
**Exploring the drivers of organisational
commitment in an emerging Asian economy:
the case of Vietnam**

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STATEMENT OF ORIGINALITY

I hereby certify that the work embodied in the thesis is my own work, conducted under normal supervision. The thesis contains no material which has been accepted, or is being examined, for the award of any other degree or diploma in any university or other tertiary institution and, to the best of my knowledge and belief, contains no material previously published or written by another person, except where due reference has been made. I give consent to the final version of my thesis being made available worldwide when deposited in the University's Digital Repository, subject to the provisions of the Copyright Act 1968 and any approved embargo.

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ABSTRACT

Organisational commitment is a theoretical framework that has been used to assess employees' attachment, loyalty, and responsibility to the organisations in which they are employed. Historically the concept been applied by scholars and Human Resource practitioners to assist organisations to improve the productivity and engagement of their employees. However, to date most of the research into organisational commitment has been undertaken in developed Western countries. Few studies have been undertaken in non-Western emerging economies such as Vietnam, a country that has values strongly underpinned by Confucian philosophies and collectivist values.

Vietnam has undergone enormous changes over the past 30 years, including the impressive transformation of the economy from a poor, centrally governed command economy, to an open market economy with a large influx of international companies. Incomes and the level of education have both improved, especially among women. These substantial and rapid changes are thought to have an impact on organisational commitment among employees in Vietnam.

Institutional theory can be used to describe which institutions influence individual behaviours. Institutional frameworks can also be used to examine changes that occur in society over time and how these changes may influence behaviours. However, there is a lack of a conceptual framework for examining the interplay between institutions, organisational behaviour and management, and more specifically, a framework for examining how institutional change may impact organisational commitment. This study uses a combination of institutional theory, organisational commitment, and demographic characteristics to develop a conceptual framework to analyse the influences that changing regulatory, social-normative and cultural-cognitive institutions might have on the nature and practice of organisational commitment in Vietnam.

This study was conducted using a mixed-methods approach. Data were gathered by conducting face-to-face interviews with employees studying MA degrees at four universities in Ho Chi Minh city and a survey of employees studying their second Bachelor degree in Ho Chi Minh city. This study finds that demographic characteristics such as gender, type of organisation and hometown have a significant influence on the affective, continuance and normative commitment of employees.

The findings indicate that changes in Vietnamese institutions have affected the beliefs, norms, and behaviours of employees. Specifically, this study has found gender is an impacting factor on organisational commitment and a new factor (hometown) affects organisational commitment in the Vietnamese context. Women show lower levels of organisational commitment than men. Migrating employees show higher levels of organisational commitment than their counterparts who were born and grew up in the city where they are working. This study provides applied and policy contributions to Human Resource Management practices in Vietnamese organisations. It suggests that employees from different backgrounds may commit differently to organisations and therefore, HRM policy makers should recognise and accommodate this issue to enhance organisational commitment.

Keywords: organisational commitment; Vietnam; *Doi moi*; institutional change; demographic characteristics.

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CHAPTER ONE: INTRODUCTION

Today, I don't think anybody focusses on ethics in relation to organisation loyalty. No, I don't think it is related to ethics, maybe somebody still thinks ethically in some cases, but I don't think so. They only think about a job if that job gives them benefits, development, achievement and stability; then they will commit to the organisation. More than 10 years ago, there was an organisation in a higher level of government system offering me a job, but I did not accept it. I thought that my current organisation had offered me a job, and if I hadn't contributed anything to my organisation and then I moved to another organisation, I felt that I would have deceived them if I quit at that time. Today, I would still feel something is wrong if I decide to quit my job, but this feeling is not strong enough for me to keep working for my organisation if there is a better job and better offer. However, I don't feel an ethical obligation if I decide to quit the organisation. I don't know why... everything changes rapidly now. (Respondent 33)

1.1 Background

For more than five decades the major driving force behind the constant recognition of employee commitment in management literature is that it is seen as the key to business success. As an organisation attracts employees with its good human resource policies and good working environment, highly committed employees perform better than less committed ones, which contributes to the success of the organisation. If the employees' commitment is strong, the organisation will avoid high turnover of staff. Since the 1960s, organisational commitment has been one of the most interesting and controversial issues for both managers and researchers. Organisational commitment has been a key area of research in the discipline of Organisational Behaviour.

Many studies have examined organisational commitment, the antecedents, correlations and consequences in mostly Western cultures (Cohen, 2003; Fischer & Mansell, 2009; Mathieu & Zajac, 1990; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Meyer, Stanley, & Parfyonova, 2012; Mottaz, 1988; Mowday, Porter, & Steers, 1982; O'Reilly & Chatman, 1986; Wasti, 2003). To date, there has only been limited research into organisational commitment conducted outside of North America and North Western Europe - and more

recently, South Korea and China (e.g Cheng & Stockdale, 2003; Ko, Price, & Mueller, 1997; Lee, Allen, Meyer, & Rhee, 2001; Wang, 2004). A small number of studies on organisational commitment in Asian countries have been conducted using a quantitative approach (Al-Emadi & Marquardt, 2007; Anitha & Begum, 2016; Chen & Francesco, 2000; Hamidi, Mohammadibakhsh, Soltanian & Behzadifar, 2017; Miao, Newman, Schwarz, & Xu, 2013). These studies show a correlation between leadership, trust, organisational culture and organisational commitment, however they suggest that the relationship might be underpinned by unique cultural values, for example, *guanxi* in China (Chen & Francesco, 2000). Furthermore, several of these studies concluded that research into organisational commitment should not only be conducted across national cultures, but also within cultures that exhibit different regional cultural values, to tease out possible regional differences in organisational commitment behaviours (Chen & Francesco, 2000; Glazer, Daniel, & Short, 2004). This conclusion is also identified in an empirical study on organisational commitment in Turkey (Wasti, 2003; Wasti & Can, 2008).

Arguably, the necessity of better understanding the mechanism of organisational commitment increases daily. Over the past 15 years, some researchers (e.g. Cohen, 2007; Singh & Gupta, 2015) have raised awareness of the variability and suitability of organisational commitment to today's fast changing environment in Western and non-Western countries. In a meta-analysis, Meyer, Stanley, Jackson, McInnis, Maltin and Sheppard (2012) implied that there is a substantial variability in commitment that may be explained by cultural differences across countries.

Organisational commitment is defined as a psychological state that characterises an employee's relationship with an organisation and influences the decision to continue or discontinue the membership of the organisation. However, it is clear that the nature of the psychological state is not the same in all individuals in different contexts (Meyer & Allen,

1991). This controversial issue might be further explored in a specific cultural and social context in order to gain insights into the perceptions underpinned by the three components of organisational commitment - affective commitment, continuance commitment and normative commitment.

Affective commitment is defined as 'identification with, involvement in, and emotional attachment to the organisation' (Meyer & Allen, 1991, p. 67). Employees with a strong affective commitment continue working for the organisation because they want to do so. Affective commitment highlights the emotional nature of attachment by characterising the linkage of an individual and organisation. Emotional nature may vary from one society to another because of variations of personal characteristics, beliefs, norms, religion and economic situations.

Continuance commitment is defined as the willingness to stay in an organisation due to the reason that an employee faces a non-transferable investment (Meyer & Allen, 1984).

Continuance commitment is further recognised as the commitment that is created when employees attach some cost if they leave the organisation. Employees who have strong continuance commitment will stay with the organisation because they 'need to do so' (Meyer & Allen, 1991, p. 67). Continuance commitment can be conceptualised as the tendency for employees to experience commitment to their organisation based on their perceptions of the connected cost of leaving the organisation (Buitendach & De Witte, 2005). It is possible that the cost of leaving may not be identical in different economic contexts.

Normative commitment is a feeling of obligation. In this type of commitment, an employee feels that being loyal to the organisation is their responsibility and obligation. Therefore, normative commitment is raised when an employee feels a sense of obligation to the

organisation. If an employee has strong normative commitment, they will stay with the organisation because they think they 'ought to do so' (Meyer & Allen, 1991, p. 67).

The normative commitment scale focuses on socialisation experiences including obligation based on the need to counter for the benefits obtained from the organisation (Al-Jabari & Ghazzawi, 2019). Employees commit not only to norms but also to other aspects of the social system. Hence, for the sake of organisations retaining employees in the challenge of globalisation and the complexity of predicting an employee's retention, organisational commitment deserves further research and analysis.

Demographics need to be taken into consideration as part of an evaluation of organisational commitment (Abreu, Cunha, & Rebouças, 2013; Meyer & Allen, 1991, 1997; Rhoades & Eisenberger, 2002). Greenwood, Murphy, Teahen, Madero, Monserrat, Olivas-Lujan and Santos (2012) emphasised that demographic variables such as age, gender, education and generational differences can be used to give researchers and managers a better understanding of the values, attitudes, and behavioural tendencies of cultures/societies, generations, organisations, and groups and sub-groups of people. Personal characteristics are attributes that are unique to the individual based on age, gender, education and experience (Irshad & Naz, 2011), so the personal characteristics of employees play a role in their organisational commitment and their emotional, interpersonal, motivational and attitudinal characteristics. Even though employees may show higher rates of commitment based on team or professional attachment and loyalty, there are significant differences between age cohorts in terms of how those attachments are viewed (Singh & Gupta, 2015). Other work relationships such as frequency of socialising with a supervisor, status with peers, teams or groups, and promotion might also influence organisational commitment (Mathieu & Zajac, 1990; Stallworth, 2004; Wasti & Can, 2008). As Meyer and Allen (1991) argued, if the nature of the variables is not similar, they might be interpreted in a different way in a different culture and economic

circumstances. Thus, employees in different cultures with their own demographic characteristics may have various values, norms and behaviours in the workplaces that might impact on the nature and practice of organisational commitment.

A primary influence within Eastern culture is Confucianism (Ralston, Holt, Terpstra, & Yu, 1997). Asian countries with a Confucian heritage such as China, Vietnam, Singapore, Korea and Japan have been proven to share characteristics of a collectivist society (Hofstede & Bond, 1988). Confucian, Taoist and Buddhist values emphasise the importance of societal, group, and hierarchical relationships. These values have influenced Eastern societies for several thousand years. Vietnam represents an Eastern culture characterised by high collectivism, high power distance, and high uncertainty avoidance. Confucianism has influenced Vietnamese culture for over 2000 years (Hofstede & Bond, 1988; Truong, Hallinger, & Sanga, 2017). Research on organisational commitment and collectivist culture in some collectivist countries in East Asia (Meyer *et al.*, 2012; Miao, Newman, Schwarz, & Xu, 2013; X. Wang, 2005; Y. Wang, 2004) indicates that there is a significant difference on levels of organisational commitment in collectivist and individualist cultures. As a country in East Asia, Vietnam has reflected the culture of East Asia countries. However, Vietnam has undergone major change since the DOI MOI (open door) policy of 1986 and the influences of globalisation. As a result of the DOI MOI policy, Vietnam has changed its regulations and legislation to support developments in trade and commerce. According to the World Bank (2020), in 2019, Vietnam's GDP growth was 7.0%, higher than China at 6.1%, in comparison with the GDP growth of Vietnam 6.3% in 2017. Today, business in Vietnam is increasingly competitive and comprises global multinationals, joint ventures, state-owned companies, small and medium enterprises and family-owned businesses. Vietnamese employees have more choices for suitable employment, and this may be creating changes in social attitudes to job opportunities. These changes might also influence the nature and practice of

organisational commitment at the workplace. Thus, Vietnam is an important context to explore the influence of change on organisational commitment.

Societal differences have been explored in many studies in Europe and Asia. These studies point out the differences between countries and regions in terms of *business recipes*, firm structures, the modes of management for firm interdependences (Whitley, 1992a, 1992b) and differences in the regulation of work systems (Whitley & Kristensen, 1997). The differences are described in term of *social systems of production* which vary because of culture, historical developments, shared experience, informal rules and understandings (Hall & Soskice, 2001; Orr & Scott, 2008).

Institutional theory has risen as a prevalent and powerful explanation for both individual and organisation responses and it has been largely used to explain both the persistence and the homogeneity of phenomena (Dacin, Goodstein, & Scott, 2002). Institutions comprise ‘regulative, normative, and cultural-cognitive elements that, together with associated activities and resources, provide stability and meaning to social life’ (Scott, 2014, p. 57).

However, institutional theory has offered surprisingly few theoretical and conceptual tools for empirical analysis. While most of the research on organisational commitment has focused on the relationship between national culture and the three - component model of organisational commitment, there is less knowledge about institutions and institutional change and organisational commitment. Therefore, this research uses a combination of three - component model of organisational commitment, institutional theory and demographic factors to analyse institutional change that might impact on the nature and practice of organisational commitment in Vietnam.

1.2 Objectives of the research

From the above discussion it can be seen that there is a need to pursue exploratory research to better understand the nature and practice of organisational commitment of Vietnamese employees through the lens of institutional theory. The main objectives of the research are to:

- Improve the understanding of how institutions and institutional change influence the perception of organisational commitment through analysing regulatory, normative and cognitive - cultural factors.
- Explore if and how the nature and practice of organisational commitment are perceived to be changing in Vietnam based on the analysis of demographic factors.

1.3 Motivations for the research

This research was motivated by the need to explore four interconnected areas of investigation. First, commitment is a psychological state and it is clear from previous research that the nature of the psychological state is not similar across nations and cultures (Meyer & Allen, 1991). Mowday, Porter, and Steers (1979) and Allen and Meyer (1990) developed instruments to measure organisational commitment. These instruments have been criticised because a validation strategy should be considered by using multiple and diverse samples to examine the psychometric properties of the instruments. Moreover, the antecedents of commitment seem to be much more varied and inconsistent across cultures because there may be different ways in which commitment has been defined and operationalised (Reichers, 1985). Most recently, Al-Jabari and Ghazzawi (2019) have suggested that further research should focus on an integration of personal and contextual/organisational characteristics and organisational commitment. This research aims to contribute to filling this gap in the literature by exploring the nature and practice of organisational commitment of Vietnamese employees from different types of organisations. This might also improve the understanding of the nature of psychological state underpinning organisational commitment in Vietnam.

Second, several researchers have pointed to the lack of understanding of the antecedents of organisational commitment in Asian contexts (Chen & Francesco, 2000; Cheng & Stockdale, 2003; Lee, Allen, Meyer, & Rhee, 2001), even though there have been numerous studies exploring the predictors and consequences of organisational commitment across Western cultures for more than five decades. Triandis (1995) argued that one of culture's most important aspects is *unstated assumptions*. The assumption that individuals are bound together into tight groups of interdependent individuals is fundamental to collectivism. The assumption that individuals are independent entities, different and distant from the groups, is fundamental to individualism. If this is the case, national culture dimensions may not be sufficiently discriminating to capture the complex nature of culture in Asian collectivist cultures such as in Vietnam, where Confucian values emphasise harmony. Harmony is found in *keeping face*, which is related to the meaning of an individual's dignity, self-respect and prestige (Hofstede & Bond, 1988). As such, employees respect status and hierarchy, and the obligations and responsibilities for the personal wellbeing of the subordinates belong to the supervisor (Hofstede & Bond, 1988). Confucian culture influences Eastern Asian employees to place high value on '*righteous-orientation* and *seniority-based values*' in terms of interpersonal relationships in the workplace (Kang, Matusik, & Barclay, 2017, p. 117). Given the emphasis and attention to the duty of doing the right thing, it is reasonable to suggest that employees in such an organisation would have a normative driver to commit to the organisation in which they have built interpersonal relationships.

Vietnam has undergone major changes that might affect some cultural values. As a collectivist country like other countries in East Asia, Vietnam is different from individualistic Western countries. The cultural differences might affect the nature and practice of organisational commitment. Therefore, this study explores whether - in a collectivist culture with values emphasising harmony underpinned by institutional change - there is high level of

agreement in groups of employees in relation to the three components of organisational commitment.

Third, in the majority of emerging economies, where economic, political, and social changes offer challenges for how companies should implement HRM practices (Napier & Vu, 1998), there has been little research on the impact of national culture on HRM practices. With Hofstede and Bond (1988, p. 6) viewing culture as ‘the collective programming of the mind that distinguishes the members of one category of people from those of another’, Vietnam emerges as an interesting test case given its ethnic, religious and cultural diversity.

Organisations in Vietnam need to find strategies to increase productivity because of the restructuring and opening up the Vietnamese economy, through enhancing employee retention with material benefits and social approvals (Hung, Appold, & Kalleberg, 1999).

On the basis that there is inconsistent correlation of organisational commitment across cultures, this study aims to examine organisational commitment in Vietnam to extend the emerging non-Western literature on the impact of culture values in social change on organisational commitment. Particularly, it aims to provide more empirical evidence on how institutional change might impact regulatory, normative and cultural cognitive aspects of organisational commitment and how these might underpin the organisational behaviour of individual workers. This research also aims to provide insights into whether there are changes in the drivers of organisational commitment in a country with high collectivism and power distance as it experiences rapid economic transformation, and, how this affects the organisational commitment of employees.

Fourth, there is a lack of analytical tools for understanding the antecedents of organisational commitment in non-Western cultures and there have been few studies conducted in non-

Western contexts using a quantitative approach to examine the antecedents and outcomes of organisational commitment (e.g. Singh & Gupta, 2015; Wasti & Can, 2008; Weng, McElroy, Morrow, & Liu, 2010). There is also little research on the nature and practice of organisational commitment in Vietnam and how cultural values affect organisational commitment. Given these factors, research using a mixed - method approach might offer access to a deeper understanding of thinking, beliefs, and norms of individuals in that culture. Therefore, this research aims to explore how social changes in a collectivist culture impact on the nature of organisational commitment.

1.4 Contributions of the research

This study seeks to contribute to the theoretical and empirical knowledge as follows:

- 1) To develop a conceptual framework for examining how institutional change influences organisational commitment.
- 2) To gain insights into the nature of organisational commitment in an emerging economy and Confucian culture by applying a mixed-methods approach.
- 3) To explore how institutional change in Vietnam influences the strength of organisational commitment in regard to the diversity of demographic characteristics in terms of gender, age, hometown, types of organisations.

1.5 Description of the research

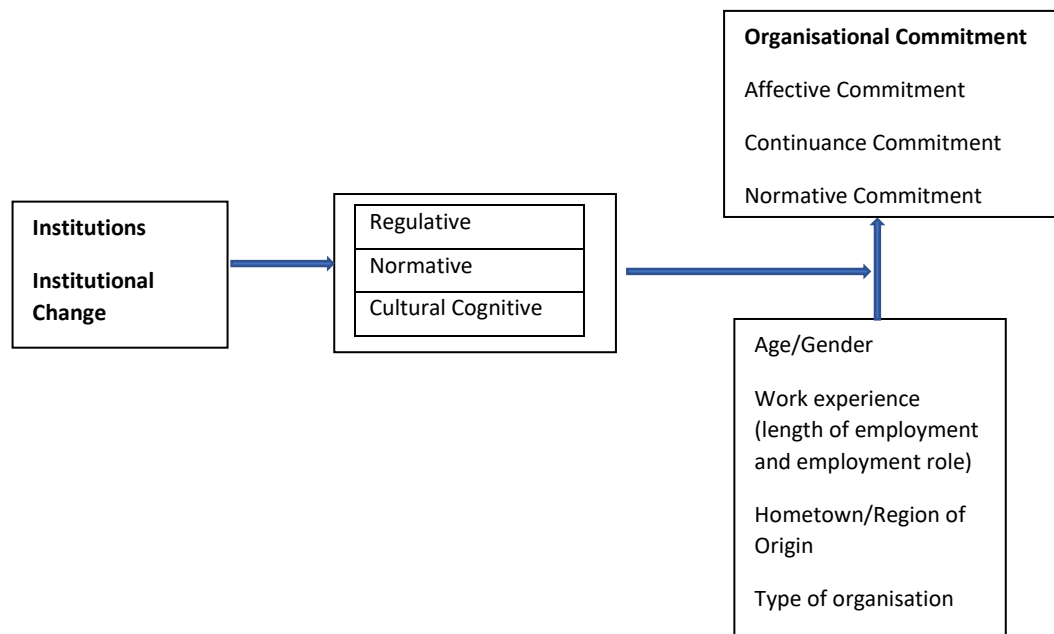
The overarching aim of this study is to obtain a better understanding of what the drivers of organisational commitment are in Vietnam. Three underlying research questions: (RQ) for the study were derived from the conceptual framework below:

RQ1. How has institutional change influenced organisational commitment today in Vietnam?

RQ 2. How do individual characteristics such as age, gender, work experience, type of organisation, hometown and region of origin affect employees' organisational commitment in Vietnam?

RQ 3. How does the type of organisation impact organisational commitment in Vietnam?

Figure 1-1 Conceptual framework for the research



1.6 – Definitions of terms – Nomenclature

Age is defined as junior, intermediate and senior respondents. The youngest cohort in this study is (18-25); the middle group (26-35) and the oldest group (36-45).

Gender includes male and female respondents.

Work experience refers to both the length of employment and employment role.

Length of employment is defined as the length of a respondent's working life.

Employment role is defined as the role of respondent in an organisation and in this research is categorised as management; finance and banking; business support; technical orientation and education.

Hometown refers to the city/province where the respondent was born and brought up.

Region of origin is defined as ancestral region of respondent, which in this research as either North Vietnam or South Vietnam.

Type of organisation refers to state-owned enterprises (SOEs) and privately-owned enterprises (domestic and foreign-owned enterprises).

Doi moi reform was launched in December 1986. The policies adopted by the government at this time and in the years following were considered historical milestones in the transition from a centrally planned, subsidised economy, to a market-driven economy.

Institutions are the ‘humanly devised constraints that structure political, economic and social interaction. They consist of both informal constraints (sanctions, taboos, customs, tradition and code of conduct) and formal rules (constitutions, laws and property rights)’ North (1991, p. 97). Institutions comprise ‘regulative, normative, and cultural-cognitive elements that, together with associated activities and resources, provide stability and meaning to social life’ (Scott, 2014, p. 57).

Institutional change refers to the changes that occur to institutions over time and can occur ‘from the most micro interpersonal and sub-organisational levels to the most macro societal and global levels.’ Dacin *et al.* (2002, p. 48).

1.7 Research approach

The methodology selected for this research is an embedded mixed method approach, where information is collected using quantitative and qualitative data based on interviews and

through a tested survey instruments developed by Meyer and Allen (1991). The units of the research were two cohorts of high-educated employees. The first cohort comprised students studying the second bachelor degree at one of big universities across Ho Chi Minh city. These students participated in a hardcopy questionnaire based on Meyer and Allen's (1991) survey instruments. The second cohort comprised masters degree students studying at three universities in Ho Chi Minh City. Data from the second cohort were sourced using face to face interviews, based on the same interview protocol used for the survey. Research questions RQ 2 and RQ 3 were the focus of the survey while data to answer RQ 1 were drawn from the interviews.

Organisation of the thesis

The thesis is divided into five chapters of which the first chapter is the introduction providing an overview of the objectives and the structure of the thesis.

Chapter 2 is a review of existing literature in relation to the definition of organisational commitment, an exploration of the antecedents of organisational commitment, and examination of organisational commitment across cultures, and the relationship between demographics and organisational commitment. This is followed by a review of the development of institutional theory and finally a discussion of the Vietnamese context, with a focus on the more recent developments of the *Doi Moi* policy and the forces of globalisation.

Chapter 3 discusses the methodology selected for the research. The chapter opens with the rationale for the social science paradigm adopted. Secondly, it depicts the research design and implementation. Finally, the chapter concludes with an examination of credibility, reliability and ethical issues relevant to this research.

Chapter 4 presents the analysis from both quantitative and qualitative data collected by the researcher. It also discusses the analysis, analytical techniques and the results of the data gained by adopting the research design and strategy identified in Chapter 3.

Chapter 5 presents a discussion of the findings of the research, the contributions with regards to new knowledge, methodology and policy application. Chapter 5 also discusses the limitations of the research and finally, implications for further research.

1.8 Conclusions

This chapter has provided the basis and justification for examining organisational commitment in Vietnam and the need to develop a more comprehensive framework for examining organisational change within and across cultures. This introductory chapter has also provided an overview of the research, defined key terms and established boundaries for the study.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

Vietnam is one of the fastest growing economies in South East Asia, attracting large sums of foreign direct investment (FDI) and multinational corporations with established HR practice (World Bank, 2013). According to the Ministry of Planning and Investment, more than 20 billion USD was invested in the Vietnamese economy in 2019. Ongoing FDI has resulted in a large variety of types of business organisations in Vietnam, ranging from global multinationals, joint ventures, state-owned companies, small and medium enterprises to family-owned businesses. Globalisation opens many opportunities for business, but it also creates challenges to acknowledge and appreciate cultural values, practices, and subtleties in different parts of the world (House, Hanges, Javidan, Dorfman, & Gupta, 2004). This new era of massive change in Vietnamese business sectors makes it important to improve the understanding of societal culture, to help inform both domestic and Western organisations operating in Vietnam how to manage effectively. Human resources are an important resource (human capital) for organisations in a competitive market (Dessler & Starke, 2004), so understanding what factors of societal culture influence employee commitment is of importance to policy makers.

This chapter examines the theoretical approaches and empirical research that explain the relationship between organisational commitment and national culture. Organisations operate within the context of national culture, so organisational culture is also affected by national culture. This literature review begins with the conceptualisation of organisational commitment, the identification of approaches to measure employee commitment and the relationships between demographic characteristics and organisational commitment. Secondly, it reviews institutional theory and the influence it has on the behaviours of employees in

organisations. These two main areas will then be synthesised into a conceptual framework for this research study.

Commitment was explained as a one-dimensional construct in early research (Mowday, Porter, & Steer, 1979; Wiener, 1982). Over time, the conceptualisation of commitment has evolved towards a multiple dimension construct focussing on many aspects (e.g. interpersonal relationships, organisations, marriage) (Allen & Meyer, 1990; Meyer *et al.*, 2002; O'Reilly & Chatman, 1986). Commitment is the foundation of all kinds of relationships. It has been scrutinised under various perspectives in different contexts including social exchange (Cook & Emerson, 1978), romantic relationships (Bielby & Bielby, 1989), business relationships (DeShon & Landis, 1997), teamwork (Rusbult & Farrell, 1983) and occupation (Carson & Bedeian, 1994). Therefore, many definitions of the term and different conceptualisations of dimensions of commitment have been covered comprehensively in management literature (Becker, 1960; De Gilder, 2003; Dulaimi, Liu, Chiu, & Fellows, 2007; Mathieu & Zajac, 1990; Meyer & Allen, 1991; Meyer, Morin, & Vandenberghe, 2015; Mowday *et al.*, 1979; O'Reilly & Chatman, 1986). One popular conceptualisation of the employee's commitment to the organisation is the Three-Component Model (TCM) proposed by Allen and Meyer (1990) which includes three parts; affective, continuance and normative commitment.

Extensive research highlights that national cultures have their own attributes that impact on organisations and employee characteristics (Hofstede, Neuijen, Ohayv, & Sanders, 1990; House *et al.*, 2004). However, most studies on organisational commitment have been undertaken in Western contexts (e.g. Glazer, Daniel & Short, 2004; Mathieu & Zajac, 1990; Meyer, Stanley, & Parfyonova, 2012; Somers, 2009; Wang, Indridason, & Saunders, 2010), with some studies in the North-East Asian context in Japan, South Korea and China (e.g. Cheng & Stockdale, 2003; Ko, Price, & Mueller, 1997; Lee *et al.*, 2001; Luthans, McCaul, & Dodd, 1985; Y. Wang, 2004; Weng *et al.*, 2010). In this stream of research, Fischer and

Mansell (2009) investigated the impact cultural values has on levels of organisational commitment across cultures, based on the framework of cultural values and practices identified by Hofstede (Hofstede, 2001) and GLOBE (House *et al.*, 2004). The study found that affective commitment, continuance commitment and normative commitment are impacted by country - level cultural values, namely degrees of individualism and power distance. Greater collectivism is correlated with higher normative commitment, and greater power distance is correlated with higher continuance and normative commitment. All of these studies used scales developed in Western contexts, so it is possible that they may not be relevant and culturally sensitive enough for measuring these components of commitment in different cultural contexts. In addition, examining culture in national groups in a 'stereotypical manner' may hinder a deeper understanding of culture's infinite variations (Breidenbach & Nyíri, 2009, p. 269).

As mentioned above, the antecedents of organisational commitment and the influence of culture on organisational commitment should be investigated within a cultural context to explain clearly the variability in correlations of commitment components. For example, Wasti (2003) developed an emic measure of commitment in a Turkish context. Given the increasingly global business environment, managers who understand how cultural values influence organisational commitment may be better equipped to facilitate positive employee attitudes and behaviours. This literature review provides an overview of commitment and the potential influence of national culture.

2.1 Organisational commitment

2.1.1 The Nature of commitment

Becker (1960, p. 33) primarily defined commitment as a nature to engage in 'consistent lines of activity', which is explained as consistency of behaviours with the major components in

such a pathway: (1) a person takes some actions risking some originally unnecessary interest on his following a consistent line of activity; (2) they recognise the involvement of this originally unnecessary interest in the current activity and; (3) they make the consequence of this consistent line of activity. By explaining the nature of commitment, Becker (1960) narrowed this concept to a social-psychological mechanism. An individual is first in a position in which their action is not necessarily related to other interests in a particular line of activity until they have placed themselves in that position by their own prior action, and then the committed individual must be aware that they have made a *side bet*. The committed individual will not make a side bet until they recognise the interest created by the prior action is necessary. So, the mechanism of commitment will be understood fully as Becker (1960, p. 39) suggested that:

To understand commitment fully, we must discover the systems of value within which the mechanism and processes described earlier operate. By so doing, we understand not only how side bets are made but the kind of counters with which they can be made. In fact, it is likely that we cannot fully penetrate the former without understanding the latter.

Kanter (1968) emphasised commitment as an expression of the nature and needs of the person and defined it as the process through which individual interests get attached to the implementing of socially organised patterns of behaviours which fulfil those interests. Therefore, individuals commit not only to aspects of the social system but also to norms. As such, commitment is a reflection of both, somewhat arisen at the juncture of organisational prerequisites and personal experience. The concept of commitment within current sociological theory and its utilisation has been integrated by focussing on a kind of organisation for which the ensuring of commitment is critical to success (Kanter, 1968). Kanter (1968) described the mechanism of commitment by distinguishing social control,

group cohesiveness and continuance as an action system, which are analytically served as the social system axis of commitment. On the basis of Parons and Shils' (1962) social action theory (as cited in Kanter, 1968, p. 500), it is suggested that the social system axes of commitment stem from 'cognitive, cathectic and evaluation orientations' and that each of these orientations can support continuance, group cohesiveness and control respectively. Through these orientations, the three kinds of commitment can be considered as a personality system to support the major aspects of the linking of the individual to a social system, and as such coherent with other formulations regarding a person's willingness to fulfil socially organised lines of behaviour (Kanter, 1968).

Firstly, with the commitment of individuals to joining in the system, and as participants of the system, they involve primarily their cognitive orientation. They continue to commit to a system when they perceive participation in the organisation as profitable when considered in terms of rewards and costs. The participants raise their own positive cognition to a role in the system until they find that what is profitable to them is bound up with their position in the organisation, and the cognitive-continuance commitment is made. When profits and costs are considered, participants realise that the cost of leaving might be larger than the cost of remaining. As such, *sacrifice* and *investment* force them to commit to the organisation, and cognitive-continuance commitment is commitment to a social role, with no affective or evaluative attachment to the role.

Secondly, commitment of individuals to group solidarity, to a set of social relationships, group cohesion commitment, involves primarily shaping their cathectic orientation.

Individuals will be affectively attached to a group as a whole and their emotional gratification stems from participation in and from identification with the members of the group. Members give up all the relationships that might be disruptive to group cohesiveness in order to enhance the attachment of the individual to the group. Through becoming part of a whole,

they feel they are being brought into a meaningful contact with a collective whole. This kind of commitment is made when 'renunciation' and 'communion' have been raised (Kanter, 1968, p. 507). As such, cathectic-cohesion commitment is the attachment to social relationships, but it is not the attachment of internal moral necessities.

Finally, the commitment of individuals to support norms and follow the authority of the group involves primarily their making a positive evaluation orientation. Evaluation orientation supports control commitment, this is a commitment to pursue or adapt to social control or norms in order to become secure in an individual's positive evaluative orientations.

Individuals whose personality system is attached to the norms of a social system would see themselves as initiators of what is right and meaningful in life as they carry out dictating a higher-order system which orders the priority and meaning to their life. This kind of commitment involves the individuals seeing themselves as 'humble and hapless' without the group (Kanter, 1968, p. 510). Their identities are reformulated in terms of meeting the ideal conditions set by the system and they feel happy to carry out the demands of this power.

When the participants feel surrendered and mortified, their commitment is shaped. In other words, surrender is a process in which individuals connect their decision-making privilege to a greater power. Mortification is a process where individuals' sense of autonomous identity is reduced to no self-esteem unless they commit themselves to the norms of the group and consider the group's demands as just and morally necessary. As such, surrender and mortification are components of evaluative-control commitment (Kanter, 1968).

To sum up, commitment is considered as a process involving activities, recognising the necessity of activities in a control system and adapting to support the norms of the control system. As mentioned above, the three kinds of commitment can also be realised to form a scale that is similar to the development of morality in children; the child first obeys social

system requests due to rewards and punishments, then due to emotional attachment to others and finally due to the internalised moral code (Kanter, 1968).

2.1.2 Development of organisational commitment theory

Researchers from the 1960s to the 1980s identified two fundamentally different approaches to examine commitment, attitudinal and behavioural approaches (Mowday *et al.*, 1979, 1982; Salancik, 1977). In the attitudinal approach, commitment is a state in which an individual identifies with an organisation and its goals and the individual desires to retain membership to accelerate these goals (Mowday *et al.*, 1979). Organisational commitment is also defined as ‘the relative strength of an individual's identification with and involvement in a particular organisation’ (Steers, 1977, p. 46). In order to support this explanation, Salancik and Pfeffer (1978) described a process in which people develop their attitudes toward work and work organisations. It is the relationship of perceptions and attitudes and the effects of the individual’s past behaviours on their self-perception of attitudes. When committed to a behaviour, an individual develops their attitude to rationalise their past behaviour consistent with that behaviour. The belief, attitudes and values of the individual are generally consistent with their behaviour because they develop attitudes consistent with their behaviour. There are simple truths relevant to cognitive consistencies in an organisation after individuals take a job, they like what they do; they believe in the value of what they do; they become what they do and they see others in light of the consequences of their behaviour (Salancik, 1977) . Commitment binds the individual to their behaviour that becomes an undeniable and unchangeable aspect of a person’s world. Then behaviour is the point on which constructions are based when the individual makes sense of their environment (Salancik & Pfeffer, 1978). Organisational commitment therefore focusses on the way in which people perceive their association with the organisation and give the impression of being a member of the

organisation, and how their goals and ambitions are relevant to the organisational goals (Mowday, Porter & Steers, 2013).

Attitudinal commitment is related to emotion and psychology where people believe, in an organisation, in the logic of involvement, consistency and trust of the organisational goal (Mowday *et al.*, 1979). That is, attitudinal commitment exists when there is a linkage of 'the identity of the person to the organisation' (Sheldon, 1971, p. 143). Sheldon (1971) proposed that commitment is the result of identification with the organisation as a whole, with social involvement being a factor attaching the individual to the organisation. This perspective was also identified as a group cohesiveness commitment by Kanter (1968). As such, social involvements are considered as mechanisms that produce the commitment of employees to the organisation. Commitment is the pressure or level to which an employee connects to the principles and objectives of an organisation.

In the behavioural approach, Becker (1960) emphasised the tendency to continue a course of action, which is a sign of commitment, as a requisite of recognition on the part of the individual of the cost related with discontinuing an activity. In contrast, Salancik (1977) emphasised the conditions such as freedom of choice, irrevocability of the act, beyond conscious recognition of costs, as contributing to the psychological state associated with a desire to continue the action or an attraction to the object of the action. That is, behavioural commitment can be an intention to continue employment under the right conditions.

Similarly, Pfeffer and Lawler (1980) focussed on identifying the conditions to which the behaviour once experienced would be repeated or not, and what belongings of such behaviour would cause an individual's attitude to be changed. Individuals pursue their careers in organisations and the strength of their needs might be changed from initially concentrating on lower-order needs to later concentrating on higher-order needs implemented by the job itself. These changes will be followed by the development of a positive attitude toward the

organisation that justifies the behaviour (O'Reilly & Caldwell, 1980). As such, the justification of behaviour affects behavioural commitment.

Sheldon (1971) proposed that organisational commitment is the devotion of time and effort given by the individual to the organisation to make the individual identify with that organisation. That is, the employee's acceptance to work for this organisation rather than some other organisations can be considered as an initial investment. Three other indices of investment measurement - age, length of service in the organisation and job position - are also postulated to lead to commitment.

In a similar vein, Meyer and Allen (1991) explained that attitudes that affect behaviours may happen again in the future. So, individuals can behave identically many times when they receive similar incentives or reactions from the organisation. Similarly, the more sustainability the employee desires to gain through the obstacles overcome by their membership in a system, and for which they are rewarded, the more the organisational commitment is built up (Grusky, 1966). However, the relationship between employees and the organisation might not be enhanced by greater rewards received from the organisation (Meyer & Allen, 1991). As such, employee commitment might partly stem from another factor that is not related to the cost of discontinuing the action.

As mentioned above, organisational commitment can be the dedication exercised by an individual which comprises three components: continuance commitment, group cohesiveness commitment, and control commitment as prescribed by Kanter (1968). Continuance commitment is associated to an individual's personal reservations. That is, the cost of quitting the existing organisation that the individual would have to face. There will be personal costs that they have to manage if discontinuing. Group cohesiveness commitment is the consequence of the development of coherence and logic of subordination which the

individual complies with, to formally obtain a social relationship within the organisation.

Control commitment is connected to organisational norms, which influence the predictability of the employee's performance.

Reichers (1985), explained that organisational commitment can be understood in three separate forms: exchange, attributes and the matching of goals and values involving individual and organisation. The exchange idea explains that commitment will result from the combination of a non-portable pension, reputation for stability, organisation-specific skills, age and other factors which are accumulated investments or rewards. The accumulation of the investments or rewards comprises the individual's side bet in an organisation. It will be constructive or deserved if the individual in an organisation receives repayment from the organisation. This perspective was identified by Steers (1977); it is that individuals come to organisations with certain desires, needs, and skills, and expect to find a workplace where they can work with all their abilities and have their basic needs met in exchange. With regards to the second form, Reichers (1985, p. 468) also proposed the perspective of attribution of commitment is connected to a 'binding of individual to behavioural acts that results when individuals attribute an attitude of commitment to themselves after engaging in behaviours that are volitional, explicit, and irrevocable'. This interpretation of commitment has been used in some studies (e.g. O'Reilly & Caldwell, 1980; Salancik, 1977).

The last form concerns the process of identification and the dedication of the individual's efforts towards the organisation's goals and values; it assumes a similarity between the person's goals and values and those of the organisation. O'Reilly and Chatman (1986) argue that individuals are willing to spend time and exert effort on behalf of an organisation when they recognise the congruence of the individual and organisational goals and values.

Commitment of the individual is therefore based on identification and then internalisation.

Identification occurs when an individual accepts influence to establish a relationship and feels

proud of being a member of the organisation. Internalisation occurs when influence is accepted because there is a congruence of the inspired attitudes and behaviours and the individual's values are similar to the organisation's (Kelman, 1958).

Based on the previous perspectives of organisational commitment, Meyer and Allen (1987) proposed three general themes of organisational commitment: (1) affective attachment, (2) perceived cost and (3) obligation.

Affective attachment reflects the conceptualisation of attitudinal commitment. Affective attachment or emotional attachment to the organisation is defined as commitment. Committed individuals get involved in, identify with the organisation and, feel happy to be a member of the organisation. This perspective was conceptualised by Buchanan (1974, p. 533) as a 'partisan, affective attachment to the goals and values, and to the organization for its own sake, apart from its purely instrumental worth'. However, the affective attachment approach is best represented by Mowday *et al.* (1979, p. 226) who defined organisational commitment as:

... the relative strength of an individual's identification with and involvement in a particular organisation. It can be characterised by at least three related factors: (1) a strong belief in and acceptance of the organisation's goals and values; (2) a willingness to exert considerable effort on behalf of the organisation; and (3) a strong desire to maintain membership in the organisation... Hence commitment emphasised attachment to the employing organisation, including its goals and values.

Perceived cost is viewed based on the recognition of *costs* (or lost side bets) that the individual faces and that are related to discontinuing the activity (Becker, 1960; Rusbult & Farrell, 1983). The perceived cost reflects the conceptualisation of behavioural commitment. Behavioural commitment can be an intention to continue employment under the right

conditions. For example, Kanter's (1968) definition of 'cognitive-continuance', occurs when there is a 'profit associated with continued participation and a "cost" associated with leaving' (p.504). Also, continuance commitment is the 'awareness of the impossibility of choosing different social identity... because of the immense penalties in making the switch' (Stebbins, 1970, p. 527).

Finally, the idea of obligation relates to the belief about one's responsibility to the organisation. Wiener (1982, p. 421) suggested that individuals exhibit behaviour solely because 'they believe it is the "right" and moral thing to do'. Although other authors (e.g. Prestholdt, Lane, & Mathews, 1987; Schwartz, 1973) have not referred to this kind of behaviour as commitment, they have identified it as internalised moral obligation, that is, as personal norms contributing to behaviour, including terminating employment with an organisation. In all, these approaches reflect the tendency of increasing attitude and behaviour of individuals in organisations leading to commitment. That is, commitment reflects three broad themes: 'an affective orientation toward the organisation, a recognition of costs associated with leaving the organisation, and a moral obligation to remain with the organisation' (Meyer & Allen, 1997, p.11). These three themes were originally reflected in Allen and Meyer's (1990) conceptualisation of commitment to the organisation as the Three-Component Model (TCM), in which the three dimensions are affective, continuance, and normative commitment.

The Three-Component Commitment Framework

Affective commitment is defined as 'identification with, involvement in, and emotional attachment to the organisation' (Meyer & Allen, 1991, p. 67). Employees with a strong affective commitment continue working for the organisation because they want to do so. Affective commitment highlights the emotional nature characterising a linkage of an individual and an organisation. As mentioned previously, Mowday *et al* (1979) developed a

measure of three factors of organisational commitment related to the relative strength of an individual's identification with, and involvement in, a particular organisation closely corresponding to affective commitment. Affective commitment has been shown to provide the greatest benefit to the organisation (Meyer *et al.*, 2002; Meyer & Maltin, 2010). It has also been shown to be more strongly associated with desired work behaviours (Meyer & Herscovitch, 2001), such as making the extra effort to be a good organisational citizen (Ambler & Barrow, 1996; Fu, 2013).

Continuance commitment is defined as the willingness to stay in an organisation because of costs to the employee due to *non-transferable* investments (Meyer & Allen, 1984).

Continuance commitment is further recognised as the commitment that is created when employees attach some cost to leaving the organisation. Employees who have strong continuance commitment will stay with the organisation because they 'have to do so' (Allen & Meyer, 1996, p. 253). In a similar vein, Buitendach and De Witte (2005) proposed that continuance commitment can be conceptualised as the tendency for employees to experience commitment to their organisation based on their perceptions of the connected cost of leaving the organisation.

Normative commitment is defined as the 'sum of internalised normative pressure to act in a way which achieves organisational goals' (Wiener, 1982, p. 421). It can be explained by other commitments like marriage, family, religion etc., however, when it comes to commitment to the workplace; it is often the sense of similarity in the ethical commitment to the organisation in comparison to the ethics of individuals themselves. Similarly, Meyer and Allen (1991) suggested that normative commitment is a *feeling of obligation*. It means that in this type of commitment employees feel that being loyal to the organisation is their responsibility and obligation. Therefore, normative commitment occurs when employees feel a *sense of obligation* to the organisation. When employees have strong normative commitment, they will

stay with the organisation because they think ‘they ought to do so’ (Allen & Meyer, 1996, p. 253). When it comes to the belief in the moral thing to do, the employee feels it is right to commit to the organisation (Wiener, 1982). It is not reasonable to expect that an employee can experience the same degree of the three forms of commitment. One employee might feel little desire, a moderate need, and a strong obligation, while another employee might feel both strong desire and need but little obligation to do so, and so on (Meyer & Allen, 1991).

Meyer and Allen (1991, p. 68) proposed that given the conceptual differences between three forms of commitment, it is possible that reflections of the psychological states of the three components of commitment will develop as ‘the function of quite different antecedents and have different implications for work-relevant behaviour other than turnover’. However, the conceptualisations of the three forms reflect the psychological state of the individuals in Western countries (i.e. countries in which the theory building was developed). Sense of morality, individual’s values, and feelings of loyalty might be different in different countries with different cultural values (Meyer *et al.*, 2012). Therefore, there is a need to undertake more research around these conceptualisations in other countries to identify how commitment might vary from one country to the next.

2.2. Factors affecting the Three Component Model (TCM)

Mowday *et al.* (1982, p. 57) noted: ‘it is sometimes difficult to discern why a particular job or work environment factor *should* be related to commitment’. Therefore, this section reviews the literature on factors that may affect the application of the Three Component Model.

2.2.1 Factors affecting affective commitment

Mowday *et al.* (1982) proposed that the antecedents of affective commitment fall into four categories: personal characteristics, structural characteristics, job-related characteristics, and work experience.

Personal characteristics. Personal characteristics consist of the variables which can define the individual (Steers, 1977). For example, commitment has been shown to be associated with age (Sheldon, 1971), opportunities for achievement (Lee, 1971), and education (Koch & Steers, 1978; Lok & Crawford, 2004). Although demographic characteristics such as age, tenure, gender and education have been related to affective commitment (e.g. Abreu, Cunha, & Reboucas, 2013; Ajayi, 2017; Akinyemi, 2014; Glisson & Durick, 1988; Mathieu & Zajac, 1990; Meyer & Allen, 1984; Ogba, 2008), the associations are neither strong nor consistent. For example, in one study of high technology employees, age and organisational tenure had no relation to commitment (Dockel, Basson, & Coetzee, 2006). According to Salancik (1977), and even when associations are observed, they cannot be interpreted clearly. The positive relationship between tenure and commitment may be due to the differences in tenure related to job status and quality, or to the attempts on the part of senior employees to justify their having remained with the company for many years. Furthermore, the link between these demographic characteristics and commitment are indirect and disappear when work rewards and work values are controlled (Mottaz, 1988).

Personal characteristics such as the need for achievement, affiliation, and autonomy, (e.g. Nelson & Quick, 2008; Tuna, Ghazzawi, Yesiltas, Tuna, & Arslan, 2016; Steers 1977); higher order need strength (Cook & Wall 1980) and; personal work ethic (Buchanan, 1974; Kidron, 1978), have been found to correlate with commitment. Also, an individual's attitude may be correlated to whatever personal values they hold for the organisation (Mahal, 2012). How individuals identify and involve themselves in the organisation may demonstrate the relative force of affective commitment (Faloye, 2014)

Structural characteristics. A few studies have examined the relations between structural characteristics and commitment (Glisson & Durick, 1988) and there is some evidence that affective commitment is associated with the decentralisation of decision making and

formalisation of policy and procedures (Morris & Steers, 1980). However, these studies analysed at the level of the individual rather than the organisation. It is possible that the effect of structural characteristics on commitment is not direct but that it may be due to other reasons such as employee/supervisor relations, role clarity, direct clarity of goals, receptiveness of supervisors for feedback, peer cohesion, feelings of personal importance and promotions (Meyer & Allen, 1991; Stallworth, 2004; Wasti & Can, 2008). Affective commitment of employees may also be developed through employees identifying with organisational goals and the internalisation of organisational policy and culture (Singh & Gupta, 2015).

Work experience. In contrast to personal and structural characteristics, there have been many studies examining the relationships between work experience variables and affective commitment. However, the distinction between objective job characteristics and subjective work experiences has been somewhat indistinctive in research, and the term *work experience* is used to express both objective and subjective characteristics of work. Further, research examining the relations between work experiences and affective commitment has been quite unsystematic, so it is difficult to summarise (Meyer & Allen, 1991). Indeed, as early as 1985, Reichers (1985, p. 467) noted that the ‘literature is still characterised by a “laundry list” of significant antecedent or correlate variables’.

Meyer and Allen (1991) assumed that the development of commitment results from the satisfaction of employees in the sense of their needs and/or values. By considering the Herzberg (1966) theory of Hygiene/Motivator, work experience variables can be divided into two categories, one is related to the satisfaction of employees’ needs with regard to their comfort in the organisation, the second is related to the feelings of employees regarding the role of their competence in the workplace. Variables on the comfort category including confirmation of pre-entry expectations, fairness in reward distribution, organisational loyalty,

position clarity, freedom from conflict and supervisory consideration are correlated with affective commitment. Variables on the competence related experience include accomplishment, autonomy, fairness of performance-based reward, job scope, opportunity for advancement, job challenge, opportunity for self-expression, participation in decision making and personal importance to the organisation. Accordingly, if employees gain the variables related to their satisfaction needs and the role of their competency in the organisation, they will obtain job satisfaction. The levels of job satisfaction depend on the needs and values which they feel to be met. Employees who have a great sense of job satisfaction are also highly committed to the organisation (e.g. Ghazzawi & Smith, 2009; Nelson & Quick, 2008; Tuna et al., 2016). As such, job satisfaction can be a predictor of employee commitment.

2.2.2 Factors affecting continuance commitment

Continuance commitment reflects the recognition of costs related to leaving the organisation. Any investment which will be lost if an employee discontinues working for an organisation can increase perceived costs, influencing continuance commitment. Research on antecedents of continuance commitment has frequently focussed on side bets or investments and the availability of alternatives (Meyer & Allen, 1991; Singh & Gupta, 2015).

Becker (1960) proposed that commitment to some course of action evolves when an individual makes side bets that would be lost if the specific course of action is discontinued. These side bets can be shown in many forms related to work or not. For example, there is a threat of losing time or effort that employees have spent on learning requisite skills which are not transferable to a new organisation. Other threats of losing attractive benefits, of losing seniority-based privileges or having to uproot family and demolish personal relationships can be considered as potential costs of leaving an organisation (Faloye, 2014; Mahal, 2012). Meyer and Allen (1991) found that testing Becker's theory was difficult because the costs linked to leaving an organisation might be different for each individual. This has been

correlated with representative variables like age and tenure, with measures resulting in Becker's side-bet commitment, on the assumption that the number and magnitude of side bets increase with the passage of time. Other studies on the antecedents (e.g. Ferris & Aranya, 1983; Parasuraman & Alutto, 1984; Stevens, Beyer, & Trice, 1978) found that age and/or tenure were not correlated with commitment. Even if the findings are consistent, however, it is difficult to interpret them. Meyer *et al.* (2002) also found that organisational support in the form of human resource policies and practices influences the evolution of continuance commitment.

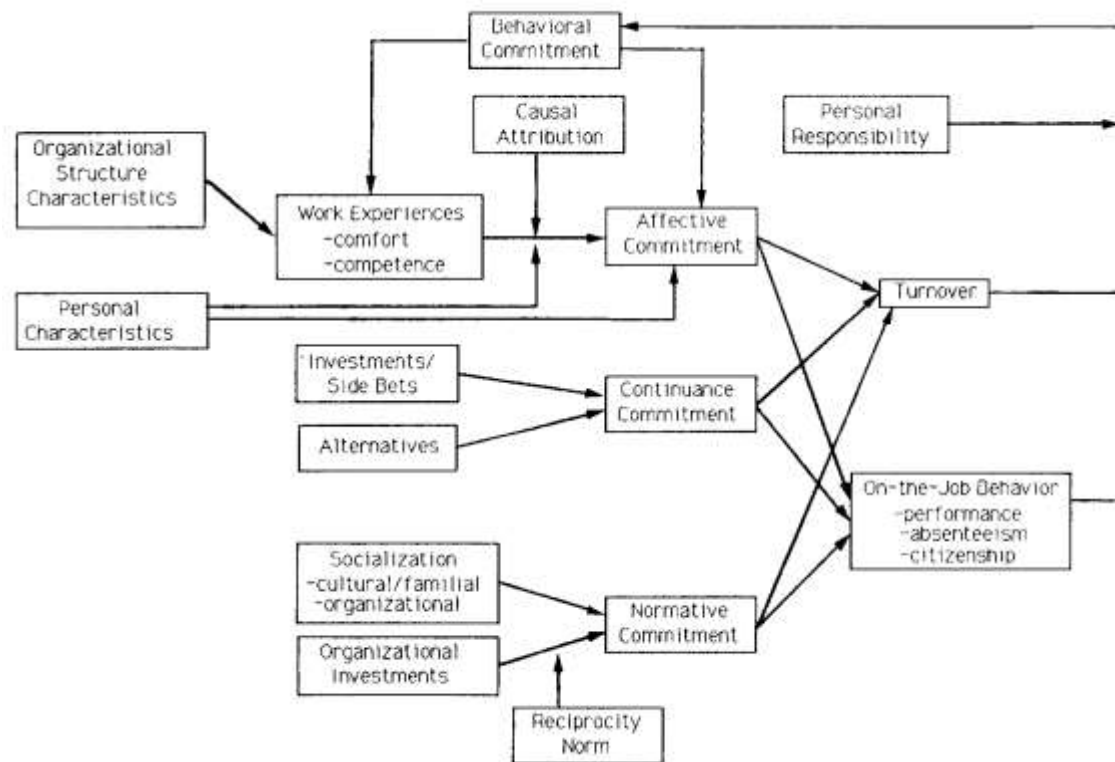
Rusbult and Farrell (1983) included both investments and alternatives among the proposed antecedents in their investment model of commitment. In their longitudinal research, they identified that job commitment accelerates as the number and/or magnitude of investments rises and the attractiveness of alternatives declines. Tenure and positional authority are factors influencing the decision of remaining committed because employees think they will lose them if leaving (Singh & Gupta, 2015). Moreover, Hellman (1997) explained that because of less investment, younger individuals tend to have more mobility and therefore find it easier to quit jobs, while older individuals tend to stay in an organisation because they do not want to sacrifice their investment. More recently Faloye (2014) suggested that an employee's affiliation with an organisation is based on an ongoing estimation of economic benefits that they obtain by continuing working for the organisation.

2.2.3 Factors affecting normative commitment

Wiener (1982) proposed that normative commitment is the feeling of obligation to remain with an organisation as a result of the internalisation of normative pressures exerted on an individual before entering an organisation, through a process of familial or cultural socialisation. However, normative commitment may develop when an organisation provides the employee with significant investment in advance such as paying college tuition, or job

training costs (Meyer & Allen, 1991). Recognition of these investments on the part of the organisation may generate an imbalance in the relation of employees and organisations and make the employees feel an obligation of remaining committed to the organisation until these investments have been repaid (Scholl, 1981). Messner (2013) found that the ethical culture of an organisation improves the feeling of pride, loyalty and active support that influence normative commitment. Furthermore, normative commitment has been found to link strongly with affective commitment and share many of the same antecedents and outcomes (Meyer et al., 2002). In a similar vein, Powell and Meyer (2004) found that normative commitment shares alteration with continuance commitment. Powell and Meyer (2004) also found that social cost of side bets is related more strongly with normative commitment than with continuance commitment. More recently, Meyer and Parfyonova (2010, p. 284) re-conceptualised normative commitment including ‘two “faces”- *moral duty* and *indebted obligation*’ and these two faces are affected by cultural values. Therefore, further empirical research into the impact of how cultural values impact normative commitment is required. All the factors of three forms of Organisational Commitment are conceptualised in Figure 2.1.

Figure 2.1: Three -component Model of Organisational Commitment



Source: Meyer & Allen (1991) p.68

As identified above, previous studies into the relative influence of different personal and organisational characteristics are inconsistent. The antecedents of organisational commitment show a lack of empirical consistency and it is impossible to draw definite conclusions from the existing literature. As Meyer and Allen (1991) noted, the nature of the antecedents of affective commitment are not similar and might be interpreted in a different way in different cultural and economic circumstances. Meyer and Allen (1991) also argued that factors affecting continuance commitment seem to support a perceived-cost interpretation of commitment but must be interpreted with some caution. Therefore, these variables should be examined relative to the culture, institution structure and economy of a nation.

Employees build up commitment through a progress of making side bets while working in the organisation. Side bets are, for instance, accumulated investments like pensions, security of

employment, vacation credit and other types of funds that bind employees to the organisation, however, these reimbursements are lost when quitting the organisation (Tufail, Zia, Khan, & Irfan, 2012). Similarly, commitment is an internal force binding an individual to a course of action or target, and it is defined as an attitude which shows feelings such as attachment, identification, or loyalty (Cohen, 2003). Nevertheless, the side bets, the norms, the identification, and the attachment of each person may be different in different organisations, in different countries, as societal changes such as institutional, demographic, economic and technology influence work environments. As Mowday *et al.* (2013) note, the influences of societal changes lead the behavioural changes.

2.3 Demographic characteristics and organisational commitment

Personal characteristics such as age, gender, race, occupation, education, or authority level are information that an individual uses to assume their similarity to others in attitudes or beliefs (Byrne, 1971). The similarity-attraction theory highlights that similar personal attributes between individuals are directly associated to their interpersonal attraction and shape positive beliefs for the future. The increase of this attraction happens when more similarities are discovered, or on the contrary, repulsion occurs as more dissimilarities are found (Byrne, 1971). In a similar vein, Redding (2008) argued that employees in a certain type of job, share meanings and actions of the same type in the expectation that they will create a connected and integrated view of the whole. Moreover, scholars have asserted that personal characteristics including age, gender and organisational tenure might lead to organisational commitment (Meyer & Allen, 1997). The implication of this theory is that different personal characteristics might have a relationship with the level of organisational commitment.

Demographics need to be considered as part of an evaluation of organisational commitment (Abreu *et al.*, 2013; Meyer & Allen, 1991, 1997; Rhoades & Eisenberger, 2002). Greenwood

et al. (2012) emphasised that demographic variables and generational differences can be used to give researchers and managers a better understanding of the values, attitudes, and behavioural tendencies of cultures/societies, generations, organisations, and groups and sub-groups of people. The personal characteristics of employees take a role in their organisational commitment and the measurement of emotional, interpersonal, motivational and attitudinal characteristics. The personal characteristics are also attributes that are unique to an individual based on age, gender, education and experience (Irshad & Naz, 2011). Even though employees show higher rates of commitment based on team or professional attachment and loyalty, there are significant differences between age cohorts in terms of how those attachments are viewed (Singh & Gupta, 2015).

Commitment has been studied as an individual level variable. Many studies have been undertaken to explore the demographic factors and organisational commitment. For example, studies have shown that commitment has both positive and negative correlations with personal characteristics, such as the length of tenure in a particular organisation (Luthans *et al.*, 1985), employee's level of education (Glisson & Durick, 1988), age (Abreu *et al.*, 2013; Ajayi, 2017; Akinyemi, 2014; Mathieu & Zajac, 1990; Meyer & Allen, 1984; Ogba, 2008), and gender (Abreu *et al.*, 2013; Ajayi, 2017; Jena, 2015; Kumasey, Delle, & Ofei, 2014; Metcalfe, 2002; Singh & Gupta, 2015; Suki & Suki, 2011).

2.3.1 Gender and organisational commitment

There are many empirical studies on gender differences in organisational commitment. Mowday *et al.* (1982) mentioned four studies indicating that females are more attitudinally committed than males. This view is supported by a meta-analysis presenting a relationship between gender and attitudinal commitment (affective commitment) (Mathieu & Zajac, 1990). Other studies found that women are less attitudinally committed than men (Aranya, Kushnir, & Valency, 1986; Graddick & Farr, 1983). More recently, many studies have been

conducted to explore the relationship between gender and the Three-Component Model of organisational commitment indicating that there are inconsistent findings related to gender. Khalili and Asmawi (2012) found in their study that there are no significant differences in affective commitment and continuance commitment between two genders, whereas gender has an impact on the normative commitment, with females having more normative commitment to the organisation than males. These findings have been confirmed in other studies undertaken by Jena, (2015) and Mowday *et al.* (1979). However, other studies found that males have higher affective commitment and continuance commitment to the organisation than females (Dodd-McCue & Wright, 1996; Kaldenberg, Becker, & Zvonkovic, 1995). Mowday *et al.* (1979) stated that there is a coherent link between gender and organisational commitment and female employees trying to do more for their job status. Kumasey *et al.* (2014) reported that gender differences impact on the level of employees working in banking, insurance, oil and the public service of Ghana. Specifically, males were found to show a significantly higher level of organisational commitment than their female counterparts. This finding is in line with the studies of teachers reported by Aydin, Sarier, & Uysal, (2011).

The above points could be interpreted that how women view their commitment and social identity is related to their family roles, being a mother is more significant than being an employee (Aven, Parker, & McEvoy, 1993). Women are argued to prefer a slow track career because women alone are inclined to value their home and family while men are not (Schwartz, 1989). It is also argued that companies invest less money to develop top executives among women and that management is a crucial site of gender inequality and the *glass ceiling* (Huffman, 2016; Schwartz, 1989). However, when it comes to gender role and continuance commitment, some scholars have argued that women are more committed than men because quitting a job costs women more than men. Grusky (1966) noted that women

must make more effort than men to overcome entry barriers because they cope with discrimination more than men. Therefore, women who are highly committed to organisations have higher *sunk cost* than men and they value their role in the organisation more than men. Similarly, Angle and Perry (1981, p. 7) suggested that women tend to be restricted to their current organisation as they like less ‘interorganisational mobility’ than men.

On the other hand, many empirical studies have shown insignificant differences between gender and the Three-Component Model of organisational commitment. Considerable research suggests gender is not a factor impacting on the level of organisational commitment (Ajayi, 2017; Dalgic, 2014; Metcalfe, 2002; Ngo & Tsang, 1998; Suki & Suki, 2011). Studies have revealed inconsistent conclusions about the correlation of gender and organisational commitment. Some studies reported that men are more committed than women, while other studies reported that women are more committed than men because of the gender stereotype related to the latter.

2.3.2 Age and organisational commitment

In many organisations, demographic factors such as age and work experience can be used as decision factors in recruitment, payment and compensation and retirement. These variables are used as conditions for employment so many studies have demonstrated the positive relationship of age and organisational commitment (De Gieter, Hofmans, & Pepermans, 2011; Mathieu & Zajac, 1990; Steers, 1977). Ajayi (2017) reported in her research of age and commitment of civil servants in Nigeria that the younger (age group of 20-25) and older civil servants (age group above 40) show higher commitment to the organisation, while the middle-aged civil servants (age group of 26-40) demonstrate lower commitment. This may result from societal challenges and high expectations within the middle groups, which when not being met may result in them needing to look for better opportunities outside the public service. This result is similar to findings in a study by Ogba (2008). However, employees in

the Chinese context aged above 40, have much higher continuance commitment and normative commitment than junior and young employees, while younger employees aged 18-30 and employees aged 31-40 have no differences in continuance commitment and normative commitment. These results might be due to a great deal of costs if transferring and the fact that senior employees are more impacted by traditional employment values than the younger employees (Wang, 2005).

In other studies of two groups between older and younger, the findings demonstrate that older employees are more committed to the organisation than younger employees (Affum-Osei, Acquaaah, & Acheampong, 2015) and older married employees are more committed to the organisations than younger married employees (Salami, 2008). These findings could be the result of future job opportunities, the younger employees may leave the organisation at any time, whereas the older employees have invested a lot in the organisation and their intention of leaving the organisations decreases along with their job tenure. As employees grow older, their sense of obligation will mature and the chances of turnover will decrease (Naseem *et al.*, 2013). However, in 1984, Meyer and Allen demonstrated that younger employees show higher levels of commitment to the organisation than older employees because they have less experience and fewer job alternatives. This finding suggests that there have been a lot of changes in the labour market since 1984, more industries have created more job opportunities for the younger employees. More recently Akinyemi (2014) found in a study of Nigerian banks that younger employees are more highly committed than older employees. Obviously, there is a significant correlation between age and the three components of organisational commitment, however, the discrepancy in research outcomes may depend on industry or country specific factors (Ogba, 2008).

2.3.3 Work experience and organisational commitment

Steers (1977, p. 47) argued that ‘commitment is influenced by the nature and quality of an employee’s work experience during his or her tenure in an organisation’. Rewards, organisational dependability, employee importance and social involvement are key aspects of work experiences explored in turn for commitment. For example, if an employee receives a reward such as a promotion after completing a challenging task, then commitment is probably higher than if an employee receives rewards automatically (Grusky, 1966). Furthermore, an individual’s experience of their colleagues’ positive commitment can impact their own commitment (Steers, 1977). Thus, building organisational commitment can have a boosting effect. Maxwell and Steele (2003, p. 366-367) confirmed this point in their study on hotel managers and the relationship between work experience and organisational commitment. Their findings indicate that,

- (1) satisfaction with pay is associated with high levels of commitment; (2) those with positive opinions on their organisation’s dependability have higher levels of commitment than those with negative opinions; (3) higher commitment levels are linked to feeling of personal importance attached to organisation success; and (4) social engagement in work nudges up commitment levels.

The correlation of work experience and organisational commitment was also confirmed in a longitudinal study of graduates (Arnold & Davey, 1999).

2.3.4 Organisational tenure and organisational commitment

Organisational tenure is one of the predictors of organisational commitment in many studies in both Western and non-Western cultures. Luthans *et al.*, (1985) and Meyer and Allen (1984) have demonstrated a positive relationship between tenure and organisational commitment. Organisational tenure impacts specifically on affective commitment and continuance

commitment (Jena, 2015). Service time is the most significant factor in continuance commitment (Abreu *et al.*, 2013). However, the relationship between demographic characteristics and organisational commitment has been disputed by researchers. The results of research undertaken in Guangzhou and Shanghai on organisational commitment show there is no correlation between demographic factors such as age and tenure and organisational commitment (Chen & Francesco, 2000). In the study of 300 ICT professionals in Hong Kong, the results also demonstrate that age and service time are not correlated with employee commitment (Chui, Tong, & Mula, 2007). This fact could arguably result from cultural difference and the influence of inter-personal relationships (*guanxi*) that plays an important role in Chinese society (Chui *et al.*, 2007). In view of these mixed findings in Western culture and Asian Culture, there should be further empirical studies to investigate this relationship.

2.3.5 Type of organisation and organisational commitment

Attributes of enterprises have been found to correlate with the level of organisational commitment in empirical studies. The type of organisation, such as retail cooperative and private sector company, has been considered as a variable influencing employees' organisational commitment (Wetzel & Gallagher, 1990). Liu (2003) (cited in Wang, 2005) investigated the impact of organisational culture on the three components of organisational commitment. Liu (2003) found that the organisational culture in foreign-invested enterprises is linked to continuance commitment, whereas in state-owned enterprises it is linked to affective commitment. Wang (2005) found significant differences in the three components of organisational commitment from employees in state-owned enterprises and privately-owned enterprises. Apparently, employees in state-owned enterprises have a higher level of continuance commitment, whereas the employees in privately-owned enterprises have a higher level of affective commitment and normative commitment than their counterparts in state-owned enterprises. Wetzel and Gallagher (1990) confirmed the impact of type of

ownership on organisational commitment in a Western context. Employees of retail cooperatives are more committed to their organisation than employees of private sector cooperatives (Wetzel & Gallagher, 1990). As such, the type of organisation can be considered as a driver of organisational commitment. Most recently, there has been a call for research on the influence the age of an organisation might have on organisational commitment, possibly providing an incorporation of personal and contextual/organisational characteristics (Al-Jabari & Ghazzawi, 2019).

2.3.6 Hometown and organisational commitment

Koca and Ozcifci (2015) compared organisational commitment of teaching staff from different hometowns in two different universities (an old and a new university) in one city in Turkey, and found a strong relationship of affective commitment with faculty members' hometown in the new university, while faculty members' hometown did not affect the level of continuance and normative commitment. Because of family and social concerns, members who came from the city of the university were expected to feel part of the organisation. However, there was no difference between the hometown variable and organisational commitment of faculty members in the new university. This point indicates that hometown can be a factor in building commitment level in an organisation. That is to say, employees whose hometown is the city where the organisation was founded may have a sense of belonging to that organisation, i.e. affective commitment.

In conclusion, based on the literature, variables such as age, gender, type of organisation, job position, work experience, and hometown are worthy of investigation as antecedents of organisational commitment.

2.4 Organisational commitment across culture

Schwartz (2006, p. 139) stated that:

Cultural value emphases shape and justify individual and group beliefs, actions and goals. Institutional arrangements and policies, norms, and everyday practices express underlying cultural value emphases in societies... a cultural value emphasis on success and ambition may be reflected in and promote highly competitive economic systems, confrontational legal systems, and child-rearing practices that pressure children to achieve.

Thus, cultural values are essential factors focussing on the deeper understanding of the psychological status of a society.

Several researchers have pointed to the lack of understanding of the mechanism of organisational commitment in Asian contexts (Chen & Francesco, 2000; Cheng & Stockdale, 2003; Lee *et al.*, 2001), even though there have been numerous studies exploring the predictors and consequences of organisational commitment across Western cultures and non-Western cultures (e.g. Hamidi *et al.*, 2017; Lai, Lam, & Lam, 2013; Miao *et al.*, 2013) for more than five decades.

In findings from research on studying the influence of individualism/collectivism and power distance on organisational commitment across cultures, neither individualism nor power distance are correlated with affective commitment (Fischer & Mansell, 2009). However, Meyer *et al.*'s (2012) findings for the positive correlation of affective commitment and collectivist values are consistent with several individual-level research projects (e.g. Felfe, Wenhua Yan, & Six, 2008; Wasti, 2003). There is a significant association between power distance and continuance commitment in both dimensions, higher power distance is correlated with higher continuance commitment (Fischer & Mansell, 2009). On the contrary, Meyer *et al.* (2012) argued that there is no evidence for a link between national levels of

continuance commitment and culture values and practices because the nature of perceived costs (e.g. economic vs. social) might be quite different in different cultures. Hofstede's power distance and GLOBE power distance practices dimension are significantly correlated with normative commitment (Fischer & Mansell, 2009; Meyer *et al.*, 2012). Similarly, GLOBE's in-group collectivism is correlated with normative commitment. Greater collectivism is associated with higher normative commitment (Fischer & Mansell, 2009).

Looking beyond individualism/collectivism and power distance, there is an inconsistent correlation with other cultural values dimensions developed by Hofstede, Schwartz and GLOBE. Specifically, no significance has been found with relation to affective commitment or continuance commitment, but normative commitment might be strongest in cultures where people focus on group interests over individual interests and there is a 'well established and accepted male-dominated power hierarchy' with the intention of promoting certainty and control in the long term (Meyer *et al.*, 2012, p. 236). Cultural values are to large degree based on unstated assumptions (Triandis, 1995). In collectivism, it is assumed that individuals will feel compelled to be together into tight groups of interdependent individuals. The assumption that individuals are independent entities, different and aloof from the groups, is primary to individualism. In addition, the complex nature of culture in Asian collectivist like Vietnam, where Confucian values emphasise harmony. Harmony is defined as *keeping face*, which can be understood as the meaning of individual's dignity, self-respect and prestige (Hofstede & Bond, 1988). As such, employees value status and hierarchy, and the obligations and reponsibilities for the personal wellbeing of the subordinates belonging to the supervisor (Hofstede & Bond, 1988). Eastern Asian employees are influenced by Confucian culture in building interpersonal relationships in the workplace where they place high value on '*righteous-orientation and seniority-based values*' (Kang *et al.*, 2017, p.117). Given the prominence to the duty of doing the right thing, it is reasonable to evoke that employees in

such an organisation would have a normative driver to commit to the organisation where they have built their interpersonal relationships.

Overall, findings on the effects of national cultural dimensions on organisational commitment through research across nations and/or in a specific country are not consistent, and it is possible that cultural differences will emerge with more research. Further research pertaining to how cross-cultural and individual values influence commitment in different countries is needed to explain how cultural norms are linked to affective commitment, continuance commitment and normative commitment (Meyer *et al.*, 2012). Most research on organisational commitment has been undertaken in Western countries, with very few studies on the nature of commitment having been undertaken in Asian countries where cultures are substantially different.

2.5 Institutions and Institutional Theory

2.5.1 The concepts of institutions

An institution may be viewed as ‘an adaptive, organic system, affected by the social characteristics of its participants as well as by the varied pressures imposed by its environment’ (Selznick, 1948, cited in Scott, 2014, p. 24). Barley (2019, p. 4-5) argues that institutions are ‘(1) social forms; (2) a negotiated order; (3) social worlds of increasing range and scope; and (4) an interaction order’.

Institutional economists perceive institutions as an active construction of meaning by participants. They emphasise the role of human agency in developing institutions. North (1991, p. 97) described institutions as ‘humanly devised constraints that structure political, economic and social interaction. They consist of both informal constraints (sanctions, taboos, customs, tradition and code of conduct) and formal rules (constitutions, laws and property rights)’. Institutions are the structure that individuals impose on social interaction and, in turn,

institutions specify the encouragements that individuals make choices to shape the performances of societies and economies over time (North, 1994). This view points out that institutions are considered as patterns of ordered interaction supported by specific mechanisms of control and ‘an organised, established procedure’ that expose a set of standardised interaction sequences’ (Jepperson, 1991, pp. 143-145).

From a sociological perspective, Scott (2014) defined institutions to consist of cultural-cognitive, normative and regulative elements that provide stability and meaning to social life. However, institutions are also transmitted by various types of carriers, including symbolic systems, relational systems, routines and artifacts, and these types of carriers operate at multiple levels of jurisdiction. This view emphasises regulation and human cognition in describing institutions as ‘rules and shared meanings ... that define social relationships, help define who occupies what position in those relationships and guide interaction by giving actors cognitive frames or sets of meanings to interpret the behaviour of others’ (Fligstein, 2001, p. 108).

In summary institutions are symbolic frameworks that provide instructions for behaviour, regularity, stability and meaning to social life (Campbell, 2004; Scott, 2001).

2.5.2 Elements of institutions

Scott (2014, p.57) proposed a broad definition of institutions: ‘institutions comprise regulative, normative, and cultural-cognitive elements that, together with associated activities and resources, provide stability and meaning to social life’.

Institutions display stability and meaning-making possessions because the movement of the processes is built by regulative, normative, and cultural-cognitive elements. These elements are the central building blocks of institutional structures, which postulate the guide of behaviour and oppose change (Scott, 2014). They form a range of moving ‘from the

conscious to the unconscious, from the legally enforced to the taken for granted' (Hoffman, 1997, p.36).

Regulative elements consist of rules and regulations that direct behaviour such as laws, structures and property rights (North, 1991; Scott, 2014). The regulatory pillar is:

distinguished by a prominence given to explicit regulatory processes: rule setting, monitoring and sanctioning activities. In this view, regulatory processes involve the capacity to establish rules, inspect another's conformity to them, and as needed, manipulate sanctions—rewards or punishments—in an attempt to influence future behaviour (Scott, 2014, p. 59).

Regulations may be formed and preserved by transnational authorities, nation-states, or provinces and local regimes with power to generate rules and sanction unorthodoxy (Djelic & Quack, 2003). Economists and rational choice political scientists direct most of their attention to regulative elements (Aoki, Oaki, Greif, & Milgrom, 2001).

Normative elements consist of the informal norms, values, roles, standards, practices, customs, traditions taboos and codes of conduct that lead behaviour and decision making in social life (North, 1991; Scott, 2014). In terms of the normative pillar, Scott (2014, p. 64) suggests that:

Emphasis here is placed on normative rules that introduce a prescriptive, evaluative, and obligatory dimension into social life. Normative systems include both values and norms. Values are conceptions of the preferred or the desirable together with the construction of standards to which existing structures or behaviours can be compared and assessed. Norms specify how things should be done; they define legitimate means to pursue valued ends.

Not only do normative systems describe goals and objectives to play a game but set up rules clarifying how the game is to be played (see Table 2.1). March and Olsen (2010) emphasised the social obligations as rules to describe behaviour that is a matching of a situation to the demands of a position. Rules are the guidance of relationships among roles in terms of what a holder of one role owes to holders of other roles. March and Olsen (2010, p.21) describe a normative conception of institution as:

The proposition that organisations follow rules, that much of the behaviour in an organisation is specified by standard operating procedures, is a common one in the bureaucratic and organisational literature.... It can be extended to the institution of politics. Much of the behaviour we observe in political institutions reflects the routine way in which people do what they are supposed to do.

A normative conception of institutions stresses the stabilising impact of social beliefs and norms that are both internalised and imposed by others, institutions are widely perceived as having moral roots (Stinchcombe, 1997). Many occupational groups, both professional and craft-based, create and maintain work norms and actively declare standards and codes of conduct (Brunsson & Jacobsson, 2000a).

Cultural – Cognitive elements consist of shared beliefs, categories, identities, schemas, scripts, heuristics, logics of action and mental models. Anthropologists and sociologists like Geertz, Berger, Dimaggio, Goffman, Meyer, Powel and Scott have focussed on the shared conceptions that compose the nature of social reality and build the frames through which meaning is made (see Table 2.1).

Table 2.1 Three Pillars of Institutions

	Regulative	Normative	Cultural-Cognitive
Basis of compliance	Expedience	Social obligation	Taken-for-grantedness Shared understanding
Basis of order	Regulative rules	Binding expectations	Constitutive schema
Mechanisms	Coercive	Normative	Mimetic
Logic Indicators	Instrumentality Rules Laws Sanctions	Appropriateness Certification Accreditation	Orthodoxy Common beliefs Shared logics of action Isomorphism
Affect	Fear Guilt/Innocence	Shame/Honour	Certainty/Confusion
Basis of legitimacy	Legally sanctioned	Morally governed	Comprehensible Recognisable Culturally supported

Source: (Scott, 2014, p. 60)

Facilitating between the external world of incentives and the reaction of the individual organism is a set of internalised symbols representing the world (Scott, 2014). Meanings result from interaction and are maintained and transformed as they are employed to make sense of the ongoing stream of occurrences. Cultural-cognitive elements are abstract rules related to the structure of cognitive differences and taken-for-granted understandings (Strang & Sine, 2002). The principal dimensions with which the variety of assumptions come along and arguments rise among theorists emphasising the three elements of institutions are illustrated in Table 2.1.

To sum up, institutions reinforced by one pillar may be maintained by different pillars as time passes and context changes. The institutional logic underpinning the regulative element is an instrument. Individuals create laws and rules that they believe in to develop their interests, and individuals follow the laws and rules as they search for prospective rewards or endeavour to keep away from sanctions (Scott, 2014). As with regulative elements, normative elements

can also induce strong feelings that are related to ‘the trespassing of norm’ including a sense of shame or respect and honour. The compliance or disruption of norms typically involves a wide measure of self-evaluation. (Scott, 2014, p. 66). Highlighting normative rather than regulative features of institutions draws attention from conducting a ‘logic of consequentiality’ to a ‘logic of appropriateness’ (March & Olsen, 2010, p. 23). A cultural-cognitive conception of institutions focusses on the major role of the socially facilitated construction of a common framework of meanings. However, regulative rules and legislative initiatives have more impacts through the normative and cognitive mechanism set in motion than by means of coercive mechanisms (Edelman & Suchman, 1997; Luoma & Goodstein, 1999). Importantly, when the elements are affiliated, the strength of their combination can be impressive. If the elements are unaffiliated, they may support and motivate opposing choices and behaviours (Scott, 2014). Likewise, Strang and Sine (2002, p. 449) stated that: ‘Where cognitive, normative, and regulative supports are not well aligned, they provide resources that different actors can employ for different ends’.

2.5.3 The development of institutional theory

Institutional theory

The origin of institutional theory stems from the social sciences, conscripting and integrating the creative insights of scholars ranging from Marx and Weber, Cooley and Mead, to Veblen and Commons (Scott, 2005). During the last 30 years, contemporary institutional theory has drawn the attention of a wide range of scholars across the social sciences and is utilised to scrutinise systems varying from micro interpersonal interactions to macro global agendas. Studies have investigated interactions among three types of variables (Orr & Scott, 2008): (1) societal differences that are relevant to firm performance, (2) types of firm-level decisions are affected, and (3) strategies and structures that organisation’s utilise to deal with the differences confronted.

Societal differences have been explored in many studies in Europe and Asia. These studies pointed out the differences among countries and regions in terms of *business recipes*, firm structures and the modes of management for firm interdependences (Whitley, 1992a, 1992b) and differences in the regulation of work systems (Whitley & Kristensen, 1997). The differences were described in term of *social systems of production* which vary because of culture, historical developments, shared experience, informal rules and understandings (Hall & Soskice, 2001; Orr & Scott, 2008).

Types of firm-level decisions impacted by differences of institutions have been explored in research of a wide range of behaviours. Many empirical studies have emphasised the international influences of *international coercion*, which stems from power dynamics; *normative emulation*, whereby actors intensively influence each other within a social structure; and *competitive mimicry*, which is a process of social appraisal resulting from the pressure to keep economically effective and efficient comparative to relevant others (Frank, Hironaka, & Schofer, 2000; Guler, Guillén, & Macpherson, 2002; Henisz, Zelner, & Guillén, 2005; Kogut & Macpherson, 2003; Lee & Strang, 2003). Henisz *et al.* (2005) assessed the stability of the political regime and institutions and policy environment. Studies of other types of behaviours include selection of nation, sector and location (Henisz & Delios, 2001); means of entry, including procurements, joint venture, and corruption of investments in developing countries (Doh, Rodriguez, Uhlenbruck, Collins, & Eden, 2003); responsiveness to host cultural practices and government policies (Prahalad & Doz, 1987); and legal alternatives to international arbitration to avoid domestic courts (Wells & Ahmed, 2007).

In relation to the structures and strategies that organisations confront, earlier institutional theorists (e.g. DiMaggio & Powell, 1983; Meyer & Rowan, 1977) described organisations challenging institutional differences. Theoretical formulations have been reflected in the methods in which organisations play an active role in their fate, and researchers have

examined firm-level structures and strategies that arbitrate responses to institutional pressures (Scott, 2001). The more experienced firms and multinational organisations are linked to business groups, the more likely they will be able to capture *local* knowledge, consisting of methods to be effective in local economic transactions and political contests (Orr & Scott, 2008).

Institutional theory has emerged as important as a popular and influential framework to understand individual and organisational action. It is a theory that has been created, compared with other approaches and expanded, however, institutional theory has been criticised as being used to rationalise ‘the persistence and homogeneity of phenomena’ (Dacin *et al.*, 2002, p. 45). Despite substantial diversity of institutional perspectives (see Hall & Taylor, 1996 for a review; Campbell & Pedersen, 2001), these perspectives have a common element in a cutback approach that reflects the favourites and capabilities of individual actors as directly creating complicated social outcomes (Strang & Sine, 2002). Institutional theory postulates a model of social action where individual action is controlled and formed by an institutional context. Thus, institutional theory argues that specific practices or outcomes can convert factors built in the social order. These factors can occur without extensive efforts or mobilisation, and oppose counter-mobilisation (Jepperson, 1991).

Institutional change

Consistent with this view of a vibrant theory, Dacin *et al.* (2002) acknowledged that institutions can work powerfully to drive change, and institutional theory can be useful to understand the nature of change over time across contexts and levels, however, institutions themselves also change in character and potency. ‘Institutions by definition are the more enduring features of social life ... giving solidity across time and space’ (Giddens, 1984, p.24). Institutions are multidimensional, enduring social structures, including symbolic components, social activities and material resources. Thus, they can be diffused across

generations, preserved and reproduced (Zucker, 1977). However, institutions themselves suffer change over time as institutions, not only as a property or state of an existing social order, but also as a process of both institutionalisation and deinstitutionalisation (Oliver, 1992; Scott, 2014; Tolbert & Zucker, 1999).

What kinds of factors can be taken as strongly creating but moderately unresponsive to social action? Institutions can be defined with the way how organisational structures and routines make up current behaviour as, at the society level, the approaches impress on structures and processes relating to societies or nation-states (Strang & Sine, 2002). Institutions can be defined as *rules of the game* in politics which have long been the domain of political scientists (March & Olsen, 1989) and political sociologists (Skocpol, 1985, cited in Scott, 2014). Or institutions can be defined by culture where the understandings and categories shape how actors understand themselves and the link of actions that they are able to create. Taken together, all the factors can contribute to shape institutions and the institutions can undergo change when rules, structures and routines cannot go together. Neo-institutionalists impress forms, practices and routines as institutionalised when they are empowered with social meaning (Strang & Sine, 2002).

DiMaggio and Powell (1983) laid the foundation for the new institutionalism in organisational studies. In this study, they expressed the concept of ‘institutional entrepreneurship’, as a mechanism of understanding how new institutions commence, concentrating attention on the means by which interested actors act to affect their institutional contexts through their strategies such as market leadership or lobbying for regulatory change. Thus, the practices of individuals and organisations play an important role in the creation of new institutions (Fligstein, 1997; Hoffman, 1999; Rao *et al.*, 2000; Maguire *et al.*, 2004).

Oliver (1992) pioneered the new institutional theory in which organisation is recognised as central and the theory includes the account of deinstitutionalisation. She shows a framework of corporations of political, economic and social pressures to explain the drivers causing deinstitutionalisation. The framework helps the understanding of the variety of reactions available to organisations coping with institutional pressures, and the situations under which these various responses would be most probably to happen. This framework has since been the theoretical foundation for empirical research and theoretical extensions (e.g. Greenwood & Suddaby, 2006; Seo & Creed, 2002; Thornton, 2002). Oliver (1992, p. 564) also argued that deinstitutionalisation exemplifies ‘the delegation of an established organisational practice or procedure as a result of organisational challenges to or the failure of organisations to reproduce previously legitimated or taken-for-granted organisational actions’. And deinstitutionalisation is institutional work conducted by individuals and organisations so that they can preserve the existing institutions. Therefore, the continuation of institutions cannot be taken for granted, in spite of the requirement of active involvement of individuals and organisations for highly institutionalised technologies, structures, and practices for maintaining institutions over time (Lawrence, Winn, & Jennings, 2001).

Consistent with this approach, Beckert (1999) emphasised the cognitive connections between action and institutions that play the role of coordinating means in market institutions where actors are making their efforts to pursue objectives of profit or competitive advantage. Institutions can provide actors with the capability to perform when they are not allowed to delegate the probabilities to the possible outcomes of choices because of the complicated situation and informational limitations, however, institutions can undergo pressure from agents who accept the limited qualities for more efficient results.

From all the above views of institutions, Lawrence and Suddaby (2006, p. 215) have provided a framework connecting previously separate studies of institutional work. Institutional work

is conceptualised as ‘the purposive action of individuals and organisations aimed at creating, maintaining and disrupting institutions’. The literature on institutional change specifies some perceptions into the institutional work needed for creating institutions. Creating is the capability to set the rules and construct incentives and restrictions that impose these rules. A significant insight is the differences between ‘forms of institutional work that focus on rules’ and ‘forms of institutional work that effect changes in norms and belief systems (i.e. constructing identities, changing norms and constructing normative networks’ (Lawrence & Suddaby, 2006, p. 228). This insight is the greater potential for *rules-based work* to be related to the construction of new institutions. This work depends on the ability of some actors to impose compliance. On the contrary, *normative work* is based on forces of culture and morality implanted in communities of practice. Thus, the normative work depends on the cooperation of the communities of practice to create reality for the intended new institutions. In other words, Greenwood and Hinings (1996) portrayed how changes in principal norms go through an analytical stage of theorisation and legitimation by existing or new actors. Theorisation covers both the specification of the shortcomings of existing norms and practices and the rationalisation of new norms and practices in consideration of morality.

The second stage of institutional work is maintaining institutions. Maintaining institutions consists of ‘supporting, repairing or recreating the social mechanisms that ensure compliance’ (Lawrence & Suddaby, 2006, p. 230). Institutional works focus on the maintenance of institutions through means of confirming devotion to the rule systems and efforts on the reproduction of existing norms and belief systems. The last stage of a process of institutionalisation is institutional work focussing on disrupting institutions. This type of work includes criticising or weakening the mechanisms that direct members to act in accordance with institutions. Although the significance of deinstitutionalisation as a process is considered, specific descriptions of the institutional work that actors participate in to make

the process occur are relatively uncommon in the empirical literature. Where institutional change is scrutinised, primarily it focusses on the emergence of new institutions (Lawrence & Suddaby, 2006).

Consequently, Dacin *et al.* (2002) highlighted that institutional change can advance ‘from the most micro interpersonal and sub-organisational levels to the most macro societal and global levels.’ (p.48). It can occur in brief and short periods or over time in decades or centuries. New mechanisms stem from changes in power arrangements that delegitimize the existing forms and lead to the forefront new cultural-cognitive conceptions that arrange a foundation for new political policies, new legal mechanisms and new normative frameworks (Dacin *et al.*, 2002).

From the review of organisational commitment and institutions in the preceding sections, it is reasonable to argue that organisational commitment can be understood in different ways depending on different circumstances, economy settings and cultures. The drivers and mechanisms of organisational commitment vary from individual level to societal level. Thus, in order to better understand the nature and practice of the Three Component Model of organisational commitment of employees in a given country, it is necessary to explore the influence that regulations, beliefs, norms and political policies have on individuals.

Regulatory, normative and cognitive-cultural factors of institutions and institutional change can be applied to explore analytically the nature of organisational commitment.

2.6 The Vietnamese context

From the previous sections in this chapter it is evident that there is a paucity of empirical research into organisational commitment in Southeast Asian countries. There is also a paucity of empirical research into how organisational commitment might be changing in such countries as a consequence of institutional change and the forces of globalisation. Vietnam

has undergone major changes since the *Doi moi* (open door) policy of 1986 and the influences of globalisation. In the process of reformation, Vietnam has changed regulations and legitimacy to support developments in trade and commerce. According to World Bank (2020), in 2019, Vietnam's GDP growth was 7.0%, higher than China at 6.1%, in comparison with the GDP growth of Vietnam at 6.3% in 2017.

Today, business in Vietnam is increasingly competitive and comprises global multinationals, joint ventures, state-owned companies, small and medium enterprises and family-owned businesses. Vietnamese employees have more choices for a suitable career, and this may create changes in social attitudes to job opportunities. These changes might also influence the nature and practice of organisational commitment at the workplace. Thus, Vietnam is an important context to explore the influence of institutional change on organisational commitment.

2.6.1 Background and brief history of Vietnam

Vietnam occupies an area of approximately 310,070 square kilometres. It borders China in the north, Laos in the northeast and centre, and Cambodia in the southwest. Vietnam is culturally divided into three main regions, the north (Mien Bac), the centre (Mien Trung), and the south (Mien Nam), with Hanoi, Hue, and Ho Chi Minh City (HCMC) serving as the main cities of each region. Hanoi has been the capital of a united Vietnam since 1976. HCMC is the biggest commercial and industrial city in Vietnam. Vietnam contains a wide-variety of agro-economic zones. These include the river deltas of Vietnam's two great rivers; that is the Red River in the north and the Mekong in the south. The population of Vietnam in 2019 is 96,634,221 based on the latest United Nations estimates (UN, 2019). Vietnam has 53 ethnic groups with the Kinh, the biggest group, living in all parts of the country.

Before the Vietnam War, Vietnam was a French Colony (1858-1945) comprising three regions - the North, the Centre and the South. Following the 1954 Geneva Conference, Vietnam was temporarily separated into two regions - a northern region to be governed by the Viet Minh rebels (the state of Democratic Republic of Vietnam), and a southern region to be governed by the State of Vietnam, as illustrated in Figure 2.2. The division of Vietnam was intended to be temporary, with elections planned for 1956 to reunify the country.

Figure 2.2: Vietnam Map with two regions



Source: Wikipedia

Is Vietnam one country or two regions? This question still exists. Vietnam was officially reunited on April 30, 1975, after having been divided for 20 years by war between two regions - the North and the South. Engholm (1995) argued that during this 20-year period, different ways of operation and manners of behaviour evolved.

The traditionally conservative and bureaucratic North followed the theory of socialism from the 1940s. Conversely, the South experienced democracy for two decades and was influenced

by American and Western culture until 1975 when the Americans left the South (Engholm, 1995).

There was also a strong Chinese influence in Vietnam. This originated from Chinese immigration in the North, where Vietnam borders with the more industrialised South region of China (Ralston, Thang, & Napier, 1999). The Vietnamese in the North are believed to be most industrious and politically ambitious, whereas the southerners are believed to be far easier going and receptive to new ideas and methods. Over the past 120 years, Vietnam has been strongly influenced by three very different cultures, first French, then the Chinese in the North and American in the South. Thus, behaviours and norms have been influenced by the diversity of cultures.

Apart from a high degree of ethnic diversity, Vietnam has a history with a notable complexity of religious influences, such as Confucianism, Taoism, Buddhism, Christianity, Hinduism, Islam and even locally founded religious sects (e.g. Cao Dai and Hoa Hao). They have, surprisingly, co-existed and developed together without much conflict (Thang & Quang, 2005), as 'the Viet rarely accepted beliefs or practices wholly as presented to them. They adopted and adapted foreign traditions, blending them with indigenous beliefs and with each other' (McLeod, Dieu, & Nguyen, 2001, p. 43).

2.6.2 Vietnam's economic context

Vietnam is located at a strategic crossroads in southeast Asian and is characterised by its political and social stability, cultural and geographic proximity (Cooke & Lin, 2012). Since 2008, Vietnam has additionally featured as having cheap labour and a young and well-educated workforce (United Nations Conference on Trade and Development (UNCTAD) 2008). After the Vietnam War in 1975, the Vietnamese government set up a central-planned economy dominated by state-owned enterprises (SOEs). Vietnam was one of the poorest

countries in the world as a result of a trade embargo by the West, and hyperinflation (The World Bank, 2012). The legislative system basically concentrated on structuring the government, improving criminal law and the military.

In the early 1980s, the government strengthened the organisational mechanism for economic reform. In 1986, the government restructured the economy towards a market-oriented economy allowing for foreign investments, a multi-sector economy, and global integration (Quang, van der Heijden, & Rowley, 2010). The *Doi moi* policy- which is generally translated as *reformation* or *open door* - was launched after the 6th Vietnam Communist Party Congress held in December 1986. The policies adopted at the congress were considered an historical milestone of transitioning to a market-driven economy from a centrally planned, subsidised economy. The policy targeted at liberalising production, downgrading state intervention in business, and stimulating foreign and domestic private investment (Nguyen Duy Khien, 1998, cited in Trankiem, 2000). Some of the most remarkable changes in Vietnamese social life following the market-driven economy was how the young middle class embraced new cultural and material influences, characterised by commitment to education, a consumption - orientation, interest in accessing news and information, and stronger ambition towards developing personal goals and careers (King, Phuong An, & Nguyen Huu, 2008). The economic reformation also resulted in significant changes to socio-economic life which brought more opportunities for women in their careers and social lives, changing attitudes and work practices among women (Desai, 2001; Giang, 2004).

As a consequence of the *Doi moi* reforms, Vietnam was able to produce enough food for its population and became the third largest exporter of rice in the world. Due to high growth rates, hyperinflation of more than 600% in 1986 was decreased to 30% in 1990 and dramatically down to only 1.7 % by 2018.

The living conditions of Vietnamese people have significantly improved. Compound annual growth between 1986 and 2015 was 5.3% (Diez, 2016). Vietnam's annual GDP growth rates increased from 3.12% in 2000 to 7.08% in 2018, reaching an all-time high of 8.48% in the last quarter of 2007. As a result of the rapid growth rate, Vietnam became the second highest developing economy just after China. According to the World Bank classification, Vietnam is now a middle-income country with a yearly average per capita income of nearly 2,400 USD (2017) (*data.worldbank.org*). Economic growth has led to a significant decline in poverty, the overall poverty rate dropped from 58% in 1993 to below 3% in 2017 according to the General Statistical Office of Vietnam (GSO, 2017).

Trade and Investment in Vietnam

Following the commitment towards a market-oriented economy, the Vietnamese government launched its first foreign investment laws in 1987. The 1987 Foreign Investment Law has been amended many times during the 30 years of *Doi moi* and was finally replaced with a new Law on Foreign Investment which was passed in November 2014. Since this law was approved, more tax incentives have been offered, more export processing zones have been set up, and foreign banks and financial institutions have been allowed to operate in Vietnam. The government also restructured the legal framework to assist the development of a private sector (see Table 2.2 a-c). After more than 30 years of economic reforms, total FDI between 1988 to 1990 was 1,603.5 million USD and surged up to 36,368.6 million USD in 2018 according to the General Statistics Office of Vietnam. In recent years, FDI inflows have provided investment capital and encouraged export growth (Athukorala & Tien, 2012). FDI has also had a direct impact on employment growth in Vietnam especially in the early years (Jenkins, 2006) and has improved labour productivity (Nguyen & Nguyen, 2007).

After the second stage of global integration (2000-2008), Vietnam's economy continued to change and grow. The existing investment legal framework was revised to adapt to the

development of the economy. The Law of Enterprises and the Law of Investment came into effect in 2015. In 2018, Vietnam launched a new Law of Competition. Since then, the revised laws have offered advantages for foreign and local investors to operate in Vietnam. In 2019 The Comprehensive and Progressive Agreement for Trans-Pacific Partnership took effect. In the middle of 2019, the EU-Vietnam Investment Protection Agreement was officially signed in Hanoi (<https://thelawreviews.co.uk/>).

Table 2.2a: The process of legal framework reform articulated in the periods of economic integration in Vietnam

REFORM	1986–1989 (preparation)	1990–1999 (the first global integration)	2000–2008 (the second global integration)
I. PROPERTY RIGHTS REFORM	<ul style="list-style-type: none"> • The first Land Law, issued in 1987, did not recognise the price of land and did not permit official transaction (land belonged to population under management of govt.). • The market of land use right was not acknowledged and all land transactions were implemented by informal contract and legalised later. 	<ul style="list-style-type: none"> • The second Land Law, issued in 1993, regulated land prices as a basis to collect taxes, land use fees or compensation costs upon acquisition of land (30% market price) • The market of land use was initially acknowledged by defining 5 rights of a land user (transaction, rental, inheritable, mortgage and pooling). 	<ul style="list-style-type: none"> • The supplementation to the Land Law in 2001 emphasised the right of land users to mortgage their land use right at the banks. • The Land Law of 2005 regulated that land prices must be based on market prices when the govt. assigns land use rights or compensation for acquisition purposes. The government can re-evaluate the value of land use right in the case of investing in public infrastructure. The regulations of international treaties signed by the national government will be replaced by this law (if different regulations).

Table 2.2b: The process of legal framework reform articulated in the periods of economic integration in Vietnam

REFORM	1986–1989 (preparation)	1990–1999 (the first global integration)	2000–2008 (the second global integration)
II. MULTISECTORAL ECONOMIC DEVELOPMENT <i>(Domestic investment.)</i>		<ul style="list-style-type: none"> • The Domestic Investment Law of 1994 indicated favourable conditions for new business establishments, such as reduction of income tax (50%) from the first 1 to 2 years. • The supplementation to the Domestic Investment Law in 1998 indicated more favoured conditions, such as reduction of land use fees or rental fees or land tax by 50%; enterprise receives favoured credit. 	<ul style="list-style-type: none"> • The Common Investment Law of 2005 (for both foreign and domestic investors) regulated many types of investment, including indirect investment (stock market, bonds, shares and other values papers). The government treats all kinds of investors equally and facilitates equally good conditions for all investors. The time of land use right of a project is only 50 years and maximum 70 years for all investors.
<i>(Foreign investment)</i>	<ul style="list-style-type: none"> • The Foreign Investment Law of 1987 indicated joint-venture and 100% foreign capital types. • Encouraged fields got favoured conditions such as exemption of income tax, max. 2 years, and reduced income tax (50%) for 2 additional years. • Supplement to the Foreign Investment Law in 1990 added type of Export Industrial Zone, BOT and the time of project operation (50 – 70 years). 	<ul style="list-style-type: none"> • The second Foreign Investment Law of 1996 regulated the types of BOT, BTO, BT and operation of projects. • This law increased the favoured conditions for encouraged fields such as exemption of income-tax for a max. 4 years and reduction of income tax by 50% for 5 more years. 	

Table 2.2c: The process of legal framework reform articulated in the periods of economic integration in Vietnam

REFORM	1986–1989 (preparation)	1990–1999 (the first global integration)	2000–2008 (the second global integration)
(Enterprises)	<ul style="list-style-type: none"> • The Private Enterprise Law of 1990 indicated complex procedures for obtaining an establishment license and registering with local authorities (after 60 days), published in the newspaper (after 30 days). 	<ul style="list-style-type: none"> • The supplementation to the Private Enterprise Law in 1994 modified the requirement to be “registration paper” instead of “establishment licence”. It regulated a simpler procedure by feeding back within max. 30 days. • The new Enterprise Law of 1999 regulated limited companies, sharing companies, collective name companies and private companies. 	<ul style="list-style-type: none"> • The Law of State Enterprise of 2003 indicated 2 types of state enterprise: (1) 100% state capital and (2) dominant share of a state capital as stock or limited company. • The minister/chairman of a big city could issue a decision to establish a new state company. • The Enterprise Law of 2005 regulated all forms of companies (state companies must transfer into limited companies or sharing companies). The regulations of international treaties signed by the government will be replaced by this law (if different regulations).
III. STATE SECTOR REFORM		<ul style="list-style-type: none"> • The State Enterprise Law of 1995 regulated independent enterprises and corporations established by state capital. • Prime Minister or Ministers, chairman of PC of big city decide for establishment. 	
IV. LOWERING TRADE BARRIERS		<ul style="list-style-type: none"> • The Law of Trade of 1997 regulated six basic principals in commercial activities by treating all traders equally and protecting consumers’ rights. • The AFTA tariff has the tax rates of 0% and 5% (compulsory reduced). 	<ul style="list-style-type: none"> • The Law of Trade of 2005 regulated more details (basic principles) and foreign traders, business promotion, advertisement, intermediates, logistic service, franchising and establishment of a Trade Association.

Source: (Tan & Fukushima11, 2010, p. 36)

Type of ownership

The economic reforms created openings for foreign trade and investment and the setup of private companies including domestic and foreign firms. In 1990, the Law on Private Enterprises and Company Law were launched to boost economic growth. Following these two laws, the Law on Investment was approved in 2005. Vietnam joined the World Trade Organisation (WTO) in 2007.

The types of organisations in Vietnam are divided into state-owned enterprises (SOEs) and non-state-owned enterprises. The SOEs include manufacturing and trading companies and administrative organisations. The non-state-owned enterprises include limited liability companies, shareholding companies, partnerships, and private enterprises. Following the membership of WTO, foreign capital surged into Vietnam in the form of portfolio investment, foreign direct investment, and other investments. As Ralston *et al.* (1999) pointed out, investors who are interested in Vietnam have three options: (1) developing a contractual cooperative, (2) establishing a wholly foreign-owned business, or (3) creating a joint-venture with a local partner. As a consequence, Vietnam currently has many types of organisations operating manufacturing, commercial and service industries, which has created the need for a large workforce.

Two different types of enterprises exist with two different management styles in Vietnam. The dominant values in SOEs are those related to bureaucracy. Employees must follow bureaucratic rules and procedures and they cannot change their working practices to meet the existing demands for productive results (Kamoche, 2001). Seniority and loyalty are highly considered and applied as a standard of payment. A performance-based wage is used bureaucratically according to the reports of activities to the supervisors, and these reports might not display the actual performance. Moreover, most SOEs pay a salary based on the governmental standard wage rather than a performance-based wage (Nguyen, 2008).

Government officials regularly mediate the investment and personnel decisions of state-owned enterprises (Painter, 2003). Most government officials are observed to have higher income than their official salary, hence the saying in Vietnam ‘the outer leg [unofficial income] is longer than the inner leg [official salary] (Chan ngoai dai hon chan trong)’ (Koh, 2001, p. 284).

After the launch of *Doi moi* in 1986, a new type of enterprise, the non-state-owned enterprise, began operating. This type of enterprise has a different management style from state-owned enterprises. The salary is paid on performance-based reports which reflect the actual performance of employees. Baldwin (1987) made a comparison of three main categories including objectives, leadership and job security in the public and private sectors. The comparison found out (1) objectives in private sector are less vague than those in the public sector, (2) the private sector has less leadership turnover than the public sector, (3) employees in the private sector are less secure in their job position than those in the public sector.

Taken together, large changes in trade, investment, and enterprises have brought the whole economy of Vietnam to a new era. The era of liberalisation and globalisation has created an opening for private/foreign corporations, and for multiple types of ownership, not only state-owned enterprises. These changes to regulatory institutions are evident in the following changes to individuals in Vietnamese society. The Vietnamese people have more opportunities in terms of consumer goods, careers, social networking, entertaining, education, etc., and they have more advantages for selecting a suitable job position in the labour market. As discussed in the previous section, change in regulatory institutions creates change in normative and cultural-cognitive institutions. Therefore, it is possible that such changes have also resulted in changes in the nature of organisational commitment in Vietnam.

Education and Gender

In line with the process of economic reform, the *Doi moi* policy has resulted in an extensive opening to the world, exposing Vietnamese society to the forces of economic and cultural globalisation and this has impacted on education and gender roles. Accordingly, the division of labour and responsibilities between husbands and wives in family life has become clear.

Women have more time and opportunities to engage in social life rather than focussing on domestic work. Gender equality has been highlighted by the government. The legal and political programs that have been initiated to promote gender equality include: (1) legislating gender equality, (2) promoting women's participation in production, (3) attempts to reduce women's domestic responsibilities, (4) introducing new ideologies of equality, and (5) organising women to advance their interests (Croll, 1998; Que, 1996). Female workers benefit from different subsidies, and allowances are stipulated in labour legislation.

Vietnamese women have the highest rate of economic participation and contribute to a large share of labour force in Asia. The rate has increased from 80% of women and 90% of men who are economically active (United Nations Economic and Social Commission for Asia and the Pacific, 1998) to 84% of Vietnamese women aged 25-54 being employed in the labour force (International Labour Organisation, 2006). In addition, Vietnamese women tend to participate in the labour force throughout their lives, without interruption for childbearing and child rearing (Haub & Phuong, 2003). The gender pay gap in Vietnam appears to have declined rapidly over 30 years of *Doi moi*. According to the 1992-93 Living Standards survey (cited in Haub & Phuong, 2003), women's income was 69% of men. By 2010, women's basic wage was 86% of men's basic wage (Thuy, Toan, Hien, & Van Trang, 2015). Consequently, there has been a sharp reduction in gender pay gap disparities and little evidence of a *glass ceiling* affecting Vietnamese women in terms of wages (Pham & Reilly, 2007).

Historically, Confucian ideology provided the guiding rules for gender roles in Vietnamese society. Women were dependent on men, first as daughters dependent on their fathers, then as wives dependent on their husbands, and as widows dependent on their sons (Que, 1996). In practice, Confucianism in Vietnam appears somewhat different from Confucianism in China where it originated. And as early as the French Colonial period, (1858-1945), French observers commented on the strong position of Vietnamese women (Frenier & Mancini, 1996). Vietnamese women have a significant role in decision-making in the family varying from household budgeting, to marriage and children's education (Knodel, Loi, Jayakody, & Huy, 2005). Thus, the traditional strong role of Vietnamese women in family and the policy of gender equality since *Doi moi* may have contributed to the acceptance of gender equality in a Confucian society like Vietnam. This has also led to some of the most remarkable changes in Vietnamese social life as the market-driven economy introduced new cultural and material influences on the young middle class, characterised by a strong commitment to education, a consumption oriented trend, interest in accessing news and information, and not least more ambition with regards to developing personal and career goals (King *et al.*, 2008). The economic reformation has also resulted in significant changes to the socioeconomic life that have brought more opportunities to women in their jobs and social lives and changing attitudes and work practices among women (Desai, 2001; Giang, 2004).

Education in Vietnam has been affected by *Doi moi* for more than 30 years. The Communist Party has articulated a new education policy to strengthen the education system. The policy has facilitated the industrialisation and modernisation in this transition economy. A New Education Law was approved in 1998 and revised in 2005 providing a legal framework for developing an education system. Accordingly, the size of the education sector has increased. The ratio of total tertiary enrolments for the population increased from 2.7% to 9.5% (1989-2000). In 2006, it increased to 16.8% of the population, including 16.5% of females. After a

decade, in 2016, this rate surged to 28.5%, including 31.7% of females (UNESCO-
<http://uis.unesco.org/>). Education and training strongly supports women with better
employment opportunities in high and middle-level technicians and professionals (An &
Kazuyo, 2018) .

In conclusion, since the launch of *Doi moi*, gender equality has significantly improved and
there has been also a large change in gender in relation to higher education. Women were
traditionally dependent on men and had fewer opportunities to join social life and outside
activities, now they have higher education than men. Today, Vietnam has higher tertiary
education participation rates for women than men, so Vietnamese women may now join the
higher-educated labour forces. Women in Vietnam have more knowledge and skills to join
the labour market. The change in education has contributed to institutional change and
normative perceptions of women in the labour market.

Ho Chi Minh City at a Glance

Ho Chi Minh City (HCMC) has undergone major change since the *Doi moi* policy. It is the
largest commercial and industrial city in Vietnam, and it is a fruitful place to attract labourers
from other parts of the country. It is a labour market with all types of enterprises.

HCMC, located in the south- east of Vietnam, covers an area of 2,095 square kilometres. It
borders Tay Ninh Province and Binh Duong Province to the north, Dong Nai Province and
Ba Ria-Vung Tau Province to the east, and Long An Province to the west. HCMC is a
municipality at the same administrative and political level as provinces, including 19 urban
districts and five rural districts. According to the General Statistical Office of Vietnam, the
population of HCMC on April 2019 was 8,993,082, a dramatic increase since 1986 (3.78
million). The current population is almost triple that of 1986. As an administrative unit, its
population is also the largest at the provincial level. Inhabitants of HCMC have migrated

from other provinces in Vietnam. Thus, the HCMC government expanded the urban boundary to include 5 new districts (District 2,7,9,12, Thu Duc and Binh Tan) from 1997 to 2003. These suburbs were the cutting edge of industrialisation and housing for factory workers, migrants and new members of the middle class. With the rapid growth, HCMC has attracted many migrants from other provinces and offered many job opportunities. The population census data also indicate that migration has been leading the population growth.

The migrants coming to HCMC from other provinces account for 28.9% of the HCMC population. Around 36.9% of the migrants come from the Mekong Delta, 14.8% come from The Red River provinces, 14.8% come from the Central provinces and 13.9% come from the South Eastern provinces (Loan, 2005). The migrants are mostly young and working. Over 40% of the migrants are aged from 18 to 24, and 55% of the migrants are female. Due to the local industrialisation and global process, HCMC's society has undergone a transformation. Labour structure has been changed by shifting from unregistered sectors to formal sectors, and from household-based businesses to private enterprises.

HCMC is the largest commercial and industrial city in Vietnam with GDP per capita in 2018 of 6,430 USD. HCMC is recognised as the city leading Vietnam's economic growth. Since 2005, the growth rate in trade and service industry has been increasingly higher than the rate in manufacturing, HCMC is becoming a centre for business and consumption in the South East (Tan & Fukushima, 2010). After 30 years of *Doi moi*, the city's Industrial Product Value was 6.4 billion USD, equivalent to 30% of the value of the entire nation. In 2018, Ho Chi Minh City collected over 16.28 billion USD in budget revenue, exceeding its assigned target by 0.47% and reporting an 8.65% increase from 2017. HCMC made up 26.6% of Vietnam's total budget revenue. HCMC is the leading recipient of FDI in Vietnam. In 2007, the city received more than 400 FDI projects worth 3 billion USD. In 2018, the city had 57 nations investing in its economy (World Bank, 2020).

Overall, HCMC is an interesting site to explore employee behaviour. It has significantly grown during the 30 years of *Doi moi*. Its development and change are great evidence of institutional change. It attracts a large number of employees from many rural areas to migrate and work in different types of organisation. With a large range of job opportunities, employees in HCMC might have more choices for a position in any organisation, and these opportunities might affect the nature of organisational commitment.

2.6.3 Discussion of Vietnamese culture

Asian countries with Confucian heritage such as China, Vietnam, Singapore, Korea and Japan share characteristics of a collectivist society. A primary influence within the Eastern culture is Confucianism (Ralston *et al.*, 1997) which has influenced Eastern societies for several thousand years (Hofstede & Bond, 1988; Truong *et al.*, 1997). The Confucian values, followed later by similar values in Buddhism, emphasise the importance of society, group, and hierarchical relationships. Vietnam as representative of an Eastern culture is also characterised by high collectivism, high power distance, and high uncertainty avoidance. Numerous studies have addressed Vietnam's Confucian heritage and collective cultural values (Nguyen, Bryant, Rose, Tseng, & Kapasuwan, 2009; Ralston *et al.*, 1997; Tuang & Stringer, 2008).

Currently, Vietnam is a highly patriarchal society with the strong impact of Confucian philosophy (Lan Thi Dang, 2017; Phuong Mai, Terlouw, & Pilot, 2005). In this regard, Confucianism cherishes the ideology of appreciating men and disapproving women, which cultivates women with domestic and family responsibilities and women are disregarded from all types of social work and activities (Vu, 1997). These ideologies and norms still exist in today's Vietnam due to Confucianism which has influenced the spiritual life of the Vietnamese, introduced by Chinese intruders, between from 179 BC to 983 AD (Nguyen, Nguyen, Nguyen, & Pham, 2010; Van Thanh, 2016). In addition, Confucian philosophy

emphasises that family is more important than the individual and should be honoured (Salter, *et al.*, 2010) The centre of society is the family, and one of the responsibilities of family members is to protect and enhance the family status (Khuat, Nguyen, & Ogden, 2004). With the strong influence of Confucianism, individuals are expected to feel moral obligation in any activities in society. Confucianism is useful for organisational ethics due to the conveying of 'a humanised and harmonious value rather than the emphasis on power and benefit' (Lin, & Ho, 2009, p. 2403). Moreover, Confucian culture emphasises the relationships among individuals in any social activities. Relationships play a dominant role in the Vietnamese setting and the seniors expect the juniors to show respect to them (Van Thanh, 2016).

In terms of sociology, as a Southeast Asian country, Vietnam can be characterised strongly by collectivism (Nguyen Thi Tuyet, Kwon, Lants, & Loeb, 2003). Key collectivist concepts relate to interdependence, self-orientation, allocentricism, harmony and conformity, whereas key individualist concepts consist of independence, self-orientation, idiocentricism, freedom and self-confidence (Triandis, Bontempo, Villareal, Asai, & Lucca, 1988). However, Triandis (1994, p.42) argued that 'all of us carry both individualist and collectivist tendencies; the difference is that in some cultures the probability that individualist selves, attitudes, norms, values, and behaviours will be sampled or used is higher than in others.'

In Vietnam, the movement toward a market-driven economy has created many changes in social values. The collectivist political values that dominated the past still exist along with modern social values, such as accepting wealth, individualism, and flexibility (Hoang, 1999). Since 1986, the inception of the *Doi moi* policy, the entrepreneurial spirit in Vietnam has flourished. Entrepreneurial spirit and many entrepreneurial attempts have been cultivated in the emerging economy (Vuong Quan & Tran Tri, 2009). *Doi moi* has provided both pull and push factors for the creation of new ventures. It has empowered the private sector and built initial market institutions and infrastructure, such as issuing laws supporting the private

sector (Sarah & Phuong An, 2005). These institutional developments have stimulated new venture creation. On the other hand, *Doi moi* has brought changes resulting in high levels of uncertainty, which are perceived as opportunities by Confucian entrepreneurs (Redding, 2013).

In Vietnam, the Communist Party started deregulation of economic management in 1986 and since then, decentralisation of state management has been applied. Furthermore, they have enacted a range of institutional reforms to encourage private investment since the mid-1990s. With the aim of creating a market economy with a socialist orientation, Vietnam emphasises the key role of central regulation and the contribution of state-owned enterprises to national industrial output. The mainstream agenda and party guidelines are still overlooked by socialist ideologies and an infringed bureaucratic system, pre-dating the reformation era. Therefore, the interactive connection of the powerful state and non-state actors incorporates into broader dynamics emerging from this reform era, which is essential to the new political economy in Vietnam (Nguyen, 2014).

It is not only cultural values, but also huge institutional changes have occurred in Vietnam and cultural values may have clashed with the institutional changes. Social changes such as gender equality, and a market-driven economy have led to more uncertainty for organisations and employees, and uncertainty is not appreciated in a culture in which high uncertainty avoidance is the norm. It is reasonable to argue that not only changing cultural values but also the huge institutional changes are important factors influencing the level of employee commitment and Human Resource Management practices. Thus, the answers to the questions “how” and “why” regarding the nature and practice of organisational commitment are needed to better understand how the relationship of institutional changes and behaviour and norms have led to enhance the comparative advantage of organisations in Vietnam.

2.6.4 Existing literature on organisational commitment in Vietnam

Mowday *et al.* (1979) developed an instrument to measure organisational commitment; the Organisational Commitment Questionnaire (OCQ). The OCQ is consistent with the Allen and Meyer (1990) scale of Three-component Organisational Commitment which includes Affective Commitment Scales (ACS), Continuance Commitment Scales (CCS) and Normative Commitment Scales (NCS). This model represents existing distinctions in the literature and can be applied as a source of hypotheses for future research (Meyer & Allen, 1991). Although a general measure of commitment is achieved, it is necessary to collect valid and reliable data for various types of employees in different work environments (Mowday *et al.*, 1979). Moreover, the antecedents of commitment seem to be much more varied and inconsistent because there may be different ways in which commitment has been defined and operationalised (Reichers, 1985).

Empirical studies on organisational commitment in Vietnamese context are very limited. For example, Luu, Ho, Hiep, Hoi, and Hanh (2019) found in a research study on pharmacists in Vietnam that job satisfaction, leadership style and demographic variables are correlated with organisational commitment. Another study on banking staff in Ho Chi Minh city using Allen and Meyer's (1990) Three-Component Model of organisational commitment found that teamwork spirit and job satisfaction correlated with organisational commitment (Nguyen, Mai, & Nguyen, 2014). However, the only study using the Western instrument shows a causal relationship between satisfaction levels and employees' organisational commitment to their management and workplace. The findings show that teamwork spirit influences the ability to predict affective commitment. In other words, the more satisfied employees are with their organisation, the higher commitment to that organisation they will display. However, the study does not indicate any different results from Western countries.

There has been limited evidence of antecedents and consequences of organisational commitment in Vietnam. One study was conducted on the sample of employees working in the tourism industry in Ho Chi Minh City. This research examined the relationship of ethical leadership and organisational culture towards employee commitment. Ethical leadership and adaptive culture indirectly affected organisation commitment through the sociability of employees (Khuong & Nhu, 2015). Another study illustrated, teamwork is positively associated with organisational commitment and work satisfaction among Vietnamese employees (Hung *et al.*, 1999). However, all studies only examined the correlation of antecedents and TCM, they did not answer *why* and *how* respondents had such opinions.

Gaps in the literature on organisational commitment in Vietnam

Recently, Wasti *et al.* (2016) raised awareness of being cautious about generalising findings across samples from different regions within the country because of the increasing flow of immigration and multicultural workforce. In addition, governmental changes in institutional context and cultural changes were found to influence on employee commitment (Wasti *et al.*, 2016). Although China is a collectivist country, the rapid economic growth in China has changed the society towards individualism especially in economically developed cities like Beijing and Shanghai (Gamble & Titan, 2015; Koch & Koch, 2007). As such, management should be increasingly faced with value differences between employees from different generations in Chinese organisations (Wasti *et al.*, 2016).

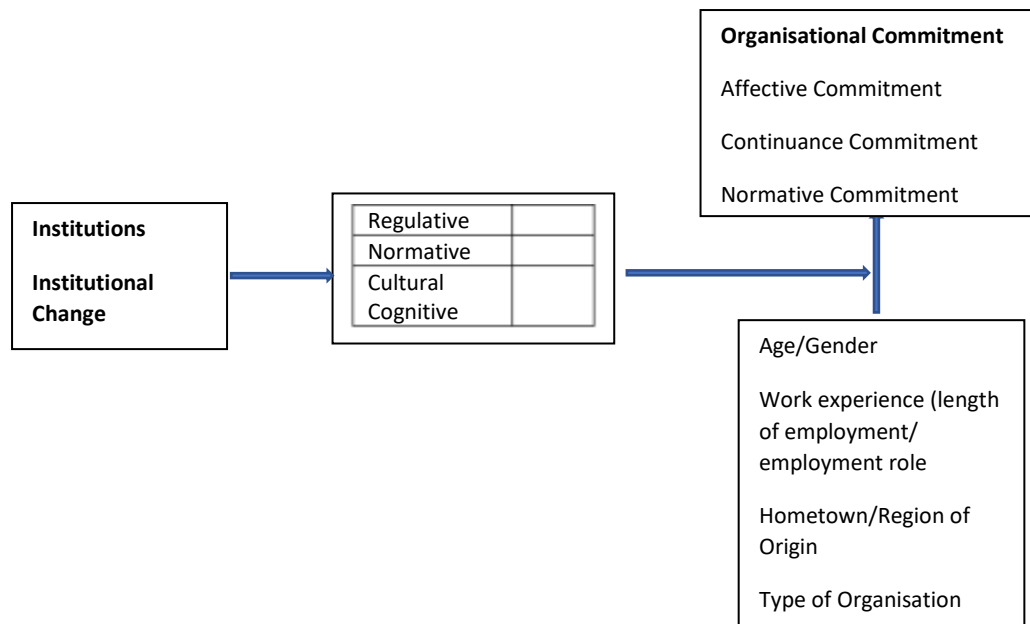
In the light of institutional change, organisational commitment may be affected by new regulative, normative and cultural-cognitive institutions in a particular context. The new social, economic and legal policies that have been implemented in Vietnam for the last 30 years emerge as an interesting case to test the relationship between institutional change and organisational commitment. Theory would suggest that individuals living under institutional

change would need to change their norms, beliefs and behaviours in in order to adapt to such changes.

In Vietnam, employees in many parts of the country migrate to the bigger cities like Ho Chi Minh city to earn a living. Consequently, organisations in Ho Chi Minh city hire employees from different regions of the country. The literature from other disciplines suggests regional differences between consumers from the North and the South of Vietnam regarding their consumption patterns (Kim, 2007; Shultz II, Pecotich, & Le, 1994), household composition and family patterns (Bélanger, 2000) or regional difference between the North and South in managerial behaviour (Selvarajah & Meyer, 2020), therefore difference in region of origin might influence the nature of organisational behaviour. A research would be hypothesised whether employees from HCMC had higher commitment to their organisation than migrating employees from any other provinces and demographic variables would be moderators affecting the nature and practice of organisational commitment in Vietnamese context. To date, no research has been conducted to examine the impact of hometown or region of origin in Vietnam on organisational commitment. Therefore, this research aims in part, to explore this gap in the literature.

Further, due to the paucity of research into organisational commitment in emerging and developing Asian economies, and the growing importance of countries such as Vietnam in a globalising economy, this study aims to contribute to the emerging non-Western literature on organisational commitment. To do so, it adopts the conceptual framework illustrated in Figure 2.3 which has been developed from the literature examined in this chapter.

Figure 2.3: Conceptual Framework



Source: Developed for this research

The overarching research question of this study is: **What are the drivers of organisational commitment in Vietnam?** This broad question will be answered by the following sub-questions:

1. How has institutional change influenced organisational commitment in Vietnam today?
2. How do individual characteristics such as age, gender, work experience, hometown and region of origin affect employees' organisational commitment in Vietnam?
3. How does the type of organisation impact organisational commitment?

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This chapter discusses and justifies the selection of methodology, design, and procedures for the research. The chapter opens with a discussion of the background to the orientation of the research. Second, it discusses the rationale for the mixed method approach adopted for the research. Third, it discusses the research design and the implementation. Finally, the chapter concludes with an examination of credibility, reliability, and ethical issues to this research.

3.1 Background to the methodology and research paradigm

3.1.1 Research paradigm

People's perceptions and decisions may differ based on knowledge and values according to cultures, gender and individual differences (Tashakkori & Teddlie, 2010). In line with these views, social science research can be undertaken with either quantitative methods, qualitative methods or mixed methods. The quantitative, positivist stance, is a scientific method to create knowledge by capturing a phenomenon as a research problem that can be measured with statistical methods for causality between phenomena. Data should be objectively collected by a researcher (Creswell & Poth, 2017; Tashakkori & Teddlie, 2010). The qualitative, or constructivist stance, generates knowledge through apprehending how to perceive reality in society. Based on humans' subjective and situational perception of the reality around them, they will have appropriate reactions and behaviours. Thus, the researcher recognises meaning, knowledge and theory from subjective descriptions of a phenomenon through the participants' views (Mackenzie & Knipe, 2006).

The development of the social sciences requires the ongoing improvement in constructivist research methods. The interpretivist/constructivist approach relies on the understanding of the world that people experience (Cohen, Manion, & Morrison, 1994) and perceives that reality

is socially constructed (Mertens, 2007). The researcher relies on the context of the participants whose views are being studied (Creswell, 2013).

The mixed method approach has been explored in research on management, accounting, nursing, psychology, and sociology for more than 10 years. The development of mixed method theory has led to different directions in mixed method research (Creswell & Poth, 2017; Tashakkori & Teddlie, 2010). Mixed method research can be a flexible and situational choice that researchers make according to the phenomenon studied and not related to a particular research paradigm (Creswell & Poth, 2017; Tashakkori & Teddlie, 2010). It may also be linked with a pragmatic philosophy concentrating on finding solutions by evaluating and measuring what really works. A pragmatic paradigm is developed based on the need to explore the relationship of an insider's perspectives, and mixed method interpretivism based on democratic association, ensures the understanding of all engaged participants on their own terms (Howe, 2011).

A paradigm recommending a mixed method approach accepts questions in research to establish the data collection and analysis methods, collecting both qualitative and quantitative data (Creswell, 2013). Qualitative methods allow the researcher to get as close as possible to the participants and subjective evidence and is based on individual views. Quantitative methods play a supporting role in gaining the insights of people on their own terms and in their own social settings.

Using appropriate labels to define various theoretical and philosophical perspectives of research is a controversial issue (Creswell & Poth, 2017; Patton, 2005). Patton (2005, p. 95) proposed that 'labels such as logical positivism, post-positivism, logical empiricism, realism, transcendental realism and objectivism are jargon-ish, have disputed definitions and carry negative connotation for many'. Therefore, to enhance the probability of finding the *truth*, a

diverse approach to research is required, focussing on whichever theoretical perspective or philosophical approach is most appropriate to the objectives of research.

This research is philosophically aligned with what Creswell and Poth (2017, p. 44) design as qualitative research, by beginning with the assumptions and ‘interpretive/theoretical frameworks’ to inform the study of research problems. The researcher uses the emerging qualitative approach to collect data in the natural setting context of the population and places under study. Patterns and themes are established through data analysis using both inductive and deductive approaches. The final written report, including the participants’ voices, the reflexivity of the researcher, and interpretation of the problem contributes to the literature.

This research adopts what Creswell and Poth (2017, p. 80) define as a ‘psychological phenomenology’ approach, focussing on the interpretations of the researcher of the description of the experiences of participants because the perceived phenomenon obtains meaningfulness if the researcher discovers totally new aspects (Cohn, 2005). The procedure includes identifying the phenomenon to research, bracketing out the participants’ experiences, and collecting data from several participants who have the experience of the phenomenon (Moustakas, 1994). The data are analysed by moderating the information to significant quotes and the researcher combines the statement into themes (Creswell & Poth, 2017).

This study explores and describes employees’ perceptions of organisational commitment in a country with high collectivism and a Confucian culture, who have experienced ongoing institutional change and the globalisation of their environment. The research questions are focussed on ‘the meanings people attach to their experiences of the social world and how they make sense of that world including their behaviour, interactions and so on’ (Pope, Ziebland, & Mays, 2000, p. 114). In such a research, a mixed methods approach using

qualitative data – with the emphasis on a greater understanding of the meaning of experience, actions and events recognised by individuals with respect to the complication of their natural behaviours (Henwood, 1996) and auxiliary quantitative data - with the emphasis on enriching the understanding of employees using additional data. Replicating the same theoretical model, through methodological triangulation on the empirical materials, complements the perspectives on a certain knowledge (Silverman, 2015). According to Gorard and Taylor (2004), mixed method research often has a stronger effect because figures can persuade policymakers whereas stories are more easily repeated for illustrative aims.

A mixed method approach can be justified for this research for two reasons. First, this research sets out to explore how institutions and institutional change influence the three components of organisational commitment in Vietnamese employees based on different demographic characteristics. Drivers for organisational commitment have primarily been studied using quantitative methods in some Asian cultures, whereas both methods have been used to investigate Western cultures. Second, mixed methods research facilitates the acquisition of in-depth and intimate information about individuals, to deepen the understanding of how and why they behave, think, and make meaning of their commitment to organisations (Ambert, Adler, Adler, & Detzner, 1995). Using qualitative methods also enables the flexibility to explore and interpret the individual's perspective on their psychological states (O'Donohue & Nelson, 2007).

This research is located within the mixed method interpretivist approach, where the quantitative methods plays a supporting role in a predominantly interpretivist-qualitative research (Howe, 2004). The lack of empirical knowledge around organisational commitment and institutions necessitates the use of a qualitative method for obtaining a situational picture of the current state. This research aims to develop a complex picture of the problem under

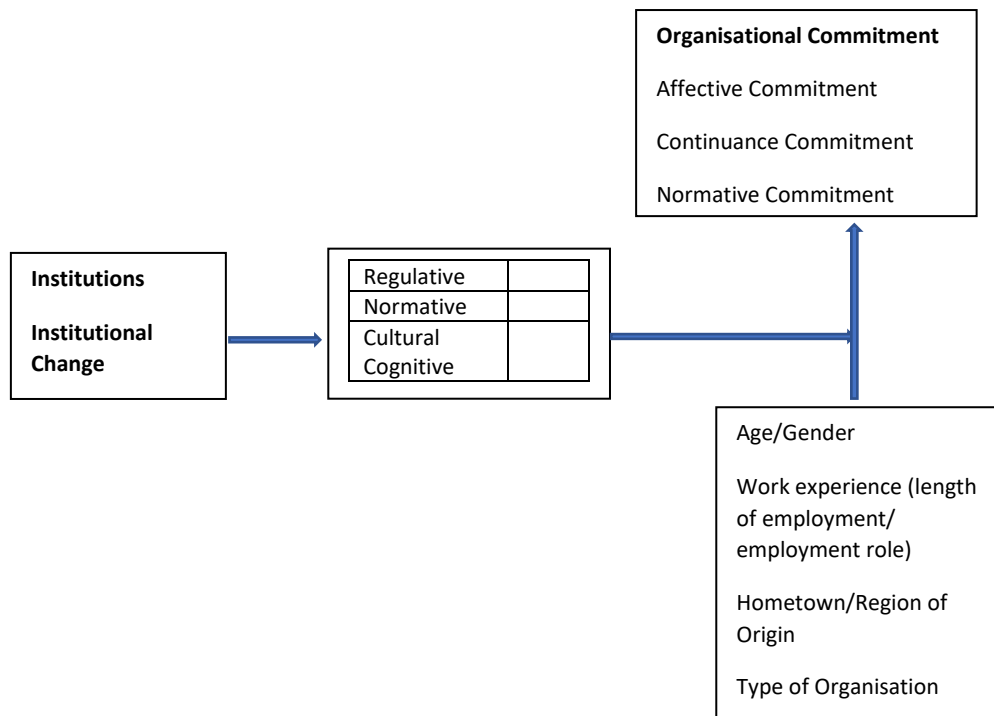
study, so it included ascertaining many factors related in context and describing multiple perspectives and generally the broad picture that emerges (Creswell & Poth, 2017).

Quantitative methods are the best way to answer the question of *what is there* – i.e. to measure the relationship between dependent – independent variables in a real-life setting for large samples of respondents. Qualitative method contributed to answering the questions why and how institutional factors affect the organisational commitment of Vietnamese employees. Creswell (2013) also stated that mixed methods are useful for judging whether there are conflicting views from the different data collection methods and through this process, new implications can be made. Moreover, methodological triangulation is necessary to build the confidence in the interpretation and validity of the data for alternative explanation (Khan, Adams, & Raeside, 2014).

3.1.2 Conceptual framework

The aim of this research is to explore how institutional changes might impact organisational commitment by answering the overarching question – What are the drivers of organisational commitment in Vietnam – and the sub-questions: 1) How has institutional change influenced organisational commitment today? (2) How do types of organisations impact organisational commitment? (3) How do individual characteristics such as age, gender, work experience, hometown and region of origin affect organisational commitment in Vietnam? The following conceptual framework (Figure 3.1) shows the connection of institutions and institutional change and demographic factors and their potential influence on organisational commitment of employees. This research aims to examine the phenomena using both semi-structured personal interviews and a quantitative survey.

Figure 3.1 Conceptual Framework



By adopting the pragmatism approach (Tashakkori & Teddlie, 2010), the quantitative survey can be applied to evaluate variations in activities and views whereas the qualitative approach is particularly suitable to gain an in-depth understanding of the experiences, moral logic and social practices of members of a society. A process of deduction and induction then becomes the base for the development of theory.

3.2 Data Collection Method

Face-to-face interviews

Interviews yield direct quotations from respondents about their opinions, feelings, experiences and knowledge (Patton, 2005). In-depth interviews as a qualitative research technique, can expose the respondents' opinions on a situation via intensive individual interviews with a small number of participants. This is useful to explore new issues in depth such as the dependent variable organisational commitment and the contributing variables such as job position, type of organisation, hometown and region of origin (Boyce & Neale,

2006). Furthermore, in-depth interview can be a useful way for the researcher to delve deeper into the worlds of others because the words of interviewer and interviewee may bear different cultural meanings despite speaking in the same language (Qu & Dumay, 2011). The interview protocol was built on the Meyer and Allen's (1991) scale to be exploring the nature of Affective Commitment, Continuance Commitment and Normative Commitment (see Appendix 20). The protocol would be useful to explore the evolving generalised norms in the Vietnamese context undergoing institutional change. Therefore, communicating may become more complicated resulting from different worldviews. The method of interview can reduce the gaps in the points of view.

Interview methods reflect neopositivist, romanticist and localist perspectives. Neopositivist perspectives focus on studying fact, so structured interviews are appropriate to minimise researcher bias and to generalise findings (Qu & Dumay, 2011). The romanticist view focussing on meaning, corresponds to unstructured interviews. The localist perspective focussing on social construction of situations corresponds to semi-structured interviews, and this perspective is based on understanding interviews in a social context instead of being a tool for collecting data in isolation (Qu & Dumay, 2011). The localist argues that social phenomena are not independently existent of people's understandings and that those understandings play an important generative role (Hammersley, 2007). Therefore, semi-structured interviews with arranged questioning directed by identified themes provoke the fullest responses from interviewees (Qu & Dumay, 2011). The semi-structured interview is flexible, accessible and intelligible and capable of revealing important and concealed facets of human and organisational behaviour, so it is often the most effective and convenient way of gathering information (Kvale & Brinkmann, 2009). It facilitates interviewees to deliver responses on their own terms and in the way that they think and use language. It is especially

valuable if the researcher is to understand the way the interviewees perceive the social world under study (Qu & Dumay, 2011).

Survey

The aim of the survey is to collect information on the influence of institutional change on organisational commitment through demographic factors, focussing on age, gender, length of employment, job position, hometown, region of origin and type of organisation of the employees who had graduated university in a variety of disciplines. Specifically, the questionnaire includes background information of employees, and the questions about each component of organisational commitment – affective commitment (AC), continuance commitment (CC) and normative commitment (NC). The 24 questions of three components of organisational commitment instrument are designed as a *Likert-scale* questionnaire, with respondents asked to choose the most appropriate answer. The questionnaire may be viewed in Appendix 17.

In order to enhance the internal construct validity, the questionnaire is based on the well-tested Meyer and Allen's (1991) scale. This instrument was tested on 377 full-time and non-unionised employees in three organisations with 24 items in three scales named Affective Commitment Scale (ACS), Continuance Commitment Scale (CCS) and Normative Commitment Scale (NCS) (Meyer & Allen, 1991). Meyer and Allen (1991) focussed on testing the correlation of demographic variables as the antecedents of organisational commitment in three scales. In this study, quantitative data will be sourced to provide additional information to inform the qualitative analysis. So, in this study, the focus of the quantitative data is on the correlation of the scales and demographic factors.

The researcher is an English – Vietnamese translator, with three books published in Vietnam, so the survey instrument was translated into Vietnamese by the researcher. Subsequently, it

was checked and back-translated by a Vietnamese PhD candidate in the Faculty of Business in The University of Newcastle. In order to improve the questionnaires, pilot tests of English and Vietnamese were performed on two undergraduate students in different disciplines in the University of Education in HCMC. According to the feedback, the survey was amended, making it relevant for the Vietnamese context and language.

Table 3.1 illustrates the questions posed in both the semi-structured interviews and the questionnaire, with the variables from the conceptual framework - or the prospective research outcomes to which they relate - and the key themes on which they focus. Whilst the key point of this research is to identify whether there are demographic variations in the perceptions of the nature and practice of organisational commitment in Vietnam, it is also considered important to explore whether and to what extent other variables might lead to the influence on organisational commitment.

Table 3.1. Demographic questions, related variables and themes

No.	Demographic questions	Variables	Themes
1	Age	Age influence	Junior and senior employees
2	Male/Female	Gender influence	Literature suggests that women more worried about uncertainty
3	Employment role	Acculturation through professional culture	Influence of job on perception of OC
4	Work experience	Acculturation through the life of working experience	Influence of the length of working life on perception of OC
5	Industry in which you are currently employed	Acculturation through industry culture	Influence of industry fields on perception of OC
6	Hometown	Acculturation, cultural adaption	The significance of current location effect
7	Region of origin	Cultural adaption, socio-political context, regional cultural transmission	Historic locational impact- paternal

3.3 Sites of research

The research is to be conducted in three big universities in HCMC. HCMC is a major educational and industrial city in Vietnam which has achieved a great deal since the DOI MOI policy of 1986. This is a cosmopolitan city where there are a large number of employees migrating from other parts of Vietnam, and therefore a suitable test base for regional cultural diversity. The three universities - University of Economics HCMC, Foreign Trade University in HCMC, and University of Technology - are the largest sites where there are large multi-disciplinary masters courses. The universities offer attractive masters courses for students working in a variety of industries in HCMC to improve their knowledge and gain further qualifications.

The respondents for this study are post-graduate masters students from the three universities who have been working for organisations. The selection of this population for exploring the views of organisational commitment was justified as this group was already employed in organisations and thereby exposed to the issue of organisational commitment in their daily professional life. Moreover, the researcher had spent more than 20 years living and working in this city and had established networks. She had observed human resources working in HCMC for a long time and recognised a phenomenon on employee commitment.

3.4 Gaining access

The researcher did not have any difficulties in securing access to university participants and did not receive any rejections to requirements for interviews in the sites. Many participants expressed their interests in this study and stated that it could be useful for human resource management in multi-cultural organisations in Vietnam. They also required a copy of its findings. The researcher and supervisors received no complaints about interview procedures. Some participants asked for their transcripts which were sent through by email.

The researcher initially asked the Dean of Post-Graduate Faculty in University of Economics HCMC for his consent. He wrote a request and permission letter, which helped the researcher contact her colleagues who were lecturers in masters classes and asked them for access to the students. The researcher introduced her study and invited them to participate. If they agreed to participate in the interviews, they contacted the researcher via email or phone and the researcher arranged the schedule for interviews. The Information Statements and Consent Forms for this research are located from Appendix 11 to Appendix 16.

For the other two universities, the researcher initially met the Deans, Vice Deans, and Head of Department to ask their permission for accessing the masters students. The researcher introduced her study to students in their classes at the break-time and they agreed to be participants in the study. Some respondents agreed for interviews and set a specific day and time. After the interviews, the researcher asked them to help with finding further participants. Thus, chain referral sampling was applied to attract more participants. With such an approach, the researcher identified other interviewees among people who knew of others meeting the criteria of research interest (Maitlis, 2005).

3.5 Selection of participants

The selection of participants for interview was purposefully conducted. Based on the initial background information of masters students in terms of age, gender, length of employment, hometown, region of origin, type of organisation, and job position, the researcher selected a group of five for each variable. This was in order to evaluate the effect that the contributing variables from the conceptual framework may have on the perceptions and behaviour of respondents from a relatively identical culture in different regions of origin. Three variables including the North, the Central and the South of Vietnam were analysed to determine whether there were different perceptions on organisational commitment from the participants coming from different regions of origin. There were two variables of type of organisations:

state-owned enterprises and privately-owned enterprises (Vietnamese and foreign-owned enterprises). Professional variables included marketing, finance, human resources, sales and administrative jobs. The variables of type of organisations and professions were also analysed to explore whether there were different perceptions on organisational commitment from the participants working in different organisations and industries. Each participant was selected for an individual interview.

Through purposive sampling, the researcher aimed at obtaining a sample with diversity regarding gender, age, length of employment, hometown, region of origin, type of organisation and job position. The study aimed to explore the perceptions from 39 respondents to ensure sufficient responses to test across demographic variables. For the quantitative data, the researcher surveyed 107 respondents studying bachelor courses in various disciplines.

3.6 Data collection process

Interview process

The interviews started with the researcher introducing herself and explaining the aim of the research. A consent form and an information statement were provided to each of the participants. Participants were advised that their anonymity and the content of the interviews would be protected. Participants were asked to give their consent to their stories being recorded on audiotape. They were also advised that the tapes would not be made available to their employers or university. They would be kept in a locked cabinet at the researcher and supervisors' offices at the University of Newcastle.

Participants were also advised that the data would be accumulated, and each participant's identity would be concealed. Participants were advised that their comments may be quoted. Participants were also informed that their summary of interviews would be sent through their

email for validation. After gaining consent from participants, the interviews then were managed, and the researcher informed the participants when the interview recorder was ready to start or to stop.

The information statement and consent forms for interviews were translated into Vietnamese from the English version, verified by a Vietnamese PhD candidate. Thus, the interviews were conducted in Vietnamese as it is the researcher's mother tongue. The duration of each interview was between 45 and 60 minutes. The first 10 minutes of each interview was used to ask general closed questions to collect demographic data. The second part of 40- 50 minutes comprised open-ended questions to explore deeply the views of participants. There were several occasions in the interviews when a question needed to be restated, however the restatement of the questions clarified the meaning of the original English questions that was required. The interviews were audio-taped by the researcher, independently transcribed by the researcher and two research assistants and translated by the researcher herself. The transcriptions were corrected and checked by the researcher before conducting the coding and analysis.

Survey process

The researcher asked permission from lecturers lecturing at the evening bachelor classes at University of Economics in HCMC to introduce the research and information statement. The researcher handed out the questionnaires to respondents in class. All the questionnaires were collected by the class leaders and they were put into an envelope which was then sealed. The envelopes were sent to the researcher the following day. The researcher collected 107 questionnaires.

3.7 Credibility of the research

Credibility is defined as the trustworthiness of research and is one of the major criteria determining whether the conclusions make sense (Hays & Singh, 2011). For qualitative research, in order for information to be credible, researchers should consider several criteria of trustworthiness as their research is limited by what they assume, believe, design and conduct (Hays & Singh, 2011). The researcher should ensure that the interpretation of the responses and worldview are actually those of the respondent and not those of the researcher (Schwandt, 2014).

Credibility of this study was undertaken by an in-depth review of the literature so as to have a better appreciation of organisational commitment and culture and how they have developed over time. Further, the interviews were guided by the survey instrument which ensured a more accurate capture of the perceptions of the participants. The survey with open-ended questions helped the researcher obtain more information from a cross-section of participants.

Credibility of this study was also enhanced by its conduct on a cross-section of Vietnamese employees of both genders, ages from 18 to 45, length of employment from one year to over six years, from a range of employment roles, industry fields, types of organisations, hometown and regions of origin to ensure that the results provided a broad selection of views from each field. Data were examined to determine any variation in the perception of the respondents in relation to nature and practice of organisational commitment. All digital recordings were independently transcribed by both the researcher and two research assistants in Vietnam to enhance the veracity of the transcripts.

Reliability

Reliability is concentrated on the process of the research project and ensuring that the process is logical, traceable and well-documented (Schwandt, 2014). Data from each of five open-

ended questions in the survey were compared to the demographic questions in the same manner in order to identify themes and then to analyse whether themes were varied by other demographic variables. The questions posed in both face-to-face interviews and the survey were developed in order to add greater clarity to topics and issues previously identified in the literature review. The structure of the questions in the interview protocol provided not only sufficient flexibility to allow participants to suggest their perceptions on the nature and practice of organisational commitment but also sufficient structure to minimise researcher bias in relation to the interpretation of the responses. The quantitative data were analysed prior to the qualitative data to reduce the potential of researcher bias.

Ethical Issues

Ethical clearance was gained from the Human Ethics Review Panel of University of Newcastle, Australia. A copy of this authority is provided in Appendix 10. All recipients were informed in writing of their rights in relation to the face-to-face interview and their freedom to withdraw at any time. Participants in the interviews were also verbally reminded of their rights prior to the commencement of the interview. A consent form was prepared for all participants in the interviews and a copy of the letter and consent form is provided in Appendix 15. All participants in the survey were informed verbally in the classroom and volunteered to complete the questionnaires in their breaktime. A consent form was not required for the survey.

3.8 Conclusions

This chapter has discussed and justified the selection of methodology, design and procedures for the research. The chapter opened with a discussion of the background to the orientation of the research. Second, it discussed the rationale for the mixed method approach adopted for the research. Third, it discussed the research design and the implementation. Finally, the

chapter concluded with an examination of credibility, reliability and ethical issues to this research.

CHAPTER FOUR: FINDINGS

4.0 Introduction

This chapter presents the findings from the surveys and interviews to explore what factors shape organisational commitment in Vietnam. Antecedents of organisational commitment can range from factors such as the psychological contract of employees to a sense of cultural socialisation to organisational commitment. The factors that underlie the three different attributes of organisational commitment - affective commitment, continuance commitment, normative commitment - are not easily identifiable. However, through analysing a combination of qualitative data from one-on-one interviews and quantitative survey data, it was possible to obtain a better understanding of what shapes the respondents' organisational commitment. By obtaining the respondents' articulated views and actions, the researcher was able to gain insights into how respondents understood the world of work and what impacts their behaviour at work (Senge, 2014).

This study had an overarching research question: to explore what the drivers of organisational commitment are in Vietnam. It sought further to answer the following sub-questions:

1. How has institutional change influenced organisational commitment?
2. How do individual characteristics such as age, gender, work experience, hometown and region of origin affect employees' organisational commitment in Vietnam?
3. How does the type of organisation impact organisational commitment?

The findings in this chapter are presented around the dominant themes of organisational commitment derived from the data. It first presents the attributes of the 39 respondents who were interviewed face to face and includes the eight different demographic variables. It then presents the characteristics of the 107 respondents who undertook the survey including the same eight demographics variables and an additional two variables: job before commencing

their degree and the city in which they work. The chapter then presents statistical analyses of the 24 items in the survey instrument, supported with qualitative findings from face-to-face interviews to develop a deeper understanding of what factors may influence organisation commitment in Vietnam. As discussed in section 4.2, the three main attributes of organisational commitment have been examined through the questions in the survey instrument: Affective Commitment (AC), was examined via questions 1 - 8, Continuance Commitment (CC), via questions 9 - 16 and Normative Commitment (NC) via questions 17 - 24.

4.1 Data Analysis

4.1.1. Qualitative data analysis

The data analysis was conducted using thematic analysis. Thematic analysis (TA) was launched in the 1990s (e.g. Aronson, 1995) and has become popular since 2006 as a reputable method of analysis. Thematic analysis is described in two basic approaches: ‘(1) an approach defined by an emphasis on coding reliability; (2) a more qualitative approach that advocates for a flexible approach to coding and theme development’ (Terry, Hayfield, Clarke & Braun, 2017, p. 19). Coding reliability is a deductive approach moving from theory to identifying themes. Themes are partly defined in advance of full analysis, guided by theory and replicated in interview questions, and coding is aimed at finding the evidence for the themes.

The researcher analysed data in a deductive approach, based on existing theoretical concepts which provided a foundation for how data could be coded, and for the clustering of codes to develop themes. The themes were analysed using existing theories to provide a way for principled data interpretation as suggested by Braun and Clarke (2015) (cited in Terry *et al.*, 2017). The interview questions were intended to capture the participants’ understanding of experiences as realities within the broader social context, so the research would be critical

and relativist. A critical realist or contextualist research requires ‘more deductive and latent analysis’ (Terry *et al.*, 2017, p.19). In latent coding, the codes bear embedded meanings, ideas, concepts, and assumptions which are not obviously stated so deeper data analysis is required (Terry *et al.*, 2017). Specifically, the study sought to obtain answers to the question around the drivers of organisational commitment in the Vietnamese context. It explored whether demographics factors such as employment role, length of employment, hometown, region of origin and type of organisation really affect organisational commitment in the lens of institutional change in a collectivist country. The researcher interpreted the data for hidden meanings in the interviewees’ own words, simplified by the interviewer and interviewees having the same language. The researcher found evidence of the themes of AC, CC and NC hidden in the form of mental databases (inside the actor’s head) and in the verbal databases. All the evidence was then coded in the form of ideas and concepts of AC, CC and NC.

The six-phase analytic process of thematic analysis as suggested by Terry *et al.* (2017) was adopted for this research, including becoming familiar with the data, generating codes, constructing themes, reviewing potential themes, defining and naming themes, and finally producing the report. Interviews that were transcribed from the audio files were read at least twice, and each line of those transcripts was analysed to gather common and specific meanings and structure. Each narrative’s specific meanings were identified, and codes generated sharing common themes. Those themes were reviewed, labelled and regrouped in thematic categories and were validated by referring to the participants’ quotations (Senra, Oliveira, Leal, & Vieira, 2012).

Analysis of Interviews

Qualitative data were generated from semi-structured interviews in the form of audio-taped records and research notes. The researcher coded interview transcriptions by using NVivo 12 software. NVivo qualitative data analysis software is widely recognised to assist the

researcher to transcribe, code, and organise the data with the aim of forming concepts (O'Donohue, & Nelson, 2007).

The researcher familiarised herself with the data by taking notes for each interview to designate the process of coding and took notes about other issues related to interview answers to analyse them. Interview transcripts were read at least twice, and each narrative's meanings were categorised and labelled into codes. Codes were interpretive and descriptive. Memos were also written on the data source itself. The researcher then reviewed the codes and constructed themes. A list of codes and themes was produced. The coding was generated using NVivo 12. Nevertheless, some memos were written manually on the hardcopies of transcripts and the potential themes developed manually as well. It was somewhat easier to code manually by reading hardcopy transcripts many times and highlighting memos and codes with coloured pens, highlighters or post-it-notes.

Moreover, the persistent reading and coding of transcripts contributed a deeper understanding of organisational commitment of employees working in different types of industries and organisations or employees coming from different regions of origin. It was also a strong test of patterns identified and whether this understanding was valid or not, and to build preliminary findings and conclusions.

Identified patterns were then brought together and examined in relation to concepts relevant to the research questions and how they spoke to each other. The coding led to patterns for analysis and to review the findings. At this stage, both qualitative and quantitative data were analysed to see the patterns. The correlations of the observed variables to the components of organisational commitment were examined for how they related to the patterns identified in qualitative data. For instance, type of organisation was correlated with CC in the view of bachelor students, which was compared to examine how this same pattern was reported by

the view of masters students. Then, the researcher continued to relate the patterns back to the theories in the next stage.

At this stage, the responses to each question in the interview from each age cohort, gender, each length of employment, hometown and each type of organisation, and each employment role were compared to the survey findings from respondents who came from the same hometown, had the same age, gender and tenure, and worked in the same type of organisation and employment role. This process allowed the researcher to determine whether there was any variance in the themes identified in the responses to each question by survey participants and interviewees. Analysing quantitative and qualitative data together and connecting the theories to findings and themes were important sources of information and made it possible to refer the finding and discussion chapters back to the literature review chapter. As a consequence, a new understanding of organisation commitment, culture and institutions in the Vietnamese context was gained.

4.1.2 Quantitative data analysis

Survey analysis

The purpose of the survey (questionnaire) with anonymous participants, students who were studying their second bachelor degree in the University of Economics in HCMC, was twofold; Firstly, it allowed participants to add their thoughts in answer to open-ended questions to increase the veracity and depth of information on employee commitment related to hometown and type of organisation. Secondly, there was a large pool of participants with working experience, studying another field related to business or economics. They were not studying at the same level as the participants for the interviews, however, they had been studying a second bachelor degree after their first undergraduate degree and working in all kinds of organisations and industries.

The survey used the interview protocol which was based on the Three-Component Model of Organisational Commitment (Allen & Meyer, 1990) and measures affective commitment (AC), continuance commitment (CC) and normative commitment (NC) with 24 questions. It also included additional demographic and open-ended questions. A 5-point Likert scale was designed with *strong disagreement* to *strong agreement* for each question. The survey analysis was initiated by entering the data into SPSS 25. The quantitative part of this study is auxiliary to the qualitative part. The survey questionnaire was primarily used for descriptive statistical analysis and significant difference on the views of perception of OC according to demography, type of organisation, industry, hometown and region of origin. The analysis provided a situational picture to answer the questions concerning the relationships between variables of OC and independent demographic variables in real-life for a larger sample of participants and with limited interference by the researcher (Tharenou, Donohue, & Cooper, 2007).

Frequency distribution is the count of responses associated with different values of a variable. Tables of frequency counts and percentages and cumulative percentages for the values are related to that variable. Percentages were pointed out as a valid percent and missing values (see Appendix 1). Of the 107 respondents, there were two missing values of type of organisation and one of them was missing years of length of employment. Respondents came from different parts of the country to work in HCMC, respondents were sorted into two groups of hometown, 56 respondents from HCMC and 51 respondents from other provinces. The regions provided unpredictable extents of diversity in terms of history, geography, and climate and therefore resulted in regional variances in responses.

The conceptual framework developed for this study suggested that institutions and institutional change and demographic characteristics would influence organisational commitment. The conceptual framework suggested that regulatory, social normative and

cultural institutions would also affect behaviours and beliefs of employees about organisational commitment. As a result, it was decided to investigate whether employees from HCMC had higher commitment to their organisation than migrating employees from any other provinces. If it was the case, the hometown of employees had an impact on their perceptions of the nature and practice of organisational commitment. Responses to the survey questions relating to generational influence are discussed in Chapter 5.

The organisational behaviour literature suggests that both type of business and industry impact the assumptions, values, beliefs and behaviours of individuals, therefore respondents were asked to identify their type of organisation, and industries in which they were employed to facilitate the analysis of whether and to what extent these two factors impacted the nature and practice of organisational commitment.

To examine whether there were differences in the perception of organisational commitment by participants in relation to age, gender, length of employment, type of organisation, industry in which they were employed, hometown, and region of origin, T-test and ANOVA analysis were used. These tests compared means to determine whether there was a difference between dependent variables and independent variables. A null hypothesis for the test would happen if there was no correlation between a dependent variable and an observed variable.

The null hypothesis was rejected when Sig. was less than 0.05 (Sig.<0.05), which stated that there were statistically significant differences between dependent variables and observed variables. Results from the correlation tests for the comparative analysis are presented in the next sections.

With these descriptive statistics and correlation tests, relevant quantitative data were found to gain not only a situational picture in each observed variable, but also to indicate statistically

significant differences on the perception of organisational commitment based on demographic factors.

4.2 Attributes of interviewees

This section presents an overview of demographic details of the 39 respondents from the qualitative interviews in order to provide clear insights into age, gender, employment role, length of employment, type of organisation, hometown and region of origin of the respondents. These data were drawn from the first 10 questions in part one of the survey questionnaires and were analysed using Excel and NVivo 12.

4.2.1 Personal characteristics of interviewees

The 39 respondents were masters students aged from 21 to 44, classified into three cohorts: 18-24; 25-35; 36-45, as illustrated in Table 4.1. The aim for the classification was to determine if there were variations in perceptions of organisational commitment from different age cohorts and to obtain potential insights into what factors might underlie any such variations. An analysis of the themes by each age cohort and gender with 24 instruments classified into three main attributes of organisational commitment: Affective Commitment, from questions 1 – 8 in the survey, Continuance Commitment, from questions 9 – 16 in the survey and Normative Commitment from questions 17 – 24 in the survey. The respondent's region of origin was also included in the analysis. Whilst a range of provinces was reported by the interviewees, it was possible to group their provinces based on level of region. These provinces were categorised into two regions – North and South of Vietnam. Table 4.1 illustrates the attributes of the interviewees. The findings of personal characteristics are presented in section 4.3.

Table 4.1 Attributes of Interviewees

Characteristics of interviewees	Group	N=
Age	18-24	5
	25-35	24
	36-45	9
Gender	Male	14
	Female	24
Length of employment	1-3 years	11
	4-6 years	8
	over 6 years	19
Type of organisation	state-run	13
	domestic non-state run	19
	Foreign	6
Employment role	Business	12
	Finance	9
	Engineering	8
	Services	8
	Law	1
Region of origin	North	14
	South	24
Hometown	HCMC	6
	Other provinces	32

The data focussed on the specific features appropriate for the study. The interviewees in each group met the purpose of sample for analysis. There were at least five interviewees in each group (except employment role of law), which was helpful to explore appropriate thoughts and ideas in each question of the 24 instruments of OC and compare them. Interestingly, these interviewees focussed mostly on the stage of *Doi moi* reform which affected their points of view. *Doi moi* reform has operated since 1986 aiming to change from a central-planned economy to a market-driven economy. It has focussed on the massive changes of economy, education, labour force, and technology in order to integrate with globalisation. More than 50% of the interviewees were aged 26-35 and had over six years' length of employment. They worked in all types of organisations and industries. Interestingly, 84% of the interviewees had migrated from other provinces to live and work in HCMC, which was helpful to discern the different views of interviewees from urban and rural areas since the

launch of the DOI MOI policy. In regards to the region of origin variable, the interviewees came from three regions in Vietnam, however, the North and the northern Central can be considered the North, the southern Central and the South can be considered the South. As noted in Section 2.7, Vietnam is perceived as two regions, the North and the South, with different cultures. The North has operated with a conservative and bureaucratic system since the 1940s. The North neighbours China geographically and is influenced by Chinese culture. The South has experienced democracy for two decades and was influenced by American and Western culture until 1975. Therefore, the interviewees were divided into two regions, the North and the South, for analysis. The details of region are illustrated in Table 4.2.

4.2.2 Characteristics of interviewee's organisation

An analysis of type of organisations was conducted to determine if there were any variations of organisations having an impact on perceptions of organisational commitment. An identification and count of the frequency of themes associated with each of the 24 questions of organisational commitment was conducted and analysed in relation to self-reported type of organisation of employment. The analysis was conducted to determine whether the type of organisation might have an effect on how Vietnamese employees perceive the nature and practice of organisational commitment. Organisations were classified into two types: state-owned enterprises (SOEs) and privately-owned enterprises (including Vietnamese and foreign-owned enterprises). The descriptions of the 39 respondents are illustrated in Table 4.2. The findings of type of organisation are presented in section 4.4.6.

Table 4.2: Details of interview respondents

No.	Age	Gender	Type of organisation	Employment role	Length of employment	Region of origin	Hometown
R01	29	M	Vietnamese	marketing	8	North	Other provinces
R02	27	M	Vietnamese	law	5	North	Other provinces
R03	33	F	SOE	administration	13	South	HCMC
R04	24	M	Vietnamese	engineering-supervisor	3	South	Other provinces
R05	27	F	Vietnamese	business	4	South	Other provinces

R06	24	F	Vietnamese	business	2	South	Other provinces
R07	30	M	foreign	engineering	10	South	Other provinces
R08	25	F	Vietnamese	business	3	South	Other provinces
R09	25	F	Vietnamese	HRM-bank	3	South	HCMC
R10	35	F	SOE	administration	10	North	Other provinces
R11	35	F	Vietnamese	finance	13	South	Other provinces
R12	25	F	SOE	education	3	North	Other provinces
R13	32	F	Vietnamese	finance	10	South	Other provinces
R14	40	M	SOE	finance	18	North	Other provinces
R15	32	M	Vietnamese	business- manager	14	South	Other provinces
R16	37	F	SOE	finance	14	South	Other provinces
R17	36	M	SOE	engineering	11	South	Other provinces
R19	35	F	SOE	finance	8	South	HCMC
R20	26	F	Vietnamese	finance	3	North	Other provinces
R21	30	M	Foreign	engineering	7	North	Other provinces
R22	30	M	SOE	administration	5	South	HCMC
R23	30	F	SOE	administration	7	North	Other provinces
R24	34	F	Vietnamese	HRM	9	North	Other provinces
R25	24	F	Vietnamese	finance	2	South	Other provinces
R26	27	F	foreign	R&D	3	South	Other provinces
R27	37	M	SOE	administration	14	North	Other provinces
R28	42	M	Vietnamese	education	18	North	Other provinces
R29	28	F	Vietnamese	business	5	North	Other provinces
R30	41	F	SOE	administration	19	North	Other provinces
R31	24	F	Foreign	business	3	North	Other provinces
R32	28	M	Vietnamese	engineering	4	South	HCMC
R33	40	M	SOE	administration- manager	10	South	HCMC
R34	44	F	Vietnamese	engineering-manager	20	South	Other provinces
R35	39	F	Vietnamese	finance	9	South	Other provinces
R36	23	F	Vietnamese	engineering	2	South	Other provinces
R37	25	F	Foreign	engineering	2	South	Other provinces
R38	29	M	SOE	aviation supervisor	5	South	Other provinces
R39	26	F	Vietnamese	finance	5	South	Other provinces
R40	32	F	SOE	business	5	North	Other provinces

4.2.3 Characteristics of interviewee's employment situation

An identification of themes associated with each of the 24 questions on organisational commitment was undertaken and analysed in relation to the interviewees' employment roles (see Table 4.2). This analysis was conducted to determine whether occupational norms and values might influence how Vietnamese employees perceive the nature and practice of AC,

CC and NC. Whilst a range of employment roles was reported by respondents, it was possible to group their employment roles into five categories; management (manager, supervisor); finance and banking (not included managers and supervisors in finance and banking industries); business support (sales, marketing, law, human resources, administration, R&D); technical orientation (engineering, IT, project management) and education. The aim of the clustering was not only to generalise from the results but also to find out any interpretations that could be made from any variation in the themes identified by each employment role group. The analytical results of employment role are presented in section 4.4.7.

An identification of the themes associated with the 24 instruments of organisational commitment was conducted to determine whether work experiences might have an impact on the perspective of organisational commitment of Vietnamese employees. This analysis was conducted with three categories in work experiences: organisational tenure, employment role and job satisfaction. Employment role is associated with the feelings of respondents regarding the role of competence in their organisation. Job satisfaction is associated with the satisfaction of the interviewee's needs on the comfort in their organisation. Job satisfaction is the interviewee's evaluative judgement on the extent of cognitive and affective pleasure they derive from their jobs (Edwards, Bell, Arthur, & Decuir, 2008).

The interviewees showed the views that work experience in a certain employment role kept them working longer in their organisations, whereas job satisfaction kept them feeling comfortable and considering the success of the organisation as their own. The two categories of work experience were found in the views of affective commitment and continuance commitment. The interviewees' organisational tenure influenced their job satisfaction, which would influence their involvement in the organisation. The detailed findings will be discussed in the next section.

4.3 Attributes of survey respondents

This section presents an overview of the respondents' demographic details in order to provide the reader with clear insights into age, gender, hometown, regions of origin, and business characteristics of the survey respondents. These data were drawn from the first 10 questions in part one in the survey questionnaires and were analysed by using SPSS 25 as mentioned in section 3.5 in Chapter 3.

4.3.1 Personal characteristics of survey respondents

An analysis of the themes on demographic variables was conducted to determine whether variations in demographic variables have an impact on the perceptions of the nature and practice of organisational commitment of Vietnamese employees. The demographic variables were categorised into age, gender, hometown and region of origin as illustrated in Table 4.3.

Table 4.3: Sample description of personal characteristics (see Appendix 1)

Variables	Groups	Frequency n=	Percent %	Missing
Age	18-25	19	17.8	00
	26-35	76	71.0	
	36-45	12	11.2	
Gender	Male	39	37.0	00
	Female	68	63.0	
Job before	Yes	103	96.3	00
	No	4	3.7	
Hometown	HCMC	56	52.3	00
	Other cities	51	47.7	
Region of origin	North	47	43.9	00
	South	60	56.1	

The data obtained from the survey questionnaires presented that the respondents belonged to the three age cohorts: 18-25; 26-35; 36-45. Of the 107 respondents, 19 respondents (17.8%) belonged to the age cohort of 18-25. The majority of respondents (71%) belonged to the age cohort of 26-35. The eldest cohort included 12 respondents (11.2%) aged from 36 to 45. The survey results showed 39 male respondents (36.4%) and 68 female respondents (63.6%).

Almost all respondents worked in HCMC. Of the 107 respondents, three respondents (2.8%) were working in other cities around HCMC but were studying in the evening in HCMC. The other 104 respondents (97.2%) were working in HCMC. Fifty-six (52.3%) respondents were born and raised in HCMC, whereas 51 respondents (47.7%) were from other cities in Vietnam and had moved to HCMC.

In terms of region of origin, the survey results exhibited two regions: the North and South of Vietnam. Of the 107 respondents, more than half of this number, 60 respondents (56.1%) originated from the South. Forty-seven respondents (43.9%) originated from Northern Vietnam.

The sample of quantitative data was distributed in nearly equal groups to assist analysis. The largest age group of respondents (26-35) were the employees who were born, grew up and had been working in the period of *Doi moi*, so it had the potential to be a good sample for testing the themes and comparing their views with the other two age groups. The youngest group of respondents (18-25) were born and grew up after *Doi moi* started, thus they had little experience of the period prior to *Doi moi*. In the meantime, the oldest group of respondents (36-45) were born before *Doi moi* and had experienced the social changes of this period. The percentages of the sample for hometown and region of origin were nearly equal; it was helpful to compare the mean between the two groups for significant differences.

4.3.2 Characteristics of survey respondent's organisation and occupations

An analysis on the themes associated with each of the 24 instruments of organisational commitment in relation to business characteristics was conducted to determine whether differences in the respondent's type of organisation, industry and length of employment field had any impact on their perceptions of organisational commitment. This is illustrated in Table 4.4.

Table 4.4 Sample description of characteristics of organisation and occupations (see Appendix 1)

Variables	Groups	Frequency n=	Percent %	Missing
Length of employment	1-3 years	39	36.4	01
	4-6 years	40	37.4	
	Over 6 years	27	25.2	
Type of organisation	SOEs	23	21.5	02
	Private enterprises	82	76.6	
Industry	Business	56	52.3	00
	Medicine	4	3.7	
	Engineering	9	8.4	
	Education	3	2.8	
	Others	35	32.7	

Type of organisation

An identification and count of the frequency of themes associated with each of the 24 instruments of organisational commitment was conducted in relation to the type of organisation of employment. Organisations were classified into two types: state-owned enterprises (SOEs) and private enterprises (domestic and foreign organisations). A majority of respondents (76.6%) worked for private enterprises and 23 respondents (21.5%) worked for SOEs. This sample reflects the social operation and economy in HCMC. HCMC is a commercial and industrial city leading with the largest number of foreign investors and private companies, whereas Hanoi, the capital of Vietnam, is the centre of the leading governmental organisations. Moreover, HCMC is the biggest labour market that experiences the institutional changes that influence the mechanisms of all types of business. HCMC has also inherited the market economy from the economic development of the State of Vietnam as mentioned in section 2.6.

Industries

An identification and count of the frequency of themes associated with each of the 24 instruments of organisational commitment was conducted in relation to industries of employment. As with the previous section, this analysis was conducted to determine whether

industry norms and values might have an effect on how Vietnamese employees perceive the nature and practice of organisational commitment. Industries in the survey questionnaires were categorised into business, medicine, engineering, education, and other. Of the 107 respondents, 56 respondents (52.3%) were working in business (sales and retail) and 35 respondents (32.7%) in other occupations including HR, finance, banking and administration. The other respondents were working in medicine (3.7%), engineering (8.4%), and education (2.8%).

Length of Employment

An identification of the themes associated with the 24 questions of organisational commitment was conducted to determine whether length of employment might have an impact on the perceptions of organisational commitment of Vietnamese employees. This analysis was conducted on the survey for respondents with a lower level of education, undergraduate students who had returned to university after having been employed for a few years. Length of employment was categorised into three groups: 1-3 years, 4-6 years, over 6 years as illustrated in Table 4.4.

Of the 107 respondents, 106 respondents reported their length of employment, 39 respondents (36.4%) had been working between one and three years, 40 respondents (37.4%) had been working between four and six years, while 27 respondents (25.2%) had length of employment of more than six years. The survey respondents were all students undertaking their second BA degree, with most respondents (96.3%) having been employed before commencing their second BA, only four respondents (3.7%) had not been employed before commencing this degree. Thus, the sample met the requirement of respondents having working experience for further analysis.

Overall, the sample of three variables of type of organisation, industry and length of employment was good for analysis. Respondents in this sample were distributed in both types

of organisations although the sample of private enterprises was larger than the sample of stated-owned enterprises. This fact results from multiple types of enterprises in the private sector. The sample of industry was distributed in all five areas in relation to the sample of employment role in the qualitative data. Interestingly, the sample of length of employment was distributed in all three groups of tenure. These groups had experiences of jobs, human resource policy and operations of organisation in the period of *Doi moi*. They may have developed different views on organisational commitment while they were working in the conditions of institutional change. The differences of all themes related to the 24 questions of organisational commitment are illustrated in Table 4.5, however, the figures only show the differences before testing the reliability of the items of organisational commitment. Thus, it cannot be used for further analysis of the association between quantitative data and qualitative data.

Table 4.5. Summary of correlation of OC and demographic characteristics (see Appendices 2-7)

	Age		Gender		Length of employment		Industry		Type of organisation		Hometown		Region of Origin	
Items	F	Sig.	F	Sig.	F	Sig.	F	Sig.	F	Sig.	F	Sig.	F	Sig.
ac1	.258	.773	.021	.884	2.066	.132	.716	.583	7.516	.007	.009	.925	1.700	.188
ac2	.644	.517	.246	.621	.303	.739	.589	.671	.006	.937	.059	.809	.854	.429
ac3	.186	.831	1.049	.308	1.390	.254	.289	.885	4.142	.044	8.401	.005	.287	.751
ac4	1.766	.176	.959	.330	.225	.799	.330	.857	2.515	.116	.825	.366	2.366	.099
ac5	1.006	.369	.195	.659	.678	.510	.797	.530	2.035	.157	1.262	.264	.871	.421
ac6	.305	.738	.251	.617	1.280	.282	.555	.696	1.269	.263	.003	.955	.615	.543
ac7	.336	.715	.166	.685	2.039	.135	1.331	.264	.164	.686	.445	.506	1.298	.278
ac8	.087	.916	.354	.533	1.903	.154	.443	.777	.523	.471	.661	.418	1.002	.371
cc9	2.711	.071	1.041	.310	.380	.685	.558	.694	6.551	.012	.129	.720	.874	.420
cc10	.446	.642	.770	.382	2.771	.067	.987	.418	.039	.844	2.080	.152	1.755	.178
cc11	1.843	.163	.028	.868	1.822	.167	1.144	.340	2.138	.147	.119	.731	.510	.602
cc12	.386	.681	.064	.801	.362	.697	2.310	.063	.036	.849	1.167	.282	.098	.907
cc13	.723	.488	1.149	.286	2.412	.095	1.598	.180	1.680	.198	1.460	.230	.831	.439
cc14	.871	.422	.466	.497	.559	.573	1.183	.323	3.427	.067	.449	.504	1.137	.325
cc15	1.910	.153	2.960	.088	.756	.472	2.738	.033	.108	.743	7.905	.006	1.312	.274
cc16	.589	.557	.518	.473	.556	.575	1.174	.327	.913	.342	2.198	.141	1.308	.275
nc17	.711	.493	5.391	.022	.261	.770	1.782	.138	.207	.650	.177	.674	.505	.605
nc18	.149	.862	1.894	.172	2.030	.137	.361	.836	2.879	.093	1.599	.209	1.867	.160
nc19	1.036	.359	.070	.792	.297	.744	1.934	.110	.138	.711	9.607	.002	.057	.945
nc20	4.808	.010	1.679	.198	1.165	.316	.619	.650	.036	.849	4.960	.028	.004	.996
nc21	.241	.786	1.141	.288	1.061	.350	.798	.529	2.158	.145	.245	.621	1.404	.250

nc22	2.704	.072	.059	.808	1.506	.227	.844	.500	.055	.815	.524	.471	1.869	.159
nc23	4.512	.013	.659	.419	1.023	.363	.794	.532	.259	.612	.132	.717	.455	.635
nc24	2.623	.077	1.064	.305	1.122	.330	.701	.593	.242	.624	.311	.578	.226	.798

4.4 Quantitative Analysis of organisational commitment by demographic variables

As mentioned above, data collected from the survey had to be tested to ascertain whether the data were reliable for further testing to find out the differences of views between the groups of respondents. The Three-Component Model of organisational commitment scale is a Western instrument and it has been proved reliable to be used in many studies. However, this research was applying the instrument as translated from English to Vietnamese and it was being used in a non-Western country. Thus, it was tested for reliability.

Reliability of the instruments of organisational commitment

The survey was replicated the interview protocol using the Three-Component Model of Commitment Scale (Allen & Meyer, 1990) which measures affective commitment, continuance commitment, and normative commitment. The survey used a 5-point Likert scale from *strong disagreement* to *strong agreement* for each instrument. Since the scales were translated from English and built in Western culture context, the reverse-coded items of the scales were applied before submitting the scales to an internal reliability analysis. The data were tested for the internal consistency of this multi-item scale with the coefficient Cronbach's Alpha (1951). Each component of the Commitment scale including eight items was tested to find out its reliability coefficient, which was followed by T-tests and ANOVA test to compare the difference on AC, CC and NC by demographic variables as illustrated in Table 4.6. The results showed that Cronbach's Alpha of AC (= .38) and CC (= .503) were not acceptable for further tests as Cronbach's Alpha of an item in the scale should range from 0.6 for the primary research (Peterson, 1994). The reliability of the NC scale was strong enough (Alpha=.683) for the tests finding out the different perceptions of respondents on organisational commitment by their demographic differences.

Table 4.6: Reliability Statistics (see Appendix 8 and 9)

OC components	No. of items	Cronbach's Alpha	Mean	Std. Deviation
AC	8 (ac1-8)	.380	23.81	4.015
CC	8 (cc 9-16)	.503	22.37	4.257
NC	8 (nc 17-24)	.683	23.18	4.593

Statistically significant differences in NC by demographic variables

A comprehensive analysis of the eight instruments in NC by the eight demographic variables was conducted for two reasons. First, to identify which demographic variables might have the most impact on the perceptions of Vietnamese employees graduating from universities in relation to practice and nature of NC, and secondly, to gain insights into whether Vietnamese employees from other parts in Vietnam moving to and working in HCMC perceived the same semiotic meaning in NC. The survey data were analysed with T-Test and Anova to test the null hypothesis of differences between variations of demographics and the eight instruments (nc17_ nc24) as illustrated in Table 4.7. If the results showed $\text{Sig.} \leq 0.05$, the null hypothesis was rejected and there would be a significant difference between the demographic variable on the questions testing. The difference would be teased out by drawing on the views of interviewees.

Table 4.7: Summary of T-Test & Anova for NC (see Appendices 2-7)

	Age		Gender		Length of employment		Industry		Type of organisation		Hometown		Region		City of working	
Item	F	Sig.	F	Sig.	F	Sig.	F	Sig.	F	Sig.	F	Sig.	F	Sig.	F	Sig.
nc17	.711	.493	5.391	.022	.261	.770	1.782	.138	.207	.650	.177	.674	.353	.554	.115	.763
nc18	.149	.862	1.894	.172	2.030	.137	.361	.836	2.879	.093	1.599	.209	1.336	.250	.324	.570
nc19	1.036	.359	.070	.792	.297	.744	1.934	.110	.138	.711	9.607	.002	.976	.326	5.082	.026
nc20	4.808	.010	1.679	.198	1.165	.316	.619	.650	.036	.849	4.960	.028	.552	.459	4.660	.033
nc21	.241	.786	1.141	.288	1.061	.350	.798	.529	2.158	.145	.245	.621	3.386	.069	.867	.354
nc22	2.704	.072	.059	.808	1.506	.227	.844	.500	.055	.815	.524	.471	.039	.843	.101	.751
nc23	4.512	.013	.659	.419	1.023	.363	.794	.532	.259	.612	.132	.717	.269	.605	4.444	.037
nc24	2.623	.077	1.064	.305	1.122	.330	.701	.593	.242	.624	.311	.578	.108	.743	2.796	.098

Significant differences were found in most of the items in the NC component as illustrated in Table 4.7. There were significant differences within the groups of age, *One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain* (nc20) with $\text{Sig.} = .010$ and the view of *Things were better in the days when people stayed with one organisation for most of their*

careers (nc23) with Sig.= .013. A Post Hoc test was conducted to find out the difference between groups of age. This multiple comparison test found out the different views on nc20 and nc23 between the youngest group (18-25) and the eldest group (36-45) in this study as illustrated in Table 4.8.

Table 4.8: Multiple Comparisons between age groups (see Appendix 8)

Items	(I) age of participants	(J) age of participants	Mean Difference (I-J)	Std. Error	Sig.
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain (nc20)	18-25	36-45	.976	.385	.022
	26-35	36-45	.226	.328	.667
Things were better in the days when people stayed with one organisation for most of their careers (nc23)	18-25	36-45	1.144	.386	.007
	26-35	36-45	.617	.328	.101

There was a significant difference between male and female on the view of *I think that people these days move from company to company too often* (nc17) with Sig.=.022. There was a significant difference between respondents migrating from other provinces to HCMC and those who were born and raised in HCMC on the view of *Jumping from organisation to organisation does not seem at all unethical to me*, (nc19) with Sig. =.002. Also, there was a difference on *One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain*, (nc20) with Sig. = .028. The significant differences were found between the group of respondents working in HCMC and those who came to HCMC to study in the evening but lived in other cities on the view of *Jumping from organisation to organisation does not seem at all unethical to me*, (nc19) with Sig.= .026. There were also differences between these groups on the view of *One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to*

remain, (nc20) with Sig.= .033, and the view on *Things were better in the days when people stayed with one organisation for most of their careers*, (nc23) with Sig.= .037. However, the differences of these groups are biased because 97.2 % of respondents worked in HCMC.

To sum up, the quantitative data analysis revealed that there were significant differences with regards to normative commitment and age, gender, and hometown. For other factors, such as length of employment, type of organisation, region of origin and employment role, no significant differences were found with regards to normative commitment. Consequently, there were the impacts of age, gender, and hometown on the perception of normative commitment of respondents who were studying the second bachelor degree in this study. Then the variables correlated to organisational commitment were analysed further to find the deeper differences in the qualitative data.

4.5 Qualitative analysis of organisational commitment by demographic variables

4.5.1 The nature of organisational commitment by age

Normative commitment

A deep analysis was conducted into the similarities and differences in the themes identified by age cohorts in their interpretation of each of the eight instruments of NC. The analysis resulted in the following findings, as illustrated in Table 4.4. All age cohorts had consistency in the meanings of the themes on OC, except for the two themes related to normative commitment: *One of the major reasons to continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain*, with Sig=.010 and *Things were better in the day when people stayed with one organisation for most of their careers*, with Sig= .013.

The two themes were both related to normative commitment and varied significantly for the age cohorts. In order to gain further clarity into the significant differences in the survey data,

responses to these two questions were analysed from the face-to-face interviews. The data showed 15 occurrences of the view on the importance of loyalty and 31 occurrences of the view on better status if they work for one organisation (see Table 4.9).

Table 4.9 Opinions by Age in NC

Age	18-25		26-35		36-45	
Answers	Yes	No	Yes	No	Yes	No
Importance of loyalty	2	1	0	3	1	5
Better status of working in one organisation	2	3	9	3	4	2

Qualitative data regarding issues related to the importance of loyalty and the feeling of moral obligation to remain in the organisation, received the following responses among the 36-45 age group, in the interviews. Most of them (five of six) disagreed with the reasons that they remained working in the organisation were loyalty and moral obligation. They perceived that they had committed to their organisations because of their attachment to their supervisors and colleagues who they were happy to work with. Their commitment to their organisations was their sense of loyalty or a moral obligation to colleagues and supervisors, as respondent R19 said *If I talk about obligation, my concern would be all the good relationships with colleagues and supervisors that I have been building. So, I don't want to move to another organisation.* And respondent R17 thought:

Nothing out of a sense of loyalty or moral obligation to the organisation because one of my friends recommended me to work for this organisation. If I quit this place to work for another organisation, it would influence my friend. I always have this deeply in my mind.

The mature age interviewees clearly indicated that their largest concern was the relationship with their colleagues, and this contributed to their feeling of moral obligation and of normative commitment. They perceived the relationships were more important than other

types of pressure for organisational commitment, whereas the younger cohort, respondents aged from 26 to 35 years old, had no feeling of moral obligation in normative commitment, as respondent R23 said:

I myself don't have pressures of moral obligation. I focus on the ethics of working so I keep working here with all my responsibilities. It is my loyalty to my company. If I feel valued by this organisation, I will commit to it.

Or respondent R26 thought of this issue in a different way with her previous organisation:

I just felt moral obligation as I loved the company as my kid. But I did not have this feeling with my previous company. That company had friendly colleagues, but the HR policy was not good, and it did not intend to keep senior staff. So, I left it for my current company.

Thus, loyalty and moral obligation were not the pressures of organisation commitment in the oldest cohorts. They committed more to their supervisors and colleagues than organisations. Loyalty and moral obligation did not contribute to the feeling of normative commitment in the age cohort from 26 to 35 years old.

This perception was also confirmed by the youngest cohort from 18 to 25 as follows,

Currently, I don't think about leaving, however, I must think about myself first. If everything became worse for me, I would think of myself first.... my company is good now and will be good in the near future, I think. I keep working here because of good conditions rather than moral obligation (R31).

Or as respondent R19 explained:

I remain working here because the working environment makes me feel comfortable, not due to any obligations...I remain in this organisation because I think it is a comfortable working environment rather than any bindings. If I work for an organisation, I must feel comfortable so I can work with all my effort. If I just work

due to loyalty and moral obligation, I would do my duty, but it would not be because of my dedication to my organisation. I think that dedication is more important than duties.

And respondent R08 explained her perception of loyalty as follows,

I think loyalty means that I really understand the objectives of the company, understand the boss, and I myself want to contribute to the development of the company. I don't think that I will keep working for the company because it can't meet all my requirements.

Overall, loyalty and moral obligation were not the pressure of normative commitment for all ages. However, the views of remaining to work for their organisation were variable. Quantitative data showed a significant difference between the youngest and the oldest cohorts on the importance of loyalty and moral obligation yet no differences were found between the oldest and middle ages. In fact, qualitative analysis found a difference on normative commitment from three groups. The oldest group committed due to their colleagues and supervisors. They valued good relationships with colleagues. The middle age group committed due to good organisational policy and working environment whereas, the youngest group thought their commitment to the organisation stemmed from the fact that they wanted to dedicate themselves to the development of the organisation. They felt they were valuable to the organisation and their organisation was a good environment in which to work. All their opinions contributed to normative commitment.

Qualitative data relating to the advantages of working in one organisation for most of the employee's career showed that the oldest group of respondents (four of six) aged from 36 to 45 years old agreed that the longer they worked for one organisation the more benefits they received as respondent R27 said *of course, if everything in this organisation can be kept as it currently is and I can feel it in a clear way, I will work here till the end of my career.*

Or as respondent R35 indicated:

Of course, our assessment for advancing is based on capability and seniority and through this, financial return will increase. In the process of working, I understand my organisation's culture, the value of the organisation, so my recommendations will be noticed and carried out.

Moreover, respondents in this group perceived that work would only improve because their seniority would be valued and offer a pathway for their careers, as respondent R17 thought:

The longer I work for a state-owned enterprise, the more seniority I get so I will develop myself and continuously improve.

In addition, there were nine of 12 respondents of the age group from 26 to 35 years old who agreed with this view. They admitted that working for a long time in an organisation would gain them the values of competence, finance and respect from their colleagues, as respondent R02 said *of course, ... if I work permanently in an organisation and the organisation can assess my competence, my contribution after 2 years, 3 years and then 5 or 10 years will be recognised, my own value will change.*

And respondent R22 confirmed this view when talking about the position of both lower and higher-level staff in different offices in government system as follows,

Yes, I feel it will be better and better. For example, the value of each position in the government system is different between the staff of the ward office and the district office. A staff member specialising in any field in a district office works and acts as if he were the role of manager of that field in a ward office. The value of their decision is higher than the value of the decision of a staff member in the same position in a ward office.

However, they perceived things were better in the day when people worked for one organisation for most of their career, but that was not a suitable view these days. In other

words, they wanted to transfer to different organisations for more learning opportunities and experience when they reckoned the time was suitable for changing, as R32 suggested,

No, I don't believe things will be better in only one company. If I work for the same company for a very long time, I will not experience a lot and not be able to master all aspects of working. If I move to another company, I will learn more. However, moving from one organisation to another one should be done at an appropriate time and level.

Or as respondent R40 perceived:

Apart from me, there exist many good people in an organisation, so I don't need to work for only one organisation. If there is a better organisation which is appropriate to my situation, I will go to work for it. Nowadays, I don't need to belong to one organisation for my whole life.

However, this view was not totally true for the junior employees, the youngest age cohort under 25 years old thought it was good to work for one organisation for their whole careers if the organisation had a good HR policy, as respondent R36 stated:

I would like to find a company where I can keep working with long-term status because I don't like moving from company to company, and the change. I must think a lot before I make any change. So, I want to commit to only one company. Long – term commitment will bring me better things, better relationships, which will be useful for me to solve any trouble in the workplace.... If I work for one company, everything will be better. I will have more chance to be promoted because my contribution and development will be recognised. I really want to work in one organisation if it has a good environment and organisational policy.

They believed that everything would be better if their efforts were supported by their supervisors. One young respondent working in Human Resource Management, R09, perceived:

I don't really believe that things will be better working for one organisation for most of my career because better things are what I want but it depends on the managers. In spite of all my efforts, my managers don't support me, therefore, they are not significant.

They felt it difficult to know whether everything would be better in the future if they worked for the same company for most of their career, as respondent R37 said, *It is hard to confirm that if I commit to one organisation for my whole career then I will develop and succeed because life has many phases.*

The views of the youngest cohort could have stemmed from their junior status as they had little experience of work and life to challenge them. With little experience, their views were just thoughts for the future, not from reality.

Overall, the qualitative data supported the significant differences found in the quantitative data. The three age groups had different opinions on whether advancement would be better in one organisation. The oldest and youngest age groups believed long-term commitment would bring them better advancements in their careers while the middle age group between 26 and 35 thought differently on their advancement within their organisations. The quantitative analysis showed a significant difference between the oldest and youngest group, while the findings in the qualitative data also presented differences in the middle age group on the meaning of better advancement. They considered advancements in organisations were conditional. All their opinions contributed to the nature of normative commitment to the organisation.

Affective Commitment

The reliability of quantitative data for the eight instruments of affective commitment was not high enough for further tests to find out the differences on themes among the three age groups as noted in section 4.4. A deep qualitative analysis also found no significant differences on the view of *Enjoy discussing the organisation with people outside* by age group. However, the views of the three groups showed their high affective commitment with their current organisation. There were 23 occurrences related to this view (see Table 4.10)

Table 4.10: Opinions by Age in AC

Age	18-25		26-35		36-45	
Answers	Yes	No	Yes	No	Yes	No
Discussing organisation with people outside	4	1	10	0	6	2

All three groups enjoyed discussing their organisations with people outside their workplace because they were proud of working for a brand-name organisation and they felt interested to tell outside people about their organisation and their jobs, as respondent R26 from the middle age group said:

Yes, I also like talking about my company with people outside, because my company is professional with a good working environment, and good policy for employees' benefits. It is really good, so I want to tell everybody.... It is a famous company in the world and most people know it.

Or respondent R38 emphasised his pride of working for a big and famous company in Vietnam as follows,

It is fairly interested to talk about my organisation to people outside. In my generation, it is something to be proud of for everybody if he works for an airline... generally, I am very excited to talk about my job at the airport. I feel proud that I have had better job than my classmates do.

Or respondent R21 trusted in his organisation and liked sharing it with outside people as follows,

Yes, there are some aspects of the company I like so I talk about them. For example, I take our products on trust. I trust the high quality of our products, so I am proud to share it with others.

The youngest group and oldest group confirmed this view as reflected by 40-year-old respondent R33 *Yes, I enjoy discussing my company with people outside as much as possible.* Conversely, a few respondents did not like to talk about their organisation with outside people because they did not feel proud of their organisation, as respondent R16 said:

Actually, I don't want to share with everybody about my job or my life.... I only share with my teammates... I don't feel proud of working for this organisation because it is not a big bank. I only feel happy to work with such friendly teammates.

Overall, respondents felt that discussing their organisations with outside people was due to their need to show others where they work and how big the organisation was. It seemed that their pride in their organisations was the reason for their satisfaction in working for them. The pride of working for a good and big organisation was a pressure influencing affective commitment. Their views contributed to the nature of affective commitment.

Continuance Commitment

The reliability of quantitative data for the eight instruments of continuance commitment was not high enough for further tests to find out the differences on themes among the three age groups as mentioned in section 4.4. However, a deep qualitative analysis found significant differences on the view of *Feeling it would be hard to leave your organisation right now, even if you wanted to.* The data showed 37 occurrences on this view of how hard it would be if they left their current jobs. The oldest group (36-45) felt positive if they had to leave their

jobs, whereas the middle age group and the youngest group felt negative if they had to leave their jobs.

Respondents of the oldest group (36-45) felt positive if they had to leave their current jobs because they thought they could find another job easily. They could leave their organisations if they wanted and there would be no hindrance from their decision, as respondent R28 said:

I don't feel it would be hard if I left this organisation, I would have many alternatives. I would have many friends in places where I want to move to. A lot of my friends have asked me to work for their organisations, but I only like teaching. I like this job because I don't want to depend too much on anybody.

Or another respondent, R14 stated *I don't feel it would be hard. Although I endeavour with all my capabilities here and feel emotionally attached, I would still leave if my own objectives cannot be reached.*

Another respondent, R30, felt it would be a little bit hard, but it would not trouble her if she wanted to leave her current organisation, as she said:

I think it would not be very hard. It may be hard in the initial time of looking for another job. I don't believe that I cannot find a new job. I think it would not be difficult for me to get a new job at any organisation.

In the meantime, respondents of the middle age (26-35) and youngest (18-25) groups felt negative if they had to leave their current organisations. They felt it would be difficult to find a new job because of their age and the nature of their work. They felt it would be hard to lose the relationship with colleagues, as one respondent R03 of the middle age group thought:

In terms of age, my age is rather far away from the age to be starting a new job. In addition, it is the nature of my work that makes me feel it might be hard to start a new job at this time, because I have worked for a state-owned enterprise for a long time. If

I found a job in a private company, I feel it would be very hard to adapt to some conditions and policies that are contrary to those in a state-owned enterprise.

Another respondent, R19, confirmed the hindrance to leaving her job was her age and her familiar working environment, as follows,

I feel it would be hard because, firstly, I am familiar with the current environment.

Secondly, age is an important issue. I am at the age of 35. If I started a new job, it would be hard for me to learn new things, to adapt to a new environment.

Other respondents of this age felt it would be hard to lose their friendly working relationships and interesting jobs, as respondent 38 said:

Yes, if I had to leave now, I feel it would be hard to lose my emotional and spiritual relationship with my colleagues and other good relationships. I would lose the interesting job that I have experienced with cabin crew of airlines and staff at the airport.

Respondents of the youngest group felt it would be very hard to leave their current organisations, as respondent R08 said *at this time, ... my most difficult thing is that I am not self-confident enough to leave. I am not ready to work for another organisation.*

Or respondent R12 explained her difficulties if she had to leave her current job as follows,

It would be hard for me because if I did not have such an interesting job, I would lose the place where I have such a good relationship with my teachers, my students.... I would feel upset to leave the place where my spirit has been nourished.

Overall, the oldest respondents felt it would be easy if they had to leave and their age was not a hindrance to finding a new job or adapting to a new environment, whereas the other younger groups felt it would be hard to leave their current job because they were not self-confident to adapt or learn new things due to their age and the lack of experience. Thus, the

potential difficulties of leaving the organisation could be a pressure influencing the level of continuance commitment. Their views contributed to the nature of continuance commitment.

4.5.2 The nature of organisational commitment by gender

Normative commitment

An analysis of quantitative and qualitative data was undertaken on the similarities and differences on the themes identified by gender, male and female, in their interpretation of each of the eight instruments of NC. The analysis of quantitative data between 68 females (63%) and 39 males (37%), found differences on normative commitment. There was a significant difference on the view of *I think that people these days move from company to company too often*, (Sig.= .022) as illustration in Table 4.7.

The qualitative data showed further understandings for the significant differences in the survey data. The data showed 40 occurrences on the view of moving from company to company. They admitted that this was currently a common phenomenon in the labour market, however their opinions were different from female to male respondents (see Table 4.11)

Table 4.11: Opinion by Gender in NC

Gender	Female		Male	
	Yes	No	Yes	No
Moving from company to company too often	16	0	13	0
Moving job often is good for employee	16	1	0	13

Female respondents were less negative about quitting one organisation for another because they wanted to find the best organisation for their careers. They perceived moving job often is good for employees while male respondents did not think it was a good idea, as respondent R35 said:

After working for a long time in one organisation, employees find that salary and experience are not relevant to their competence, employees want to work for a famous organisation where they can learn more and get more benefits with their experience.

Or respondent R23 confirmed:

Yes, they move from company to company very, very often, some employees want to jump to other jobs because they think that it is important to have higher salary and have a beautiful profile. However, I think it is up to one's personality and it is hard to say whether it is good or bad.

Some senior female respondents confirmed that young employees liked switching to other organisations. It was a normal phenomenon in the work force because they want to challenge themselves, as respondent R39 said:

Yes, this is especially right for young employees, they love to challenge themselves in their working environment. They work here and there to meet their need of working in increasingly challenging environments matching their capability. I think moving from one company to another one also has many positive aspects. It is not always a negative aspect.

A junior female respondent R37, however, said she would never quit her job, but she thought moving from one company to another was a positive thing, as she said:

Yes, the young employees move very often, and I find that it is very interesting. For me, I don't have a strong urge to move. Sometimes I feel sad about my organisation and I share it with my friends. They advised me to quit and look for another job, but I cannot leave my current organisation. Maybe it is my personality. I don't like changing, I am settled here.

Another young female respondent (R26) was of the opposite view as she perceived that it was not a positive thing for any person that wants to learn how to adapt in a workplace, as she said:

Yes, young employees move very often. I think this should not be done, because all organisations have their own problems. If they meet any trouble or they are unhappy, they just want to quit that job. So, they cannot learn how to adapt to their job and practise problem-solving skills. They should be more patient in the workplace.

Male respondents were generally negative towards frequent switching of jobs. They would not appreciate employees who often moved from company to company as it means they have to recruit new employees all the time, as respondent R14 said:

Actually, I don't appreciate staff moving so often. When I recruit an employee, I don't appreciate the uncertainty that the moving creates. I will therefore ask a lot of questions about why they quit their previous jobs. If his answers show that they are not a stable employee, I won't ever recruit him. All organisations need staff with a high commitment as long as the organisation and staff make their best efforts to meet common targets.

Male respondents thought employees should engage with their companies to settle and help to concentrate on developing their own objectives, as respondent R33 thought:

I think we should commit to the organisation. If the organisation meets all our requisites we should settle in the organisation. When we settle down, we will be able to better focus and develop our thoughts about the job, and then better advancement will come.

Junior male respondents thought about the reasons of moving from company to company and had negative opinions on this view, as respondent R02 said:

I think young employees want to jump from job to job because of a few reasons. First, they don't think far into the future, they just think upfront things when they decide to quit. Second, they want to have more experience. Third, low salaries exist in Vietnamese companies, but young people now like to spend more, and they have bad control of their finances which leads to being short of money.

In conclusion, female and male respondents had different views on moving from one organisation to another one. Females were generally positive towards moving as they thought it was important for their careers. Some junior females raised negative opinions on this view, indicating that they were uncomfortable about change whereas both senior and junior males were against staff moving frequently from job to job. Males preferred stable employment to develop their careers while females wanted to change their job for more experience.

Interestingly, quantitative and qualitative data presented the inherent difference of normative commitment between male and female employees. Their views contributed to the nature of normative commitment. As a consequence, gender appears to impact on normative commitment.

Affective commitment

The reliability of quantitative data for the eight instruments of affective commitment was not high enough for further tests to find out the differences on themes between male and female as noted in section 4.4. However, a deep qualitative analysis found the significant differences on the view of *Feeling emotionally attached* by gender. The views of two groups showed their different affective commitment with their current organisation. There were 52 occurrences related to this view that showed their emotionally attached status to their organisations. Male respondents presented that they had higher attachment to their organisation than female respondents. In all the opinions, male respondents felt emotionally

attached to their organisation or their colleagues whereas female respondents had different opinions on the emotional attachment to their organisation or their colleagues.

Qualitative analysis regarding the opinions of emotional attachment to the organisation found that males in this research admitted they felt very close to their colleagues and felt part of a family in the organisation (10/10 opinions). As respondent R07 said:

Currently, I feel emotionally attached to my company. In fact, my company makes me have this feeling. I work hard at the construction site, if there are a lot of issues to be solved, I will spend more time, even work overtime to finish the job. Then my manager is very flexible to let me have a day off the next day... I feel attached to my colleagues and my manager because we help each other to finish the job. I feel it is such a friendly environment here.

Another respondent R01 confirmed that emotional attachment to colleagues motivated him to work in his organisation as follows,

It's right. I feel very emotionally attached although the salary and benefits are not good enough to satisfy me in my organisation. I still feel everything is ok here. I work with a good manager and colleagues. My friendly and supporting colleagues motivate me to work here and make my job significant here.

Another male respondent R38 agreed totally with working in the organisation due to emotional attachment, not salary or benefits, as he said:

I am totally engaged with my company because of emotional attachment, not salary. The salary is not high compared with other state-owned enterprises. I feel emotionally attached because I was trained by the senior staff here. They transferred all their tips of working in a fast-paced working environment so that I can work effectively. They didn't hide their tips. I like the way they work with me, which makes me feel close to

them. Moreover, I can work with staff of my generation and I feel comfortable to work with them.

Female respondents had varied opinions about their emotional attachment to their organisations. Some of them felt attached to colleagues and they kept working for the organisation because of this feeling, whereas some females had no feeling of emotional attachment to organisations. They felt it was hard to share their views with everybody in the organisation, as respondent R25 said:

I only feel attached to two or three co-workers here. I feel uncomfortable here. I always keep emotional distance in my relationships. I mean I am always concerned about their attitude when talking with other staff. The managers only want to hear sycophantic views from the staff.... And I am planning to quit this job... Moreover, the salary is very low here.

Interestingly, female respondents commit to their organisation because of salary rather than emotional attachment to colleagues, as respondent R24 said:

With my current company, I only feel emotionally attached to my supervisor, I don't feel attached to the organisation or colleagues. In my previous company, I felt emotionally attached to my colleagues very much, to my managers, but I decided to quit that company because of income. The day when I said goodbye to everybody there, I was very sad. It seemed I left my family for a new place... I only worked there for one year.

Or another female respondent R05 did not feel very emotionally attached to her organisation and colleagues because of different views and culture of communication, as she said:

I don't feel totally emotionally attached to my organisation. For example, in the relationship to the managers, I feel uncomfortable because of differences in

communicative culture.... Everybody in my organisation feels respect towards each other but not highly attached.

Overall, gender influenced the level of affective commitment to an organisation. Males seemed to be more committed to their organisations than females. Males found it easier to be emotionally attached to colleagues and the organisation and this attachment kept them staying in the organisation. Females felt it was less easy to attach to the organisation and colleagues and even if they felt attached, they still quit their jobs for a better income. Thus, emotional attachment was identified as a pressure by gender on affective commitment.

Continuance commitment

The reliability of quantitative data for the eight instruments of continuance commitment was not high enough for further tests to find out the differences on themes between male and female as mentioned in section 4.4. A deep qualitative analysis also found no significant differences on the view of *Worrying what might happen if you quit your job without having another one lined up* by gender. However, the views of two groups showed their different continuance commitment with their current organisation. There were 26 occurrences related to this view. Both female and male respondents showed that they could worry or could not worry if they quit their job without having another job lined up. As one female respondent R24 said *No, I am not worried. If I did not feel comfortable working here, I would leave this organisation whether there is a job in the future or not.*

Or another female respondent confirmed her worries, but she would still quit her job.

I am very worried there is no job lined up, but I am ready to leave, and I can make efforts to look for another job. I don't like to work in this company while I am looking for another one.

Otherwise, most of the female respondents felt worried that they would lose their income as respondent R05 explained: *Yes, I worry a lot. Now my income is very good. If I quit this job, I will lose money while I am looking for another job.*

Male respondents had the same worries. One male respondent felt worried and he felt it was safer to find a job before quitting, as respondent R04 said *I feel worried.... Maybe, if I am going to quit this organisation, I will have to find another job before I decide to leave here.*

Or another male respondent (R27) did not feel worried about quitting his job because he always had offers for alternative jobs, as he said:

I have never perceived that I have no jobs outside of this organisation because many companies offer me jobs. I am not exactly an expert in the field I am working in, but I am good at adapting to new working environments.

Overall, both male and female respondents had their own worries about quitting their jobs if they had no alternatives lined up. However, female respondents were ready to leave the current job to look for a better job, whereas male respondents were not ready to leave the current job before they found another one. Some of them did not feel worried because they thought they always had available job offers. Thus, worries of leaving their jobs without available alternatives were not a pressure on females or males in terms of continuing working for the organisation.

4.5.3 The nature of organisational commitment by hometown

Normative commitment

A deep analysis was undertaken to access whether respondent's hometown would have similarities and differences on the themes. The regions where people were born and grew up might have any unpredictable diversity as they have their own history, geography, and climate which can impact on the norms and beliefs of commitment. There were significant

differences on NC depending on hometown. The quantitative analysis found differences on the views of nc19 *Jumping from an organisation does not seem at all unethical to me*, (Sig=.002) and nc20 *One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain*, (Sig =.028) between two groups of hometown.

The two themes were both related to normative commitment and varied significantly for the groups of hometown. In order to gain further clarity into the significant differences in the survey data, responses to these two questions were analysed from the face-to-face interviews. The data showed 36 occurrences of the view on the ethical issue related to jumping from company to company and 15 occurrences of the view on the importance of loyalty and sense of moral obligation to remain in an organisation.

Table 4.12 Opinions by Hometown in NC

Hometown	HCMC		Other cities	
	Yes	No	Yes	No
Ethical issue related to jumping	1	4	14	9
Loyalty is more important and moral obligation to remain	0	2	0	7

In terms of the ethical issue related to leaving for another job, a significant difference by hometown was found on the question of *Jumping from an organisation does not seem at all unethical to me*. Of five respondents from HCMC, there were four of them who felt it was unethical to jump from company to company (see Table 4.12). The interpretation of the interviews showed that respondents from HCMC perceived that it was not an ethical issue to jump from company to company as reflected in R22's comment:

In terms of ethics, I feel they are not related to jumping. If talking about ethics, ethics related to family are more important than ethics related to the organisation. In peace time, the first responsibility is for family, the second is for society and the last is for the organisation... In modern society, ethics related to organisations is not so important as the benefit of family.

One senior respondent R33 working in a state-owned enterprise perceived normative commitment has changed. Employees are concerned for their benefits and interests rather than ethics, as he thought:

I don't feel it is unethical here. Today, I don't think anybody focusses on ethics in relation to organisation loyalty. No, I don't think it is related to ethics, maybe somebody still thinks ethically in some cases, but I don't think so. They only think about the job if that job gives them benefits, development, achievement and settlement, then they will commit to the organisation. More than 10 years ago, there was an organisation in a higher level of government system offering me a job, but I did not accept it. I thought that my current organisation had offered me a job and I hadn't contributed anything to my organisation and then if I moved to another organisation, I felt I would have deceived them if I quit at that time. Today, I still feel something is wrong if I decide to quit my job, but this feeling is not strong enough for me to keep working for my organisation if there is a better job and better offer. However, I don't feel ethical obligation if I decide to quit the organisation. I don't know why... everything changes rapidly now.

The data illustrated that respondents who had migrated from other provinces (14 of 23 respondents) agreed that it was unethical to jump from organisation to organisation (see Table 4.12) because they were offered benefits such as training, promotion and good relationships, as respondent R05 confirmed:

If the company has paid to train me, promoted me to a higher position, managers supported me to develop myself and I have a good income, good relationships, I would be hesitant to quit this job. It is an ethical issue.

Another respondent R39 from the South provinces stated: *I feel it is the ethics of being professional. If they are not loyal to this organisation, they might not be loyal to other organisations when they work for them.*

Or as respondent R36 said:

Well, if I am a member of a project, and I stop working for that project and leave everything to the other members to finish and jump to another organisation, it will be an ethical issue. I have to finish my project before I go.

Respondents from the Southern provinces agreed that jumping from organisation to organisation was professionally unethical, as respondent R02 confirmed:

Yes, it is related to ethics. There are some decisions, for example, my company needs me to solve some problems, but I still decide to quit this job. I solved them before leaving but the company still needed me. Because of the nature of my job, I could not stop working totally at my company. I had to return to solve that problem. If I don't complete that duty, it will be unethical to stop working there. It is professional ethics.

One young female respondent R12 from the Northern provinces thought quitting her current job was like deceiving the organisation and she had a strong sense of doing something wrong as she said:

Currently, if I quit this organisation, I would need to apologise to everybody in this organisation. I have received a lot of assistance and respect from many colleagues. It is called emotional attachment. If I moved to another organisation, I would feel

disloyal to my organisation. I would feel very unethical to jump into another job. I would betray the choice, the belief and love of everybody.

Respondent R14 from the Southern provinces confirmed: *Yes, that is right. I feel I would be doing something wrong to my current organisation. Particularly, if I decide to jump and there is no one taking over my job.*

However, some respondents from the North provinces had a different perception of ethics on the view of jumping from organisation to organisation, as respondent R27 said:

I don't perceive that. If I don't feel one job is suitable for my life, I will quit the job. ...Because of some difficulties in my life, I need to leave this job. I don't think it is related to ethics if I work effectively and finish all my duties before I go. I think it is bad ethically if I do something wrong before I quit, and it would be hard for me to keep good relationships with previous colleagues.

Respondents perceived working for one organisation was a mutually beneficial relationship so leaving the organisation was like a disruption of this relationship, as respondent R40 said:

No, I don't think it is an ethical issue. Working in an organisation is like a relationship of two friends with mutual benefits. I give you one thing and I receive another thing. If I work for an organisation and I don't feel motivated, I will quit. Jumping is for my personal interest. If my targets are not gained, I will move. It is related to benefit rather than morality.

Overall, qualitative analysis supported the difference found in the quantitative data. Most of the respondents from other provinces felt some ethical barriers to jumping from one organisation to another organisation. They would feel sorry if they accepted offers from other organisations to quit their current jobs. These respondents felt it was unethical and wrong to quit so they would prefer not to change. Respondents from HCMC thought ethics have changed nowadays. They admitted the apologetic feeling was not strong or important, people

thought their own benefit more important than the ethical issues. This indicated that respondents from other provinces had a higher level of normative commitment than those from HCMC. Hometown, where the respondents were born and grew up, contributed to the level of normative commitment.

When being asked *to what extent do you believe that you continue to work for an organisation out of a sense of loyalty and/or moral obligation? Why?* respondents from both HCMC and other provinces thought they kept working for the organisation because of their good relationship with their colleagues, not due to loyalty or moral obligation (see Table 4.12). They perceived they kept working for their organisations because of being comfortable with their colleagues. Their commitment to organisation was out of a sense of loyalty or morality. Respondent R09 from HCMC said: *I keep working here because the working environment is good for me to work in, rather than any obligation.*

Similarly, R19 referred to the obligations to the organisation as follows,

Talking about being bound to this organisation, I only notice the relationships with my colleagues and my supervisors. I have got friendly relationships here, so I do not want to move to another organisation.

A junior respondent R30 from other provinces similarly confirmed: *I think I remain here because of my love of my colleagues.*

However, another respondent, R17, from other provinces, had a feeling of moral obligation to remain as he said:

I have a sense of loyalty or moral obligation because one of my friends recommended me to work for this organisation. If I quit this place to work for another organisation, I would offend my friend. I always think so.

Overall, the qualitative analysis did not support the difference found in the quantitative data.

Respondents from different hometowns had the same opinions on loyalty and moral

obligation to remain in the organisations. They kept working for their organisation because they felt comfortable working there and had attachment to their colleagues. They do not have a loyalty or moral obligation to the organisation. One respondent from other provinces felt a moral obligation to work in his organisation because he did not want to hurt his friend. The nature of the view of loyalty and moral obligation was identical by age and hometown. Therefore, loyalty and moral obligation were not the pressures of normative commitment among respondents from different hometowns.

Affective commitment

As stated in section 4.4, the reliability of quantitative data for the eight instruments of affective commitment was not strong enough to have further tests to find out the differences on themes between the two groups of hometown. Therefore, a deep qualitative analysis was undertaken to access whether respondent's hometown would have similarities and differences on the themes.

The regions where people were born and grew up might reflect diversity as the regions have their own history, geography, and climate, all of which can impact the norms and beliefs of commitment. Differences were found in the view of affective commitment related to *I really feel as if this organisation's problems are my own*. In order to get insights into the understanding of this view, responses to this question were analysed from the face-to-face interviews. The data showed 32 occurrences of taking the organisation's problems as the respondent's problems. Of five respondents from HCMC, there were three disagreeing totally with this view while only one of 27 respondents from other provinces disagreed with it. The focus of attention was on the emotional attachment of the two groups through their involvement with the organisation's problems.

Respondents from HCMC did not support this view and respondent R32 perceived it depended on the level of satisfaction to the organisation, as he explained:

No, I don't feel satisfied with this organisation. I get along well with my team but sometimes my boss doesn't care about his staff. When he allocates tasks, he doesn't allocate clear responsibilities and explain methods to his staff, so it is hard to conduct tasks and make him satisfied.

Another respondent from HCMC was unconcerned with his organisation's problems. He did not feel the organisation's problems were his, as respondent R33 said:

Depending on what type of problem. Actually, my organisation's problem and my problem are not the same. The organisation's problems are.... It is really difficult to say. While my problem is my expectation of change for the better...

Whereas respondents from other provinces migrating to HCMC thought that the organisation's problem was really their own. They made every effort to support their organisation as respondent R24 said:

If our organisation has any problem, for example weekly meetings, management meetings about low sales volume, customer complaints... I feel very worried and I must take responsibility. I feel that not only must I myself do my best, but I should also motivate others in the organisation to try their best for better outcomes.

Overall, respondents from different hometowns had different levels of job involvement in their organisation. Respondents from HCMC did not consider their organisations' problem as their own, whereas respondents from other provinces did consider their organisations' problems as their own and that the success of their organisation was their own as well. Thus, respondents' involvement in their organisations' problems shows the antecedent of affective commitment to the organisation. So, different levels of job involvement contributed to the nature of affective commitment.

Continuance Commitment

As stated in section 4.4, the reliability of the eight instruments of CC was not strong enough to have further tests to find out differences between two groups of hometown in the quantitative data. However, a deep qualitative analysis was undertaken to access whether respondent's hometown would have similarities and differences on the themes. The regions where people were born and grew up might have unpredictable diversity as they have their own history, geography, and climate which could impact the norms and beliefs of commitment. The differences were not found in the view of continuance commitment related to *One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives*. Respondents from HCMC and other provinces thought they were not scared of few available alternatives and they kept working for the organisation because they loved their job, and working in their current organisation was their desire, as respondent R19 from HCMC said: *No, it is not true. I really love this job, that is my desire, so I commit to it. If I stop working for this company, I would easily find another job in the job market.* Also, respondents from other provinces were not scared of few available alternatives as a young respondent R04 said: *No, I am not really scared of few available alternatives. Nowadays, there are a lot of companies recruiting staff.* Another respondent R28 also confirmed: *I am not scared of few available jobs. I can find another job in another industry easily.*

Overall, there were no differences on the view of serious consequences of leaving a job without an available alternative between the groups of hometowns. They both thought it would be easy to find another job in the labour market.

When being asked a question related to continuance commitment like *One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice- another organisation may not match the overall benefits I have here,,*

respondents from other provinces generally thought personal sacrifice was not one of the major reasons to keep working for their organisations. Respondent R40 said:

No, if I thought quitting this job was a personal sacrifice, I would find another job. I am sacrificing my benefits that I might gain from quitting this job for a better one in order to continue to work here to maintain my current standard of living.

Another respondent R24 also from the North provinces explained her trade-off if she quit her current job:

...even though a new company does not offer me a salary as good as the current one or the same position, I will decide to go. As long as the new company can meet my important needs at the time when I want to change. I consider it as a trade-off rather than a sacrifice.

Respondent R07 confirmed:

I don't think it is a personal sacrifice. After university graduation, I want to be employed as a professional by a company. If I worked for a company and they couldn't value all my capabilities, I would leave for another company.

Moreover, respondents from other provinces confirmed that they had never thought leaving their organisation for a better job was a personal sacrifice, as respondent R21 said:

No, my point of view is that it is not a personal sacrifice. If I decide to quit this company, I accept it as a challenge. If this challenge results in higher status, it will motivate me. If it is not as good as my expectations, I would never think that it is my personal sacrifice.

Or respondent R23 explained: *I don't think it is a big personal sacrifice. If things are not good enough, I will move to another organisation, I will keep changing and searching for better opportunities.*

However, there were some respondents from other provinces who felt that it would be a personal sacrifice if they quit their job and found that their new job might not offer them the same benefits as had the previous, as respondent R36 said:

It is a risk. If I quit this job, I will not know what is a loss or win. I know some people having quit my company could not find a better job, then they applied again to this company. The company still offered them a position. However, I think if I quit, I would never return. There is no shame to do that.

Another respondent R05 confirmed: *Exactly, it is a big personal sacrifice because I am working for a good company, good salary. Everything is ok here and I just need to push my sales volume.*

In the meantime, respondents from HCMC did not share this view. They thought there was no personal sacrifice as everything had two sides, as respondent R19 from HCMC explained:

... I think everything has two sides. In a state-owned enterprise, the salary is low, and I don't need to use all my efforts to finish my volume of work. The volume of work is not large for any staff. In a private enterprise, I would work more, make more efforts to finish my volume of work so I receive more payment.

Overall, respondents from HCMC and other provinces thought that keeping working for their current companies was depending on their needs. If they had to move to other organisations, it would be a trade-off for the challenges of getting greater opportunities. Some respondents from other provinces were less open to changing workplace and thought that one of the reasons for staying where they were was that it would be a too big sacrifice to move to other organisations as they would not be offered benefits as good as from their current organisation. Respondents from different hometowns had similar views on the personal sacrifice of moving to another job. Thus, hometown was not a factor influencing continuance commitment.

4.5.4 The nature of organisational commitment by length of employment

As illustrated in Table 4.1, respondents were classified by length of employment into three groups. The purpose of the classification was to determine if there were any variations in OC perceptions of employees with different lengths of employment and to obtain potential insights into what factors might underlie any such variations. A deep analysis of the themes identified by each experience group with 24 questions gained the following findings.

A quantitative analysis showed no significant variations among the three groups of length of employment about organisational commitment, whereas the interview respondents addressed different conditions of long-term commitment related to their length of employment.

Respondents with 1-3 years length of employment viewed a good working environment, good manager, friendly colleagues and the opportunity of developing themselves as the conditions of working until retirement, however, they had no plans to commit long term to one organisation, as respondent R37 said:

Maybe, it is the relationship with colleagues. You should have good colleagues who can help one another. There should be no jealousy from your colleagues to feel comfortable to work for the company. I am young so I want my company to offer me opportunities of promotion. Currently, I feel ok with my colleagues and my company, but I don't think I will commit to the company until I retire.

Other respondents viewed they had committed to their current organisation affectively. They thought a good leader was one of their conditions of commitment as respondent R12 said:

A good leader is the first condition of commitment. She has good management capability. She is such a good person that I can dedicate and sacrifice for her in my working life. The second is working environment where I can feel comfortable like it's my home and the third is opportunities for promotion.

Respondents with 4-6 years of length of employment considered good income, friendly working environment and a clear promotion pathway as the conditions to commitment.

Respondent R38 said:

First, the salary must be appropriate to my job because I work in the airport where there is a friendly working environment. Second is the relationship between supervisors and staff. If this relationship is good it will create a comfortable environment, and everybody can work effectively.

Respondents belonging to this group of length of commitment also perceived a clear promotional pathway and emotional attachment to their colleagues as the conditions of commitment, as respondent R39 said:

The first condition is high salary, good benefits. The second condition of commitment is clear development of the company. If my manager listens to my opinion, I will feel I am recognised for my contribution to the development of the company. Colleagues are also an important factor and what I would consider most if I decided to quit the job.

They felt worried about leaving their current jobs as it would affect their lives and be costly to them in the time spent looking for new ones. They also perceived income as an important factor which kept them working with their current organisations.

In the meantime, respondents with over 6 years of length of employment perceived salary was not of the most importance as they just mentioned an acceptable salary. They perceived an interesting job, good relationships, a good working environment and a promotion pathway as the conditions of staying with organisations until retirement. Respondent R21 said: *First, it must be an interesting and challenging job, the second is a clear promotion pathway and the job meets my needs.*

Another respondent R17 confirmed that the relationship with colleagues was their first condition to work for an organisation as he said: *My condition is a good relationship with colleagues. Everybody helps each other in working and shares the difficulties. There is no jealousy and nosiness. The second condition is an acceptable salary.*

In another deep analysis in the qualitative data, differences were found on the view of *Strong sense of belonging to organisation* by length of employment. The findings show that the senior respondents with long tenure in the organisation had the strongest sense of belonging, whereas the junior respondents (5/6 occurrences) with short tenure had no sense of belonging. All the occurrences were related to the views of the respondents who had their organisational tenure in one organisation.

Respondents with one to three years of length of employment had no sense of belonging to their organisation because they felt unsatisfied with their job and organisation, as respondent R06 said:

I cannot say I have a strong sense of belonging to this organisation. I just work for this organisation to earn a living to keep studying... it is not an interesting job and I don't feel satisfied with the management of my manager here.

Another respondent, R26, confirmed their unsatisfactory opinion of the organisation as she said: *Actually, the leadership of my manager and my supervisor make me unsatisfied, so I don't feel committed to this organisation.*

However, respondents with longer tenure in two other groups of length of employment (4-6 years and over 6 years) felt stronger belonging to their organisation, as respondent R38 said:

Currently, I have a strong sense of belonging to this organisation... Because I work as a representative for an airline and I work with a team to solve any problems before the flight, I feel I belong to that team.

Or another respondent R11 who had worked in many organisations explained her strong sense of belonging to her current organisation as follows,

In previous organisations, I didn't love those organisations, and I never had a sense of belonging to any organisations until I worked for my current organisation. Now, I love my organisation's culture. I feel strongly that I belong to this organisation.

Or respondent R35 who felt excited about her position in her organisation, so she had a sense of belonging, as follows,

I feel I have this sense of belonging to the organisation. My job involves a lot of novel and interesting things that Vietnam is conducting so I think I can develop these things. This job makes me eager to find and learn new things.

In conclusion, each group's length of employment generally identified similar conditions to engender long-term commitment to an organisation. However, each group had a different priority for each condition. The youngest group perceived good leadership as the first condition and had no perception to work for an organisation until retirement. The group between 4 and 6 years of length of employment considered high salary as the first condition of working for an organisation until retirement. The oldest group considered a good relationship with colleagues as the first condition to commit to an organisation. All respondents believed in the importance of a promotion pathway in order to work for an organisation until their retirement. In addition, organisational tenure influenced the sense of belonging to an organisation. The two groups of senior respondents had a strong sense of belonging because of their position within the organisation. Their competence was recognised, and they had a good job, so they felt satisfied with that position and their team. In the meantime, the youngest respondents with one to three years of length of employment had no sense of belonging because they felt unsatisfied with their jobs and had low levels of affective commitment. Work experience in a certain employment role and job satisfaction

kept the respondents with the long tenure feeling comfortable with their colleagues, and they felt more attached to their organisation than the respondents with short tenure. Their views contributed to the nature of affective commitment. Depending on their length of employment, respondents felt emotionally attached to their organisations and they had a sense of belonging to their organisations at different levels. When working conditions and collegial relationships match with their conditions having developed by the tenure, they feel more affectively committed to the organisations.

4.5.5 The nature of organisational commitment by type of organisation

A quantitative analysis was undertaken on similarities and differences on the themes by the types of organisation in the interpretation of eight questions of the NC instrument. The analysis resulted in no significant differences on normative commitment between two groups of type of organisation. However, a deep qualitative analysis found different perceptions on affective commitment and continuance commitment.

In regard to affective commitment, respondents working for domestic private companies and foreign companies generally had different opinions on the condition of working long-term for an organisation. The respondents working in domestic private organisations perceived good income, benefits, and good policy as the conditions of working for an organisation, as respondent R08 said, *I think the benefits from my company is the most important condition. Then organisational culture, the way of communication between colleagues.* Another respondent, R24, added that a good manager was one of the conditions for a happy working environment, as she said: *First, it is a good income. The second condition is a good manager from whom I can learn more and more so that my knowledge and point of view can be developed.*

Respondents working for foreign organisations perceived an interesting job and good management as the conditions of working until retirement, as respondent R21 said: *First, it must be an interesting and challenging job, the second is my promotion pathway and that the job meets my needs.*

Another respondent R26 also working for a foreign company confirmed colleagues and working environment as the conditions of working happily until retirement:

My first condition is the working environment. I am happy to work for an organisation where I can feel comfortable and everybody helps each other. The second one is my supervisor and his management. He should be good at communication. He is able to understand his staff and know how to motivate me if I have issues with my work. The last condition is that my salary is appropriate to my capacity.

Respondents working for state-owned enterprises perceived recognition and cooperation as the conditions of organisational commitment. As respondent R33 said:

Generally, there exists recognition, a comfortable working environment and opportunity of promotion. If I am recognised, I will meet my targets. If I try my best, but my outcome is not recognised and it does not meet their demands, my outcome will be ineffective to my organisation and managers. Only if my outcome is recognised and appreciated, will I have an opportunity to be promoted and get a higher salary, then I will be dedicated until retirement. Otherwise, I will just work for my salary and complete my duties and will not do my very best for a good outcome.

Overall, respondents working in private enterprises had different antecedents of affective commitment from respondents working in state-owned enterprises. Respondents in private enterprises considered good income and benefits, management, and interesting jobs as their first conditions to keep working for an organisation until they retire. Respondents from state-

owned enterprises emphasised the recognition from their supervisors and organisations as conditions to remain in an organisation.

In terms of *considering an organisation's problem as the employee's own one*, respondents working for domestic private companies perceived that an organisation's problems were their own because the success of the organisations might be their own as well, and they wanted to contribute to the growth of their organisations, as respondent R05 said:

Generally, if my company has any difficulties, I feel they are my problems. If my company develops well, I feel happy for my company. For example, if someone commented on our products like that our cars are light and easy to dent, I would be hurt with that kind of complaint.

Respondents working for state-owned enterprises considered the organisation's problem as their own if that problem related to their responsibilities and they might try to solve that issue to protect their organisations. Respondent R30 confirmed this view with: *Maybe yes, I try my best to protect my organisation if necessary.*

Overall, respondents from private enterprises perceived their organisations' problems were their own because they thought their success depended on the success of the organisations and they felt emotionally attached to the problem, whereas respondents working for state-owned enterprises perceived that if their organisation's problem related to their responsibilities, they would not try to solve them. It seemed that they just completed their duties. This indicated that respondents in private enterprises were more affectively committed than those who worked for state-owned enterprises. These findings indicate a difference between the nature of affective commitment in private versus state-owned enterprises.

In regards to continuance commitment, a qualitative analysis presented that most of the respondents working in private enterprises might be worried about quitting their current jobs

without having an alternative one lined up because they were afraid of having no money, no communication with colleagues, not enough time to start again and they were worried what their new organisation would be like, as respondent R08 said: *Yes, my first worry is about finance, and then my jobless status would mean that I have no communication with my colleagues. I would feel I am an unhelpful and meaningless person.* Or as respondent R32 stated: *If I quit this job and start to look for a new job, I can't know what the new organisation would be like.* Another respondent R05 confirmed her worries as: *Yes, a lot of worries. Now, I have a good income. If I quit this job, I will lose this income and I will take more time to start the new job.*

Respondents working in state-owned enterprises were not worried about quitting their jobs without having an alternative one lined up, however, they had no intention to leave their organisation because they loved the current job, as respondent R03 suggested:

Actually, I am not worried. Now, I have never received an official comment of competency in this organisation, but I have been recognised in the progress of working and have been promoted to one position in my organisation. Thus, it means that I have good competency. Second, I am knowledgeable in my job. Third, if I were forced to quit this job, I would easily find another good job. However, I love my job very much. I have worked for administration in a state-owned enterprise for 13 years, so I know my strengths and weakness and I think I am on the right track.

In addition, respondents working in state-owned enterprises thought that leaving their current jobs cost them a lot. Respondent R22 confirmed: *Actually, I would lose a lot, if I quit this job. Changing between private enterprises doesn't cost a lot while changing from state sector to private sector does.*

Another respondent R19 explained the cost she would have to pay if she left her current job as follows:

Of course, there would be a loss because I have been recognised for all my achievements during the time I have worked for a state-owned enterprise, but I would have to start from the beginning if I quit this organisation to work in a private company.

To sum up, respondents from state-owned and private enterprises had different views on what would be the conditions that would make them commit to the organisation and organisation's problems. Respondents working for private enterprises considered economic benefits and management policy as the important conditions, whereas respondents working for state-owned enterprises considered recognition from supervisors as an important condition for continuing working in the organisation. Respondents working for private enterprises were more affectively attached to the organisation than respondents working for state-owned enterprises. They considered the organisation's problems as their own and tried to solve them to keep their organisation successful. Respondents in state-owned enterprises faced with the organisation's problems said it depended on the types of problem and whether it related to their responsibilities or not. They solved the problems in order to complete their tasks. In terms of continuance commitment, respondents working in private enterprises worried about quitting their current job if they did not have a clear and definite alternative, whereas respondents working for state-owned enterprises were not afraid of being jobless, of having no alternative lined up, however, they found it would be costly to quit their jobs. These views could indicate that respondents in private enterprises had a higher level of affective commitment than those in state-owned enterprises. However, it was difficult to conclude that respondents in private enterprises had higher level of continuance commitment than those in state-owned enterprises because their nature of side-bets or perceived costs in the two types of organisations might be different.

4.5.6 The nature of organisational commitment by employment role

As illustrated in Table 4.1, respondents were classified by employment role in five groups. The purpose of classification was to identify whether there were any variations on organisational commitment of employees working in different positions and to obtain potential insights into what factors might underlie any such variations. A deep analysis of the themes identified by each group of employment role with eight questions of NC instrument gained the following findings. The survey respondents had consistent views on organisational commitment. There were no significant variations among the five groups of employment role, whereas the interview respondents addressed different interpretations of organisational commitment related to their employment role.

Respondents working in *business jobs* attached to their organisation affectively because they felt close to their colleagues, as respondents R26 addressed: *Colleagues motivate me when I meet trouble and they stop me leaving.*

Moreover, they perceived the problems of their organisations were their own because they want to contribute to the growth of organisation, and they recognised their personal meaning to the organisation. In terms of continuance commitment, they felt it would be hard to leave their current jobs as they might lose money and need time to start again. Quitting the current job might affect their life psychologically, as respondent R26 mentioned: *I would have no salary and I would feel short of fashion knowledge and be bored.*

With business jobs, there are fewer alternatives, so they felt hesitant to leave their current jobs. They were studying a masters degree to create more job opportunities, as respondent R05 said:

I think there are not many options or alternatives here, so I am doing this masters course to create more opportunities to choose another job if I meet any difficulties here. After graduation, I will find many opportunities.

Respondents working as *finance staff* had inconsistent perceptions on the view of affective commitment. They perceived only big problems and those related to them personally would they consider their own, whereas they considered themselves as *part of the family* in their organisations. Respondents R19 and R14 said they felt their organisations ‘as a small family’ and ‘much closer than my real family’. Respondent R14 confirmed:

I really feel I am like part of a family in my company. I set aside most of my time at work to improve my job to follow new trends. I set aside more time for my organisation than my family.

In terms of continuance commitment, respondents felt it would be hard to leave the current organisation because they were familiar with it and it would be costly to leave. Respondent R16 was worried about quitting the current job because there were too few options to consider leaving, as he related: ...hard to find such a good position as this is. However, some other respondents thought there were a lot of alternative jobs if they quit the current job and respondent R19 stated: *there are alternative jobs, but I love this job.*

Respondents working as *engineering staff* had some variations on perception of affective commitment. They felt emotionally attached to their colleagues and happy to work in their organisation. They felt responsible to their jobs, however they had no plans to work for only one organisation in their working life, as respondent R37 suggested:

...emotionally attached to my colleagues and happy to work for my organisation, however, I do not plan to work forever for a single organisation in the future and have no plan to commit to one organisation until I retire.

Moreover, they felt they trusted the quality of the products they produced and wanted many customers to know the products, however they had low levels of emotional attachment to the organisation as respondent R21 said:

I want to discuss the organisation with others because I trust the quality of its products and I have a highly responsible job, however, I do not feel as if I am a part of a family nor do I have a strong sense of belonging to this organisation.

In terms of continuance commitment, they also perceived that they would lose salary and good colleagues if they left the current organisation. Although they thought they had many options and alternative jobs to consider leaving, they kept working, as respondent R04 said: *It is not a reality that I don't have any options if I consider leaving, I just don't want to change.*

Or respondent R37 said:

Yes, it would cost me if I left my organisation. As I work for a small organisation, everybody here works like a family. If I leave for another organisation, I am not sure I would find the same sentiment.

In the meantime, another respondent perceived the cost of leaving the same as the cost for betterment, as respondent R21 said: *The cost of leaving this job is not serious. It is just like the opportunity cost for a better situation. If I had to change, I would consider such a cost as a necessary loss.*

Respondents working in the *service sector of administration and education* perceived affective commitment consistently. They were happy with their jobs and organisations. They felt emotionally attached and proud to work for their organisations. In regards to continuance commitment, the respondents felt it would be hard to leave their organisations. They thought the cost of leaving including time, experience, and working style was high, as respondent R27 said: *I can gain everything here through my efforts.* Or as respondent R30 stated: *I would lose a lot because of my age and my status as a mother with two children.*

According to respondent R02 who works for a legal firm, he had not felt affectively committed to his previous organisation. He perceived management was the most important

condition to commit to an organisation until retirement. He considered problems of the organisation as his own day-by-day problems. He suggested: *I feel hurt if I cannot solve a problem for my company*, however, he never discussed his organisation with others because he thought: *my company is not famous, so no one knows it*. He felt it was easy to attach to his colleagues emotionally because they all had the same conditions such as commencing at the organisation at the same time, the same position, level and degree. As a legal consultant, he had really felt a personal meaning when working for his previous organisation, however, he finally could not find a reason to stay with the organisation. He also thought he lost a lot when leaving his organisation. It was like leaving his relationship.

In conclusion, respondents in five groups of employment role felt affectively committed to their colleagues and supervisors and they took this into consideration when leaving their current jobs. In regard to continuance commitment, they all thought the cost, unavailability of alternatives and the position were factors of commitment. There were no different opinions of normative commitment in terms of ethics or loyalty if they decided to quit the current jobs.

4.5.7 Organisational commitment interpretation by cultural values

The same region, the same cohort

An open-ended question in the survey and interview focussed on the question: *Do you feel it is easier to communicate with colleagues coming from the same region of origin?* A qualitative analysis on the open question of colleagues coming from the same region of origin teased out different opinions on commitment and recruiting. Managers thought they wanted to recruit new staff with the same region of origin. Respondent R35 observed:

Recruiting colleagues from the same region is only a small factor in my organisation.

Colleagues from the same region don't mean that they are good, and others are not good. People from the same region just make you feel affectionate. It is not a factor in

allocating a job. However, in other companies, it is a significant factor. For example, if a manager comes from one region in Vietnam then most of the staff are recruited from that region. State-owned enterprises have the trend of recruiting staff from the same region who commit more to the organisation.

Managers in state-owned enterprises focussed on developing staff from the same region and these staff attached within the cohort as respondent R22 mentioned:

Actually, in state-owned enterprises, staff from the same region support each other. This phenomenon originates from their social relationships. The relationships with people from the same department, region of origin and with the same customs make it easy to start a conversation, they feel it's easy to be close. Thus, there exists a priority in recruiting. If candidates have similar knowledge, skills and score levels, the candidate coming from the same region as the manager will be chosen. It is like a psychological phenomenon in Vietnam.

Working with staff coming from the same region found easier because they had the same way of thinking and communicating, as respondent R09 from the South said:

Region is an important factor. I am working in an HR department and I feel it is difficult to work with staff from the Central and the North. The way they approach and deliver an issue is different from staff from the South because of the accent, dialect and point of view. I have worked with staff from the North and the Central, but I feel more comfortable to work with staff from my region. I am not a racist by regions, but I have strong feeling about this factor.

Another respondent R40 from the North confirmed that staff from the same region would commit and unite more as follows:

That's right. Most of the staff migrated from the North and they work and engage in their community. It is the main reason. When they moved to HCMC from the North,

they accepted to go far away from their ancestral region to work and they followed the manager from the North. Thus, it would be a big consideration to leave their current job.

Respondent R02 from the South (Southcentral region) working as a lawyer said:

I think that people coming from the same region are similar in characteristics and nature because of the influence of weather, food and social environment...so they might have the same way of thinking. People from the same region of origin have more opportunities to meet, network outside the organisation.

Staff from the same region might be a factor to keep working with the organisation because they felt it was easy to communicate and comfortable to work together, as respondent R26 stated:

In my previous company, most of my colleagues came from the Southern West region, the same region as mine, so their way of communication was familiar to me. The working environment was very comfortable and friendly because everybody there was considered as friends. Staff from the same region is one factor to keep staff working for the company but it is not an important one.

Furthermore, respondent R28 felt safe working with staff from the same region in terms of the assets of the company as follows:

Yes, it is easy to be friendly and to communicate with people from the same region. Previously, I was responsible for staff recruitment in my company, I selected the candidates from my region first. Sometimes I felt sorry for the other candidates but I don't think it is unethical, it is just a market mechanism. In addition, I want to help my countrymen. Working with staff from the same region is easier and we can trust one another easily. In term of psychology, I felt it was safer for my assets.

Furthermore, the preference of working with staff from the same region was like a psychological phenomenon, as respondent R24 said:

It is not hard for me to adapt myself but in the bottom of my heart I feel I don't belong to a community where members don't have the same accent as mine. So, I feel it is easy to get involved and comfortable if I join a company having mostly staff with the same accent. Because they have the same way of thinking, point of view, I feel it is easy to communicate. I don't know whether others have this opinion or not but I myself feel this as a reality. However, it is not really easy to describe.

A young respondent, R12, working for a state-owned enterprise thought it was more advantageous to work with team members coming from her region as follows:

Yes, if I work with people from the same region, I will get some advantages. First, we have the same accent and I don't have trouble in communication. Second, originating from the same region, we have the same customs, food, outfits and ways of communication so we have such similar values that it is easy to work together well in a team. I think if I work with colleagues coming from the same region, I feel committed to them due not only to working but my feelings and emotions as well. I think if I left this organisation, I would lose the person that I respect most, who is like a member of my family. Thus, it is a great factor that impacts on my decision about quitting this job.

In conclusion, respondents coming from two regions in Vietnam perceived the advantages of working with staff from the same region. They felt they were easier to communicate with one another. They felt more affective commitment to the organisation with these staff. They felt psychologically attached to them. Respondents working as HR managers used region as a criterion when recruiting new employees; and selected staff from their own region if candidates had similar levels of competence. However, this finding was not found in private

enterprises and the group of the oldest respondents. This culture was featured in state-owned enterprises and the group of young respondents. This phenomenon might stem from the management of state-owned enterprises that have inherited the attitudes of the central-planned economy. Staff from the same region might have greater harmony because they have the same cultural background. Young respondents who had migrated to HCMC may have felt isolated in a new place where there were different cultural backgrounds from theirs, so they needed to network and commit to the group of employees who had the same background culture. They might have felt more confident to communicate with employees coming from their region.

Organisational commitment, status and family pride

A qualitative analysis was undertaken on the type of organisation which the respondents preferred working for. This question was conducted to explore whether type of organisation and family pride were considered as values of commitment to the organisation. Most of the respondents wanted to work for a foreign organisation or joint-stock company, as respondent R40 currently working for a state-owned enterprise, described:

I prefer working for a foreign organisation because it is operated based on the competence and productivity assessment of staff rather than based on relationships as in state-owned enterprises. Everybody in a foreign company receives fair treatment and works for common objectives.

They believed that foreign organisations had good management, and good policy to develop their careers, and their brand-names made them feel proud working there. They had more opportunities to advance themselves and felt confident working there, as a young respondent R36 said:

Generally, I like working for a famous company because there are a lot of people working there and I have more opportunities to network. Whenever I mention the

name of my company, my friends know it and I feel happy and proud. Working for a big company, I feel I have a certain status because it is a senior company in the market, and it has a good volume of sales and clients. Moreover, it is being operated in a good system and I follow it and keep track of its standards.

However, respondents working for state-owned enterprises still preferred working for this type of organisation because they believed it provided safety and would become better and better, as respondent R30 said: *I only like working for a state-owned enterprise because I like certainty and settlement*, whereas, another respondent R03 confirmed the reason for her preference as follows:

I think that state-owned enterprises have very good conditions to develop if I know how to generate them. Although they also have their own difficulties, if a person has very good competence and ideology, he will try his best to solve the difficulties of his organisation. Moreover, state-owned enterprises are supported by the government, so they have more advantages to develop. My parents are very proud of me because I work for a state-owned enterprise.

Family pride was considered as a factor of keeping working for an organisation as respondent R05 said:

Generally, my parents want me to settle and feel happy at a big company such as where I am working. Thus, this reason partly influences me to keep working for this company. However, my parents are only consultants. I myself will make a final decision to work for a good and famous organisation.

Parents want their children to work for a big company as respondent R38 confirmed:

Yes, there is something to tell relatives, neighbours and friends about their son if I work for a big state-owned enterprise. Because of the recognition of society,

especially for people from the North, working for a state-owned enterprise is always a topic to discuss in the community.

Not only did senior respondents prefer working for big state-owned enterprises because of family pride, but also the junior respondents wanted it, as respondent R37 with two years of employment said:

If I have a chance, I will choose to work for a state-owned enterprise because of two reasons. First, working in a state-owned enterprise makes me feel secure and it is suitable for my personality. Second, many members of my big family work for state sector, and my husband also works for a state-owned enterprise, so I want to follow them.

In conclusion, family pride might be a small factor in keeping staff in an organisation. Their parents felt proud of them if they worked for state-owned enterprise and respondents considered it as a driver to commit to an organisation. Some respondents preferred working for foreign and joint-stock companies because they are famous organisations which bring their staff status in society. Moreover, other respondents wanted to work for a state-owned enterprise because of its certainty and the pride from their families.

4.6 Conclusions

Through the combination of qualitative analysis of the 39 face-to-face interviews and quantitative analysis on the 107 questionnaires, this chapter has discussed the factors that might affect the nature of organisational commitment in Vietnam. The following chapter presents a discussion of the finding and the implications of the findings.

CHAPTER FIVE: DISCUSSION AND CONCLUSIONS

5.0 Introduction

The overarching aim of this study was to obtain a better understanding of what the drivers of organisational commitment are in Vietnam. Three underlying research questions: (RQ) for the study were derived from the literature and the conceptual framework:

RQ1. How has institutional change influenced organisational commitment today in Vietnam?

RQ 2. How do individual characteristics such as age, gender, work experience, type of organisation, hometown and region of origin affect employees' organisational commitment in Vietnam?

RQ 3. How does the type of organisation impact organisational commitment in Vietnam?

This Chapter discusses the findings of this study in relation to these research questions.

5.1 Demographic characteristics and the nature of organisational commitment

As discussed in section 2.1 of this dissertation, once an individual is a member of an organisation, they have to determine the line of action to take that will be satisfactory or rewarding and in turn realise the necessity to act to implement the interest of their prior action within organisations. In order to fully understand the reason for commitment, the systems of values within the mechanism and processes of shaping commitment must be explored. By doing so, researchers may understand how side bets are made and the mechanism of commitment will be understood (Becker, 1960). Commitment research explains commitment as an internal force binding an individual to a course of action or target. Commitment is described as an attitude which incurs feelings such as attachment, identification or loyalty (Cohen, 2003). The employees in this sample all had their individual mechanisms and processes to form their courses of action, targets, attitudes, and loyalty to their organisations.

The organisational commitment literature identifies three separate forms of exchange, namely attributes, matching goals, and values involving the individual and the organisation (Meyer & Allen, 1984, 1991, 1997; O'Reilly & Chatman, 1986; Reichers, 1985; Sheldon, 1971; Steers, 1977). Based on this view, Allen and Meyer (1990) proposed a conceptualisation of commitment to the organisation named the Three-Component Model (TCM) comprising the three dimensions of affective, continuance, and normative commitment. Commitment is a psychological state and the nature of the psychological state has been found not to be similar across nations and cultures (Meyer & Allen, 1991).

5.1.1 The impact of gender on organisational commitment

As identified in Section 4.5.2, in the Vietnamese context, gender has a profound influence on organisational commitment. Male and female employees in this study had different views on AC, CC and NC. Male employees appeared to be more committed to their organisations than female employees in Vietnam.

Affective Commitment

Male employees in this study were more emotionally attached to the organisation than female employees. Men found it was easier to be attached to their organisations than women. Men admitted that they would keep working for the organisation because of emotional attachment rather than salary. They were supported by their colleagues and supervisors, so they felt their job was significant to the organisation. On the other hand, the women felt less emotionally attached to the organisation. Some of them had a feeling of attachment to their colleagues and they seemed to keep working for the organisation due to this feeling. However, a number of females had no feelings of emotional attachment to the organisation and felt uncomfortable working with their supervisors and colleagues as a result of differences in communications. They were ready to look for a better job. In addition, a number of female respondents believed that they could quit the current job for a better job and income even though they felt

emotionally attached to their colleagues and managers. Given these findings it appears that males tend to have a higher AC than females. This finding is supported by the previous research (Aydin *et al.*, 2011; Dodd-McCue & Wright, 1996; Kumasey *et al.*, 2014). These studies interpreted this fact that men would have more AC than women in an organisation because of men and women's traditional family roles. Men's careers are not interrupted by child bearing and view that their commitment is only linked to their job status, whereas women view that their commitment and social identity are linked to their family roles, being a mother is more important than being an employee (Aven *et al.*, 1993).

Contrary to the literature, women in this study had lower AC because they were not satisfied with their colleagues and supervisors and they felt uncomfortable with the organisational culture. Or even if they were satisfied and felt emotionally attached to colleagues and supervisors, they were ready to leave for better salary. This fact might stem from the strong position of Vietnamese women. Traditionally, Vietnamese women have a significant role in decision-making in the family varying from household budgeting, to marriage and children's education (Frenier & Mancini, 1996; Knodel *et al.*, 2005). As Vietnamese women are given the opportunities on education, they will pursue their careers to strengthen their family and children's future according to their traditionally strong position. This point might also stem from the policy of gender equality arising from the *Doi moi* reforms of 1986. The women in a Confucian culture having a lot of domestic bindings, feel they have more freedom and opportunities to look for a suitable job that can meet their demands. With the policy of gender equality, they are offered more opportunities to develop their social lives. They might easily ignore the emotions that can be a hindrance to their career development. This suggests that changes in regulatory and normative institutions have led the women in Vietnam to change their cultural-cognitive beliefs that influence their AC.

Continuance Commitment

Male and female employees also varied in the nature of CC. While they both worried about leaving their jobs without having an alternative lined up, men's worries about leaving were linked to the availability of alternatives, whereas women's worries about leaving would not deter them from leaving if they were not satisfied with their job. They expressed that they were willing to quit their job in order to make every effort to look for a new and better job. As it is the nature of women, they are more prone to career interruptions because of child rearing. Companies invest less money to develop top executives among women than men and management is a crucial site of gender inequality and *glass ceiling* (Huffman, 2016; Schwartz, 1989). As such, women might receive less training and promotion in organisations than men. Organisations are more likely to promote men over than women and stability therefore is much more likely to pay off for men than women. In order to progress, women may believe that they need to switch organisations for better positions while men can stay in one organisation and they will progress to higher positions. This reality might underpin the reason why men in this study were more committed to their organisations than women. This point implies that men have higher CC than women. The findings also indicate that women have less CC than men. This point may stem from the tradition of a strong position of Vietnamese women as discussed in the section on gender and AC and the institutional change that has occurred after 30 years of *Doi moi*. The influence of education and training are strongly positive for women with employment opportunities as high and middle-level technicians and professionals (An & Kazuyo, 2018). *Doi moi* reform seems to be linked with a sharp reduction in gender pay gap disparities and little evidence of a *glass ceiling* effecting Vietnamese women in wage employment sector (Pham & Reilly, 2007).

Normative Commitment

Gender was found to have an impact on NC in this study. Male and female employees have different views around frequent job switching, which subsequently influenced NC. Both men and women had similar negative views on employees frequently moving from one company to the next, however they differed with regards to their perceptions of the consequences of changing jobs. Men were more negative than women about quitting one company for another. Male employees thought frequent switching of jobs was not good for organisations. Male supervisors believed such employees would be less committed to the organisation because typical employees should focus on the organisation's objectives and job-stability for self-development. On the other hand, women were more positive about frequent switching of jobs. They thought moving from company to company would help them learn a lot. They would gain more skills and experience from working for a variety of organisations. Because of the changes since the *Doi moi* reforms, women in Vietnam now have more opportunities, can be more active and can pursue their careers in the best way they can. The institutional changes in Vietnam have created an environment of job opportunities like other market-based economies and have led to a change in the norms and beliefs about switching jobs among women.

In Vietnam, with a culture of high collectivism and high uncertainty avoidance, and with a strong influence from Confucian philosophy (Hofstede, 2001; Lan Thi Dang, 2017; Phuong-Mai *et al.*, 2005) traditionally women would be more committed to one organisation than men as they would need to spend more time on their family and would like certainty in their lives. Interestingly, findings from this study show that female employees that have achieved high status through higher education exhibited low levels of uncertainty avoidance since they have had low normative commitment and been ready to change organisation if they have better offer. Contrary to their male counterparts, they had a positive opinion towards

changing their job or their workplace. Again, this view might be a result of institutional changes after 30 years of *Doi moi* reforms, which has sought to implement more market-based policies to promote entrepreneurship and economic growth. This has led to some of the most remarkable changes in Vietnamese social life as the market-driven economy created new cultural and material influences on the young middle class. These influences are characterised by a strong commitment to education, and trend towards increased consumption, more awareness and interest in accessing news and information, and not least higher ambitions with regards to developing personal and career goals (King et al., 2008). The *Doi moi* reforms also resulted in significant changes that brought more opportunities to women in their jobs, social lives and changing attitudes and work practices among women (Desai, 2001; Giang, 2004).

5.1.2 The impact of hometown on organisational commitment

Due to the study being undertaken in one city (HCMC), it was possible to examine the impact of hometown on organisational commitment. In this study, hometown refers to the town or city in which the respondents were born and have grown up. According to earlier research discussed in section 2.3.6, hometown may have an impact on organisational commitment.

Affective Commitment

Hometown impacted on the level of AC depending on whether the employee was from HCMC or from other provinces. Employees from HCMC were less involved in their organisations' problems than employees from other provinces. Employees from HCMC did not feel as if the organisation's problems were their own. They just got along well with their teams and did not concern themselves about the organisation's problems. Their level of involvement with their organisation depended on their level of satisfaction with the organisation and what kind of problems existed. Conversely, employees from other provinces had higher levels of involvement with their organisations. They thought that their

organisations' problems were their own and they made every effort to solve the problems as if they were their own. As such, employees from other provinces might feel more emotionally attached to the organisation than those from HCMC. This can indicate that employees from other provinces have higher AC than those from HCMC. This finding might stem from the differences between rural and urban lifestyles. Employees from the industrialised and somewhat modernised HCMC thought that concern for other's problems invaded their privacy. Whereas employees from other provinces, especially rural ones, did not. Rural areas in Vietnam are still embedded in Confucian culture that focusses on harmonious values and community commitment. Thus, these values might affect their commitment to their organisations.

Continuance Commitment

Employees from HCMC and other provinces had similar views of CC related to the scarcity of few available alternatives should they quit their current job. They both agreed that they were not scared of a lack of available alternative jobs outside their organisation. They were committed to their organisations because they loved their jobs and working for their current organisation was their desire. Thus, the scarcity of few available alternatives was not a pressure influencing the CC of employees in this study. The findings also showed that there were no pressures influencing their CC. They did not view that personal sacrifice of leaving the current job was one of the major reasons to keep them working in the organisation. They viewed leaving a job for a better one would be a trade-off in their career. The perceived cost of the employees in this study was the cost they would have to lose for changing to obtain higher status. They thought they would keep changing and searching for better opportunities for their career. Thus, hometown was not a factor of CC. This perception may be more dependent on level of education than any impact of hometown. When they migrated from other provinces to HCMC they worked and studied to improve their knowledge and skills.

They believed they had enough knowledge and skills to find a job in a market-driven economy like in HCMC. The change in education may have affected their beliefs in their job competency which then related to the nature of CC.

Normative Commitment

Employees from HCMC and other provinces had different perceptions with regards to ethical consideration when leaving for another job. Employees from HCMC felt it was not unethical to jump from company to company. They thought they had responsibility for their family and for themselves before thinking about the organisation if they had to leave. They admitted that ethics used to be considered many years ago, but today they did not feel ethical concerns related to leaving and did not feel pressure to commit to the organisation. Employees migrating from other provinces to HCMC, however, had ethical barriers around jumping from company to company because they felt guilty towards the organisation if they had been offered benefits such as training, good income, promotion and good relationships. They also thought it related to the ethics of their profession which might be seen as a problem of loyalty. This indicates that respondents from other provinces might have a higher level of NC than those from HCMC.

The above differences might result from the psychological phenomenon of migrants. They move from their own hometowns and settle their lives in another big city. If they are offered a job and good conditions initially, they will feel grateful to the organisation. In the meantime, employees born in HCMC did not have the feeling of vulnerability of migration, so they take their jobs for granted. In addition, the *Doi moi* reforms brought more job opportunities and improved the standards of living in large cities such as HCMC. The *Doi moi* reforms also included changes to regulatory institutions such as the legislation to improve labour rights which have created new normative and cultural cognitive institutions around how employees behave and are committed to the workplace (Edelman & Suchman, 1997). Thus, this

indicates that institutional change can impact on the NC of employees coming from different regions.

5.1.3 The impact of age on organisational commitment

Employees from different age groups had different views on organisational commitment, affecting AC, CC and NC.

Affective Commitment

The emotional attachment of employees showed through their pride of working for their organisation. Employees of all three age groups enjoyed discussing their organisation with people outside. Through the discussion, they wanted to let others know about the organisation where they worked, how big the organisation was and what they were most proud of in the organisation. Their pride indicated that they felt emotionally attached to the organisation and they were highly committed to it no matter how old they were. This view contributes to the nature of AC in Vietnam. This finding correlates with the previous studies that indicated that there was no association between age and AC, while it found that age influences CC and NC (Wang, 2005).

Continuance Commitment

Continuance commitment reflects the perceptions of costs related to leaving the organisation, so anything increasing perceived cost may be considered an antecedent. Research on antecedents of CC have frequently focussed on side bets or investments and the availability of alternatives (Meyer & Allen, 1991). In this study, employees from different age groups recognised potential difficulties as their perceived cost if they had to leave their current job. These difficulties influenced the level of CC. The oldest employees (36-45) felt positive if they had to leave their current jobs. They believed that their age would not be a hindrance to finding a new job. With their skills and knowledge, they could easily find a good job. They

might have some financial difficulty for a short time. On the other hand, employees from the middle age group (26-35) and youngest group (18-25) felt negative about leaving their current jobs. They showed the potential difficulties as the cost of leaving. The relationships with colleagues and time spent on starting a new job were their investments in the current organisation. They did not feel self-confident enough to leave for a new job, whereas the employees in the oldest group felt it would be easy to go and find a new job. This finding indicates that the middle age and young employees had a higher level of CC than the older employees. Similar findings are confirmed in other studies (Ajayi, 2017; Ogba, 2008; Wang, 2005) which found that perceived cost is different depending on age and the employee's interpretation of what is a cost which is different according to culture and economic circumstance (Meyer *et al.*, 2012). However, these findings cannot be explained by institutional changes, as institutional change especially since *Doi moi* reforms has created more job opportunities for the younger employees that have education. They might be worried because globalisation and market-based economy creates general uncertainty among employees through increasing competition.

Normative Commitment

The quantitative findings of this study show that age affects the level of NC, but age was only found to have impact on the nature of NC in the qualitative findings. NC is a feeling of obligation or loyalty the employee feels towards the organisation. This type of commitment reflects the employee's loyalty responsibility and obligation (Meyer & Allen, 1991).

Employee's age had no impact on the level of NC through their sense of loyalty and moral obligation. When discussing the importance of loyalty, employees in this study showed that loyalty to their organisation was not their pressure of NC. They kept working for their organisation due to other reasons. The oldest group (36-45) described loyalty and moral obligation as relationships with colleagues. Their commitment was to their friendly

colleagues not to the organisation. In other words, they would feel disloyal to their colleagues and letting their current relationships down should they leave their organisation for another one. They believed the collegiate relationships were more important than any types of pressure for organisational commitment. At a mature age, these employees had built and cemented their relationships with colleagues, and they had good incomes and were settled in an organisation. So, they felt more NC due to the relationships developed while working in their organisations. They felt socialised by organisational culture and attached to it. The feeling of obligation to remain with their organisations had developed through an internalisation of normative pressures from the relationships with colleagues on the employees after working for the same organisation (Wiener, 1982). The middle age (26-35) and youngest (18-25) groups thought of themselves first, should their current organisation not be the best option for their careers. They did not care as much about the relationships with colleagues should they decide to quit their organisation. Good conditions that an organisation offered them were the types of pressure for organisational commitment rather than the importance of loyalty and moral obligation. This might indicate that the younger cohort had more time to change their jobs and their relationships with colleagues had not cemented so firmly as the respondents of the older cohort. Therefore, this indicates that the employees in the oldest age cohort had higher NC than the younger employees in the sense of good and cemented relationships with colleagues. The employees between 18 and 35 had grown up in the time of *Doi moi*. They were the youth who emerged in the middle class in the new market; an advantaged group of people with education, experience, and employable skills (King *et al.*, 2008). As a result of the institutional change in the time of *Doi moi*, their norms and beliefs on NC might have changed in a collectivist culture like Vietnam, where greater collectivism is associated with higher NC (Fisher & Mansell, 2009).

Like other countries with a Confucian culture, Vietnamese culture focusses on harmony in the workplace. Thus, employees working in an organisation expect the relationship with colleagues and supervisors to be in a hierarchical order and harmonious to support their work effectively. Under the strong influence of Confucianism, individuals are expected to feel moral obligation in any activities in society. Confucianism is useful for organisational ethics due to the redirecting of harmonious value rather than the emphasis on benefit (Lin & Ho, 2009). Thus, why is this obligation not a normative factor of organisational commitment? The reason may be rooted in the shift of entrepreneurship after *Doi moi*. In the transition economy of Vietnam, the importance of entrepreneurs is highlighted by the jobs they create. Entrepreneurial spirit and many entrepreneurial attempts have been cultivated in the emerging economy (Vuong Quan & Tran Tri, 2009). Thus, this spirit might impact on the group of young highly educated employees (18-35) with knowledge, skills and experience enough for moving to any jobs. They think of themselves first and do not feel it is unethical to quit their current job if they have a better offer like any market-based economies. This phenomenon occurs like a taken-for-granted rule in market-oriented societies. The change from a central-planned economy to market-driven economy has created new institution that may have changed regulatory, normative and cultural-cognitive factors in Vietnamese society. The new mechanisms stem from changes in regulatory arrangements that have delegitimised the existing forms and led to the new cultural-cognitive conceptions that arrange a foundation of new normative frameworks (Dacin *et al.*, 2002). A new normative framework of loyalty and moral obligation of employees in an organisation stemming from institutional change might shape the normative factor of NC in organisations.

Another factor related to the nature of NC is betterment of working in one and the same organisation for most of an employee's career. The oldest employees (36-45) thought they could get better payment and more recognition from staff and supervisors based on their

seniority. They obtained more personal importance in the organisation. This view may result from the outcomes they gained from more stable and longer-term employment with the same organisation. The employees in the oldest group had more stable employment roles in their organisation so perhaps they could see the better results of working long term in one company and becoming a senior employee. This contributed to their feeling of normative commitment.

This view was also prominent among the youngest employees (18-25). They believed working in one organisation was the best opportunity to develop and build relationships with colleagues, if the organisation has good policy to develop staff. This belief made them more normatively committed to their organisations and their normative commitment may have resulted from their status of little work/life experience and that they had not had yet opportunities to move from one organisation to another.

The findings from this study indicate that senior and junior employees have higher normative commitment than employees at the middle age (26-35). The employees at the middle age also confirmed this perception, however, some of these employees were uncertain of their advancement because they believed that their outcomes should be supported by their supervisors. If not supported, they believed it would be hard to confirm their advancement in the future. In addition, other employees at the middle age believed working in one organisation was not a good way to develop themselves and they needed more experience. The results of this study have also been found in a developing country, Nigeria (see (Ajayi, 2017) and in the culture of Confucianism in China (see Wang, 2005). This finding is correlated to the previous research on age influencing normative commitment of employees.

5.1.4 The impact of cultural values on organisational commitment

Although institutional change appears to affect the nature of organisational commitment of employees in Vietnam, the bedrock of cultural values still appears to influence the norms and beliefs of employees who were born and grew up in different regions in Vietnam. Regional difference was found to have an impact on employees' commitment to their organisations.

Impact of regional culture is something that was emphasised by both survey and interview respondents in this study. Employees expressed that working with colleagues coming from their own region of origin was more comfortable and easier to create network than working with those who came from other regions of origin. Managers in this study also considered region of origin as one of the criteria to select new staff. They perceived that staff from their region made them feel safe with their assets and easier to communicate with because they have the same approach to any issues, the same thoughts and the same accent. These similar aspects of culture values might affect their commitment to an organisation. This belief is likely an advantage for young employees and employees working in SOEs. They seemed to share the same norms and beliefs as others from their regions, which made them feel affectively committed to that community. They felt emotionally attached to their colleagues because this belief is of an emotional nature characterising a linkage of an employee and organisation. As 'affective and normative commitment may have inherent psychological overlap' (Allen & Meyer, 1996, p. 272), the kind of commitment can be understood as NC. NC is the internalisation of normative pressures exerted on an individual before entering an organisation in the sense of familial or cultural socialisation (Wiener, 1982). This perception might stem from the difference of regional culture. The Vietnamese in the North are believed to be most industrious and politically ambitious, whereas the southerners are believed to be far easier going and receptive to new ideas and methods (Ralston *et al.*, 1999). As discussed in Chapter 2, Vietnam has been strongly influenced by two very different cultures, Chinese in

the North and Western in the South. The significant regional difference between the North and South also influences managerial behaviour (Selvarajah & Meyer, 2020). Thus, behaviours and norms may have been influenced by the diversity of cultures and its impact on society. This perception might stem from the culture of collectivism of the Vietnamese and it is emphasised in a high harmony Confucian culture like Vietnam. Important values in harmony culture including world peace, unity with nature, protecting the environment, and regulating how people manage their relations to the natural and social world (Schwartz, 2006).

Family Status is another feature of Vietnamese cultural values that employees in this study mentioned as one of the factors keeping them working for the organisation. They preferred working for a foreign owned company that offered them good management, good policy to develop themselves and a brand-name that made them feel proud. Since the *Doi moi* reforms, many joint-stock companies have operated in Vietnam and they have recruited employees who are good at communicating in English, and have team-working skill, and soft skills. This trend of recruiting in Vietnam implies that those who work for a foreign company are reputable, skilful, and highly paid employees. An employee of a foreign organisation can be admired by their parents, their relatives, and their friends.

Beside foreign companies, employees in this study preferred working for SOEs to working for domestic private enterprises. Not only did they believe in the certainty and settlement of this type of organisation, they also kept working there due to family pride as well. Parents were proud of their children if they worked for a big SOE which seemed to be a gift for parents to boast to relatives and people in their village and community. Confucian philosophy emphasises that family is more important than the individual and should be honoured (Salter *et al.*, 2010). The centre of society is the family, and one of the responsibilities of family members is to protect and enhance the family status (Khuat *et al.*, 2004). These traditional

values seem to be more expressed by employees from the North of Vietnam in this study. This may be related to the underlying culture of North of Vietnam that is more closely related to Chinese culture and a more conservative and bureaucratic system. The embedded culture underlines maintaining the status quo, social order and an esteem for tradition, security, obedience and wisdom (Schwartz, 2006). This feature of cultural values shapes belief of respected status for individuals working in big SOEs and foreign-owned enterprises, as cultural values serve as standards guiding the evaluation or choice of actions, people and events (Schwartz, 2006). These findings indicate that the driver of working for big SOEs and foreign-owned enterprises might be a normative institution affecting the decision of moving from one organisation to organisation. This would shape organisational commitment as a result of not only individual behaviour but also collectivist influence from the family.

5.1.5 The impact of work experience on organisational commitment

The concept of work experience includes both the length of employment (tenure) and the employment role. These variables are correlated with emotional attachment (AC) and the perceived cost of employees in an organisation (Meyer & Allen, 1991). Affective commitment of employees can be developed through their identification with organisational goals and internalisation of organisational policy and culture (Singh & Gupta, 2015). It is supported by more recent studies that indicate that there is a positive relationship between tenure (length of employment) and AC (Abreu *et al.*, 2013; Jena, 2015).

The findings indicate that the length of employment has an impact on the level of employees' AC. Length of employment influences the condition of commitment of the employees. The employees in this study indicated the conditions of working as *rewards* such as 'good income,' 'clear promotion pathway'; *organisational dependability* as 'good leader,' 'good relationship'; *employee importance and social involvement* as 'friendly work environment,' 'recognition,' 'good colleagues'. They also indicated that 'good income,' 'clear promotion

pathway,’ ‘good leader,’ and ‘recognition’ reflected their job competence, whereas ‘good relationship,’ ‘friendly work environment,’ and ‘good colleagues’ reflected their job satisfaction. *Rewards, organisational dependability, employee importance and social involvement* are key aspects of work experience linked to commitment. These findings correlate with Steers (1977). Work experience linked to commitment can be considered as (1) job satisfaction related to the satisfaction of employees’ needs on their comfort in the organisation and (2) job competence, related to the feeling of an employee regarding their role of competence in the work place (Meyer & Allen, 1991).

The employees with the shortest tenure thought that a friendly work environment, a good leader, good colleagues and opportunities on developing themselves were the conditions necessary to work long-term until retirement, however, they had no plans to work for the same organisation until they retired. This may be because they are still inexperienced in the working life, and that they foresee that they want to challenge themselves in different organisations. Employees with short work experience mentioned good leaders were a condition for committing to the organisation, because a good leader might support and teach them to develop themselves in order that they can fast-track their careers. Employees with longer tenure expressed that good relationships and friendly colleagues were the most important condition for their commitment to the organisation. If they can work in an organisation with these conditions, they will want to stay there until retirement. Their definition of friendly colleagues was colleagues who helped them in a friendly manner in their jobs and who were not jealous of their achievements. Jealousy and envy of the other’s success can appear among peers with higher-education and it makes employees stressed and unhappy in relation to their colleagues (Van Thanh, 2016). Employees working between four and six years mentioned good income and clear promotion pathway as the first choice for working long-term in the same organisation. These employees had more experience and

knowledge of their jobs, so they both expected a good income in return for their skills and capacity, as well as an interesting and challenging job. They also wanted to see a clear promotion pathway for their career which was recognised by their supervisors as contributions to the organisation. This fact might stem from Confucian culture where the recognition from supervisors is an important factor for promotion because like other Confucian cultures, relationships play a dominant role in the Vietnamese setting (Van Thanh, 2016).

Length of employment also influenced the sense of belonging to an organisation and made employees more committed. Employees with long tenure had a strong sense of belonging to their organisation if their competence was recognised. Apparently, they had a good position in the organisation, good relationships and income. These factors would make them satisfied with their job, which would affect their AC, and they would keep working for the organisation. On the other hand, employees with short tenure, one to three years of employment, had no sense of belonging. The findings indicate that junior employees in this study may be unsatisfied with their jobs because they were not happy with the leaders and the relationships in their organisations. The lack of belonging to an organisation by employees with short tenure can be explained by the lack of good working conditions which again leads to lack of AC. Depending on their experience related to job competency and job satisfaction, employees feel more emotionally attached to their organisation and have a sense of belonging to the organisation. This implies that work experience has an impact on the level of AC. The better they feel they get along with supervisors and colleagues, the more they commit to the organisation, as they feel personally attached to organisational success, have high social engagement and feel positive about their organisation's dependability (Maxwell & Steele, 2003). The evidence of employment role affecting organisational commitment in this study

was very weak and they did not show much distinction. This indicates that there was little impact of employment role on organisational commitment among respondents.

5.1.6 The impact of type of organisation on organisational commitment

Affective commitment

Data were collected from employees that were employed in both privately owned (domestic and foreign) as well as state-owned enterprises. Employees working in SOEs confirmed *personal importance and social involvement* as recognition and appreciation from supervisors while employees working in private enterprises considered *rewards* such as good income, good benefits and management style as their conditions of commitment. *Type of organisation* also affected AC in terms of the level of organisational involvement employees had with their organisations. Employees working in private enterprises considered their organisations' problems as their own because the success of the organisation will keep them working in the future. Conversely, employees working in SOEs did not think the organisation's problems as their own. The findings of different level of organisational involvement might stem from the different styles of management.

After *Doi moi* reforms were introduced in 1986, through changing legislation and policies, Vietnam changed towards a more mixed economy, promoting a much more market-based economy while in parallel the state-owned enterprises and a centrally planned economy continued. The management of SOEs in public sector focussed on the relationship in the hierarchical system and an *ask and give* mechanism which means that quotas, budgets, and plans must be approved by the government and supported by the government. Decision-making in SOEs is a top-down process (Koh, 2001). Seniority and loyalty are highly valued and applied as criteria for financial incentives (Nguyen, 2008). On the other hand, Vietnamese and foreign-owned organisations in private sector operate without any backups

such as financial plans or policies from the government. They have their own management, policies, benefits, and success providing that they work according to the legal regulations. Decision-making in private organisations comes directly from the director of the organisation and the heads of departments. In regard to such management, the employees working for private enterprises have more organisational involvement than the employees working in SOEs, and may feel more emotionally attached to the company because their high level of commitment creates their companies', and their own, success.

Continuance commitment

Type of organisation is a factor influencing the nature of CC of the employees in this study. Employees working for SOEs were not worried about considering available alternative jobs and being jobless, however they felt they were not ready to quit their current organisation. This finding might stem from the management style in the state sector as discussed above in that employees in SOEs cannot get involved in decision-making. On the other hand, employees working for private enterprises were worried about quitting their current job if there are no alternatives. They were worried about losing their salary if they were jobless. Employees in the private sector can get involved in decision-making process and their decisions might affect their benefits and success. Thus, their income depends on their competence in their organisations. The perceived cost of employees in the private sector is not identical to those of employees in the state sector. Therefore, it is difficult to state that employees in the private sector have a higher level of CC than those in the state sector. However, the different views of perceived cost between the two types of organisation contribute to the nature of CC in Vietnam. Further, the different organisational management styles in the two types of organisations might be linked to AC and CC (Wang, 2005).

The findings showed little evidence related to the nature of continuance and normative commitment in this study. This indicates that *type of organisation* does not appear to affect the level of continuance and normative commitment in this study.

5.2 Contributions

This research seeks to contribute to empirical knowledge through a mixed methods study around the nature and practice of organisational commitment in an emerging economy like Vietnam. It further seeks to contribute to institutional theory by developing a theoretical framework to examine how institutional change within a given country might impact on organisational commitment

5.2.1 Empirical knowledge

This research contributes to new knowledge around how demographic characteristics impact organisational commitment in response to institutional change in an emerging economy. The findings indicate that in the case of Vietnam, cultural values (Fischer & Mansell, 2009) and institutional changes (Scott, 2014) influence individual behaviours and thereby lead to changes in organisational commitment over time.

The study has also shown that the differences in individual characteristics result in variations in norms and beliefs in terms of loyalty, moral obligation, relationship of employees with organisations and colleagues, and social status in relation to organisational commitment.

The *Doi moi* reforms introduced in 1986, introduced a monumental change from a centrally planned economy to an open and more market-based economy. The reforms included a vast number of changes to legislation and policies and opened the country up to a global marketplace and the establishment of both domestic and foreign private companies. This process of globalisation and market-driven economy led to considerable job opportunities for

Vietnamese employees. This study has sought to explore what the last 30-40 years of globalisation and institutional change have meant for employees' organisational commitment.

One of the most interesting findings in this study is the diverse impact the institutional changes have had on organisational commitment of women compared to men. The finding indicates that women display lower levels of organisational commitment than men. While Vietnam is distinctly influenced by Confucian culture in which women are expected to be dependent on their husbands and pursue family care above career, women in this study were more open-minded to changing their jobs, regardless of moral obligations, in order to pursue their careers. This seems to be a result of changes in both regulatory and normative institutions, and also in the tremendous increase in women's education that has resulted from the *Doi moi* policies. The relationship between the institutional change and the organisational commitment of women is new empirical knowledge. The study found that the organisational commitment of women is lower than that of men across AC, CC and NC, whereas other studies have either identified no gender difference or that gender affects either AC and CC or NC (Dalgic, 2014; Jena, 2015; Mowday *et al.*, 1979; Suki & Suki, 2011).

The *Doi moi* reforms have also led to substantial mobility of people from different regions to the large cities to look for job opportunities. The findings of this study suggest that employees who are working in an organisation located in the same town in which they were born and brought up have less organisational commitment, while employees working away from their hometown have higher organisational commitment. Employees moving from other towns to big cities where they are offered jobs feel more normatively committed to the organisation than those who were born and grew up in the city where they work. Migrating employees do not view such offers as taken-for-granted like employees born and raised in HCMC. Migrating employees appeared to be more normatively committed to their organisations than their HCMC counterparts. Hometown is a factor affecting NC as migrating

employees experience more ethical pressure to leave their jobs. While this might change as they stay longer in the city and adapt to *HCMC norms*, their normative commitment to the organisation may be important to help them start their careers.

Hometown is also a moderate variable of AC, and the correlation is also found in the prevailing literature. As mentioned in the literature review, hometown influences the AC that employees feel as part of an organisation, that is, they feel more familiar and socially connected to a long-lasting organisation than a newly-built one in the city where they were born and have worked (Koca & Ozcifci, 2015). However, the association of hometown, emotional attachment and organisational involvement in this study display that migrating employees have higher AC than employees who were born and bred in the city where they are working. The findings indicate that migrating employees have higher organisational commitment than their counterparts who come from the same town as where they were born and brought up. This finding is contrary to research in Turkey by Koca and Ozcifci (2015) who found that employees who work in a long-lasting organisation located in the same town in which they were born and raised have more organisational commitment than migrating employees working in this organisation (Koca & Ozcifci, 2015). This finding reinforces the point that organisational commitment does vary from country to country.

Another interesting finding in this study is the diverse impact that institutional change has had on the organisational commitment of the three cohorts of employees aged from 18 to 45. The findings indicate that all age groups of employees did not consider loyalty and moral obligation as a pressure of normative commitment, while Confucian culture focusses on morality and loyalty in any activities in society. This suggests that *Doi moi* reforms have created a shift of entrepreneurship and entrepreneurial spirit that might impact on highly educated employees. The changes in regulation and legislation (institutional change) in labour have created more jobs and given equal job opportunities for employees of all ages.

The enriched opportunities have led to changes in normative commitment. The employees have committed to organisations due to good collegiate relationships and good conditions of working. The relationship between age and organisational commitment found in the prevailing literature have shown different levels of organisational commitment by different ages (Ajayi, 2017; Ogba (2008; Wang, 2005), whereas the findings in this study indicate that age affects the nature of normative commitment rather than the levels of organisational commitment.

The *Doi moi* reforms have provided opportunities for new types of organisations in Vietnam and this has resulted in more job opportunities for employees. Employees working in privately-owned organisations have more organisational involvement than their counterparts in SOEs. Employees in the private sector have become more involved in their organisations' problems and felt more emotionally attached to their organisations than those who are working in public sector. This seems to be a result of different management styles in public sector and private sector. This finding indicates that employees in privately-owned organisations have higher organisational commitment than those in SOEs. The findings of this research on *Type of organisation* correlate with the findings of organisational commitment in the Chinese context (Wang, 2005) and the Western context (Wetzel & Gallagher, 1990).

Regional difference is another factor affecting the organisational commitment of employees. Employees will be more committed if they work in an organisation with a team of employees coming from their own region of origin. Respondents suggested it is easier and more comfortable to communicate and network with colleagues who have the same regional beliefs, norms and cultural values. They feel more emotionally attached to this group of colleagues. This factor may be important when they have to make a decision to continue or discontinue working for an organisation. The regional difference appears to be relevant to the

different cultures of two regions of the country - the North with a Chinese cultural influence and South with a Western and Buddhist cultural influence. The finding implies that regional difference can be a driver of organisational commitment.

To sum up, the combination of institutional theory and three-component commitment scales (Meyer & Allen, 1991) for gathering and analysing quantitative and qualitative data on the nature of organisational commitment has led to the identification of substantial differences of the nature of affective, continuance and normative commitment of highly-educated employees in Vietnam. The influence of institutional change on the organisational commitment varies by demographic characteristics such as: gender, hometown, age, type of organisation and regional culture. The pressures and drivers of organisational commitment are substantially different by demographic characteristics as a consequence of the *Doi moi* policy and ensuing institutional change.

5.2.2 Theoretical and Methodological Contribution

A substantial contribution of this research is the development of a conceptual framework which uses institutional theory to explore the drivers of, and impact on, organisational commitment. As noted in Chapter 2, institutions are the humanly created restrictions structuring political, economic and social interaction including sanctions, taboos, customs, traditions, constitutions, laws and property rights (North, 1991). As stated in Chapter 2, the impact of institutions on organisational commitment has been understudied, but it has been identified that organisational commitment and its antecedents vary across cultures and depend on cultural interpretation under different economic circumstances (Meyer & Allen, 1991). Therefore, developing a conceptual framework that draws on institutional theory to facilitate a more fine-grained understanding of organisational commitment under different economic, cultural and demographic circumstances is a contribution to both institutional and organisational commitment theories.

The contributions lead to improved knowledge of the impact of institutional change on societies, organisations and employees in organisations. It can also seek to explain how institutions differ under different cultural values frameworks to facilitate a better understanding of the sense-making and behaviours of members of various polities (Redding, 2013). In this study, the use of demographic characteristics, institutional frameworks and the three-component model of organisational commitment has increased understanding of how highly-educated Vietnamese employees pursue their commitment to organisations in changing circumstances. This conceptual framework provides a new approach to understand how institutions and institutional change influence the nature of organisational commitment.

The application of an identical approach of embedded mixed methods data gathering (Howe, 2011) in two different cohorts of respondents is a new methodological approach which triangulates findings from two different but similar population cohorts. The process of gathering auxiliary quantitative data within a sample of lower-level education respondents and collecting qualitative data from a cohort of higher-level education respondents, within and outside the site of research, might be considered to be a new way of analysing organisational commitment.

This research used the three-component model of organisational commitment, a model that was developed by and in a Western individualistic culture, for exploring the perception of individuals in an Asian collectivist culture. The original researchers, Meyer & Allen (1991) admitted themselves that the conceptualisations of three forms of commitment reflect the psychological states of individuals in Western nations. They indicated that beliefs around morals, individual values, and feelings of loyalty might be different in different countries. The quantitative analysis of the survey results in Section 4.4 indicates that these scales display unacceptable estimates of reliability and construct validity with a coefficient of ACS ($=.38$) and CCS ($=.503$). The coefficient estimates are under the minimally acceptable

reliability for exploratory research. Cronbach's Alpha of the scale should range from .6 for further tests for the correlation between variables. Coefficient alpha is widely used to estimate reliability, but it is also the subject of considerable methodological and analytical attention (Peterson, 1994). Therefore, the quantitative multi-item scale of organisational commitment was not completely reliable to test this sample. The same result, unacceptable estimates of reliability of scales, were found in a study conducted in the Chinese context (Wang, 2005), and has been proven problematic when applied to several other non-Western cultures (Cheng & Stockdale, 2003; Lee *et al.*, 2001; Ogba, 2008).

The result from this study give further credence to the statement that beliefs and values differ substantially between Western and Asian cultures and the translation of concepts from English to Vietnamese may be very difficult. Indeed, respondents in this research might not be familiar with the Western conceptualisations of organisational commitment. Therefore, the Western instrument should be extensively revised in order to make it sufficiently applicable across and between cultures and languages.

5.3 Implications for policy and practice

This research has implications for policy and practice in that it highlights the specific employee trends with regards to organisational commitment important for Human Resource Managers and Policy Makers.

Even though organisational commitment is changing in Vietnam due to the decades of *Doi moi* reforms, the findings clearly indicate that Vietnamese employees appreciate their relationships with colleagues and supervisors as very important. They commit to the organisation through relationships. Good relationships and a friendly working environment impact on employee retention. The findings of this research strongly suggest that building a good working environment should be a target in HR policy of any organisation in Vietnam.

Western managers especially should be aware of the difference between individualist and collectivist cultures and the Vietnamese practice of building relationships, a practice still influenced by collectivist values.

The study has provided some findings that encourage developing policy to keep female employees committed. As a result of *Doi moi*, women have more opportunities to have higher education and the modern society encourages them not to depend on their husbands and fathers, thus they are eager to challenge themselves. They are more open-minded to move from organisation to organisation to build their working skills and knowledge. Managers should be aware that Vietnamese women are more open to changing organisations than their male counterparts if HR policies do not provide adequate career prospects or if there is a glass ceiling. Managers in all types of organisations should have fruitful HR policies that attract, keep and encourage the career progression of female employees. HR policies should include a good in-house training programme and clear promotion programs in order that female employees feel supported in the organisation.

The study has also discussed domestic migration and organisational commitment. As a result of *Doi moi* policies, a big and cosmopolitan city like HCMC now attracts the flow of labour from many other parts of Vietnam. Migrants work and settle in HCMC. As discussed in Chapters 4 and 5, migrants feel more committed than employees born and bred in HCMC and migrants have higher appreciation and feel thankful for what they are offered from their organisations. The appreciation appears to have moral binding them to their organisations. Thus, a suite of incentives should be offered to employees to satisfy the motivations of both local and migrant workers.

5.4 Limitations of the research

The limitations of this research are related to the nature of the sample which comprised only of highly educated respondents; the issue of a purposeful sample and how to interpret the conceptualisation of psychological states through a second language. The requirement for survey and interview participants to have graduated from universities and to be at another degree in universities did not allow for evaluation of organisational commitment of employees with lower levels of education. The small purposeful sample size consisted of five respondents for each variable for qualitative data. Thus, the findings of this research include an inability to statistically generalise to the larger population, and the difficulties linked with data analysis and presentation. Moreover, major differences could not be released from the quantitative data from the survey questionnaire, however, conclusions regarding differences in the factors impacting the nature of organisational commitment were able to be drawn from the qualitative findings.

Translating the scale to Vietnamese, conducting the interviews and translating interview transcriptions from Vietnamese to English was challenging. Interpretation of the psychological state in a second language was also another challenge, and the necessity of applying a methodology that acknowledged both context and process, while rewarding, was labour intensive and resource consuming.

The conceptual challenge of examining both institutional change (three elements of institutions) and its impact on organisational commitment must also be acknowledged. However, beyond the obvious analytical challenge presented by the interrelatedness of these constructs, their joint examination in this research also represents a novel contribution. Due to the nature of the scales, the quantitative data were only able to indicate interrelatedness of the constructs to a limited extent, while the qualitative data permitted a much better analysis of the interplay between institutional change and organisational commitment. The qualitative

approach allowed respondents to articulate a distinction between the drivers that were the pressures of AC, CC and NC as well as the impact of institutional change on their organisational commitment, which was a strong validation of the utility of using a mixed-methods approach.

5.5 Implications for further research

With the above limitations, further research would enhance the findings of this study.

5.5.1 Research on the hometown variable

The findings of this research suggest that hometown impacts the nature of NC in terms of both the ethics of leaving a position and loyalty to the organisation. In this research, hometown was exposed as a variable affecting organisational commitment, however, this is just an exploratory finding. It is suggested that a quantitative study be undertaken to determine hometown's role and level of education of migrants as moderating variables affecting the construct of institutional change and organisational commitment. Such a study would test the validity of the findings of this research and also provide quantitative evidence as to the validity and reliability of these variables.

5.5.2 Research on the influence of cultural values on organisational commitment

This exploratory research has identified family status and distinct regional cultures as potentially having an impact on organisational commitment. As family pride is a distinctive collective value in Vietnam, further research on the impact this has on the employee's organisational commitment in relation to type of organisation and brand-name of organisation should be encouraged. Further research into regional cultural differences with regards to organisational commitment would also be beneficial.

5.5.3 Further testing of theoretical framework

The framework of individualism and collectivism impacting on organisational commitment has been tested and applied to a number of empirical quantitative studies. However, the use of institutional theory developed for this research, has only been tested in this research. The framework certainly facilitated a comprehensive analysis of the changing trends with regards to organisational commitment in the setting of institutional change. It is therefore suggested that a quantitative study be undertaken to validate and draw more quantitative evidence for this framework. Moreover, it is suggested that a more adequate instrument for testing organisational commitment should be developed rather than the Western-centric instrument applied for this research. The instrument should be suitable to the norms and beliefs of Confucian countries and to emerging economies in Asia, like Vietnam.

5.6 Conclusions

With the continuing change in the global economy and the development of emerging Asian economies, the importance of better understanding the nature and practice of organisational commitment for all businesspeople, policy makers and human resource managers is growing. The findings from this research concur with the literature that, in different economic circumstances, organisational commitment is interpreted in different ways (Meyer & Allen, 1991). Consequently, the drivers of commitment are still controversial from economy to economy and the way and counterparts of the economic and social benefits, through which individuals become attached to an organisation, should be researched in different social systems (Becker, 1960; Kanter, 1968; Wasti, 2003).

In Chapter 2, it was also noted that institutional theory is a body of knowledge that facilitates the examination of social and economic change that impact the beliefs and norms of the workforce, which may lead to change in the behaviours of a nation over time. Thus, there is a need to continue the refinement and development of a conceptual framework for examining

the relationship of institutions and institutional change on organisational behaviour and management in both developed and developing economies.

This research has found highly educated employees in HCMC in Vietnam appear to be currently more committed to the relationship with colleagues and supervisors rather than to their organisation. It has also found that institutional change impacts on the norms and beliefs of gender roles in a labour force, and levels of loyalty and moral obligation in commitment. The research suggests that key factors for successful HR policies should be a friendly and supportive working environment and building a strong reputable brand name for the organisation. Managers should also be cognisant that female employees in Vietnam are more willing to leave the organisation than their male counterparts if the organisation does not provide adequate career prospects.

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Appendix 1: Frequency of descriptions of survey respondents

FREQUENCIES VARIABLES=gender age job type experience mother work residence father industry
/ORDER=ANALYSIS.

Frequencies

Notes		
Output Created		10-MAR-2019 07:45:07
Comments		
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	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	107
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.
Syntax		FREQUENCIES VARIABLES=gender age job type experience mother work residence father industry /ORDER=ANALYSIS.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.01

Statistics

		gender of participants	age of participants	Job before studying	type of organisation	years of work experience
N	Valid	107	107	107	105	106
	Missing	0	0	0	2	1

Statistics

		mother's ancestor region	city of working	city of residence	father's ancestor region	industry in which employed
N	Valid	107	107	107	107	107
	Missing	0	0	0	0	0

Frequency Table

gender of participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	39	36.4	36.4	36.4
	Female	68	63.6	63.6	100.0
	Total	107	100.0	100.0	

age of participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	19	17.8	17.8	17.8
	26-35	76	71.0	71.0	88.8
	36-45	12	11.2	11.2	100.0
	Total	107	100.0	100.0	

Job before studying

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	4	3.7	3.7	3.7
	yes	103	96.3	96.3	100.0
	Total	107	100.0	100.0	

type of organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	state-run company	23	21.5	21.9	21.9
	non-state-run company	82	76.6	78.1	100.0
	Total	105	98.1	100.0	
Missing	99	2	1.9		
Total		107	100.0		

years of work experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3	39	36.4	36.8	36.8
	4-6	40	37.4	37.7	74.5
	over 6	27	25.2	25.5	100.0
	Total	106	99.1	100.0	
Missing	99	1	.9		
Total		107	100.0		

mother's ancestor region

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	north	17	15.9	15.9	15.9
	middle	30	28.0	28.0	43.9
	south	60	56.1	56.1	100.0
	Total	107	100.0	100.0	

city of working

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ho Chi Minh city	104	97.2	97.2	97.2
	other city	3	2.8	2.8	100.0
	Total	107	100.0	100.0	

city of residence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ho Chi Minh city	56	52.3	52.3	52.3
	other city	51	47.7	47.7	100.0
	Total	107	100.0	100.0	

father's ancestor region

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	north	20	18.7	18.7	18.7
	middle	27	25.2	25.2	43.9
	south	60	56.1	56.1	100.0
	Total	107	100.0	100.0	

industry in which employed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	business	56	52.3	52.3	52.3
	medicine	4	3.7	3.7	56.1
	engineering	9	8.4	8.4	64.5
	education	3	2.8	2.8	67.3
	other	35	32.7	32.7	100.0
	Total	107	100.0	100.0	

Appendix 2: T-Test of Gender

T-TEST GROUPS=gender(0 1)

/MISSING=ANALYSIS

/VARIABLES=ac1 ac2 ac3 ac4 ac5 ac6 ac7 ac8 cc9 cc10 cc11 cc12 cc13 cc14 cc15 cc16 nc17 nc18 nc19 nc20 nc21 nc22 nc23 nc24 /CRITERIA=CI(.95).

Group Statistics

	gender	N	Mean	Std. Deviation	Std. Error Mean
I would be very happy to spend the rest of my career with this organisation	Male	39	2.77	1.224	.196
	Female	68	3.32	1.227	.149
I enjoy discussing my organisation with people outside it.	Male	39	2.72	1.213	.194
	Female	68	2.37	1.221	.148
I really feel as if this organisation's problems are my own.	Male	39	3.54	1.120	.179
	Female	68	3.74	1.031	.125
I think that I could easily become as attached to another organisation as I am to this one.	Male	39	3.03	1.246	.199
	Female	68	3.47	1.126	.137
I do not feel like 'part of the family' at my organisation.	Male	39	2.79	1.174	.188
	Female	68	2.51	1.191	.144

Group Statistics

	gender	N	Mean	Std. Deviation	Std. Error Mean
I do not feel 'emotionally attached' to this organisation.	Male	39	2.62	1.161	.186
	Female	67	2.51	1.198	.146
This organisation has a great deal of personal meaning for me.	Male	38	3.34	1.097	.178
	Female	68	3.40	1.039	.126
I do not feel a strong sense of belonging to my organisation.	Male	39	2.82	1.144	.183
	Female	68	2.50	1.203	.146
I am not afraid of what might happen if it quit my job without having another one lined up.	Male	39	2.92	1.222	.196
	Female	68	2.68	1.286	.156
It would be very hard for me to leave my organisation right now, even if I wanted to	Male	39	2.97	1.203	.193
	Female	68	3.26	1.180	.143
Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	Male	39	2.64	1.246	.199
	Female	68	3.01	1.240	.150
It wouldn't be too costly for me to leave my organisation now	Male	39	2.67	1.060	.170
	Female	68	2.69	1.083	.131

Group Statistics

	gender	N	Mean	Std. Deviation	Std. Error Mean
Right now, staying with my organisation is a matter of necessity as much as desire	Male	39	3.62	1.091	.175
	Female	68	3.65	.910	.110
I feel that I have too few options to consider leaving this organisation	Male	39	2.54	1.120	.179
	Female	67	2.45	1.034	.126
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	Male	39	2.41	1.208	.193
	Female	67	2.22	1.056	.129
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here	Male	39	2.62	.990	.158
	Female	67	2.40	1.074	.131
I think that people these days move from company to company too often	Male	39	3.67	1.155	.185
	Female	68	3.34	.784	.095
I do not believe that a person must always be loyal to his or her organisation	Male	39	3.18	1.275	.204
	Female	68	3.01	1.113	.135
Jumping from organisation to organisation does not seem at all unethical to me	Male	39	3.51	1.048	.168
	Female	67	3.45	1.063	.130

Group Statistics

	gender	N	Mean	Std. Deviation	Std. Error Mean
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	Male	39	2.69	.950	.152
	Female	67	2.42	1.103	.135
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	Male	39	2.69	1.104	.177
	Female	67	2.48	.990	.121
I was taught to believe in the value of remaining loyal to one organisation.	Male	39	2.72	1.050	.168
	Female	67	2.64	1.055	.129
Things were better in the days when stayed with one organisation for most of their careers	Male	39	2.77	1.135	.182
	Female	67	2.43	.988	.121
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.	Male	38	2.84	.886	.144
	Female	67	2.93	1.020	.125

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
I would be very happy to spend the rest of my career with this organisation	Equal variances assumed	.021	.884	-2.251	105	.026	-.554	.246	-1.043	-.066
	Equal variances not assumed			-2.253	79.464	.027	-.554	.246	-1.044	-.065
I enjoy discussing my organisation with people outside it.	Equal variances assumed	.246	.621	1.432	105	.155	.350	.245	-.135	.835
	Equal variances not assumed			1.435	79.710	.155	.350	.244	-.136	.836
I really feel as if this organisation's problems are my own.	Equal variances assumed	1.049	.308	-.921	105	.359	-.197	.214	-.621	.227
	Equal variances not assumed			-.900	73.990	.371	-.197	.219	-.633	.239
I think that I could easily become as attached to another organisation as I am to this one.	Equal variances assumed	.959	.330	-1.892	105	.061	-.445	.235	-.911	.021
	Equal variances not assumed			-1.841	72.875	.070	-.445	.242	-.927	.037

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
I do not feel like 'part of the family' at my organisation.	Equal variances assumed	.195	.659	1.177	105	.242	.280	.238	-.192	.752
	Equal variances not assumed			1.182	80.234	.241	.280	.237	-.191	.752
I do not feel 'emotionally attached' to this organisation.	Equal variances assumed	.251	.617	.452	104	.652	.108	.239	-.365	.581
	Equal variances not assumed			.456	81.645	.650	.108	.237	-.363	.579
This organisation has a great deal of personal meaning for me.	Equal variances assumed	.166	.685	-.256	104	.798	-.055	.215	-.481	.371
	Equal variances not assumed			-.252	73.192	.802	-.055	.218	-.490	.380
I do not feel a strong sense of belonging to my organisation.	Equal variances assumed	.354	.553	1.350	105	.180	.321	.237	-.150	.791
	Equal variances not assumed			1.368	82.639	.175	.321	.234	-.145	.786

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
I am not afraid of what might happen if it quit my job without having another one lined up.	Equal variances assumed	1.041	.310	.972	105	.333	.247	.254	-.257	.750
	Equal variances not assumed			.985	82.694	.327	.247	.250	-.251	.744
It would be very hard for me to leave my organisation right now, even if I wanted to	Equal variances assumed	.770	.382	-1.217	105	.226	-.290	.239	-.764	.183
	Equal variances not assumed			-1.210	78.024	.230	-.290	.240	-.768	.187
Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	Equal variances assumed	.028	.868	-1.498	105	.137	-.374	.249	-.868	.121
	Equal variances not assumed			-1.496	78.979	.139	-.374	.250	-.871	.124
It wouldn't be too costly for me to leave my organisation now	Equal variances assumed	.064	.801	-.114	105	.910	-.025	.216	-.452	.403
	Equal variances not assumed			-.114	80.707	.909	-.025	.215	-.451	.402

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Right now, staying with my organisation is a matter of necessity as much as desire	Equal variances assumed	1.149	.286	-.161	105	.872	-.032	.197	-.422	.358
	Equal variances not assumed			-.153	68.239	.879	-.032	.207	-.444	.381
I feel that I have too few options to consider leaving this organisation	Equal variances assumed	.466	.497	.422	104	.674	.091	.215	-.335	.517
	Equal variances not assumed			.413	74.486	.681	.091	.219	-.346	.528
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	Equal variances assumed	2.960	.088	.831	104	.408	.186	.224	-.259	.631
	Equal variances not assumed			.802	71.238	.425	.186	.233	-.277	.650

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here	Equal variances assumed	.518	.473	1.010	104	.315	.212	.210	-.205	.629
	Equal variances not assumed			1.032	84.953	.305	.212	.206	-.197	.622
I think that people these days move from company to company too often	Equal variances assumed	5.391	.022	1.748	105	.083	.328	.188	-.044	.701
	Equal variances not assumed			1.580	58.452	.120	.328	.208	-.088	.745
I do not believe that a person must always be loyal to his or her organisation	Equal variances assumed	1.894	.172	.699	105	.486	.165	.236	-.303	.632
	Equal variances not assumed			.673	70.813	.503	.165	.245	-.323	.653

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Jumping from organisation to organisation does not seem at all unethical to me	Equal variances assumed	.070	.792	.305	104	.761	.065	.213	-.357	.487
	Equal variances not assumed			.307	80.506	.760	.065	.212	-.357	.487
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	Equal variances assumed	1.679	.198	1.298	104	.197	.274	.211	-.145	.694
	Equal variances not assumed			1.350	89.345	.180	.274	.203	-.129	.678
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	Equal variances assumed	1.141	.288	1.032	104	.305	.215	.208	-.198	.627
	Equal variances not assumed			1.002	72.744	.320	.215	.214	-.212	.642

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
I was taught to believe in the value of remaining loyal to one organisation.	Equal variances assumed	.059	.808	.359	104	.720	.076	.212	-.344	.497
	Equal variances not assumed			.360	79.871	.720	.076	.212	-.345	.498
Things were better in the days when stayed with one organisation for most of their careers	Equal variances assumed	.659	.419	1.600	104	.113	.336	.210	-.081	.753
	Equal variances not assumed			1.542	70.993	.127	.336	.218	-.099	.771
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.	Equal variances assumed	1.064	.305	-.421	103	.675	-.083	.198	-.475	.309
	Equal variances not assumed			-.438	86.193	.663	-.083	.190	-.461	.295

Appendix 3: T-test of hometown

T-TEST GROUPS=residence(1 2)
 /MISSING=ANALYSIS
 /VARIABLES=ac1 ac2 ac3 ac4 ac5 ac6 ac7 ac8 cc9 cc10 cc11 cc12 cc13 cc14 cc15 cc16 nc17 nc18 nc19
 nc20 nc21 nc22 nc23 nc24
 /CRITERIA=CI(.95).

Group Statistics					
	city of residence	N	Mean	Std. Deviation	Std. Error Mean
I would be very happy to spend the rest of my career with this organisation	Ho Chi Minh city	56	2.96	1.264	.169
	other city	50	3.26	1.209	.171
I enjoy discussing my organisation with people outside it.	Ho Chi Minh city	56	2.64	1.212	.162
	other city	50	2.32	1.236	.175
I really feel as if this organisation's problems are my own.	Ho Chi Minh city	56	3.43	1.173	.157
	other city	50	3.90	.863	.122
I think that I could easily become as attached to another organisation as I am to this one.	Ho Chi Minh city	56	3.13	1.207	.161
	other city	50	3.48	1.129	.160
I do not feel like 'part of the family' at my organisation.	Ho Chi Minh city	56	2.57	1.126	.150
	other city	50	2.70	1.249	.177
I do not feel 'emotionally attached' to this organisation.	Ho Chi Minh city	55	2.56	1.183	.159
	other city	50	2.56	1.181	.167
This organisation has a great deal of personal meaning for me.	Ho Chi Minh city	56	3.38	1.037	.139
	other city	49	3.39	1.096	.157
I do not feel a strong sense of belonging to my organisation.	Ho Chi Minh city	56	2.70	1.249	.167
	other city	50	2.52	1.129	.160

Group Statistics

	city of residence	N	Mean	Std. Deviation	Std. Error Mean
I am not afraid of what might happen if it quit my job without having another one lined up.	Ho Chi Minh city	56	2.77	1.293	.173
	other city	50	2.76	1.255	.177
It would be very hard for me to leave my organisation right now, even if I wanted to	Ho Chi Minh city	56	3.18	1.266	.169
	other city	50	3.14	1.125	.159
Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	Ho Chi Minh city	56	2.82	1.223	.163
	other city	50	2.90	1.266	.179
It wouldn't be too costly for me to leave my organisation now	Ho Chi Minh city	56	2.70	1.008	.135
	other city	50	2.66	1.154	.163
Right now, staying with my organisation is a matter of necessity as much as desire	Ho Chi Minh city	56	3.48	1.009	.135
	other city	50	3.78	.910	.129
I feel that I have too few options to consider leaving this organisation	Ho Chi Minh city	56	2.57	1.059	.142
	other city	49	2.37	1.074	.153
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	Ho Chi Minh city	56	2.43	1.234	.165
	other city	49	2.16	.943	.135
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here	Ho Chi Minh city	56	2.66	1.100	.147
	other city	49	2.27	.953	.136
I think that people these days move from company to company too often	Ho Chi Minh city	56	3.52	.953	.127
	other city	50	3.36	.921	.130
I do not believe that a person must always be loyal to his or her organisation	Ho Chi Minh city	56	3.00	1.293	.173
	other city	50	3.12	1.003	.142
Jumping from organisation to organisation does not seem at all unethical to me	Ho Chi Minh city	56	3.43	1.204	.161
	other city	49	3.53	.868	.124

Group Statistics

	city of residence	N	Mean	Std. Deviation	Std. Error
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	Ho Chi Minh city	56	2.64	1.167	.156
	other city	49	2.37	.906	.129
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	Ho Chi Minh city	56	2.54	1.061	.142
	other city	49	2.57	1.021	.146
I was taught to believe in the value of remaining loyal to one organisation.	Ho Chi Minh city	56	2.70	1.094	.146
	other city	49	2.63	1.014	.145
Things were better in the days when stayed with one organisation for most of their careers	Ho Chi Minh city	56	2.55	1.077	.144
	other city	49	2.55	1.042	.149
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.	Ho Chi Minh city	55	2.95	1.026	.138
	other city	49	2.84	.921	.132

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
I would be very happy to spend the rest of my career with this organisation	Equal variances assumed	.001	.976	-1.227	104	.223	-.296	.241	-.774	.182
	Equal variances not assumed			-1.230	103.498	.221	-.296	.240	-.772	.181
I enjoy discussing my organisation with people outside it.	Equal variances assumed	.042	.838	1.356	104	.178	.323	.238	-.149	.795
	Equal variances not assumed			1.354	102.171	.179	.323	.238	-.150	.796
I really feel as if this organisation's problems are my own.	Equal variances assumed	8.400	.005	-2.333	104	.022	-.471	.202	-.872	-.071
	Equal variances not assumed			-2.373	100.453	.020	-.471	.199	-.866	-.077
I think that I could easily become as attached to another organisation as I am to this one.	Equal variances assumed	.942	.334	-1.558	104	.122	-.355	.228	-.807	.097
	Equal variances not assumed			-1.564	103.763	.121	-.355	.227	-.805	.095
I do not feel like 'part of the family' at my organisation.	Equal variances assumed	1.093	.298	-.557	104	.579	-.129	.231	-.586	.329

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
				-.554	99.301	.581	-.129	.232	-.589	.332
I do not feel 'emotionally attached' to this organisation.	Equal variances assumed	.011	.918	.016	103	.987	.004	.231	-.454	.462
	Equal variances not assumed			.016	102.084	.987	.004	.231	-.454	.462
This organisation has a great deal of personal meaning for me.	Equal variances assumed	.578	.449	-.061	103	.951	-.013	.208	-.426	.400
	Equal variances not assumed			-.061	99.417	.951	-.013	.209	-.428	.402
I do not feel a strong sense of belonging to my organisation.	Equal variances assumed	.537	.465	.759	104	.449	.176	.232	-.284	.637
	Equal variances not assumed			.764	103.981	.447	.176	.231	-.282	.635
I am not afraid of what might happen if it quit my job without having another one lined up.	Equal variances assumed	.051	.822	.032	104	.975	.008	.248	-.484	.500
	Equal variances not assumed			.032	103.269	.975	.008	.248	-.483	.499

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
It would be very hard for me to leave my organisation right now, even if I wanted to	Equal variances assumed	1.717	.193	.165	104	.869	.039	.234	-.425	.502
	Equal variances not assumed			.166	103.998	.868	.039	.232	-.422	.499
Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	Equal variances assumed	.067	.796	-.325	104	.746	-.079	.242	-.558	.401
	Equal variances not assumed			-.324	101.741	.746	-.079	.242	-.559	.402
It wouldn't be too costly for me to leave my organisation now	Equal variances assumed	1.423	.236	.174	104	.863	.036	.210	-.380	.453
	Equal variances not assumed			.172	97.981	.864	.036	.212	-.383	.456
Right now, staying with my organisation is a matter of necessity as much as desire	Equal variances assumed	1.477	.227	-1.589	104	.115	-.298	.187	-.670	.074
	Equal variances not assumed			-1.598	103.987	.113	-.298	.186	-.667	.072
I feel that I have too few options to consider leaving this organisation	Equal variances assumed	.441	.508	.978	103	.330	.204	.209	-.210	.618

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	Equal variances not assumed			.978	100.766	.331	.204	.209	-.210	.618
	Equal variances assumed	7.846	.006	1.224	103	.224	.265	.217	-.164	.695
	Equal variances not assumed			1.246	101.249	.216	.265	.213	-.157	.688
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here	Equal variances assumed	2.196	.141	1.955	103	.053	.395	.202	-.006	.797
	Equal variances not assumed			1.974	102.991	.051	.395	.200	-.002	.793
I think that people these days move from company to company too often	Equal variances assumed	.407	.525	.865	104	.389	.158	.183	-.204	.520
	Equal variances not assumed			.867	103.347	.388	.158	.182	-.203	.519
I do not believe that a person must always be loyal to his or her organisation	Equal variances assumed	2.176	.143	-.529	104	.598	-.120	.227	-.570	.330
	Equal variances not assumed			-.537	102.064	.593	-.120	.224	-.563	.323

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Jumping from organisation to organisation does not seem at all unethical to me	Equal variances assumed	9.231	.003	-.492	103	.624	-.102	.208	-.514	.310
	Equal variances not assumed			-.502	99.535	.617	-.102	.203	-.505	.301
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	Equal variances assumed	4.890	.029	1.337	103	.184	.276	.206	-.133	.684
	Equal variances not assumed			1.360	101.623	.177	.276	.203	-.126	.677
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	Equal variances assumed	.187	.666	-.175	103	.861	-.036	.204	-.440	.369
	Equal variances not assumed			-.176	102.059	.861	-.036	.203	-.439	.368
I was taught to believe in the value of remaining loyal to one organisation.	Equal variances assumed	.409	.524	.308	103	.759	.064	.207	-.347	.474
	Equal variances not assumed			.310	102.641	.757	.064	.206	-.344	.472
	Equal variances assumed	.091	.764	.012	103	.990	.003	.208	-.409	.414

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Things were better in the days when stayed with one organisation for most of their careers	Equal variances not assumed			.012	101.947	.990	.003	.207	-.408	.413
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.	Equal variances assumed	.209	.649	.566	102	.573	.109	.192	-.272	.490
	Equal variances not assumed			.570	101.993	.570	.109	.191	-.270	.487

Appendix 4: T-Test of Type of organisation

T-TEST GROUPS=type(1 2)
 /MISSING=ANALYSIS
 /VARIABLES=ac1 ac2 ac3 ac4 ac5 ac6 ac7 ac8 cc9 cc10 cc11 cc12 cc13 cc14 cc15 cc16 nc17 nc18 nc19
 nc20 nc21 nc22 nc23 nc24
 /CRITERIA=CI(.95).

Group Statistics					
	type of organisation	N	Mean	Std. Deviation	Std. Error Mean
I would be very happy to spend the rest of my career with this organisation	state-run company	23	3.09	1.535	.320
	non-state-run company	82	3.15	1.177	.130
I enjoy discussing my organisation with people outside it.	state-run company	23	2.65	1.229	.256
	non-state-run company	82	2.46	1.229	.136
I really feel as if this organisation's problems are my own.	state-run company	23	3.57	1.308	.273
	non-state-run company	82	3.71	.987	.109
I think that I could easily become as attached to another organisation as I am to this one.	state-run company	23	2.96	1.331	.277
	non-state-run company	82	3.43	1.133	.125
I do not feel like 'part of the family' at my organisation.	state-run company	23	2.52	1.039	.217
	non-state-run company	82	2.67	1.228	.136
I do not feel 'emotionally attached' to this organisation.	state-run company	23	3.04	1.364	.285
	non-state-run company	81	2.44	1.084	.120
This organisation has a great deal of personal meaning for me.	state-run company	22	3.14	1.082	.231
	non-state-run company	82	3.41	1.042	.115
I do not feel a strong sense of belonging to my organisation.	state-run company	23	2.70	1.329	.277
	non-state-run company	82	2.61	1.163	.128

Group Statistics

	type of organisation	N	Mean	Std. Deviation	Std. Error Mean
I am not afraid of what might happen if it quit my job without having another one lined up.	state-run company	23	2.13	.869	.181
	non-state-run company	82	2.93	1.294	.143
It would be very hard for me to leave my organisation right now, even if I wanted to	state-run company	23	2.78	1.204	.251
	non-state-run company	82	3.23	1.169	.129
Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	state-run company	23	2.83	1.403	.293
	non-state-run company	82	2.87	1.205	.133
It wouldn't be too costly for me to leave my organisation now	state-run company	23	2.65	1.071	.223
	non-state-run company	82	2.68	1.076	.119
Right now, staying with my organisation is a matter of necessity as much as desire	state-run company	23	3.43	1.121	.234
	non-state-run company	82	3.67	.930	.103
I feel that I have too few options to consider leaving this organisation	state-run company	23	2.43	.896	.187
	non-state-run company	81	2.52	1.108	.123
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	state-run company	22	2.73	1.120	.239
	non-state-run company	82	2.20	1.094	.121
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here	state-run company	22	2.41	1.182	.252
	non-state-run company	82	2.50	1.021	.113
I think that people these days move from company to company too often	state-run company	23	3.39	.988	.206
	non-state-run company	82	3.50	.933	.103
I do not believe that a person must always be loyal to his or her organisation	state-run company	23	3.00	1.044	.218
	non-state-run company	82	3.12	1.201	.133
Jumping from organisation to organisation does not seem at all unethical to me	state-run company	22	3.05	1.133	.242
	non-state-run company	82	3.57	1.007	.111

Group Statistics

	type of organisation	N	Mean	Std. Deviation	Std. Error Mean
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	state-run company	22	2.59	1.098	.234
	non-state-run company	82	2.50	1.057	.117
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	state-run company	22	2.36	1.217	.259
	non-state-run company	82	2.63	.975	.108
I was taught to believe in the value of remaining loyal to one organisation.	state-run company	22	2.59	1.141	.243
	non-state-run company	82	2.71	1.036	.114
Things were better in the days when stayed with one organisation for most of their careers	state-run company	22	2.41	1.008	.215
	non-state-run company	82	2.62	1.062	.117
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.	state-run company	22	2.45	.739	.157
	non-state-run company	81	3.00	.975	.108

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
I would be very happy to spend the rest of my career with this organisation	Equal variances assumed	7.516	.007	-.199	103	.842	-.059	.298	-.650	.531
	Equal variances not assumed			-.172	29.639	.865	-.059	.345	-.765	.646
I enjoy discussing my organisation with people outside it.	Equal variances assumed	.006	.937	.651	103	.517	.189	.290	-.386	.764
	Equal variances not assumed			.651	35.328	.519	.189	.290	-.400	.777
I really feel as if this organisation's problems are my own.	Equal variances assumed	4.142	.044	-.566	103	.573	-.142	.251	-.640	.356
	Equal variances not assumed			-.484	29.389	.632	-.142	.294	-.743	.458
I think that I could easily become as attached to another organisation as I am to this one.	Equal variances assumed	2.515	.116	-1.692	103	.094	-.470	.278	-1.022	.081
	Equal variances not assumed			-1.545	31.511	.132	-.470	.304	-1.091	.150
I do not feel like 'part of the family' at my organisation.	Equal variances assumed	2.035	.157	-.531	103	.597	-.149	.281	-.706	.408
	Equal variances not assumed			-.583	40.914	.563	-.149	.256	-.665	.367

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
I do not feel 'emotionally attached' to this organisation.	Equal variances assumed	1.269	.263	2.204	102	.030	.599	.272	.060	1.138
	Equal variances not assumed			1.939	30.324	.062	.599	.309	-.032	1.230
This organisation has a great deal of personal meaning for me.	Equal variances assumed	.164	.686	-1.104	102	.272	-.278	.252	-.778	.222
	Equal variances not assumed			-1.079	32.225	.288	-.278	.258	-.803	.247
I do not feel a strong sense of belonging to my organisation.	Equal variances assumed	.523	.471	.303	103	.762	.086	.283	-.476	.648
	Equal variances not assumed			.281	32.056	.780	.086	.305	-.536	.708
I am not afraid of what might happen if it quit my job without having another one lined up.	Equal variances assumed	6.551	.012	-2.777	103	.007	-.796	.287	-1.365	-.228
	Equal variances not assumed			-3.452	52.366	.001	-.796	.231	-1.259	-.333
It would be very hard for me to leave my organisation right now, even if I wanted to	Equal variances assumed	.039	.844	-1.618	103	.109	-.449	.278	-1.000	.101
	Equal variances not assumed			-1.591	34.497	.121	-.449	.282	-1.023	.124

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	Equal variances assumed	2.138	.147	-.135	103	.893	-.040	.295	-.625	.545
	Equal variances not assumed			-.124	31.670	.902	-.040	.321	-.695	.615
It wouldn't be too costly for me to leave my organisation now	Equal variances assumed	.036	.849	-.121	103	.904	-.031	.254	-.534	.472
	Equal variances not assumed			-.122	35.455	.904	-.031	.253	-.544	.482
Right now, staying with my organisation is a matter of necessity as much as desire	Equal variances assumed	1.680	.198	-1.026	103	.307	-.236	.230	-.692	.220
	Equal variances not assumed			-.924	31.005	.363	-.236	.255	-.757	.285
I feel that I have too few options to consider leaving this organisation	Equal variances assumed	3.427	.067	-.333	102	.740	-.084	.252	-.583	.416
	Equal variances not assumed			-.374	43.037	.710	-.084	.224	-.535	.367
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	Equal variances assumed	.108	.743	2.016	102	.046	.532	.264	.009	1.056
	Equal variances not assumed			1.988	32.556	.055	.532	.268	-.013	1.077

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here	Equal variances assumed	.913	.342	-.358	102	.721	-.091	.254	-.594	.412
	Equal variances not assumed			-.329	29.952	.744	-.091	.276	-.655	.473
I think that people these days move from company to company too often	Equal variances assumed	.207	.650	-.487	103	.627	-.109	.223	-.551	.334
	Equal variances not assumed			-.472	33.804	.640	-.109	.230	-.577	.360
I do not believe that a person must always be loyal to his or her organisation	Equal variances assumed	2.879	.093	-.442	103	.659	-.122	.276	-.669	.425
	Equal variances not assumed			-.478	39.846	.635	-.122	.255	-.637	.393
Jumping from organisation to organisation does not seem at all unethical to me	Equal variances assumed	.138	.711	-2.126	102	.036	-.528	.248	-1.020	-.035
	Equal variances not assumed			-1.985	30.481	.056	-.528	.266	-1.070	.015

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	Equal variances assumed	.036	.849	.355	102	.723	.091	.256	-.417	.598
	Equal variances not assumed			.348	32.224	.730	.091	.262	-.442	.624
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	Equal variances assumed	2.158	.145	-1.094	102	.276	-.271	.247	-.761	.220
	Equal variances not assumed			-.963	28.641	.344	-.271	.281	-.845	.304
I was taught to believe in the value of remaining loyal to one organisation.	Equal variances assumed	.055	.815	-.458	102	.648	-.116	.254	-.621	.388
	Equal variances not assumed			-.433	30.938	.668	-.116	.269	-.665	.432
Things were better in the days when stayed with one organisation for most of their careers	Equal variances assumed	.259	.612	-.844	102	.401	-.213	.252	-.713	.288
	Equal variances not assumed			-.870	34.577	.390	-.213	.245	-.710	.284
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.	Equal variances assumed	.242	.624	-2.438	101	.017	-.545	.224	-.989	-.102
	Equal variances not assumed			-2.854	43.039	.007	-.545	.191	-.931	-.160

Appendix 5: Anova of Age

ONEWAY ac1 ac2 ac3 ac4 ac5 ac6 ac7 ac8 cc9 cc10 cc11 cc12 cc13 cc14 cc15 cc16 nc17 nc18 nc19 nc20
nc21 nc22 nc23 nc24 BY age
/MISSING ANALYSIS.

Oneway

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
I would be very happy to spend the rest of my career with this organisation	Between Groups	.815	2	.408	.258	.773
	Within Groups	164.605	104	1.583		
	Total	165.421	106			
I enjoy discussing my organisation with people outside it.	Between Groups	2.002	2	1.001	.664	.517
	Within Groups	156.746	104	1.507		
	Total	158.748	106			
I really feel as if this organisation's problems are my own.	Between Groups	.427	2	.214	.186	.831
	Within Groups	119.461	104	1.149		
	Total	119.888	106			
I think that I could easily become as attached to another organisation as I am to this one.	Between Groups	4.888	2	2.444	1.766	.176
	Within Groups	143.934	104	1.384		
	Total	148.822	106			
I do not feel like 'part of the family' at my organisation.	Between Groups	2.834	2	1.417	1.006	.369
	Within Groups	146.456	104	1.408		
	Total	149.290	106			
I do not feel 'emotionally attached' to this organisation.	Between Groups	.861	2	.430	.305	.738
	Within Groups	145.404	103	1.412		

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
This organisation has a great deal of personal meaning for me.	Total	146.264	105			
	Between Groups	.758	2	.379	.336	.715
	Within Groups	116.148	103	1.128		
	Total	116.906	105			
I do not feel a strong sense of belonging to my organisation.	Between Groups	.250	2	.125	.087	.916
	Within Groups	149.039	104	1.433		
	Total	149.290	106			
I am not afraid of what might happen if it quit my job without having another one lined up.	Between Groups	8.383	2	4.191	2.711	.071
	Within Groups	160.776	104	1.546		
	Total	169.159	106			
It would be very hard for me to leave my organisation right now, even if I wanted to	Between Groups	1.277	2	.639	.446	.642
	Within Groups	149.022	104	1.433		
	Total	150.299	106			
Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	Between Groups	5.662	2	2.831	1.843	.163
	Within Groups	159.759	104	1.536		
	Total	165.421	106			
It wouldn't be too costly for me to leave my organisation now	Between Groups	.894	2	.447	.386	.681
	Within Groups	120.303	104	1.157		
	Total	121.196	106			
Right now, staying with my organisation is a matter of necessity as much as desire	Between Groups	1.382	2	.691	.723	.488
	Within Groups	99.404	104	.956		
	Total	100.785	106			
I feel that I have too few options to consider leaving this organisation	Between Groups	1.970	2	.985	.871	.422
	Within Groups	116.492	103	1.131		

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
	Total	118.462	105			
	Between Groups	4.647	2	2.323	1.910	.153
	Within Groups	125.287	103	1.216		
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	Total	129.934	105			
	Between Groups	1.294	2	.647	.589	.557
	Within Groups	113.169	103	1.099		
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here	Total	114.462	105			
	Between Groups	1.276	2	.638	.711	.493
	Within Groups	93.285	104	.897		
I think that people these days move from company to company too often	Total	94.561	106			
	Between Groups	.415	2	.208	.149	.862
	Within Groups	144.987	104	1.394		
I do not believe that a person must always be loyal to his or her organisation	Total	145.402	106			
	Between Groups	2.295	2	1.148	1.036	.359
	Within Groups	114.120	103	1.108		
Jumping from organisation to organisation does not seem at all unethical to me	Total	116.415	105			
	Between Groups	9.944	2	4.972	4.808	.010
	Within Groups	106.518	103	1.034		
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	Total	116.462	105			
	Between Groups	.523	2	.261	.241	.786
	Within Groups	111.638	103	1.084		
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	Total	112.160	105			

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
I was taught to believe in the value of remaining loyal to one organisation.	Between Groups	5.758	2	2.879	2.704	.072
	Within Groups	109.685	103	1.065		
	Total	115.443	105			
Things were better in the days when stayed with one organisation for most of their careers	Between Groups	9.357	2	4.678	4.512	.013
	Within Groups	106.804	103	1.037		
	Total	116.160	105			
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.	Between Groups	4.786	2	2.393	2.623	.077
	Within Groups	93.062	102	.912		
	Total	97.848	104			

Appendix 6: Anova of Length of employment

ONEWAY ac1 ac2 ac3 ac4 ac5 ac6 ac7 ac8 cc9 cc10 cc11 cc12 cc13 cc14 cc15 cc16 nc17 nc18 nc19 nc20
nc21 nc22 nc23 nc24 BY experience
/MISSING ANALYSIS.

Oneway

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
I would be very happy to spend the rest of my career with this organisation	Between Groups	6.178	2	3.089	1.989	.142
	Within Groups	158.450	102	1.553		
	Total	164.629	104			
I enjoy discussing my organisation with people outside it.	Between Groups	1.283	2	.641	.422	.657
	Within Groups	154.946	102	1.519		
	Total	156.229	104			
I really feel as if this organisation's problems are my own.	Between Groups	3.077	2	1.538	1.350	.264
	Within Groups	116.256	102	1.140		
	Total	119.333	104			
I think that I could easily become as attached to another organisation as I am to this one.	Between Groups	.635	2	.318	.219	.803
	Within Groups	147.613	102	1.447		
	Total	148.248	104			
I do not feel like 'part of the family' at my organisation.	Between Groups	1.825	2	.912	.634	.532
	Within Groups	146.689	102	1.438		
	Total	148.514	104			

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
I do not feel 'emotionally attached' to this organisation.	Between Groups	3.718	2	1.859	1.342	.266
	Within Groups	139.936	101	1.386		
	Total	143.654	103			
This organisation has a great deal of personal meaning for me.	Between Groups	4.888	2	2.444	2.214	.115
	Within Groups	111.487	101	1.104		
	Total	116.375	103			
I do not feel a strong sense of belonging to my organisation.	Between Groups	5.200	2	2.600	1.868	.160
	Within Groups	142.000	102	1.392		
	Total	147.200	104			
I am not afraid of what might happen if it quit my job without having another one lined up.	Between Groups	1.192	2	.596	.363	.696
	Within Groups	167.322	102	1.640		
	Total	168.514	104			
It would be very hard for me to leave my organisation right now, even if I wanted to	Between Groups	8.533	2	4.266	3.115	.049
	Within Groups	139.715	102	1.370		
	Total	148.248	104			
Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	Between Groups	5.615	2	2.807	1.806	.169
	Within Groups	158.519	102	1.554		
	Total	164.133	104			
It wouldn't be too costly for me to leave my organisation now	Between Groups	.703	2	.352	.300	.741
	Within Groups	119.544	102	1.172		
	Total	120.248	104			

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Right now, staying with my organisation is a matter of necessity as much as desire	Between Groups	4.474	2	2.237	2.376	.098
	Within Groups	96.040	102	.942		
	Total	100.514	104			
I feel that I have too few options to consider leaving this organisation	Between Groups	1.731	2	.866	.766	.468
	Within Groups	114.182	101	1.131		
	Total	115.913	103			
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	Between Groups	2.567	2	1.284	1.043	.356
	Within Groups	124.346	101	1.231		
	Total	126.913	103			
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here	Between Groups	1.397	2	.699	.627	.536
	Within Groups	112.564	101	1.114		
	Total	113.962	103			
I think that people these days move from company to company too often	Between Groups	.492	2	.246	.268	.765
	Within Groups	93.641	102	.918		
	Total	94.133	104			
I do not believe that a person must always be loyal to his or her organisation	Between Groups	5.539	2	2.769	2.020	.138
	Within Groups	139.852	102	1.371		
	Total	145.390	104			
Jumping from organisation to organisation does not seem at all unethical to me	Between Groups	.580	2	.290	.254	.776
	Within Groups	115.333	101	1.142		
	Total	115.913	103			

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	Between Groups	3.744	2	1.872	1.779	.174
	Within Groups	106.256	101	1.052		
	Total	110.000	103			
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	Between Groups	2.487	2	1.244	1.151	.321
	Within Groups	109.167	101	1.081		
	Total	111.654	103			
I was taught to believe in the value of remaining loyal to one organisation.	Between Groups	3.744	2	1.872	1.722	.184
	Within Groups	109.795	101	1.087		
	Total	113.538	103			
Things were better in the days when stayed with one organisation for most of their careers	Between Groups	2.628	2	1.314	1.193	.307
	Within Groups	111.218	101	1.101		
	Total	113.846	103			
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.	Between Groups	1.970	2	.985	1.041	.357
	Within Groups	94.632	100	.946		
	Total	96.602	102			

			Descriptives							
					95% Confidence Interval for					
					Std.	Mean				
			N	Mean	Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
I would be very happy to spend the rest of my career with this organisation	business	56	3.09	1.240	.166	2.76	3.42	1	5	
	medicine	4	3.25	.957	.479	1.73	4.77	2	4	
	engineering	9	2.67	1.000	.333	1.90	3.44	1	4	
	education	3	4.00	1.732	1.000	-.30	8.30	2	5	
	other	35	3.20	1.324	.224	2.75	3.65	1	5	
	Total	107	3.12	1.249	.121	2.88	3.36	1	5	
I enjoy discussing my organisation with people outside it.	business	56	2.57	1.219	.163	2.25	2.90	1	5	
	medicine	4	2.25	.957	.479	.73	3.77	1	3	
	engineering	9	2.89	.928	.309	2.18	3.60	1	4	
	education	3	2.67	1.528	.882	-1.13	6.46	1	4	
	other	35	2.29	1.319	.223	1.83	2.74	1	5	
	Total	107	2.50	1.224	.118	2.26	2.73	1	5	
I really feel as if this organisation's problems are my own.	business	56	3.70	1.043	.139	3.42	3.98	1	5	
	medicine	4	3.25	1.258	.629	1.25	5.25	2	5	
	engineering	9	3.78	.667	.222	3.27	4.29	3	5	
	education	3	4.00	1.000	.577	1.52	6.48	3	5	
	other	35	3.60	1.193	.202	3.19	4.01	1	5	
	Total	107	3.66	1.063	.103	3.46	3.87	1	5	
I think that I could easily become as attached to another organisation as I am to this one.	business	56	3.21	1.171	.156	2.90	3.53	1	5	
	medicine	4	3.25	1.500	.750	.86	5.64	1	4	
	engineering	9	3.33	1.118	.373	2.47	4.19	2	5	
	education	3	3.00	1.732	1.000	-1.30	7.30	2	5	
	other	35	3.49	1.197	.202	3.07	3.90	1	5	
	Total	107	3.31	1.185	.115	3.08	3.54	1	5	
I do not feel like 'part of the family' at my organisation.	business	56	2.50	1.144	.153	2.19	2.81	1	5	
	medicine	4	2.50	1.000	.500	.91	4.09	1	3	

	engineering	9	3.22	1.641	.547	1.96	4.48	1	5
	education	3	2.33	.577	.333	.90	3.77	2	3
	other	35	2.69	1.183	.200	2.28	3.09	1	5
	Total	107	2.62	1.187	.115	2.39	2.84	1	5
I do not feel 'emotionally attached' to this organisation.	business	56	2.48	1.128	.151	2.18	2.78	1	5
	medicine	4	3.00	1.414	.707	.75	5.25	1	4
	engineering	9	3.00	1.414	.471	1.91	4.09	1	5
	education	3	2.67	.577	.333	1.23	4.10	2	3
	other	34	2.47	1.237	.212	2.04	2.90	1	5
	Total	106	2.55	1.180	.115	2.32	2.77	1	5
This organisation has a great deal of personal meaning for me.	business	56	3.27	1.053	.141	2.99	3.55	1	5
	medicine	4	3.25	.500	.250	2.45	4.05	3	4
	engineering	9	3.89	.928	.309	3.18	4.60	3	5
	education	3	4.33	.577	.333	2.90	5.77	4	5
	other	34	3.35	1.125	.193	2.96	3.75	1	5
	Total	106	3.38	1.055	.102	3.17	3.58	1	5
I do not feel a strong sense of belonging to my organisation.	business	56	2.75	1.195	.160	2.43	3.07	1	5
	medicine	4	2.50	.577	.289	1.58	3.42	2	3
	engineering	9	2.67	1.000	.333	1.90	3.44	1	4
	education	3	2.33	1.528	.882	-1.46	6.13	1	4
	other	35	2.43	1.267	.214	1.99	2.86	1	5
	Total	107	2.62	1.187	.115	2.39	2.84	1	5
I am not afraid of what might happen if it quit my job without having another one lined up.	business	56	2.75	1.195	.160	2.43	3.07	1	5
	medicine	4	2.25	.500	.250	1.45	3.05	2	3
	engineering	9	3.00	1.658	.553	1.73	4.27	1	5
	education	3	2.00	1.000	.577	-.48	4.48	1	3

	other	35	2.86	1.353	.229	2.39	3.32	1	5
	Total	107	2.77	1.263	.122	2.52	3.01	1	5
It would be very hard for me to leave my organisation right now, even if I wanted to	business	56	3.16	1.156	.155	2.85	3.47	1	5
	medicine	4	2.75	.500	.250	1.95	3.55	2	3
	engineering	9	2.56	1.236	.412	1.61	3.51	1	5
	education	3	3.00	1.000	.577	.52	5.48	2	4
	other	35	3.37	1.285	.217	2.93	3.81	1	5
	Total	107	3.16	1.191	.115	2.93	3.39	1	5
Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	business	56	2.84	1.203	.161	2.52	3.16	1	5
	medicine	4	2.50	1.291	.645	.45	4.55	1	4
	engineering	9	2.22	.972	.324	1.48	2.97	1	4
	education	3	3.33	1.155	.667	.46	6.20	2	4
	other	35	3.11	1.367	.231	2.64	3.58	1	5
	Total	107	2.88	1.249	.121	2.64	3.12	1	5
It wouldn't be too costly for me to leave my organisation now	business	56	2.66	1.014	.136	2.39	2.93	1	5
	medicine	4	3.50	1.291	.645	1.45	5.55	2	5
	engineering	9	3.44	.726	.242	2.89	4.00	2	4
	education	3	2.33	.577	.333	.90	3.77	2	3
	other	35	2.46	1.146	.194	2.06	2.85	1	5
	Total	107	2.68	1.069	.103	2.48	2.89	1	5
Right now, staying with my organisation is a matter of necessity as much as desire	business	56	3.52	1.044	.140	3.24	3.80	1	5
	medicine	4	3.25	.500	.250	2.45	4.05	3	4
	engineering	9	3.56	1.014	.338	2.78	4.33	2	5
	education	3	3.00	1.000	.577	.52	5.48	2	4
	other	35	3.94	.838	.142	3.65	4.23	2	5
	Total	107	3.64	.975	.094	3.45	3.82	1	5

I feel that I have too few options to consider leaving this organisation	business	55	2.56	1.085	.146	2.27	2.86	1	5
	medicine	4	3.00	.816	.408	1.70	4.30	2	4
	engineering	9	1.89	.782	.261	1.29	2.49	1	3
	education	3	2.00	.000	.000	2.00	2.00	2	2
	other	35	2.49	1.121	.190	2.10	2.87	1	5
	Total	106	2.48	1.062	.103	2.28	2.69	1	5
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	business	56	2.27	1.087	.145	1.98	2.56	1	5
	medicine	3	4.00	1.000	.577	1.52	6.48	3	5
	engineering	9	1.78	1.093	.364	.94	2.62	1	4
	education	3	3.00	1.000	.577	.52	5.48	2	4
	other	35	2.26	1.067	.180	1.89	2.62	1	5
	Total	106	2.29	1.112	.108	2.08	2.51	1	5
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here	business	56	2.39	.985	.132	2.13	2.66	1	5
	medicine	3	3.67	.577	.333	2.23	5.10	3	4
	engineering	9	2.67	1.000	.333	1.90	3.44	1	4
	education	3	2.67	.577	.333	1.23	4.10	2	3
	other	35	2.46	1.172	.198	2.05	2.86	1	5
	Total	106	2.48	1.044	.101	2.28	2.68	1	5
I think that people these days move from company to company too often	business	56	3.63	.843	.113	3.40	3.85	2	5
	medicine	4	3.25	.957	.479	1.73	4.77	2	4
	engineering	9	3.78	.833	.278	3.14	4.42	2	5
	education	3	3.33	.577	.333	1.90	4.77	3	4
	other	35	3.14	1.089	.184	2.77	3.52	1	5
	Total	107	3.46	.945	.091	3.28	3.64	1	5
I do not believe that a person must always be loyal to his or her organisation	business	56	2.98	1.183	.158	2.67	3.30	1	5
	medicine	4	3.25	.957	.479	1.73	4.77	2	4

	engineering	9	3.33	1.225	.408	2.39	4.27	1	5
	education	3	2.67	.577	.333	1.23	4.10	2	3
	other	35	3.17	1.224	.207	2.75	3.59	1	5
	Total	107	3.07	1.171	.113	2.85	3.30	1	5
Jumping from organisation to organisation does not seem at all unethical to me	business	56	3.61	1.003	.134	3.34	3.88	1	5
	medicine	3	3.67	.577	.333	2.23	5.10	3	4
	engineering	9	3.56	.882	.294	2.88	4.23	2	5
	education	3	2.00	1.000	.577	-.48	4.48	1	3
	other	35	3.34	1.136	.192	2.95	3.73	1	5
	Total	106	3.47	1.053	.102	3.27	3.67	1	5
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	business	56	2.63	1.105	.148	2.33	2.92	1	5
	medicine	3	2.67	.577	.333	1.23	4.10	2	3
	engineering	9	2.67	.500	.167	2.28	3.05	2	3
	education	3	2.00	1.000	.577	-.48	4.48	1	3
	other	35	2.34	1.110	.188	1.96	2.72	1	5
	Total	106	2.52	1.053	.102	2.32	2.72	1	5
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	business	56	2.46	.990	.132	2.20	2.73	1	5
	medicine	3	3.33	.577	.333	1.90	4.77	3	4
	engineering	9	2.89	1.167	.389	1.99	3.79	1	5
	education	3	2.33	1.528	.882	-1.46	6.13	1	4
	other	35	2.57	1.065	.180	2.21	2.94	1	5
	Total	106	2.56	1.034	.100	2.36	2.76	1	5
I was taught to believe in the value of remaining loyal to one organisation.	business	56	2.77	.991	.132	2.50	3.03	1	5
	medicine	3	2.67	.577	.333	1.23	4.10	2	3
	engineering	9	2.56	.726	.242	2.00	3.11	2	4
	education	3	1.67	.577	.333	.23	3.10	1	2

	other	35	2.63	1.239	.209	2.20	3.05	1	5
	Total	106	2.67	1.049	.102	2.47	2.87	1	5
Things were better in the days when stayed with one organisation for most of their careers	business	56	2.59	.930	.124	2.34	2.84	1	5
	medicine	3	3.00	1.000	.577	.52	5.48	2	4
	engineering	9	2.33	.707	.236	1.79	2.88	1	3
	education	3	1.67	.577	.333	.23	3.10	1	2
	other	35	2.60	1.311	.222	2.15	3.05	1	5
	Total	106	2.56	1.052	.102	2.35	2.76	1	5
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.	business	56	2.95	.883	.118	2.71	3.18	1	5
	medicine	3	3.33	.577	.333	1.90	4.77	3	4
	engineering	9	3.11	.928	.309	2.40	3.82	2	5
	education	3	2.33	1.155	.667	-.54	5.20	1	3
	other	34	2.76	1.130	.194	2.37	3.16	1	5
	Total	105	2.90	.970	.095	2.71	3.08	1	5

Appendix 7: Anova of Employment role

```
ONEWAY ac1 ac2 ac3 ac4 ac5 ac6 ac7 ac8 cc9 cc10 cc11 cc12 cc13 cc14 cc15 cc16 nc17 nc18 nc19 nc20
nc21 nc22 nc23 nc24 BY industry
/MISSING ANALYSIS.
```

Oneway

Test of Homogeneity of Variances		Levene Statistic	df1	df2	Sig.
I would be very happy to spend the rest of my career with this organisation	Based on Mean	.703	4	102	.592
	Based on Median	.314	4	102	.868
	Based on Median and with adjusted df	.314	4	74.410	.868
	Based on trimmed mean	.687	4	102	.602
I enjoy discussing my organisation with people outside it.	Based on Mean	1.623	4	102	.174
	Based on Median	.799	4	102	.528
	Based on Median and with adjusted df	.799	4	98.392	.529
	Based on trimmed mean	1.557	4	102	.191
I really feel as if this organisation's problems are my own.	Based on Mean	1.217	4	102	.308
	Based on Median	.700	4	102	.594
	Based on Median and with adjusted df	.700	4	97.955	.594
	Based on trimmed mean	1.052	4	102	.384
I think that I could easily become as attached to another organisation as I am to this one.	Based on Mean	.276	4	102	.893
	Based on Median	.128	4	102	.972
	Based on Median and with adjusted df	.128	4	73.915	.972
	Based on trimmed mean	.226	4	102	.923

Test of Homogeneity of Variances		Levene Statistic	df1	df2	Sig.
I do not feel like 'part of the family' at my organisation.	Based on Mean	1.610	4	102	.178
	Based on Median	1.242	4	102	.298
	Based on Median and with adjusted df	1.242	4	100.075	.298
	Based on trimmed mean	1.661	4	102	.165
I do not feel 'emotionally attached' to this organisation.	Based on Mean	.722	4	101	.579
	Based on Median	.567	4	101	.687
	Based on Median and with adjusted df	.567	4	99.588	.687
	Based on trimmed mean	.718	4	101	.582
This organisation has a great deal of personal meaning for me.	Based on Mean	1.225	4	101	.305
	Based on Median	.944	4	101	.442
	Based on Median and with adjusted df	.944	4	86.402	.442
	Based on trimmed mean	1.274	4	101	.285
I do not feel a strong sense of belonging to my organisation.	Based on Mean	.984	4	102	.420
	Based on Median	.442	4	102	.778
	Based on Median and with adjusted df	.442	4	96.539	.778
	Based on trimmed mean	.915	4	102	.458
I am not afraid of what might happen if it quit my job without having another one lined up.	Based on Mean	1.885	4	102	.119
	Based on Median	1.905	4	102	.115
	Based on Median and with adjusted df	1.905	4	98.640	.116
	Based on trimmed mean	1.946	4	102	.108
It would be very hard for me to leave my organisation right now, even if I wanted to	Based on Mean	1.315	4	102	.270
	Based on Median	.971	4	102	.427
	Based on Median and with adjusted df	.971	4	85.996	.428
	Based on trimmed mean	1.326	4	102	.265

Test of Homogeneity of Variances		Levene Statistic	df1	df2	Sig.
Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	Based on Mean	.834	4	102	.507
	Based on Median	1.057	4	102	.382
	Based on Median and with adjusted df	1.057	4	94.549	.382
	Based on trimmed mean	.883	4	102	.477
It wouldn't be too costly for me to leave my organisation now	Based on Mean	1.232	4	102	.302
	Based on Median	.649	4	102	.629
	Based on Median and with adjusted df	.649	4	99.734	.629
	Based on trimmed mean	1.212	4	102	.310
Right now, staying with my organisation is a matter of necessity as much as desire	Based on Mean	1.857	4	102	.124
	Based on Median	.926	4	102	.452
	Based on Median and with adjusted df	.926	4	94.639	.452
	Based on trimmed mean	1.939	4	102	.110
I feel that I have too few options to consider leaving this organisation	Based on Mean	2.993	4	101	.022
	Based on Median	1.059	4	101	.381
	Based on Median and with adjusted df	1.059	4	94.786	.381
	Based on trimmed mean	2.794	4	101	.030
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	Based on Mean	.110	4	101	.979
	Based on Median	.029	4	101	.998
	Based on Median and with adjusted df	.029	4	95.345	.998
	Based on trimmed mean	.086	4	101	.987
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another	Based on Mean	1.385	4	101	.244
	Based on Median	1.111	4	101	.356
	Based on Median and with adjusted df	1.111	4	99.659	.356

Test of Homogeneity of Variances		Levene Statistic	df1	df2	Sig.
organisation may not match the overall benefits I have here	Based on trimmed mean	1.376	4	101	.248
I think that people these days move from company to company too often	Based on Mean	.632	4	102	.641
	Based on Median	.655	4	102	.625
	Based on Median and with adjusted df	.655	4	95.759	.625
	Based on trimmed mean	.713	4	102	.585
I do not believe that a person must always be loyal to his or her organisation	Based on Mean	.512	4	102	.727
	Based on Median	.504	4	102	.733
	Based on Median and with adjusted df	.504	4	95.607	.733
	Based on trimmed mean	.526	4	102	.717
Jumping from organisation to organisation does not seem at all unethical to me	Based on Mean	.862	4	101	.490
	Based on Median	.640	4	101	.635
	Based on Median and with adjusted df	.640	4	100.086	.635
	Based on trimmed mean	.886	4	101	.475
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	Based on Mean	2.068	4	101	.091
	Based on Median	.979	4	101	.423
	Based on Median and with adjusted df	.979	4	92.804	.423
	Based on trimmed mean	1.958	4	101	.107
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	Based on Mean	.558	4	101	.694
	Based on Median	.486	4	101	.746
	Based on Median and with adjusted df	.486	4	100.103	.746
	Based on trimmed mean	.557	4	101	.695

Test of Homogeneity of Variances		Levene Statistic	df1	df2	Sig.
I was taught to believe in the value of remaining loyal to one organisation.	Based on Mean	1.843	4	101	.126
	Based on Median	1.669	4	101	.163
	Based on Median and with adjusted df	1.669	4	94.422	.164
	Based on trimmed mean	1.893	4	101	.117
Things were better in the days when stayed with one organisation for most of their careers	Based on Mean	3.132	4	101	.018
	Based on Median	1.763	4	101	.142
	Based on Median and with adjusted df	1.763	4	72.548	.146
	Based on trimmed mean	3.036	4	101	.021
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.	Based on Mean	1.439	4	100	.227
	Based on Median	1.102	4	100	.360
	Based on Median and with adjusted df	1.102	4	91.132	.360
	Based on trimmed mean	1.561	4	100	.191

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
I would be very happy to spend the rest of my career with this organisation	Between Groups	4.517	4	1.129	.716	.583
	Within Groups	160.904	102	1.577		
	Total	165.421	106			
I enjoy discussing my organisation with people outside it.	Between Groups	3.585	4	.896	.589	.671
	Within Groups	155.163	102	1.521		
	Total	158.748	106			
I really feel as if this organisation's problems are my own.	Between Groups	1.343	4	.336	.289	.885
	Within Groups	118.545	102	1.162		
	Total	119.888	106			

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
I think that I could easily become as attached to another organisation as I am to this one.	Between Groups	1.901	4	.475	.330	.857
	Within Groups	146.921	102	1.440		
	Total	148.822	106			
I do not feel like 'part of the family' at my organisation.	Between Groups	4.525	4	1.131	.797	.530
	Within Groups	144.765	102	1.419		
	Total	149.290	106			
I do not feel 'emotionally attached' to this organisation.	Between Groups	3.145	4	.786	.555	.696
	Within Groups	143.119	101	1.417		
	Total	146.264	105			
This organisation has a great deal of personal meaning for me.	Between Groups	5.853	4	1.463	1.331	.264
	Within Groups	111.052	101	1.100		
	Total	116.906	105			
I do not feel a strong sense of belonging to my organisation.	Between Groups	2.552	4	.638	.443	.777
	Within Groups	146.738	102	1.439		
	Total	149.290	106			
I am not afraid of what might happen if it quit my job without having another one lined up.	Between Groups	3.623	4	.906	.558	.694
	Within Groups	165.536	102	1.623		
	Total	169.159	106			
It would be very hard for me to leave my organisation right now, even if I wanted to	Between Groups	5.602	4	1.400	.987	.418
	Within Groups	144.697	102	1.419		
	Total	150.299	106			
Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	Between Groups	7.102	4	1.775	1.144	.340
	Within Groups	158.319	102	1.552		
	Total	165.421	106			

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
It wouldn't be too costly for me to leave my organisation now	Between Groups	10.068	4	2.517	2.310	.063
	Within Groups	111.128	102	1.089		
	Total	121.196	106			
Right now, staying with my organisation is a matter of necessity as much as desire	Between Groups	5.945	4	1.486	1.598	.180
	Within Groups	94.840	102	.930		
	Total	100.785	106			
I feel that I have too few options to consider leaving this organisation	Between Groups	5.303	4	1.326	1.183	.323
	Within Groups	113.159	101	1.120		
	Total	118.462	105			
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	Between Groups	12.711	4	3.178	2.738	.033
	Within Groups	117.223	101	1.161		
	Total	129.934	105			
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here	Between Groups	5.086	4	1.272	1.174	.327
	Within Groups	109.376	101	1.083		
	Total	114.462	105			
I think that people these days move from company to company too often	Between Groups	6.178	4	1.544	1.782	.138
	Within Groups	88.383	102	.866		
	Total	94.561	106			
I do not believe that a person must always be loyal to his or her organisation	Between Groups	2.032	4	.508	.361	.836
	Within Groups	143.370	102	1.406		
	Total	145.402	106			
	Between Groups	8.283	4	2.071	1.934	.110

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Jumping from organisation to organisation does not seem at all unethical to me	Within Groups	108.132	101	1.071		
	Total	116.415	105			
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	Between Groups	2.785	4	.696	.619	.650
	Within Groups	113.677	101	1.126		
	Total	116.462	105			
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	Between Groups	3.438	4	.860	.798	.529
	Within Groups	108.722	101	1.076		
	Total	112.160	105			
I was taught to believe in the value of remaining loyal to one organisation.	Between Groups	3.734	4	.934	.844	.500
	Within Groups	111.709	101	1.106		
	Total	115.443	105			
Things were better in the days when stayed with one organisation for most of their careers	Between Groups	3.540	4	.885	.794	.532
	Within Groups	112.620	101	1.115		
	Total	116.160	105			
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.	Between Groups	2.668	4	.667	.701	.593
	Within Groups	95.179	100	.952		
	Total	97.848	104			

Appendix 8: Reliability of Scales

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RELIABILITY  
/VARIABLES=ac1 ac2 ac3 ac4 ac5 ac6 ac7 ac8  
/SCALE('ALL VARIABLES') ALL  
/MODEL=ALPHA.
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Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	105	98.1
	Excluded ^a	2	1.9
	Total	107	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.380	8

```
RELIABILITY  
/VARIABLES=ac1 ac2 ac3 ac4 ac5 ac6 ac7 ac8  
/SCALE('ALL VARIABLES') ALL  
/MODEL=ALPHA.
```

Case Processing Summary

		N	%
Cases	Valid	105	98.1
	Excluded ^a	2	1.9
	Total	107	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.380	8

```
RELIABILITY  
/VARIABLES=ac1 ac2 ac3 ac4 ac5 ac6 ac7 ac8  
/SCALE('ALL VARIABLES') ALL  
/MODEL=ALPHA.
```

Case Processing Summary

		N	%
Cases	Valid	105	98.1
	Excluded ^a	2	1.9
	Total	107	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.380	8

Item Statistics

	Mean	Std. Deviation	N
I would be very happy to spend the rest of my career with this organisation	3.16	1.226	105
I enjoy discussing my organisation with people outside it.	2.52	1.218	105
I really feel as if this organisation's problems are my own.	3.66	1.064	105
I think that I could easily become as attached to another organisation as I am to this one.	3.32	1.173	105
I do not feel like 'part of the family' at my organisation.	2.63	1.187	105
I do not feel 'emotionally attached' to this organisation.	2.52	1.161	105
This organisation has a great deal of personal meaning for me.	3.37	1.058	105
I do not feel a strong sense of belonging to my organisation.	2.62	1.180	105

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
I would be very happy to spend the rest of my career with this organisation	20.65	13.461	.128	.364
I enjoy discussing my organisation with people outside it.	21.29	13.341	.145	.355
I really feel as if this organisation's problems are my own.	20.15	13.361	.209	.326
I think that I could easily become as attached to another organisation as I am to this one.	20.49	11.945	.345	.250
I do not feel like 'part of the family' at my organisation.	21.18	13.900	.091	.382
I do not feel 'emotionally attached' to this organisation.	21.29	14.918	-.017	.431
This organisation has a great deal of personal meaning for me.	20.44	12.749	.297	.284
I do not feel a strong sense of belonging to my organisation.	21.19	13.790	.107	.374

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.81	16.117	4.015	8

RELIABILITY

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/VARIABLES=cc9 cc10 cc11 cc12 cc13 cc14 cc15 cc16
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE.

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Case Processing Summary

		N	%
Cases	Valid	105	98.1
	Excluded ^a	2	1.9
	Total	107	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.503	8

Item Statistics

	Mean	Std. Deviation	N
I am not afraid of what might happen if it quit my job without having another one lined up.	2.76	1.267	105
It would be very hard for me to leave my organisation right now, even if I wanted to	3.16	1.202	105
Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	2.90	1.247	105
It wouldn't be too costly for me to leave my organisation now	2.65	1.047	105
Right now, staying with my organisation is a matter of necessity as much as desire	3.64	.982	105
I feel that I have too few options to consider leaving this organisation	2.49	1.066	105
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	2.30	1.117	105
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here	2.49	1.048	105

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am not afraid of what might happen if it quit my job without having another one lined up.	19.61	17.298	-.074	.590
It would be very hard for me to leave my organisation right now, even if I wanted to	19.21	14.052	.291	.444
Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	19.48	14.233	.248	.462
It wouldn't be too costly for me to leave my organisation now	19.72	17.567	-.062	.565
Right now, staying with my organisation is a matter of necessity as much as desire	18.73	15.505	.214	.475
I feel that I have too few options to consider leaving this organisation	19.89	13.987	.376	.415
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	20.08	13.244	.446	.382
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here	19.89	12.987	.534	.353

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
22.37	18.120	4.257	8

RELIABILITY

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/STATISTICS=DESCRIPTIVE SCALE
/SUMMARY=TOTAL.

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Case Processing Summary

		N	%
Cases	Valid	105	98.1
	Excluded ^a	2	1.9
	Total	107	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.683	8

Item Statistics

	Mean	Std. Deviation	N
I think that people these days move from company to company too often	3.50	.911	105
I do not believe that a person must always be loyal to his or her organisation	3.05	1.163	105
Jumping from organisation to organisation does not seem at all unethical to me	3.46	1.047	105
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	2.53	1.048	105
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	2.53	1.010	105
I was taught to believe in the value of remaining loyal to one organisation.	2.65	1.028	105
Things were better in the days when stayed with one organisation for most of their careers	2.57	1.046	105
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.	2.90	.970	105

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I think that people these days move from company to company too often	19.69	18.871	.176	.693
I do not believe that a person must always be loyal to his or her organisation	20.13	16.424	.351	.660
Jumping from organisation to organisation does not seem at all unethical to me	19.72	19.086	.099	.715
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	20.65	15.384	.561	.606
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	20.65	16.077	.493	.625
I was taught to believe in the value of remaining loyal to one organisation.	20.53	15.251	.596	.598
Things were better in the days when stayed with one organisation for most of their careers	20.61	14.990	.619	.591
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.	20.29	18.956	.141	.702

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.18	21.092	4.593	8

Appendix 9: Reliability of Reverse-Coded Scales

RELIABILITY

```
/VARIABLES=recode1 recode2 recode3 recode4 recode5 recode6 recode7 recode8
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE CORR
/SUMMARY=TOTAL.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	105	98.1
	Excluded ^a	2	1.9
	Total	107	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.380	.388	8

Item Statistics

Mean	Std. Deviation	N
------	----------------	---

recode1	2.8381	1.22572	105
recode2	3.4762	1.21762	105
recode3	2.3429	1.06363	105
recode4	2.6762	1.17256	105
recode5	3.3714	1.18693	105
recode6	3.4762	1.16103	105
recode7	2.6286	1.05846	105
recode8	3.3810	1.17981	105

Inter-Item Correlation Matrix

	recode1	recode2	recode3	recode4	recode5	recode6	recode7	recode8
recode1	1.000	.168	.419	.264	-.196	-.357	.413	-.236
recode2	.168	1.000	.185	.116	-.024	-.155	.206	-.014
recode3	.419	.185	1.000	.391	-.315	-.359	.439	-.090
recode4	.264	.116	.391	1.000	-.003	.001	.111	.166
recode5	-.196	-.024	-.315	-.003	1.000	.610	.004	.200
recode6	-.357	-.155	-.359	.001	.610	1.000	-.199	.365
recode7	.413	.206	.439	.111	.004	-.199	1.000	-.055
recode8	-.236	-.014	-.090	.166	.200	.365	-.055	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
recode1	21.3524	13.461	.128	.338	.364
recode2	20.7143	13.341	.145	.074	.355
recode3	21.8476	13.361	.209	.433	.326

recode4	21.5143	11.945	.345	.252	.250
recode5	20.8190	13.900	.091	.424	.382
recode6	20.7143	14.918	-.017	.499	.431
recode7	21.5619	12.749	.297	.317	.284
recode8	20.8095	13.790	.107	.195	.374

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24.1905	16.117	4.01463	8

RELIABILITY

```

/VARIABLES=recode9 recode10 recode11 recode12 recode13 recode14 recode15 recode16
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE CORR
/SUMMARY=TOTAL.

```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	105	98.1
	Excluded ^a	2	1.9
	Total	107	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.503	.516	8

Item Statistics

	Mean	Std. Deviation	N
recode9	3.2381	1.26737	105
recode10	2.8381	1.20195	105
recode11	3.1048	1.24749	105
recode12	3.3524	1.04680	105
recode13	2.3619	.98179	105
recode14	3.5143	1.06621	105
recode15	3.7048	1.11738	105
recode16	3.5143	1.04802	105

Inter-Item Correlation Matrix

	recode9	recode10	recode11	recode12	recode13	recode14	recode15	recode16
recode9	1.000	-.170	-.277	.509	-.139	.044	-.106	-.079
recode10	-.170	1.000	.576	-.283	.401	.081	.122	.258
recode11	-.277	.576	1.000	-.367	.416	.017	.243	.267
recode12	.509	-.283	-.367	1.000	-.219	.086	-.009	.026
recode13	-.139	.401	.416	-.219	1.000	-.014	.028	.219
recode14	.044	.081	.017	.086	-.014	1.000	.621	.441

recode15	-.106	.122	.243	-.009	.028	.621	1.000	.599
recode16	-.079	.258	.267	.026	.219	.441	.599	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
recode9	22.3905	17.298	-.074	.281	.590
recode10	22.7905	14.052	.291	.389	.444
recode11	22.5238	14.233	.248	.466	.462
recode12	22.2762	17.567	-.062	.345	.565
recode13	23.2667	15.505	.214	.246	.475
recode14	22.1143	13.987	.376	.429	.415
recode15	21.9238	13.244	.446	.559	.382
recode16	22.1143	12.987	.534	.433	.353

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
25.6286	18.120	4.25680	8

RELIABILITY

```

/VARIABLES=recode17 recode18 recode19 recode20 recode21 recode22 recode23 recode24
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE CORR
/SUMMARY=TOTAL.

```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	105	98.1
	Excluded ^a	2	1.9
	Total	107	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.683	.678	8

Item Statistics

	Mean	Std. Deviation	N
recode17	2.5048	.91066	105
recode18	2.9524	1.16339	105
recode19	2.5429	1.04724	105
recode20	3.4667	1.04759	105
recode21	3.4667	1.01020	105
recode22	3.3524	1.02826	105
recode23	3.4286	1.04566	105
recode24	3.1048	.96997	105

Inter-Item Correlation Matrix

	recode17	recode18	recode19	recode20	recode21	recode22	recode23	recode24
recode17	1.000	.068	.295	.144	.013	.075	.074	.059
recode18	.068	1.000	-.113	.421	.412	.352	.444	-.209
recode19	.295	-.113	1.000	.030	-.015	.053	.040	.190
recode20	.144	.421	.030	1.000	.446	.462	.456	.150
recode21	.013	.412	-.015	.446	1.000	.488	.473	.038
recode22	.075	.352	.053	.462	.488	1.000	.600	.194
recode23	.074	.444	.040	.456	.473	.600	1.000	.202
recode24	.059	-.209	.190	.150	.038	.194	.202	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
recode17	22.3143	18.871	.176	.112	.693
recode18	21.8667	16.424	.351	.388	.660
recode19	22.2762	19.086	.099	.129	.715
recode20	21.3524	15.384	.561	.360	.606
recode21	21.3524	16.077	.493	.356	.625
recode22	21.4667	15.251	.596	.444	.598
recode23	21.3905	14.990	.619	.475	.591
recode24	21.7143	18.956	.141	.203	.702

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24.8190	21.092	4.59260	8

Appendix 10: Ethics Approval

HUMAN RESEARCH ETHICS COMMITTEE



Notification of Expedited Approval

To Chief Investigator or Project Supervisor:	Doctor Tony Drew
Cc Co-investigators / Research Students:	Ms Ha Thi Ngan Nguyen Doctor Sidsel Grimstad
Re Protocol:	Exploring the drivers of organisational commitment in an emerging Asian country: The case of Vietnam
Date:	13-Nov-2017
Reference No:	H-2017-0342
Date of Initial Approval:	10-Nov-2017

Thank you for your **Response to Conditional Approval (minor amendments)** submission to the Human Research Ethics Committee (HREC) seeking approval in relation to the above protocol.

Your submission was considered under **L2 Low Risk Research Expedited** review by the Ethics Administrator.

I am pleased to advise that the decision on your submission is **Approved** effective **10-Nov-2017**.

In approving this protocol, the Human Research Ethics Committee (HREC) is of the opinion that the project complies with the provisions contained in the National Statement on Ethical Conduct in Human Research, 2007, and the requirements within this University relating to human research.

Approval will remain valid subject to the submission, and satisfactory assessment, of annual progress reports. *If the approval of an External HREC has been "noted" the approval period is as determined by that HREC.*

The full Committee will be asked to ratify this decision at its next scheduled meeting. A formal *Certificate of Approval* will be available upon request. Your approval number is **H-2017-0342**.

If the research requires the use of an Information Statement, ensure this number is inserted at the relevant point in the Complaints paragraph prior to distribution to potential participants You may then proceed with the research.

For Noting

Information Statement - Survey

Under 'How will the information collected by used?' please provide participants with an opportunity to be provided with a summary of results and advise when this may be available. It is noted this was provided in the PIS for interview participants only.

Information Statement - Interview

Under 'How will the information collected be used?' line 3, please remove the sentence "It is expected ...written in lay language".

Please provide a copy of the amended Information Statements to the HREC.

Conditions of Approval

This approval has been granted subject to you complying with the requirements for *Monitoring of Progress, Reporting of Adverse Events*, and *Variations to the Approved Protocol* as detailed below.

PLEASE NOTE:

In the case where the HREC has "noted" the approval of an External HREC, progress reports and reports of adverse events are to be submitted to the External HREC only. In the case of Variations to the approved protocol, or a Renewal of approval, you will apply to the External HREC for approval in the first instance and then Register that approval with the University's HREC.

• **Monitoring of Progress**

Other than above, the University is obliged to monitor the progress of research projects involving human participants to ensure that they are conducted according to the protocol as approved by the HREC. A progress report is required on an annual basis. Continuation of your HREC approval for this project is conditional upon receipt, and satisfactory assessment, of annual progress reports. You will be advised when a report is due.

• **Reporting of Adverse Events**

1. It is the responsibility of the person **first named on this Approval Advice** to report adverse events.
2. Adverse events, however minor, must be recorded by the investigator as observed by the investigator or as volunteered by a participant in the research. Full details are to be documented, whether or not the investigator, or his/her deputies, consider the event to be related to the research substance or procedure.
3. Serious or unforeseen adverse events that occur during the research or within six (6) months of completion of the research, must be reported by the person first named on the Approval Advice to the (HREC) by way of the Adverse Event Report form (via RIMS at <https://rims.newcastle.edu.au/login.asp>) within 72 hours of the occurrence of the event or the investigator receiving advice of the event.
4. Serious adverse events are defined as:
 - Causing death, life threatening or serious disability.
 - Causing or prolonging hospitalisation.
 - Overdoses, cancers, congenital abnormalities, tissue damage, whether or not they are judged to be caused by the investigational agent or procedure.
 - Causing psycho-social and/or financial harm. This covers everything from perceived invasion of privacy, breach of confidentiality, or the diminution of social reputation, to the creation of psychological fears and trauma.
 - Any other event which might affect the continued ethical acceptability of the project.
5. Reports of adverse events must include:
 - Participant's study identification number;
 - date of birth;
 - date of entry into the study;
 - treatment arm (if applicable);
 - date of event;
 - details of event;
 - the investigator's opinion as to whether the event is related to the research procedures; and action taken in response to the event.
6. Adverse events which do not fall within the definition of serious or unexpected, including those reported from other sites involved in the research, are to be reported in detail at the time of the annual progress report to the HREC.

• **Variations to approved protocol**

If you wish to change, or deviate from, the approved protocol, you will need to submit an *Application for Variation to Approved Human Research* (via RIMS at <https://rims.newcastle.edu.au/login.asp>). Variations may include, but are not limited to, changes or additions to investigators, study design, study population, number of participants, methods of recruitment, or participant information/consent documentation. **Variations must be approved by the (HREC) before**

they are implemented except when Registering an approval of a variation from an external HREC which has been designated

the lead HREC, in which case you may proceed as soon as you receive an acknowledgement of your Registration.

Linkage of ethics approval to a new Grant

HREC approvals cannot be assigned to a new grant or award (ie those that were not identified on the application for ethics approval) without confirmation of the approval from the Human Research Ethics Officer on behalf of the HREC.

Best wishes for a successful project.

Associate Professor Helen Warren-Forward
Chair, Human Research Ethics Committee

For communications and enquiries:

Human Research Ethics Administration

Research & Innovation Services
Research Integrity Unit
The University of Newcastle
Callaghan NSW 2308
T +61 2 492 17894
Human-Ethics@newcastle.edu.au

RIMS website - <https://RIMS.newcastle.edu.au/login.asp>

Linked University of Newcastle administered funding:

Funding body	Funding project title	First named investigator	Grant Ref
--------------	-----------------------	--------------------------	-----------

Appendix 11: Information Statement for the Research Project in English

Information Statement (qualitative study) for the Research Project in English



Dr Antony Drew
Newcastle Business School,
Faculty of Business and Law, University of Newcastle, Australia
Auckland Street, Newcastle, 2300
Tel: +61 2 4921 2099 Fax: +61 2 4921 7398
Email: Antony.Drew@newcastle.edu.au

Information Statement for the Research Project:

Exploring the drivers of organisational commitment in an emerging Asian economy: the case of Vietnam

Document version: no.002; dated 07/11/17

You are invited to participate in the research project identified above which is being conducted by Dr Antony Drew from the Faculty of Business and Law, University of Newcastle and Nguyen Thi Ngan Ha, a PhD student from the Faculty of Business and Law, University of Newcastle. The research is part of Nguyen Thi Ngan Ha's studies at the University of Newcastle, supervised by Dr Antony Drew.

Why is the research being done?

The purpose of the research is to explore cultural values affecting the level of organisational commitment (OC) within Vietnam of post-graduate MA students who have already worked for an organisation. You have a certain experiences worth sharing on your perception on commitment to an organisation.

Who can participate in the research?

MBA students studying at universities in Ho Chi Minh City aged from 23- 45 years with at least one year's working experience, may participate in this research.

What choice do you have?

Participation in this research is entirely your choice. Only those people who give their informed consent will be included in the project. Whether or not you decide to participate, your decision will not disadvantage you.

If you do decide to participate, you may withdraw from the project at any time without giving a reason and have the option of withdrawing any data that identifies you.

What would you be asked to do?

If you agree to participate, you will be asked to discuss your thoughts on organisational commitment during a one-on-one interview. You will also be asked some general demographic questions about your working experience. The interview will take place in a quiet office on your campus. The content of interview will be recorded. The researcher will contact you prior to the interview to organise the interview location. A supermarket coupon of 12AUD (=200,000 VND) will be offered to each participant as reimbursement for their time.

How much time it will take?

The interview will take up to one and a half hours.

What are the risks involved in participating?

The risk of participating is minimal, however reflecting back on your previous work experience may cause some level of distress. Should this occur, you are completely free to discontinue the interview at any time. Should you experience any distress related to your previous work experience after the interview, you are encouraged to speak to your university counselling service about any stressful issues associated with your previous work experience.

How will your privacy be protected?

Any information collected by the researcher that might identify you, will be stored securely and only accessed by the researcher, unless you consent otherwise, except as required by law.

Data will be retained for at least 5 years at the University of Newcastle. If data is identifiable, the confidentiality will be ensured by replacing names with numerical codes. Information that might identify participants will not be disclosed without their prior consent.

How will the information collected be used?

Following the transcription of your interview, you will be emailed a copy of your transcript, which you will be able to review and amend if required to ensure the accuracy of your comments.

The data will be presented in a thesis to be submitted for Ms Ha's degree. It may also be published in articles in scientific journals; Individual participants will not be identified in any reports arising from the project. Participants will be provided with a summary of the research findings by email by 30 June 2019.

What do you need to do to participate?

Please read this Information Statement and be sure you understand its concerns before you consent to participate. If there is anything you do not understand, or you have questions, contact the researcher. If you wish to participate, please complete the consent form and email it to the researcher at ThiNganHa.Nguyen@newcastle.edu.au

I will then respond via email to arrange a time convenient to you for the interview.

Further information

If you would like further information, please contact Nguyen Thi Ngan Ha - Newcastle Business School, Faculty of Business and Law, University of Newcastle, Auckland Street, Newcastle, 2300, Australia - Tel: +61 450833800 ; Email: ThiNganHa.Nguyen@newcastle.edu.au.

Thank you for considering this invitation.

Dr. Tony Drew- Principle Supervisor Nguyen Thi Ngan Ha- PhD student- Researcher

Complaints about this research

This project has been approved by the University's Human Research Ethics Committee, Approval No. H- 2017- 0342. Should you have concerns about your rights as a participant in this research, or you have a complaint about the manner in which the research is conducted, it may be given to the researcher, or, if an independent person is preferred, to the Human Research Ethics Officer, Research Services, NIER Precinct, The University of Newcastle, University Drive, Callaghan NSW 2308, Australia, telephone (02) 49216333, email Human-Ethics@newcastle.edu.au.

Appendix 12: Information Statement (qualitative study) in Vietnamese

Dr Antony Drew

Newcastle Business School,

Faculty of Business and Law, University of Newcastle, Australia

Auckland Street, Newcastle, 2300

Tel: +61 2 4921 2099 Fax: +61 2 4921 7398

Email: Antony.Drew@newcastle.edu.au

Tóm Tắt Dự án Nghiên Cứu

Đề tài nghiên cứu: Khám phá các yếu tố tác động đến cam kết tổ chức trong nền kinh tế Châu Á mới nổi: Trường hợp của Việt Nam

Người Nghiên cứu: Nguyễn Thị Ngân Hà

Văn bản số:001; ra ngày 25/09/17

Bạn được mời tham gia vào dự án nghiên cứu trên được thực hiện bởi Tiến sĩ Antony Drew từ Khoa Thương Mại và Luật trường địa học Newcastle và cô Nguyễn Thị Ngân Hà, Nghiên cứu sinh tại Khoa Thương mại và Luật Trường Đại Học Newcastle dưới sự hướng dẫn của Tiến sĩ Antony Drew.

Lý do thực hiện nghiên cứu

Mục đích của nghiên cứu này là khám phá các giá trị văn hóa tác động đến mức độ cam kết tổ chức của nhân viên tại Việt Nam và bạn là sinh viên cao học đã từng làm việc ở một tổ chức. Bạn có một số kinh nghiệm nhất định xứng đáng để chia sẻ quan điểm của bạn về cam kết làm việc cho một tổ chức.

Đối tượng tham gia nghiên cứu

Nghiên cứu này nhằm vào đối tượng là nhân viên có độ tuổi từ 23- 45 có ít nhất một năm kinh nghiệm làm việc, đang học chương trình MA tại trường đại học ở thành phố Hồ Chí Minh.

Đối tượng tham gia nghiên cứu có quyền gì?

Việc tham gia nghiên cứu này là hoàn toàn tự nguyện. Chỉ có những người thông báo đồng ý mới tham gia vào nghiên cứu này. Quyết định tham gia hay rút khỏi nghiên cứu hoàn toàn không có bất lợi gì cho bạn.

Nếu bạn quyết định tham gia nghiên cứu, bạn có quyền rút khỏi nghiên cứu này bất cứ lúc nào không cần lý do và có thể rút lại bất cứ dữ liệu nào có thể nhận diện ra bạn.

Đối tượng tham gia nghiên cứu phải làm gì?

Nếu bạn đồng ý tham gia, bạn sẽ phải thảo luận về cam kết tổ chức trong suốt cuộc phỏng vấn cá nhân. Bạn sẽ được hỏi một số câu hỏi về thông tin cá nhân liên quan đến kinh nghiệm làm việc. Cuộc phỏng vấn sẽ diễn ra tại phòng học của trường. Nội dung phỏng vấn sẽ được ghi âm. Người nghiên

cứu sẽ liên lạc với bạn và sắp xếp phỏng vấn. Thời gian phỏng vấn được tính như một giờ lao động nên người tham gia phỏng vấn sẽ được trả công lao động tương đương 200,000 VND.

Thời gian phỏng vấn

Cuộc phỏng vấn sẽ kéo dài từ 60 đến 90 phút.

Rủi ro và lợi ích của đối tượng tham gia nghiên cứu

Rủi ro khi tham gia nghiên cứu là rất nhỏ, tuy nhiên việc kể lại kinh nghiệm làm việc của bạn có thể gây ra sự sao nhãng. Nếu điều này xảy ra, bạn hoàn toàn có thể dừng cuộc phỏng vấn. Nếu bạn gặp bất cứ sao nhãng nào liên quan đến kinh nghiệm làm việc trước đó sau cuộc phỏng vấn, bạn có thể gặp tư vấn của trường về vấn đề áp lực này.

Quyền riêng tư của đối tượng tham gia nghiên cứu được đảm bảo như thế nào?

Bất cứ thông tin mà người nghiên cứu thu thập liên quan đến bạn sẽ được bảo mật và các nhà nghiên cứu khác chỉ được tiếp cận chỉ khi bạn đồng ý ngoại trừ khi có luật pháp yêu cầu.

Dữ liệu sẽ được lưu trữ ít nhất 5 năm tại trường Đại học Newcastle. Nếu dữ liệu được nhân diện, tên của người được phỏng vấn sẽ được mã hóa để đảm bảo bí mật. Thông tin nhận diện người được phỏng vấn sẽ không được tiết lộ mà không có sự đồng ý trước của họ.

Dữ liệu thu thập sẽ được sử dụng như thế nào?

Tiếp theo phiên bản ghi âm cuộc phỏng vấn, bạn sẽ nhận được bản sao bằng chữ qua email để bạn có thể đọc và sửa lại để đảm bảo đúng với ý kiến của bạn.

Dữ liệu sẽ được trình bày trên các bài báo của tạp chí khoa học; trong luận án tiến sĩ của bà Hà. Cá nhân đối tượng tham gia nghiên cứu sẽ không được nhận diện trong bất cứ báo cáo nào của dự án nghiên cứu.

Đối tượng nghiên cứu được mong muốn sẽ cung cấp một bản tóm tắt kết quả bằng ngôn ngữ đời thường. Ngôn ngữ này không phù hợp để cung cấp cho các công bố báo chí. Người tham gia nghiên cứu sẽ được nhận bản tóm tắt của kết quả nghiên cứu vào ngày 30/6/2019.

Đối tượng tham gia nghiên cứu cần phải làm gì?

Xin hãy đọc bản Tóm Tắt Dự Án Nghiên Cứu này và chắc chắn bạn hiểu những thông tin liên quan trước khi bạn đồng ý tham gia. Nếu như bạn không hiểu bất cứ điều gì hoặc có bất cứ thắc mắc nào, hãy liên lạc với người nghiên cứu. Nếu bạn muốn tham gia, vui lòng điền vào phiếu đồng ý và gửi tới email của người nghiên cứu: ThiNganHa.Nguyen@newcastle.edu.au

Tôi sẽ liên lạc với bạn qua email để thu xếp thời gian thuận tiện cho bạn tham gia phỏng vấn

Thông tin bổ sung

Nếu muốn biết thêm thông tin, vui lòng liên hệ với Nguyễn Thị Ngân Hà- Business and Law Faculty, Newcastle Business School, Faculty of Business and Law, University of Newcastle, Auckland Street, Newcastle, 2300, Australia- Tel: +61 450833800 ; Email: ThiNganHa.Nguyen@newcastle.edu.au. Dữ

liệu sẽ được trình bày trong luận án tiến sĩ của bà Hà và có thể sẽ được trình bày trong các bài báo khoa học. Cá nhân đối tượng tham gia nghiên cứu sẽ không được nhận diện trong bất cứ báo cáo nào của dự án nghiên cứu.

Cám ơn bạn quan tâm đến lời mời này.

Dr. Tony Drew – Principal Supervisor

Nguyen Thi Ngan Ha- Researcher

Khiếu nại về nghiên cứu này.

Dự án này được chấp thuận bởi Ủy ban Đạo đức Nghiên cứu về Con người, Văn bản chấp thuận số: H-2017-0342

Nếu bạn có bất cứ thắc mắc nào về quyền của bạn như là một thành viên tham gia vào nghiên cứu này, hoặc bạn có khiếu nại nào về cách thức mà nghiên cứu này được thực hiện, bạn có thể gửi trực tiếp đến người nghiên cứu, hoặc, nếu có một người độc lập nào đó được mong muốn hơn, gửi đến nhân viên phụ trách vấn đề đạo đức về nghiên cứu con người, Phòng Nghiên Cứu, NIER Precinct, The University of Newcastle, University Drive, Callaghan NSW 2308, Australia, telephone (02) 49216333, email Human-Ethics@newcastle.edu.au.

Appendix 13: Information Statement (quantitative study) for the Research Project in English



Dr Antony Drew

Newcastle Business School,

Faculty of Business and Law, University of Newcastle, Australia

Auckland Street, Newcastle, 2300

Tel: +61 2 4921 2099 Fax: +61 2 4921 7398

Email: Antony.Drew@newcastle.edu.au

Information Statement for the Research Project:

Exploring the drivers of organisational commitment in an emerging Asian economy: the case of Vietnam

Document version: no.2; dated 07/11/17

You are invited to participate in the research project identified above which is being conducted by Dr Antony Drew from the Faculty of Business and Law, University of Newcastle and Nguyen Thi Ngan Ha, a PhD student from the Faculty of Business and Law, University of Newcastle. The research is part of Nguyen Thi Ngan Ha's studies at the University of Newcastle, supervised by Dr Antony Drew.

Why is the research being done?

The purpose of the research is to explore cultural values affecting the level of organisational commitment (OC) within Vietnam. As a graduate student who has already worked for an organisation, you, have experiences worth sharing regarding organisational commitment.

Who can participate in the research?

I am seeking non-MBA students studying at University in Ho Chi Minh City aged from 23- 45 years with at least one year's work experience to participate in this research.

What choice do you have?

Participation in this research is entirely your choice. Whether or not you decide to participate, your decision will not disadvantage you.

If you decide to participate, you may withdraw from the project at any time prior to submitting your completed survey. Please note, due to the anonymous nature of the survey, you will not be able to withdraw your responses after it has been submitted.

What would you be asked to do?

If you agree to participate, you will be asked to complete an anonymous survey on organisational commitment in your own time and place it in the sealed box. You will answer some general demographic questions and some questions about your working experience. The sealed box will then be collected by the researcher.

How much time it will take?

The survey will take up 30 minutes.

What are the risks of participating?

There are no risks to you in participating in this research.

How will your privacy be protected?

As this is an anonymous survey, your identity will not be known. Surveys will be scanned and stored as electronic copies in the researcher's password protected computer. Hard copies will then be shredded. Your survey data will be retained for at least 5 years at the University of Newcastle.

How will the information collected be used?

The data will be presented in a thesis to be submitted for Ms Ha's degree and later in articles in scientific journals. Participants will be provided with a summary of the research findings by email by 30 June 2019.

What do you need to do to participate?

Please read this Information Statement and be sure you understand its concerns before you consent to participate. If you would like to participate, please complete and return the attached anonymous survey in the sealed box at the school office. Completion and return of the survey will be taken as your implied consent to participate.

Further information

If you would like further information, please contact Nguyen Thi Ngan Ha - Business and Law Faculty, Newcastle Business School, Faculty of Business and Law, University of Newcastle, Auckland Street, Newcastle, 2300, Australia - Tel: +61 450833800 ; Email: ThiNganHa.Nguyen@newcastle.edu.au.

Thank you for considering this invitation.

Dr. Tony Drew- Principle Supervisor
Researcher

Nguyen Thi Ngan Ha- PhD student-

Complaints about this research

This project has been approved by the University's Human Research Ethics Committee, Approval No. H- 2017-0342.

Should you have concerns about your rights as a participant in this research, or you have a complaint about the manner in which the research is conducted, it may be given to the researcher, or, if an independent person is preferred, to the Human Research Ethics Officer, Research Services, NIER Precinct, The University of Newcastle, University Drive, Callaghan NSW 2308, Australia, telephone (02) 49216333, email Human-Ethics@newcastle.edu.au.

Appendix 14: Information Statement (quantitative study) in Vietnamese



Dr Antony Drew

Newcastle Business School,

Faculty of Business and Law, University of Newcastle, Australia

Auckland Street, Newcastle, 2300

Tel: +61 2 4921 2099 Fax: +61 2 4921 7398

Email: Antony.Drew@newcastle.edu.au

Tóm Tắt Dự án Nghiên Cứu

Đề tài nghiên cứu: Khám phá các yếu tố tác động đến cam kết tổ chức trong nền kinh tế Châu Á mới nổi: Trường hợp của Việt Nam

Người Nghiên cứu: Nguyễn Thị Ngân Hà

Văn bản số:002; ra ngày:07/11/2017

Bạn được mời tham gia vào dự án nghiên cứu trên được thực hiện bởi Tiến sĩ Antony Drew từ Khoa Thương Mại và Luật trường địa học Newcastle và cô Nguyễn Thị Ngân Hà, Nghiên cứu sinh tại Khoa Thương mại và Luật Trường Đại Học Newcastle dưới sự hướng dẫn của Tiến sĩ Antony Drew.

Lý do thực hiện nghiên cứu

Mục đích của nghiên cứu này là khám phá các giá trị văn hóa tác động đến mức độ cam kết tổ chức của nhân viên tại Việt Nam và bạn là sinh viên đã tốt nghiệp đại học đã từng làm việc ở một tổ chức. Bạn có một số kinh nghiệm nhất định xứng đáng để chia sẻ quan điểm của bạn về cam kết làm việc cho một tổ chức.

Đối tượng tham gia nghiên cứu

Nghiên cứu này nhằm vào đối tượng là nhân viên có độ tuổi từ 23- 45 có ít nhất một năm kinh nghiệm làm việc, đang học chương trình Đại học VB2 tại 3 trường đại học ở thành phố Hồ Chí Minh.

Đối tượng tham gia nghiên cứu có quyền gì?

Việc tham gia nghiên cứu này là hoàn toàn tự nguyện. Quyết định tham gia hay rút khỏi nghiên cứu hoàn toàn không có bất lợi gì cho bạn.

Nếu bạn quyết định tham gia nghiên cứu, bạn có thể rút khỏi nghiên cứu này bất cứ lúc nào trước khi bạn nộp bản khảo sát đã được hoàn chỉnh. Xin lưu ý, vì bản khảo sát là khuyết danh nên bạn sẽ không được quyền rút lại các câu trả lời của mình sau khi gửi đi.

Đối tượng tham gia nghiên cứu phải làm gì?

Nếu bạn đồng ý tham gia, bạn sẽ hoàn thành một bản khảo sát không ghi tên về cam kết công việc, kinh nghiệm làm việc và bỏ nó vào thùng niêm phong. Người nghiên cứu sẽ thu lại thùng niêm phong này.

Thời gian phỏng vấn

Buổi khảo sát sẽ kéo dài khoảng 30 phút. .

Rủi ro và lợi ích của đối tượng tham gia nghiên cứu

Không có bất cứ rủi ro và lợi ích gì khi tham gia nghiên cứu này

Quyền riêng tư của đối tượng tham gia nghiên cứu được đảm bảo như thế nào?

Vì đây là khảo sát khuyết danh nên thông tin cá nhân nhận diện của bạn sẽ không được biết. Các bản khảo sát sẽ được chụp ảnh và lưu trữ như là các bản sao điện tử trên máy tính được bảo mật của người nghiên cứu. Bản cứng sẽ bị hủy. Dữ liệu sẽ được lưu trữ ít nhất 5 năm tại trường Đại học Newcastle.

Dữ liệu thu thập sẽ được sử dụng như thế nào?

Dữ liệu sẽ được trình bày trong luận án tiến sĩ của bà Hà và có thể sẽ được trình bày trong các bài báo khoa học. Cá nhân đối tượng tham gia nghiên cứu sẽ không được nhận diện trong bất cứ báo cáo nào của dự án nghiên cứu.

Đối tượng tham gia nghiên cứu cần phải làm gì?

Xin hãy đọc bản Tóm Tắt Dự Án Nghiên Cứu này và chắc chắn bạn hiểu những thông tin liên quan trước khi bạn đồng ý tham gia. Nếu bạn đồng ý tham gia, xin hãy hoàn thành bản khảo sát và bỏ nó vào thùng có niêm phong trong văn phòng của trường.

Thông tin bổ sung

Nếu muốn biết thêm thông tin, vui lòng liên hệ với Nguyễn Thị Ngân Hà- Business and Law Faculty, Newcastle Business School, Faculty of Business and Law, University of Newcastle, Auckland Street, Newcastle, 2300, Australia- Tel: +61 450833800 ; Email: ThiNganHa.Nguyen@newcastle.edu.au Dữ liệu sẽ được trình bày trong luận án tiến sĩ của bà Hà và có thể sẽ được trình bày trong các bài báo khoa học. Cá nhân đối tượng tham gia nghiên cứu sẽ không được nhận diện trong bất cứ báo cáo nào của dự án nghiên cứu.

Cám ơn bạn quan tâm đến lời mời này.

Dr. Tony Drew – Principal Supervisor

Nguyen Thi Ngan Ha- Researcher

Khiếu nại về nghiên cứu này.

Dự án này được chấp thuận bởi Ủy ban Đạo đức Nghiên cứu về Con người, Văn bản chấp thuận số: H-2017-0342.

Nếu bạn có bất cứ thắc mắc nào về quyền của bạn như là một thành viên tham gia vào nghiên cứu này, hoặc bạn có khiếu nại nào về cách thức mà nghiên cứu này được thực hiện, bạn có thể gửi trực tiếp đến người nghiên cứu, hoặc, nếu có một người độc lập nào đó được mong muốn hơn, gửi đến nhân viên phụ trách vấn đề đạo đức về nghiên cứu con người, Phòng Nghiên Cứu, NIER Precinct, The University of Newcastle, University Drive, Callaghan NSW 2308, Australia, telephone (02) 49216333, email Human-Ethics@newcastle.edu.au.

Appendix 15: Consent Form for the Research Project in English



Dr Antony Drew

Newcastle Business School,

Faculty of Business and Law, University of Newcastle, Australia

Auckland Street, Newcastle, 2300

Tel: +61 2 4921 2099 Fax: +61 2 4921 7398

Email:

Antony.Drew@newcastle.edu.au

Consent Form for the Research Project

**Exploring the drivers of organisational commitment in an emerging Asian economy:
the case of Vietnam**

Researcher: Nguyen Thi Ngan Ha

Document Version: 002 ; dated 07/11/17

I agree to participate in the above research project and give my consent freely.

I understand that the project will be conducted as described in the Participant Information Statement, a copy of which I have retained.

I understand I can withdraw from the project at any time up to the submission of data for publication and do not have to give any reason for withdrawing. During the interview, I can ask for the tape to be stopped and edited or erased. I may also review the transcription of the interview and edit my contribution. If I decide to withdraw, all data related to me will be withdrawn and destroyed.

I consent to:

1. Participating in an interview of up to one and a half hours.
2. The interview being digitally recorded for later transcription.

I understand my personal information will remain confidential to the researchers

I have had the opportunity to have questions answered to my satisfaction.

Print Name: _____

Signature: _____ **Date:** ____/____/____

Contact telephone number: _____

Appendix 16: Consent Form for the Research Project in Vietnamese



Dr Antony Drew

Newcastle Business School,

Faculty of Business and Law, University of Newcastle, Australia

Auckland Street, Newcastle, 2300

Tel: +61 2 4921 2099 Fax: +61 2 4921 7398

Email: Antony.Drew@newcastle.edu.au

Thư Đồng Ý Tham gia Dự án Nghiên Cứu

Đề tài nghiên cứu: Khám phá các yếu tố tác động đến cam kết tổ chức trong nền kinh tế Châu Á mới nổi: Trường hợp của Việt Nam

Người Nghiên cứu: Nguyễn Thị Ngân Hà

Văn bản số:001; ra ngày 25/09/17

Tôi hoàn toàn tự nguyện tham gia vào dự án nghiên cứu trên.

Tôi hiểu rằng dự án nghiên cứu này sẽ được thực hiện đúng như nó được miêu tả trong Tài Liệu Tóm Tắt dự án nghiên cứu mà tôi có giữ một bản sao.

Tôi hiểu rằng tôi hoàn toàn có quyền rút khỏi dự án bất cứ lúc nào mà không cần phải cho biết lý do. Trong suốt quá trình phỏng vấn tôi có thể yêu cầu dừng thu âm và chỉnh sửa hay xóa bỏ đoạn thu âm. Tôi cũng được phép xem lại văn bản chép của đoạn phỏng vấn và biên tập lại đóng góp của mình. Nếu tôi quyết định rút khỏi dự án, toàn bộ dữ liệu liên quan đến tôi sẽ bị xóa sạch.

Tôi đồng ý:

1. Tham gia cuộc phỏng vấn khoảng 60 đến 90 phút
2. Cuộc phỏng vấn sẽ được ghi âm bằng thiết bị điện tử.

Tôi hiểu rằng thông tin cá nhân của tôi sẽ được bảo mật.

Tôi có quyền đặt câu hỏi để đáp ứng sự thỏa mãn của tôi.

Họ và tên:.....

Chữ ký..... Ngày:.....

Số điện thoại:.....

Appendix 17: Questionnaire for survey in English



The questionnaire for survey in English

Part A: Demographics Details

1. Age: 18-25 ☐ 26-35 ☐ 36-45 ☐
2. Gender: Male ☐ Female ☐
3. Occupation prior to commencing studies: _____
4. Type of organisation in which you employed: State-run Company ☐ Non-state-run company ☐
5. Industry in which employed: Business ☐ Medicine ☐ Engineering ☐ Education ☐ Other ☐
6. Number of years of work experience: 1-3 ☐ 4-6 ☐ more than 6 ☐
7. Father's ancestral region: North ☐ Middle ☐ South ☐
8. Mother's ancestral region: North ☐ Middle ☐ South ☐
9. Normal city of residence:
10. Normal city of work (if different from city of residence)

Part B: Organisational Commitment

Please choose the best answer from (1) to (5) for each statement.

Item	Statement	Strongly disagree (1)	Slightly disagree (2)	Neither disagree nor agree (3)	Slightly agree (4)	Strongly agree (5)
Affirmative Commitment						
1	I would be very happy to spend the rest of my career with this organisation.					
2	I enjoy discussing my organisation with people outside it.					
3	I really feel as if this organisation's problems are my own.					
4	I think that I could easily become as attached to another organisation as I am to this one.					
5	I do not feel like 'part of the family' at my organisation.					
6	I do not feel 'emotionally attached' to this organisation.					
7	This organisation has a great deal of personal meaning for me.					
8	I do not feel a strong sense of belonging to my organisation.					
Continuance Commitment						
9	I am not afraid of what might happen if it quit my job without having another one lined up.					
10	It would be very hard for me to leave my organisation right now, even if I wanted to.					

11	Too much in my life would be disrupted if I decided I wanted to leave my organisation now.					
12	It wouldn't be too costly for me to leave my organisation now.					
13	Right now, staying with my organisation is a matter of necessity as much as desire.					
14	I feel that I have too few options to consider leaving this organisation.					
15	One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.					
16	One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here.					
	Normative Commitment					
17	I think that people these days move from company to company too often.					
18	I do not believe that a person must always be loyal to his or her organisation.					
19	Jumping from organisation to organisation does not seem at all unethical to me.					
20	One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.					
21	If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation.					
22	I was taught to believe in the value of remaining loyal to one organisation.					
23	Things were better in the days when stayed with one organisation for most of their careers.					
24	I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.					

Part C: Closing Questions

1. Tell me about the type of organisation you would be happiest working for
.....
2. Tell me about the type of person you would want to talk to or get help from, if you were having problems at work. Why?
.....
.....
3. At work, do you feel that it is easier to communicate with colleagues who come from the same region as you? Why?
.....
4. What would make you consider moving from one company to another company?
.....
.....
5. Tell me about the qualities you think your ideal boss would have.
.....
.....

Appendix 18: Questionnaire for survey in Vietnamese



The questionnaire for survey in Vietnamese

Phần A: Thông tin cá nhân

1. Tuổi: 18-25 ☐ 26- 35 ☐ 36-45 ☐
2. Giới tính: Nam ☐ Nữ ☐
3. Công việc trước khi đi học VB2 : Có ☐ Không ☐
4. Loại hình doanh nghiệp bạn làm việc: Nhà nước ☐ Ngoại nhà nước ☐
5. Lĩnh vực bạn đã từng làm việc: Kinh doanh ☐ Y tế ☐ Kỹ thuật ☐ Giáo dục ☐ Khác ☐
6. Số năm làm việc: 1-3 ☐ 4-6 ☐ more than 6 ☐
7. Quê Cha: Miền Bắc ☐ Miền Trung ☐ Miền Nam ☐
8. Quê Mẹ : Miền Bắc ☐ Miền Trung ☐ Miền Nam ☐
9. Thành phố/ Tỉnh nơi bạn cư ngụ:.....
10. Thành phố/ Tỉnh nơi bạn làm việc

Phần B: Cam kết tổ chức

Xin vui lòng chọn câu trả lời từ (1) cho đến (5) cho mỗi nhận định dưới đây đúng nhất với suy nghĩ của bạn.

STT	Nhận định	Hoàn toàn không đồng ý (1)	Không đồng ý vừa (2)	Không có ý kiến (3)	Đồng ý vừa (4)	Hoàn toàn đồng ý (5)
	Cam kết tình cảm					
1	Tôi sẽ cảm thấy vui vẻ khi làm việc cho công ty này cho đến khi về hưu?					
2	Tôi thích bàn về công ty của mình với người ngoài.					
3	Tôi cảm thấy vấn đề của công ty mình như chính là vấn đề của mình.					
4	Tôi nghĩ rằng tôi có thể dễ dàng gắn bó với công ty khác như đã gắn bó với công ty mà tôi đang làm việc/ đã từng làm việc.					
5	Tôi không cảm thấy như là “thành viên của một gia đình” tại công ty của tôi.					
6	Tôi không cảm thấy “gắn bó một cách tình cảm” với công ty này.					

7	Công ty này có ý nghĩa cá nhân rất lớn đối với tôi.					
8	Tôi không cảm thấy mình có ý nghĩ mạnh mẽ rằng mình thuộc về công ty này.					
	Cam kết tiếp tục					
9	Tôi không cảm thấy lo lắng về những gì có thể xảy ra nếu như tôi bỏ việc của mình mà không có một công việc khác tiếp theo.					
10	Tôi cảm thấy rất khó khăn khi rời bỏ công ty này ngay bây giờ, ngay cả khi tôi muốn.					
11	Cuộc sống của tôi có thể gặp rất nhiều khó khăn nếu tôi quyết định từ bỏ công ty ngay bây giờ.					
12	Tôi sẽ không mất mát gì nhiều khi bỏ công ty hiện tại					
13	Ngay bây giờ ở lại làm việc với công ty là cần thiết và cũng là mong muốn của tôi.					
14	Tôi thấy rằng có quá ít lựa chọn để cân nhắc khi từ bỏ công ty này.					
15	Một trong những hậu quả nghiêm trọng của việc từ bỏ công ty này là hiếm có lựa chọn thay thế.					
16	Một trong những lý do chính mà tôi tiếp tục làm việc ở công ty hiện tại là bỏ việc đòi hỏi sự hy sinh thuộc về cá nhân đáng kể- một công ty khác có thể không đáp ứng hết toàn bộ lợi ích mà bạn đang có với công ty hiện tại.					
	Cam kết chuẩn mực					
17	Tôi cho rằng ngày nay người thường nhảy từ công ty này sang công ty khác.					
18	Tôi tin rằng một người phải luôn trung thành với công ty của mình.					
19	Nhảy việc dường như không phải hoàn toàn là vấn đề không có đạo đức đối với tôi.					
20	Một trong những lý do chính mà tôi tiếp tục làm việc cho công ty đó là tôi tin rằng trung thành là quan trọng và vì vậy tôi cảm thấy ở lại công ty là vấn đề ràng buộc mang tính đạo đức.					
21	Nếu tôi được công ty khác mời làm công việc tốt hơn, tôi không cho rằng mình đúng khi rời bỏ công ty hiện tại.					
22	Tôi được dạy để tin vào giá trị của việc trung thành với một công ty.					
23	Mọi thứ tốt đẹp hơn trong khoảng thời gian mà người ta làm việc chỉ với một công ty trong gần suốt quãng đời làm việc của mình.					
24	Tôi không cho rằng mong muốn trở thành “người của công ty” là nhạy cảm nữa.					

Part C: Closing Questions

1. Loại hình doanh nghiệp nào bạn mong muốn làm việc nhất?
.....
2. Mẫu người nào bạn mong muốn chia sẻ hay nhờ giúp đỡ, nếu bạn gặp khó khăn trong công việc?
.....
.....
3. Tại nơi làm việc, bạn có cảm thấy dễ dàng hơn trong việc giao tiếp với đồng nghiệp là đồng hương của bạn không?
.....
.....
4. Điều gì khiến bạn cân nhắc khi chuyển từ công ty này sang công ty khác?
.....
.....
5. Những phẩm chất nào bạn cho là một sếp lý tưởng cần phải có?
.....
.....

Appendix 19: Protocol for face to face interviews

Part A: Demographic details

Name: (to be de-identified prior to coding data)

Age:

Gender:

Occupation prior to commencing studies:

Previous occupations if any:

Industry in which employed:

Normal city of residence.....

Normal city of work (if different from city of residence)

Number of years of work experience:

Father's ancestral region:

Mother's ancestral region:

Part B: Organisational Commitment

Affective Commitment

1. Under what conditions would you be happy to spend the rest of your career one organisation? Why?
2. To what extent do you enjoy discussing your organisation with people outside it? Why?
3. To what extent do you feel as if your organisation's problems are your own? Why?
4. Do you feel that you could easily become as attached to another organisation as the one you currently/used to work for? Why/Why not?
5. To what extent do/did you feel like 'part of the family' at the last organisation you worked for? Why?
6. To what extent did or didn't you feel 'emotionally attached' to this organisation? Why?
7. How much personal meaning did the last organisation you worked for have for you?
8. To what extent did or didn't you feel a strong sense of belonging to the last organisation you worked for? Why?

Continuance Commitment

1. Do you feel worried about what might happen if it quit your job without having another one lined up? Why/Why not?

2. How hard do you feel it would be to leave your organisation right now, even if you wanted to? Why?
3. To what extent would your life be disrupted if you decided you wanted to leave your organisation now? Why?
4. How much would it cost for you to leave your organisation now?
5. Do you feel that right now, staying with your organisation is a matter of necessity as much as desire? Why/ Why not
6. Do you feel that you have too few options to consider leaving this organisation? Why/ Why not?
7. Do you think that one of the few serious consequences of leaving this organisation would be the scarcity of available alternatives? Why?
8. To what extent do you feel that leaving your current organisation would require considerable personal sacrifice – e.g. another organisation may not match the overall benefits you have in your current organisation?

Normative Commitment

1. Do you think that people these days move from company to company too often? Why/Why not?
2. Do you believe that a person must always be loyal to his or her organisation? Why/ Why not?
3. To what extent do you feel it is ethical to move from organisation to organisation? Why?
4. To what extent do you believe that you continue to work for an organisation out of a sense of loyalty and/or moral obligation? Why?
5. If you were made an offer of a better job with another organisation, do you think it would be right or wrong to leave your current organisation? Why?
6. Were you taught to believe in the value of remaining loyal to one organisation? Why?
7. Do/Did you believe that things were better in the days when people stayed with one organisation for most of their career? Why/ Why not?
8. Do you feel it is important to be a 'company man' or 'company woman'? Why/ Why not?

Closing questions

1. Tell me about the type of organisation you would be happiest working for?
2. Tell me about the type of person you would want to talk to or get help from, if you were having problems at work?
3. At work, do you feel that it is easier to communicate with colleagues who come from the same region as you?
4. What would make you consider moving from one company to another company?
5. Tell me about the qualities you think your ideal boss would have?

These questions are testing to see if workers feel more confident speaking to someone from their own region or to those from outside their ancestral region – may also test for country of origin. North, South and Middle of Vietnam.

Appendix 20: Protocol for face-to-face interviews in Vietnamese

Câu hỏi phỏng vấn

Phần A: Thông tin cá nhân

1. Họ và tên:..... (được mã hóa trên dữ liệu thu được)
2. Tuổi:.....
3. Giới tính:
4. Nghề nghiệp trước khi bắt đầu học MBA:.....
5. Nghề nghiệp trước đây (nếu có):Loại hình công ty:
6. Thành phố/tỉnh cư trú:.....
7. Thành phố/ tỉnh làm việc:.....
8. Số năm công tác:
9. Quê cha:
10. Quê mẹ:

Phần B: Cam kết tổ chức

Cam kết tình cảm

1. Trong điều kiện nào bạn cảm thấy vui vẻ khi bạn làm việc cho một công ty cho đến khi về hưu? Tại sao?
2. Bạn thích bàn về công ty của bạn với người ngoài ở mức độ nào? Tại sao?
3. Ở mức độ nào bạn cảm thấy vấn đề của công ty bạn như chính là vấn đề của bạn? Tại sao?
4. Bạn có nghĩ rằng bạn có thể gắn bó với công ty khác như đã gắn bó với công ty mà bạn đang làm việc/ đã từng làm việc không? Tại sao?
5. Ở mức độ nào bạn cảm thấy như là “thành viên của một gia đình” tại công ty mà bạn đã từng làm việc? Tại sao?
6. Ở mức độ nào bạn cảm thấy hoặc không cảm thấy “gắn bó một cách tình cảm” với công ty này? Tại sao?
7. Bạn cảm thấy bạn mang ý nghĩa cá nhân ở mức độ nào đối với công ty cũ của bạn?
8. Bạn có cảm thấy/ không cảm thấy mình có ý nghĩ mạnh mẽ rằng mình thuộc về công ty cũ mà mình đã từng làm việc không? Tại sao?

Cam kết tiếp tục

1. Bạn có cảm thấy lo lắng về những gì có thể xảy ra nếu như bạn bỏ công việc của mình mà không có một công việc khác tiếp theo? Tại sao?
2. Bạn cảm thấy khó khăn như thế nào khi rời bỏ công ty này ngay bây giờ, ngay cả khi bạn muốn? Tại sao?
3. Cuộc sống của bạn có thể bị khó khăn ở mức độ nào nếu bạn quyết định từ bỏ công ty ngay bây giờ? Tại sao?
4. Bạn sẽ tởm kém bao nhiêu khi bỏ công ty hiện tại?
5. Bạn có cảm thấy rằng ngay bây giờ ở lại làm việc với công ty hiện tại là cần thiết và cũng là mong muốn của bạn không? Tại sao?
6. Bạn có thấy rằng có quá ít lựa chọn để cân nhắc khi từ bỏ công ty này? Tại sao?
7. Bạn có nghĩ rằng một trong những hậu quả ít ỏi của việc từ bỏ công ty này là hiếm có lựa chọn thay thế? Tại sao?

8. Ở mức độ nào bạn cảm thấy từ bỏ công ty hiện tại có thể sẽ là sự hy sinh cá nhân đáng kể- ví dụ như một công ty khác có thể không đáp ứng hết toàn bộ lợi ích mà bạn đang có với công ty hiện tại?

Cam kết chuẩn mực

1. Bạn có cho rằng ngày nay người thường nhảy từ công ty này sang công ty khác không? Tại sao?
2. Bạn có tin rằng một người phải luôn trung thành với công ty của mình không? Tại sao?
3. Ở mức độ nào bạn cho rằng chuyển từ công ty này sang công ty khác liên quan đến vấn đề đạo đức? Tại sao?
4. Ở mức độ nào bạn tin rằng bạn tiếp tục làm việc cho công ty không phải là vì ý nghĩ trung thành hay/và ràng buộc về mặt đạo đức? Tại sao?
5. Nếu bạn được công ty khác mời làm công việc tốt hơn, bạn nghĩ rằng đúng hay sai khi rời bỏ công ty hiện tại không? Tại sao?
6. Bạn có được dạy để tin rằng giá trị của việc trung thành với một công ty không? Tại sao?
7. Bạn có tin/ đã tin rằng mọi thứ tốt đẹp hơn trong khoảng thời gian mà người ta làm việc chỉ với một công ty trong gần suốt quãng đời làm việc của mình không? Tại sao?
8. Bạn có cảm thấy quan trọng khi trở thành “người của công ty” không? Tại sao?

Câu hỏi mở

1. Loại hình doanh nghiệp nào bạn mong muốn làm việc nhất?
2. Mẫu người nào bạn mong muốn chia sẻ hay nhờ giúp đỡ, nếu bạn gặp khó khăn trong công việc?
3. Tại nơi làm việc, bạn có cảm thấy dễ dàng hơn trong việc giao tiếp với đồng nghiệp là đồng hương của bạn không?
4. Điều gì khiến bạn cân nhắc khi chuyển từ công ty này sang công ty khác?
5. Những phẩm chất nào bạn cho là một sếp lý tưởng cần phải có?