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組織文化對組織承諾與工作滿意干擾效果之研究：

以越南為例

How Organizational Culture Moderates the Relationship  
between Organizational Commitment and Job Satisfaction:

Evidence from Vietnam

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How Organization Culture Moderates the Relationship between  
Organizational Commitment and Job Satisfaction:Evidence From Vietnam

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## 準碩士推薦函

本校企業管理學系管理科學碩士班研究生 小藍(Lu Thi Duc Nga) 君在本系修業 2 年，已經完成本系碩士班規定之修業課程及論文研究之訓練。

1、在修業課程方面：小藍(Lu Thi Duc Nga) 君已修滿 39 學分，其中必修科目：研究方法、管理科學 等科目，成績及格(請查閱碩士班歷年成績)。

2、在論文研究方面：小藍(Lu Thi Duc Nga) 君在學期間已完成下列論文：

(1)碩士論文：組織文化對組織承諾與工作滿意干擾效果之研究：

以越南為例

(2)學術期刊：

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

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論文題目：組織文化對組織承諾與工作滿意干擾效果之研究：以越南為例

研究生：小藍

指導教授：紀信光博士

論文摘要內容：

本研究關注人力資源管理的四個重要因素是領導風格，工作承諾，組織文化和工作滿意度。研究的目的是調查每個因素之間的關係。從在越南河內私營公司工作的員工收集的 349 份數據樣本結合多變量分析，調查結果表明，組織文化是組織承諾與工作滿意度之間關係的調節者。此外，組織承諾對領導風格與工作滿意度之間的關係具有中介作用。

關鍵詞：組織文化、組織承諾、領導風格、工作滿意度、調解員、主持人

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## **ABSTRACT**

This research focus on four important factors in human resource management are leadership style, job commitment, organizational culture and job satisfaction. The purpose of research is investigating how is relationship between each factor. From 349 samples of data collected from employees working in private companies in Hanoi, Vietnam combined multivariate analysis, the findings show that organizational culture is a moderator in relationship between organizational commitment and job satisfaction. Besides, organizational commitment has mediating influence on the relationship between leadership style and job satisfaction.

**Keywords: Organizational Culture, Organizational Commitment,  
Leadership Style, Job Satisfaction, Mediator, Moderator**

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Research Background and Research Motivation**

In today's business environment, employees are becoming increasingly important and becoming the company's main asset. To create the strength of a company, none of company does not focus on retaining talent employees. Good employee is an intangible asset and also create competitive advantage for that company. Mowday et al. (1982) argued that a company cannot exist without significant levels of employee commitment. Employees who commit to the company often spend more time with job and at the same time increase their job performance. Ghani (2006) argues that employees lead to business success. To be successful, companies need to invest in employees and retain employees. Employees turnover will be reduced if they have job satisfaction. This is the reason why many research papers in human resources management study on job satisfaction and factors effect on it.

In 1980's, American scholars have paid attention to organizational culture concept. In Search of Excellence's publication, management theorist and managers has taken the term "organizational culture" popularly (Peters & Waterman, 1982). Company culture becomes a core issue of the company, affecting the performance of individuals, groups and the entire company (Qazi & Kaur, 2017). Hence, organizational culture significantly affects the level of employee satisfaction (Mahmood & Ahamed, 2015).

Job satisfaction plays a significant role in human resources management department 's list of major concerns. It becomes even more important when job satisfaction not only can keep the employee but also increase performance (Qazi & Kaur, 2017). Organizational scholars found that employee satisfaction was influenced by relationship between employer and employee's quality

(Karrasch, 2003; Karsh et al., 2005). The role of the manager/leader is very important. They can affect ecology of organizations, businesses and subordinates. With an employee, he/she cannot satisfy with job, even if it's a job he/she like, regardless of his/her relationship with the company leader. Hartzel et al. (2006) and Karrarsch (2003) stated that the quality of that relationship between employer and employee has been connected to organizational commitment. Besides, different leadership styles will have different way to create relationship among employees. Therefore, leadership styles and organizational commitment is one of the important and required elements to evaluate job satisfaction.

In Vietnam, more and more companies pay attention to human resources management, especially employees' satisfaction to increase the rate of employees' engagement. In human resource field, leadership style, organizational culture, organizational commitment and job satisfaction, each topic also has many researchers to study. Basically, most of them were chose to study on organization in Vietnam. Majority of them basically focused on those aspects especially on a specific sector or organization in Vietnam. Dieleman et al. (2003), Tran (2015) investigated job satisfaction on health staff in Vietnam. However, there are limited of studies has assessed the interrelationship among those variables in Vietnam in general and in Hanoi in particular.

Leadership styles, job satisfaction, organizational culture and organizational commitment, all of them are the main elements of an organization. How to harmonize the above factors is difficult answer for the human resources management. Researching whether or not the relationship between these factors also gives the manager a more comprehensive view to know how to improve job satisfaction as well as increase employee's

engagement with company. Thereby managers can make the right decision for the business of the organization.

## **1.2 Research Objective**

From above research background and research motivations, this research collects data and conducts surveys from employees working in private companies in Vietnam, particularly in Hanoi. The main objective of the study can be summarized as follows:

1. To investigate the moderation effects of organizational culture on relationship between organizational commitment and job satisfaction;
2. To identify the sources of differences based on demographic characteristics like gender, age, education levels and work experience;
3. To examine the connection of the 4 variables: organizational culture, organizational commitment, job satisfaction, leadership styles;
4. To examine the relationship between leadership style and job satisfaction by organizational commitment moderator.

## **1.3 Subject and Research Scope**

The theme focuses to assess and analyze the organizational culture moderate relationship between organizational commitment and job satisfaction in private companies in Hanoi, Vietnam. The scope of the study is conducts literature reviews to build up the research hypotheses and framework. Collecting data by using questionnaires to test hypotheses and figure out the results and conclusions.

## **1.4 The Procedure and Research Structure**

The study examines the moderating effects of organizational culture on relationship between organizational commitment and job satisfaction. First,

framework offers theoretical backgrounds and motivation of research, the theory of all dependent and independent as mentioned above. Then point out the research model, using quantitative research method to conduct surveys, collect data to draw final conclusions. The research process is describing in Figure 1.1 as below:

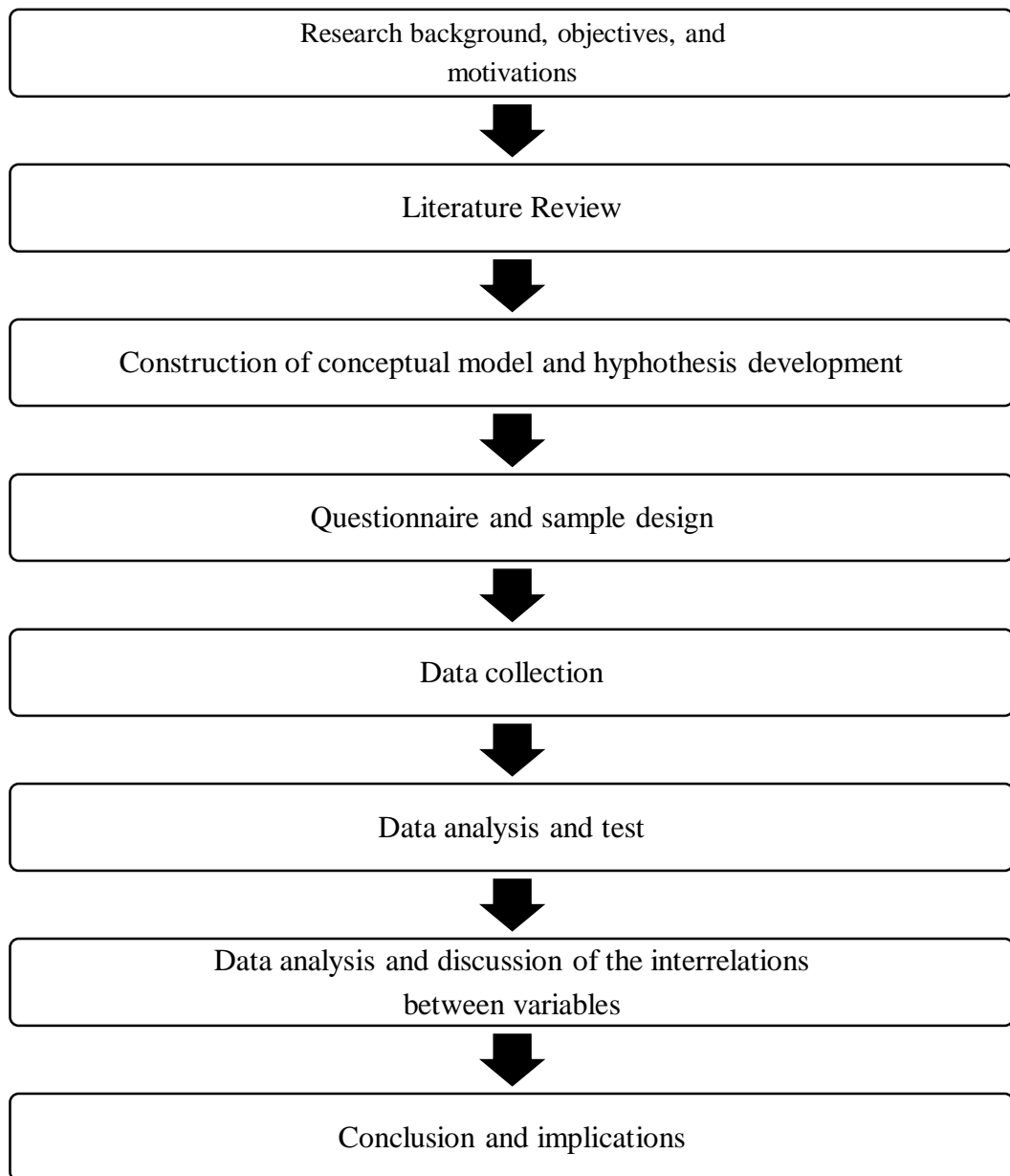


Figure 1.1 Research process

Source: Original study

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

### **Chapter 1: Introduction**

In chapter one, the research background and motivation were described. And then, introducing the main variables and research process.

### **Chapter 2: Literature review**

In chapter two, the previous literature researches which are connect to organizational commitment, organizational culture, leadership styles and job satisfaction are described to support this study. After that, each research constructs are also defined and explained to develop the hypothesis.

### **Chapter 3: Methodology of research**

In this chapter, the conceptual model, construct measurement, and research design is outlined. Furthermore, sampling plan, questionnaire design and data collection processing have also been discussed.

### **Chapter 4: Research analysis and results**

In chapter four, the first part shows the characteristics of respondents, measurement of variables and factor analysis and reliability test results of each units of all constructs. The outcome of data analysis by using factor analysis and reliability test, independent sample t-test, correlation, and regression have been presented.

### **Chapter 5: Conclusions**

In this chapter, all the results and conclusions will be shown as well as discussion. After that, limitation and suggestions for future research and practical implication will be presented.



# CHAPTER TWO

## LITERATURE

### 2.1 Job satisfaction

Job satisfaction was defined by many scholars, but it seems that there is no definitive of job satisfaction's definition. Different approaches to determine job satisfaction were presented by different authors. In 1938, Hoppok and Spiegler stated that sets of psychological, physiological and environmental conditions that motivate employees to acknowledge that they are satisfied or dissatisfied with their work will create satisfaction in their jobs. Following to this approach, a set of factors that cause satisfaction will create job satisfaction. In 1976, Locke defined job satisfaction as an appraisal of a job or experience of working that provides a pleasant or emotional state of positive. In the same year, he also stated that pay, work, promotion, benefits, recognition, supervision, working conditions, associates, administration and friends were job satisfaction 's fundamental parts.

Spector is one of the other scholars who definitions job satisfaction. According to Spector (1985), job satisfaction involves how employee feel about her/his work or in other words, it relates to the extent to how employee like or dislike her/his work. Same opinion with Spector and Weiss (2002) described job satisfaction as the level of satisfaction or dissatisfaction with the job of employees.

Some theories which have been developed to examine the impact of personality and job-related conditions on job satisfaction. It emphasizes the employees' role at working place because of the effect of different factors on employees in the organization (Raziq & Maulabakhsh, 2015). Satisfaction of the working environment and the work itself will reflect subjectively on personal feelings (Hsin, Yeh & Chiou, 2008). Schneider et al. (1975) argued

that job satisfaction is an individual assessment of current job conditions or results obtained from employment.

According to Yang (2006), the research on job satisfaction dimensions included management, wages, welfare, praise, promotions, co-workers, system and job conditions. The results of pay, recognition, achievement of other goals and promotions is job satisfaction (Kaliski, 2007). Goris et al. (2000) revealed that job satisfaction is built on five aspects: work itself, supervision qualification, relationships between colleagues, promotion and income. Another author argues that working environments are main factors that affect employee satisfaction (Logsdon, 2001). Additionally, there is a relationship between job satisfaction and various variables such as demographic characteristics and personality (Miller et al., 2009), leadership, climate and culture of the university (Hagedorn, 2000).

## **2.2 Organizational Culture**

Nowadays, Organizational culture becomes more and more important and one of criteria to evaluate organization's core competition. It will affect the effectiveness or performance of individuals, groups, and the entire organization. Many scholars have different definition and views on the organizational culture. There is not only one definition for organizational culture.

Mitchell and Yate (2002) stated that a combination of beliefs, values, and sharing of members understanding in the organization is the culture of an organization. It includes profiles of individuals, groups and organizational systems (Wu, 1986). At the same point , Schein (1999), Daft (2006) defined organizational culture by added more behavioral norms with gathering beliefs, values, sharing ways of thinking between members of organization and teaching to new members as the right things. This is the feelings and understanding of the team members and expressed in the organization.

According to Mullins (1999), providing a common platform for everything people do and think in an organization from a set of values, traditions, policies, beliefs and attitudes is definition of organizational culture.

Campbell et al. (1970), Wang (2012) argue that measurement of organizational culture is observing how much autonomy, organizational structure, and organization provide employees with incentives, how are the managers concerned about the staff and how much conflicts between the member organizations.

There are many ways to measure organizational culture. In 1985, Quinn & McGrath measured organizational culture by four sub-dimensions including developmental culture, rational culture, consensual culture and hierarchical culture. Denison and colleagues (2003) took four aspects of culture in an organization as consistency, involvement, adaptability and mission. Daft (2005) categorized culture as achievement, adaptability, clan and bureaucratic.

According to Wallach (1983), a combination of innovative, supportive and bureaucratic with different level will form organization's culture. A bureaucratic culture is organized culture, hierarchical, systematic and clear responsibilities and powers. An innovative culture is a working environment in which it is creative, challenging and result-oriented. A supportive culture is a working environment which has teamwork and a people-oriented, encouragement and trust (Lee & Ahmad, 2009).

### **2.3 Organizational Commitment**

There are certain trends to approach with definitions of organizational commitment. Specifically, many definitions concentrate on committing behaviors. According to Mowday, Steers and Porter (1979), the employees connecting behavior with the organization is organizational commitment. Staw (Note 6) and Salancik (1977) discussed the approach behavior to commitment

of organization. A second trend is to use terms of attitudes to approach organizational commitment. Sheldon (1971) stated that is commitment to attitudes exists when the link to organization of person identity appears. In other word, attitudinal commitment is higher when goals of organization and individual is higher level of consolidated (Hall et al., 1970). In 1990, Mathieu and Zajac stated that organizational commitment is an attitude of job that is related to employee engagement directly and staying intention with the organization and is explicitly linked to performance. In general, the commitment of the organization is the sense of attachment and employee's loyalty to the organization which employee involves. It is defined in the form of employee attitudes and intentions (understanding precursors of behavior) (Cohen, 2014).

Grusky's (1966) used four items to scale the organization's commitment such as seniority, corporate identity, corporate attitudes, and attitudes towards the company. There is other way to classify organizational commitment. Following to Meyer and Allen (1991), it consists the three components of continuance (perceived cost of leaving), affective (attachment), and normative (obligation) commitment. They also found that increasing of commitment is a result of satisfying the needs of employees and/or in line with their values.

The cost, or commitment to continue, present an employee's perceptions of profitability to continue working and perceived risk of leaving from company. Obligation, or commitment to norms, refers to an employee's perceptions of ethical responsibility to continue the job in the organization. Desire to remain or affective commitment depicts an emotional connection of employees with the organization's values and goals. Affective commitment is the employee's emotional response to the three types of organization: attachment, identity, and involvement (Meyer & Allen, 1997). In combination, organizational commitment's three elements revealed that employees remain

commitment to an organization because employees feel that they need, they want and they are committed to the organization (Chang, Leach & Anderman, 2015).

## **2.4 Leadership Style**

Leadership issues has been going to discuss extensively. It attracts many scholars when they want to find out what the definition of leadership. In 2007, Jong and Hartog defined leadership is a people influence process to achieve the desired result or leadership is about orienting or developing a future vision along with needed strategies to make the necessary changes to get the vision (Long & Thean, 2011). Bryman (1992) claimed that some basic elements of leadership definition include “group” “influence” and “goal”. With the same view, Northouse (2007) defines leadership as a series of person’s actions influences a group to get a same target. From an organizational perspective, Andersen (2017) argued that leaders are persons inspire, push up and motivate their staffs to achieve success in their work and achieve the desired results.

Nowadays, the leadership role has been changed and the success or failure of any organization depends solely on that organizational leadership style. In 1993, Hersey and Blanchard defined leadership style is the behavior pattern that leaders exhibit in the process of working with and through others. Miller et al. (2002) argued that leadership styles is an interaction pattern between leaders and subordinates. It means the way that a leader interacts with his/her subordinates. Crawford and Lok (2004) stated that an organization supposed to succeed or fail can be predicted by the leader. Hence, understanding leadership style will help organization choose and adapt suitable leadership style to increase the effectiveness of management (Velu et al., 2017).

Leadership style is considered to be a collection of the skills, characteristics, traits and leadership behavior when they interact with a person

under the control (Jeremy et al., 2011; Marturano & Gosling, 2008). There are many styles of leadership were definite. Following to Bass's (1985), recognized leadership style includes transformational, transactional and laissez-faire leadership styles. In that, transformational leadership has four components: idealized influence, intellectual stimulation, and individualized consideration while transactional leadership has two components as contingent reward and passive management by exception. In addition, bureaucratic, transactional, transformational, democratic, charismatic and laissez-faire are styles of leadership which introduced by Mohammed and Hossein in 2006. Transactional and transformation leadership style are the current organizational style of leadership while a society no longer accepts the use of power as a form of leadership (Rees & French, 2013).

#### **2.4.1 Transformational Leadership**

Transformational leadership is a leader who has ability to motivate and encourage employees through inspiration of intellectual stimulation (Avolio, 2004; Dvir, 2002). Transformational leadership are proposed to promote self-confidence, intellectual development, teamwork and enthusiasm among followers, after that encourage them to get more focus on achieve organizational goals and collective well-being (Cho & Dansereau, 2010; Aydin, Sarier & Uysal, 2013). Transformational leadership leaders are persons who create a vision to identify the necessary change, guide changes through inspiration to make the changes with the group members' commitment (Northouse, 2007). Transformation leaders not only make the level of connection deeper, but also make the leadership, ethics and commitment of both leaders and followers higher (Burns, 1978). Behery (2008) stated that when organization uses transformation leadership styles, knowledge of employees can be easily shared among their co-workers. In 2011, Chu and Lai

stated that leaders, who have transformational styles, can bring innovation, changing and development for employees in an organization.

Bass's (1987, 1999), Avolio et al., (1991), McColl-Kennedy and Anderson (2005) used four components to identify transformational leadership style such as individualized consideration, intellectual stimulation, inspirational motivation and idealized influence. Ideally influential leaders are leaders who can let their followers understand clearly about visions and push up them to capture their visions (Bass, 1999). Mutual respect between the managers and employees is characteristic of this leadership style. Inspirational motivation leaders provide incentive to create ideas by transmitting energy to followers towards the vision of the organization (Bass & Avolio, 1995). Intellectual stimulation leaders enhance exploratory thinking of employees by providing innovation, self-control, and access to old situations in new ways, thereby encouraging creativity of employees (Bass et al., 2003). Individualized consideration leaders are persons who act as trainers or advisers for employees and give their employees constructive feedback to help them achieve and develop (Sadler, 2003; Gill, 2006). Following to Hoyt et al. 2006; Limsila and Ogunlana (2008), this kind of leadership style concerns to followers, each individual's need, views and individual development.

#### **2.4.2 Transaction Leadership**

In 1978, Burns defined transactional leadership is a leader who intent to exchange valuable things as economic or psychological or political in nature when connect with someone. Bass (1985), Bass and Avolio (1994) suggests that transaction leaders are persons who discuss with followers to transaction or exchange rewards and requirements that employees will get if they meet the expectations with conditions. Transaction or exchange are characteristics for this kind of leadership style. In organization, transactional leadership is a

relationship based on leader-follower exchanges, in which personal interests is predominate and followers or subordinates will perform their duties according to the provided instruction (Ali, 2013). Leaders use appropriate reward to incentive and motivate followers (Pearce & Sims, 2002). Employees will meet the requirements of the manager to exchange rewards for positive performance or avoid penalty for failure performance or not enough achievement's goal (Burns, 1978; Bass et al., 2003). Huberts et al. (2007) revealed that the kind of leadership style is interpreted as a non-transactional, which decisions and action are made with delay, ignoring the responsibility of leadership and non-enforcement.

In 2004, Bass and Avolio stated that transactional leadership includes three components: passive management by exception, contingent reward and active management by exception. Contingent reward is a process by which leaders and followers exchange the outcome of a task as well as the reward for fulfilling the task. According to Bass (1985), both the leader and the subordinate set the requirement of task that the subordinate must complete to receive the reward or avoid fines. Based on Gill (2006), active management by exception is a leader who makes standard of objectives and performance, corrects the mistakes and implements rules and procedures. When followers fail to implement with standards, leaders will meddle and take action to correct (Bass, 1985). A leader who set standards, wait for problems occur then they will take action is called passive management by exception leader. They let followers do their work and only intervene when followers made mistakes in jobs (Gill, 2006). Shortly, contingent reward is leaders and followers discuss and negotiate about rewards/penalties to get/fail the performance, while management by exception leaders only take action in exceptional circumstances, one is correct mistake follow set standards before problem occurs, other is intervene after problem occurs.



## **2.5 Hypotheses Development**

### **2.5.1 Relationship between Leadership Style and Job Satisfaction**

In 1990, Moorman and Fetter stated that leadership styles and employee job satisfaction are interrelated. False leadership styles have the potential to cause negative consequences, which can cause sensitivity and miscommunication that can lead to organizational dysfunction such as reduced productivity and low turnover (Lamude, 1994; Motowidlo, 2003). Hence, subversion negative results are imperative for the use of different leadership styles (Akhigbe, Finelady & Felix, 2014).

In 2011, Voon, Lo, Ngui and Ayob researched in public sector organizations in Malaysia, it found out transformational leadership style has a positive impact on working satisfaction while transactional leadership style has a effect on satisfaction of job by negative way. In 2018, Asghar and Oino took research in retail sector, it also revealed that transformational leadership style effects positively on job satisfaction but transactional leadership style has an insignificant effect on satisfaction of job. In addition, leadership style has a positive relationship on job satisfaction in study of Malik (2011); Bhatti, Maitlo, Shaikh, Hashmi and Shaikh (2012).

H1: Leadership Style has significant effects on Job Satisfaction

### **2.5.2 Relationship between Leadership Style and Organizational Commitment**

Chen (2002) states that transformational leadership has higher level of interaction than transactional leadership in relationship with organizational commitment. In a research by Singapore engineers and scientists, Lee (2005) revealed that when impacting transformational leadership and transactional impact on organizational commitment, both have a positive impact.

H2: Leadership Style has significant impact on Organizational Commitment.

### **2.5.3 Relationship between Organizational Commitment and Job Satisfaction**

According to Porter et al. (1974) stated that job satisfaction related to commitment to work. Many researches confirm the high correlation between relationship of commitment to work and satisfaction of job (Yousef, 2002; Huang & Hsiao, 2007; Munir et al., 2014). Karsh et. al. (2005) revealed that a higher level of employees' commitment to work and working satisfaction, a lower level of employees' turnover intentions. Slattery and Selvarajan (2005) examined the impact of commitment to work on satisfaction of job and conclude that it is positive relationship. If an employee is more committed, engaged with the company, they will have a higher level of working satisfaction.

There are several studies that have been done to find the relationship between job satisfaction and three components of organizational commitment such as affective, normative and continuous commitment (Yang, 2010; Gunlu et al., 2010). Those researches revealed that organizational commitment have positive affect on job satisfaction.

H3: Organizational Commitment has significant effect on Job Satisfaction.

### **2.5.4 Mediation influence of Organizational Commitment while Leadership Style in relationship with Job Satisfaction**

Based on above theories, the components of leadership style, organization's commitment and satisfaction of work were determined. This part focus on a hypothesis that commitment to work will be a mediator in relationship between leadership style and job satisfaction. Yousef (2000) found out commitment to work influence mediate in relationships of behavior's leadership with satisfaction of work and job performance in a non-western

country. A good leader will lead employees achieve better performance and make employees increase their commitment with organization, then employees easier satisfy with their job. Therefore, while adding commitment to work variables in the relationship between leadership style and satisfaction of work, it will be affected.

H4: Organizational Commitment will mediate the relation between Leadership Style and Job Satisfaction.

### **2.5.5 Interrelationship Between Organizational Culture and Job Satisfaction**

In 2011, Tsai studied 200 hospital nurses in Taiwan, he revealed that organizational culture influence positively on job satisfaction. Lund (2003) stated that job satisfaction was positively correlated to clan and adhocracy cultures whereas negatively correlated to hierarchy cultures. An organization has strong culture, it has strong values, beliefs and understandings which share among employees in organization, this help employees accomplish their tasks and goals easier. Fulfill the tasks of organization lead employees get higher degree of job satisfaction. There is a positive impact of organizational culture on satisfaction of job (Chang & Lee, 2007).

H5: Organizational Culture has significant effect on Job Satisfaction.

### **2.5.6 The Moderation of Organizational Culture on organizational commitment and Job Satisfaction.**

The relationship between culture of organization and satisfaction of job is examined directly or indirectly in the extraordinary literature comparing the two-way relationship among variables such as commitment to work, turnover, organizational culture, and some other variables (Lund, 2003). Specifically, studies in different sectors and countries show positive influence of innovative

and supportive cultures on commitment to work and satisfaction of job, while bureaucracy culture is opposite (Wallach, 1983; Brewer & Clippard, 2002; Silverthorne, 2004). Lee et al. (2009) found out bureaucratic, innovative and supportive culture is moderator in the relationships between commitment to work and job satisfaction. In details, the moderation of organizational culture on commitment to work and satisfaction of job is positive and significant with innovative and supportive cultures (Lee & Ahmad, 2009).

H6: Organizational Culture has moderate effect the relationship between Organizational Commitment and Job Satisfaction.





H5: Organizational Culture has significant effect on Job Satisfaction.

H6: Organizational Culture has moderate effect the relationship between Organizational Commitment and Job Satisfaction.

### **3.2 Instrument**

The data for variables of the study collected through a survey. The questionnaire of research with 57 items is developed to get the responses from employees who currently work in private companies in Hanoi, Viet Nam. The research questionnaire includes two parts. The first part consisted of four constructs: Leadership Style (18 items), Organizational Commitment (12 items), Job Satisfaction (9 items), Organizational Culture (18 items). The second part was demographics which included gender, age, education, working experience, tenure (See appendix). The questionnaire's detail contents are shown in the Appendix. The prior version of this questionnaire is based on some scholars and being discussed with the thesis advisor to make an appropriate modification to the purposes of the thesis. Five Likert-type scales (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree) were used to measure the variables. Based on respondents' opinions, they are asked to rate for all items which range from strongly disagree to strongly agree in the questionnaire of survey.

### **3.3 Translation**

The survey for employees is conducted in Vietnam, but original questions are in English, it is important to translate the questions into Vietnamese to avoid mistakes or misunderstandings which can lead to wrong results. Hence, the questions have been translated into Vietnamese and translated into English again to ensure accuracy. Translation was supported and consulted by three doctors and masters, good at English and Vietnamese,

majoring in business administration at Nanhua University, Taiwan. After the discussion, some words were modified to make sure there is no difference between English and Vietnamese. Finally, the questionnaire in Vietnamese version has been completed.

### **3.4 Pilot test**

This test is conducted in Vietnamese version with fifty seven questionnaire effectiveness. Pilot test is handled on the internet and 52 responses are collected intentionally. Consequently, this trial data is analyzed in reliability test to get internal consistence of each items and factors. An acceptable level of internal consistency would be reflected in  $\alpha$  value of no less than 0.6 in this research. The Cronbach's  $\alpha$  results showed that the questionnaire of each variable had relatively high coefficient  $\alpha$  higher than 0.6 with leadership style ( $\alpha=0.894$ ), organizational commitment ( $\alpha=0.907$ ), organizational culture ( $\alpha=0.928$ ) and job satisfaction ( $\alpha=0.945$ ).

### **3.5 Construct measurement**

As purpose of this research, four constructs are studied including: Leadership Style, Organizational Culture, Organizational Commitment and Job Satisfaction. Then the interrelationship among these variables also be assessed. Each construct has its operational conceptions and measurement items and the appendix tables present the questionnaire items for this study. A survey questionnaire was also designed for this study.

#### **3.5.1 Leadership Style**

Based on Bass (1985), leadership styles identification is transformational, transactional and laissez-faire style. Transactional and transformational leadership style are the current organizational style of leadership while a society

no longer accepts the use of power as a form of leadership (Rees & French, 2013). Therefore, this study is only focus on transactional and transformational leadership style.

Adopt dimension of Bass (1985, 1999) and Gill (2006), this study built the eighteen questionnaires as followings:

Transformational leadership:

(TL1) My manager recognizes and appreciates that I have different skills, needs and abilities.

(TL2) My manager provides coaching and feedback process to let me know how I am doing.

(TL3) My manager plays an important role to connect me with others in workplace.

(TL4) My manager helps me have a clear vision of my tasks and company.

(TL5) My manager creates opportunities and provides support to me to develop my strengths.

(TL6) My manager encourages me to pursue my professional growth.

(TL7) My manager suggests me some ideas when I have trouble.

(TL8) My manager encourages me continuing improvement my performance and creative new ideas.

(TL9) My manager consistently set challenging goals for me to attain.

(TL10) My manager show that he/she trust my ability to meet most objectives.

Transaction Leadership:

(SL1) My manager gives me higher salary to exchange for my efforts.

(SL2) My manager gives me reward which I want when I have good performance.

(SL3) My manager usually finds out mistakes from employees.

(SL4) My manager focuses his / her attention on handling mistakes.



(SL5) My manager concentrates his/her attention on dealing with mistakes.

(SL6) My manager usually let things remain the same way.

(SL7) My manager fails to interfere until problem become serious.

(SL8) My manager waits for wrong things come out before taking action.

### **3.5.2 Organizational Commitment**

In chapter two, the organization's commitment consists of three commitment components as affective commitment, normative commitment, and continuous commitment. To dimension these types of commitments, the questionnaires were adopted based on tools of Mowday, Steers and Porter's (1979) when they research in organizational behavior. The five-point Likert scale is adopted to measure each commitment components from strongly disagree to strongly agree. The question items are as follows:

Affective commitment:

(AC1) I talk to my friends that this is a great company to work for.

(AC2) I am extremely proud to talk to other persons that I am working for my company.

(AC3) This company inspires me in the best way to do my work.

(AC4) I am very happy that I chose this company to work.

Continuous commitment:

(CC1) It would be very difficult for me to leave my company now, even I want to.

(CC2) My life would have many things in trouble if I decide to quit my current job.

(CC3) Right now staying with my company is a much needed issue as I desire.

(CC4) I believe I have too few choices to think about quit this job.

Normative commitment:

(NC1) I will accept almost any kind of work assignment to keep my job better in this company.

(NC2) I will work for my company because I have the same values and goals with my company.

(NC3) My loyalty and moral duty is one of the main reasons why I continue to work for this company.

(NC4) I feel the decision of leaving my current job because of another better job offer is not right.

### **3.5.3 Organizational Culture**

Mitchell and Yate (2002) have resolved that the values, beliefs and emotions shared by groups within an organization are the underlying assumptions of organizational culture. According to Wallach (1983), a combination of bureaucracy, innovation and support culture at varying degrees will become cultural organization. The questionnaires are built based on those dimensions.

Bureaucracy Culture:

(BC1) My company is governed by bureaucratic rules.

(BC2) My company have integrated and coordinated tasks and functions.

(BC3) I understand what is my position in company.

(BC4) My jobs were under hierarchy control.

(BC5) I understand clearly about the lines of decision-making authority.

(BC6) I understand about my company rules and procedures and accountability mechanisms.

Innovation culture:

(IC1) My company creates new ideas for improvements.

(IC2) My company is looking for new methods, techniques or tools.

(IC3) My company creates initial solutions for problems.

(IC4) My company supports creative ideas.

(IC5) My company has approval for creative ideas.

(IC6) My company turns creative ideas into useful applications.

(IC7) My company uses innovative ideas into the work environment by systematic ways.

(IC8) My company evaluates the innovative ideas' utilities.

Support culture:

(SC1) My colleague believes in teamwork, encourage each other to hit target.

(SC2) My colleague knows what is expected of them and understand their impact on other people, teams, and functions.

(SC3) My colleagues believe in cooperating, preferring to cooperate rather than completing.

(SC4) My colleague at all levels work together as a team to achieve goals for company.

#### **3.5.4 Job Satisfaction**

Based on Goris et al. (2000), scholars found that job satisfaction was built on several dimensions, including five aspects: job itself, pay, colleagues' relationship, supervision qualification and promotion opportunities while Logsdon (2001) stated that the working environment is a major factor affecting employee satisfaction. Based on above dimension, there are 9 questionnaires as below

(JS1) I like to do what I do at work.

- (JS2) I feel satisfied with my working conditions and environment.
- (JS3) I feel satisfied with communications within this company.
- (JS4) I feel satisfied with acknowledgement when I have good performance.
- (JS5) I enjoy work with my coworkers.
- (JS6) I am satisfied with my promotion opportunities.
- (JS7) I feel satisfied with the benefits received by this company as well as other companies provide.
- (JS8) I feel satisfied with my wage.
- (JS9) I feel satisfied with my job.

### **3.5.5 Demographic**

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

- Gender;
- Age;
- Education;
- Length of working time;
- Tenure of the respondent.

### **3.6 Sampling Plan and Data Collection**

The data in this thesis will collect by sending 500 questionnaires to Vietnamese employees who have been working in Hanoi, Vietnam. The development of sampling plans is ensured that forms of respondents are included in this research. The employees, who are working in private company in Hanoi city of Vietnam, will be asked for answering survey. Collection data was implemented by sending it online to employees to take convenient data due

to time. The survey took around two months from 14<sup>th</sup> Feb 2019 to 13<sup>rd</sup> Apr 2019. There were 349 responding. The rate of effective yielding is 69.8%.

### **3.7 Data Analysis Procedure**

The program named SPSS version 23 was used to calculate data. To test the hypotheses as developed from this study, there are six methodological techniques adopted:

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

#### **3.7.1 Descriptive Statistic Analysis**

To measure about characteristics of all variables, the Descriptive Statistic Analysis method is extremely useful. Each variable of means and standard deviations can be illustrated.

#### **3.7.2 Factor loading and Reliability test**

Factor analysis:

Factor analysis is a method which can be used to exploring the variance structure of a group correlation coefficients. It can also be applied to summarize or cut data and intention to explore or confirm. Factory analysis supposed that a small number of unobserved variables are in charge of for the correlation among a large number of observed variables. Measurement items with factor loadings greater than 0.6 will be selected as the member of a specific factor.

Reliability test:

Item-to-total correlation is defined the correlation of each item to the sum of the remaining items within one factor. With a correlation smaller than 0.5, that item will be deleted from analysis process. To test the internal consistency analysis of each factor, Cronbach's alpha ( $\alpha$ ) will be applied. In 1973, Robinson and Shaver stated that variable has high reliability if alpha value is greater than 0.6, oppositely, that variable will be a low reliability if alpha value is smaller than 0.3.

### **3.7.3 Independent Sample t-test**

To compare the means of one variable for cases with two group, this research used independent sample t-test. In this study, it was applied to compare the differences between two group of gender (male and female employees) in their job satisfaction.

### **3.7.4 One Way Analysis of Variance (ANOVA)**

This study used one-way Analysis of variance as a statistically technique to compare means of two or more samples. The respondents are divided into groups based on demographic variables (i.e. age, tenure, and education level) of the respondent's personal information. The analysis will be significant if F-value larger than 3 and the p-value lower than 0.05.

### **3.7.5 Regression Analysis**

Simple regression analysis:

This method is applied to analyze the relationship between a single dependent variable versus a single independent variable. The simple regression analyze was conducted among independent variables as leadership style,

culture's organization, commitment to work and dependent variable of job satisfaction.

#### Multiple Regression Analysis:

Multiple regression analysis was used to test the relationship between several independent variables and a single dependent variable. Thus, the main purpose is to predict the dependent variable with a set of independent variables. Another goal of this technique is to maximize the overall predictive power of the independent variables representing in the variate. Multiple regression analysis can also meet an objective comparison of two or more independent variables to determine the predictive power of each variate. The analysis will be significant when the R-square higher than 0.1 ( $R^2 > 0.1$ ), correlation higher than 0.3 and F-value is higher than 3. This study conducts the multiple regression analysis to investigate the mediating of commitment's organization variable on the relationship between leadership style (independent variable) and job satisfaction (dependent variable).

#### Hierarchical Multiple Regression:

The hierarchical regression analyze was applied to test the moderating culture's organization variable in the relationship between organizational commitment and job satisfaction.

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

## CHAPTER FOUR

### DATA ANALYSIS AND RESULTS

#### 4.1 Descriptive Analysis and Reliability Tests

##### 4.1.1 Characteristics of Respondents

The respondent's characteristics are shown in Table 4.1. Four major categories are recruited including gender, age, education, working experience and current position of employees.

Table 4.1 Characteristic of Respondents in this research (n=349)

Item	Description	Frequency	Percentage (%)
Gender	Male	140	40.1
	Female	209	59.9
Age	<25 years old	50	14.3
	26 – 35 years old	239	68.5
	36 – 45 years old	35	10.0
	>45 years old	25	7.2
Education	High school	39	11.2
	Bachelor	190	54.4
	Master	109	31.2
	Others	11	3.2
Working experience	<5 years	136	39.0
	6 – 9 years	131	37.5
	10 – 15 years	57	16.3
	>16 years	25	7.2
Current position	Employee	216	61.9
	Supervisor	33	9.5
	Lower-level manager	33	9.5
	Middle-level manager	43	12.3
	Top manager	24	6.9

Source: Original study

Table 4.1 shows that 40.1% of respondents are male and 59.9% are female respondents. 14.3% of the respondents are from less than 25 years old, from 26 to 35 years old is 68.5%, from 36 to 45 years old is 10% and other is 7.2% for



group more than 45 years old. 54.4% of the respondents earned a bachelor degree, 31.2% are holding master degree, 11.2% and 3.2% is holding high school and other, respectively. Regarding to working experience, the majority of the respondents has less than 5 years (39.0%) and 37.5% of them were from 6 to 9 years. Most of the respondents are employees (61.9%), 9.5% of them are supervisors and about 28.6% of the respondents are manager which contains three kinds of level (from lower to top manager).

#### 4.1.2 Measurement Results for Relevant Research Variables

In Table 4.2, the descriptive analysis of the questionnaire items is presented. The descriptive statistics identifies the mean value and standard deviation of the research questionnaire. This table also illustrates the description of each item. This descriptive analysis recruits 12 items for organizational commitment (affective, continuous, and normative commitment), 18 items for organizational culture, 18 items for leadership style and 9 items for job satisfaction.

Table 4.2 Descriptive Analysis for questionnaire items

Items	Descriptions	Mean	Standard deviation
Organizational Commitment			
AC1	I talk to my friends that this is a great company to work for	3.55	0.87
AC2	I am extremely proud to talk to other persons that I am working for my company	3.80	0.94
AC3	This company inspires me in the best way to do my work	3.67	0.96
AC4	I am very happy that I chose this company to work	3.86	0.98
CC1	It would be very difficult for me to leave my company now, even I want to	3.51	1.11
CC2	My life would have many things in trouble if I decide to quit my current job	3.28	1.15

Table 4.2 Descriptive Analysis for questionnaire items (continued)

<b>Items</b>	<b>Descriptions</b>	<b>Mean</b>	<b>Standard deviation</b>
CC3	Right now staying with my company is a much needed issue as I desire	3.71	1.11
CC4	I believe I have too few choice to think about quit this job	2.96	1.24
NC1	I will accept almost any kind of work assignment to keep my job better in this company	3.02	1.35
NC2	I will work for my company because I have the same values and goals with my company	3.72	1.06
NC3	My loyalty and moral duty is one of the main reasons why I continue to work for this company	3.63	1.00
NC4	I feel the decision of leaving my current job because of another better job offer is not right	2.84	1.08
<b>Organizational culture</b>			
BC1	My company is governed by bureaucratic rules	3.948	1.01
BC2	My company have integrated and coordinated tasks and functions	4.00	0.84
BC3	I understand what is my position in company	4.33	0.68
BC4	My jobs were under hierarchy control	4.03	0.87
BC5	I understand clearly about the lines of decision-making authority	4.28	0.80
BC6	I understand about my company rules and procedures and accountability mechanisms	4.14	0.72
IC1	My company creates new ideas for improvements	3.86	0.98
IC2	My company is looking for new methods, techniques or tools	3.86	0.92
IC3	My company creates initial solutions for problems	3.58	0.91
IC4	My company supports creative ideas	3.79	1.02
IC5	My company has approval for creative ideas	3.76	1.05

Table 4.2 Descriptive Analysis for questionnaire items (continued)

<b>Items</b>	<b>Descriptions</b>	<b>Mean</b>	<b>Standard deviation</b>
IC6	My company turns creative ideas into useful applications	3.60	1.01
IC7	My company uses innovative ideas into the work environment by systematic ways	3.60	1.01
IC8	My company evaluates the innovative ideas' utilities	3.67	1.01
SC1	My colleague believes in teamwork, encourage each other to hit target	3.93	0.84
SC2	My colleague knows what is expected of them and understand their impact on other people, teams, and functions.	3.84	0.84
SC3	My colleagues believe in cooperating, preferring to cooperate rather than completing	3.88	0.86
SC4	My colleague at all levels work together as a team to achieve goals for company	3.84	0.90
<b>Leadership Styles</b>			
TL1	My manager recognizes and appreciates that I have different skills, needs and abilities	3.84	0.97
TL2	My manager provides coaching and feedback process to let me know how I am doing	3.78	1.01
TL3	My manager plays an important role to connect me with others in workplace	3.77	1.01
TL4	My manager helps me to have a clear the visions of my tasks and company	3.82	0.91
TL5	My manager creates opportunities and provides support to me to develop my strengths	3.66	1.06
TL6	My manager encourages me to pursue my professional growth.	3.69	1.04
TL7	My manager suggests me some ideas when I have trouble	3.93	0.88
TL8	My manager encourages me continuing improvement my performance and creative new ideas	3.86	0.96
TL9	My manager consistently set challenging goals for me to attain	3.92	1.00

Table 4.2 Descriptive Analysis for questionnaire items (continued)

<b>Items</b>	<b>Descriptions</b>	<b>Mean</b>	<b>Std.Dev</b>
TL10	My manager show that he/she trust my ability to meet most objectives	3.81	0.91
SL1	My manager gives me higher salary to exchange for my efforts	3.55	1.10
SL2	My manager gives me reward which I want when I have good performance	3.49	1.24
SL3	My manager usually finds out mistakes from employees	3.57	1.04
SL4	My manager focuses his / her attention on handling mistakes	3.42	1.05
SL5	My manager concentrates his/her attention on dealing with mistakes	3.34	1.02
SL6	My manager usually let things remain the same way	3.08	1.09
SL7	My manager fails to interfere until problem become serious	2.91	1.22
SL8	My manager waits for wrong things come out before taking action	2.91	1.19
<b>Job Satisfaction</b>			
JS1	I like to do what I do at work	3.84	1.00
JS2	I feel satisfied with my working conditions and environment	3.79	0.91
JS3	I feel satisfied with communications within this company	3.72	0.99
JS4	I feel satisfied with acknowledgement when I have good performance	3.64	1.03
JS5	I enjoy work with my coworkers	3.77	0.97
JS6	I am satisfied with my promotion opportunities	3.53	1.18
JS7	I feel satisfied with the benefits received by this company as well as other companies provide	3.61	1.04
JS8	I feel satisfied with my wage	3.29	1.06
JS9	I feel satisfied with my job	3.61	1.04

Source: Original study

### 4.1.3 Factor Analysis and Reliability Tests

In order to identify the dimensionalities and reliability of the research constructs, the measurement item's purification procedure is conducted as necessary. The purification process includes factor analysis, which contains Factor Loading, eigenvalue of the factors extracted from the measurement items. After factor analysis, to identify the internal consistency and reliability of the construct measurement, the item-to-total correlation and Cronbach's alpha are calculated.

Criterion for the Factor Analysis:

- Factor Loading higher than 0.6;
- Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) higher than 0.5;
- Eigen value higher than 1.

Criterion for the reliability test:

- Item-to-total correlation equal or higher than 0.5;
- Cronbach's Alpha equal or higher than 0.6.

Table 4.3 Results of Factor Analysis and Reliability Tests on Organizational Commitment

Construct	Items	Factor loading	Eigen - value	Cumulative Explained Variance	Item-total correlation	Cronbach's Alpha
Organizational Commitment KMO=0.881, Ballett test value =.000	Affective commitment		4.074	33.948%		.924
	AC4	.887			.771	
	AC3	.860			.746	
	AC1	.858			.656	
	AC2	.855			.753	
	NC2	.549			.680	

Table 4.3 Results of Factor Analysis and Reliability Tests on Organizational Commitment (continued)

Construct	Items	Factor loading	Eigen - value	Cumulative Explained Variance	Item-total correlation	Cronbach's Alpha
Organizational Commitment KMO=0.881, Ballett test value =.000	Continuous commitment		3.213	60.721%		.877
	CC4	.890			.595	
	CC2	.807			.553	
	CC1	.718			.743	
	NC1	.664			.622	
	CC3	.644			.761	
	Normative commitment		1.893	76.499%		.660
	NC3	.789			.509	
	NC4	.766			.523	

Source: Original study

Table 4.3 presents the results of factor loading for measurement of organizational commitment. There are total twelve variables were selected for further analysis and have three factors. Based on tools in organizational behavior research by Mowday, Steers and Porter's (1979), the organization's commitment include three components: affective commitment, continuous commitment and normative commitment. The table 4.3 is shown that they have significant high loading score with all items have factor loading greater than 0.6. AC4 "I am very happy that I chose this company to work" has the highest factor loading 0.887, and the lowest is CC3 with factor loading of 0.644. Table 4.3 also shows that the item to total correlation for the construct of organizational commitment are all larger than 0.5, Cronbach's  $\alpha$  are higher than 0.6, Eigen value are higher than 1, and high explained variance = 76.499%. Cronbach's Alpha = 0.924, Eigen value = 4.074 and Cumulative Explained Variance = 33.948% for the first factor include: AC4, AC3, AC1, AC2, NC2; and Cronbach's Alpha = 0.877, Eigen value = 3.213 and Cumulative Explained Variance = 60.721% for the second factor include CC4, CC2, CC1, NC1, CC3; Cronbach's Alpha = 0.660, Eigen value = 1.893 and Cumulative Explained

Variance = 76.499% for the third factor include: NC3, NC4. Based on all criteria, this study concluded that the factors are acceptable and high reliability.

Table 4.4 Results of Factor Analysis and Reliability Tests on Organizational Culture

Construct	Items	Factor loading	Eigen - value	Cumulative Explained Variance	Item-total correlation	Cronbach's Alpha
Organizational Culture KMO=0.880, Ballett test value =.000	Innovation culture		6.193	36.427%		.943
	IC8	.871			.860	
	IC1	.842			.813	
	IC6	.833			.812	
	IC5	.828			.810	
	IC4	.819			.806	
	IC2	.779			.740	
	IC7	.774			.754	
	IC3	.754			.770	
	SC2	.574(deleted)				
	Support culture		3.060	54.429%		.843
	BC5	.754			.536	
	SC1	.704			.717	
	SC3	.660			.725	
	BC3	.652			.575	
	SC4	.637			.712	
	Bureaucracy culture		2.813	70.977%		.831
	BC2	.847			.740	
BC4	.818			.751		
BC1	.744			.579		
BC6	.617			.568		

Source: Original study

Table 4.4 presents the results of factor loading for measurement of organizational culture. There are total 18 items were selected for further analysis and after first time running the Factor Loading, it divides into 3 factors. Follow Wallach (1983), a cultural organization includes three components are bureaucracy, innovation and supporting. The table is shown that they have significant high loading score with almost of the items have Factor Loading greater than 0.6 (except SC2 = 0.574 - Deleted). The highest Factor Loading

0.871 (IC8), and the lowest is BC6 with Factor Loading of 0.617. After delete SC2, all of the item-total correlation for the construct are greater than 0.5, Cronbach's Alpha = 0.943, Eigen value = 6.193 and Cumulative Explained Variance= 36.427% for the first factor include: IC1, IC6, IC8, IC2, IC7, IC4, IC5, IC3; and Cronbach's Alpha = 0.843, Eigen value = 3.060 and Cumulative Explained Variance= 54.429% for the second factor include: SC4, SC1, SC3, BC3, BC5. The bureaucratic culture has Cronbach's Alpha = 0.831, Eigen value = 2.813 and Cumulative Explained Variance = 70.977%. Base on above criteria, it can be concluded that the reliability and internal consistency on this factor are acceptable.

Table 4.5 Results of Factor Analysis and Reliability Tests on Leadership Style

Construct	Items	Factor loading	Eigen - value	Cumulative Explained Variance	Item-total correlation	Cronbach's Alpha	
Organizational leadership KMO=0.894, Ballett test value =.000	Transformational style		8.770	48.723%		.965	
	TL8	.918			.899		
	TL4	.906			.870		
	TL1	.902			.868		
	TL3	.894			.858		
	TL6	.887			.840		
	TL5	.870			.853		
	TL10	.860			.841		
	TL7	.812			.805		
	TL2	.811			.802		
	SL2	.804			.795		
	SL1	.737			.740		
	TL9	.707			.675		
	Passive management by exception style			2.294	61.466%		.813
	SL7	.868			.674		
	SL6	.837			.723		
SL8	.703			.591			



Table 4.5 Results of Factor Analysis and Reliability Tests on Leadership Style (continued)

Construct	Items	Factor loading	Eigen - value	Cumulative Explained Variance	Item-total correlation	Cronbach's Alpha
Organizational leadership KMO=0.894, Ballett test value =.000	Active management by exception style		2.294	74.208%		.821
	SL4	.865			.738	
	SL5	.848			.682	
	SL3	.725			.610	

Source: Original study

Table 4.5 presents the results of factor loading for measurement of organizational leadership. There are total 18 items were selected for further analysis and after first time running the Factor Loading, it divided into 3 factors. Follow to Bass's (1985) theory, leadership styles include transformational, transactional and laissez-faire style of leadership. In 2004, Bass and Avolio stated that transactional leadership includes three components: passive management by exception, contingent reward and active management by exception. Based on these theories, the factors were renamed again including two components as transformational leadership and transactional leadership. Moreover, passive management by exception and active management by exception are two sub-variables of transactional leadership style. The table shows with high loading score with all of the items have factor loading higher than 0.6. The highest Factor Loading 0.918 (TL8), and the lowest is SL8 with Factor Loading of 0.703. Table 4.5 also shows that all of the item-total correlation for the construct are greater than 0.5, Cronbach's Alpha = 0.965, Eigen value = 8.770 and Cumulative Explained Variance= 48.723% for the first factor include: TL8, TL4, TL1, TL3, TL6, TL5, TL10, TL7, TL2, SL2, SL1, TL9; and Cronbach's Alpha = 0.813, Eigen value = 2.294 and Cumulative Explained Variance= 61.466% for the second factor include: SL7, SL6, SL8.

The third factor has Cronbach's Alpha = 0.821, Eigen value = 2.294 and Cumulative Explained Variance= 74.208%. From these criteria, it can be concluded that the reliability and internal consistency on this factor are acceptable and reliability.

Table 4.6 Results of Factor Analysis and Reliability Tests on Job satisfaction

Construct	Items	Factor loading	Eigen - value	Cumulative Explained Variance	Item-total correlation	Cronbach's Alpha
Job satisfaction KMO=0.906, Ballett test value =.000	Job satisfaction		6.314	70.160%		.946
	JS9	.902			.868	
	JS6	.894			.860	
	JS7	.877			.840	
	JS1	.875			.829	
	JS3	.871			.829	
	JS2	.853			.805	
	JS4	.773			.716	
	JS8	.746			.685	
	JS5	.726			.665	

Source: Original study

Table 4.6 presents the results of factor loading for measurement of job satisfaction. There are total nine variables were selected for further analysis and have one factor. It is shown that they have significant high loading score with all items have factor loading larger than 0.6. JS9 has the highest factor loading 0.902, and the lowest is JS5 with factor loading of 0.726. Table 4.6 also shows that the item to total correlation for the construct of job satisfaction are all greater than 0.6, Cronbach's  $\alpha = 0.946$ , Eigen value = 6.314, and the explained variance = 70.160%. Therefore, the reliability and internal consistency on this factor are acceptable.

## 4.2 Independent t-test sample

This stage of analysis was aimed at identifying the sources of differences. The independent sample t-test procedure compares means for cases with two groups. For this test, independent sample t-test was adopted to compare the differences between male and female employees on commitment to work, culture of organization, leadership style and job satisfaction. According to Hair et al. (2006), the significant was observed mean scores of the t-test and the significance level of p-values smaller than 0.05, and t-value is higher than 1.96. The independent t-test results were present in Table 4.7.

It showed that male respondents have lower the mean score only in Bureaucracy culture (Organizational Culture), others have higher the mean score: job satisfaction, leadership style, organizational commitment. However, only have differences between male and female (male>female) on Continuous commitment and active management by exception style with t-value >1.96 and p-value <0.05. The others are non-significant.

Table 4.7 t-test Results Comparing Leadership Style, Organizational Culture, Organizational Commitment and Job Satisfaction

Mean	Male	Female	t-value	p-value	Different between group
	N=140	N=209			
Affective Commitment (MAC)	3.8071	3.6727	1.457	.029	NS
Normative commitment (MNC)	3.2571	3.2297	.278	.075	NS
Continuous commitment (MCC)	3.60357	3.0785	5.409	.000	Male>Female
Innovation culture (MIC)	3.8205	3.6513	1.855	.669	NS

Table 4.7 t-test Results Comparing Leadership Style, Organizational Culture, Organizational Commitment and Job Satisfaction (continued)

Mean	Male	Female	t-value	p-value	Different between group
	N=140	N=209			
Bureaucracy culture (MBC)	4.0214	4.0395	-.234	.005	NS
Support culture (MSC)	4.1486	3.9943	2.201	.371	NS
Transformational leadership (MTL)	3.7893	3.7406	.460	.039	NS
Passive management by exception style (PME)	3.4095	2.6826	7.121	.718	NS
Active management by exception style (AME)	3.8095	3.2089	6.503	.023	Male>Female
Job satisfaction (MJS)	3.7349	3.5944	1.496	.062	NS

Note: \*p<0.05, \*\*p<0.01, \*\*\*p<0.001, NS: no significant

Source: Original study

### 4.3 One-way Analysis of Variance (ANOVA)

To compare the differences of the dimensions, mean score based on respondent education, tenure, and length of working time, the One-way ANOVA was conducted. This technique is used to studies involving two or more groups. With the aim of gaining further understanding, one-way ANOVA was performed so as to find the significant difference of work satisfaction and commitment to work among each group. The one-way ANOVA produces a one-way analysis of variance of a quantitative dependent variable by a single factor as known as independent variable.

### 4.3.1 Education Respondent

Before compare different between group, the test of homogeneity of variances was adopted. Only MIC, MBC and MCC have no significant with Levene's test of p-value respectively: 0.136; 0.052 and 0.790. Other variables with p value <0.05 of Levene's test is not tested in next steps. Continuing to check ANOVA and Post hoc test, the number was shown on table 4.8. Since F-value need to higher than 3 and p-value lower than 0.05, the different level of Continuous commitment is significant with among groups of education level with high school>group master>group bachelor.

Table 4.8 Results of the Different Level of 3 Factors Among Group of Education Level

Variables	A	B	C	D	F-value	P-value	Scheffe
Innovation culture (MIC)	3.6314	3.6336	3.8830	3.8864	2.366	.071	NS
Bureaucracy culture (MBC)	3.8974	4.0803	3.9633	4.3636	1.938	.123	NS
Continuous commitment (MCC)	4.1026	3.1211	3.2862	3.7455	12.748	.000	A>C>B

Note: A: high school, B: bachelor, C: master, D: others, NS: no significant

Source: Original study

### 4.3.2 Age Respondent

The table 4.9 shows that there is no significant difference in Job satisfaction and Innovation culture when compare between group of age levels. The variables: Support culture, Bureaucracy culture, Transformational leadership, Passive management by exception style, Active management by exception style, Affective Commitment, Continuous commitment and Normative commitment are not tested to check ANOVA and Post hoc test because the test homogeneity of variances with p-value are significant.

Table 4.9 Results of the Different Level of 2 Factors Among Group of Age Level

Variables	< 25	26-35	36-45	>45	F-value	p-value	Scheffe
Job satisfaction (MJS)	3.6111	3.6206	3.6444	4.0267	1.730	.161	NS
Innovation culture (MIC)	3.6775	3.6689	4.0500	3.8200	2.291	.078	NS

Note: NS: no significant

Source: Original study

#### 4.3.3 Tenure of the respondent

About homogeneity test, there are AME and MNC have no significant with p value respectively: 0.355 and 0.110. Continuing to check ANOVA and Post hoc test, the number was shown on table 4.10. Since F-value need to higher than 3 and p-value lower than 0.05, The table shows that AME and MNC are significant with different between groups of tenure levels or different level of Active management by exception style (E>A) and Normative commitment (E>D>A and E>D) among group of tenure level with A: employee, B: Supervisor, C: low level manager, D: middle level manager, E: top manager.

Table 4.10 Results of the Different Level of 2 Factors Among Group of Tenure Level

Variables	A	B	C	D	E	F-value	p-value	Scheffe
Active management by exception style (AME)	3.2901	3.6364	3.6566	3.9444	3.4499	5.282	.000	E>A

Table 4.10 Results of the Different Level of 2 Factors Among Group of Tenure Level (continued)

Variables	A	B	C	D	E	F-value	P-value	Scheffe
Normative commitment (MNC)	3.0324	3.3939	3.4242	3.5814	4.0417	10.751	.000	E>D>A E>B

Note: A: employee, B: Supervisor, C: low level manager, D: middle level manager, E: top manager, NS: no significant.

Source: Original study

#### 4.3.4 The respondent of length of working time

At homogeneity test, there are MIC, MTL and MAC have no significant with p value respectively: 0.955; 0.918 and 0.145. Continuing to check ANOVA and Post hoc test, the number was shown on table 4.11. Since F-value need to higher than 3 and p-value lower than 0.05, only MIC are significant with different between groups the length of working time or different level of Innovation culture among group the length of working time (I>H) with I is from 10 to 15 working years, H: from 6 to 9 working years.

Table 4.11 Results of the Different Level of 3 Factors Among Group the Length of Working Time

Variables	<5 years (G)	6-9 years (H)	10-15 years (I)	>16 years (K)	F-value	P-value	Scheffe
Innovation culture (MIC)	3.7647	3.5487	3.9583	3.8200	3.693	.012	I>H
Transformational leadership (MTL)	3.7868	3.6247	3.8699	4.1200	2.934	.033	NS
Affective Commitment (MAC)	3.5956	3.7832	3.7789	4.0240	2.415	.066	NS

Note: NS: no significant

Source: Original study

## 4.4 Relationships among variables

To test the hypotheses, data analyses were performed using SPSS, version 23. Descriptive statistics and bivariate correlations among the variables under study are shown in the Table 4.12. There are 4 variables including: organizational commitment, organizational culture, leadership style and job satisfaction.

### 4.4.1 Relationships among 4 variables

Table 4.12 Descriptive Statistics and Bivariate Correlations

Variables	OCU	LS	JS	OC	Mean	Std.Dev
OCU	1				3.9359	.59374
LS	.377**	1			3.3958	.59335
JS	.762**	.440**	1		3.6507	.86167
OC	.609**	.526**	.762**	1	3.4687	.77548

Note 1: \* $p < 0.05$ , \*\* $p < 0.01$

Note 2: OC: Organizational Commitment, OCU: Organizational Culture, LS: Leadership style, JS: Job satisfaction

Source: Original study

The highest mean was for Organizational Culture (3.4687) with a standard deviation of 0.59374, while the lowest mean was leadership style (3.3958) with 0.59335 of standard deviation. The correlation coefficients show the bivariate relationships among the variables. Correlation showed that Leadership style significantly correlated with satisfaction of job ( $r=0.440$ ,  $p < 0.01$ ), also significantly correlated with Organizational commitment ( $r=0.526$ ,  $p < 0.01$  and  $r=0.609$ ,  $p < 0.01$ ) supporting H1 and H2, respectively. Moreover, Organizational Commitment and Organizational culture significantly correlated with satisfaction of job ( $r=0.762$ ,  $p < 0.01$  and  $r=0.762$ ,  $p < 0.01$ ).



Therefore, H3 and H5 are supported; the results were illustrated in the Table 5.1.

#### 4.4.2 The Mediating Effect of Organizational commitment

To test how commitment to work mediates on the relationship of Leadership style and satisfaction of job (H4), the study adopts Baron and Kenny (1986) approach. Following to Baron and Kenny (1986), mediation can be accessed through four steps: firstly, measuring whether the mediator has been in a significant relationship with the independent variable; secondly, to check that whether there is a significant relationship between the independent variable and the dependent variable; next step is to make a test to examine whether the dependent variable being in relate to the mediator, when the independent variable be controlled; the last but not the least step is to establish that there are any the mediating between the mediator with the independent - dependent variables relationship, the effect of the independent variable on the dependent variable, controlling for the mediator should be zero.

Table 4.13 Mediation Test of Organizational Commitment Between Leadership Style and Job Satisfaction

Variables	Model 1	Model 2		Model 3
	Organizational commitment	Job satisfaction	Job satisfaction	Job satisfaction
Leadership style	.526***	.440***		.055
Organizational commitment			.762***	.733***
R <sup>2</sup>	.277	.194	.580	.582

Table 4.13 Mediation Test of Organizational Commitment Between Leadership Style and Job Satisfaction (continued)

Variables	Model 1	Model 2		Model 3
	Organizational commitment	Job satisfaction	Job satisfaction	Job satisfaction
Adj-R <sup>2</sup>	.275	.192	.579	.580
F-value	132.700	83.429	479.436	241.172
P-value	.000	.000	.000	.000
D-W	2.001	1.977	1.837	1.841
Max VIF	1.000	1.000	1.000	1.382

Note: \*p<0.05, \*\*p<0.01, \*\*\*p<0.001

Source: Original study

According to table 4.13, model 1 tested the relationship between Leadership Style (independent variable) and commitment to work (mediator variable). It showed that Leadership Style is significant and positively affected to commitment to work ( $\beta=0.526$ ,  $p<0.001$ ). Next, Leadership Style and commitment to work are the independent variables and satisfaction of job is inputted as dependent variable in second model; the results performed that both of them are significant and positively affected to job satisfaction. For Leadership Style,  $\beta=0.440$ ,  $p<0.001$ ; for Organizational commitment,  $\beta=0.762$ ,  $p<0.001$ . Finally, Leadership Style and commitment to work with Job satisfaction was tested. However, only Organizational commitment regressed with satisfaction of job ( $\beta=0.733$ ,  $p<0.001$ ), Leadership style has  $\beta=0.055$ ,  $p=0.180>0.05$ , no significant. Organizational Commitment is perfect mediate the relationship between Leadership Style and Satisfaction of job. Hypothesis 4 is supported.

#### 4.4.3 The Moderating Effect of Organizational culture

The hierarchical regression analysis was applied to test moderating effect of organizational culture in relationship between commitment to work and job satisfaction. In 1986, Baron and Kenny's used independent, dependent and interactive variables to test the relationship of moderating effect. The result was shown on table 4.14. In model 1, Organizational commitment has positive and significant impact on satisfaction of job with  $\beta=0.762$ ,  $p<0.001$ . Model 2 tested the relationship between culture's organization and job satisfaction.  $\beta=0.762$ ,  $p<0.001$  revealed that positive effect of organizational culture to satisfaction of job. Both of two variables organizational commitment and organizational culture also have positive related to job satisfaction with  $\beta=0.474$ ,  $p<0.001$  and  $\beta=0.473$ ,  $p<0.001$  in respectively in model 3. When organizational commitment\*organizational culture (interactive variable) was tested in model 4,  $\beta=-0.120$ ,  $p<0.001$  while organizational commitment has  $\beta$  value increased from 0.474 to 0.476 ( $p<0.001$ ) and organizational culture has  $\beta$  value decreased from 0.473 to 0.443 ( $p<0.001$ ). This showed that the moderating effect of organizational culture in relationship of commitment to work and job satisfaction is existed. Hypothesis 6 is supported.

Table 4.14 The Moderating Effect of Organizational Culture on the Relationship Between Organizational Commitment and Job Satisfaction

Variables	Model 1	Model 2	Model 3	Model 4
	JS	JS	JS	JS
Independent variable				
OC	.762***		.474***	.476***
Moderating variable				
OCU		.762***	.473***	.443***

Table 4.14 The Moderating Effect of Organizational Culture on the Relationship Between Organizational Commitment and Job Satisfaction (continued)

Variables	Model 1	Model 2	Model 3	Model 4
	JS	JS	JS	JS
Interaction variable				
OC*OCU				-.120***
N	349	349	349	349
R <sup>2</sup>	.580	.580	.721	.857
Adj. R <sup>2</sup>	.579	.579	.720	.735
F-value	479.436	479.620	447.544	318.432
P-value	.000	.000	.000	.000
Max VIF	1.000	1.000	1.589	1.660

Note: 1. \*p<0.05, \*\*p<0.01, \*\*\*p<0.001

2. OC: Organizational Commitment; JS: Job Satisfaction; OCU: Organizational Culture

Source: original study

After do the moderation test of organizational culture between commitment to work and satisfaction of job and have the results that showed below Figure 4.1 presents the relationships of 3 constructs: Organizational Culture, Commitment to work and Job Satisfaction with the Beta Value.

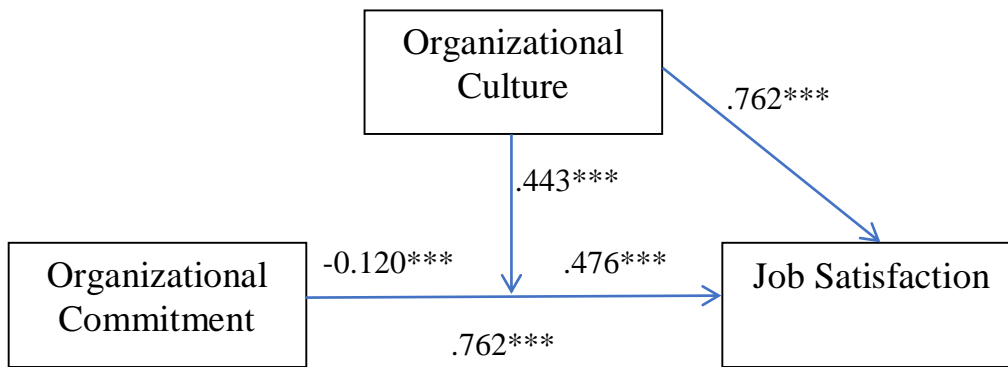


Figure 4.1 Moderating effect of Organizational Culture (\*\*p<0.001)

Source: Original study

To more understanding about the moderating effect of organizational culture on relationship of organizational commitment and job satisfaction, the method showed in 1991 by Aiken and West was used.

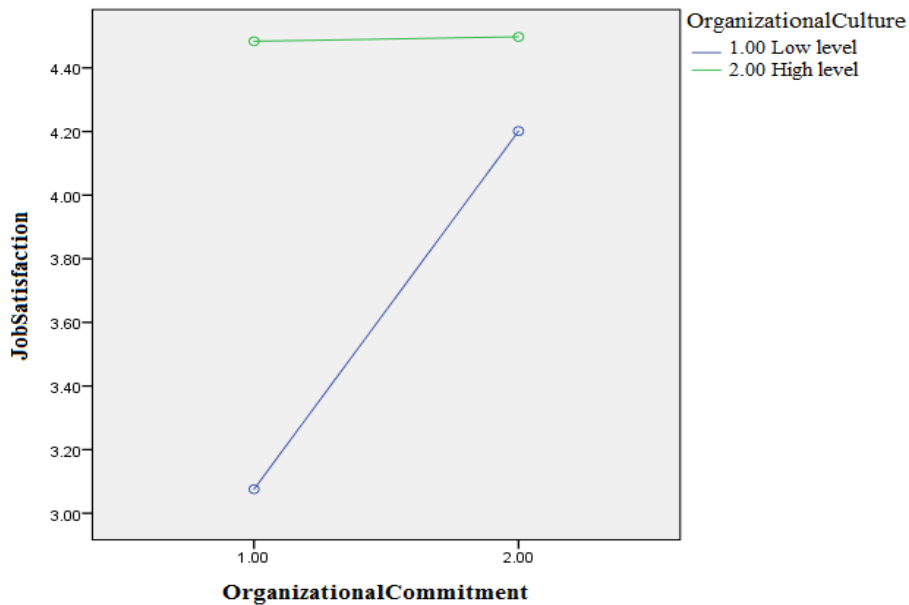


Figure 4.2 Reinforcement interaction effects of Job Satisfaction, Organizational Commitment and Organizational Culture

Source: Original study

In Figure 4.2, the graph presented the effects of culture’s organization on satisfaction of job for low and high levels of organizational culture. The

reinforcement interaction effect in Figure 4.2 showed that the low of organizational culture has higher slope than the high level of organizational culture. Therefore, the low of organizational culture has stronger impact on satisfaction of job than the high level of organizational culture.



# CHAPTER FIVE

## CONCLUSIONS AND SUGGESTIONS

### 5.1 Research Conclusions

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

The hypotheses tested with the results have been listed in table 5.1 below.

Table 5.1 The Results of the Testing Hypotheses

<b>Hypotheses</b>		<b>Results</b>
H1	Leadership style has significant effects on job satisfaction	Support
H2	Leadership Style has significant effect on Organizational Commitment	Support
H3	Organizational Commitment has significant effect on Job Satisfaction	Support
H4	Organizational Commitment will mediate the relation between Leadership Style and Job Satisfaction	Support

Table 5.1 The Results of the Testing Hypotheses (continued)

<b>Hypotheses</b>		<b>Results</b>
H5	Organizational Culture has significant effect on Job Satisfaction	Support
H6	Organizational Culture has moderate effect the relationship between Organizational Commitment and Job Satisfaction	Support

Source: original study

From the results, conclusions are made respectively to the hypothesis. First conclusion is that Leadership Style has relationship with Job Satisfaction significantly. This finding is consistent with several previous studies' results. Voon et al (2011), Thamrin (2012) concludes that leadership styles have positive relationship with employees' satisfaction of job. That means when employees realize that they receive support from manager, they may become more satisfied with their work than not receive support from manager.

Second conclusion is that leadership style has relationship with commitment to work positively. According to Lee (2005), author found a positive relationship of leadership style towards the organization's commitment. It means the better the leadership style, the more the employee tends to commit for their organization.

H3 hypothesized that there is relationship between commitment to work and job satisfaction. Shore and Tetrick (1991), Lok and Crawford (1999), Yiing and Bin Ahmad (2009) concludes that commitment to work has a big impact towards job satisfaction, the results of this research are similar to their conclusion. The more employees committed to work, the more they satisfied with their job.

H4 hypothesized that commitment to work is the mediator between the relationship of leadership style and satisfaction of job. This hypothesis is



supported. The results are consistent with the findings of Yousef (2000). Yousef (2000) concludes that employees who are committed to the organization, they tend to be satisfied with their job more. From the analysis test of this study, it showed that organizational commitment has a perfect mediation effect between the relationship of leadership style and job satisfaction.

H5 hypothesized that organizational culture has a major impact on satisfaction of job. Based on Chang and Lee (2007), they found that organizational culture and job satisfaction has a positive relationship. In 2011, Tsai also found that there was a positive relationship between organizational culture and satisfaction of job. The result is consistent with their findings.

The results of the study also show that organizational culture played as a regulator toward the relationship between commitment to work and satisfaction of job. The result matches findings of Lee et al. (2009) with the conclusion that the organizational culture's role in regulating the relationship between commitment to work and job satisfaction.

## **5.2 Research Discussions and Implications**

The purpose of research is to find out the influence of other variables on job satisfaction. This is the top concern in human resource management. Understanding the important relationship between organizational commitment, leadership style, organizational culture and job satisfaction shown above can support managers, help them more understand their employees and the factors affecting employees' job satisfaction. In addition, an organization that wants long-term success needs to retain employees. This depends mainly on whether employees are satisfied with their work or not. And the factors that directly affect this satisfaction include leadership style, work commitment and organizational culture. In particular, organizational commitment has positively

impacts on job satisfaction. However, when organizational culture is a moderator variable in this relationship, the trend is opposite from positive to negative. The results show that when the organizational culture appears, this will change the direction of impact on the relationship between commitment to work and employee satisfaction and reduce the degree of employees' job satisfaction. When employees are very satisfied their work, they are less committed to the organization because they care about their job satisfaction rather than loyalty to the organization (Alvi et al., 2014). In addition, leadership style has an effect on job satisfaction significantly and positively. Moreover, when there is a simultaneous impact of organizational commitment and leadership style on job satisfaction, or in other words, the mediating impact of job commitment on relationship of leadership style and job satisfaction is positive. Indeed, with high commitment to work and appropriate leadership style will help grow the job satisfaction of employees.

### **5.3 Research Limitations**

There are some limitations with the result of this study. Firstly, due to some difficulties and time of survey implementation, the sampling method for this study is basically based on convenience sample, so the results may not represent all employees in Vietnam. Therefore, further research should be done with larger sizes and specific sample to increase the representativeness of all generation groups. Secondly, research results are given from general employees' perception in private sector. Finally, a qualitative study may allow respondents to express their opinions about job satisfaction to gain a deeper understanding of issues.

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# **APPENDIX QUESTIONNAIRE**

Survey questionnaire in English and Vietnamese:

**How Organizational Culture moderates the relationship between  
Organizational Commitment and Job Satisfaction. Evidence from**

**Vietnam**

**Nanhua University**



## **QUESTIONNAIRE**

Dear Sir/Madam

I am Lu Thi Duc Nga, a student who is studying Business Administration at Nanhua University, Taiwan. This academic questionnaire is to investigate the relationship between organizational commitment, leadership style, organizational culture and job satisfaction.

I would be grateful if you could take a few minutes to fill out the questionnaire below. Your feedback will be helpful in helping us understand the issues. No personal information will be public. Please be assured that your answers will be strictly confidential and take the time to fill out this questionnaire as accurately as possible.

Thank you for your precious time.

Kính gửi quý Anh/chị,

Tôi là Lữ Thị Đức Nga, sinh viên đang theo học ngành Quản trị kinh doanh tại Đại học Nanhua, Đài Loan. Bảng câu hỏi học thuật này là để điều tra mối quan

hệ giữa cam kết làm việc, phong cách lãnh đạo, văn hóa công ty và sự hài lòng công việc của nhân viên.

Tôi sẽ biết ơn nếu anh/chị có thể dành vài phút để điền vào bảng câu hỏi dưới đây. Phản hồi của anh/chị sẽ có ích trong việc giúp chúng tôi hiểu các vấn đề. Không có thông tin cá nhân sẽ được công khai. Hãy yên tâm rằng câu trả lời của anh/chị sẽ được bảo mật nghiêm ngặt và dành thời gian để điền vào bảng câu hỏi này một cách chính xác nhất có thể.

Cảm ơn anh/chị đã dành thời gian quý báu của anh/chị để trả lời các câu hỏi này. Tôi xin chân thành cảm ơn sự hợp tác của anh/chị.

#### Respondent Information

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

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

#### Thông tin cá nhân

Anh/chị vui lòng cho biết các thông tin sau:

1. Giới tính:  Nam  Nữ
2. Tuổi:  <25  26-35  36-45  >45
3. Giáo dục:  Cấp 3  Đại học  Thạc sĩ  Khác
4. Kinh nghiệm làm việc:  <5 năm  6-9 năm  10-15 năm  >16 năm
5. Vị trí hiện tại:  
 Nhân viên  Giám sát  Tổ trưởng  Phó/trưởng phòng  Quản lý cấp cao



## PHIẾU KHẢO SÁT

<b>Section 1. Organizational Commitment (Cam kết làm việc)</b>	<b>Levels of agreement (Mức độ hài lòng)</b>				
<p>Hãy đọc những câu hỏi khảo sát liên quan đến <b>Cam kết làm việc</b> dưới đây, sau đó chọn mức độ đồng ý của anh/chị cho từng câu hỏi dựa trên ý kiến cá nhân.</p> <p>Please take a short look on the questions below related with the <b>Organizational Commitment</b>, and then <b>CIRCLE</b> the level of agreement on each of the items below base on your opinion</p>	<b>Strongly disagree</b> (Hoàn toàn không đồng ý)	<b>Disagree</b> (Đồng ý)	<b>Neutral</b> (Trung lập)	<b>Agree</b> (Đồng ý)	<b>Stongly agree</b> (Hoàn toàn đồng ý)
1. I talk to my friends that this is a great company to work for. (Tôi nói với bạn bè rằng đây là một công ty tuyệt vời để làm việc)	1	2	3	4	5
2. I am extremely proud to talk to other persons that I am working for my company. (Tôi vô cùng tự hào khi nói với những người khác rằng tôi là đang làm việc cho công ty tôi.)	1	2	3	4	5
3. This company inspires me in the best way to work (Công ty này thực sự truyền cảm hứng cho tôi theo cách tốt nhất để làm việc.)	1	2	3	4	5
4. I am very happy that I chose this company to work (Tôi rất vui vì tôi đã chọn công ty này để làm việc)	1	2	3	4	5
5. It would be very difficult for me to leave my company now, even I want to. (Sẽ rất khó để tôi rời khỏi công ty của tôi bây giờ, ngay cả khi tôi muốn)	1	2	3	4	5
6. My life would have many things in trouble if I decide to quit my current job. (Cuộc sống của tôi sẽ gặp rắc rối trong nhiều thứ nếu tôi quyết định bỏ công việc hiện tại)	1	2	3	4	5
7. Right now staying with my company is a much needed issue as I desire. (Hiện tại ở lại với công ty là điều cần thiết như tôi mong muốn)	1	2	3	4	5
8. I believe that I have too few choices to think about quit this job. (Tôi tin rằng tôi có quá ít lựa chọn để xem xét bỏ công việc này)	1	2	3	4	5
9. I will accept almost any kind of work assignment to keep my job better for this company. (Tôi sẽ chấp nhận hầu hết mọi phân công công việc để giữ công việc tốt hơn ở công ty này)	1	2	3	4	5
10. I will work for my company because I have the same values and goals with my company. (Tôi sẽ làm việc cho công ty của tôi vì tôi có cùng giá trị và mục tiêu với công ty của mình)	1	2	3	4	5
11. My loyal and moral duty is one of the main reasons I continue to work for this company. (Một trong những lý do chính khiến tôi tiếp tục làm việc cho công ty này là lòng trung thành và nghĩa vụ đạo đức của tôi)	1	2	3	4	5
12. I feel the decision of leaving my current job because of another better offer is not right. (Tôi cảm thấy việc rời khỏi công ty của mình vì một đề nghị cho một công việc khác tốt hơn là không đúng)	1	2	3	4	5
<b>Section 2. Organizational Culture (Văn hóa công ty)</b>	<b>Levels of agreement</b>				

Hãy đọc những câu hỏi khảo sát liên quan đến <b>Văn hóa công ty</b> dưới đây, sau đó chọn mức độ đồng ý của anh/chị cho từng câu hỏi dựa trên ý kiến cá nhân.  Please take a short look on the questions below related with the <b>Organizational Culture</b> , and then <b>CIRCLE</b> the level of agreement on each of the items below base on your opinion	<b>(Mức độ hài lòng)</b>				
	<b>Strongly disagree</b> (Hoàn toàn không đồng ý)	<b>Disagree</b> (Đồng ý)	<b>Neutral</b> (Trung lập)	<b>Agree</b> (Đồng ý)	<b>Strongly agree</b> (Hoàn toàn đồng ý)
1. My company is governed by bureaucratic rules. (Công ty của tôi được điều hành bởi hệ thống phân cấp bậc)	1	2	3	4	5
2. My company have integrated and coordinated tasks and functions. (công ty tôi có các nhiệm vụ và chức năng tích hợp và phối hợp)	1	2	3	4	5
3. I understand what is my position in company. (Tôi hiểu vị trí của tôi trong công ty là gì)	1	2	3	4	5
4. My jobs were under hierarchy control. (Công việc của tôi được kiểm soát dưới sự phân cấp bậc)	1	2	3	4	5
5. I understand clearly about the lines of decision-making authority. (Tôi hiểu rõ về các bộ phận có quyền ra quyết định)	1	2	3	4	5
6. I understand about my company rules and procedures and accountability mechanisms. (Tôi hiểu về các quy tắc và quy trình của công ty và cơ chế trách nhiệm)	1	2	3	4	5
7. My company creates new ideas for improvements. (Công ty tôi tạo ra những ý tưởng mới để cải tiến)	1	2	3	4	5
8. My company is looking for new methods, techniques, or tools. (Công ty tôi đang tìm kiếm các phương pháp, kỹ thuật hoặc thiết bị làm việc mới)	1	2	3	4	5
9. My company creates initial solutions for problems. (Công ty tôi tạo ra các giải pháp chuẩn cho các vấn đề)	1	2	3	4	5
10. My company supports for creative ideas. (Công ty tôi hỗ trợ cho các ý tưởng sáng tạo.)	1	2	3	4	5
11. My company has approval for creative ideas. (Công ty của tôi có được sự chấp thuận cho các ý tưởng sáng tạo.)	1	2	3	4	5
12. My company turn creative ideas into useful applications. (Công ty của tôi chuyển đổi các ý tưởng sáng tạo thành các ứng dụng hữu ích.)	1	2	3	4	5
13. My company uses innovative ideas into the work environment by systematic way. (Công ty của tôi giới thiệu những ý tưởng sáng tạo vào môi trường làm việc một cách có hệ thống.)	1	2	3	4	5
14. My company evaluates the innovative ideas's utilities. (Công ty của tôi đánh giá tính hữu dụng của những ý tưởng sáng tạo.)	1	2	3	4	5
15. My colleague believes in teamwork, encourage each other to hit target. (Đồng nghiệp của tôi tin vào tinh thần đồng đội, khuyến khích nhau đạt mục tiêu.)	1	2	3	4	5
16. My colleague knows what is expected of them and understand their impact on other people, teams, and functions. (Đồng nghiệp của tôi biết những gì được mong đợi ở họ và hiểu tác động của họ đối với những người, nhóm và chức năng khác.)	1	2	3	4	5
17. My colleague believes in cooperating, preferring to cooperate rather than completing. (Đồng nghiệp của tôi tin tưởng vào việc hợp tác cùng nhau nhiều hơn là chỉ hoàn thành công việc)	1	2	3	4	5
18. My colleague at all levels work together as a team to achieve results for the organization. (Đồng nghiệp của tôi ở tất cả các	1	2	3	4	5

cấp làm việc cùng nhau như một nhóm để đạt được kết quả cho tổ chức.)					
<b>Section 3. Leadership Style (Phong cách lãnh đạo)</b>	<b>Levels of agreement (Mức độ hài lòng)</b>				
Hãy đọc những câu hỏi khảo sát liên quan đến <b>Phong cách lãnh đạo</b> dưới đây, sau đó chọn mức độ đồng ý của anh/chị cho từng câu hỏi dựa trên ý kiến cá nhân.  Please take a short look on the questions below related with the <b>Leadership Style</b> , and then <b>CIRCLE</b> the level of agreement on each of the items below base on your opinion	<b>Strongly disagree (Hoàn toàn không đồng ý)</b>	<b>Disagree (Đồng ý)</b>	<b>Neutral (Trung lập)</b>	<b>Agree (Đồng ý)</b>	<b>Stongly agree (Hoàn toàn đồng ý)</b>
1. My manager recognizes and appreciates that I have different skills, needs and abilities. (Người quản lý của tôi nhận ra và biết rõ rằng tôi có các kỹ năng, nhu cầu và khả năng khác nhau)	1	2	3	4	5
2. My manager provides coaching and feedback process to let me know how I am doing. (Người quản lý của tôi cung cấp quy trình huấn luyện và phản hồi để cho tôi biết tôi đang làm việc như thế nào)	1	2	3	4	5
3. My manager plays an important role to connect me with others in workplace. (Người quản lý của tôi đóng vai trò quan trọng để kết nối tôi với những người khác tại nơi làm việc)	1	2	3	4	5
4. My manager helps me to have a clear the visions of my tasks and company. (Người quản lý của tôi giúp tôi có một tầm nhìn rõ ràng về các nhiệm vụ của tôi và công ty)	1	2	3	4	5
5. My manager creates opportunities and provides support to me to develop my strengths. (Người quản lý của tôi tạo ra cơ hội và hỗ trợ tôi phát huy thế mạnh của mình.)	1	2	3	4	5
6. My manager encourages me to pursue my professional growth. (Quản lý của tôi khuyến khích tôi theo đuổi sự phát triển chuyên môn của mình)	1	2	3	4	5
7. My manager suggests me some ideas when I have trouble. (Quản lý của tôi gợi ý cho tôi một số ý tưởng khi tôi gặp khó khăn trong công việc)	1	2	3	4	5
8. My manager encourages me continuing improvement my performance and creative new ideas. (Quản lý của tôi khuyến khích tôi tiếp tục cải thiện hiệu quả làm việc và những ý tưởng sáng tạo mới)	1	2	3	4	5
9. My manager consistently set challenging goals for me to attain. (Người quản lý của tôi luôn đặt ra những mục tiêu đầy thách thức để tôi đạt được)	1	2	3	4	5
10. My manager show that he/she trust my ability to meet most objectives. (Quản lý của tôi cho thấy anh ấy / cô ấy tin tưởng vào khả năng của tôi có thể đáp ứng hầu hết các mục tiêu)	1	2	3	4	5
11. My manager gives me higher salary to exchange for my efforts. (Quản lý của tôi cung cấp cho tôi mức lương cao hơn để đổi lấy sự nỗ lực làm việc của tôi)	1	2	3	4	5
12. My manager gives me reward which I want when I have good performance. (Quản lý của tôi cho tôi phần thưởng mà tôi muốn khi tôi có thành tích tốt)	1	2	3	4	5
13. My manager usually finds out mistakes from employees. (Người quản lý của tôi thường tìm ra lỗi từ nhân viên)	1	2	3	4	5
14. My manager always follows rules to give employees punishment when they make mistakes. (Quản lý của tôi luôn	1	2	3	4	5

tuân theo các quy tắc để đưa ra hình phạt cho nhân viên khi họ mắc lỗi.)					
15. My manager focuses his/her attention on handling mistakes. (Người quản lý của tôi tập trung sự chú ý của anh ấy /cô ấy vào việc xử lý sai phạm.)	1	2	3	4	5
16. My manager usually let things remain the same way. (Quản lý của tôi thường để mọi việc theo cách cũ.)	1	2	3	4	5
17. My manager fails to interfere until problem become serious. (Quản lý của tôi không can thiệp cho đến khi vấn đề trở nên nghiêm trọng.)	1	2	3	4	5
18. My manager waits for wrong things come out before taking action. (Quản lý của tôi chờ cho vấn đề xảy ra trước khi hành động.)	1	2	3	4	5
<b>Section 4. Job satisfaction (Hài lòng công việc)</b>	<b>Levels of agreement (Mức độ hài lòng)</b>				
Hãy đọc những câu hỏi khảo sát liên quan đến <b>Hài lòng công việc</b> dưới đây, sau đó chọn mức độ đồng ý của anh/chị cho từng câu hỏi dựa trên ý kiến cá nhân.  Please take a short look on the questions below related with the <b>Job satisfaction</b> , and then <b>CIRCLE</b> the level of agreement on each of the items below base on your opinion	<b>Strongly disagree (Hoàn toàn không đồng ý)</b>	<b>Disagree (Đồng ý)</b>	<b>Neutral (Trung lập)</b>	<b>Agree (Đồng ý)</b>	<b>Stongly agree (Hoàn toàn đồng ý)</b>
1. I like to do I do at work. (Tôi thích làm những việc tôi làm trong công việc)	1	2	3	4	5
2. I feel satisfied with my working conditions and environment. (Tôi cảm thấy hài lòng với điều kiện và môi trường làm việc của công ty tôi)	1	2	3	4	5
3. I feel satisfied with communications within this company. (Tôi cảm thấy hài lòng với các giao tiếp trong công ty)	1	2	3	4	5
4. I feel satisfied with acknowledgement when I have good performance. (Tôi cảm thấy hài lòng với sự thừa nhận khi tôi làm tốt công việc)	1	2	3	4	5
5. I enjoy work with my coworkers. (Tôi thích làm việc với đồng nghiệp của mình)	1	2	3	4	5
6. I am satisfied with my promotion opportunities. (Tôi hài lòng với cơ hội thăng tiến của mình)	1	2	3	4	5
7. I feel satisfied with benefits received by this company as well as other companies provide. (Tôi cảm thấy hài lòng với những lợi ích nhận được tại công ty tôi cũng tốt như các công ty khác)	1	2	3	4	5
8. I feel satisfied with my wage. (Tôi cảm thấy hài lòng với mức lương của mình)	1	2	3	4	5
9. I feel satisfied with my job. (Tôi cảm thấy hài lòng với công việc của mình)	1	2	3	4	5