

DETERMINANTS OF EMPLOYEE ORGANIZATIONAL COMMITMENT: EVIDENCE FROM A VIETNAMESE FOOTWEAR MANUFACTURING FIRM

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ABSTRACT:

This study examines the determinants of employee organizational commitment at My Phong Footwear Co., Ltd., a manufacturing enterprise in Vietnam. The findings indicate that six factors significantly influence organizational commitment: income, leadership style, job characteristics, compensation and benefits, colleagues, and the working environment. Among these, income exerts the strongest effect, followed by leadership style and job characteristics. The results provide empirical evidence on the key drivers of organizational commitment and contribute to a deeper understanding of employee retention dynamics within the manufacturing sector.

Keywords: organizational commitment, employee commitment, manufacturing employees, human resource management.

1. Introduction

In an increasingly competitive market economy, human resources are widely recognized as a key factor determining the sustainable development and competitiveness of enterprises. For manufacturing firms that rely on a large workforce, maintaining a stable and committed group of employees is essential for ensuring production efficiency, maintaining product quality, and reducing recruitment and training costs. Therefore, employee organizational commitment has attracted significant attention from both researchers and practitioners in the field of human resource management.

Organizational commitment refers to the psychological attachment and loyalty of employees toward their organization. According to the organizational commitment theory proposed by Natalie J. Allen and John P. Meyer, commitment consists of three components: affective commitment, continuance commitment, and normative commitment (Allen & Meyer, 1990; Meyer & Allen, 1997). Employees with a high level of commitment tend to remain with their organizations longer and contribute more effectively to organizational goals.

Previous studies indicate that employee commitment is influenced by various workplace

factors, including leadership style, income, working environment, coworker relationships, and job characteristics. In organizational behavior research, job satisfaction is often considered an important antecedent of organizational commitment, as employees with higher job satisfaction tend to demonstrate stronger attachment to their organizations (Judge et al., 2001). However, most empirical studies have focused on developed countries or service sectors, while research on manufacturing employees in developing countries such as Vietnam remains limited.

Given this context, this study aims to examine the determinants of employee organizational commitment at My Phong Footwear Co., Ltd. The study investigates the influence of leadership style, income, working environment, coworker relationships, job characteristics, and compensation and benefits on employees' organizational commitment.

2. Research methodology

2.1 Data sources

This study uses both secondary and primary data to examine the factors influencing employees' organizational commitment at My Phong Footwear Co., Ltd.

Secondary data were obtained from internal company reports, including labor statistics, workforce summaries, and employee

classification reports, which provided an overview of the company's workforce structure.

Primary data were collected through a structured questionnaire survey administered to employees working at My Phong Footwear Co., Ltd. The survey was conducted from January to March 2026 and targeted employees directly involved in production activities.

Regarding the sample size, the study followed the recommendation of Hair et al. (2010), which suggests that the minimum sample size for factor analysis should be at least five times the number of observed variables. With 28 observed variables, the minimum required sample size was 140 observations. In this study, a total of 224 valid responses were collected, which satisfies the requirement for statistical analysis.

2.2. Sample characteristics

Table 1 presents the demographic characteristics of the respondents. Among the 224 surveyed employees, female workers accounted for 84.4%, while male employees represented 15.6%. Most respondents had two to three years of working experience (83.9%), indicating a relatively stable workforce.

3. Data analysis methods

The collected data were analyzed using SPSS statistical software. Cronbach's Alpha was first applied to assess the reliability and internal consistency of the measurement scales.

Table 1. Demographic characteristics of the respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	35	15.6
	Female	189	84.4
Working Experience	Under 2 years	0	0.0
	From 2 to 3 years	188	83.9
	From 3 to 5 years	36	16.1

Source: Author's calculation based on survey data 2026

Next, Exploratory Factor Analysis (EFA) was conducted to evaluate construct validity and identify the underlying factor structure of the observed variables. Finally, multiple regression analysis was employed to examine the impact of the independent variables on employees' organizational commitment.

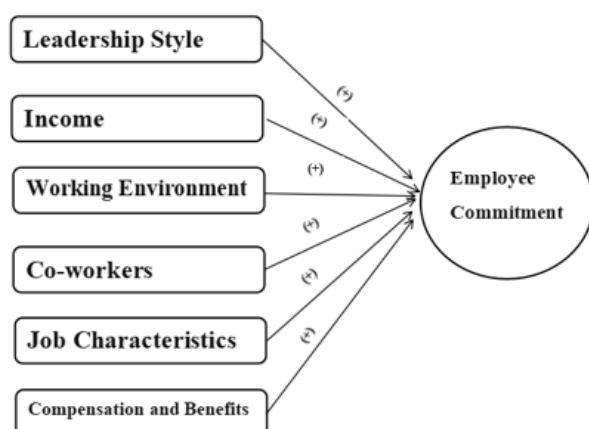
4. Research model

Based on a review of previous studies and the context of My Phong Footwear Co., Ltd., this study proposes a research model to examine the factors affecting employees' organizational commitment. The model includes 6 independent variables: leadership style, income, working environment, co-workers, job characteristics, and compensation and benefits, with employee organizational commitment as the dependent variable.

These factors are expected to have direct impacts on employees' commitment to the organization. Previous studies suggest that leadership style, particularly supportive and transformational leadership, can strengthen employees' trust and enhance their organizational commitment (Khang, 2013). The proposed research model is presented in Figure 1.

Based on this model, several hypotheses are developed to examine the relationships between the influencing factors and employee organizational commitment.

Figure 1. Proposed research model



Based on the proposed research model, the study develops several hypotheses to examine the relationships between the influencing factors and employee commitment within the enterprise.

Leadership style is an important factor influencing employees' attitudes and commitment to their organizations. Previous studies indicate that transformational and supportive leadership styles can enhance employees' trust and strengthen their organizational commitment (Khang, 2013).

H1: Leadership style has a positive impact on employee commitment to the organization.

Income and employee commitment

Income is considered an important determinant of employees' attitudes and behaviors at work. Prior studies indicate that satisfaction with pay and financial rewards is positively associated with organizational commitment (Lum et al., 1998; Paik et al., 2007).

H2: Income has a positive impact on employee commitment to the organization.

A positive working environment and supportive organizational culture can enhance employees' sense of belonging and strengthen their commitment to the organization. Previous research indicates that elements such as teamwork, communication, and recognition within the workplace significantly contribute to employee organizational commitment (Giao & An, 2017).

H3: The working environment has a positive impact on employee commitment to the organization.

Supportive relationships among co-workers can enhance employees' sense of belonging and create a more positive work atmosphere, which may strengthen their commitment to the organization.

H4: Co-workers have a positive impact on employee commitment to the organization.

Job characteristics and employee commitment

Appropriate job characteristics that match employees' skills and abilities can increase job satisfaction and encourage employees to remain committed to the organization.

H5: Job characteristics have a positive impact on employee commitment to the organization.

Compensation and benefits, including welfare policies and financial rewards, play an important role in retaining employees and enhancing their long-term commitment to the organization.

H6: Compensation and benefits have a positive impact on employee commitment to the organization.

5. Results discussion

5.1. Results of the research model analysis

After conducting a survey of 224 employees working at My Phong Footwear Co., Ltd., the collected data were processed using SPSS software through several steps, including Cronbach's Alpha reliability testing, Exploratory Factor Analysis (EFA), and multiple linear regression analysis.

The results indicate that all measurement scales meet the requirements of reliability and validity for use in the research model.

5.2. The impact level of factors on employees' organizational commitment

The standardized Beta coefficients indicate that the influence of factors on employees'

organizational commitment varies across variables. Among the examined factors, income has the strongest impact ($\beta = 0.332$), followed by leadership style ($\beta = 0.321$) and job characteristics ($\beta = 0.283$).

In addition, compensation and benefits ($\beta = 0.236$) and colleagues ($\beta = 0.220$) also positively affect employees' commitment. Although working environment shows the lowest influence ($\beta = 0.155$), it still contributes positively to employees' organizational commitment.

Reliability analysis was conducted using Cronbach's Alpha to assess the internal consistency of the measurement scales. The results indicate that all constructs achieved acceptable reliability levels, with Cronbach's Alpha values ranging from 0.656 to 0.944. One item (TN2) in the income scale was removed due to a low corrected item-total correlation.

Table 2 presents the reliability test results.

5.3. Regression model testing results

Multiple linear regression analysis was conducted to examine the impact of the independent variables on employees' organizational commitment. The regression results show that the model is statistically significant with an F-value of 60.825 (Sig. = 0.000). The coefficient of determination ($R^2 = 0.627$) indicates that the independent variables explain 62.7% of the variance in employee

Table 2. Reliability test results

Factor	Number of Items	Cronbach's Alpha	Decision
Leadership Style	4	0.827	Accepted
Income	3	0.839	Accepted
Working Environment	2	0.849	Accepted
Co-workers	4	0.908	Accepted
Job Characteristics	4	0.804	Accepted
Compensation and Benefits	4	0.904	Accepted

Table 3. Multiple regression analysis results

Model Summary	Value
R	0.792
R Square	0.627
Adjusted R Square	0.617
F-statistic	60.825
Sig.	0.000

Table 4. Regression coefficients

Independent variables	Standardized Beta	Sig.	VIF
Leadership Style	0.321	0.000	1.087
Income	0.332	0.000	1.084
Working Environment	0.155	0.001	1.262
Co-workers	0.220	0.000	1.042
Job Characteristics	0.283	0.000	1.161
Compensation and Benefits	0.236	0.000	1.235

commitment, while the adjusted R^2 value is 0.617, suggesting a relatively strong explanatory power of the model.

The regression coefficients indicate that all independent variables have statistically significant effects on employee commitment (Sig. < 0.05). Among these factors, income ($\beta = 0.332$) has the strongest influence, followed by leadership style ($\beta = 0.321$) and job characteristics ($\beta = 0.283$). Other factors including compensation and benefits ($\beta = 0.236$), co-workers ($\beta = 0.220$), and working environment ($\beta = 0.155$) also positively affect employee commitment.

Dependent variable: Employee Commitment

Based on the regression results, the standardized regression equation can be expressed as follows:

$$\text{COMMITMENT} = 0.321\text{LS} + 0.332\text{IN} + 0.155\text{WE} + 0.220\text{CO} + 0.283\text{JC} + 0.236\text{CB}$$

Where:

LS: Leadership Style

IN: Income

WE: Working Environment

CO: Colleagues

JC: Job Characteristics

CB: Compensation and Benefits

In addition, all Variance Inflation Factor (VIF) values are below 10, indicating that multicollinearity is not a concern in the regression model.

These findings provide empirical evidence for discussing the influence of each factor on employees' organizational commitment.

5.4. Discussion of research findings

The findings indicate that 6 factors influence employees' organizational commitment at My Phong Footwear Co., Ltd., including income, leadership style, job characteristics, compensation and benefits, colleagues, and working environment.

Table 5. Exploratory factor analysis results

Indicator	Value
KMO Measure	0.885
Bartlett's Test Sig.	0.000
Total Variance Explained	69.82%
Number of Extracted Factors	6

Among these factors, income is identified as the most influential determinant of employee commitment, suggesting that financial stability plays a crucial role in retaining employees in labor-intensive industries. Leadership style also significantly affects commitment, as supportive and participative leadership can enhance employees' sense of value and attachment to the organization.

In addition, job characteristics and compensation and benefits contribute to increasing employees' satisfaction and encouraging them to remain with the organization. Positive relationships among colleagues also help create a cooperative working atmosphere that strengthens employees' commitment.

Finally, although the working environment has a relatively smaller influence compared to other factors, maintaining safe and supportive working conditions remains important for sustaining employees' long-term commitment.

Exploratory Factor Analysis (EFA) was conducted to evaluate the construct validity of the measurement scales. The KMO value of 0.885 indicates that the data are suitable for factor analysis. Bartlett's Test of Sphericity is significant (Sig. = 0.000), confirming the correlations among variables. The analysis extracted 6 factors with a total variance explained of 69.82%, indicating that the model explains a substantial proportion of the variance in the observed variables.

6. Managerial implications

Based on the research findings, several managerial implications can be proposed to enhance employees' organizational commitment at My Phong Footwear Co., Ltd.

First, income is identified as the most influential factor affecting employee commitment. Therefore, the company should develop a competitive and transparent salary system and regularly review wage policies to ensure fair compensation and appropriate financial incentives.

Second, leadership style plays an important role in shaping employees' attitudes toward the organization. Managers should adopt a supportive and participative leadership style that encourages communication and values employees' opinions.

Third, the company should improve job characteristics by assigning tasks that match employees' skills and by providing opportunities for skill development and career growth.

In addition, compensation and benefits should be enhanced through welfare policies and employee support programs to strengthen employees' loyalty.

Furthermore, maintaining positive relationships among co-workers can foster teamwork and create a supportive organizational culture.

Finally, improving the working environment by ensuring safe and comfortable working conditions and reducing excessive time pressure

can contribute to higher employee satisfaction and organizational commitment.

7. Conclusion

This study examines the determinants of employee organizational commitment at My Phong Footwear Co., Ltd. Based on survey data collected from 224 employees and analyzed using Cronbach's Alpha, Exploratory Factor Analysis (EFA), and multiple regression analysis, the results indicate that 6 factors

significantly influence employees' organizational commitment, including income, leadership style, job characteristics, compensation and benefits, colleagues, and working environment.

Among these factors, income is identified as the most influential determinant, followed by leadership style and job characteristics. The findings provide useful insights for managers in developing appropriate human resource management strategies to enhance employee commitment and maintain a stable workforce ■

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CÁC YẾU TỐ ẢNH HƯỞNG ĐẾN SỰ GẮN BÓ CỦA NHÂN VIÊN TẠI CÔNG TY TNHH GIÀY DA MỸ PHONG

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TÓM TẮT:

Nghiên cứu nhằm xác định các yếu tố ảnh hưởng đến sự gắn bó của nhân viên tại Công ty TNHH Giày da Mỹ Phong. Kết quả nghiên cứu cho thấy có 6 yếu tố ảnh hưởng đến sự gắn bó của nhân viên với tổ chức, bao gồm: thu nhập, phong cách lãnh đạo, đặc điểm công việc, chế độ lương thưởng và phúc lợi, đồng nghiệp và môi trường làm việc. Trong đó, thu nhập là yếu tố có ảnh hưởng mạnh nhất, tiếp theo là phong cách lãnh đạo và đặc điểm công việc. Kết quả nghiên cứu cung cấp bằng chứng thực nghiệm và hàm ý quản trị nhằm giúp doanh nghiệp xây dựng các chính sách quản trị nguồn nhân lực phù hợp để nâng cao sự gắn bó của nhân viên và ổn định nguồn nhân lực.

Từ khóa: sự gắn bó với tổ chức, cam kết của nhân viên, lao động sản xuất, quản trị nguồn nhân lực.