MET05	.854	.000	.000	.000
MET03	.885	.000	.000	.000
MET02	.866	.000	.000	.000
MET01	.838	.000	.000	.000
LDS8	.000	.000	.000	.000
LDS7	.000	.000	.000	.000
LDS6	.000	.000	.000	.000
LDS5	.000	.000	.000	.000
LDS4	.000	.000	.000	.000



	LDS	MET	JOB	OGC
LDS3	.000	.000	.000	.000
LDS2	.000	.000	.000	.000
LDS1	.000	.000	.000	.000

**Standardized Indirect Effects (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.000	.000	.000	.000
JOB	.534	.000	.000	.000
OGC	.609	.454	.000	.000
OGC7	.400	.476	.470	.000
OGC6	.456	.543	.536	.000
OGC5	.504	.599	.592	.000
OGC4	.502	.596	.590	.000
OGC3	.500	.594	.587	.000
OGC2	.503	.598	.591	.000
OGC1	.503	.598	.592	.000
JOB4	.475	.565	.000	.000
JOB3	.406	.482	.000	.000
JOB2	.436	.519	.000	.000
JOB1	.430	.511	.000	.000
LDS10	.353	.000	.000	.000
MET06	.651	.000	.000	.000
MET05	.619	.000	.000	.000
MET03	.664	.000	.000	.000
MET02	.671	.000	.000	.000
MET01	.666	.000	.000	.000
LDS8	.000	.000	.000	.000
LDS7	.000	.000	.000	.000
LDS6	.000	.000	.000	.000
LDS5	.000	.000	.000	.000
LDS4	.000	.000	.000	.000
LDS3	.000	.000	.000	.000
LDS2	.000	.000	.000	.000
LDS1	.000	.000	.000	.000

**Standardized Total Effects (Group number 1 - Default model)**

**Standardized Total Effects - Lower Bounds (BC) (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.774	.000	.000	.000
JOB	.439	.541	.000	.000
OGC	.493	.651	.621	.000
OGC7	.296	.363	.390	.572

	LDS	MET	JOB	OGC
OGC6	.362	.427	.438	.617
OGC5	.415	.516	.515	.761
OGC4	.400	.516	.492	.775
OGC3	.415	.505	.502	.762
OGC2	.404	.522	.498	.767
OGC1	.418	.510	.487	.769
JOB4	.396	.477	.859	.000
JOB3	.316	.394	.673	.000
JOB2	.364	.431	.757	.000
JOB1	.331	.414	.743	.000
LDS10	.247	.289	.000	.000
MET06	.557	.687	.000	.000
MET05	.540	.624	.000	.000
MET03	.580	.719	.000	.000
MET02	.583	.737	.000	.000
MET01	.561	.717	.000	.000
LDS8	.647	.000	.000	.000
LDS7	.687	.000	.000	.000
LDS6	.746	.000	.000	.000
LDS5	.744	.000	.000	.000
LDS4	.723	.000	.000	.000
LDS3	.713	.000	.000	.000
LDS2	.591	.000	.000	.000
LDS1	.712	.000	.000	.000

**Standardized Total Effects - Upper Bounds (BC) (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.909	.000	.000	.000
JOB	.635	.721	.000	.000
OGC	.730	.809	.822	.000
OGC7	.494	.558	.554	.726
OGC6	.604	.662	.639	.845
OGC5	.622	.698	.675	.872
OGC4	.631	.700	.672	.881
OGC3	.610	.682	.679	.872
OGC2	.617	.689	.676	.870
OGC1	.608	.672	.679	.867
JOB4	.592	.655	.926	.000
JOB3	.523	.588	.836	.000
JOB2	.538	.609	.866	.000
JOB1	.525	.594	.857	.000
LDS10	.448	.523	.000	.000
MET06	.744	.842	.000	.000

	LDS	MET	JOB	OGC
MET05	.715	.799	.000	.000
MET03	.731	.833	.000	.000
MET02	.778	.858	.000	.000
MET01	.743	.843	.000	.000
LDS8	.800	.000	.000	.000
LDS7	.819	.000	.000	.000
LDS6	.869	.000	.000	.000
LDS5	.871	.000	.000	.000
LDS4	.840	.000	.000	.000
LDS3	.851	.000	.000	.000
LDS2	.799	.000	.000	.000
LDS1	.845	.000	.000	.000

**Standardized Total Effects - Two Tailed Significance (BC) (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.005	...	...	...
JOB	.003	.006	...	...
OGC	.004	.004	.009	...
OGC7	.006	.009	.009	.010
OGC6	.003	.005	.005	.009
OGC5	.003	.003	.005	.008
OGC4	.004	.004	.009	.004
OGC3	.003	.004	.005	.005
OGC2	.004	.003	.007	.007
OGC1	.004	.005	.011	.009
JOB4	.002	.004	.006	...
JOB3	.004	.004	.007	...
JOB2	.003	.005	.014	...
JOB1	.006	.009	.013	...
LDS10	.012	.016	...	...
MET06	.004	.005	...	...
MET05	.003	.012	...	...
MET03	.009	.023	...	...
MET02	.005	.009	...	...
MET01	.007	.011	...	...
LDS8	.020	...	...	...
LDS7	.007	...	...	...
LDS6	.004	...	...	...
LDS5	.009	...	...	...
LDS4	.007	...	...	...
LDS3	.014	...	...	...
LDS2	.007	...	...	...
LDS1	.009	...	...	...

**Standardized Direct Effects (Group number 1 - Default model)**

**Standardized Direct Effects - Lower Bounds (BC) (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.774	.000	.000	.000
JOB	.000	.541	.000	.000
OGC	.000	.167	.621	.000
OGC7	.000	.000	.000	.572
OGC6	.000	.000	.000	.617
OGC5	.000	.000	.000	.761
OGC4	.000	.000	.000	.775
OGC3	.000	.000	.000	.762
OGC2	.000	.000	.000	.767
OGC1	.000	.000	.000	.769
JOB4	.000	.000	.859	.000
JOB3	.000	.000	.673	.000
JOB2	.000	.000	.757	.000
JOB1	.000	.000	.743	.000
LDS10	.000	.289	.000	.000
MET06	.000	.687	.000	.000
MET05	.000	.624	.000	.000
MET03	.000	.719	.000	.000
MET02	.000	.737	.000	.000
MET01	.000	.717	.000	.000
LDS8	.647	.000	.000	.000
LDS7	.687	.000	.000	.000
LDS6	.746	.000	.000	.000
LDS5	.744	.000	.000	.000
LDS4	.723	.000	.000	.000
LDS3	.713	.000	.000	.000
LDS2	.591	.000	.000	.000
LDS1	.712	.000	.000	.000

**Standardized Direct Effects - Upper Bounds (BC) (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.909	.000	.000	.000
JOB	.000	.721	.000	.000
OGC	.000	.372	.822	.000
OGC7	.000	.000	.000	.726
OGC6	.000	.000	.000	.845
OGC5	.000	.000	.000	.872
OGC4	.000	.000	.000	.881
OGC3	.000	.000	.000	.872
OGC2	.000	.000	.000	.870

	LDS	MET	JOB	OGC
OGC1	.000	.000	.000	.867
JOB4	.000	.000	.926	.000
JOB3	.000	.000	.836	.000
JOB2	.000	.000	.866	.000
JOB1	.000	.000	.857	.000
LDS10	.000	.523	.000	.000
MET06	.000	.842	.000	.000
MET05	.000	.799	.000	.000
MET03	.000	.833	.000	.000
MET02	.000	.858	.000	.000
MET01	.000	.843	.000	.000
LDS8	.800	.000	.000	.000
LDS7	.819	.000	.000	.000
LDS6	.869	.000	.000	.000
LDS5	.871	.000	.000	.000
LDS4	.840	.000	.000	.000
LDS3	.851	.000	.000	.000
LDS2	.799	.000	.000	.000
LDS1	.845	.000	.000	.000

**Standardized Direct Effects - Two Tailed Significance (BC) (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.005	...	...	...
JOB	...	.006	...	...
OGC	...	.011	.009	...
OGC7	...	...	...	.010
OGC6	...	...	...	.009
OGC5	...	...	...	.008
OGC4	...	...	...	.004
OGC3	...	...	...	.005
OGC2	...	...	...	.007
OGC1	...	...	...	.009
JOB4	...	...	.006	...
JOB3	...	...	.007	...
JOB2	...	...	.014	...
JOB1	...	...	.013	...
LDS10	...	.016	...	...
MET06	...	.005	...	...
MET05	...	.012	...	...
MET03	...	.023	...	...
MET02	...	.009	...	...
MET01	...	.011	...	...
LDS8	.020	...	...	...

	LDS	MET	JOB	OGC
LDS7	.007	...	...	...
LDS6	.004	...	...	...
LDS5	.009	...	...	...
LDS4	.007	...	...	...
LDS3	.014	...	...	...
LDS2	.007	...	...	...
LDS1	.009	...	...	...

**Standardized Indirect Effects (Group number 1 - Default model)**

**Standardized Indirect Effects - Lower Bounds (BC) (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.000	.000	.000	.000
JOB	.439	.000	.000	.000
OGC	.493	.375	.000	.000
OGC7	.296	.363	.390	.000
OGC6	.362	.427	.438	.000
OGC5	.415	.516	.515	.000
OGC4	.400	.516	.492	.000
OGC3	.415	.505	.502	.000
OGC2	.404	.522	.498	.000
OGC1	.418	.510	.487	.000
JOB4	.396	.477	.000	.000
JOB3	.316	.394	.000	.000
JOB2	.364	.431	.000	.000
JOB1	.331	.414	.000	.000
LDS10	.247	.000	.000	.000
MET06	.557	.000	.000	.000
MET05	.540	.000	.000	.000
MET03	.580	.000	.000	.000
MET02	.583	.000	.000	.000
MET01	.561	.000	.000	.000
LDS8	.000	.000	.000	.000
LDS7	.000	.000	.000	.000
LDS6	.000	.000	.000	.000
LDS5	.000	.000	.000	.000
LDS4	.000	.000	.000	.000
LDS3	.000	.000	.000	.000
LDS2	.000	.000	.000	.000
LDS1	.000	.000	.000	.000

**Standardized Indirect Effects - Upper Bounds (BC) (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.000	.000	.000	.000
JOB	.635	.000	.000	.000
OGC	.730	.543	.000	.000
OGC7	.494	.558	.554	.000
OGC6	.604	.662	.639	.000
OGC5	.622	.698	.675	.000
OGC4	.631	.700	.672	.000
OGC3	.610	.682	.679	.000
OGC2	.617	.689	.676	.000
OGC1	.608	.672	.679	.000
JOB4	.592	.655	.000	.000
JOB3	.523	.588	.000	.000
JOB2	.538	.609	.000	.000
JOB1	.525	.594	.000	.000
LDS10	.448	.000	.000	.000
MET06	.744	.000	.000	.000
MET05	.715	.000	.000	.000
MET03	.731	.000	.000	.000
MET02	.778	.000	.000	.000
MET01	.743	.000	.000	.000
LDS8	.000	.000	.000	.000
LDS7	.000	.000	.000	.000
LDS6	.000	.000	.000	.000
LDS5	.000	.000	.000	.000
LDS4	.000	.000	.000	.000
LDS3	.000	.000	.000	.000
LDS2	.000	.000	.000	.000
LDS1	.000	.000	.000	.000

**Standardized Indirect Effects - Two Tailed Significance (BC) (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	...	...	...	...
JOB	.003	...	...	...
OGC	.004	.005	...	...
OGC7	.006	.009	.009	...
OGC6	.003	.005	.005	...
OGC5	.003	.003	.005	...
OGC4	.004	.004	.009	...
OGC3	.003	.004	.005	...
OGC2	.004	.003	.007	...
OGC1	.004	.005	.011	...
JOB4	.002	.004	...	...
JOB3	.004	.004	...	...

	LDS	MET	JOB	OGC
JOB2	.003	.005	...	...
JOB1	.006	.009	...	...
LDS10	.012	...	...	...
MET06	.004	...	...	...
MET05	.003	...	...	...
MET03	.009	...	...	...
MET02	.005	...	...	...
MET01	.007	...	...	...
LDS8	...	...	...	...
LDS7	...	...	...	...
LDS6	...	...	...	...
LDS5	...	...	...	...
LDS4	...	...	...	...
LDS3	...	...	...	...
LDS2	...	...	...	...
LDS1	...	...	...	...



## APPENDIX 4 - BUILDING ORGANIZATIONAL COMMITMENT: THE ANALYSIS OF INDICATORS

### Descriptives

	N	Minimum	Maximum	Mean	Std. Deviation
OGC1	249	1	5	3.74	.856
OGC2	249	1	5	3.68	.857
OGC3	249	1	5	3.90	.792
OGC4	249	1	5	3.96	.756
OGC5	249	1	5	3.85	.804
OGC6	249	1	5	3.82	.778
OGC7	249	1	5	3.41	.976
EV1	249	1	5	4.00	.833
EV2	249	1	5	3.73	.784
EV3	249	1	5	3.96	.805
EV4	249	1	5	4.00	.854
IM01	249	1	5	3.96	.750
IM02	249	1	5	3.93	.762
IM03	249	1	5	3.87	.769
IM04	249	1	5	3.82	.797
EM01	249	1	5	3.73	.909
EM02	249	1	5	3.57	.918
EM03	249	1	5	3.28	.976
EM04	249	1	5	3.71	.911
POS1	249	1	5	3.79	.770
POS2	249	1	5	3.75	.791
POS3	249	1	5	3.77	.813
POS4	249	1	5	3.78	.775
POS5	249	1	5	3.45	.879
POS6	249	1	5	3.49	.907
OI01	249	1	5	3.81	.737
OI02	249	1	5	3.84	.812
OI03	249	1	5	3.60	.888
OI04	249	1	5	3.62	.922
OI05	249	1	5	3.82	.833
OI06	249	1	5	3.71	.905
OI07	249	1	5	3.99	.868
Valid N (listwise)	249				

### Reliability

## Notes

Output Created	08-MAR-2020 22:31:50	
Comments		
Input	Data	E:\Dropbox\D Drive\LY DAN THANH\NGHIÊN CỨU SINH\PHASE 2- SWINBURNE\KẾT QUẢ KHẢO SÁT\NHẬP DU LIEU THO\FINAL TONG HOP DU LIEU\SPSS\DATA FULL-3BIENCHINH- MET-JOB-OGC\FINAL-DATA SPSS.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	249
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7 EV1 EV2 EV3 EV4 IM01 IM02 IM03 IM04 EM01 EM02 EM03 EM04 POS1 POS2 POS3 POS4 POS5 POS6 OI01 OI02 OI03 OI04 OI05 OI06 OI07 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE /SUMMARY=TOTAL MEANS VARIANCE.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.01

## Warnings

The determinant of the covariance matrix is zero or approximately zero. Statistics based on its inverse matrix cannot be computed and they are displayed as system missing values.

## Scale: ALL VARIABLES

### Case Processing Summary

		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0

Total	249	100.0
-------	-----	-------

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.966	.967	32

#### Item Statistics

	Mean	Std. Deviation	N
OGC1	3.74	.856	249
OGC2	3.68	.857	249
OGC3	3.90	.792	249
OGC4	3.96	.756	249
OGC5	3.85	.804	249
OGC6	3.82	.778	249
OGC7	3.41	.976	249
EV1	4.00	.833	249
EV2	3.73	.784	249
EV3	3.96	.805	249
EV4	4.00	.854	249
IM01	3.96	.750	249
IM02	3.93	.762	249
IM03	3.87	.769	249
IM04	3.82	.797	249
EM01	3.73	.909	249
EM02	3.57	.918	249
EM03	3.28	.976	249
EM04	3.71	.911	249
POS1	3.79	.770	249
POS2	3.75	.791	249
POS3	3.77	.813	249
POS4	3.78	.775	249
POS5	3.45	.879	249
POS6	3.49	.907	249
OI01	3.81	.737	249
OI02	3.84	.812	249
OI03	3.60	.888	249
OI04	3.62	.922	249
OI05	3.82	.833	249

OI06	3.71	.905	249
OI07	3.99	.868	249

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.760	3.281	4.000	.719	1.219	.032	32
Item Variances	.705	.543	.953	.410	1.754	.013	32

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OGC1	116.59	329.752	.749	.	.965
OGC2	116.65	329.115	.769	.	.965
OGC3	116.43	331.512	.749	.	.965
OGC4	116.37	331.726	.780	.	.965
OGC5	116.48	330.718	.766	.	.965
OGC6	116.51	333.130	.705	.	.965
OGC7	116.92	329.155	.668	.	.965
EV1	116.33	333.343	.649	.	.966
EV2	116.59	336.960	.562	.	.966
EV3	116.37	333.791	.657	.	.965
EV4	116.33	333.957	.611	.	.966
IM01	116.37	335.476	.645	.	.966
IM02	116.40	335.063	.650	.	.966
IM03	116.46	334.467	.665	.	.965
IM04	116.51	332.485	.710	.	.965
EM01	116.60	331.943	.634	.	.966
EM02	116.76	331.879	.629	.	.966
EM03	117.05	334.344	.517	.	.967
EM04	116.62	334.542	.552	.	.966
POS1	116.54	335.088	.641	.	.966
POS2	116.58	334.107	.658	.	.965
POS3	116.56	331.602	.726	.	.965
POS4	116.55	333.700	.688	.	.965
POS5	116.88	333.700	.601	.	.966
POS6	116.84	330.955	.666	.	.965
OI01	116.52	332.138	.785	.	.965
OI02	116.49	331.356	.736	.	.965
OI03	116.73	329.812	.718	.	.965
OI04	116.71	332.666	.602	.	.966
OI05	116.51	329.146	.791	.	.965
OI06	116.62	328.640	.741	.	.965

OI07	116.34	329.153	.757	.	.965
------	--------	---------	------	---	------

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
120.33	353.762	18.809	32

## Factor Analysis

### Notes

Output Created	08-MAR-2020 23:03:41	
Comments		
Input	Data	E:\Dropbox\D Drive\LY DAN THANH\NGHIÊN CỨU SINH\PHASE 2-SWINBURNE\KẾT QUẢ KHẢO SÁT\NHẬP DU LIEU THO\FINAL TONG HOP DU LIEU\SPSS\DATA FULL-3BIENCHINH-MET-JOB-OGC\FINAL-DATA SPSS.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	249
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.
Syntax		<p>FACTOR</p> <p>/VARIABLES EV1 EV2 EV3 EV4 POS1 POS2 POS3 POS4 POS5 POS6 IM01 IM02 IM03 IM04 EM01 EM02 EM03 EM04</p> <p>OI01 OI02 OI03 OI04 OI05 OI06 OI07</p> <p>/MISSING LISTWISE</p> <p>/ANALYSIS EV1 EV2 EV3 EV4 POS1 POS2 POS3 POS4 POS5 POS6 IM01 IM02 IM03 IM04 EM01 EM02 EM03 EM04</p> <p>OI01 OI02 OI03 OI04 OI05 OI06 OI07</p> <p>/PRINT INITIAL CORRELATION KMO</p> <p>EXTRACTION ROTATION</p> <p>/FORMAT BLANK(.50)</p> <p>/CRITERIA MINEIGEN(1) ITERATE(25)</p> <p>/EXTRACTION PC</p> <p>/CRITERIA ITERATE(25)</p> <p>/ROTATION VARIMAX</p> <p>/METHOD=CORRELATION.</p>
Resources	Processor Time	00:00:00.08

Elapsed Time

00:00:00.06

Maximum Memory Required

74408 (72.664K) bytes

		EV1	EV2	EV3	EV4	POS 1	POS 2	POS 3	POS 4	POS 5	POS 6	IM01	IM02	IM03	IM04	EM0 1	EM 2	EM 3	EM 4	OI 01	OI 02	OI 03	OI 04	OI 05	OI 06	OI 07
Correlation	EV1	1.000	.580	.692	.629	.427	.490	.601	.494	.331	.438	.568	.515	.403	.407	.421	.269	.129	.362	.5 32	.4 83	.4 42	.3 62	.5 46	.3 64	.5 02
	EV2	.580	1.000	.621	.546	.402	.399	.467	.494	.365	.340	.414	.435	.356	.341	.414	.268	.156	.320	.4 07	.3 51	.3 63	.3 45	.3 91	.3 80	.3 98
	EV3	.692	.621	1.00 0	.739	.473	.464	.638	.560	.444	.411	.438	.443	.395	.434	.447	.335	.237	.357	.4 68	.4 77	.3 82	.3 58	.4 88	.4 92	.5 19
	EV4	.629	.546	.739	1.000	.477	.422	.550	.474	.454	.377	.453	.433	.460	.419	.393	.260	.161	.377	.4 73	.4 35	.3 49	.3 10	.4 07	.4 26	.4 29
	POS 1	.427	.402	.473	.477	1.00 0	.635	.619	.531	.496	.463	.509	.436	.505	.502	.374	.376	.341	.372	.4 76	.4 94	.3 79	.3 42	.4 45	.4 74	.4 54
	POS 2	.490	.399	.464	.422	.635	1.00 0	.725	.659	.494	.554	.438	.339	.389	.412	.427	.457	.437	.378	.4 76	.4 20	.4 30	.3 54	.5 19	.5 57	.4 36
	POS 3	.601	.467	.638	.550	.619	.725	1.00 0	.803	.527	.578	.527	.424	.461	.501	.484	.458	.391	.383	.5 11	.4 69	.4 04	.3 73	.5 35	.5 18	.5 16
	POS 4	.494	.494	.560	.474	.531	.659	.803	1.00 0	.530	.589	.415	.350	.357	.384	.476	.457	.440	.382	.4 62	.4 43	.4 75	.3 16	.5 76	.5 35	.5 12
	POS 5	.331	.365	.444	.454	.496	.494	.527	.530	1.00 0	.612	.321	.329	.392	.423	.388	.506	.493	.295	.3 88	.3 83	.4 14	.3 25	.5 89	.5 33	.3 29
	POS 6	.438	.340	.411	.377	.463	.554	.578	.589	.612	1.00 0	.396	.433	.422	.442	.399	.535	.492	.280	.4 96	.4 18	.4 81	.3 43	.5 09	.5 01	.4 73
	IM01	.568	.414	.438	.453	.509	.438	.527	.415	.321	.396	1.00 0	.708	.543	.507	.451	.344	.197	.372	.5 18	.4 72	.3 75	.4 50	.5 24	.3 93	.5 25
	IM02	.515	.435	.443	.433	.436	.339	.424	.350	.329	.433	.708	1.00 0	.556	.551	.463	.397	.237	.349	.5 65	.5 23	.4 49	.4 28	.5 02	.3 46	.5 35
	IM03	.403	.356	.395	.460	.505	.389	.461	.357	.392	.422	.543	.556	1.00 0	.776	.353	.388	.313	.353	.5 59	.5 79	.5 42	.4 52	.5 61	.5 12	.4 87
	IM04	.407	.341	.434	.419	.502	.412	.501	.384	.423	.442	.507	.551	.776	1.00 0	.493	.454	.399	.447	.6 05	.5 96	.5 45	.3 92	.5 76	.5 57	.5 33
	EM0 1	.421	.414	.447	.393	.374	.427	.484	.476	.388	.399	.451	.463	.353	.493	1.00 0	.539	.490	.508	.4 28	.4 27	.4 11	.3 82	.4 53	.4 44	.5 68
	EM0 2	.269	.268	.335	.260	.376	.457	.458	.457	.506	.535	.344	.397	.388	.454	.539	1.00 0	.764	.405	.4 33	.4 54	.4 35	.3 79	.4 60	.5 11	.4 95

	EM0																	1.00									
	3	.129	.156	.237	.161	.341	.437	.391	.440	.493	.492	.197	.237	.313	.399	.490	.764	0	.397		.3	.3	.4	.2	.3	.4	.3
	EM0																		1.00		.4	.5	.3	.3	.3	.4	
	4	.362	.320	.357	.377	.372	.378	.383	.382	.295	.280	.372	.349	.353	.447	.508	.405	.397	0		.02	.14	.89	.51	.94	.42	.09
	OI01																			1.		.6	.6	.5	.8	.6	.6
		.532	.407	.468	.473	.476	.476	.511	.462	.388	.496	.518	.565	.559	.605	.428	.433	.333	.402	00		.69	.65	.26	.04	.23	.45
	OI02																				.6	1.					
		.483	.351	.477	.435	.494	.420	.469	.443	.383	.418	.472	.523	.579	.596	.427	.454	.373	.514	69		.00	.6	.5	.6	.5	.5
	OI03																				.6	.6	1.	.5	.6	.6	.5
		.442	.363	.382	.349	.379	.430	.404	.475	.414	.481	.375	.449	.542	.545	.411	.435	.422	.389	65		.83	.00	.38	.89	.69	.79
OI04																				.5	.5	.5	1.	.6	.5	.5	
	.362	.345	.358	.310	.342	.354	.373	.316	.325	.343	.450	.428	.452	.392	.382	.379	.232	.351	26		.05	.38	.00	.26	.73	.58	
OI05																				.8	.6	.6	.6	1.	.6	.7	
	.546	.391	.488	.407	.445	.519	.535	.476	.389	.509	.524	.502	.561	.576	.453	.460	.349	.394	04		.43	.89	.26	.00	.70	.22	
OI06																				.6	.5	.6	.5	.6	1.	.6	
	.364	.380	.492	.426	.474	.557	.518	.535	.533	.501	.393	.346	.512	.557	.444	.511	.439	.342	23		.89	.69	.73	.70	.00	.57	
OI07																				.6	.5	.5	.5	.7	.6	1.	
	.502	.398	.519	.429	.454	.436	.516	.512	.329	.473	.525	.535	.487	.533	.568	.495	.323	.409	45		.86	.79	.58	.22	.57	.00	

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.931
Bartlett's Test of Sphericity	Approx. Chi-Square	4599.510
	df	300
	Sig.	.000

### Communalities

	Initial	Extraction
EV1	1.000	.719
EV2	1.000	.562
EV3	1.000	.721
EV4	1.000	.668
POS1	1.000	.523
POS2	1.000	.662
POS3	1.000	.768
POS4	1.000	.739
POS5	1.000	.585
POS6	1.000	.595
IM01	1.000	.647
IM02	1.000	.686
IM03	1.000	.600
IM04	1.000	.656
EM01	1.000	.596
EM02	1.000	.747
EM03	1.000	.821
EM04	1.000	.494
OI01	1.000	.740
OI02	1.000	.660
OI03	1.000	.720
OI04	1.000	.559
OI05	1.000	.804
OI06	1.000	.755
OI07	1.000	.650

Extraction Method: Principal Component Analysis.

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
				Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %



1	12.123	48.492	48.492	12.123	48.492	48.492	5.088	20.351	20.351
2	1.793	7.172	55.664	1.793	7.172	55.664	4.756	19.024	39.375
3	1.699	6.794	62.458	1.699	6.794	62.458	3.851	15.404	54.779
4	1.064	4.255	66.713	1.064	4.255	66.713	2.983	11.934	66.713
5	.969	3.877	70.590						
6	.806	3.226	73.816						
7	.759	3.036	76.851						
8	.616	2.465	79.317						
9	.564	2.256	81.573						
10	.502	2.008	83.581						
11	.457	1.827	85.408						
12	.431	1.725	87.133						
13	.401	1.604	88.737						
14	.363	1.452	90.189						
15	.336	1.346	91.535						
16	.314	1.257	92.791						
17	.294	1.177	93.969						
18	.268	1.072	95.041						
19	.243	.972	96.013						
20	.230	.921	96.934						
21	.197	.787	97.721						
22	.159	.637	98.358						
23	.152	.607	98.965						
24	.131	.526	99.491						
25	.127	.509	100.000						

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component			
	1	2	3	4
EV1	.694			
EV2	.604			
EV3	.710			
EV4	.659			
POS1	.692			
POS2	.710			
POS3	.778			
POS4	.728			
POS5	.637			

POS6	.690			
IM01	.685			
IM02	.677			
IM03	.701			
IM04	.734			
EM01	.664			
EM02	.648	.513		
EM03	.539	.653		
EM04	.576			
OI01	.784			
OI02	.753			
OI03	.726			
OI04	.624			
OI05	.797			
OI06	.760			
OI07	.767			

Extraction Method: Principal Component Analysis.

a. 4 components extracted.

**Rotated Component Matrix<sup>a</sup>**

	Component			
	1	2	3	4
EV1		.740		
EV2		.684		
EV3		.773		
EV4		.742		
POS1		.505		
POS2		.531	.546	
POS3		.684		
POS4		.610	.555	
POS5			.624	
POS6			.583	
IM01				.594
IM02				.674
IM03	.522			.503
IM04				.560
EM01				.549
EM02			.742	
EM03			.850	
EM04				.571
OI01	.735			

OI02	.642			
OI03	.768			
OI04	.693			
OI05	.798			
OI06	.712			
OI07	.638			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

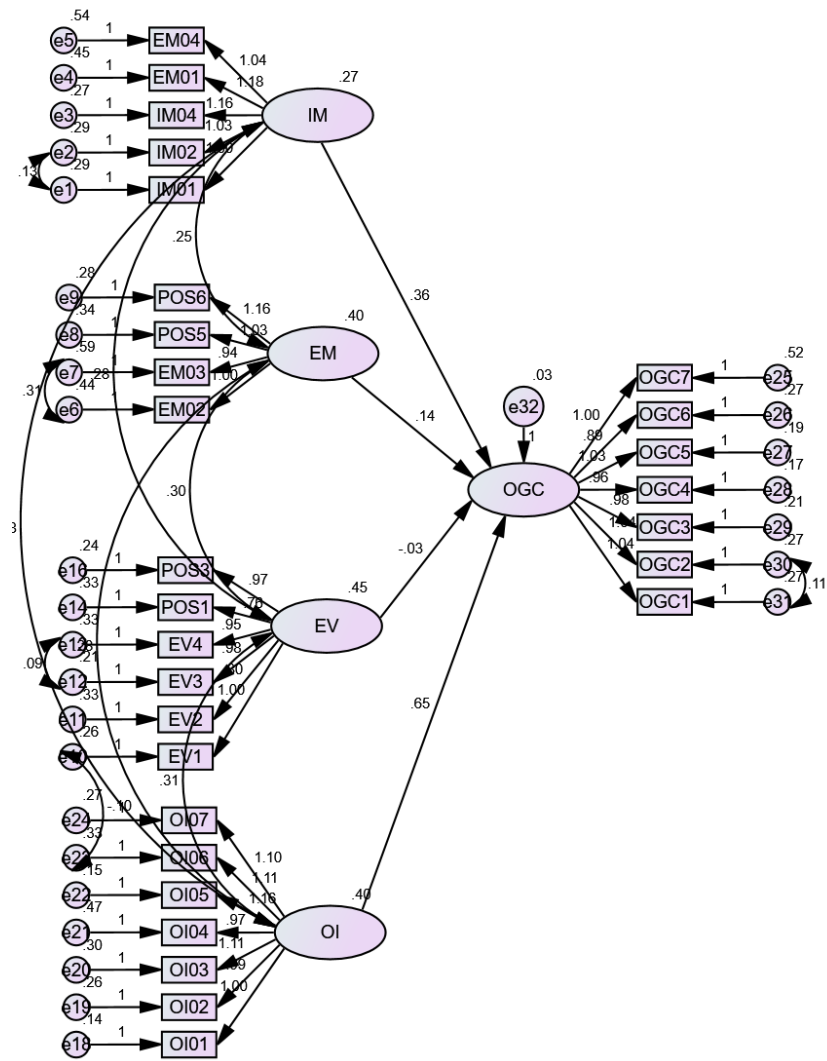
a. Rotation converged in 14 iterations.

**Component Transformation Matrix**

Component	1	2	3	4
1	.584	.539	.450	.408
2	.147	-.690	.705	-.076
3	-.612	.464	.545	-.336
4	-.512	-.138	.063	.845

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.



## Model Fit Summary

### CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	73	997.061	362	.000	2.754
Saturated model	435	.000	0		
Independence model	29	5899.287	406	.000	14.530

### RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.041	.781	.737	.650
Saturated model	.000	1.000		
Independence model	.335	.128	.066	.119

### Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.831	.810	.885	.870	.884
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

### Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.892	.741	.789
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

### NCP

Model	NCP	LO 90	HI 90
Default model	635.061	544.872	732.892
Saturated model	.000	.000	.000
Independence model	5493.287	5248.227	5744.777

### FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	4.020	2.561	2.197	2.955
Saturated model	.000	.000	.000	.000
Independence model	23.787	22.150	21.162	23.164

**RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.084	.078	.090	.000
Independence model	.234	.228	.239	.000

**AIC**

Model	AIC	BCC	BIC	CAIC
Default model	1143.061	1163.153	1399.835	1472.835
Saturated model	870.000	989.725	2400.092	2835.092
Independence model	5957.287	5965.268	6059.293	6088.293

**ECVI**

Model	ECVI	LO 90	HI 90	MECVI
Default model	4.609	4.245	5.004	4.690
Saturated model	3.508	3.508	3.508	3.991
Independence model	24.021	23.033	25.035	24.054

**HOELTER**

Model	HOELTER .05	HOELTER .01
Default model	102	107
Independence model	20	20

**Notes for Model (Default model)****Computation of degrees of freedom (Default model)**

Number of distinct sample moments: 435  
 Number of distinct parameters to be estimated: 73  
 Degrees of freedom (435 - 73): 362

**Result (Default model)**

Minimum was achieved  
 Chi-square = 997.061  
 Degrees of freedom = 362  
 Probability level = .000

**Scalar Estimates (Group number 1 - Default model)**

**Maximum Likelihood Estimates**

**Regression Weights: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
OGC <--- IM	.364	.155	2.350	.019	
OGC <--- EM	.138	.067	2.051	.040	
OGC <--- EV	-.034	.071	-.475	.635	
OGC <--- OI	.649	.099	6.584	***	
IM01 <--- IM	1.000				
IM02 <--- IM	1.033	.077	13.443	***	
IM04 <--- IM	1.162	.108	10.719	***	
EM01 <--- IM	1.178	.122	9.631	***	
EM04 <--- IM	1.040	.121	8.561	***	
EM02 <--- EM	1.000				
EM03 <--- EM	.944	.071	13.303	***	
POS5 <--- EM	1.033	.103	10.018	***	
POS6 <--- EM	1.163	.109	10.637	***	
EV1 <--- EV	1.000				
EV2 <--- EV	.796	.071	11.217	***	
EV3 <--- EV	.981	.070	14.045	***	
EV4 <--- EV	.945	.077	12.359	***	
POS1 <--- EV	.758	.070	10.815	***	
POS3 <--- EV	.967	.071	13.667	***	
OI01 <--- OI	1.000				
OI02 <--- OI	.994	.066	15.104	***	
OI03 <--- OI	1.105	.071	15.525	***	
OI04 <--- OI	.971	.080	12.083	***	
OI05 <--- OI	1.164	.061	19.072	***	
OI06 <--- OI	1.112	.073	15.274	***	
OI07 <--- OI	1.101	.069	16.019	***	
OGC7 <--- OGC	1.000				
OGC6 <--- OGC	.887	.082	10.832	***	
OGC5 <--- OGC	1.031	.086	12.016	***	
OGC4 <--- OGC	.960	.081	11.912	***	
OGC3 <--- OGC	.981	.084	11.657	***	
OGC2 <--- OGC	1.038	.091	11.420	***	
OGC1 <--- OGC	1.038	.091	11.436	***	

**Standardized Regression Weights: (Group number 1 - Default model)**

	Estimate
OGC <--- IM	.287
OGC <--- EM	.132

	Estimate
OGC <--- EV	-.035
OGC <--- OI	.625
IM01 <--- IM	.690
IM02 <--- IM	.702
IM04 <--- IM	.755
EM01 <--- IM	.671
EM04 <--- IM	.591
EM02 <--- EM	.688
EM03 <--- EM	.611
POS5 <--- EM	.743
POS6 <--- EM	.810
EV1 <--- EV	.796
EV2 <--- EV	.679
EV3 <--- EV	.817
EV4 <--- EV	.741
POS1 <--- EV	.659
POS3 <--- EV	.796
OI01 <--- OI	.859
OI02 <--- OI	.775
OI03 <--- OI	.788
OI04 <--- OI	.667
OI05 <--- OI	.885
OI06 <--- OI	.775
OI07 <--- OI	.803
OGC7 <--- OGC	.673
OGC6 <--- OGC	.749
OGC5 <--- OGC	.843
OGC4 <--- OGC	.834
OGC3 <--- OGC	.814
OGC2 <--- OGC	.795
OGC1 <--- OGC	.797

**Covariances: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
IM <--> EM	.246	.038	6.519	***	
IM <--> EV	.282	.038	7.339	***	
IM <--> OI	.281	.036	7.782	***	
EM <--> EV	.302	.044	6.800	***	
EM <--> OI	.283	.040	6.994	***	
EV <--> OI	.311	.040	7.846	***	



	Estimate	S.E.	C.R.	P	Label
e30 <--> e31	.105	.021	5.062	***	
e1 <--> e2	.127	.024	5.304	***	
e12 <--> e13	.092	.023	3.995	***	
e6 <--> e7	.307	.045	6.766	***	
e10 <--> e23	-.104	.022	-4.691	***	

**Correlations: (Group number 1 - Default model)**

	Estimate
IM <--> EM	.755
IM <--> EV	.817
IM <--> OI	.860
EM <--> EV	.717
EM <--> OI	.710
EV <--> OI	.737
e30 <--> e31	.393
e1 <--> e2	.434
e12 <--> e13	.345
e6 <--> e7	.598
e10 <--> e23	-.356

**Variances: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
IM	.267	.045	5.902	***	
EM	.397	.069	5.738	***	
EV	.447	.061	7.372	***	
OI	.400	.048	8.402	***	
e32	.034	.010	3.424	***	
e1	.294	.030	9.782	***	
e2	.293	.030	9.691	***	
e3	.272	.030	9.208	***	
e4	.453	.045	9.999	***	
e5	.537	.052	10.406	***	
e6	.441	.048	9.274	***	
e7	.595	.060	9.845	***	
e8	.345	.040	8.588	***	
e9	.282	.039	7.159	***	
e10	.259	.029	9.015	***	
e11	.330	.033	10.123	***	
e12	.215	.025	8.621	***	

	Estimate	S.E.	C.R.	P	Label
e13	.328	.035	9.473	***	
e14	.334	.033	10.230	***	
e16	.241	.027	9.059	***	
e18	.141	.015	9.445	***	
e19	.262	.026	10.243	***	
e20	.298	.029	10.161	***	
e21	.470	.044	10.662	***	
e22	.150	.017	8.972	***	
e23	.328	.032	10.230	***	
e24	.266	.026	10.054	***	
e25	.519	.049	10.631	***	
e26	.265	.026	10.354	***	
e27	.186	.019	9.608	***	
e28	.173	.018	9.712	***	
e29	.211	.021	9.923	***	
e30	.269	.027	10.024	***	
e31	.267	.027	10.016	***	

**Squared Multiple Correlations: (Group number 1 - Default model)**

	Estimate
OGC	.921
OGC1	.634
OGC2	.633
OGC3	.662
OGC4	.696
OGC5	.710
OGC6	.560
OGC7	.453
OI07	.645
OI06	.601
OI05	.783
OI04	.445
OI03	.621
OI02	.601
OI01	.739
POS3	.634
POS1	.434
EV4	.549
EV3	.667
EV2	.461

	Estimate
EV1	.633
POS6	.656
POS5	.552
EM03	.373
EM02	.474
EM04	.350
EM01	.450
IM04	.570
IM02	.493
IM01	.476

### Bootstrap Distributions (Default model)

#### ML discrepancy (implied vs sample) (Default model)

		-----
	1297.384	*
	1334.812	**
	1372.240	*****
	1409.668	*****
	1447.096	*****
	1484.524	*****
	1521.952	*****
N = 200	1559.380	*****
Mean = 1553.002	1596.808	*****
S. e. = 7.885	1634.236	*****
	1671.664	*****
	1709.092	****
	1746.520	****
	1783.948	***
	1821.376	**
		-----

#### ML discrepancy (implied vs pop) (Default model)

		-----
	1077.329	**
	1094.001	*****
	1110.673	*****
	1127.346	*****
	1144.018	*****
	1160.690	*****
	1177.363	*****
N = 200	1194.035	*****
Mean = 1154.020	1210.707	*****
S. e. = 3.053	1227.380	**
	1244.052	***
	1260.725	**
	1277.397	*
	1294.069	
	1310.742	*
		-----

#### K-L overoptimism (unstabilized) (Default model)

		-----
	-686.525	*
	-526.029	***
	-365.532	****
	-205.036	*****
	-44.539	*****
	115.957	*****
	276.454	*****
N = 200	436.950	*****
Mean = 285.366	597.447	*****
S. e. = 29.089	757.943	*****
	918.440	*****
	1078.936	***
	1239.433	*
	1399.929	*
	1560.426	*
		-----

#### K-L overoptimism (stabilized) (Default model)

		-----
	-14.120	*
	40.328	*
	94.776	****
	149.225	*****
	203.673	*****
	258.121	*****
	312.569	*****
N = 200	367.018	*****
Mean = 301.173	421.466	*****
S. e. = 8.856	475.914	*****
	530.363	*
	584.811	**
	639.259	*
	693.707	*
	748.156	*
		-----

## APPENDIX 5 - FACTORS AFFECTING ORGANIZATIONAL COMMITMENT

### Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
OGC1	249	1	5	3.74	.856
OGC2	249	1	5	3.68	.857
OGC3	249	1	5	3.90	.792
OGC4	249	1	5	3.96	.756
OGC5	249	1	5	3.85	.804
OGC6	249	1	5	3.82	.778
OGC7	249	1	5	3.41	.976
OI01	249	1	5	3.81	.737
OI02	249	1	5	3.84	.812
OI03	249	1	5	3.60	.888
OI04	249	1	5	3.62	.922
OI05	249	1	5	3.82	.833
OI06	249	1	5	3.71	.905
OI07	249	1	5	3.99	.868
EV1	249	1	5	4.00	.833
EV2	249	1	5	3.73	.784
EV3	249	1	5	3.96	.805
EV4	249	1	5	4.00	.854
POS1	249	1	5	3.79	.770
POS3	249	1	5	3.77	.813
POS5	249	1	5	3.45	.879
POS6	249	1	5	3.49	.907
IM01	249	1	5	3.96	.750
IM02	249	1	5	3.93	.762
IM04	249	1	5	3.82	.797
Valid N (listwise)	249				

```

RELIABILITY
/VARIABLES=OI01 OI02 OI03 OI04 OI05 OI06 OI07
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

## Reliability

**Scale: ALL VARIABLES**

**Case Processing Summary**

		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.921	7

**Item Statistics**

	Mean	Std. Deviation	N
OI01	3.81	.737	249
OI02	3.84	.812	249
OI03	3.60	.888	249
OI04	3.62	.922	249
OI05	3.82	.833	249
OI06	3.71	.905	249
OI07	3.99	.868	249

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OI01	22.58	18.639	.791	.906
OI02	22.55	18.450	.732	.911
OI03	22.79	17.700	.766	.907
OI04	22.77	18.201	.656	.919
OI05	22.57	17.626	.842	.899
OI06	22.68	17.622	.760	.908

Ol07	22.40	17.943	.750	.909
------	-------	--------	------	------

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
26.39	24.215	4.921	7

RELIABILITY

```

/VARIABLES=EV1 EV2 EV3 EV4 POS1 POS3
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.

```

## Reliability

**Scale: ALL VARIABLES**

**Case Processing Summary**

		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.887	6

RELIABILITY

```

/VARIABLES=EV1 EV2 EV3 EV4 POS1 POS3
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

## Reliability

**Scale: ALL VARIABLES**



**Case Processing Summary**

		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.887	6

**Item Statistics**

	Mean	Std. Deviation	N
EV1	4.00	.833	249
EV2	3.73	.784	249
EV3	3.96	.805	249
EV4	4.00	.854	249
POS1	3.79	.770	249
POS3	3.77	.813	249

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EV1	19.25	10.446	.733	.862
EV2	19.51	11.114	.642	.876
EV3	19.29	10.289	.804	.850
EV4	19.25	10.319	.735	.861
POS1	19.46	11.467	.579	.885
POS3	19.48	10.638	.713	.865

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
23.25	15.083	3.884	6

```

RELIABILITY
/VARIABLES=EM02 EM03 POS5 POS6
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

## Reliability

### Scale: ALL VARIABLES

**Case Processing Summary**

		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.840	4

**Item Statistics**

	Mean	Std. Deviation	N
EM02	3.57	.918	249
EM03	3.28	.976	249
POS5	3.45	.879	249
POS6	3.49	.907	249

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EM02	10.21	5.241	.732	.771
EM03	10.51	5.122	.698	.786
POS5	10.34	5.750	.626	.817
POS6	10.30	5.598	.638	.812

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
------	----------	----------------	------------

13.79	9.160	3.027	4
-------	-------	-------	---

#### RELIABILITY

```

/VARIABLES=EM01 EM04 IM01 IM02
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

```

## Reliability

### Scale: ALL VARIABLES

**Case Processing Summary**

		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.776	4

**Item Statistics**

	Mean	Std. Deviation	N
EM01	3.73	.909	249
EM04	3.71	.911	249
IM01	3.96	.750	249
IM02	3.93	.762	249

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EM01	11.60	3.774	.594	.716
EM04	11.62	4.034	.501	.768
IM01	11.37	4.202	.628	.702

IM02	11.40	4.184	.621	.705
------	-------	-------	------	------

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
15.33	6.698	2.588	4

FACTOR

```

/VARIABLES OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7
/MISSING LISTWISE
/ANALYSIS OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7
/PRINT INITIAL KMO EXTRACTION ROTATION
/FORMAT SORT BLANK(.50)
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(25)
/ROTATION VARIMAX
/METHOD=CORRELATION.

```

## Factor Analysis

#### 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

#### Communalities

	Initial	Extraction
OGC1	1.000	.723
OGC2	1.000	.719
OGC3	1.000	.720
OGC4	1.000	.722
OGC5	1.000	.741
OGC6	1.000	.623
OGC7	1.000	.489

Extraction Method: Principal

Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings
-----------	---------------------	-------------------------------------

	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.738	67.681	67.681	4.738	67.681	67.681
2	.625	8.927	76.608			
3	.542	7.747	84.355			
4	.382	5.451	89.807			
5	.330	4.710	94.517			
6	.208	2.976	97.493			
7	.176	2.507	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
OGC5	.861
OGC1	.850
OGC4	.850
OGC3	.848
OGC2	.848
OGC6	.790
OGC7	.699

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**Rotated  
Component  
Matrix<sup>a</sup>**

--

a. Only one component was extracted. The solution cannot be rotated.

## Factor Analysis

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.934
Bartlett's Test of Sphericity	Approx. Chi-Square	3755.234
	df	231
	Sig.	.000

### Communalities

	Initial	Extraction
EV1	1.000	.724
EV2	1.000	.571
EV3	1.000	.756
EV4	1.000	.710
POS1	1.000	.508
POS3	1.000	.685
POS5	1.000	.709
POS6	1.000	.618
EM01	1.000	.646
EM02	1.000	.762
EM03	1.000	.830
EM04	1.000	.555
IM01	1.000	.656
IM02	1.000	.651
IM04	1.000	.576
OI01	1.000	.748
OI02	1.000	.659
OI03	1.000	.723
OI04	1.000	.566
OI05	1.000	.808
OI06	1.000	.758
OI07	1.000	.675

Extraction Method: Principal  
Component Analysis.

### Total Variance Explained

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings
-----------	---------------------	-------------------------------------	-----------------------------------

	Total	% of Variance	Cumulative %	Total	% of Variance	Cumul ative %	Total	% of Variance	Cumulative %
1	10.659	48.450	48.450	10.659	48.450	48.450	4.898	22.264	22.264
2	1.791	8.142	56.592	1.791	8.142	56.592	4.276	19.438	41.702
3	1.431	6.505	63.097	1.431	6.505	63.097	3.154	14.335	56.037
4	1.013	4.606	67.703	1.013	4.606	67.703	2.567	11.666	67.703
5	.865	3.934	71.637						
6	.737	3.349	74.986						
7	.617	2.805	77.790						
8	.576	2.620	80.411						
9	.528	2.401	82.812						
10	.464	2.108	84.920						
11	.445	2.024	86.943						
12	.376	1.707	88.650						
13	.362	1.643	90.294						
14	.334	1.517	91.811						
15	.313	1.423	93.234						
16	.283	1.289	94.523						
17	.258	1.171	95.694						
18	.240	1.091	96.785						
19	.214	.975	97.760						
20	.191	.869	98.629						
21	.159	.721	99.350						
22	.143	.650	100.000						

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component			
	1	2	3	4
OI05	.806			
OI01	.795			
OI07	.779			
OI02	.763			
OI06	.760			
POS3	.752			
IM04	.733			
OI03	.731			
EV3	.714			

EV1	.698			
IM02	.690			
IM01	.688			
POS6	.680			
POS1	.675			
EM01	.674			
EV4	.660			
EM02	.651	.509		
OI04	.639			
POS5	.630			
EV2	.605			
EM04	.582			
EM03	.533	.643		

Extraction Method: Principal Component Analysis.

a. 4 components extracted.

**Rotated Component Matrix<sup>a</sup>**

	Component			
	1	2	3	4
OI05	.810			
OI03	.777			
OI01	.751			
OI06	.711			
OI04	.700			
OI02	.660			
OI07	.658			
IM04				
EV3		.803		
EV4		.796		
EV1		.739		
EV2		.699		
POS3		.642		
POS1		.512		
EM03			.850	
EM02			.743	
POS5			.681	
POS6			.592	
EM04				.642
EM01				.615



IM02				.609
IM01				.584

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 7 iterations.

**Component Transformation Matrix**

Component	1	2	3	4
1	.616	.539	.411	.401
2	.172	-.707	.686	-.017
3	-.692	.406	.590	-.087
4	-.334	-.212	-.111	.912

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

FACTOR

```

/VARIABLES EV1 EV2 EV3 EV4 POS1 POS3 POS5 POS6 EM01 EM02 EM03 EM04 IM01
IM02 IM04 OI01 OI02 OI03
      OI04 OI05 OI06 OI07 OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7
/MISSING LISTWISE
/ANALYSIS EV1 EV2 EV3 EV4 POS1 POS3 POS5 POS6 EM01 EM02 EM03 EM04 IM01 IM02
IM04 OI01 OI02 OI03
      OI04 OI05 OI06 OI07 OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7
/PRINT INITIAL KMO EXTRACTION ROTATION
/FORMAT SORT BLANK(.50)
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(25)
/ROTATION VARIMAX
/METHOD=CORRELATION

```

#### Notes for Model (Default model)

##### Computation of degrees of freedom (Default model)

Number of distinct sample moments: 406

Number of distinct parameters to be estimated: 72

Degrees of freedom (406 - 72): 334

##### Result (Default model)

Minimum was achieved

Chi-square = 946.513

Degrees of freedom = 334

Probability level = .000

		Estimate	S.E.	C.R.	P Label
5	<--- 1	.596	.076	7.869	***
5	<--- 2	.002	.071	.031	.975
5	<--- 3	.140	.082	1.709	.087
5	<--- 4	.287	.174	1.645	.100
OI05	<--- 1	1.000			
OI03	<--- 1	.950	.059	16.142	***
OI01	<--- 1	.860	.045	19.062	***
OI06	<--- 1	.949	.061	15.575	***
OI04	<--- 1	.838	.067	12.429	***
OI02	<--- 1	.851	.055	15.560	***
OI07	<--- 1	.946	.057	16.682	***
EV3	<--- 2	1.000			
EV4	<--- 2	.981	.065	15.205	***
EV1	<--- 2	.964	.063	15.402	***
EV2	<--- 2	.789	.063	12.494	***
POS3	<--- 2	.871	.064	13.666	***
POS1	<--- 2	.660	.066	10.034	***
EM03	<--- 3	1.000			
EM02	<--- 3	1.081	.081	13.386	***
POS5	<--- 3	1.002	.124	8.053	***
POS6	<--- 3	1.149	.132	8.677	***
EM04	<--- 4	1.000			
EM01	<--- 4	1.147	.137	8.399	***
IM02	<--- 4	.983	.116	8.504	***
IM01	<--- 4	.957	.113	8.434	***
OGC5	<--- 5	1.000			
OGC1	<--- 5	1.001	.067	14.975	***
OGC4	<--- 5	.953	.057	16.830	***
OGC3	<--- 5	.957	.061	15.740	***
OGC2	<--- 5	1.005	.067	15.017	***
OGC6	<--- 5	.870	.062	13.995	***
OGC7	<--- 5	1.010	.081	12.460	***
		Estimate			
5	<--- 1	.653			

		Estimate			
5	<--- 2	.002			
5	<--- 3	.127			
5	<--- 4	.230			
OIO5	<--- 1	.884			
OIO3	<--- 1	.788			
OIO1	<--- 1	.860			
OIO6	<--- 1	.772			
OIO4	<--- 1	.670			
OIO2	<--- 1	.772			
OIO7	<--- 1	.803			
EV3	<--- 2	.863			
EV4	<--- 2	.798			
EV1	<--- 2	.804			
EV2	<--- 2	.699			
POS3	<--- 2	.744			
POS1	<--- 2	.595			
EM03	<--- 3	.625			
EM02	<--- 3	.718			
POS5	<--- 3	.695			
POS6	<--- 3	.772			
EM04	<--- 4	.593			
EM01	<--- 4	.681			
IM02	<--- 4	.697			
IM01	<--- 4	.689			
OGC5	<--- 5	.837			
OGC1	<--- 5	.787			
OGC4	<--- 5	.849			
OGC3	<--- 5	.812			
OGC2	<--- 5	.789			
OGC6	<--- 5	.752			
OGC7	<--- 5	.696			
		Estimate	S.E.	C.R.	P Label
1	<--> 2	.357	.045	7.939	***
1	<--> 3	.333	.050	6.691	***
1	<--> 4	.332	.047	7.007	***
2	<--> 3	.277	.045	6.217	***
2	<--> 4	.305	.045	6.845	***

		Estimate	S.E.	C.R.	P Label
3	<--> 4	.258	.045	5.791	***
e20	<--> e21	.130	.026	4.965	***
e12	<--> e13	.110	.025	4.375	***
e14	<--> e15	.282	.046	6.109	***
e16	<--> e17	.060	.038	1.566	.117
e24	<--> e28	-.104	.020	-5.098	***
e23	<--> e26	.114	.021	5.396	***

		Estimate
1	<--> 2	.700
1	<--> 3	.743
1	<--> 4	.837
2	<--> 3	.658
2	<--> 4	.816
3	<--> 4	.788
e20	<--> e21	.439
e12	<--> e13	.328
e14	<--> e15	.581
e16	<--> e17	.166
e24	<--> e28	-.374
e23	<--> e26	.413

		Estimate	S.E.	C.R.	P Label
1		.541	.061	8.803	***
2		.481	.058	8.302	***
3		.370	.075	4.932	***
4		.290	.060	4.814	***
e29		.036	.009	3.898	***
e1		.151	.017	8.956	***
e2		.298	.029	10.150	***
e3		.141	.015	9.418	***
e4		.329	.032	10.249	***
e5		.467	.044	10.650	***
e6		.266	.026	10.251	***
e7		.267	.027	10.046	***
e8		.164	.021	7.868	***
e9		.264	.029	9.190	***
e10		.244	.027	9.097	***
e11		.313	.031	10.087	***

	Estimate	S.E.	C.R.	P Label
e12	.294	.030	9.744	***
e13	.382	.036	10.482	***
e14	.579	.061	9.416	***
e15	.406	.048	8.466	***
e16	.398	.049	8.076	***
e17	.332	.048	6.852	***
e18	.535	.053	10.185	***
e19	.441	.046	9.507	***
e20	.297	.032	9.173	***
e21	.295	.032	9.259	***
e22	.193	.020	9.821	***
e23	.277	.027	10.193	***
e24	.159	.017	9.429	***
e25	.212	.021	10.049	***
e26	.277	.027	10.185	***
e27	.262	.025	10.412	***
e28	.489	.047	10.462	***

	Estimate
5	.920
OGC7	.484
OGC6	.566
OGC2	.622
OGC3	.660
OGC4	.720
OGC1	.620
OGC5	.701
IM01	.474
IM02	.486
EM01	.464
EM04	.352
POS6	.596
POS5	.483
EM02	.516
EM03	.390
POS1	.354
POS3	.554
EV2	.488

	Estimate																													
EV1	.647																													
EV4	.636																													
EV3	.746																													
OI07	.644																													
OI02	.596																													
OI04	.448																													
OI06	.596																													
OI01	.739																													
OI03	.621																													
OI05	.782																													
		O	O	O	O	O	O	O	I	I	E	E	P	P	E	E	P	P	E	E	E	E	E	O	O	O	O	O	O	O
		G	G	G	G	G	G	G	M	M	M	M	O	O	M	M	O	O	V	V	V	V	V	I0	I0	I0	I0	I0	I0	I0
		C7	C6	C2	C3	C4	C1	C5	01	02	01	04	S6	S5	02	03	S1	S3	2	1	4	3	7	2	4	6	1	3	5	
O																														
G	.0																													
C7	00																													
O	-																													
G	.0	.0																												
C6	06	00																												
O	-	-																												
G	.0	.0	.0																											
C2	13	17	00																											
O	-	-	.0	.0																										
G	.0	.0	46	00																										
C3	43	31																												
O			-	.0	.0																									
G	.0	.0	.0	.0	.0																									
C4	00	29	15	31	00																									
O			-	.0	.0	-	.0																							
G	.0	.0	.0	.0	.0	.0	.0	.0																						
C1	19	16	00	09	43	00																								
O	-	.0	-	.0	.0	.0	.0	.0																						
G	.0	.0	.0	.0	.0	.0	.0	.0																						
C5	43	19	24	00	14	32	00																							
IM	-	.0	.0	.0	.0	.0	.0	-	.0																					
01	.0	.0	.0	.0	.0	.0	.0	.0	.0	.0																				
	58	17	03	30	38	02	33	00																						
IM	-	.0	.0	.0	.0	-	-	.0	.0																					
02	.0	.0	.0	.0	.0	.0	.0	.0	.0	.0																				
	06	37	05	68	25	13	14	00	00																					



	O G C7	O G C6	O G C2	O G C3	O G C4	O G C1	O G C5	I M 01	I M 02	E M 01	E M 04	P O S6	P O S5	E M 02	E M 03	P O S1	P O S3	E V 2	E V 1	E V 4	E V 3	O IO 7	O IO 2	O IO 4	O IO 6	O IO 1	O IO 3	O IO 5
OI 07	.0 15	.0 05	- 12	- 08	.0 10	.0 18	.0 60	.0 41	.0 44	.0 87	.0 08	.0 10	- 65	.0 52	- 42	.0 80	.0 69	.0 04	.0 36	- 14	.0 24	.0 0						
OI 02	- 69	.0 17	.0 41	- 13	.0 26	- 04	.0 22	.0 17	.0 45	- 10	.0 96	- 18	- 11	.0 31	.0 11	.1 08	.0 44	.0 17	.0 33	- 37	.0 07	.0 0	- 23	.0 0				
OI 04	.0 92	.0 39	- 20	- 24	- 49	- 62	- 50	.0 44	.0 26	.0 00	.0 16	- 34	- 17	.0 18	- 71	.0 45	.0 18	.0 13	.0 11	- 50	.0 14	.0 37	- 19	.0 0				
OI 06	.0 63	- 21	.0 10	- 81	- 39	.0 30	.0 17	- 36	- 72	.0 03	- 34	.0 47	.1 06	.0 82	.0 71	.1 06	.0 85	.0 02	.0 53	- 4	.0 18	.0 9	.0 5	.0 6	.0 0			
OI 01	.0 61	- 05	.0 02	.0 12	- 12	.0 24	.0 08	.0 12	.0 36	- 42	- 17	.0 02	- 36	- 18	- 47	.0 67	.0 38	.0 08	.0 95	- 1	.0 03	.0 29	.0 30	.0 33	- 7	.0 0		
OI 03	.0 86	- 21	.0 06	- 56	- 40	.0 18	.0 24	- 52	- 08	.0 31	- 02	.0 23	.0 05	.0 11	.0 49	.0 35	.0 05	.0 15	.0 01	- 9	.0 67	.0 41	.0 67	.0 41	.0 3	.0 8	.0 8	.0 9
OI 05	.0 24	- 38	- 14	- 08	- 13	.0 15	- 10	.0 09	- 09	- 39	- 34	.0 01	- 49	- 09	- 50	.0 49	.0 50	.0 27	.0 34	- 1	.0 03	.0 28	.0 27	.0 26	- 0	.0 21	.0 7	.0 0
	O G C7	O G C6	O G C2	O G C3	O G C4	O G C1	O G C5	I M 01	I M 02	E M 01	E M 04	P O S6	P O S5	E M 02	E M 03	P O S1	P O S3	E V 2	E V 1	E V 4	E V 3	O IO 7	O IO 2	O IO 4	O IO 6	O IO 1	O IO 3	O IO 5
O G C7	.0 00																											
O G C6	- 17	.0 00																										
O G C2	- 09	- 51	.0 00																									



	O	O	O	O	O	O	O	I	I	E	E	P	P	E	E	P	P	E	E	E	E	O	O	O	O	O	O	O	O	O	O
	G	G	G	G	G	G	G	M	M	M	M	O	O	M	M	O	O	V	V	V	V	I0	I0	I0	I0	I0	I0	I0	I0	I0	I0
	C7	C6	C2	C3	C4	C1	C5	01	02	01	04	S	S	02	03	S	S	2	1	4	3	7	2	4	6	1	3	5			
												6	5			1	3														

O - - .8 .0  
G .7 .6 92 00  
C3 59 75

O .0 .6 - .6 .0  
G 00 49 .3 67 00  
C4 07

O .3 - .0 .1 - .0  
G 16 .3 00 81 .8 00  
C1 35

O - .3 - - .2 .6 .0  
G .7 98 .4 .0 96 06 00  
C5 53 63 05

I -  
M 1. .4 .0 .7 .9 .0 - .0  
01 15 27 56 22 33 51 .7 00  
1 79

I -  
M .1 .9 .1 1. .6 - - .0 .0  
02 27 04 16 59 00 .2 .3 00 00  
2 88 15

E -  
M .1 .0 .7 - 1. - - - - .0  
01 80 92 49 .6 26 .3 .5 .2 .1 00  
0

E - 1. - - - - 1. .0  
M .4 43 .9 .2 .0 .1 .0 .5 .9 52 .0  
04 73 6 00 27 49 54 26 27 35 2 00

P -  
O .6 1. .8 .6 .0 1. - - .1 - 1. .0  
S6 32 26 41 89 20 25 .1 .3 40 .2 18 00  
4 15 29 27 6

P  
O .3 - .9 - - - 1. - - .2 - .0 .0  
S5 24 .5 42 .4 .2 .0 47 .8 .7 21 .4 00 00  
8 28 74 44

E 1. - .5 .1 - .8 - - .0 2. 1. - .1 .0  
M 12 .6 90 64 .5 .8 .2 .6 .0 25 03 .2 .1 00 00  
02 6 41 48 97 84 69 37 2 7 66

E .8 - 1. - 1. - 2. 1. .1 .8 .0 .0  
M 57 1. 28 .8 - 20 .4 - - 31 59 .1 33 44 00 00  
03 2 14 1. 1 67 2. 1. 0 1

	O G C7	O G C6	O G C2	O G C3	O G C4	O G C1	O G C5	I M 01	I M 02	E M 01	E M 04	P O S 6	P O S 5	E M 02	E M 03	P O S 1	P O S 3	E V 2	E V 1	E V 4	E V 3	O 10 7	O 10 2	O 10 4	O 10 6	O 10 1	O 10 3	O 10 5
	49 1				37 6			11 3	57 0																			
P O S1	1. 44 7	1. 22 9	1. 37 8	1. 03 3	2. 01 2	1. 52 3	1. 46 5	2. 60 6	1. 46 1	.6 51	1. 27 8	2. 42 9	3. 39 8	1. 43 6	1. 48 1	.0 00												
P O S3	.8 13	- 23	1. 38 5	1. 07 5	1. 16 2	1. 13 2	.3 13	1. 58 0	.0 13	1. 01 7	.3 37	2. 94 6	2. 78 9	1. 58 1	1. 28 9	.0 00	.0 00											
E V 2	1. 21 8	.9 92	- 18	- 77	- 33	- 77	- 81	.3 07	.5 58	.3 78	- 72	- 12	.6 89	- 22	1. 98 9	- 98	- 35	.0 0										
E V 1	- 29	.5 33	.2 35	1. 20 3	.4 64	- 43	- 42	1. 66 3	.8 25	- 81	- 06	.4 27	.4 48	- 63 2	1. 01 3	3. 7 24	.7 40	.0 5	.2 3	.0 00								
E V 4	- 99	1. 35 9	- 96	.1 18	.5 07	1. 53 6	1. 51 6	.0 63	.2 89	.7 25	.1 34	.4 07	1. 31 6	1. 72 0	2. 49 6	.0 31	- 88	.1 5	- 65	.0 00								
E V 3	- 16	- 58	- 20 9	- 64	- 10	- 78 7	- 40	- 70	- 84	- 74	- 91	- 99	- 27	- 06 5	- 1. 75 3	- 5	- 68	.2 3	- 31	.6 51	.0 00							
OI 07	.2 40	.0 95	- 24	- 66	.2 00	.3 34	1. 15 4	.8 96	.9 59	1. 57 8	.1 49	.1 83	1. 23 9	.9 56	.7 36	1. 79 8	1. 42 3	.0 8	.7 20	- 68	.4 79	.0 0						
OI 02	- 22 1	.3 72	.8 01	- 66	.5 70	- 73	.4 47	.3 97	1. 05 1	- 186	1. 92 6	- 52	- 25	.6 16	.2 11	2. 59 1	.9 85	.3 9	.7 02	.0 60	.1 48	.4 4	.0 0					
OI 04	1. 48 5	.7 85	- 61	- 62	- 88	1. 12 0	- 9 47	.9 41	.5 50	.0 05	.2 85	- 6 02	- 3 05	.3 24	1. 19 0	.9 56	.3 57	.2 6	- 2	- 11	- 34	- 82	.2 1	- 6 7	.0 0			
OI 06	.9 99	- 4 19	.1 74	1. 52 9	- 7 60	.5 34	.3 10	- 7 57	1. 50 4	.0 52	.6 32	1. 95 9	1. 44 4	1. 19 6	2. 28 9	1. 69 2	.0 3	- 1 3	- 0 71	.3 61	.5 2	- 0 2	.7 9	.0 0				

	O G C7	O G C6	O G C2	O G C3	O G C4	O G C1	O G C5	I M 01	I M 02	E M 01	E M 04	P O S 6	P O S 5	E M 02	E M 03	P O S 1	P O S 3	E V 2	E V 1	E V 4	E V 3	O 10 7	O 10 2	O 10 4	O 10 6	O 10 1	O 10 3	O 10 5
OI 01	1. 16 0	- .1 08	.0 .39	.2 .78	- .2 71	.5 .04	.1 .84	.3 .19	.9 .01	- .8 86	- .3 58	.0 .44	- .8 01	- .3 77	- .9 62	1. .74 7	.9 .17	.2 0	.6 .83	- .1 03	- .7 14	.5 .8 3	.0 .6 7	- .6 4	- .5 5	.0 .0		
OI 03	1. 39 7	- .4 19	.1 .16	1. .06 8	- .7 90	.3 .17	.4 .44	1. .13 3	- .1 60	- .5 49	- .0 36	.4 .13	.1 .01	.2 .02	.8 .36	.7 .65	- .0 94	.3 .2 3	- .0 29	1. .31 6	1. .34 4	.7 .1	.9 .9 7	.1 .4 2	.8 .1 0	.1 .7 1	.0 .0	
OI 05	.4 11	- .7 91	- .2 63	- .1 64	- .2 61	.2 .78	- .1 96	.1 .99	- .1 93	- .7 18	- .6 51	.0 20	- .9 72	- .1 69	- .8 99	1. .13 5	1. .07 0	- .5 9	.6 .85	1. .22 5	- .6 49	.1 .5 0	.5 .1 4	.4 .5 7	- .1 2	.5 .5 1	.0 .0	

#### M.I. Par Change

e12 <--> 3	18.087	.074
e6 <--> e28	15.560	-.093
e4 <--> 3	16.475	.079
e4 <--> e25	17.882	-.077
e4 <--> e16	18.670	.107
e4 <--> e10	22.367	-.097

#### M.I. Par Change

#### M.I. Par Change

EM01 <--- EM03	15.837	.182
OI06 <--- POS5	15.999	.173

Iteration	Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F N Tries	Ratio
0 e	20		-1.319	9999.000	5482.550	0 9999.000
1 e	23		-.503	3.701	3231.159	19 .286
2 e*	7		-.266	1.282	2004.189	5 .919
3 e*	3		-2.364	.957	1598.018	5 .578
4 e	1		-.480	.586	1283.931	5 .655
5 e	0	839.767		.466	1075.516	4 .961
6 e	0	820.068		.806	978.787	2 .000
7 e	0	809.244		.797	957.342	1 .750
8 e	0	1322.584		.661	955.986	1 .124
9 e	0	2284.330		.178	950.363	3 .000
10 e	0	644.669		.558	950.262	1 .027

Iteration	Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTries	Ratio
11 e	0	368.419		.247	946.969	1	.937
12 e	0	373.816		.126	946.526	1	.920
13 e	0	398.086		.006	946.513	1	1.011
14 e	0	398.822		.001	946.513	1	1.001
Model	NP	PAR	CMIN	DF	P	CMIN/DF	
Default model		72	946.513	334	.000	2.834	
Saturated model		406	.000	0			
Independence model		28	5684.715	378	.000	15.039	
Model	RMR	GFI	AGFI	PGFI			
Default model	.044	.786	.740	.647			
Saturated model	.000	1.000					
Independence model	.335	.132	.068	.123			
Model	NFI	RFI	IFI	TLI	CFI		
	Delta1	rho1	Delta2	rho2			
Default model	.833	.812	.886	.869	.885		
Saturated model	1.000		1.000		1.000		
Independence model	.000	.000	.000	.000	.000		
Model	PRATIO	PNFI	PCFI				
Default model	.884	.736	.782				
Saturated model	.000	.000	.000				
Independence model	1.000	.000	.000				
Model	NCP	LO 90	HI 90				
Default model	612.513	524.446	708.212				
Saturated model	.000	.000	.000				
Independence model	5306.715	5066.063	5553.792				
Model	FMIN	F0	LO 90	HI 90			
Default model	3.817	2.470	2.115	2.856			
Saturated model	.000	.000	.000	.000			
Independence model	22.922	21.398	20.428	22.394			
Model	RMSEA	LO 90	HI 90	PCLOSE			
Default model	.086	.080	.092	.000			
Independence model	.238	.232	.243	.000			
Model	AIC	BCC	BIC	CAIC			
Default model	1090.513	1109.581	1343.770	1415.770			
Saturated model	812.000	919.525	2240.086	2646.086			
Independence model	5740.715	5748.130	5839.203	5867.203			

Model	ECVI	LO 90	HI 90	MECVI
Default model	4.397	4.042	4.783	4.474
Saturated model	3.274	3.274	3.274	3.708
Independence model	23.148	22.178	24.144	23.178

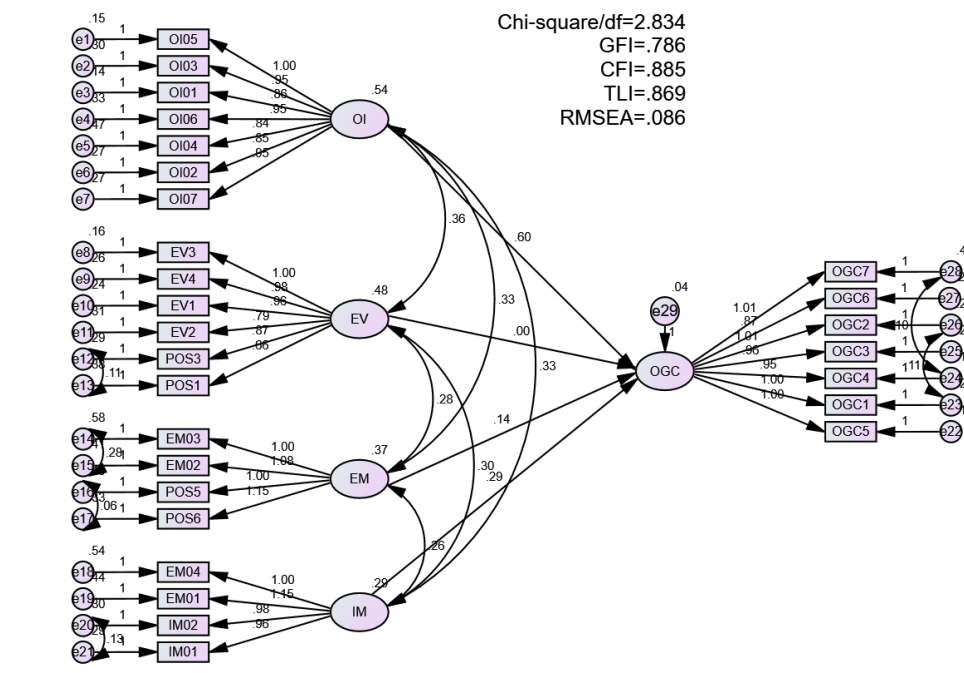
Model	HOELTER	HOELTER
	.05	.01
Default model	99	105
Independence model	19	20

Minimization: .092

Miscellaneous: 2.403

Bootstrap: .000

Total: 2.495



## Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
IC01	249	1	5	3.81	.843
IC02	249	1	5	3.77	.834
IC03	249	1	5	3.82	.849
IC04	249	1	5	3.76	.840
LDS1	249	1	5	3.92	.824
LDS2	249	1	5	3.88	.882
LDS3	249	1	5	3.87	.899
LDS4	249	1	5	3.90	.821
LDS5	249	1	5	4.03	.815
LDS6	249	1	5	4.16	.770
LDS7	249	1	5	3.86	.828
LDS8	249	1	5	4.04	.756
LDS9	249	1	5	3.83	.840
LDS10	249	1	5	3.55	.954
IM01	249	1	5	3.96	.750
IM02	249	1	5	3.93	.762
IM03	249	1	5	3.87	.769
IM04	249	1	5	3.82	.797
EM01	249	1	5	3.73	.909
EM02	249	1	5	3.57	.918
EM03	249	1	5	3.28	.976
EM04	249	1	5	3.71	.911
OGC1	249	1	5	3.74	.856
OGC2	249	1	5	3.68	.857
OGC3	249	1	5	3.90	.792
OGC4	249	1	5	3.96	.756
OGC5	249	1	5	3.85	.804
OGC6	249	1	5	3.82	.778
OGC7	249	1	5	3.41	.976
Valid N (listwise)	249				

## Reliability

[DataSet1] E:\Dropbox\D Drive\LY DAN THANH\NGHIÊN CỨU SINH\PHASE 2-SWINBURNE\KẾT QUẢ KHẢO SÁT\NHẬP DU LIEU THO\FINAL TONG HOP DU LIEU\SPSS\DATA FULL-3BIENCHINH-MET-JOB-OGC\FINAL-DATA SPSS.sav

## Warnings

The determinant of the covariance matrix is zero or approximately zero. Statistics based on its inverse matrix cannot be computed and they are displayed as system missing values.

## Scale: ALL VARIABLES

### Case Processing Summary

		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

		Cronbach's Alpha	
		Based on	
Cronbach's Alpha	Standardized Items	N of Items	
.958	.959	28	

### Item Statistics

	Mean	Std. Deviation	N
LDS1	3.92	.824	249
LDS2	3.88	.882	249
LDS3	3.87	.899	249
LDS4	3.90	.821	249
LDS5	4.03	.815	249
LDS6	4.16	.770	249
LDS7	3.86	.828	249
LDS8	4.04	.756	249
LDS9	3.83	.840	249
IC01	3.81	.843	249
IC02	3.77	.834	249
IC03	3.82	.849	249
IC04	3.76	.840	249
OGC1	3.74	.856	249
OGC2	3.68	.857	249
OGC3	3.90	.792	249
OGC4	3.96	.756	249
OGC5	3.85	.804	249
OGC6	3.82	.778	249
OGC7	3.41	.976	249

IM01	3.96	.750	249
IM02	3.93	.762	249
IM03	3.87	.769	249
IM04	3.82	.797	249
EM01	3.73	.909	249
EM02	3.57	.918	249
EM03	3.28	.976	249
EM04	3.71	.911	249

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.817	3.281	4.157	.876	1.267	.032	28

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
LDS1	102.95	240.074	.697	.	.956
LDS2	102.99	241.339	.600	.	.957
LDS3	103.00	238.871	.679	.	.956
LDS4	102.97	239.302	.731	.	.956
LDS5	102.84	240.676	.681	.	.956
LDS6	102.71	240.924	.713	.	.956
LDS7	103.01	241.274	.645	.	.957
LDS8	102.83	241.885	.685	.	.956
LDS9	103.04	241.938	.609	.	.957
IC01	103.06	239.352	.709	.	.956
IC02	103.10	241.421	.634	.	.957
IC03	103.05	238.812	.725	.	.956
IC04	103.10	240.360	.672	.	.956
OGC1	103.12	239.585	.689	.	.956
OGC2	103.19	238.557	.727	.	.956
OGC3	102.96	239.979	.731	.	.956
OGC4	102.91	240.245	.757	.	.956
OGC5	103.02	239.842	.726	.	.956
OGC6	103.04	241.188	.694	.	.956
OGC7	103.46	239.346	.605	.	.957
IM01	102.91	242.721	.653	.	.957
IM02	102.94	242.722	.643	.	.957
IM03	103.00	242.710	.637	.	.957
IM04	103.05	240.800	.692	.	.956



EM01	103.14	240.094	.626	.	.957
EM02	103.29	241.990	.551	.	.958
EM03	103.59	244.187	.440	.	.959
EM04	103.16	242.022	.554	.	.958

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
106.87	258.559	16.080	28

### Factor Analysis

#### Correlation Matrix

		Correlation matrix																					
		IC01	IC02	IC03	IC04	LDS1	LDS2	LDS3	LDS4	LDS5	LDS6	LDS7	LDS8	LDS9	IM01	IM02	IM03	IM04	EM01	EM02	EM03	EM04	
Correlation	IC01	1.000	.689	.662	.557	.675	.467	.515	.548	.507	.500	.470	.550	.519	.305	.543	.526	.453	.488	.423	.292	.222	.369
	IC02	.689	1.000	.686	.629	.571	.470	.512	.547	.532	.503	.560	.437	.445	.359	.391	.419	.367	.360	.358	.307	.195	.303
	IC03	.662	.686	1.000	.793	.538	.454	.539	.684	.549	.549	.468	.514	.409	.183	.463	.430	.439	.439	.360	.330	.276	.432
	IC04	.557	.629	.662	1.000	.485	.422	.535	.613	.522	.557	.503	.441	.360	.168	.337	.359	.382	.428	.339	.355	.308	.336
	LDS1	.675	.571	.538	.485	1.000	.613	.693	.560	.616	.560	.580	.569	.592	.323	.458	.435	.378	.383	.396	.291	.159	.323
	LDS2	.467	.470	.454	.422	.613	1.000	.624	.561	.526	.587	.456	.503	.499	.288	.419	.371	.356	.386	.365	.193	.158	.316
	LDS3	.515	.512	.539	.535	.693	.624	1.000	.603	.605	.607	.614	.530	.515	.339	.375	.363	.412	.449	.405	.312	.203	.297
	LDS4	.548	.547	.684	.613	.560	.561	.603	1.000	.691	.658	.577	.592	.465	.197	.471	.440	.438	.482	.367	.256	.233	.385
	LDS5	.507	.532	.499	.522	.616	.526	.605	.691	1.000	.751	.645	.568	.578	.203	.503	.412	.353	.380	.342	.205	.127	.337
LDS6	.500	.503	.499	.557	.560	.587	.607	.658	.751	1.000	.585	.641	.509	.179	.465	.424	.430	.475	.435	.295	.199	.405	
LDS7	.470	.560	.688	.503	.580	.456	.614	.577	.645	.585	1.000	.621	.586	.338	.406	.298	.408	.358	.394	.266	.189	.319	
LDS8	.550	.437	.514	.441	.569	.503	.530	.592	.568	.641	.621	1.000	.519	.350	.522	.397	.474	.501	.521	.263	.225	.375	
LDS9	.519	.445	.409	.360	.592	.499	.515	.465	.578	.509	.586	.519	1.000	.433	.437	.366	.290	.321	.447	.288	.186	.352	

LDS1	.305	.359	.183	.168	.323	.288	.339	.197	.203	.179	.338	.350	.433	1.000	.200	.207	.281	.209	.213	.255	.236	.052
IM01	.543	.391	.463	.337	.458	.419	.375	.471	.503	.465	.406	.522	.437	.200	1.000	.708	.543	.507	.451	.344	.197	.372
IM02	.526	.419	.430	.359	.435	.371	.363	.440	.412	.424	.298	.397	.366	.207	.708	1.000	.556	.551	.463	.397	.237	.349
IM03	.453	.367	.399	.382	.378	.356	.412	.438	.353	.430	.408	.474	.290	.281	.543	.556	1.000	.776	.353	.388	.313	.353
IM04	.488	.360	.399	.428	.383	.386	.449	.482	.380	.475	.358	.501	.321	.209	.507	.551	.776	1.000	.493	.454	.399	.447
EM01	.423	.358	.360	.339	.396	.365	.405	.367	.342	.435	.394	.521	.447	.213	.451	.463	.353	.493	1.000	.539	.490	.508
EM02	.292	.307	.300	.355	.291	.193	.312	.256	.205	.295	.266	.263	.288	.255	.344	.397	.388	.454	.539	1.000	.764	.405
EM03	.222	.195	.276	.308	.159	.158	.203	.233	.127	.199	.189	.225	.186	.236	.197	.237	.313	.399	.490	.764	1.000	.397
EM04	.369	.303	.332	.336	.323	.316	.297	.385	.337	.405	.319	.375	.352	.052	.372	.349	.353	.447	.508	.405	.397	1.000

#### KMO and Bartlett's Test

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

#### Communalities

	Initial	Extraction
IC01	1.000	.694
IC02	1.000	.751
IC03	1.000	.844
IC04	1.000	.815
LDS1	1.000	.679
LDS2	1.000	.558
LDS3	1.000	.650
LDS4	1.000	.708
LDS5	1.000	.741
LDS6	1.000	.736
LDS7	1.000	.651
LDS8	1.000	.643
LDS9	1.000	.675

LDS10	1.000	.824
IM01	1.000	.717
IM02	1.000	.723
IM03	1.000	.708
IM04	1.000	.713
EM01	1.000	.664
EM02	1.000	.803
EM03	1.000	.837
EM04	1.000	.595

Extraction Method: Principal  
Component Analysis.

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.250	46.589	46.589	10.250	46.589	46.589	5.500	25.001	25.001
2	2.029	9.223	55.812	2.029	9.223	55.812	3.257	14.802	39.804
3	1.250	5.684	61.496	1.250	5.684	61.496	3.075	13.977	53.780
4	1.189	5.406	66.902	1.189	5.406	66.902	2.626	11.938	65.718
5	1.012	4.601	71.503	1.012	4.601	71.503	1.273	5.785	71.503
6	.823	3.742	75.245						
7	.649	2.949	78.194						
8	.618	2.808	81.002						
9	.508	2.310	83.311						
10	.492	2.236	85.547						
11	.409	1.858	87.405						
12	.381	1.733	89.138						
13	.372	1.692	90.830						
14	.345	1.567	92.398						
15	.323	1.468	93.865						
16	.257	1.167	95.032						
17	.228	1.036	96.068						
18	.220	.999	97.068						
19	.193	.877	97.944						
20	.183	.833	98.778						
21	.142	.646	99.423						
22	.127	.577	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix <sup>a</sup>	
	Component

	1	2	3	4	5
IC01	.769				
IC02	.725				
IC03	.766				
IC04	.712			-.506	
LDS1	.767				
LDS2	.685				
LDS3	.755				
LDS4	.782				
LDS5	.758				
LDS6	.777				
LDS7	.726				
LDS8	.755				
LDS9	.682				
LDS10			.573		
IM01	.681				
IM02	.648				
IM03	.646				
IM04	.682				
EM01	.632				
EM02	.513	.658			
EM03		.694			
EM04	.553				

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

**Rotated Component Matrix<sup>a</sup>**

	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	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 7 iterations.

**Component Transformation Matrix**

Component	1	2	3	4	5
1	.678	.464	.458	.319	.118
2	-.468	.352	-.203	.784	-.025
3	.213	-.617	-.127	.392	.635
4	.174	.487	-.674	-.276	.450
5	-.495	.207	.528	-.232	.616

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

## Factor Analysis

**Correlation Matrix**

	OGC1	OGC2	OGC3	OGC4	OGC5	OGC6	OGC7
Correlation OGC1	1.000	.777	.653	.601	.705	.567	.571
OGC2	.777	1.000	.708	.646	.625	.567	.534
OGC3	.653	.708	1.000	.741	.680	.561	.510
OGC4	.601	.646	.741	1.000	.733	.687	.449
OGC5	.705	.625	.680	.733	1.000	.659	.527
OGC6	.567	.567	.561	.687	.659	1.000	.515
OGC7	.571	.534	.510	.449	.527	.515	1.000

**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

#### Communalities

	Initial	Extraction
OGC1	1.000	.723
OGC2	1.000	.719
OGC3	1.000	.720
OGC4	1.000	.722
OGC5	1.000	.741
OGC6	1.000	.623
OGC7	1.000	.489

Extraction Method: Principal Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.738	67.681	67.681	4.738	67.681	67.681
2	.625	8.927	76.608			
3	.542	7.747	84.355			
4	.382	5.451	89.807			
5	.330	4.710	94.517			
6	.208	2.976	97.493			
7	.176	2.507	100.000			

Extraction Method: Principal Component Analysis.

#### Component Matrix<sup>a</sup>

	Component
	1
OGC1	.850
OGC2	.848

OGC3	.848
OGC4	.850
OGC5	.861
OGC6	.790
OGC7	.699

## Reliability

### Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics		
	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha	.916	7

Item Statistics			
	Mean	Std. Deviation	N
OGC1	3.74	.856	249
OGC2	3.68	.857	249
OGC3	3.90	.792	249
OGC4	3.96	.756	249
OGC5	3.85	.804	249
OGC6	3.82	.778	249
OGC7	3.41	.976	249

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.766	3.410	3.960	.550	1.161	.034	7
Item Variances	.696	.571	.952	.382	1.668	.017	7

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OGC1	22.62	16.478	.789	.697	.899

OGC2	22.69	16.506	.782	.688	.899
OGC3	22.46	16.983	.778	.661	.900
OGC4	22.41	17.258	.775	.699	.901
OGC5	22.52	16.807	.795	.676	.898
OGC6	22.54	17.467	.710	.558	.907
OGC7	22.96	16.833	.613	.405	.921

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26.37	22.693	4.764	7

## Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	249	100.0
	Excluded <sup>a</sup>	0	.0
	Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha	.890	4

#### Item Statistics

	Mean	Std. Deviation	N
IC01	3.81	.843	249
IC02	3.77	.834	249
IC03	3.82	.849	249
IC04	3.76	.840	249

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.790	3.763	3.819	.056	1.015	.001	4
Item Variances	.708	.696	.721	.026	1.037	.000	4

#### Item-Total Statistics



	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
IC01	11.35	5.107	.710	.542	.877
IC02	11.39	5.006	.756	.582	.860
IC03	11.34	4.750	.824	.714	.833
IC04	11.40	5.015	.745	.643	.864

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
15.16	8.522	2.919	4

## Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

	N	%
Cases Valid	249	100.0
Excluded <sup>a</sup>	0	.0
Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha	.926	9

#### Item Statistics

	Mean	Std. Deviation	N
LDS1	3.92	.824	249
LDS2	3.88	.882	249
LDS3	3.87	.899	249
LDS4	3.90	.821	249
LDS5	4.03	.815	249
LDS6	4.16	.770	249
LDS7	3.86	.828	249
LDS8	4.04	.756	249
LDS9	3.83	.840	249

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.942	3.831	4.157	.325	1.085	.012	9
Item Variances	.684	.571	.809	.238	1.417	.006	9

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
LDS1	31.55	27.571	.755	.611	.916
LDS2	31.60	27.677	.681	.519	.921
LDS3	31.61	26.925	.755	.614	.916
LDS4	31.58	27.729	.738	.586	.917
LDS5	31.45	27.417	.785	.690	.914
LDS6	31.32	27.919	.771	.667	.915
LDS7	31.61	27.730	.730	.580	.917
LDS8	31.43	28.497	.708	.547	.919
LDS9	31.64	28.174	.662	.480	.922

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
35.47	34.783	5.898	9

## Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

	N	%
Cases Valid	249	100.0
Excluded <sup>a</sup>	0	.0
Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha	.626	4

#### Item Statistics

	Mean	Std. Deviation	N
OC01	3.98	.798	249

OC02	3.84	.851	249
OC03	3.76	.852	249
OC04	2.69	1.109	249

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.565	2.691	3.976	1.285	1.478	.348	4
Item Variances	.829	.637	1.231	.594	1.933	.073	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OC01	10.29	3.995	.508	.403	.493
OC02	10.42	3.648	.578	.437	.434
OC03	10.51	3.719	.549	.407	.455
OC04	11.57	4.456	.120	.023	.798

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
14.26	6.250	2.500	4

## Reliability

### Scale: ALL VARIABLES

**Case Processing Summary**

	N	%
Cases Valid	249	100.0
Excluded <sup>a</sup>	0	.0
Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.861	.861	4

**Item Statistics**

	Mean	Std. Deviation	N
IM01	3.96	.750	249
IM02	3.93	.762	249
IM03	3.87	.769	249
IM04	3.82	.797	249

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.894	3.815	3.960	.145	1.038	.004	4
Item Variances	.592	.563	.635	.072	1.128	.001	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
IM01	11.61	4.077	.674	.534	.835
IM02	11.64	3.973	.701	.556	.824
IM03	11.71	3.861	.737	.636	.809
IM04	11.76	3.821	.714	.623	.819

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
15.57	6.681	2.585	4

**Reliability****Scale: ALL VARIABLES****Case Processing Summary**

	N	%
Cases Valid	249	100.0
Excluded <sup>a</sup>	0	.0
Total	249	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha	.811	4

**Item Statistics**

	Mean	Std. Deviation	N
EM01	3.73	.909	249
EM02	3.57	.918	249
EM03	3.28	.976	249
EM04	3.71	.911	249

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.573	3.281	3.731	.450	1.137	.043	4
Item Variances	.863	.826	.953	.126	1.153	.004	4

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EM01	10.56	5.376	.619	.397	.768
EM02	10.72	5.025	.716	.621	.721
EM03	11.01	4.915	.680	.597	.738
EM04	10.59	5.760	.509	.290	.817

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14.29	8.813	2.969	4

GET

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/PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(25)
/ROTATION VARIMAX
/METHOD=CORRELATION.

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## Factor Analysis

### Notes

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	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.
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**Correlation Matrix**

	LDS1	LDS2	LDS3	LDS4	LDS5	LDS6	LDS7	LDS8	LDS9	LDS10
--	------	------	------	------	------	------	------	------	------	-------

Correlation	1.000	.613	.693	.560	.616	.560	.580	.569	.592	.323
	.613	1.000	.624	.561	.526	.587	.456	.503	.499	.288
	.693	.624	1.000	.603	.605	.607	.614	.530	.515	.339
	.560	.561	.603	1.000	.691	.658	.577	.592	.465	.197
	.616	.526	.605	.691	1.000	.751	.645	.568	.578	.203
	.560	.587	.607	.658	.751	1.000	.585	.641	.509	.179
	.580	.456	.614	.577	.645	.585	1.000	.621	.586	.338
	.569	.503	.530	.592	.568	.641	.621	1.000	.519	.350
	.592	.499	.515	.465	.578	.509	.586	.519	1.000	.433

	.323	.288	.339	.197	.203	.179	.338	.350	.433	1.000

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.917
Bartlett's Test of Sphericity	Approx. Chi-Square	1499.525
	Df	45
	Sig.	.000

#### Communalities

	Initial	Extraction
LDS1	1.000	.659
LDS2	1.000	.559
LDS3	1.000	.662
LDS4	1.000	.701
LDS5	1.000	.753
LDS6	1.000	.757
LDS7	1.000	.635
LDS8	1.000	.606
LDS9	1.000	.638
LDS10	1.000	.875

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.835	58.348	58.348	5.835	58.348	58.348	5.039	50.391	50.391
2	1.010	10.104	68.452	1.010	10.104	68.452	1.806	18.061	68.452
3	.637	6.369	74.821						
4	.512	5.125	79.946						
5	.452	4.521	84.466						
6	.417	4.169	88.635						
7	.342	3.417	92.052						
8	.336	3.355	95.407						
9	.267	2.672	98.079						
10	.192	1.921	100.000						

Extraction Method: Principal Component Analysis.



**Component Matrix<sup>a</sup>**

	Component	
	1	2
LDS1	.810	.057
LDS2	.747	-.025
LDS3	.813	.011
LDS4	.791	-.275
LDS5	.831	-.251
LDS6	.817	-.300
LDS7	.795	.049
LDS8	.778	.027
LDS9	.743	.292
LDS10	.432	.830

Extraction Method: Principal Component

Analysis.

a. 2 components extracted.

**Rotated Component Matrix<sup>a</sup>**

	Component	
	1	2
LDS1	.717	.381
LDS2	.693	.280
LDS3	.739	.340
LDS4	.834	.070
LDS5	.861	.108
LDS6	.868	.058
LDS7	.707	.368
LDS8	.700	.340
LDS9	.560	.569
LDS10	.057	.934

Extraction Method: Principal Component

Analysis.

Rotation Method: Varimax with Kaiser

Normalization.

a. Rotation converged in 3 iterations.

**Component Transformation Matrix**

Component	1	2
1	.914	.406
2	-.406	.914

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

FACTOR

```
/VARIABLES IC01 IC02 IC03 IC04
/MISSING LISTWISE
/ANALYSIS IC01 IC02 IC03 IC04
/PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(25)
/ROTATION VARIMAX
/METHOD=CORRELATION.
```

## Factor Analysis

### Notes

Output Created	24-APR-2020 12:54:41
Comments	
Input	Data
	E:\Dropbox\D Drive\LY DAN THANH\NGHIÊN CỨU SINH\PHASE 2-SWINBURNE\KẾT QUẢ KHẢO SÁT\NHẬP DƯ LIEU THO\FINAL TONG HOP DƯ LIEU\SPSS\DATA FULL-3BIỂNCHÍNH-MET-JOB-OGC\FINAL-DATA SPSS.sav
	Active Dataset
	DataSet1
	Filter
	<none>
	Weight
	<none>
	Split File
	<none>
	N of Rows in Working Data File
	249
Missing Value Handling	Definition of Missing
	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used
	LISTWISE: Statistics are based on cases with no missing values for any variable used.

Syntax			FACTOR /VARIABLES IC01 IC02 IC03 IC04 /MISSING LISTWISE /ANALYSIS IC01 IC02 IC03 IC04 /PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /CRITERIA ITERATE(25) /ROTATION VARIMAX /METHOD=CORRELATION.
Resources	Processor Time		00:00:00.00
	Elapsed Time		00:00:00.02
	Maximum Memory Required	3008 (2.938K) bytes	

**Correlation Matrix**

		IC01	IC02	IC03	IC04
Correlation	IC01	1.000	.689	.662	.557
	IC02	.689	1.000	.686	.629
	IC03	.662	.686	1.000	.793
	IC04	.557	.629	.793	1.000

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.790
Bartlett's Test of Sphericity	Approx. Chi-Square	601.521
	Df	6
	Sig.	.000

**Communalities**

	Initial	Extraction
IC01	1.000	.696
IC02	1.000	.748
IC03	1.000	.827
IC04	1.000	.740

Extraction Method: Principal  
Component Analysis.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %

1	3.011	75.269	75.269	3.011	75.269	75.269
2	.493	12.316	87.586			
3	.306	7.640	95.226			
4	.191	4.774	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
IC01	.834
IC02	.865
IC03	.909
IC04	.860

FACTOR

```

/VARIABLES IC01 IC02 IC03 IC04
/MISSING LISTWISE
/ANALYSIS IC01 IC02 IC03 IC04
/PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(25)
/ROTATION VARIMAX
/METHOD=CORRELATION.

```

## Factor Analysis

### Notes

Output Created	24-APR-2020 12:55:45
Comments	
Input	Data
	Active Dataset
	Filter
	Weight
	Split File
	N of Rows in Working Data File
Missing Value Handling	Definition of Missing
	Cases Used

E:\Dropbox\ID Drive\LY DAN THANH\NGHIÊN CỨU SINH\PHASE 2-SWINBURNE\KẾT QUẢ KHẢO SÁT\NHẬP DU LIEU THO\FINAL TONG HOP DU LIEU\SPSS\DATA FULL-3BIÉNCHÍNH-MET-JOB-OGC\FINAL-DATA SPSS.sav

DataSet1

<none>

<none>

<none>

249

MISSING=EXCLUDE: User-defined missing values are treated as missing.

LISTWISE: Statistics are based on cases with no missing values for any variable used.

Syntax			FACTOR /VARIABLES IC01 IC02 IC03 IC04 /MISSING LISTWISE /ANALYSIS IC01 IC02 IC03 IC04 /PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /CRITERIA ITERATE(25) /ROTATION VARIMAX /METHOD=CORRELATION.
Resources	Processor Time		00:00:00.00
	Elapsed Time		00:00:00.03
	Maximum Memory Required	3008 (2.938K) bytes	

#### Correlation Matrix

		IC01	IC02	IC03	IC04
Correlation	IC01	1.000	.689	.662	.557
	IC02	.689	1.000	.686	.629
	IC03	.662	.686	1.000	.793
	IC04	.557	.629	.793	1.000

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.790
Bartlett's Test of Sphericity	Approx. Chi-Square	601.521
	Df	6
	Sig.	.000

#### Communalities

	Initial	Extraction
IC01	1.000	.696
IC02	1.000	.748
IC03	1.000	.827
IC04	1.000	.740

Extraction Method: Principal  
Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.011	75.269	75.269	3.011	75.269	75.269
2	.493	12.316	87.586			
3	.306	7.640	95.226			
4	.191	4.774	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
IC01	.834
IC02	.865
IC03	.909
IC04	.860

FACTOR

```

/VARIABLES IM01 IM02 IM03 IM04
/MISSING LISTWISE
/ANALYSIS IM01 IM02 IM03 IM04
/PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(25)
/ROTATION VARIMAX
/METHOD=CORRELATION.

```

## Factor Analysis

### Notes

Output Created	24-APR-2020 12:56:48	
Comments		
Input	Data	E:\Dropbox\ID Drive\LY DAN THANH\NGHIÊN CỨU SINH\PHASE 2-SWINBURNE\KẾT QUẢ KHẢO SÁT\NHẬP DU LIEU THO\FINAL TONG HOP DU LIEU\SPSS\DATA FULL-3BIENCHÍNH-MET-JOB-OGC\FINAL-DATA SPSS.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	249
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.

Cases Used		LISTWISE: Statistics are based on cases with no missing values for any variable used.
Syntax		FACTOR /VARIABLES IM01 IM02 IM03 IM04 /MISSING LISTWISE /ANALYSIS IM01 IM02 IM03 IM04 /PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /CRITERIA ITERATE(25) /ROTATION VARIMAX /METHOD=CORRELATION.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.02
	Maximum Memory Required	3008 (2.938K) bytes

#### Correlation Matrix

		IM01	IM02	IM03	IM04
Correlation	IM01	1.000	.708	.543	.507
	IM02	.708	1.000	.556	.551
	IM03	.543	.556	1.000	.776
	IM04	.507	.551	.776	1.000

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.733
Bartlett's Test of Sphericity	Approx. Chi-Square	518.149
	Df	6
	Sig.	.000

#### Communalities

	Initial	Extraction
IM01	1.000	.667
IM02	1.000	.699
IM03	1.000	.739
IM04	1.000	.716

Extraction Method: Principal

Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %

1	2.821	70.520	70.520	2.821	70.520	70.520
2	.665	16.621	87.141			
3	.294	7.347	94.488			
4	.220	5.512	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
IM01	.817
IM02	.836
IM03	.859
IM04	.846

FACTOR

```

/VARIABLES EM01 EM02 EM03 EM04
/MISSING LISTWISE
/ANALYSIS EM01 EM02 EM03 EM04
/PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(25)
/ROTATION VARIMAX
/METHOD=CORRELATION.

```

## Factor Analysis

### Notes

Output Created	24-APR-2020 13:19:36
Comments	
Input	Data
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	Active Dataset
	DataSet1
	Filter
	<none>
	Weight
	<none>
	Split File
	<none>
	N of Rows in Working Data File
	249
Missing Value Handling	Definition of Missing
	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used
	LISTWISE: Statistics are based on cases with no missing values for any variable used.



Syntax		<b>FACTOR</b> /VARIABLES EM01 EM02 EM03 EM04 /MISSING LISTWISE /ANALYSIS EM01 EM02 EM03 EM04 /PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /CRITERIA ITERATE(25) /ROTATION VARIMAX /METHOD=CORRELATION.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02
	Maximum Memory Required	3008 (2.938K) bytes

#### Correlation Matrix

		EM01	EM02	EM03	EM04
Correlation	EM01	1.000	.539	.490	.508
	EM02	.539	1.000	.764	.405
	EM03	.490	.764	1.000	.397
	EM04	.508	.405	.397	1.000

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.718
Bartlett's Test of Sphericity	Approx. Chi-Square	389.375
	Df	6
	Sig.	.000

#### Communalities

	Initial	Extraction
EM01	1.000	.621
EM02	1.000	.747
EM03	1.000	.714
EM04	1.000	.482

Extraction Method: Principal Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %

1	2.564	64.107	64.107	2.564	64.107	64.107
2	.735	18.372	82.479			
3	.468	11.709	94.189			
4	.232	5.811	100.000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
EM01	.788
EM02	.864
EM03	.845
EM04	.694

FACTOR

```

/VARIABLES OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7
/MISSING LISTWISE
/ANALYSIS OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7
/PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(25)
/ROTATION VARIMAX
/METHOD=CORRELATION.

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## Factor Analysis

### Notes

Output Created	24-APR-2020 13:21:38
Comments	
Input	Data
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	Active Dataset
	DataSet1
	Filter
	<none>
	Weight
	<none>
	Split File
	<none>
	N of Rows in Working Data File
	249
Missing Value Handling	Definition of Missing
	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used
	LISTWISE: Statistics are based on cases with no missing values for any variable used.

Syntax		FACTOR /VARIABLES OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7 /MISSING LISTWISE /ANALYSIS OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7 /PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /CRITERIA ITERATE(25) /ROTATION VARIMAX /METHOD=CORRELATION.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.01
	Maximum Memory Required	7376 (7.203K) bytes

**Correlation Matrix**

		OGC1	OGC2	OGC3	OGC4	OGC5	OGC6	OGC7
Correlation	OGC1	1.000	.777	.653	.601	.705	.567	.571
	OGC2	.777	1.000	.708	.646	.625	.567	.534
	OGC3	.653	.708	1.000	.741	.680	.561	.510
	OGC4	.601	.646	.741	1.000	.733	.687	.449
	OGC5	.705	.625	.680	.733	1.000	.659	.527
	OGC6	.567	.567	.561	.687	.659	1.000	.515
	OGC7	.571	.534	.510	.449	.527	.515	1.000

**KMO and Bartlett's Test**

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

**Communalities**

	Initial	Extraction
OGC1	1.000	.723
OGC2	1.000	.719
OGC3	1.000	.720
OGC4	1.000	.722
OGC5	1.000	.741

OGC6	1.000	.623
OGC7	1.000	.489

Extraction Method: Principal Component Analysis.

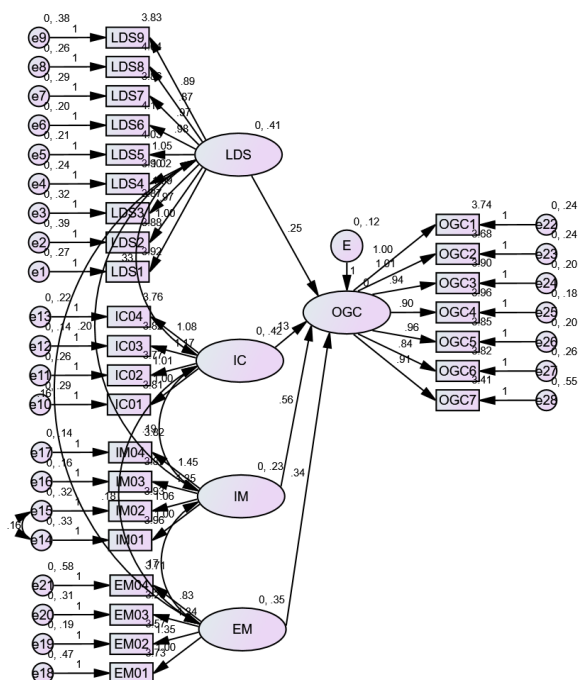
#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.738	67.681	67.681	4.738	67.681	67.681
2	.625	8.927	76.608			
3	.542	7.747	84.355			
4	.382	5.451	89.807			
5	.330	4.710	94.517			
6	.208	2.976	97.493			
7	.176	2.507	100.000			

Extraction Method: Principal Component Analysis.

#### Component Matrix<sup>a</sup>

	Component
	1
OGC1	.850
OGC2	.848
OGC3	.848
OGC4	.850
OGC5	.861
OGC6	.790
OGC7	.699



## MODEL FIT

### CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	67	1002.283	339	.000	2.957
Saturated model	406	.000	0		
Independence model	28	5559.469	378	.000	14.708

### RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.056	.773	.728	.645
Saturated model	.000	1.000		
Independence model	.312	.143	.080	.133

### Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.820	.799	.873	.857	.872
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

### Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.897	.735	.782
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

### NCP

Model	NCP	LO 90	HI 90
Default model	663.283	572.125	762.061
Saturated model	.000	.000	.000
Independence model	5181.469	4943.614	5425.753

#### FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	4.041	2.675	2.307	3.073
Saturated model	.000	.000	.000	.000
Independence model	22.417	20.893	19.934	21.878

#### RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.089	.082	.095	.000
Independence model	.235	.230	.241	.000

#### AIC

Model	AIC	BCC	BIC	CAIC
Default model	1136.283	1154.027	1371.952	1438.952
Saturated model	812.000	919.525	2240.086	2646.086
Independence model	5615.469	5622.884	5713.958	5741.958

#### ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	4.582	4.214	4.980	4.653
Saturated model	3.274	3.274	3.274	3.708
Independence model	22.643	21.684	23.628	22.673

#### HOELTER

Model	HOELTER .05	HOELTER .01
Default model	95	100
Independence model	19	20

Minimization: .016

Miscellaneous: .698

Bootstrap: .505

Total: 1.219

## ESTIMATES

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

	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	***	

	Estimate	S.E.	C.R.	P	Label
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	***	
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	***	

**Standardized Regression Weights: (Group number 1 - Default model)**

	Estimate
OGC <--- LDS	.230
OGC <--- IC	.121
OGC <--- IM	.389
OGC <--- EM	.293
LDS1 <--- LDS	.778
LDS2 <--- LDS	.702
LDS3 <--- LDS	.780
LDS4 <--- LDS	.800
LDS5 <--- LDS	.822

	Estimate
LDS6 <--- LDS	.813
LDS7 <--- LDS	.754
LDS8 <--- LDS	.742
LDS9 <--- LDS	.677
IC01 <--- IC	.769
IC02 <--- IC	.788
IC03 <--- IC	.894
IC04 <--- IC	.830
IM01 <--- IM	.644
IM02 <--- IM	.674
IM03 <--- IM	.848
IM04 <--- IM	.879
EM01 <--- EM	.655
EM02 <--- EM	.878
EM03 <--- EM	.818
EM04 <--- EM	.540
OGC1 <--- OGC	.815
OGC2 <--- OGC	.821
OGC3 <--- OGC	.825
OGC4 <--- OGC	.830
OGC5 <--- OGC	.834
OGC6 <--- OGC	.749
OGC7 <--- OGC	.649

**Intercepts: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
LDS1	3.920	.052	75.061	***	
LDS2	3.876	.056	69.297	***	
LDS3	3.867	.057	67.851	***	
LDS4	3.896	.052	74.846	***	
LDS5	4.028	.052	77.973	***	
LDS6	4.157	.049	85.225	***	
LDS7	3.859	.052	73.540	***	
LDS8	4.040	.048	84.371	***	
LDS9	3.831	.053	71.988	***	
IC01	3.811	.053	71.364	***	
IC02	3.767	.053	71.277	***	
IC03	3.819	.054	70.964	***	
IC04	3.763	.053	70.684	***	
IM01	3.960	.048	83.284	***	



	Estimate	S.E.	C.R.	P	Label
IM02	3.932	.048	81.465	***	
IM03	3.867	.049	79.368	***	
IM04	3.815	.051	75.545	***	
EM01	3.731	.058	64.758	***	
EM02	3.574	.058	61.457	***	
EM03	3.281	.062	53.039	***	
EM04	3.707	.058	64.242	***	
OGC1	3.743	.054	69.031	***	
OGC2	3.679	.054	67.707	***	
OGC3	3.904	.050	77.744	***	
OGC4	3.960	.048	82.694	***	
OGC5	3.847	.051	75.537	***	
OGC6	3.823	.049	77.516	***	
OGC7	3.410	.062	55.129	***	

**Covariances: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
LDS <--> IC	.334	.043	7.769	***	
LDS <--> IM	.199	.031	6.397	***	
EM <--> LDS	.165	.032	5.075	***	
IC <--> IM	.191	.031	6.170	***	
EM <--> IC	.182	.034	5.309	***	
EM <--> IM	.170	.030	5.708	***	
e14 <--> e15	.156	.026	6.092	***	

**Correlations: (Group number 1 - Default model)**

	Estimate
LDS <--> IC	.808
LDS <--> IM	.644
EM <--> LDS	.434
IC <--> IM	.612
EM <--> IC	.473
EM <--> IM	.595
e14 <--> e15	.485

**Variances: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
LDS	.409	.057	7.178	***	
IC	.419	.060	6.989	***	

	Estimate	S.E.	C.R.	P	Label
IM	.233	.043	5.418	***	
EM	.353	.064	5.490	***	
E	.121	.019	6.284	***	
e1	.267	.027	10.010	***	
e2	.394	.038	10.424	***	
e3	.315	.032	9.992	***	
e4	.242	.025	9.829	***	
e5	.214	.022	9.597	***	
e6	.200	.021	9.706	***	
e7	.295	.029	10.170	***	
e8	.256	.025	10.239	***	
e9	.380	.036	10.514	***	
e10	.289	.030	9.646	***	
e11	.262	.028	9.445	***	
e12	.145	.021	7.013	***	
e13	.218	.025	8.821	***	
e14	.328	.032	10.159	***	
e15	.315	.032	10.003	***	
e16	.165	.022	7.492	***	
e17	.144	.022	6.403	***	
e18	.470	.047	9.956	***	
e19	.193	.034	5.711	***	
e20	.314	.041	7.657	***	
e21	.585	.056	10.499	***	
e22	.245	.025	9.668	***	
e23	.239	.025	9.603	***	
e24	.200	.021	9.559	***	
e25	.176	.019	9.488	***	
e26	.195	.021	9.436	***	
e27	.265	.026	10.192	***	
e28	.550	.052	10.601	***	

## SUMMARY OF BOOTSTRAP ITERATIONS

Iterations	Method 0	Method 1	Method 2
1	0	0	0
2	0	0	0
3	0	0	0
4	0	0	0
5	0	0	0



	1192.766	*****
	1215.191	*****
N = 200	1237.617	***
Mean = 1163.675	1260.043	*
S. e. = 3.370	1282.468	*
	1304.894	**
	1327.320	*
	1349.746	
	1372.171	
	1394.597	*
		-----

		-----
	-913.194	*
	-709.533	*
	-505.872	**
	-302.212	*****
	-98.551	*****
	105.110	*****
	308.771	*****
N = 200	512.432	*****
Mean = 277.690	716.093	*****
S. e. = 30.009	919.754	***
	1123.415	***
	1327.076	
	1530.737	*
	1734.398	
	1938.059	*
		-----

		-----
	-12.696	**
	53.389	***
	119.475	*****
	185.561	*****
	251.647	*****
	317.733	*****
	383.819	*****
N = 200	449.905	*****
Mean = 304.509	515.991	*****
S. e. = 10.199	582.077	**
	648.163	***
	714.248	*
	780.334	

846.420					
912.506  *					
-----					
Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	95	1002.283	339	.000	2.957
Saturated model	434	.000	0		
Independence model	56	5559.469	378	.000	14.708
Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.820	.799	.873	.857	.872
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000
Model	PRATIO	PNFI	PCFI		
Default model	.897	.735	.782		
Saturated model	.000	.000	.000		
Independence model	1.000	.000	.000		
Model	NCP	LO 90	HI 90		
Default model	663.283	572.125	762.061		
Saturated model	.000	.000	.000		
Independence model	5181.469	4943.614	5425.753		
Model	FMIN	F0	LO 90	HI 90	
Default model	4.041	2.675	2.307	3.073	
Saturated model	.000	.000	.000	.000	
Independence model	22.417	20.893	19.934	21.878	
Model	RMSEA	LO 90	HI 90	PCLOSE	
Default model	.089	.082	.095	.000	
Independence model	.235	.230	.241	.000	
Model	AIC	BCC	BIC	CAIC	
Default model	1192.283	1217.442			
Saturated model	868.000	982.941			
Independence model	5671.469	5686.300			
Model	ECVI	LO 90	HI 90	MECVI	
Default model	4.808	4.440	5.206	4.909	
Saturated model	3.500	3.500	3.500	3.963	
Independence model	22.869	21.910	23.854	22.929	
Model	HOELTER .05	HOELTER .01			
Default model	95	100			
Independence model	19	20			

Minimization: .055

Miscellaneous: .985

Bootstrap: .801  
Total: 1.841

# **BOOTSTRAP STANDARD ERRORS**

Parameter	SE	SE-SE	Mean	Bias	SE-Bias
OGC <--- LDS	.118	.006	.227	-.003	.008
OGC <--- IC	.133	.007	.119	-.002	.009
OGC <--- IM	.098	.005	.394	.005	.007
OGC <--- EM	.078	.004	.293	.000	.005
LDS1 <--- LDS	.043	.002	.773	-.005	.003
LDS2 <--- LDS	.064	.003	.695	-.007	.004
LDS3 <--- LDS	.042	.002	.779	-.001	.003
LDS4 <--- LDS	.035	.002	.795	-.005	.002
LDS5 <--- LDS	.034	.002	.819	-.003	.002
LDS6 <--- LDS	.040	.002	.806	-.007	.003
LDS7 <--- LDS	.041	.002	.749	-.005	.003
LDS8 <--- LDS	.046	.002	.742	.000	.003
LDS9 <--- LDS	.044	.002	.674	-.003	.003
IC01 <--- IC	.051	.003	.763	-.006	.004
IC02 <--- IC	.038	.002	.784	-.004	.003
IC03 <--- IC	.027	.001	.897	.003	.002
IC04 <--- IC	.038	.002	.827	-.004	.003
IM01 <--- IM	.060	.003	.638	-.006	.004
IM02 <--- IM	.064	.003	.668	-.006	.005
IM03 <--- IM	.038	.002	.849	.001	.003
IM04 <--- IM	.035	.002	.875	-.004	.002
EM01 <--- EM	.078	.004	.650	-.004	.006
EM02 <--- EM	.040	.002	.874	-.004	.003
EM03 <--- EM	.046	.002	.812	-.007	.003
EM04 <--- EM	.099	.005	.533	-.008	.007
OGC1 <--- OGC	.027	.001	.815	-.001	.002
OGC2 <--- OGC	.035	.002	.816	-.005	.002
OGC3 <--- OGC	.033	.002	.817	-.008	.002
OGC4 <--- OGC	.035	.002	.825	-.005	.002
OGC5 <--- OGC	.035	.002	.831	-.003	.002
OGC6 <--- OGC	.071	.004	.739	-.010	.005
OGC7 <--- OGC	.049	.002	.649	.000	.003



## APPENDIX 6 – SUPPLEMENT

### Descriptives

[DataSet1] D:\Dropbox\D Drive\LY DAN THANH\NGHIÊN CỨU SINH\PHASE 6-AFTER  
BLINDREVIEW\Blind Review-Round 2-PB3-L3\Raw-Data-spss\_PB3.sav

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
OGC1	249	1	5	3.74	.856
OGC2	249	1	5	3.68	.857
OGC3	249	1	5	3.90	.792
OGC4	249	1	5	3.96	.756
OGC5	249	1	5	3.85	.804
OGC6	249	1	5	3.82	.778
OGC7	249	1	5	3.41	.976
LDS2	249	1	5	3.88	.882
LDS3	249	1	5	3.87	.899
LDS4	249	1	5	3.90	.821
LDS5	249	1	5	4.03	.815
LDS6	249	1	5	4.16	.770
LDS7	249	1	5	3.86	.828
LDS8	249	1	5	4.04	.756
MET01	249	1	5	3.75	.815
MET02	249	1	5	3.76	.835
MET03	249	1	5	3.57	.863
MET05	249	1	5	3.63	.893
MET06	249	1	5	3.73	.855
JOB1	249	1	5	3.69	.727
JOB2	249	1	5	3.61	.770
JOB3	249	1	5	3.59	.783
JOB4	249	1	5	3.69	.781
Valid N (listwise)	249				

### Factor Analysis

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

#### Communalities



	Initial	Extraction
LDS2	1.000	.551
LDS3	1.000	.645
LDS4	1.000	.714
LDS5	1.000	.756
LDS6	1.000	.749
LDS7	1.000	.636
LDS8	1.000	.603
MET01	1.000	.701
MET02	1.000	.721
MET03	1.000	.734
MET05	1.000	.669
MET06	1.000	.642
JOB1	1.000	.743
JOB2	1.000	.772
JOB3	1.000	.665
JOB4	1.000	.818

Extraction Method: Principal  
Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Initial Eigenvalues			Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.328	52.052	52.052	8.328	52.052	52.052	4.467	27.919	27.919
2	1.686	10.535	62.587	1.686	10.535	62.587	3.423	21.394	49.313
3	1.106	6.915	69.502	1.106	6.915	69.502	3.230	20.188	69.502
4	.629	3.934	73.435						
5	.591	3.692	77.127						
6	.516	3.224	80.351						
7	.486	3.040	83.391						
8	.464	2.903	86.294						
9	.372	2.327	88.621						
10	.347	2.168	90.789						
11	.311	1.946	92.735						
12	.298	1.861	94.596						
13	.248	1.549	96.145						
14	.244	1.525	97.670						

15	.189	1.181	98.851						
16	.184	1.149	100.000						

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component		
	1	2	3
LDS6	.789		
LDS4	.773		
LDS3	.766		
MET06	.764		
LDS5	.755		
LDS8	.747		
MET03	.743		
MET01	.735		
MET02	.733		
LDS7	.728		
JOB4	.708	.551	
MET05	.701		
LDS2	.677		
JOB2	.651	.587	
JOB3	.625	.524	
JOB1	.620	.596	

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

**Rotated Component Matrix<sup>a</sup>**

	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

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

**Component Transformation Matrix**

Component	1	2	3
1	.670	.564	.484
2	-.458	-.199	.866
3	-.585	.802	-.125

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

FACTOR

```

/VARIABLES OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7
/MISSING LISTWISE
/ANALYSIS OGC1 OGC2 OGC3 OGC4 OGC5 OGC6 OGC7
/PRINT INITIAL KMO EXTRACTION ROTATION
/FORMAT SORT BLANK(.50)
/CRITERIA FACTORS(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(25)
/ROTATION VARIMAX
/METHOD=CORRELATION.

```

**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

**Communalities**

	Initial	Extraction
OGC1	1.000	.723
OGC2	1.000	.719
OGC3	1.000	.720
OGC4	1.000	.722

OGC5	1.000	.741
OGC6	1.000	.623
OGC7	1.000	.489

Extraction Method: Principal  
Component Analysis.

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.738	67.681	67.681	4.738	67.681	67.681
2	.625	8.927	76.608			
3	.542	7.747	84.355			
4	.382	5.451	89.807			
5	.330	4.710	94.517			
6	.208	2.976	97.493			
7	.176	2.507	100.000			

Extraction Method: Principal Component Analysis.

#### Component Matrix<sup>a</sup>

	Component
	1
OGC5	.861
OGC1	.850
OGC4	.850
OGC3	.848
OGC2	.848
OGC6	.790
OGC7	.699

Extraction Method:  
Principal Component  
Analysis.

a. 1 components extracted.

#### Rotated Component Matrix<sup>a</sup>

--

a. Only one component was extracted.  
The solution cannot be rotated.

#### CFA

Number of variables in your model: 50  
 Number of observed variables: 23  
 Number of unobserved variables: 27  
 Number of exogenous variables: 27  
 Number of endogenous variables: 23

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	27	0	0	0	0	27
Labeled	0	0	0	0	0	0
Unlabeled	19	6	27	0	0	52
Total	46	6	27	0	0	79

#### Notes for Model (Default model)

##### Computation of degrees of freedom (Default model)

Number of distinct sample moments: 276  
 Number of distinct parameters to be estimated: 52  
 Degrees of freedom (276 - 52): 224

#### Result (Default model)

Minimum was achieved  
 Chi-square = 505.279  
 Degrees of freedom = 224  
 Probability level = .000

	Estimate	S.E.	C.R.	P	Label
LDS5 <--- LDS	1.000				
LDS6 <--- LDS	.955	.061	15.663	***	
LDS4 <--- LDS	.978	.066	14.738	***	
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	***	

	Estimate	S.E.	C.R.	P	Label
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	***	
	Estimate				
LDS5 <--- LDS	.825				
LDS6 <--- LDS	.835				
LDS4 <--- LDS	.801				
LDS7 <--- LDS	.752				
LDS3 <--- LDS	.768				
LDS2 <--- LDS	.689				
LDS8 <--- LDS	.746				
MET03 <--- MET	.794				
MET02 <--- MET	.804				
MET01 <--- MET	.796				
MET05 <--- MET	.736				
MET06 <--- MET	.774				
JOB4 <--- JOB	.891				
JOB2 <--- JOB	.818				
JOB1 <--- JOB	.805				
JOB3 <--- JOB	.760				
OGC5 <--- OGC	.827				
OGC1 <--- OGC	.825				
OGC4 <--- OGC	.825				
OGC3 <--- OGC	.820				
OGC2 <--- OGC	.825				
OGC6 <--- OGC	.751				
OGC7 <--- OGC	.654				
	Estimate	S.E.	C.R.	P	Label
LDS <--> MET	.366	.046	7.991	***	
LDS <--> JOB	.283	.040	7.132	***	

	Estimate	S.E.	C.R.	P	Label
LDS <--> OGC	.311	.041	7.642	***	
MET <--> JOB	.291	.042	7.021	***	
MET <--> OGC	.318	.042	7.490	***	
JOB <--> OGC	.409	.046	8.926	***	
	Estimate				
LDS <--> MET	.798				
LDS <--> JOB	.608				
LDS <--> OGC	.699				
MET <--> JOB	.613				
MET <--> OGC	.701				
JOB <--> OGC	.887				
	Estimate	S.E.	C.R.	P	Label
LDS	.451	.058	7.804	***	
MET	.468	.064	7.281	***	
JOB	.482	.055	8.792	***	
OGC	.440	.056	7.878	***	
e1	.211	.023	9.259	***	
e2	.179	.020	9.108	***	
e3	.241	.025	9.560	***	
e4	.297	.030	9.996	***	
e5	.331	.034	9.878	***	
e6	.407	.039	10.344	***	
e7	.253	.025	10.039	***	
e8	.275	.030	9.149	***	
e9	.245	.027	8.998	***	
e10	.242	.027	9.116	***	
e11	.364	.037	9.766	***	
e12	.292	.031	9.401	***	
e13	.125	.017	7.352	***	
e14	.195	.021	9.168	***	
e15	.185	.020	9.350	***	
e16	.258	.026	9.820	***	
e17	.204	.021	9.636	***	
e18	.233	.024	9.660	***	
e19	.181	.019	9.653	***	
e20	.204	.021	9.707	***	
e21	.234	.024	9.662	***	
e22	.263	.026	10.244	***	
e23	.543	.051	10.620	***	

	Estimate
OGC7	.428
OGC6	.564
OGC2	.680
OGC3	.673
OGC4	.681
OGC1	.680
OGC5	.684
JOB3	.578
JOB1	.648
JOB2	.669
JOB4	.794
MET06	.599
MET05	.542
MET01	.634
MET02	.647
MET03	.630
LDS8	.556
LDS2	.475
LDS3	.589
LDS7	.565
LDS4	.642
LDS6	.697
LDS5	.681

	M.I.	Par Change
e18 <--> e21	29.356	.091
e18 <--> e19	19.491	-.065
e9 <--> e10	24.558	.090

	M.I.	Par Change
	M.I.	Par Change

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	52	505.279	224	.000	2.256
Saturated model	276	.000	0		
Independence model	23	4422.816	253	.000	17.481

Model	RMR	GFI	AGFI	PGFI
Default model	.030	.848	.813	.688
Saturated model	.000	1.000		
Independence model	.322	.153	.076	.141

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.886	.871	.933	.924	.933



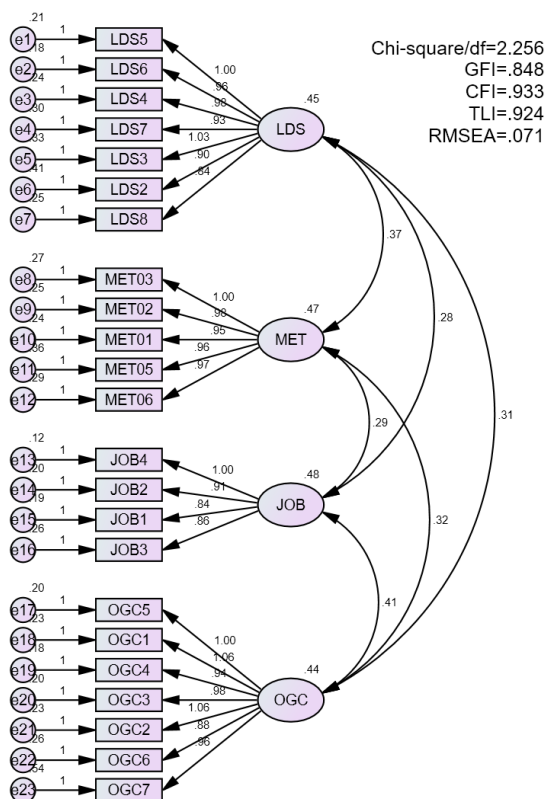
Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000
Model	PRATIO	PNFI	PCFI		
Default model	.885	.784	.826		
Saturated model	.000	.000	.000		
Independence model	1.000	.000	.000		
Model	NCP	LO 90	HI 90		
Default model	281.279	219.865	350.419		
Saturated model	.000	.000	.000		
Independence model	4169.816	3957.743	4389.168		
Model	FMIN	F0	LO 90	HI 90	
Default model	2.037	1.134	.887	1.413	
Saturated model	.000	.000	.000	.000	
Independence model	17.834	16.814	15.959	17.698	
Model	RMSEA	LO 90	HI 90	PCLOSE	
Default model	.071	.063	.079	.000	
Independence model	.258	.251	.264	.000	
Model	AIC	BCC	BIC	CAIC	
Default model	609.279	620.422	792.187	844.187	
Saturated model	552.000	611.143	1522.817	1798.817	
Independence model	4468.816	4473.745	4549.718	4572.718	
Model	ECVI	LO 90	HI 90	MECVI	
Default model	2.457	2.209	2.736	2.502	
Saturated model	2.226	2.226	2.226	2.464	
Independence model	18.019	17.164	18.904	18.039	
Model	HOELTER .05	HOELTER .01			
Default model	128	136			
Independence model	17	18			

Minimization: .024

Miscellaneous: .689

Bootstrap: .000

Total: .713



## SEM

Number of variables in your model: 51

Number of observed variables: 23

Number of unobserved variables: 28

Number of exogenous variables: 27

Number of endogenous variables: 24

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	28	0	0	0	0	28
Labeled	0	0	0	0	0	0
Unlabeled	22	3	27	0	0	52
Total	50	3	27	0	0	80

### Notes for Model (Default model)

#### Computation of degrees of freedom (Default model)

Number of distinct sample moments: 276

Number of distinct parameters to be estimated: 52

Degrees of freedom (276 - 52): 224

**Result (Default model)**

Minimum was achieved

Chi-square = 505.279

Degrees of freedom = 224

Probability level = .000

	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	***	
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	***	
	Estimate				
OGC <--- LDS	.155				
OGC <--- MET	.146				
OGC <--- JOB	.704				
LDS5 <--- LDS	.825				
LDS6 <--- LDS	.835				
LDS4 <--- LDS	.801				
LDS7 <--- LDS	.752				
LDS3 <--- LDS	.768				

	Estimate
LDS2 <--- LDS	.689
LDS8 <--- LDS	.746
MET03 <--- MET	.794
MET02 <--- MET	.804
MET01 <--- MET	.796
MET05 <--- MET	.736
MET06 <--- MET	.774
JOB4 <--- JOB	.891
JOB2 <--- JOB	.818
JOB1 <--- JOB	.805
JOB3 <--- JOB	.760
OGC5 <--- OGC	.827
OGC1 <--- OGC	.825
OGC4 <--- OGC	.825
OGC3 <--- OGC	.820
OGC2 <--- OGC	.825
OGC6 <--- OGC	.751
OGC7 <--- OGC	.654

	Estimate	S.E.	C.R.	P	Label
LDS <--> MET	.366	.046	7.991	***	
LDS <--> JOB	.283	.040	7.132	***	
MET <--> JOB	.291	.042	7.021	***	

	Estimate
LDS <--> MET	.798
LDS <--> JOB	.608
MET <--> JOB	.613

	Estimate	S.E.	C.R.	P	Label
LDS	.451	.058	7.804	***	
MET	.468	.064	7.281	***	
JOB	.482	.055	8.792	***	
e24	.073	.014	5.363	***	
e1	.211	.023	9.259	***	
e2	.179	.020	9.108	***	
e3	.241	.025	9.560	***	
e4	.297	.030	9.996	***	
e5	.331	.034	9.878	***	
e6	.407	.039	10.344	***	
e7	.253	.025	10.039	***	
e8	.275	.030	9.149	***	
e9	.245	.027	8.998	***	

	Estimate	S.E.	C.R.	P	Label
e10	.242	.027	9.116	***	
e11	.364	.037	9.766	***	
e12	.292	.031	9.401	***	
e13	.125	.017	7.352	***	
e14	.195	.021	9.168	***	
e15	.185	.020	9.350	***	
e16	.258	.026	9.820	***	
e17	.204	.021	9.636	***	
e18	.233	.024	9.660	***	
e19	.181	.019	9.653	***	
e20	.204	.021	9.707	***	
e21	.234	.024	9.662	***	
e22	.263	.026	10.244	***	
e23	.543	.051	10.620	***	

	Estimate	
OGC	.835	
OGC7	.428	
OGC6	.564	
OGC2	.680	
OGC3	.673	
OGC4	.681	
OGC1	.680	
OGC5	.684	
JOB3	.578	
JOB1	.648	
JOB2	.669	
JOB4	.794	
MET06	.599	
MET05	.542	
MET01	.634	
MET02	.647	
MET03	.630	
LDS8	.556	
LDS2	.475	
LDS3	.589	
LDS7	.565	
LDS4	.642	
LDS6	.697	
LDS5	.681	
	M.I.	Par Change
e18 <--> e21	29.356	.091

		M.I.	Par Change
e18 <--> e19		19.491	-.065
e9 <--> e10		24.558	.090

	M.I.	Par Change
	M.I.	Par Change

Iteration		Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTries	Ratio
0	e	9		-1.151	9999.000	4235.014	0	9999.000
1	e	13		-.299	3.835	2169.180	19	.272
2	e	3		-.196	1.204	1187.720	5	.929
3	e	1		-.240	.805	764.441	5	.864
4	e*	0	252.499		.717	561.608	5	.928
5	e	0	236.195		.780	536.088	2	.000
6	e	0	142.259		.258	508.229	1	1.120
7	e	0	111.323		.072	505.474	1	1.144
8	e	0	111.908		.021	505.281	1	1.058
9	e	0	112.434		.002	505.279	1	1.006
10	e	0	112.439		.000	505.279	1	1.000

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	52	505.279	224	.000	2.256
Saturated model	276	.000	0		
Independence model	23	4422.816	253	.000	17.481

Model	RMR	GFI	AGFI	PGFI
Default model	.030	.848	.813	.688
Saturated model	.000	1.000		
Independence model	.322	.153	.076	.141

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.886	.871	.933	.924	.933
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model	PRATIO	PNFI	PCFI
Default model	.885	.784	.826
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

Model	NCP	LO 90	HI 90
Default model	281.279	219.865	350.419

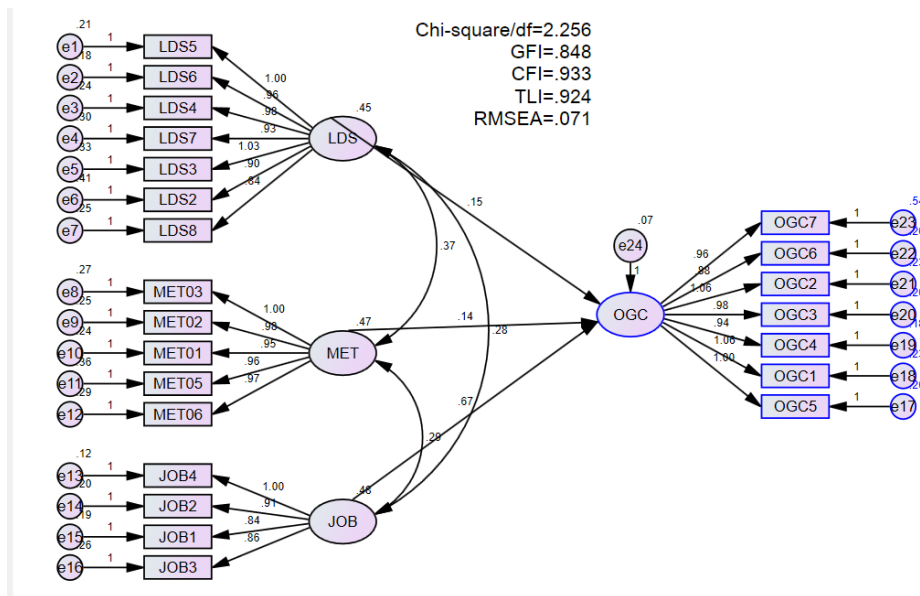
Model	NCP	LO 90	HI 90	
Saturated model	.000	.000	.000	
Independence model	4169.816	3957.743	4389.168	
Model	FMIN	F0	LO 90	HI 90
Default model	2.037	1.134	.887	1.413
Saturated model	.000	.000	.000	.000
Independence model	17.834	16.814	15.959	17.698
Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.071	.063	.079	.000
Independence model	.258	.251	.264	.000
Model	AIC	BCC	BIC	CAIC
Default model	609.279	620.422	792.187	844.187
Saturated model	552.000	611.143	1522.817	1798.817
Independence model	4468.816	4473.745	4549.718	4572.718
Model	ECVI	LO 90	HI 90	MECVI
Default model	2.457	2.209	2.736	2.502
Saturated model	2.226	2.226	2.226	2.464
Independence model	18.019	17.164	18.904	18.039
Model	HOELTER	HOELTER		
	.05	.01		
Default model	128	136		
Independence model	17	18		

Minimization: .052

Miscellaneous: 1.492

Bootstrap: .000

Total: 1.544



## Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
OI01	249	1	5	3.81	.737
OI02	249	1	5	3.84	.812
OI03	249	1	5	3.60	.888
OI04	249	1	5	3.62	.922
OI05	249	1	5	3.82	.833
OI06	249	1	5	3.71	.905
OI07	249	1	5	3.99	.868
EV1	249	1	5	4.00	.833
EV2	249	1	5	3.73	.784
EV3	249	1	5	3.96	.805
EV4	249	1	5	4.00	.854
IM01	249	1	5	3.96	.750
IM03	249	1	5	3.87	.769
IM04	249	1	5	3.82	.797
POS1	249	1	5	3.79	.770
POS2	249	1	5	3.75	.791
POS4	249	1	5	3.78	.775
POS5	249	1	5	3.45	.879
POS6	249	1	5	3.49	.907
EM01	249	1	5	3.73	.909
EM04	249	1	5	3.71	.911



IM02	249	1	5	3.93	.762
OGC1	249	1	5	3.74	.856
OGC2	249	1	5	3.68	.857
OGC3	249	1	5	3.90	.792
OGC4	249	1	5	3.96	.756
OGC5	249	1	5	3.85	.804
OGC6	249	1	5	3.82	.778
OGC7	249	1	5	3.41	.976
Valid N (listwise)	249				

## Factor Analysis

### 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

### Communalities

	Initial	Extraction
OI01	1.000	.742
OI02	1.000	.664
OI03	1.000	.725
OI04	1.000	.588
OI05	1.000	.812
OI06	1.000	.764
OI07	1.000	.697
EV1	1.000	.750
EV2	1.000	.642
EV3	1.000	.786
EV4	1.000	.695
IM01	1.000	.684
IM03	1.000	.767
IM04	1.000	.742
POS1	1.000	.645
POS2	1.000	.673
POS4	1.000	.722
POS5	1.000	.674
POS6	1.000	.649
EM01	1.000	.702
EM04	1.000	.784

IM02	1.000	.721
------	-------	------

Extraction Method: Principal

Component Analysis.

# Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
							Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.895	49.523	49.523	10.895	49.523	49.523	4.460	20.272	20.272
2	1.584	7.201	56.724	1.584	7.201	56.724	3.311	15.048	35.321
3	1.277	5.803	62.527	1.277	5.803	62.527	3.286	14.938	50.259
4	.988	4.492	67.019	.988	4.492	67.019	2.881	13.095	63.354
5	.884	4.019	71.038	.884	4.019	71.038	1.690	7.684	71.038
6	.785	3.569	74.607						
7	.668	3.037	77.644						
8	.608	2.762	80.405						
9	.551	2.504	82.910						
10	.499	2.267	85.177						
11	.421	1.915	87.092						
12	.378	1.717	88.809						
13	.359	1.632	90.441						
14	.337	1.530	91.970						
15	.292	1.326	93.296						
16	.277	1.259	94.555						
17	.272	1.238	95.793						
18	.241	1.096	96.889						
19	.214	.973	97.862						
20	.186	.846	98.708						
21	.152	.693	99.401						
22	.132	.599	100.000						

Extraction Method: Principal Component Analysis.

# Component Matrix<sup>a</sup>

	Component				
	1	2	3	4	5
OI05	.808				
OI01	.798				
OI07	.775				

OI02	.763				
OI06	.759				
IM04	.738				
OI03	.735				
EV3	.716				
IM03	.713				
EV1	.711				
POS4	.704				
IM01	.698				
IM02	.692				
POS2	.690				
POS1	.688				
EV4	.674				
POS6	.670				
EM01	.650				.521
OI04	.638				
EV2	.618				
POS5	.617				
EM04	.571				.667

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

**Rotated Component Matrix<sup>a</sup>**

	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

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 7 iterations.

**Component Transformation Matrix**

Component	1	2	3	4	5
1	.572	.458	.449	.426	.283
2	-.618	.370	.643	-.258	.018
3	-.152	-.744	.459	.449	.109
4	-.499	.310	-.370	.720	.011
5	-.135	-.062	-.194	-.181	.953

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

**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

**Communalities**

	Initial	Extraction
OGC1	1.000	.723
OGC2	1.000	.719
OGC3	1.000	.720
OGC4	1.000	.722
OGC5	1.000	.741
OGC6	1.000	.623
OGC7	1.000	.489

Extraction Method: Principal  
Component Analysis.

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.738	67.681	67.681	4.738	67.681	67.681
2	.625	8.927	76.608			
3	.542	7.747	84.355			
4	.382	5.451	89.807			
5	.330	4.710	94.517			
6	.208	2.976	97.493			
7	.176	2.507	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix <sup>a</sup>	
	Component
	1
OGC5	.861
OGC1	.850
OGC4	.850
OGC3	.848
OGC2	.848
OGC6	.790
OGC7	.699

Extraction Method:  
Principal Component  
Analysis.  
a. 1 components extracted.

Rotated Component Matrix <sup>a</sup>

a. Only one component was extracted. The solution cannot be rotated.

## CFA

Number of variables in your model: 64  
 Number of observed variables: 29  
 Number of unobserved variables: 35  
 Number of exogenous variables: 35  
 Number of endogenous variables: 29

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	35	0	0	0	0	35
Labeled	0	0	0	0	0	0
Unlabeled	23	15	35	0	0	73
Total	58	15	35	0	0	108

### Notes for Model (Default model)

#### Computation of degrees of freedom (Default model)

Number of distinct sample moments: 435  
 Number of distinct parameters to be estimated: 73  
 Degrees of freedom (435 - 73): 362

#### Result (Default model)

Minimum was achieved  
 Chi-square = 1108.294  
 Degrees of freedom = 362  
 Probability level = .000

	Estimate	S.E.	C.R.	P	Label
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	***	

	Estimate	S.E.	C.R.	P	Label
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	***	
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	***	
	Estimate				
OI05 <--- OI	.883				
OI03 <--- OI	.789				
OI04 <--- OI	.666				
OI06 <--- OI	.775				
OI01 <--- OI	.860				
OI07 <--- OI	.800				
OI02 <--- OI	.777				
POS5 <--- POS	.690				
POS2 <--- POS	.785				
POS6 <--- POS	.739				
POS4 <--- POS	.798				
POS1 <--- POS	.718				
EV3 <--- EV	.878				
EV1 <--- EV	.798				
EV2 <--- EV	.707				
EV4 <--- EV	.813				
IM03 <--- IM	.815				
IM02 <--- IM	.747				

	Estimate
IM04 <--- IM	.829
IM01 <--- IM	.724
EM04 <--- EM	.672
EM01 <--- EM	.757
OGC5 <--- OGC	.841
OGC1 <--- OGC	.814
OGC4 <--- OGC	.831
OGC3 <--- OGC	.812
OGC2 <--- OGC	.814
OGC6 <--- OGC	.747
OGC7 <--- OGC	.671

	Estimate	S.E.	C.R.	P	Label
OI <--> POS	.329	.045	7.363	***	
OI <--> EV	.344	.045	7.710	***	
OI <--> IM	.374	.045	8.402	***	
OI <--> EM	.327	.048	6.806	***	
OI <--> OGC	.465	.050	9.246	***	
POS <--> EV	.312	.043	7.233	***	
POS <--> IM	.261	.038	6.826	***	
POS <--> EM	.265	.043	6.147	***	
POS <--> OGC	.313	.043	7.372	***	
EV <--> IM	.293	.040	7.354	***	
EV <--> EM	.288	.045	6.392	***	
EV <--> OGC	.325	.042	7.705	***	
IM <--> EM	.279	.043	6.564	***	
IM <--> OGC	.344	.042	8.243	***	
EM <--> OGC	.316	.046	6.893	***	

	Estimate
OI <--> POS	.741
OI <--> EV	.665
OI <--> IM	.815
OI <--> EM	.730
OI <--> OGC	.938
POS <--> EV	.730
POS <--> IM	.688
POS <--> EM	.716
POS <--> OGC	.767
EV <--> IM	.663
EV <--> EM	.669
EV <--> OGC	.683
IM <--> EM	.732



		Estimate			
IM	<--> OGC	.816			
EM	<--> OGC	.768			
	Estimate	S.E.	C.R.	P	Label
OI	.539	.061	8.776	***	
POS	.367	.062	5.943	***	
EV	.497	.059	8.463	***	
IM	.391	.052	7.528	***	
EM	.372	.071	5.281	***	
OGC	.455	.056	8.120	***	
e1	.153	.017	9.017	***	
e2	.296	.029	10.154	***	
e3	.471	.044	10.665	***	
e4	.326	.032	10.245	***	
e5	.141	.015	9.436	***	
e6	.271	.027	10.080	***	
e7	.260	.025	10.229	***	
e8	.403	.041	9.916	***	
e9	.239	.027	8.966	***	
e10	.373	.039	9.521	***	
e11	.217	.025	8.763	***	
e12	.286	.029	9.708	***	
e13	.148	.021	6.964	***	
e14	.251	.028	8.959	***	
e15	.306	.031	9.917	***	
e16	.247	.028	8.708	***	
e17	.198	.023	8.542	***	
e18	.256	.027	9.506	***	
e19	.198	.024	8.250	***	
e20	.267	.027	9.714	***	
e21	.453	.053	8.586	***	
e22	.351	.053	6.630	***	
e23	.188	.019	9.670	***	
e24	.245	.025	9.949	***	
e25	.176	.018	9.794	***	
e26	.213	.021	9.971	***	
e27	.247	.025	9.950	***	
e28	.267	.026	10.380	***	
e29	.521	.049	10.646	***	
		Estimate			
OGC7		.451			
OGC6		.558			

	Estimate
OGC2	.663
OGC3	.659
OGC4	.690
OGC1	.663
OGC5	.708
EM01	.573
EM04	.451
IM01	.524
IM04	.687
IM02	.557
IM03	.665
EV4	.661
EV2	.500
EV1	.637
EV3	.771
POS1	.515
POS4	.637
POS6	.546
POS2	.616
POS5	.477
OI02	.604
OI07	.639
OI01	.739
OI06	.600
OI04	.443
OI03	.623
OI05	.779
	M.I. Par Change
e29 <--> OGC	18.753 -.063
e29 <--> OI	18.482 .071
e25 <--> e29	20.082 -.093
e24 <--> e27	34.722 .102
e24 <--> e25	16.495 -.060
e19 <--> e20	20.404 -.078
e18 <--> e26	17.282 .069
e18 <--> e20	41.896 .121
e17 <--> e19	35.574 .092
e14 <--> e20	16.189 .077
e12 <--> IM	17.420 .064
e7 <--> e29	17.600 -.104
e6 <--> e22	17.411 .100

		M.I.	Par Change			
e4	<-->	POS	20.570	.073		
e4	<-->	e26	18.579	-.079		
e4	<-->	e18	21.659	-.095		
e4	<-->	e14	24.186	-.102		
		M.I.	Par Change			
		M.I.	Par Change			
IM01	<---	IM02	16.463	.186		
IM02	<---	IM01	18.027	.195		
OIO6	<---	POS5	15.298	.168		
Model			NPAR	CMIN	DF	P CMIN/DF
Default model			73	1108.294	362	.000 3.062
Saturated model			435	.000	0	
Independence model			29	5954.214	406	.000 14.666
Model			RMR	GFI	AGFI	PGFI
Default model			.034	.765	.718	.637
Saturated model			.000	1.000		
Independence model			.331	.125	.063	.117
Model			NFI Delta1	RFI rho1	IFI Delta2	TLI rho2 CFI
Default model			.814	.791	.867	.849 .865
Saturated model			1.000		1.000	1.000
Independence model			.000	.000	.000	.000 .000
Model			PRATIO	PNFI	PCFI	
Default model			.892	.726	.772	
Saturated model			.000	.000	.000	
Independence model			1.000	.000	.000	
Model			NCP	LO 90	HI 90	
Default model			746.294	649.886	850.309	
Saturated model			.000	.000	.000	
Independence model			5548.214	5301.959	5800.898	
Model			FMIN	F0	LO 90	HI 90
Default model			4.469	3.009	2.621	3.429
Saturated model			.000	.000	.000	.000
Independence model			24.009	22.372	21.379	23.391
Model			RMSEA	LO 90	HI 90	PCLOSE
Default model			.091	.085	.097	.000
Independence model			.235	.229	.240	.000
Model			AIC	BCC	BIC	CAIC
Default model			1254.294	1274.386	1511.068	1584.068
Saturated model			870.000	989.725	2400.092	2835.092

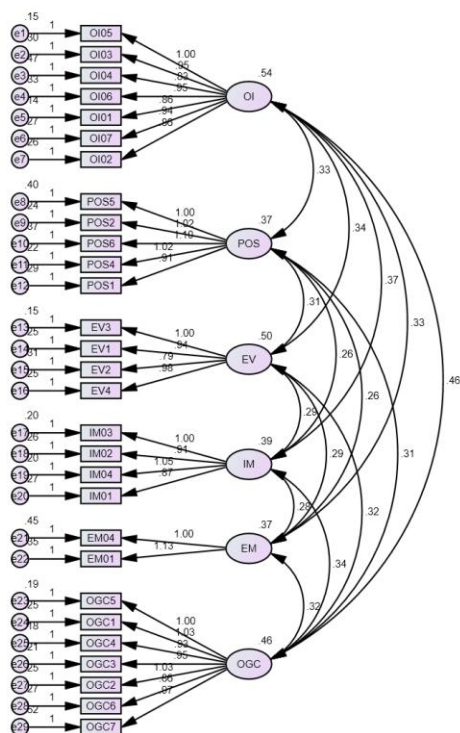
Model	AIC	BCC	BIC	CAIC
Independence model	6012.214	6020.195	6114.220	6143.220
Model	ECVI	LO 90	HI 90	MECVI
Default model	5.058	4.669	5.477	5.139
Saturated model	3.508	3.508	3.508	3.991
Independence model	24.243	23.250	25.262	24.275
Model	HOELTER	HOELTER		
	.05	.01		
Default model	92	96		
Independence model	19	20		

Minimization: .026

Miscellaneous: .578

Bootstrap: .000

Total: .604



## SEM

Number of variables in your model: 65

Number of observed variables: 29

Number of unobserved variables: 36

Number of exogenous variables: 35

Number of endogenous variables: 30

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	36	0	0	0	0	36
Labeled	0	0	0	0	0	0
Unlabeled	28	10	35	0	0	73
Total	64	10	35	0	0	109

#### Notes for Model (Default model)

#### Computation of degrees of freedom (Default model)

Number of distinct sample moments: 435

Number of distinct parameters to be estimated: 73

Degrees of freedom (435 - 73): 362

#### Result (Default model)

Minimum was achieved

Chi-square = 1108.294

Degrees of freedom = 362

Probability level = .000

	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	***	

			Estimate	S.E.	C.R.	P	Label
EV4	<---	EV	.983	.063	15.709	***	
IM03	<---	IM	1.000				
IM02	<---	IM	.907	.071	12.736	***	
IM04	<---	IM	1.054	.072	14.578	***	
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	***	
			Estimate				
OGC	<---	OI	.713				
OGC	<---	POS	.096				
OGC	<---	EV	.010				
OGC	<---	IM	.079				
OGC	<---	EM	.114				
OI05	<---	OI	.883				
OI03	<---	OI	.789				
OI04	<---	OI	.666				
OI06	<---	OI	.775				
OI01	<---	OI	.860				
OI07	<---	OI	.800				
OI02	<---	OI	.777				
POS5	<---	POS	.690				
POS2	<---	POS	.785				
POS6	<---	POS	.739				
POS4	<---	POS	.798				
POS1	<---	POS	.718				
EV3	<---	EV	.878				
EV1	<---	EV	.798				
EV2	<---	EV	.707				
EV4	<---	EV	.813				
IM03	<---	IM	.815				
IM02	<---	IM	.747				
IM04	<---	IM	.829				
IM01	<---	IM	.724				
EM04	<---	EM	.672				

	Estimate
EM01 <--- EM	.757
OGC5 <--- OGC	.841
OGC1 <--- OGC	.814
OGC4 <--- OGC	.831
OGC3 <--- OGC	.812
OGC2 <--- OGC	.814
OGC6 <--- OGC	.747
OGC7 <--- OGC	.671

	Estimate	S.E.	C.R.	P	Label
OI <--> POS	.329	.045	7.363	***	
OI <--> EV	.344	.045	7.710	***	
OI <--> IM	.374	.045	8.402	***	
OI <--> EM	.327	.048	6.806	***	
POS <--> EV	.312	.043	7.233	***	
POS <--> IM	.261	.038	6.826	***	
POS <--> EM	.265	.043	6.147	***	
EV <--> IM	.293	.040	7.354	***	
EV <--> EM	.288	.045	6.392	***	
IM <--> EM	.279	.043	6.564	***	

	Estimate
OI <--> POS	.741
OI <--> EV	.665
OI <--> IM	.815
OI <--> EM	.730
POS <--> EV	.730
POS <--> IM	.688
POS <--> EM	.716
EV <--> IM	.663
EV <--> EM	.669
IM <--> EM	.732

	Estimate	S.E.	C.R.	P	Label
OI	.539	.061	8.776	***	
POS	.367	.062	5.943	***	
EV	.497	.059	8.463	***	
IM	.391	.052	7.528	***	
EM	.372	.071	5.281	***	
e30	.045	.010	4.556	***	
e1	.153	.017	9.017	***	
e2	.296	.029	10.154	***	
e3	.471	.044	10.665	***	

	Estimate	S.E.	C.R.	P	Label
e4	.326	.032	10.245	***	
e5	.141	.015	9.436	***	
e6	.271	.027	10.080	***	
e7	.260	.025	10.229	***	
e8	.403	.041	9.916	***	
e9	.239	.027	8.966	***	
e10	.373	.039	9.521	***	
e11	.217	.025	8.763	***	
e12	.286	.029	9.708	***	
e13	.148	.021	6.964	***	
e14	.251	.028	8.959	***	
e15	.306	.031	9.917	***	
e16	.247	.028	8.708	***	
e17	.198	.023	8.542	***	
e18	.256	.027	9.506	***	
e19	.198	.024	8.250	***	
e20	.267	.027	9.714	***	
e21	.453	.053	8.586	***	
e22	.351	.053	6.630	***	
e23	.188	.019	9.670	***	
e24	.245	.025	9.949	***	
e25	.176	.018	9.794	***	
e26	.213	.021	9.971	***	
e27	.247	.025	9.950	***	
e28	.267	.026	10.380	***	
e29	.521	.049	10.646	***	

	Estimate
OGC	.901
OGC7	.451
OGC6	.558
OGC2	.663
OGC3	.659
OGC4	.690
OGC1	.663
OGC5	.708
EM01	.573
EM04	.451
IM01	.524
IM04	.687
IM02	.557
IM03	.665



	Estimate
EV4	.661
EV2	.500
EV1	.637
EV3	.771
POS1	.515
POS4	.637
POS6	.546
POS2	.616
POS5	.477
OI02	.604
OI07	.639
OI01	.739
OI06	.600
OI04	.443
OI03	.623
OI05	.779

	M.I.	Par Change
e29 <--> e30	18.753	-.063
e25 <--> e29	20.082	-.093
e24 <--> e27	34.722	.102
e24 <--> e25	16.495	-.060
e19 <--> e20	20.404	-.078
e18 <--> e26	17.282	.069
e18 <--> e20	41.896	.121
e17 <--> e19	35.574	.092
e14 <--> e20	16.189	.077
e12 <--> IM	16.870	.064
e7 <--> e29	17.600	-.104
e6 <--> e22	17.411	.100
e4 <--> POS	19.057	.071
e4 <--> e26	18.579	-.079
e4 <--> e18	21.659	-.095
e4 <--> e14	24.186	-.102

	M.I.	Par Change
--	------	------------

	M.I.	Par Change
IM01 <--- IM02	16.463	.186
IM02 <--- IM01	18.027	.195
OI06 <--- POS5	15.298	.168

	Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTries	Ratio
e	18		-1.271	9999.000	5785.104	0	9999.000
e	24		-.520	4.033	3582.891	19	.245
e	6		-.307	1.906	1995.194	4	.771
e*	2		-.486	.870	1519.114	4	.797
e	0	1979.032		.579	1231.826	5	.928
e	0	639.881		.395	1197.528	5	.000
e	0	478.886		.568	1141.046	2	.000
e	0	272.468		.476	1112.180	1	1.004
e	0	258.197		.221	1108.712	1	.903
e	0	265.889		.077	1108.298	1	1.010
e	0	265.056		.006	1108.294	1	1.000
e	0	265.282		.000	1108.294	1	1.000
Model	NP	AR	CMIN	DF	P	CMIN/DF	
Default model	73		1108.294	362	.000	3.062	
Saturated model	435		.000	0			
Independence model	29		5954.214	406	.000	14.666	
Model	RMR	GFI	AGFI	PGFI			
Default model	.034	.765	.718	.637			
Saturated model	.000	1.000					
Independence model	.331	.125	.063	.117			
Model	NFI	RFI	IFI	TLI	CFI		
	Delta1	rho1	Delta2	rho2			
Default model	.814	.791	.867	.849	.865		
Saturated model	1.000		1.000		1.000		
Independence model	.000	.000	.000	.000	.000		
Model	PRATIO	PNFI	PCFI				
Default model	.892	.726	.772				
Saturated model	.000	.000	.000				
Independence model	1.000	.000	.000				
Model	NCP	LO 90	HI 90				
Default model	746.294	649.886	850.309				
Saturated model	.000	.000	.000				
Independence model	5548.214	5301.959	5800.898				
Model	FMIN	F0	LO 90	HI 90			
Default model	4.469	3.009	2.621	3.429			
Saturated model	.000	.000	.000	.000			
Independence model	24.009	22.372	21.379	23.391			
Model	RMSEA	LO 90	HI 90	PCLOSE			
Default model	.091	.085	.097	.000			

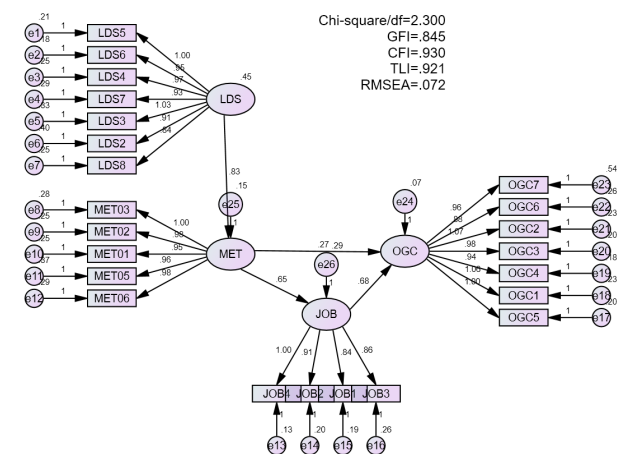
Model	RMSEA	LO 90	HI 90	PCLOSE
Independence model	.235	.229	.240	.000
Model	AIC	BCC	BIC	CAIC
Default model	1254.294	1274.386	1511.068	1584.068
Saturated model	870.000	989.725	2400.092	2835.092
Independence model	6012.214	6020.195	6114.220	6143.220
Model	ECVI	LO 90	HI 90	MECVI
Default model	5.058	4.669	5.477	5.139
Saturated model	3.508	3.508	3.508	3.991
Independence model	24.243	23.250	25.262	24.275
Model	HOELTER	HOELTER		
	.05	.01		
Default model	92	96		
Independence model	19	20		

Minimization: .062

Miscellaneous: 2.867

Bootstrap: .000

Total: 2.929



**Estimates (Group number 1 - Default model)**

**Scalar Estimates (Group number 1 - Default model)**

**Maximum Likelihood Estimates**

**Standardized Total Effects (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.821	.000	.000	.000
JOB	.524	.639	.000	.000
OGC	.600	.731	.711	.000

	LDS	MET	JOB	OGC
OGC7	.394	.480	.467	.657
OGC6	.449	.547	.533	.749
OGC2	.495	.603	.587	.826
OGC3	.492	.599	.583	.820
OGC4	.493	.601	.585	.823
OGC1	.495	.604	.588	.826
OGC5	.496	.604	.588	.827
JOB3	.399	.486	.760	.000
JOB1	.422	.514	.805	.000
JOB2	.429	.523	.818	.000
JOB4	.467	.569	.891	.000
MET06	.637	.776	.000	.000
MET05	.601	.733	.000	.000
MET01	.648	.789	.000	.000
MET02	.655	.798	.000	.000
MET03	.646	.787	.000	.000
LDS8	.745	.000	.000	.000
LDS2	.691	.000	.000	.000
LDS3	.770	.000	.000	.000
LDS7	.755	.000	.000	.000
LDS4	.796	.000	.000	.000
LDS6	.834	.000	.000	.000
LDS5	.825	.000	.000	.000

**Standardized Direct Effects (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.821	.000	.000	.000
JOB	.000	.639	.000	.000
OGC	.000	.276	.711	.000
OGC7	.000	.000	.000	.657
OGC6	.000	.000	.000	.749
OGC2	.000	.000	.000	.826
OGC3	.000	.000	.000	.820
OGC4	.000	.000	.000	.823
OGC1	.000	.000	.000	.826
OGC5	.000	.000	.000	.827
JOB3	.000	.000	.760	.000
JOB1	.000	.000	.805	.000

	LDS	MET	JOB	OGC
JOB2	.000	.000	.818	.000
JOB4	.000	.000	.891	.000
MET06	.000	.776	.000	.000
MET05	.000	.733	.000	.000
MET01	.000	.789	.000	.000
MET02	.000	.798	.000	.000
MET03	.000	.787	.000	.000
LDS8	.745	.000	.000	.000
LDS2	.691	.000	.000	.000
LDS3	.770	.000	.000	.000
LDS7	.755	.000	.000	.000
LDS4	.796	.000	.000	.000
LDS6	.834	.000	.000	.000
LDS5	.825	.000	.000	.000

**Standardized Indirect Effects (Group number 1 - Default model)**

	LDS	MET	JOB	OGC
MET	.000	.000	.000	.000
JOB	.524	.000	.000	.000
OGC	.600	.454	.000	.000
OGC7	.394	.480	.467	.000
OGC6	.449	.547	.533	.000
OGC2	.495	.603	.587	.000
OGC3	.492	.599	.583	.000
OGC4	.493	.601	.585	.000
OGC1	.495	.604	.588	.000
OGC5	.496	.604	.588	.000
JOB3	.399	.486	.000	.000
JOB1	.422	.514	.000	.000
JOB2	.429	.523	.000	.000
JOB4	.467	.569	.000	.000
MET06	.637	.000	.000	.000
MET05	.601	.000	.000	.000
MET01	.648	.000	.000	.000
MET02	.655	.000	.000	.000
MET03	.646	.000	.000	.000
LDS8	.000	.000	.000	.000
LDS2	.000	.000	.000	.000
LDS3	.000	.000	.000	.000

	LDS	MET	JOB	OGC
LDS7	.000	.000	.000	.000
LDS4	.000	.000	.000	.000
LDS6	.000	.000	.000	.000
LDS5	.000	.000	.000	.000

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
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

## APPENDIX 7 - QUESTIONNAIRES

**Please specify your level of agreement to a statement typically in five points:**

*(1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree*

1. **Meeting effectiveness** (*Leach et al., 2009; Nixon & Littlepage, 2014; Allen et al., 2014; Nicolas et al. 2001*)

When the meeting is finally over, you feel satisfied with the results.

The meeting states each problem with a clear solution.

Most of conflicts raising in the meeting are solved satisfactorily.

After the meeting, you achive your work goals.

After the meeting, you get your leader's understanding about your difficulties.

After the meeting, you receive your leader's instruction and sympathy with what you are fulfilling.

The meeting provides you with an opportunity to acquire useful information.

2. **Agenda** (*Nixon & Littlepage, 2014; Inglis & Weaver, 2000; Lehmann, 2013; Leach, 2014; Putnam, 2009*)

Meetings start on time.

Meetings end when you expect them to end.

A written agenda is provided before the meetings.

Overall, I am satisfied with the meeting process.

The team meeting was time well spent.

A verbal agenda is provided at the meetings.

3. **Leadership** (*Avolio & Bass, 2004; Men, 2014; Nixon & Littlepage, 2014, Men, 2014; Tsai, 2011*)

In the meeting, the leader will express the objective opinion with followers.

In the meeting, the leader will remain impartial rather than speaking out and expressing his/her views.

In the meeting, the leader will express the nonconservative opinion with followers.

In the meeting, the leader will interact with followers- social distance is low.

In the meeting, the leader will support and encourage followers to express their ideas.

In the meeting, the leader will foster group goals.

In the meeting, he leader will communicate a high degree of confidence in the followes' ability to meet expectations.

In the meeting, the leader will express high performance expectations for followers.

In the meeting, the leader provides recognition/rewards when others reach their goals.

In the meeting, the leader empowers his/her followers to make the final decision.

4. **Employee voice** (*Farndale et al., 2011; Yeh, 2014*)

Leaders here at providing everyone with the chance to comment on proposed changes.

Subordinates strongly express ideas.

Leaders here at listening ideas and suggestions from subordinates.

Leaders here at responding to suggestions from employees.

5. **Substantive conflict** (*Guetzkow et al., 1949; Amason, 1996*)

When conflicts happen in the meeting, your leader and the group search for the real causes of the problem and find out suitable solutions.

When conflicts happen in the meeting, your leader provides the accurate information and solves together with followers.

When conflicts happen in the meeting, your leader combines his/her opinion with the group's opinion for making the final decision.

6. **Internal motivation** (*Men, 2014; Men & Jiang, 2016; Nixon & Littlepage, 2014*)

Doing your job well gives you the feeling that you have accomplished something worthwhile.

The things you do on your job are important to you.

You enjoy this work very much.

You have fun doing your job.

7. **Perceived organizational support** (*Eisenberger et al., 1986*)

The organization is willing to extend itself in order to help you perform your job to the best of my ability.

Help is available from the organization when you have a problem.

The organization wishes to give you the best possible job for which you are qualified.

The organization is willing to help you when you need a special favor.

The organization would understand if you were unable to finish a task on time.

The organization really cares about my well-being.

8. **Intrinsic motivation** (*Eisenberger et al., 1986; Gagne et al., 2010*)

Doing your job well gives you the feeling that you have accomplished something worthwhile.

The things you do on your job are important to you.

You enjoy this work very much.

You have fun doing your job.

9. **Extrinsic motivation** (*Eisenberger et al., 1986; Gagne et al., 2010*)

If you produce a high quality of work output, you will lead to higher pay.

This job affords you a certain standard of living.

It allows you to make a lot of money.

Producing a low quality of work decreases your chances for promotion.

10. **Job satisfaction** (*Alonderiene, 2016; Steel et al, 2018; Lu et al., 2016*)

You feel fairly satisfied with your present job.

Most days you are enthusiastic about your work.

Each day at work seems like it will never end.

You find real enjoyment at your work.

11. **Organizational identification** (*Gautam et al., 2004*)



You are proud to be an employee of the organization.

You often describe yourself to others by saying 'I work for this organization' or 'I am from this organization.'

You talk up this organization to your friends as a great company to work for.

You become irritated when you hear others outside the organization criticize your organization.

You have warm feelings toward this organization as a place to work.

You would describe your organization as a large 'family' in which most members feel a sense of belonging.

You are willing to put in a great deal of effort beyond that normally expected to help this organization to be successful.

**12. Organizational commitment** (*Cook & Wall, 1980; Buchanan, 1974; Mowday et al., 1978; Moon, 2000*)

You have warm feelings toward this organization as a place to live and work.

You feel yourself to be part of the organization.

You like to feel you are making some effort, not just for yourself but for the organization as well.

You really feel as if this organization's problems are your problems.

You feel a sense of pride working for this organization.

In your work, you are willing to put in a great deal of effort beyond that normally expected.

The offer of a bit more money with another employer would not seriously make you think of changing your job.

THE END