

The Relationship between Job Satisfaction and Organizational Commitment of Civil Servants at Non-Business Units Providing Public Services: A Case Study of Ca Mau Province

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Abstract

This study aims to analyze the relationship between job satisfaction and organizational commitment of civil servants at non-business units providing public services in Ca Mau province. From the data provided by 297 civil servants, the structural equation model (SEM) was applied to evaluate job satisfaction's impact on civil servants' organisational commitment. The result shows a positive relationship between job satisfaction and organizational commitment. The result of the study suggests some important managerial implications for non-business units, providing public services to increase job satisfaction and organizational commitment of civil servant..

Keywords: Job satisfaction, Organizational commitment, Civil servants, Ca Mau province

Introduction

In state agencies, civil servants are considered valuable resources. If the organizations exploit this advantage well, they will make the most of the value to improve quality and achieve high efficiency at work. The arrangement and placement of civil servants suitable for work, strengthening working conditions, improving professional capacity and political qualities of civil servants in a professional direction, as well as reward and encouragement regimes to create job satisfaction, leading to cohesion and loyalty to state agencies is essential to accomplish the set goals successfully. In a complex competitive environment, organizational commitment of employees is one of the determinants of productivity and efficiency in the public sector (Huynh Thi Thu Suong, 2017). The resignation rate of public sector employees tends to increase, depriving them of trained and dedicated employees. Although public sector employees are guaranteed jobs for most of their lives, they remain dissatisfied and feel deprived (Imran *et al.*, 2020). Problems such as high turnover rate, absence without providing a valid reason, role conflict, stress at work, and burnout are posing challenges for organizations due to employees' lack of job satisfaction and organizational commitment (Azeem and Akhtar, 2014).

Although the concept of job satisfaction and organizational commitment is widely studied in public and private sector organizations in countries around the world and across various regions, it has not been studied in the same way by public service providers in Ca Mau province.

Therefore, this study explores the relationship between job satisfaction and organizational commitment of civil servants working at non-business units providing public service in Ca Mau province. It is important to understand what contributes to employees' satisfaction and organizational commitment at non-business units providing public service in Ca Mau province, which can improve their operational efficiency.

In addition to the Introduction, this article has four sections. The first section describes the research methodology, presenting the literature review, research model and hypotheses, research scale design, and size sample, analysis and processing of research data. The second section focuses on analyzing the research results. The third section discusses the research results and provides managerial implications to enhance job satisfaction and organizational commitment of civil servants. And the final section concludes the study.

1. Research methodology

1.1 Literature review

Many researchers have come up with the concept of job satisfaction but each study has a different approach to the problem. So, there is no consensus on the concept of job satisfaction. According to Kreitner and Kinicki (2007), Jolodar and Jolodar (2012), job satisfaction is expressing feelings of liking or disliking one's job. Spector (1997) suggested that job satisfaction is a personal attitude towards work: like or dislike of work in general and aspects of work in particular. Robert and Samuel (1935) showed two ways of measuring job satisfaction, including overall job satisfaction and satisfaction with different aspects of the job. Additionally, the studies of Schwepker (2001), Chiva and Alegre (2009), Voris and Brenda (2011) also agree with the above view. In summary, job satisfaction is the attitude and feelings of employees towards work.

Deconinck and Stilwell (2004), Jolodar and Jolodar (2012) asserted that approaching satisfaction with different aspects of job will measure employee job satisfaction in the most comprehensive way. Research by Kreitner and Kinicki (2007), Adams (1963), Smith *et al.* (1969), and Yousef (2000) all approach satisfaction with different aspects of a job. Price (1997), and Kiniki *et al.* (2002) concluded that the most common way to measure job satisfaction with different aspects is to use the Job Description Index (JDI) of Smith *et al.* (1969). Al-Ajmi (2001) studies and Worrell's (2004) showed that the JDI scale is frequently used in employee job satisfaction studies. In order to consistent with the actual conditions and situation in Vietnam, Tran Kim Dung (2005) developed the AJDI (Adjust Job Description Index) scale, based on inheriting and developing the original JDI scale, adding two factors: welfare and working conditions. Tran Kim Dung (2005) concluded that the AJDI scale positively impacts employee job satisfaction. The AJDI scale is tested in different areas, showing that the factors in the scale reflect in a general and clear way the aspects that affect employee job satisfaction. (Vo Thi Thien Hai and Pham Đức Ky, 2010; Ha Nam Khanh Giao and Vo Thi Mai Phuong, 2011). In this study, the authors inherited Tran Kim Dung's AJDI scale, which includes factors: nature of work, training and promotion, leadership, colleagues, income, welfare and working conditions.

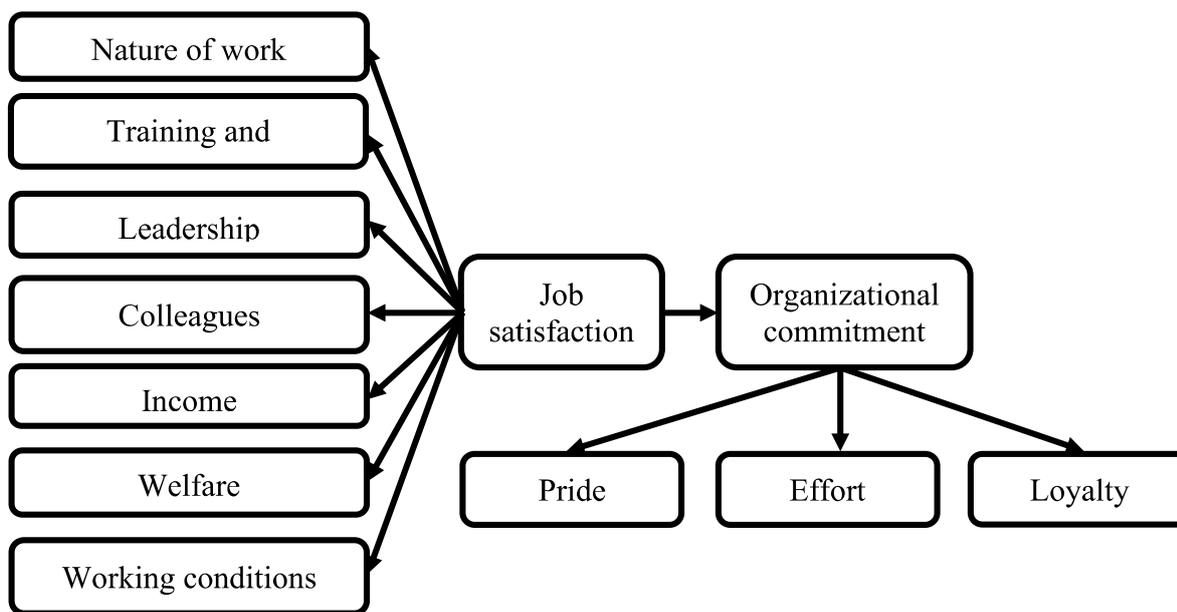
There are many studies on employee organizational commitment with various concepts and scale developments. The most prominent are three studies by Mowday *et al.* (1979), O'Reilly and Chatman (1986), and Allen and Meyer (1991) are frequently used and cited by researchers. Until now, there has not been a consensus on the concept of organizational engagement. Mowday *et al.* (1979) introduced the concept of organizational engagement as the steadfastness of an individual's desire to be a member of the organization and active participation in the activities of a particular organization. In Vietnam, the study of Tran Kim Dung (2005) has inherited and developed the concept and scale of Mowday *et al.* (1979) to define organizational commitment as the strength of the identification of the individual with the organization and active participation in the organization. They proposed an organizational commitment scale that includes three components: (i) pride: having strong beliefs and accepting the organization's goals and values; (ii) effort: the willingness to try, contribute hard and do your best for the organization; (iii) loyalty: have strong intentions and desires to stay with the organization. In this study, the authors inherited the study of Tran Kim Dung (2005). The concept and scale of organizational commitment by Tran Kim Dung (2005) is consistent with the circumstances and conditions of application in Vietnam.

The studies of Kacmar and Baron (1999), Mowday *et al.* (1979), Schwepker (2001), Yousef (2000), Giritli *et al.* (2013) showed a positive correlation between job satisfaction and organizational commitment. The study of Tran Kim Dung and Abraham Morris (2005) highlighted a positive relationship between job satisfaction and organizational engagement. Vandenberg and Lance (1992) suggested that employee commitment to the organization leads to job satisfaction. Rutherford *et al.* (2009) indicated a relationship between satisfaction with promotion opportunities, organisational commitment, and overall job satisfaction

1.2. Research model and hypotheses

Based on literature review, the authors propose the research model and hypotheses as follows:

Figure 1: Research model



Source: The authors' proposal.

The authors propose the research hypothesis as follows:

Hypothesis group H₁: Satisfaction has an impact on pride

- H_{1.1}: Nature of work has a positive impact on pride
- H_{1.2}: Training and promotion have a positive impact on pride
- H_{1.3}: Leadership has a positive impact on pride
- H_{1.4}: Colleagues have a positive impact on pride
- H_{1.5}: Income has a positive impact on pride
- H_{1.6}: Welfare has a positive impact on pride
- H_{1.7}: Working conditions have a positive impact on pride

Hypothesis group H₂: Satisfaction has an impact on effort

- H_{2.1}: Nature of work has a positive impact on effort
- H_{2.2}: Training and promotion have a positive impact on effort
- H_{2.3}: Leadership has a positive impact on effort

H_{2.4}: Colleagues have a positive impact on effort

- H_{2.5}: Income has a positive impact on effort
- H_{2.6}: Welfare has a positive impact on effort
- H_{2.7}: Working conditions have a positive impact on effort

Hypothesis group H₃: Satisfaction has an impact on loyalty

- H_{3.1}: Nature of work has a positive impact on loyalty
- H_{3.2}: Training and promotion have a positive impact on loyalty
- H_{3.3}: Leadership has a positive impact on loyalty
- H_{3.4}: Colleagues have a positive impact on loyalty
- H_{3.5}: Income has a positive impact on loyalty
- H_{3.6}: Welfare has a positive impact on loyalty
- H_{3.7}: Working conditions have a positive impact on loyalty.

1.3. Research scale design

This study goes through two phases of qualitative research and quantitative research. Qualitative research including expert interviews and experimental interviews to calibrate scales. The total number of variables after correction includes 45 observed variables. The variables are measured using a 5-degree Likert scale corresponding to levels from 1: Strongly disagree to 5: Strongly agree.

Table 1: Scale of factors in the research model

Sign	Observed variables
Nature of work (NW)	
NW1	My job is very interesting and stable.
NW2	The job is consistent with my personality and abilities.
NW3	I love what I am doing.
NW4	My job has many challenges.
NW5	My job is not under high pressure.
Training and promotion (TP)	
TP1	I know the conditions for promotion.
TP2	The agency gave me many opportunities for advancement.
TP3	The agency's promotion policy is very fair.
TP 4	There is always fair competition at work.
Leadership (Lea)	
Lea1	I always have support from direct leadership in all matters.
Lea2	Leaders appreciate my abilities.
Lea3	People recognize my contribution to the development of the agency.
Lea4	I am often praised by my superiors for doing a good job or making useful contributions to the agency.
Lea5	My superiors consulted me in work-related matters.
Lea6	Leadership encourages me to participate in important decisions.
Lea7	I am respected and trusted in my work.
Lea8	Leaders with polite and gentle manners.
Lea9	Employees are treated fairly, without discrimination.
Colleagues (C)	
C1	Colleagues are always cheerful and friendly.
C2	Colleagues are willing to cooperate, coordinate well.
C3	Colleagues are willing to share experiences and information.
C4	Colleagues often care and help each other.

Income (I)	
I1	My salary is commensurate with the results of my work.
I2	Wages and incomes are paid fairly and reasonably.
I3	I can live entirely on wages.
I4	I regularly get a raise.
Welfare (W)	
W1	I am satisfied with the welfare policy of the agency.
W2	Agencies with good social insurance and health insurance regimes.
W3	My job doesn't require regular overtime work.
Working conditions (WC)	
WC1	The agency is fully equipped with equipment and tools to work for me.
WC2	The airy place where I work makes me feel very comfortable.
WC3	I feel very safe at work.
Pride (P)	
P1	I am proud of my agency.
P2	I clearly felt that I belonged to the agency.
P3	I feel proud when someone mentions my agency.
Effort (E)	
E1	I am glad that my efforts have contributed well to the agency.
E2	I volunteer to do my best to improve my skills so that I can devote more to the job.
E3	I voluntarily try my best to complete the task.
E4	I strive because I have the same goals as the agency.
Loyalty (Loy)	
Loy1	I want to stay at work for the rest of my life.
Loy2	I feel loyal to the agency.
Loy3	I am loyal to the agency because one or more of the benefits have been enjoyed in the past and in the future.
Loy4	I am loyal to the agency because I am given the opportunity to develop my career at the agency.
Loy5	I will stay in the agency whether or not I am satisfied with the leadership.
Loy6	I will stay with the agency for a long time even though there are other places that offer more attractive salaries.

Source: Compilation of the authors from Tran Kim Dung (2005).

1.4. Size sample, analysis and processing of research data

Hoang Trong and Chu Nguyen Mong Ngoc (2008) used the multiplication rule of 5, which means that the number of observation variables multiplied by 5 will give the minimum sample size of the study to ensure reliability. In this study, the authors used the multiplication rule 5 by Hoang Trong and Chu Nguyen Mong Ngoc (2008). A total of 45 observed variables $45 \times 5 = 225$. Therefore, the authors chose to issue 312 surveys to avoid invalid surveys. The results yielded 297 valid survey votes.

The study uses a convenient sampling method to collect information of civil servants working at non-business units providing public services in Ca Mau province. Study period from December 1st to December 31st, 2020. The survey form is sent directly to the civil servants working at non-business units providing public services in Ca Mau province.

The study used analytical methods including descriptive statistics, reliability testing of scale (Cronbach's alpha), Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), Structural Equation Modeling (SEM) performed using SPSS 26 and AMOS 20 software to show the relationship between job satisfaction and organizational commitment of civil servants at non-business units providing public services in Ca Mau province.

2. Research results

2.1. Descriptive statistical results

In 297 civil servants surveyed, 141 women accounted for 47.5%, and 156 men accounted for 52.5%; predominantly undergraduate and postgraduate education accounted for 83.9%. The main age group from 25 to over 50 years old accounted for 98.3%. Income from 5 to over 10 million VND monthly accounts for 91.6%. The attributes of the sample characteristics are in line with the current public sector reality of Vietnam.

Table 2: Sample characteristics

	Characteristics	Frequency	Percent
Sex	Male	156	52.5
	Female	141	47.5
Age	Under 25 years old	5	1.7
	From 25 to 50 years old	213	71.7
	Over 50 years old	79	26.6
Education	Intermediate, college	48	16.1
	Bachelor	187	63.0
	Postgraduate	62	20.9
Seniority	Under 5 years	5	1.7
	From 5 to 10 years	226	76.1
	Over 15 years	66	22.2
Income	Less than 5 million VND a month	25	8.4
	From 5 to 10 million VND a month	171	57.6
	Over 10 million VND a month	101	34.0

Source: Results of data processing by the authors.

2.2. Scale reliability testing

The results show that the lowest Cronbach's Alpha coefficient is 0.793, and the highest is 0.883. Compared with standard 0.6, all observed items of the scale are satisfactory. Corrected item-total correlation greater than 0.3. Cronbach's alpha if items deleted all 45 observed items is smaller than Cronbach's Alpha coefficient, so no items are excluded. All scales achieve two reliability and discriminant validity. Hence, the scale is good and meets the reliable requirement for exploratory factor analysis.

Table 3: Summary of Cronbach's alpha coefficient

Scale	Cronbach's alpha
Nature of work	0.813
Training and promotion	0.883
Leadership	0.850
Colleagues	0.793
Income	0.849
Welfare	0.840
Working conditions	0.842
Pride	0.803
Effort	0.811
Loyalty	0.823

Source: Results of data processing by the authors.

2.3. Exploratory Factor Analysis (EFA)

The EFA analysis of the overall scale showed that the KMO coefficient of 0.735 is greater than 0.5, with the Bartlett test having a value of Sig. = 0.000 less than 0.05. It confirms that the results of the EFA analysis can be reliable. At the same time, the sums of squared loadings reached a value of 78.157% and Eigenvalue = 1.576 great than 1. This value is quite high with 78.157% variation of the data explained by ten factors. In addition, the results of the factor rotation showed that the coefficients all satisfy the requirements (the factor loadings are all greater than 0.5) and arranged in ten separate groups of factors.

Table 4: Overall scale exploratory factor analysis results

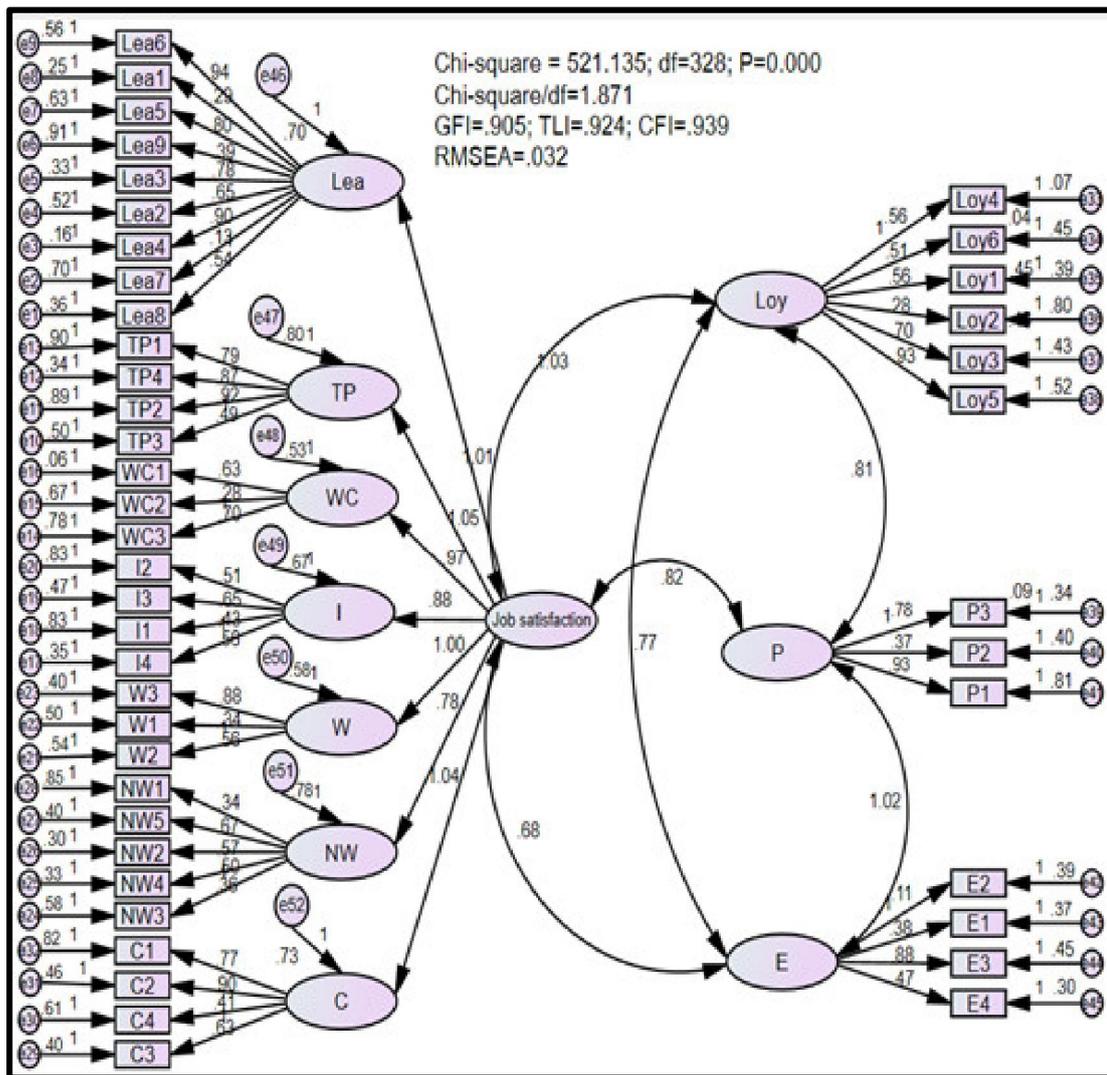
Observed variables	Factors									
	1	2	3	4	5	6	7	8	9	10
Lea6	0.897									
Lea1	0.888									
Lea5	0.880									
Lea9	0.878									
Lea3	0.872									
Lea2	0.870									
Lea4	0.861									
Lea7	0.857									
Lea8	0.800									
TP1		0.847								
TP4		0.798								
TP2		0.752								
TP3		0.698								
WC1			0.889							
WC2			0.839							
WC3			0.817							
I2				0.899						
I3				0.873						
I1				0.862						
I4				0.789						
W3					0.799					
W1					0.748					
W2					0.712					
NW1						0.875				
NW5						0.860				
NW2						0.853				
NW4						0.849				
NW3						0.837				
Loy4							0.871			
Loy6							0.850			
Loy1							0.843			
Loy2							0.840			
Loy3							0.836			
Loy5							0.788			
C1								0.881		
C2								0.874		
C4								0.855		
C3								0.846		
P3									0.833	
P2									0.808	
P1									0.793	
E2										0.784
E1										0.771
E3										0.762
E4										0.658

Source: Results of data processing by the authors.

2.4. Confirmatory Factor Analysis

The results of CFA of the overall model scale show that the weights of the observed variables are all standard (≥ 0.5). Hence, the scales reach the convergent validity. The results show that the model has 328 degrees of freedom, the test value CMIN (Chi-square) = 521.135 with the probability value = 0.000; CMIN/df (Chi-square/pdf) = 1.871 < 3 and the Goodness of Fit index = 0.905; Tucker–Lewis index = 0.924; Comparative Fit index = 0.939 greater than 0.9; the root mean square error of approximation = 0.032 less than 0.08. So, the research model is consistent with the research data (Nguyen Dinh Tho, 2011).

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



Source: Results of data processing by the authors.

2.5. Structural Equation Modeling (SEM)

Based on the outcomes of the confirmatory factor analysis of the overall model scale, the results of the structural equation modeling are consistent with the research data. That is shown by the CMIN/df (Chi-square/pdf) = 1.903 < 3 and the Goodness of Fit index = 0.907, Tucker–Lewis’s

index = 0.927, Comparative Fit index = 0.940 greater than 0.9; the root mean square error of approximation = 0.037 is less than 0.08.

At the same time, based on the analysis results, the probability value of the impact relationships between the factors is less than 0.05. Hence, the relationship between job satisfaction factors and organizational commitment is statistically significant in the structural equation modeling (SEM).

Table 5: Standardized SEM model results

Correlation		Estimate	S.E	C.R	P	
Loyalty	←	Job satisfaction	0.496	0.074	3.725	0.000
Pride	←	Job satisfaction	0.487	0.062	3.651	0.000
Effort	←	Job satisfaction	0.387	0.069	0.704	0.000
Job satisfaction	←	Leadership	0.547	0.082	2.261	0.000
Job satisfaction	←	Training and promotion	0.689	0.188	2.171	0.000
Job satisfaction	←	Working conditions	0.341	0.093	3.394	0.000
Job satisfaction	←	Income	0.583	0.197	2.363	0.000
Job satisfaction	←	Welfare	0.577	0.194	2.953	0.000
Job satisfaction	←	Nature of work	0.301	0.078	1.918	0.000
Job satisfaction	←	Colleagues	0.356	0.062	1.283	0.000

Source: Results of data processing by the authors.

3. Discussion of research results and managerial implications

The results of the analysis showed that job satisfaction has a positive impact on the organizational commitment of civil servants. At non-business units providing public services in Ca Mau province, training and promotion are factors that civil servants pay special attention to. This is also similar to the majority of job satisfaction and organizational commitment studies by Tran Kim Dung (2005), and Smith *et al.* (1969). Suppose civil servants realize that they have the opportunity to be promoted at the organization along with attractive income and benefits. In that case, they will be more satisfied with the job and look forward to a long-term commitment to the organization. Hence, non-business units providing public services need to create opportunities for civil servants to receive professional education and training combined with clear and transparent promotion mechanisms to promote their working spirit.

Besides, income and welfare are the factors that civil servants value. The civil servants at the non-business units providing public services are mostly married and bear many financial burdens, but their income is only average. So, good salary, allowance and welfare policies will help civil servants improve their lives, thereby improving their dedication, and greater satisfaction with jobs and they can safely devote themselves to the organization. In addition, organizations leaders should create a close, friendly working atmosphere, regularly listen to constructive work from their subordinates, which makes the working environment more open, helping the organization to innovate and develop constantly.

Thus, if job satisfaction factors are improved, it will improve the commitment with the organization of civil servants at non-business units providing public services in Ca Mau province. Because only by creating job satisfaction for civil servants can they stay voluntarily and devote themselves to the organization.

4. Conclusion

The analysis showed that job satisfaction has a positive relationship with loyalty, pride and effort commitment. The research results make practical contributions to the planning of human resource management at non-business units providing public services in Ca Mau province, helping leaders understand the thoughts and aspirations of civil servants, thereby adopting policies to improve job satisfaction, promote the spirit of enthusiastic work and tighten the commitment of civil servants with the organization.

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