

Factors influence the level of career commitment among Vietnamese bankers

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Abstract

The objective of this study is to examine the factors that affect career commitment among employees working in the banking sector. In order to gather data, an online survey was conducted in April 2023, using Google Forms, with a sample size of 300 banking employees from the southern region of Vietnam. The collected data was subsequently subjected to analysis using Cronbach Alpha, exploratory factor analysis, Pearson correlation analysis, and regression techniques. The findings reveal that career commitment among banking employees is influenced by three key factors: job satisfaction, the need for achievement, and organizational commitment. Based on these results, several managerial implications are suggested to enhance the level of career commitment among bankers.

1. Introduction

Human resources indeed play a crucial and growing role in businesses. Regardless of whether a company has a dedicated human resource management department, all managers are involved in making human resource decisions within their respective areas. In the digital era, having a skilled and capable workforce is essential for the success of a business (Goldsack & Zanetti, 2020). The contribution of employees greatly impacts the outcome of an organization, highlighting the need for a robust human resource management department that enhances the efficiency of human resource management practices (Jabbour & Santos, 2008).

It is said on public media that a banking career

is always one of the best careers. Bankers work in different departments, i.e., consumer and corporate banking, international banking, credit and so on. Bankers may have a good working environment with higher pay and more favorable promotion opportunities than other careers. However, bankers are also said to face a competitive and challenging work environment. It is because bankers are required to have various skills and expertise. Bankers are challenged with difficulties of reaching KPIs, being adapted to changing, innovative and expanding working processes, new technology, and enthusiastic young employees.

Considering the pros and cons of a banking career, it is good to know what are the determinants of career commitment of banking employees. Understanding of the determinants, and the

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career commitment of bankers would benefit banking managers in terms of developing banking workforces, and enhancing working effectiveness. Since banking is an attractive industry, studying the career commitment of bankers in Vietnam is necessary and significant.

The study has a threefold purpose. *Firstly*, it aims to examine the elements that influence the career commitment of banking employees. *Secondly*, it seeks to analyze the relationship between these factors and the career commitment of banking employees. *Lastly*, it intends to provide managerial implications for banking organizations. The paper will proceed with a theoretical background, research methods, presentation of results, and discussion of implications.

2. Theoretical background

2.1. Career commitment and related concepts

Differentiating between various terms related to work and career, the author highlights several distinctions. Firstly, a career encompasses the jobs or series of jobs an individual undertakes throughout their working life, with a focus on improving performance and increasing earnings. In contrast, work refers to the application of physical or mental effort in exchange for monetary compensation. Specifically, a job refers to the specific work regularly performed by an individual for financial remuneration within a particular occupation or position, such as chefs or teachers. The primary objective of a job is to earn money, often through employment with a company or organization. Additionally, a profession, which involves work requiring specialized training or skills, typically in fields that demand higher levels of education. A professional career signifies a job held in a prestigious position that necessitates specific educational qualifications and training, commonly observed in fields like law and medicine. Lastly, occupation is commonly used in official forms and documents to denote an individual's chosen profession or the type of work they engage in, such as teacher, lawyer, or driver.

Commitment refers to a state in which an

individual is compelled by their actions, driven by the belief that their engagement and involvement will sustain their own activities. It is commitment that fosters our affinity for a task and motivates us to persist, even in the absence of immediate rewards (Salancik, 1977). Commitment has been defined as an individual's degree of commitment or commitment to a set of behaviors and motivates a person to act (Fornes & Rocco, 2004). Commitment is a key concept in the psychology of an organization. It refers to the number of resources and effort that an individual is willing to invest in his or her job role.

Career commitment is founded on the idea that a career encompasses a predictable sequence of interconnected jobs arranged in a hierarchical manner within a specific occupation, thus presenting opportunities for progression and growth for individuals aspiring to build a career (Aryee & Tan, 1992). Career commitment encompasses two dimensions: occupational commitment and professional commitment, which can be used interchangeably (Jones et al., 2006). Professional commitment entails embracing and aligning with the goals and values of a profession, displaying a willingness to work for its betterment, and maintaining active membership within the professional community (Aranya, Pollock, & Amernic, 1981). On the other hand, occupational commitment is characterized as an emotional attachment and dedication to a particular profession (Meyer, Allen, & Smith, 1993).

Career commitment is distinguished by several key features, including a reluctance to switch careers, personal engagement in a job role, a strong sense of dedication to the chosen profession, a feeling of pride associated with the profession, and a sense of satisfaction and inspiration derived from engaging in professional activities (Gardner, 1992).

Career commitment is characterized by its personalized nature, long-term perspective, and forward-looking orientation. Unlike organizational commitment and job commitment, it is not strongly influenced by current job performance (Wiener & Vardi, 1980). Blau (1985)

defines career commitment as the intention to construct a meaningful and enduring career, reflecting one's attitude toward their chosen professional path. It comprises emotional commitment, ongoing commitment, and normative commitment. Emotional commitment involves a personal and emotional connection to one's career, while ongoing commitment entails considering the costs of abandoning career investments. Normative commitment relates to the sense of duty to maintain and uphold a career (Lee et al., 2000). In essence, career commitment refers to the level of motivation and dedication an individual has toward their chosen career role Blau (1985).

2.2. Previous studies on career commitment

Numerous studies have delved into the concepts of work, commitment, career, and career commitment. Notably, authors such as Jones et al. (2006) and Salancik (1977) have argued that commitment can be easily achieved. Research has specifically focused on career banking, particularly in Punjab, Pakistan, to examine how job and career influence career commitment. A study conducted by Nazish, Amjad, Mehboob, and Sajid (2013) explored the mediating effects of job satisfaction and organizational commitment among bankers. Moreover, various studies have proposed factors that contribute to commitment in a profession and have presented management models. Many of these studies reference the prerequisites and conclusions outlined in the research paper by Aryee and Tan (1992). The measurement and prediction of career commitment often rely on the scale developed by Blau (1985). Overall, these studies generally indicate that career commitment is directly and indirectly influenced by factors such as organizational commitment and job satisfaction.

Limited studies have been conducted on career commitment in Vietnam, indicating a gap in the existing research. A search on the Scholar Google database using keywords "career commitment" and "Vietnam" revealed a scarcity of relevant studies. Only one study by Nguyen,

Kieu, Do, and Nguyen (2023) was found, which focused on the mediation of value congruence, work-life balance, and job involvement among real estate salesmen in Vietnam. While Pham (2020) explored factors such as professional identification and organizational identification, career commitment was mentioned only briefly in this study. Furthermore, the number of publications on career commitment in the Vietnamese context remains limited, with only a few studies conducted in specific career commitment domains, such as nursing in public hospitals in Ho Chi Minh City (HỒ, 2015). This lack of extensive research highlights the need for further investigation into career commitment in Vietnam. Additional research is needed to study career commitment in Vietnam, considering the identified research gap. Understanding career commitment is crucial for employee engagement, job satisfaction, and organizational performance (Aryee & Tan, 1992; Kim, Song, Hwang, Roh, & Song, 2021). Given Vietnam's evolving economy and changing work dynamics, it is important to investigate factors influencing career commitment among employees in various industries, including banking. The banking sector, playing a significant role in Vietnam's economic growth, requires a focused examination of career commitment within its unique organizational structures and demanding work environments. Further research can uncover drivers and barriers to career commitment in Vietnam, informing human resource management practices, talent development strategies, and organizational policies. By addressing this gap, organizations and policymakers can better attract, retain, and support a committed workforce, leading to individual and organizational success in Vietnamese banking industry.

2.3. Research model and hypotheses

Job challenge

According to the study by London (1983), job challenge was identified as a key factor influencing career motivation, as it exhibited

a strong positive correlation with three dimensions of career motivation. In addition to fostering psychological growth and adaptability in the workplace, challenging jobs can also promote career resilience by offering opportunities for autonomy in accomplishing significant tasks. Conversely, when the level of challenge is high, individuals in the banking sector may be more inclined to switch careers and exhibit reduced commitment to their profession (London, 1983). Based on these findings, the following hypothesis is put forth:

H1: Job challenge has a negative effect on career commitment.

Bank support

Research conducted by Pazy (1988) has demonstrated a significant and positive relationship between bank support or opportunities for growth, which are conceptually similar to organizational career management, and career performance. In line with this, London (1983) postulated that job challenge plays a crucial role in determining career motivation. Challenging job roles not only facilitate an individual's psychological development to cope with work demands but also foster career resilience by providing autonomy in completing inherent tasks within one's professional role. Additionally, organizational opportunities for growth are hypothesized to indirectly influence career commitment through their impact on job satisfaction and organizational commitment. These growth opportunities within the organization contribute to career development and the enhancement of competencies relevant to one's professional role (Hall, 1971). As career growth aligns with one's career goals, its realization leads to career satisfaction. Committing to a career requires concentrated energy, and any diversion of mental and physical energy to other matters makes it challenging to develop and maintain commitment to one's chosen profession (Colarelli & Bishop, 1990). Over time, persisting in such circumstances can result in reduced career commitment. Role ambiguity arises when individuals are uncertain about their assigned tasks, and in such cases, the support of

superiors within the organization becomes a motivating factor in fostering individuals' commitment to their careers. When employees perceive organizational support, they experience greater comfort and job satisfaction, leading to higher levels of professional commitment. Overall, the provision of banking support is among the organizational factors that have a positive impact on career commitment (Zhu, Kim, Milne, & Park, 2021). Based on these insights, the following hypothesis is proposed:

H2: Bank support has a positive effect on career commitment.

Job fit

The concept of job fit centers around the notion that both organizations and individuals possess unique personality traits (O'Reilly III, 1977). According to this scholar, when the characteristics of an individual align closely with those of a company, it leads to increased work productivity and job satisfaction for the employee. Additionally, having the right personality for a job can reduce stress, job dissatisfaction, frequent absenteeism, and even turnover. Edwards (1991) documented two fundamental concepts regarding the compatibility between individuals and their work. The first concept is needs-and-ability matching, wherein the knowledge, skills, and abilities of workers correspond to the actions, desires, or preferences fulfilled by their jobs. The second concept involves the compatibility between workers' needs and the requirements of a job, often associated with supply-demand or demand-value matching, which is emphasized in various adjustment theories. Building upon these ideas, job fit refers to the relationship between an individual's personal characteristics and the characteristics of a job.

This alignment occurs when a person has the opportunity to handle multiple tasks simultaneously in a manner that aligns with their preferences. Employees whose jobs align with their career aspirations tend to be more satisfied with their work environment and demonstrate greater commitment to their careers. Although there is a limited amount of research on the

relationship between job fit and career commitment, logical arguments suggest that employees who have jobs compatible with their career aspirations are likely to exhibit higher career commitment (Hò, 2015). Based on these insights, the following hypothesis is proposed:
H3: Job fit has a positive effect on career commitment.

Need for achievement

Contemporary research examining career commitment has identified seven factors that hold significant relevance for organizations (Jones et al., 2006). These factors serve as catalysts for organizational leaders to foster labor- and industry-oriented career commitment. By cultivating a work environment that supports strong teamwork, job satisfaction, feedback, and support, organizations can encourage employees to form a strong bond with their current workplace, as well as their profession. Furthermore, employees who possess internal locus of control and have accumulated considerable experience in their field are more likely to exhibit a strong commitment to their career. Additionally, compensation and role status also influence career commitment.

Jones et al. (2006) also documented that compensation directly impacts both career and organizational commitment. Role status, on the other hand, has a negative effect on career commitment, as individuals who are career committed seek stability and continuity in their current job. Thus, enhancing career commitment among dedicated employees necessitates careful management of these factors in relation to role statuses. Career-committed individuals are often more flexible than those who are organizationally attached, as they are primarily motivated by internal factors for achieving satisfaction rather than organizational factors. It is therefore crucial for management practitioners to recognize the value and pervasiveness of professional commitment and to understand how to motivate and retain professionally committed employees.

For many individuals, the long-term maintenance of achievement requires external confir-

mation, such as recognition. Success generates a series of externally validated rewards that enhance an individual's self-esteem, while failure diminishes their sense of self-worth. The need for achievement, identified by London (1983), is interconnected with and influences career commitment. The need for achievement describes individuals' personal drive to accomplish goals within their social environment (Cassidy & Lynn, 1989). London (1983) also highlights goal achievement as a crucial component in satisfying the need for achievement. High salaries and attractive benefits positively impact commitment, particularly for high-achieving individuals such as bankers who receive higher compensation for meeting key performance indicators. Benefits hold particular importance for career-oriented individuals, as they value themselves based on these benefits. Promotion, aside from acknowledging achievement, is also associated with increased financial rewards and status. Salary should not be solely considered as an isolated factor but rather closely tied to recognition and status. The more an individual is financially rewarded, the greater the recognition they receive for their contributions within an organization. Money plays a significant role in individuals' lives, providing both material and spiritual satisfaction. It serves as an incentive as it influences the respect others have for individuals. Consequently, it is not surprising that financial rewards are sometimes measured as factors contributing to job satisfaction. Praise boosts an individual's self-esteem and provides feedback on their progress. Effective performance feedback allows individuals to modify their behavior based on past performance. Employers seeking to improve employee satisfaction must pay attention to feedback and recognition through formal procedures, such as promotions. Thus, an employee who is highly focused on their needs and goals, and who has a long-term direction and plan, is likely to exhibit career commitment. Based on these premises, the following hypothesis is proposed:
H4: The need for achievement has a positive effect on career commitment.

Family involvement

Family involvement is believed to have a direct and indirect influence on career commitment, mediated by job satisfaction and organizational commitment. Steffy and Jones (1988) found a significant positive correlation between career commitment and support for dual career planning, which is conceptually similar to spousal support. Spousal support, as a form of emotional assistance, can mitigate the impact of career setbacks and enhance career resilience and commitment.

Taking into account the presumed indirect effect of family involvement on career commitment through job satisfaction and organizational commitment, Rosin and Korabik (1990) discovered that spousal support positively affected husbands' job satisfaction. Aryee and Tan (1992) also observed that spousal support significantly predicted organizational commitment among women in occupations that required frequent mobility. Based on these findings, the following hypothesis is proposed: *H5: Family involvement has a positive relationship with career commitment*

Job satisfaction

According to London (1983), job satisfaction is considered a significant factor in the subdomain of "job engagement" and is a key determinant of career commitment. Job satisfaction can be defined as the extent to which employees enjoy their jobs (Agho, Price, & Mueller, 1992) or their positive feelings toward their jobs (Smith, 1969).

Initially, stemming from the Roethlisberger & Dickson study (commonly known as the Western Electrical study), job satisfaction was believed to increase productivity. Presently, much attention is given to the impact of job satisfaction on employee engagement, absenteeism, and turnover (Agho et al., 1992). An employee who is satisfied with their job is expected to have a positive attitude toward both the job and the organization, and is more likely to be committed to their career. However, it is important to note that career commitment, job engagement, and job satisfaction are distinct

concepts (Blau, 1985).

Regarding reasons for job satisfaction or dissatisfaction, individuals who reported satisfaction with their tasks often cited reasons such as a "feeling of progress," while those dissatisfied with their tasks mentioned reasons such as feeling "bored," "depressed," or lacking interest in their current job, which can hinder commitment to a career and lead to a propensity to switch careers (Goulet & Singh, 2002). Therefore, successfully completing tasks can generate a sense of satisfaction. Based on these observations, the following hypothesis is proposed:

H6: Job satisfaction has a positive effect on career commitment.

Organizational commitment

Mowday, Steers, and Porter (1979) conceptualized organizational commitment as a personal identity that is associated with a specific organization. It encompasses an individual's attachment to and identification with the organization. Organizational commitment can be summarized by three key factors: a strong belief in and acceptance of the organization's goals and values, a willingness to exert significant effort on behalf of the organization, and a desire to maintain membership in the organization (Arogundade Ayodeji, 2014). Mowday et al. (1979) also emphasized that organizational commitment goes beyond mere loyalty and represents a proactive relationship in which individuals are willing to contribute and invest in the organization.

Organizational commitment is often regarded as an attitude or set of behavioral intentions related to the employee-organization relationship (Mowday et al., 1979). It influences career commitment and success, and it is expected that organizational commitment and professional commitment will have a positive correlation (London, 1983). It is important to note that professional commitment and organizational commitment are distinct concepts. An individual may be committed to their career but not to the organization, or vice versa. For instance, someone committed to their career may

switch organizations if it supports their career advancement, while another person committed to the organization may change careers within the same organization while remaining loyal. Therefore, the following hypothesis is proposed: *H7*: Organizational commitment has a positive relationship with career commitment.

3. Method

3.1. Sampling

The participants in this study were employees of joint stock commercial banks in Vietnam,

Table 1. Description of sample

	Frequency of appearance	Percentage
Gender		
Male	130	43.3%
Female	170	56.7%
Age group		
22 - 29	106	35.3%
30 - 39	123	41.0%
40 - 49	70	23.3%
≥ 50	1	0.4%
Education		
Graduate	282	94.0%
Post graduate	18	6.0%
Years in the bank		
< 1 year	5	1.7%
≥ 1-10	199	66.3%
> 10-20	92	30.7%
≥ 20	4	1.3%
Income (VND)		
< 7.5 million	23	7.7%
≥ 7.5 - 10 million	60	20.0%
> 10 - 15 million	136	45.3%
≥ 15 million	81	27.0%
Total	300	100.0%

Source: Data collected in April 2023

including senior managers. The questionnaire was administered to the respondents in April 2023 through a Google Form distributed via Zalo and Facebook. A total of 313 questionnaires were completed, with 300 deemed valid and 13 rejected. It is important to note that convenient sampling was utilized in this study, resulting in a majority of the respondents being located in the southern region of Vietnam. Hair, et al. (2019) stated that in order to conduct exploratory factor analysis, a minimum of five samples on one observed variable is required. In the present study, there are 55 observable variables, thus necessitating a minimum of 275 observations. Consequently, the chosen sample size of 300 is deemed appropriate.

While the study provides a description of the sample in Table 1, it is worth mentioning that the representativeness of the sample may be limited due to the convenience sampling method employed. Therefore, caution should be exercised when generalizing the findings of this study to the broader population of bank employees in Vietnam.

3.2. Instruments

The questionnaire was adopted from Goulet and Singh (2002), Carson and Carson (1998), Misra, et al. (1990) and Aryee and Tan (1992). Some wordings have been made to the questionnaire thanks to face-to-face interviews with banking staff, e.g., working process and working time at the bank. Measurement variables are listed in Appendix 1. The questionnaire employed in this study drew upon the works of Goulet and Singh (2002) and Aryee and Tan (1992) as the primary sources of adaptation. To enhance its user-friendliness, several modifications and adjustments were made based on insights derived from conducting six face-to-face interviews with banking staff. These modifications primarily focused on refining the questionnaire's readability and ease of comprehension. For a comprehensive list of the measurement variables utilized in the study, please refer to Appendix 1. The measurement

scales were adapted to suit the specific context of the banking industry.

3.3. Data analysis

The data in this study underwent analysis using SPSS 20 software. Initially, the reliability of the scales was evaluated through the utilization of the Cronbach's Alpha reliability coefficient. Subsequently, exploratory factor analysis (EFA) was conducted to identify and extract factors from the data, while also assessing their internal reliability. The reliability of the measurement items after the EFA process was also examined. To identify the presence of multicollinearity, a Pearson correlation analysis was performed. If no multicollinearity was detected, regression analysis was carried out. Finally, based on the study's findings, managerial implications specific to banking employees were proposed. These implications provide practical insights and recommendations for managers in the banking industry to enhance employee outcomes and overall organizational effectiveness.

4. Results and discussion

4.1. Results

As mentioned, the reliability of the scales is initially assessed using the Cronbach's Alpha reliability coefficient. Observed variables that display a low total variable correlation (<0.4) are eliminated from further analysis. According to Hair et al. (2019), Cronbach's Alpha values ranging from 0.60 to 0.70 are considered the lower limit of acceptability, while values greater than 0.70 are the predefined threshold for reliability. In the present study, during the initial reliability evaluation, all Cronbach's Alpha values above 0.60 were deemed acceptable. As a result, no observed variables were removed from the analysis.

Subsequently, exploratory factor analysis (EFA) is conducted to refine the measurement items by eliminating those with low factor loadings (<0.4). The scale is considered acceptable only if the total variance extracted is

greater than 50%. For the EFA, Principal Axis Factoring (PAF) extraction method is employed, along with Promax rotation, to assess the discrimination between constructs acting as independent variables, such as willingness to buy. Variables with minimal weight differences (less than 0.3) between the two factors are also eliminated to ensure clear discrimination between concepts. During the first round, six measurement variables were eliminated from the analysis. Eliminated variable are "Always show your best ability", "Be prepared to handle your work", "Try a lot to improve your work results", "Suitable for the current job in the bank", "Develop your strengths in the current job", "Have the ability to handle your work".

In the second round, two additional observed variables, namely "Current salary and benefits" and "Care about employee career development", were removed due to convergence issues. As a consequence of these exclusions, two factors, namely job challenge and job fit, were eliminated from the analysis.

As a result of these modifications, it appears that the research was unable to test hypotheses H1 and H3. It is important to note that the failure to test these hypotheses may be attributed to the removal of the relevant factors from the analysis. However, the specific details and implications of these hypotheses could not be determined without further information regarding their content and context within the research.

Five factors were finally used for regression, shown in Table 2. The research model was adjusted with five determinants of banking career commitment, i.e., bank support (H2), need for achievement (H4), family involvement (H5), job satisfaction (H6) and organizational commitment (H7). The regression-based method was utilized to compute values of the extracted factors. This method involves regressing the observed variables on the extracted factors and then using the regression coefficients to estimate the factor scores.

Based on Table 3, the Pearson correlation analysis revealed no signs of multicollinearity between the independent variables. The absolute

Table 2. EFA analysis of independent variables

Variable	Factors				
	Organizational commitment	Job satisfaction	Family involvement	Need for achievement	Bank support
OC1	.775				
OC2	.718				
OC3	.680				
OC4	.646				
OC5	.641				
OC6	.635				
OC7	.604				
JS8		.726			
JS9		.666			
JS10		.657			
JS11		.648			
JS12		.647			
FI13			.743		
FI14			.727		
FI15			.700		
FI16			.665		
FI17			.654		
FI18			.548		
NA19				.719	
NA20				.688	
NA21				.674	
NA22				.560	
BS23					.783
BS24					.632
BS25					.575
Extraction Sums of Squared Loadings			62.255%		
Cronbach's Alpha	0.875	0.828	0.835	0.702	0.692

Source: Results of data analysis 2023

values of the Pearson Correlation coefficients ranged from 0.44 to 0.550, indicating a weak correlation between the independent factors. Hence, there is no significant concern regarding multicollinearity, allowing for the inclusion of these variables in a regression analysis. With the absence of multicollinearity, a regression

analysis was subsequently performed to investigate the relationship between the variables. The regression results, as presented in Table 4, supported three hypotheses. *First*, it was found that banking employees who display commitment to their organization also exhibit commitment to their banking career (H7). *Secondly*,

Table 3. Pearson Correlation among factors

	Career commitment	Organizational commitment	Job satisfaction	Family involvement	Need for achievement
Organizational commitment	.707 **				
Job satisfaction	.664 **	.550 **			
Family involvement	.507 **	.537 **	.454 **		
Need for achievement	.663 **	.477 **	.526 **	.472 **	
Bank support	.451 **	.514 **	.514 **	.444 **	.482 **

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Results of data analysis 2023

Table 4. Regression results

Model		Coefficients are not standardized		Standardized coefficient	t	Significance level Sig.	Multicollinearity statistics	
		B	Std. Error	Beta			Tolerance	VIF
first	Constant	.468	.161		2,899	.004		
	Organizational commitment	.404	.044	.417	9,222	.000	.541	1,850
	Job satisfaction	.227	.041	.254	5,566	.000	.531	1,882
	Family involvement	.027	.042	.027	.644	.520	.623	1,605
	Need for achievement	.289	.035	.352	8,276	.000	.613	1,632
	Bank support	-.071	.039	-.078	-1,848	.066	.618	1,619

a. Dependent Variable: Career commitment

Source: Results of data analysis 2023

Table 5. Model Summary

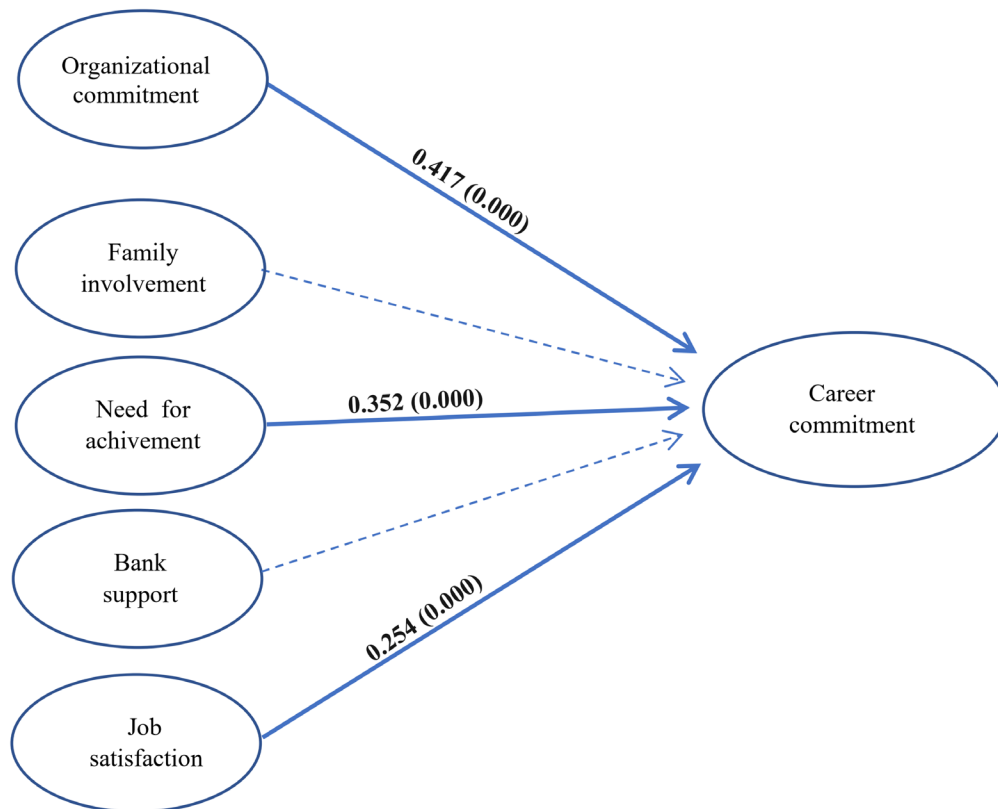
Model	R	Coefficient of determination R ²	R coefficient ² adjust	Std. Error of Estimate	Durbin-Watson
1	.821a	.674	.669	.26783	1,711

a. Predictors: (Constant), Organizational support, Family involvement, Need for achievement, Organizational commitment, Job satisfaction

Source: Results of data analysis 2023

the need for achievement was identified as an important factor influencing career commitment among bankers (H4). *Lastly*, bankers who reported higher levels of job satisfaction, including aspects such as pay, benefits, working policies, and working hours, demonstrated a stronger commitment to their banking career (H6). The findings did not support the two hypotheses related to bank support (H2) and family involvement (H5). This indicates that these

factors did not have a significant impact on career commitment among the banking employees included in the study. Figure 1 presents a summary of both the supported and unsupported hypotheses. It is worth noting that the significance level of H2 is 0.066, suggesting that this hypothesis could potentially be accepted at a 10% level of significance. Further research could be conducted to explore this relationship in more detail.



Source: Results of data analysis 2023

Figure 1. Determinants of banking career commitment

The model's overall suitability was assessed using the R-squared (R^2) and adjusted R-squared (adjusted R^2) values (see Table 5). In this study, the R^2 was reported as 0.674, indicating that approximately 67.4% of the variation in the career commitment factor can be explained by the variables included in the model. The adjusted R-squared value, which takes into account the number of predictors and sample size, was reported as 0.669. This means that around 66.9% of the variation in career commitment is explained by the predictors (Need for achievement, Organizational commitment, and Job satisfaction) after adjusting for the number of predictors and sample size.

4.2. Discussion

This study provides confirmation of the positive influence of organizational commitment, need for achievement, and job satisfaction on banking career commitment in the literature on

career commitment. These findings align with a recent review conducted by Zhu et al. (2021), which demonstrated that career commitment is impacted by organizational commitment, need for achievement, and job satisfaction. For instance, Aranya et al. (1981) found evidence of a positive relationship between job satisfaction and organizational commitment. Additionally, Goulet and Singh (2002) confirmed that bankers with a higher need for achievement exhibit greater commitment to their banking careers. Other studies, such as Arogundade Ayodeji (2014), Mowday et al. (1979), Carson and Carson (1998), and London (1983), have also reported a positive association between organizational commitment and career commitment. Despite the existing literature supporting the effects of bank support and family involvement on career commitment (Zhu et al., 2021), the quantitative results of this study did not provide support for these relationships. The expected linear positive effects of these fac-

tors were not confirmed. However, it is worth noting that the positive relationship between bank support and banking career commitment could potentially be accepted at a 10% level of significance, indicating a possibility for further exploration. Additionally, the effects of job fit and family involvement could be considered in future research. Qualitative research methods, such as interviews or focus groups, could be employed to delve into the nuances of job fit and family involvement and gain a deeper understanding of their impact on career commitment. It is to call for the application of choice-based experiment to explore the extent to which family involvement affects career commitment due to the heterogeneity of employees. While bank support is one of the attributes of a banking job, family involvement is an external factor. In such a research context, Economic Choice Theory (McFadden, 2001) could be used to explain the choice of employee's commitment to an organization. Generalized Multinomial Logit (GMNL) model by Fiebig, Keane, Louviere, and Wasi (2010) is suggested for future research to investigate the effect of bank support and family involvement.

5. Conclusion and managerial implications

While this research did not encompass an examination of the impact of job challenge and job fit, it did validate the favorable influence of organizational commitment, need for achievement, and job satisfaction on banking career commitment. Conversely, the anticipated positive effects of bank support and family involvement were not substantiated by the findings of this quantitative study. Consequently, there is a need for future research to delve into the effects of bank support and family involvement. Additionally, forthcoming investigations should place greater emphasis on employing measurements pertaining to job challenge and job fit. The research findings have significant implications for managerial practices within the banking industry. To cultivate greater job satisfaction among bankers, it is advisable for banks to establish explicit goals and expectations

for their employees. By clearly defining work objectives and expectations, banks ensure that employees comprehend their responsibilities and organizational mission. Moreover, it is imperative to prioritize staff training and development by offering comprehensive programs that enhance professional skills and deepen understanding of the banking profession. This fosters a sense of investment and growth opportunities for employees within the organization.

In addition, banks should proactively introduce enticing promotion prospects for their employees. Providing equal opportunities for career advancement is crucial to ensuring that employees have well-defined objectives and a long-term commitment to the development of their banking careers. Furthermore, recognizing and acknowledging employees' accomplishments is vital. By acknowledging the achievements and dedicated efforts of employees, their commitment to the banking profession is reinforced, ultimately fostering a stronger sense of dedication and loyalty.

As mentioned earlier, it is important to acknowledge the limitations of this study. One limitation is the inability to explore the anticipated effects of job challenge, job fit and family involvement on career commitment. Therefore, it is crucial for future research to investigate and examine the impacts of these two factors. Furthermore, since the majority of the respondents were located in the southern region of Vietnam, it is advisable for future studies to expand the sample size to include the northern region of Vietnam as well. This would improve the applicability of the results and fostering a deeper comprehension of career commitment within Vietnam's banking industry. In summary, while the predictors account for 66.9% of the variance in career commitment, there are several factors that have not been incorporated into this research model, such as employee positions. Future studies in the Vietnamese banking industry should explore additional factors that impact banking career commitment since many determinants, as suggested by Zhu et al. (2021), have yet to be examined in the context of Vietnamese banks. ■

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Appendix 1. Measurement items used in this study

Organizational Commitment		
OC1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	
OC2	I am proud to tell others that I am part of my organization.	
OC3	I talk up this organization to my friends as a great organization to work for	(Aryee & Tan, 1992)
OC4	I want to continue working at this bank for a long time	
OC5	I am proud to work at this bank	
OC6	I am really interested in the future development of the bank	
Job Satisfaction		
JS8	I am satisfied with leadership from superiors	
JS9	I am satisfied with working time at the bank	(Goulet & Singh, 2002)
JS10	I am satisfied with my colleagues	
JS11	I am satisfied with advancement in ministry	
JS12	I am satisfied with working process at the bank	
Family Involvement		
F113	Family is an indispensable part of life	
F114	Family is an ideal center to live and strive to work	
F115	I am always interested in family	(Misra et al., 1990)
F116	Family is the orientation for the goal I strive for	
F117	Family is the most important thing in life	
F118	I wish to have a lot of time for my family	

Need for Achievement

NA19	Accept difficult jobs to promote your ability	
NA20	Willing to take on any additional responsibility beyond my own	(Goulet & Singh, 2002)
NA21	Try hard to do better than your colleagues	
NA22	Take risks when working to achieve expected results	

Bank Support

BS23	Reward employees who work hard to keep up with the development of the bank	(Aryee & Tan, 1992)
BS24	Care about employees' lives	
BS25	Create opportunities for employees to improve their professional skills	

Career Commitment

CC1	The decision to choose a career in banking was the right decision for me	(Aranya et al., 1981)
CC2	Being part of the banking profession really inspires me to do my best work	
CC3	I have a plan for my growth in the banking profession	
CC4	Banking career means a lot to me personally	(Carson & Carson, 1998)
CC5	Banking is an important part of who I am	
CC6	I have a strategy to achieve my goals in banking	
CC7	I have specific goals for my growth in the banking profession	
CC8	Banking is the best job I've ever had	
CC9	I'm glad I chose banking out of the other careers I considered at the time I joined	
CC10	I am proud that I am part of the banking profession	
CC11	Sticking to a banking career indefinitely is not a reckless thing to do	
CC12	I work harder than usual to be successful in banking	
CC13	If I don't need to work and still make a living, I still choose to be a banker	(Aranya et al., 1981)
CC14	I am very loyal to the banking profession	
CC15	The value of the banking profession is the same as mine	
CC16	I accept most of the jobs assigned to continue working in banking related fields	
CC17	If there is a job other than banking that pays the same, I will choose another profession	
CC18	I can adapt to another profession, as long as the type of organization is similar to a bank	

Source: Adapted from previous studies