

THE IMPACT OF PERSONALITY TRAITS ON WORK OUTCOMES OF OFFICERS AT ADMINISTRATIVE UNITS OF THE HANOI PEOPLE'S COMMITTEE

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ARTICLE INFO	ABSTRACT
<p>Received: 22/01/2024</p> <p>Revised: 22/3/2024</p> <p>Published: 22/3/2024</p> <p>KEYWORDS</p> <p>Personality traits</p> <p>Organisational commitment</p> <p>Job satisfaction</p> <p>Intention to stay</p> <p>Hanoi</p>	<p>The study aims to analyse the impact of personality traits on work outcomes of officers at the Administrative units of the Hanoi People's Committee. A questionnaire survey was conducted to collect data from 455 officers. Collected data were analysed by using structural equation model to evaluate the impact of personality traits on work outcomes including job satisfaction, organisational commitment and intention to stay. The results revealed that a positive relationship between the Big Five personality traits with organisational commitment, job satisfaction, and intention to stay. Furthermore, job satisfaction and organisational commitment are positively correlated with intention to stay in an organisation of officers. These findings suggested some significant implications for the Administrative units of the Hanoi People's Committee to increase organisational commitment and job satisfaction and upgrade the intention to stay of officers in the future.</p>

TÁC ĐỘNG CỦA TÍNH CÁCH CÁ NHÂN ĐẾN KẾT QUẢ CÔNG VIỆC CỦA CÔNG CHỨC TẠI CÁC ĐƠN VỊ HÀNH CHÍNH TRỰC THUỘC ỦY BAN NHÂN DÂN THÀNH PHỐ HÀ NỘI

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THÔNG TIN BÀI BÁO	TÓM TẮT
<p>Ngày nhận bài: 22/01/2024</p> <p>Ngày hoàn thiện: 22/3/2024</p> <p>Ngày đăng: 22/3/2024</p> <p>TỪ KHÓA</p> <p>Tính cách cá nhân</p> <p>Sự cam kết tổ chức</p> <p>Sự hài lòng công việc</p> <p>Ý định ở lại</p> <p>Hà Nội</p>	<p>Mục đích của nghiên cứu này nhằm phân tích tác động của tính cách cá nhân đến kết quả công việc của công chức tại các đơn vị hành chính trực thuộc Ủy ban nhân dân thành phố Hà Nội. Một cuộc khảo sát bằng bảng câu hỏi đã được thực hiện để thu thập dữ liệu từ 455 công chức. Dữ liệu thu thập được phân tích bằng mô hình cấu trúc tuyến tính để đánh giá tác động của tính cách cá nhân đến kết quả làm việc gồm sự hài lòng công việc, sự cam kết tổ chức và ý định ở lại. Các kết quả tiết lộ có mối quan hệ tích cực giữa 5 yếu tố tính cách cá nhân và sự cam kết tổ chức, sự hài lòng công việc và ý định ở lại. Hơn nữa, sự hài lòng công việc và sự cam kết tổ chức có tương quan tích cực với ý định ở lại tổ chức của các công chức. Các phát hiện này đã gợi mở một số hàm ý quản trị cho các đơn vị hành chính trực thuộc Ủy ban nhân dân thành phố Hà Nội để nâng cao sự cam kết tổ chức, sự hài lòng công việc và thúc đẩy ý định ở lại của công chức trong thời gian tới.</p>

DOI: <https://doi.org/10.34238/tnu-jst.9625>

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1. Introduction

Human resources are the backbone of all activities in the organisation, and it directly affects the existence, development, and competition of the organisation. If an organisation wants to achieve good performance, it needs good employee performance. Work outcomes refer to a set of attitudes and behaviors related to implementing organizational goals and can be measured. Scholars stated that work outcomes were measured by job satisfaction, organisational commitment, job performance and so on [1]. Personnel psychology focuses on the application of explanatory and technological theories of human resource management [2]. Two underlying theories which help to pin the model are personality and reaction action theories. Personality theories are created by four major theories (psychoanalytic, humanistic, trait and social cognitive), with trait theory being one of the most popular perspectives of personality theories [3]. It is proposed that an individual's thoughts and actions are determined by personality and traits that have a significant impact on human behavior [4]. This theory stated that personality is made up of five distinct traits. Complementing the personality theories in this study is the reaction action theory. The main tenets of this theory are that work outcomes, like the act of remaining in a job or turnover intention, or in-role and extra-role behaviors, are directly determined by behavioral intentions [5].

The studies on organisational behaviour focus on analysing personality traits. They concluded that personality traits have a direct impact on an employee's thoughts, behaviour, and social relationships [6]. Hence, personality traits are an important tool for evaluating work outcomes of employees. In recent years, there have been many domestic and foreign studies exploring employees' individual differences of personality traits. For instance, Nguyen Van Thuy [7] analysed the impact of big-five dimensions of personality and job performance of bank employees in Ho Chi Minh City. His findings revealed that extraversion and conscientiousness have a strong influence on job performance. More recently, Ha Nam Khanh Giao et al. [8] indicated Big Five personality traits have a direct impact on the hotel staffs' engagement with their work. Kang and Malvaso [9] explored the relationships between personality traits and various areas of job satisfaction. Their results revealed that neuroticism has a negative association with all aspects of job satisfaction, whereas agreeableness and conscientious have positive associations with job satisfaction. And extraversion had a weak negative association with satisfaction. Lately, Hung and Chiu [10] showed personality scales (extraversion, emotional stability, conscientiousness, agreeableness) were highly correlated with intention to stay among home care aides in Taiwan, except for the openness trait. However, previous studies only analysed one of many aspects of work outcomes. In addition, they did not investigate the public sector. More importantly, there is no empirical investigation study at Administrative units of the Hanoi People's Committee. Thus, to fill in the research gap, the article aims to analyse impact on personality traits on various aspects of work outcomes (organisational commitment, job satisfaction, intention to stay) of officers at Administrative units of the Hanoi People's Committee, and discover the relationships between organisational commitment, job satisfaction and intention to stay of officers.

2. Methods

Through a review of previous studies, especially based on the research model of Kheng et al. [11], the authors inherited the Big Five personality traits including openness, conscientiousness, extroversion, agreeableness and emotional stability. The research hypotheses and model are proposed as shown in Figure 1.

Preliminary scale is built based on the factors in the study framework and inherited from domestic and foreign studies, in which, the scale of the Big Five personality traits model coming into of Kheng et al. [11] includes twenty observed variables. The scale of organisational

commitment includes six observed variables of Meyer et al. [12]. The scale of job satisfaction inherited of Tran Kim Dung [13] includes five observed variables. The scale of intention to stay includes four observed variables of Hung and Chiu [10].

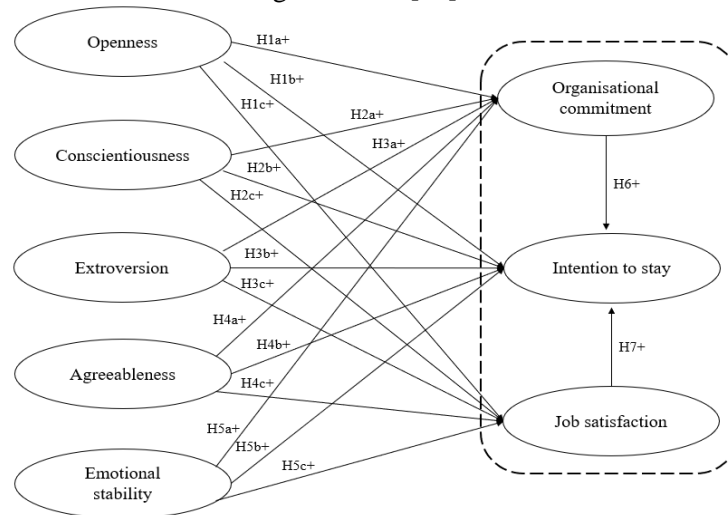


Figure 1. Research Model

To be relevant to the field of study, the authors discussed with fourteen department-level managers with long-term experience working at the Administrative units of the Hanoi People's Committee to carefully review the content related to factors, add or remove inappropriate observed variables. In addition, in-depth interviews were conducted with five experts on human resource management to understand the relationships among factors, adjust the study framework and solve problems arising during the discussion. Due to the COVID-19 pandemic, the authors conducted group discussions and in-depth interviews using Microsoft Team.

The quantitative research results showed that discussion managers and experts agreed with factors in the proposed study framework. For the Big Five personality traits model, 3/5 experts and 10/14 discussion managers thought that it is necessary to need to add one observed variable to each personality trait so that the content of each personality shows more clearly and meet the requirements of research in the public sector. For the intention to stay in an organisation, experts and discussion managers said that the item of the observed variables in the original scale is not suitable for examination in the public sector, and they need to change. Based on the above comments, the authors synthesised and built four observed variables of intention to stay in an organisation. For the organisational commitment and job satisfaction, experts and discussion managers agreed with the question in the original scale. In addition, the authors adjusted words to be consistent for the public sector and the education level of survey participants.

Hair et al. [14] stated that the minimum sample size to use exploratory factor analysis (EFA) is 50 samples, preferably 100 or more. The ratio of items on an analytic variable of 5:1 or 10:1 will provide the minimum sample size of the study to ensure reliability. This study has 40 items, so the sample size is 400. Besides, to avoid the low probability of a vote recovery, the authors took the sample size of 490 samples.

The study used a convenient sampling method for officers working at the Administrative units of the Hanoi People's Committee. The survey period was from May 1st to July 31st, 2021. The survey forms were sent directly by email to officers.

The study investigated 7 Administrative units of the Hanoi People's Committee (including Hanoi Tax Department, Ha Noi Customs Department, Hanoi Statistics Department, Hanoi Market Surveillance Department, Hanoi Social Security Office, Hanoi State Treasury, and The State Bank in Hanoi Branch). According to statistics from the Hanoi People's Committee [15],

each administrative unit had more than 100 officers. Therefore, the authors divided the survey questionnaires equally among the research sites as 70 samples per unit to ensure an objective and fair assessment among them at the Administrative units of the Hanoi People's Committee. After cleaning the data, the study collected 455 valid answer sheets with a return rate of 92.86%. Male respondents constituted 67.2% of the sample. 91.4% of respondents were middle-aged (more than 35 years old), 92.5% of respondents with the education level were mainly university and post-graduate, and 91.6% of respondents got married.

3. Findings and Discussion

The results showed that the latent variable "Extroversion" has the lowest Cronbach's Alpha value of 0.778, while the latent variable "Conscientiousness" has the highest of 0.852. Compared with standard 0.6, all observed items of the scale are internally consistent. The corrected item-total correlation coefficient is higher than 0.3 [14]. All scales achieve two reliability and discriminant validity. Hence, the scale is good and meets the reliable requirement for exploratory factor analysis.

The study used the Principal Axis Factoring extraction method along with Promax rotation. The Exploratory Factor Analysis (EFA) was conducted with 40 observed items from eight factors including the Big Five personality traits, job satisfaction, organisational commitment, and intention to stay. The EFA obtained results with the coefficient KMO = 0.812; Bartlett Test is statistically significant with Sig. = 0.000 (< 0.05), and eight factors were extracted with Eigenvalue = 1.422; Sums of Squared Loadings = 80.121% (higher than 50%). And the eight factors can explain about 80.121% of the variance of all the variables from the total variance explained [14]. Table 1 summarised the results of Cronbach's alpha and EFA of the overall scale.

Table 1. Survey items and reliability for measures in the study

Abbr.	Cronbach's Alpha	Factor loadings	Abbr.	Cronbach's Alpha	Factor loadings
Openness (O)			Emotional stability (ES)		
O1	0.823	0.899	ES1	0.811	0.878
O2		0.895	ES2		0.869
O3		0.890	ES3		0.865
O4		0.883	ES4		0.860
	ES5		0.858		
Conscientiousness (C)			Organisational commitment (OC)		
C1	0.852	0.897	OC1	0.799	0.868
C2		0.894	OC2		0.864
C3		0.893	OC3		0.855
C4		0.888	OC4		0.852
C5		0.880	OC5		0.850
	OC6		0.844		
Extroversion (E)			Job satisfaction (JS)		
E1	0.778	0.889	JS1	0.808	0.866
E2		0.885	JS2		0.859
E3		0.879	JS3		0.853
E4		0.975	JS4		0.848
E5		0.870	JS5		0.840
Agreeableness (A)			Intention to stay (ITS)		
A1	0.803	0.882	ITS1	0.840	0.863
A2		0.877	ITS2		0.851
A3		0.874	ITS3		0.843
A4		0.870	ITS4		0.838
A5		0.869			

(Source: Results of data processing by the authors)

The results of Confirmatory Factor Analysis (CFA) in Figure 2 indicated that the model has 1432 degrees of freedom, the test value CMIN = 432.674 with the probability value = 0.000; the CMIN/df index = 2.532 is lower than 3.0 and the goodness-of-fit index (GFI) = 0.906, the Tucker-Lewis index (TLI) = 0.910, the comparative fit index (CFI) = 0.915 are higher than 0.9, the root-mean-square error of approximation (RMSEA) = 0.030 is lower than 0.08 [16]. So, the research model is consistent with the research data.

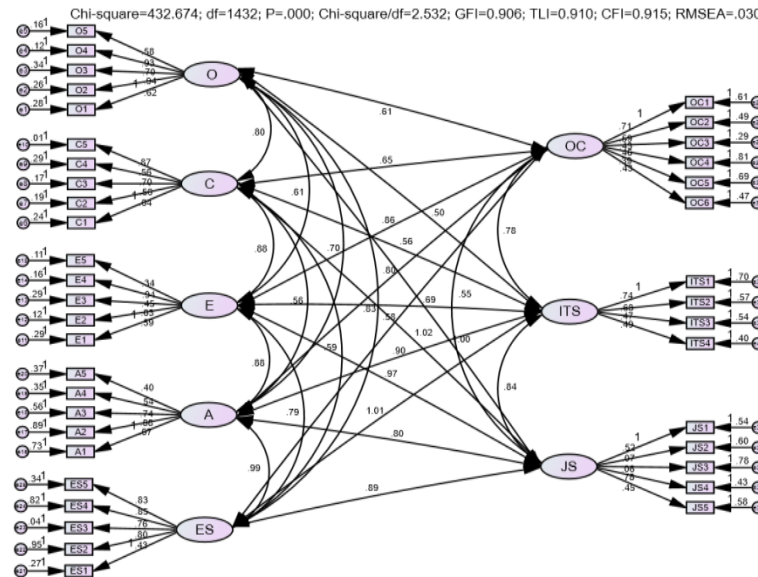


Figure 2. The results of the confirmatory factor analysis of the overall model scale
(Source: Results of data processing by the authors)

The results of CFA of the overall model scale show that the weights of the items are all standard (≥ 0.5). Hence, the scales reach the convergent validity [17]. In addition, there is no correlation between the measurement errors, so the items achieve unidimensionality. The correlation coefficient of each research concept is significantly different from 1, so the components reach discriminant values. The analysis results also show that the scales meet the requirements of reliability.

Furthermore, the authors test the scale's reliability. The reliability test results indicated that the composite reliability and the total variance extracted value are higher than 0.5. Besides, the overall reliability has a value of greater than 0.6. Hence, the analytical results showed that all the research model concepts meet the requirement of high reliability. Therefore, the scale is suitable for the analysis of the structural equation modeling [18].

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 with the values of CMIN/df = 2.567 < 3, GFI = 0.904, TLI = 0.907, CFI = 0.912 are higher than 0.9 and RMSEA = 0.035 is lower than 0.08 [16].

At the same time, based on the analysis results, the probability value of the impact relationships among the factors is lower than 0.05. Hence, the relationship among Big Five personality traits, job satisfaction, organisational commitment and intention to stay is statistically significant in the structural equation modeling (SEM). Table 2 summarised the model results.

The results in Table 2 pointed out that the Big Five personality traits have a positive impact on organisational commitment, job satisfaction, and intention to stay in an organisation. Conscientiousness has the strongest impact on organisational commitment, job satisfaction, and intention to stay with 95% confidence and the standardised estimate of 0.354, 0.362, 0.371. Emotional stability has a weakest impact on organisational commitment, job satisfaction, and intention to stay in an organisation with a standardised estimate of 0.205, 0.121, and 0.212. The

results are similar to the studies of Hawass [19], Khizar et al. [20], Hung and Chiu [10]. Hence, hypothesis group from H1 to H5 are accepted.

Table 2. *The results of SEM*

Hypothesis	β	p	Conclusion	Hypothesis	β	p	Conclusion
H1a. O \rightarrow OC	0.213	0.000	Accepted	H4a. A \rightarrow OC	0.321	0.000	Accepted
H1b. O \rightarrow ITS	0.216	0.001	Accepted	H4b. A \rightarrow ITS	0.313	0.004	Accepted
H1c. O \rightarrow JS	0.211	0.000	Accepted	H4c. A \rightarrow JS	0.333	0.020	Accepted
H2a. C \rightarrow OC	0.354	0.002	Accepted	H5a. ES \rightarrow OC	0.205	0.003	Accepted
H2b. C \rightarrow ITS	0.371	0.000	Accepted	H5b. ES \rightarrow ITS	0.212	0.000	Accepted
H2c. C \rightarrow JS	0.362	0.002	Accepted	H5c. ES \rightarrow JS	0.121	0.030	Accepted
H3a. E \rightarrow OC	0.257	0.000	Accepted	H6. OC \rightarrow ITS	0.389	0.000	Accepted
H3b. E \rightarrow ITS	0.241	0.000	Accepted	H7. JS \rightarrow ITS	0.391	0.000	Accepted
H3c. E \rightarrow JS	0.223	0.003	Accepted				

(Source: Results of data processing by the authors)

The results of structural equation modeling confirmed that organisational commitment and job satisfaction have a positive impact on intention to stay of officers working at the Administrative units of the Hanoi People's Committee. The result is similar to the study of Nguyen and Ho [21]. So, hypotheses H6 and H7 are accepted.

Thus, the Big Five personality traits have direct impact on organisational commitment, job satisfaction and intention to stay of officers. That is the highlight of the study and making a difference from the studies of Hung and Chiu [10] or Ha et al. [8]. Because the previous studies did not measure organisational commitment job satisfaction, and job performance of officers in the public sector based on personality traits, the study could create a paradigm for future studies on confirming the relationship between personality traits and organisational commitment, job satisfaction, and intention to stay in the public sector.

In addition, to test the differences in work outcomes of employees between 7 Administrative units of the Hanoi People's Committee according to demographic characteristics (gender, age, education, marital status and unit), the authors used the overall average test method through the One Sample T-test and the One-Way ANOVA.

Table 3. *Testing differences in work outcomes according to demographic characteristics*

One Sample T-Test				
Items	Characteristics	N	Mean	Sig. (T-Test)
Gender	Male	306	3.3273	0.121
	Female	149	3.3332	
Marital status	Married	417	3.3482	0.362
	Single	38	3.4589	
One-Way ANOVA				
Items	Characteristics	N	Mean	Sig. (ANOVA)
Age	> 35 year olds	39	3.4093	0.493
	35 – 55 year olds	324	3.3989	
	< 55 year olds	92	3.3947	
Education	College, intermediate	34	3.4573	0.202
	University	378	3.4483	
	Post-graduate	43	3.4890	
Unit	Hanoi Tax Department	70	3.4782	0.321
	Ha Noi Customs Department	65	3.4829	
	Hanoi Statistics Department	70	3.4902	
	Hanoi Market Surveillance Department	60	3.4292	0.572
	Hanoi Social Security Office	65	3.4800	
	Hanoi State Treasury	70	3.4701	
	The State Bank in Hanoi Branch	55	3.4679	

(Source: Results of data processing by the authors)

The analysis results in Table 3 revealed that groups of employees with different genders, ages, education levels, marital status, and unit did not differ in their work outcomes because the value of Sig. (T-Test) and Sig. (ANOVA) is both higher than the significance level of 5 per cent [14]. Hence, this study does not need to pay attention to demographic dimensions when making management implications to upgrade work outcomes.

Table 4. *Testing differences among seven administrative units*

	ANOVA (Sig.)	Test of Homogeneity of Variances (Sig. of Levene)	Robust Tests of Equality of Means (Sig. of Welch)
Big Five personality traits	0.435	0.457	0.486
Organisational commitment	0.553	0.750	0.657
Job satisfaction	0.501	0.637	0.613
Intention to stay	0.407	0.618	0.624

(Source: Results of data processing by the authors)

Table 4 showed the values Sig. of ANOVA, Leneve in the Test of Homogeneity of Variances and Welch in Robust Tests of Equality of Means all greater than 0.05. This result proves no difference among the seven Administrative units of the Hanoi People's Committee in Big Five personality traits, organizational commitment, job satisfaction and intention to stay.

4. Conclusion and policy implications

4.1. Conclusion

In this study, we used the direct survey method to evaluate the impact of personality traits on work outcomes (organisational commitment, job satisfaction, and intention to stay) of officers working at the Administrative units of the Hanoi People's Committee. Confirmatory factor analysis, structural equation modeling analyses were performed to confirm the relationship among the constructs in the study framework. The analysis results showed personality traits directly affect organisational commitment, job satisfaction, and intention to stay. On the other hand, job satisfaction and organisational commitment have a direct impact on intention to stay of officers working at the Administrative units of the Hanoi People's Committee.

There are still some limitations of the study, including (i) the small limited sample size, the study was conducted only at the Administrative units of the Hanoi People's Committee; (ii) the study tested the hypothesis by collecting data from officers the Administrative units of the Hanoi People's Committee with a convenient sampling method.

Therefore, future research should (i) increase the sample size or extend the scope; (ii) consider the impact of personality traits on work outcomes using the probability sampling method to increase the generalizability of the study.

4.2. Policy implications

For the theoretical implication, by assessing the impact of Big Five personality traits on work outcomes, this study contributes to the body of trait theory literature belonging to personality theories. The study also reported that conscientiousness is the heaviest predictor of organisational commitment, job satisfaction, and intention to stay, followed by agreeableness, extroversion, openness to experience and emotional stability, respectively. Hence, based on the obtained results, the study provides policy implications to help the Administrative units of the Hanoi People's Committee improve organisational commitment, job satisfaction, and increase intention to stay of officers as follows:

First, to improve the conscientiousness and agreeableness of officers, administrators need to manage people effectively. Administrators need to make officers understand the vision, common goals, and future direction of the agency. At the same time, the agency must make employees understand the importance and their contribution to the organisation or the value of the work they are doing.

Second, to improve the extroversion of officers, administrators should organise training courses to develop professional qualifications, foreign languages, soft skills such as public speaking, teamwork skills, organising cultural activities, etc. These activities will help officers build and develop openness and friendliness towards others, contribute to developing officers' extroversion.

Third, to improve the openness to experience, the agency needs to develop new skills training policies for officers. Besides, the agency should build reward policies for officers with new ideas and creativity at work. Hence, the agency should encourage and improve the openness of employees to experience.

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