

Optimizing the effects of organizational commitment on job satisfaction and work stress : Case on Vietnam

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Abstract

Escalating trade disagreements between the United States and China have prompted many companies to relocate from China to Vietnam, spurring noticeable shifts in Vietnam's labor market. This trend underscores the need for robust employee commitment to smoothly facilitate the integration of newly relocated business operations. In this research, data from 228 Vietnamese employees employed in manufacturing and service sectors were gathered and subsequently evaluated using SPSS and AMOS. Structural equation modeling (SEM) offered key insights. The study's findings underscore three primary observations: (1) a strong link exists between organizational commitment and elevated job satisfaction, (2) organizational commitment is inversely connected to work stress, and (3) job satisfaction takes on an important role in reducing employees' stress levels. These results pave the way for practical managerial recommendations aimed at enhancing human resource practices within Vietnamese organizations. Moreover, the paper identifies areas warranting future investigation, such as assessing the impact of alternative managerial strategies on organizational commitment and examining cultural influences that shape employee engagement.

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1. Introduction

Vietnam's rapid economic progress and intensifying international competition place effective human resource management at the forefront of organizational priorities. In contemporary work settings, organizational commitment, job satisfaction, and work stress are closely interlinked elements that significantly influence employee performance, turnover rates, and overall organizational vitality. Organizational commitment—reflecting an employee's emotional bond and sense of belonging to the firm—can amplify job satisfaction while mitigating detrimental outcomes linked to high-stress environments [1]. Consequently, exploring how to bolster organizational commitment to positively affect both satisfaction and stress has become a pressing concern for Vietnamese firms striving to remain competitive.

Amid widespread reforms and evolving managerial practices, Vietnam's enterprises face mounting expectations for employees to handle heavier workloads. When accompanied by insufficient coping strategies, heightened job demands can erode morale, diminish satisfaction, and undermine both commitment and workforce stability. Although numerous studies have previously investigated the relationships among work stress, job satisfaction, and commitment, Vietnam's particular cultural and leadership context calls for localized scrutiny of these dynamics.

Responding to these imperatives, this paper focuses on strategies for leveraging organizational commitment within Vietnamese companies to strengthen job satisfaction and lessen work stress. Many past investigations considered these factors separately or without a clear integrative framework, while specific guidance on methods for fostering a sense of belonging as a means to alleviate occupational stress remains underdeveloped, especially in Vietnam. Beyond that, industry-specific distinctions and various organizational scales underscore the need to analyze mediating pathways and potential moderators. To fill these gaps, the current research designs a comprehensive model indicating how organizational commitment indirectly eases work stress by elevating job satisfaction [2], while also probing other factors that may moderate these associations. Drawing on empirical findings, this study sheds light on the challenges that Vietnamese businesses confront when managing employees, proposes workable solutions, and enhances the global discourse on how commitment, satisfaction, and psychological well-being intersect in the workplace.

2. Literature Review and Hypotheses

2.1 *Organizational Commitment: Concepts and Implications*

Mowday, Steers, and Porter [3] announced organizational commitment as the degree of identification and participation an individual has within a specific organization. Meyer and Allen [4] illustrated commitment as a psychological construct binding employees and their organization, divided into affective, continuance, and normative dimensions. Porter et al. [5] stressed that this bond can profoundly influence employees' decisions to stay or leave. Chatman [6] argued that alignment between employee values and organizational goals fosters a deeper sense of connection. Through a meta-analysis, Mathieu and Zajac [7] established that identification, involvement, and loyalty underscore commitment's essential components. Allen and Meyer [8] showed how Organizational commitment links with perceived organizational support to job satisfaction and performance. Rhoades and Eisenberger [9] emphasized that adequate organizational support can considerably boost employees' sense of commitment. Mael and Ashforth [10] introduced the notion of organizational identification, wherein employees see the organization as part of their self-image. Lastly, Meyer, Stanley, and Allen [11] concluded that commitment evolves over time as workers gain experience, while Shuck, Rocco, and Albornoz [12] underlined how commitment can motivate employees to exceed their prescribed duties.

2.2 *The relations of Organizational Commitment on Job Satisfaction and Work Stress*

Chang and Chou [13] showed that a supportive managerial approach tends to increase job satisfaction, which in turn fortifies employees' attachment to the organization. In high-stress environments, bolstering job satisfaction can reduce the detrimental impact of stress, thereby helping to maintain a stable level of commitment. Chen and Silverthorne [14] found that unfavorable working conditions suppress commitment primarily via reduced satisfaction, though strong organizational support can counterbalance these impacts. Similarly, Lu, While, and Barriball [15] observed that heightened stress typically erodes job satisfaction, ultimately weakening organizational commitment. Sverke, Hellgren, and Näswall, [16] focused on how perceptions of job insecurity adversely affect satisfaction, consequently leading to commitment declines. Bakker and Demerouti [17] contended that excessive job demands diminish satisfaction, a vital contributor to commitment, while Schaufeli and Bakker

[18] underlined that if employees are provided with targeted resources—such as training or assistance—the negative effects of stress can be constrained, thus reinforcing commitment. Correspondingly, Lam and Lau [19] and Huang and Wang [20] established the mediating impact of job satisfaction between work stress and organizational commitment. Kim and Park [21] noted that growing levels of stress translate into lower satisfaction and subsequently reduced commitment. Cho and Cho [22] concluded that interventions emphasizing better communication channels and enriched job features can alleviate some of stress's damaging repercussions on staff loyalty [23].

Hypotheses

Based on the above literature, we propose three core hypotheses:

H1: Organizational commitment exerts a positive influence on job satisfaction.

H2: Organizational commitment has a negative impact on work stress.

H3: Job satisfaction has a negative effect on work stress.

3. Research Design

To clarify the relationships amongst organizational commitment, job satisfaction, and work stress, this study employed structural equation modeling (SEM). Figure 1 provides the proposed conceptual model, illustrating the primary interrelations.

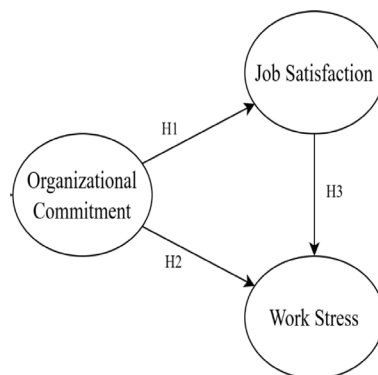


Figure 1
Research Framework

3.1 *Research Participants*

Following Loehlin [24], a sufficiently large sample is crucial for reliable SEM outcomes. Consequently, data were drawn from 228 respondents in Vietnam's manufacturing and service sectors, comprising 143 males and 85 females. Of these, 148 worked in manufacturing, while 80 occupied roles in service-oriented industries. The cohort included 49 managers, with the remaining 179 designated as non-managerial employees.

The age of the participants ranged from 22 to 55 years, with an average of 33 years. The educational level of the respondents varied, with 30 not having completed high school, 108 having a high school diploma, and 90 having a college degree or higher.

3.2 *Measurement Scales*

The questionnaire was developed in English and then translated into Vietnamese, ensuring clarity and cultural appropriateness. It encompassed four main parts: demographic data, organizational commitment, work stress, and job satisfaction. SPSS facilitated descriptive statistical analyses, while AMOS supported SEM estimation.

Organizational Commitment Scale: Adapted from Marsden, Kalleberg, and Cook [25], spanning six items to gauge employees' affective and psychological bonds with their employer.

Job Satisfaction Scale: Based on Thompson and Phua [26], including four items capturing emotional components of satisfaction.

Work Stress Scale: Derived from Parker and DeCotiis [27], targeting indicators such as time pressure and workplace anxiety.

4. **Results**

4.1 *Confirmatory Factor Analysis (CFA)*

SEM synthesizes the principles of factor analysis, path analysis, and econometrics, allowing simultaneous examination of multiple latent variables. The model was assessed through (1) measurement validity checks, (2) overall fit metrics, and (3) internal structural evaluation.

All measured constructs—organizational commitment, job satisfaction, and work stress—exhibited statistically significant factor loadings ($t > 1.96$, $p < .05$), suggesting that the scale items validly represent their respective underlying variables (Table 1).

Table 1
Analysis Results for the Structural Equation Model

Evaluation Item	Parameter/Evaluation Standard		Standardized estimates
Preliminary Fit	O. Commitment	OC1	0.593**
		OC2	0.633**
		OC4	0.472**
	J. Satisfaction	JS1	0.544**
		JS2	0.517**
		JS3	0.847**
	W. Stress	WS2	0.724**
		WS3	0.681**
		WS4	0.779**
		WS6	0.748**

*Note: **p < .01

4.2 Path Analysis

As shown in Table 2, the model achieved acceptable fit indices, with $\chi^2/df = 1.846$ (< 3) and SRMR = 0.054. Further, the GFI (0.928) and AGFI (0.890) values are considered adequate, underscoring a robust alignment between the model and empirical data.

Table 2
Overall Goodness-of-Fit Indices

Fit Index	χ^2/df	1.846
	GFI	0.928
	AGFI	0.890
	SRMR	0.054

4.3 Estimation of Mediation

Results displayed in Table 3 endorse all three proposed hypotheses. Organizational commitment exhibits a significant positive relationship with job satisfaction ($\beta = 0.372$, $p < .05$) while demonstrating an inverse link with work stress ($\beta = -0.689$, $p < .01$). Additionally, job satisfaction exerts a significant negative influence on work stress ($\beta = -0.266$, $p < .05$), underscoring its mediating capacity in this relationship.

Table 3
Results of Overall Structural Equation Modeling Analysis

Evaluation Item	Parameter/Evaluation Criterion	Result
Intrinsic Fit	Organizational Commitment → Job Satisfaction	0.372*
	Organizational Commitment → Work Stress	-0.689**
	Job Satisfaction → Work Stress	-0.266*

Note: * $p < 0.05$; ** $p < 0.01$.

5.1 Discussion

By employing CFA and SEM for path analysis, this study elucidates how organizational commitment, job satisfaction, and work stress interconnect within Vietnamese enterprises. Solid factor loadings across the constructs validate the measurement approach, revealing that higher organizational commitment makes employees more resilient under strain. Specifically, as organizational commitment intensifies, so does job satisfaction, which in turn serves as a protective factor against adverse stress outcomes. These empirical observations confirm direct and indirect pathways where commitment fosters satisfaction and curbs stress.

Conducting the research in Vietnam, a rapidly growing and transitioning economy, adds nuance to worldwide discussions on human resource management. The results highlight that concerted efforts to nurture employee commitment—through measures like effective internal support and a supportive environment—can sustain morale and reduce stress. Although the study's sample size and industry breadth pose some limitations, the insights gained offer a foundation for further research. Upcoming investigations might test additional moderating factors, such as organizational culture or leadership style, and evaluate whether the findings generalize across diverse cultural contexts.

5.2 Conclusion

Overall, the measurement tools in this study exhibited strong reliability and clarity, and the final structural model met standard goodness-of-fit criteria. The analysis affirms that organizational commitment acts as a catalyst for heightened job satisfaction while simultaneously diminishing work stress. Job satisfaction, in turn, emerges as an essential mediator that explains how commitment translates into lower stress levels. These findings suggest that managers wishing to

bolster organizational performance and maintain a stable workforce should emphasize policies and practices that reinforce employee commitment. Within Vietnam's increasingly competitive environment, a systematic approach to bolstering commitment—coupled with strategies that enhance job satisfaction—can fortify employee well-being and sustain the company's competitive standing.

5.3 Recommendations

In light of these results, businesses can consider the following measures to optimize the way organizational commitment influences satisfaction and stress:

1. Professional Growth and Development: Offer structured career pathways and targeted training to reinforce an enduring bond with the organization.
2. Employee Wellness and Support: Conduct routine assessments of stress levels, complemented by counseling or well-being initiatives that help employees manage job-related pressures effectively.
3. Continuous Feedback Mechanisms: Gather regular input on satisfaction, commitment, and stress, allowing for adaptive managerial responses that maintain employee support.
4. Performance Evaluation Systems: Establish frequent and open review processes, enabling early detection of potential issues and swift interventions.

By integrating these suggestions—spanning cultural cohesion, leadership backing, incentive programs, and data-informed management—organizations can enhance employee satisfaction and diminish stress, Create mutually beneficial outcomes for the workforce and businesses.

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