Factors affecting employee commitment of office staff in Ho Chi Minh City

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ARTICLE INFO	ABSTRACT
<p>DOI:10.46223/HCMCOUJS.econ.en.12.1.2022.2022</p> <p>Received: August 01st, 2021</p> <p>Revised: September 20th, 2021</p> <p>Accepted: September 30th, 2021</p> <p><i>Keywords:</i></p> <p>EFA; employee commitment; office staff; human resource development</p>	<p>This paper examined the factors affecting the commitment of office staff in Ho Chi Minh City (HCMC). The data is collected through questionnaires from 253 office staff; the SPSS software is used to analyse data through Cronbach's Alpha reliability testing method, Exploratory Factor Analysis (EFA), and regression analysis. The research results revealed that training and development opportunities, salary and bonuses, and employee benefits are three critical factors that positively affect the commitment of office staff to the enterprise. The study provides implications or strategies for managers to improve their human resource management and enhance long-term employee commitment. Besides, the study also provides recommendations for future research.</p>

1. Introduction

Human Resource (HR) is one of the most critical resources that significantly influence the organisation's success. Human resource managers strategically implement many practices to promote employees' commitment to organisations. Man and Harter (2016) show that companies in the top quintile with high employee commitment, compared to companies in the bottom, their profits are 22% higher and 10% higher for rank customers (EMSC, 2019). Jaw and Liu (2004) insist that committed employees are increasingly becoming a valuable asset in organizations, and commitment is not only a human relation concept but involves generating human energy and activating the human mind. Besides, John and Elyse (2010) confirm that without commitment, the implementation of new ideas and initiatives will be compromised. Izogo, Elom, and Mpinganjira (2020) also demonstrated that employee commitment to service and customer engagement significantly influences customer value elements. Agyeiwaah, Zhou, and Dayour (2021) suggest that employee commitment affects customer satisfaction and behavioural intentions. Human resource managers and recruitment experts have been paying more attention to improving long-term employee commitment. However, the factors influencing employee commitment have not been intensively researched among Vietnamese office staff. Therefore, the objective of this research is to identify the factors affecting the employee commitment of office staff to enterprises in Ho Chi Minh City. The theoretical contribution of this paper are to empirically assess the factors affecting employee commitment in their organisations. Besides, the managerial implications of this research are to help businesses overcome the disadvantages and improve the advantages in human resource management strategies.

2. Literature review and research hypothesis

2.1. Theoretical basis

2.1.1. Employee commitment

Organisational commitment is defined as the psychological connection between an individual and their organisation that makes them less likely to leave the organisation voluntarily (Allen & Meyer, 1996). Employee commitment becomes an important issue in business because the enterprise tries to produce more output without increasing many labours. Based on reality, businesses must find ways to commit employees physically at work and mentally and spiritually loyalty (Izogo et al., 2020). According to the Three-Component Model (TCM) of Commitment (Allen & Meyer, 1990; Meyer & Allen, 1991), commitment can take many forms, and a psychological state or different thinking characterises each form; affective commitment, normative commitment, and continuing commitment. All three forms of commitment bind an individual to the organisation and reduce the cost of leaving, but their implications for work behaviour can be different. Working commitment includes mental states expressed about employees' thoughts, words, and actions with work: that is, attention to work, dedication to work, work with passion and enthusiasm, dedication to work, effort and energy to work (T. Q. Tran, 2016). Employees who are engaged in their work are energised and confident through the events of their lives. With a positive level of activity and attitude, these employees receive appreciation, recognition, and success. Although this type of person feels tired after a long day at work, they describe this fatigue as a pleasant, well-deserved state associated with the positive results they achieve (T. Q. Tran, 2016). Commitment is a positive attitude of employees towards the organisation and the value that employees receive when working and working with colleagues to improve performance at work. Businesses to grow and maintain need workers, so a two-way relationship between enterprises and employees is established.

2.1.2. The importance of employee commitment

Nowadays, one of the competitive advantages among companies is creative and well-thought-out human resources. Finding out talents has been difficult until now, but keeping the best talents is even more challenging. When businesses lose talented employees who work with high efficiency, it means that the organisation must spend more time replacing workers, not to mention wages, and organisations also must suffer from the loss of employees hire a replacement because each employee who moves out brings with him the values of human capital, knowledge, skills and even know-how of the organisation. Therefore, the importance of talent management is recognised. Yapp (2009) showed that a working environment that could create intense competition among talented people would promote organisations and agencies to invest more in talent activities; investment met the immediate need for resources and ensured a sustainable leadership system. No investing in humans will lead to negative consequences for current human resources and negatively affect operational results such as productivity, quality, and customer service, especially brand and business organisation's existence and development (Yapp, 2009). Macey-Dare (2009) argued that no company could win in the long run without motivated employees who believed in the company's mission and understood how to accomplish that mission. Besides that, Bhatnagar (2007) observed that employees who stay with the organisation could create a competitive advantage for their organisation, as explained from the organisational resource-based perspective. Employees who have been working for the organisation will become assets and strengths, serving the organisation's sustainable competitive advantage. For any organisation, both talented employees and their commitment to the organisation play an essential role. They are related to a "soft" approach to human resource management while promoting competitive

advantages and stimulating positive contributions. Thus, the formula can be drawn as follows: “Talent + Organisational commitment = Labor efficiency and success” of the organisation (N. V. Tran, 2015).

2.2. Factors affecting employee commitment

2.2.1. Working environment

The working environment is the conditions surrounding all activities of an employee in the organisation. The working environment includes relevant physical and mental conditions that affect the working process and development of employees. Businesses need to create a healthy and safe working environment with an exciting and comfortable atmosphere because employees are most of the time at the company. If the working environment is unsafe, uncomfortable, stuffy, employees will fall into a state of depression and insecurity. That reduces the ability to work, reduces productivity. To create a safe and comfortable working environment, enterprises need to improve working conditions and overcome those that adversely affect employees. T. P. T. Do, Nguyen, and Nguyen (2012) presented that the working environment is one factor that creates employees’ commitment to the enterprises. Teo, Bentley, and Nguyen (2020) demonstrated that workplace psychology moderates job commitment and employee engagement. T. T. Nguyen and Ho (2021) have shown that the working environment directly positively affects job satisfaction, organisational commitment, and intention to stay in the organisation. Therefore, hypothesis 1 of this study is stated as follows:

H1: Working environment positively affects employee commitment

2.2.2. Relationships with colleagues

Relationships with colleagues are the interaction between employees in the organisation to support and share in work through cooperation, taking care of together, or helping. The importance of relationships with colleagues is mentioned in the psychosocial literature. Interpersonal relationships have been found to impact many types of outcomes, such as academic achievement (Véronneau, Vitaro, Brendgen, Dishion, & Tremblay, 2010), personal achievement (Fernet, Gagné, & Austin, 2010), and prejudice patterns (Paolini, Hewstone, & Cairns, 2007). Basford and Offermann (2012) argued that positive coworker relationships increase employees’ motivation and intention to stay. Ha and Bui (2016) also pointed out that communication in the organisation and teamwork are corporate cultural factors affecting employee’s commitment to the company. Teo et al. (2020) also support the view that relationships with colleagues impact employee commitment to the enterprise. Therefore, hypothesis 2 of this study is stated as follows:

H2: Relationship with colleagues has a positive impact on employee commitment

2.2.3. Training and development opportunities

According to D. V. Nguyen and Nguyen (2007), training and development are activities to maintain and improve the quality of the organisation’s human resources, which is a decisive condition for organisations to stand firm in the competitive environment. Undeniably, training and development provide businesses with high-quality human capital, contributing to improving competitiveness. Training courses that provide managers or employees with new knowledge are a typical type of development (D. K. Tran, 2003). Moreover, the development includes activities that prepare employees to keep up with the organisational structure as it changes and evolves. Some enterprises create development opportunities for employees through training to help them improve their professional and professional skills. It meets the need for self-improvement as in Maslow’s theory (1954). Therefore, employees need the opportunities to learn new skills, be applied for higher promotion, have training and development programs, and be recognised by their

superiors for their achievements. Some previous studies have demonstrated a positive relationship between training and development and employee commitment (A. T. K. Nguyen, Nguyen, & Do, 2018; C. Nguyen & Duong, 2020). Moreover, Ha and Bui (2016) also showed that training and development are corporate cultural factors affecting employees' commitment to the enterprise. Therefore, hypothesis 3 of this study is stated as follows:

H3: Training and development opportunities have a positive relationship to employee commitment

2.2.4. Salary and bonuses

Salary is one factor that stimulates people to work enthusiastically, but it is also one of the causes of stagnation, dissatisfaction, or leaving the company. It depends on the level and capacity of the administrators (T. H. Nguyen, 2006). Salaries are determined based on an agreement between the employee and the employer based on the job position, the job's complexity, the scope of the job's responsibilities, and the qualification requirements, skills and experience of the person performing the job. The salary paid to the employees must ensure that their daily needs are met and must ensure the life of their family members. When the salary can reach the needs of employees, they will feel more secure during the working process. The salary is paid to employees must be determined based on their work performance so that it is commensurate with the employees' contributions to the company to ensure fairness in wages. According to Article 104 of the Labor Law 2019 (National Assembly, 2021), the bonus is the amount of money or property or other forms that the employer rewards the employee based on the production and business results and the degree of successful completion of the work. Bonuses are used to strongly stimulate and motivate employees to dedicate themselves and create in working at the enterprise. This policy is also considered a motivation to attract good employees, stabilise human resources, and develop the company's quality of labour. Besides that, the bonus helps businesses create competitive advantages (National Assembly, 2021). Furthermore, previous studies also confirmed that salary and bonuses positively influence employees' long-term commitment to the enterprise (Do et al., 2012; Ho & Nguyen, 2018; N. P. Nguyen, Nguyen, Nguyen, & Hoang, 2020; Pham & Nguyen, 2013). So, hypothesis 4 of this study is stated as follows:

H4: Salary and bonuses have a positive impact on employee commitment

2.2.5. Employee benefits

According to D. K. Tran (2003), employee benefit is an indirect remuneration paid indirectly in life support for employees. Employee benefit shows the concern of the enterprise to the lives of employees, stimulating employees to be loyal and commit to the enterprise. Employee benefits of the enterprise include social insurance, health insurance, unemployment insurance, retirement, vacation, holiday, enterprise allowance for employees, corporate gifts for employees on birthdays and weddings. The State regulates compulsory social insurance in enterprises; employees are entitled to social insurance benefits, sickness, occupational accident, occupational disease, maternity, retirement, and death benefits. Most allowances are usually calculated based on assessing the impact of an unfavourable working environment on the health and comfort of employees at the workplace. Do et al. (2012) proved that reward and welfare positively affect employee commitment in Vietnam. Some previous studies have confirmed a positive relationship between employee welfare and long-term commitment to the enterprise (A. T. K. Nguyen et al., 2018; N. P. Nguyen et al., 2020; Pham & Nguyen, 2013). Based on the literature review, hypothesis H5 is stated as follows:

H5: Employee benefits have a positive impact on employee commitment

2.2.6. The proposed conceptual framework

Figure 1. Conceptual framework

3. Research methods

When it comes to data collection and analysis, the study experienced in 03 stages.

Stage 1: Preparing items and questions

After discussing with human resources experts and evaluating the literature review, independent variables are Working environment (MT), salary and bonuses (LT), relationship with colleagues (DN), Employee benefits (PL), Training and development opportunities (CH). The dependent variable is Employee commitment (GB). Items for each variable are mentioned in the appendix.

Stage 2: Designing the questionnaires in detail

The questionnaire is developed according to items of factors affecting employee commitment in business in Ho Chi Minh City, including two sections. The first section is for socio-demographic questions such as gender, age, education level, seniority, income from the current job. The second one is related to the independent and dependent variables using the 5-Point Likert scale (1 = Totally disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Totally agree).

Stage 3: Conducting the survey

The questionnaire will be designed on Google Docs. After that, it will be sent to employees via email addresses or social networking channels (Groups of office staff working in HCMC). Based on the theory for econometrics, the sample size for the exploratory factor analysis (EFA) must be at least 04 or 05 times the number of observed variables (Hoang & Chu, 2008). For the topic, all 30 items need to be estimated. So, the minimum number of samples needed is $30 \times 6 = 180$ participants. The author collected 300 surveys for office staff in HCMC using data collection methods through online surveys or face-to-face personal interviews. After collecting data, the reliable sample is 253 participants. It was imported into SPSS software, and Cronbach's alpha coefficient was used to test the reliability of the items. Exploratory Factor Analysis (EFA) is applied to data reduction into factors in which the items are closely related. The multiple linear regression analysis is applied to test relationships between independent and dependent variables. The author analyses the data and uses the deductive-inductive method to conclude and give appropriate management implications.

4. Research results

4.1. Descriptive statistics

4.1.1. Gender

Table 1

Gender's respondents

Gender	Percentage
Male	39.53%
Female	60.47%

Source: Author's calculations

The data shows that the number of female employees accounts for a higher proportion of 60.47%, and the number of male employees with a lower percentage account for 39.53%.

4.1.2. Age

Table 2

Age range's respondents

Age range	Percentage
22 to 30	84.58%
31 to 45	11.46%
Over 45	3.95%

Source: Author's calculations

The descriptive statistical results show that employees aged from 22 to 30 years old account for the maximum rate of 84.58%, followed by the age group from 31 to 45 years old accounted for 11.46%, and the minimum rate is from 31 to 45 years old. The age group over 45 years old accounts for 3.95%. The results show that if businesses want to create a long-term commitment, they should focus on 22 to 30 years old employees.

4.1.3. Academic level

Table 3

Academic level's respondents

Academic level	Percentage
College	21.74%
University	76.28%
Postgraduate	1.98%

Source: Author's calculations

Descriptive statistics show that employees with university education account for the maximum 76.28%, followed by intermediate and college education accounting for 21.74%. Moreover, the minimum is post-graduate, accounting for 1.98%.

4.1.4. Working department

Table 4

Working department's respondents

Working department	Percentage
Accounting	35.97%
Human resources	23.32%
Administration	16.6%
Other departments	7.11%

Source: Author's calculations

The data shows that accounting department staff accounted for the maximum 35.97%, followed by human resources department staff 23.32%, administrative department staff 16.6%, sales department staff 17% and the minimum group in other departments is 7.11%.

4.1.5. Position in the company

Table 5

Position's respondents

Positions	Percentage
Employee	95.26%
Middle managers	3.56%
Top managers	1.19%

Source: Author's calculations

The maximum level of employees is 95.26%, the second is middle managers, about 3.56%, and the minimum is top managers, 1.19%.

4.1.6. Monthly income from current job

Table 6

Monthly income's respondents

Monthly Income	Percentage
Less than 05million VND	18.97%
05 - 10million VND	53.75%
10 - 15million VND	23.32%
More than 20million VND	3.95%

Source: Author's calculations

Office staff in Ho Chi Minh City have a monthly income of 05 - 10million VND, accounting for a maximum of 53.75%. The income level from 10 to 15million VND accounts for

23.32%, the income level < 05million VND accounted for 18.97%, and the minimum level is the income level > 20million VND accounted for 3.95%.

4.1.7. Working years

Table 7

Respondent's working years

Amount of Working Years	Percentage
Less than 01 year	30.83%
01 to 03 years	41.11%
03 to 05 years	1.19%
More than 05 years	26.88%

Source: Author's calculations

The seniority of 01 - 03 years accounted for 41.11%; the seniority of less than 01 year, the second-maximum accounted for 30.83%; employees over 05 years accounted for 26.88%. The minimum is seniority from 03 years to 05 years, accounting for 1.19%.

4.2. Evaluating the reliability of the scale using Cronbach's Alpha

Table 8

Evaluate the reliability of the scale using Cronbach's Alpha

Variable	Number of items	Cronbach's Alpha. coefficient	The smallest correlation with the total variable
Working environment	5	0.828	0.503
Salary and bonuses	5	0.840	0.681
Relationship with colleagues	5	0.888	0.664
Training and development opportunities	5	0.840	0.517
Employee benefits	5	0.865	0.548
Employee commitment	5	0.850	0.640

Source: Author's SPSS Output

The correlation coefficient of all variables is greater than 0.3, so all variables are accepted. The observed variables all meet the standards of reliability, ensuring good quality. These items will be included in the exploratory factor analysis.

4.3. Exploratory Factor Analysis (EFA)

Table 9

Exploratory Factor Analysis

	KMO	Sig.	Total variance extracted (%)	Factor Loading factor
1. Independent variables	0.868	0.000	68.588	
Salary and bonuses				0.691 - 0.788
Employee benefits				0.652 - 0.851
Relationship with colleagues				0.634 - 0.867
Working environment				0.567 - 0.780
Training and development opportunities				0.783 - 0.647
2. Dependent variable	0.839	0.000	62.621	
Employee commitment				0.774 - 0.816

Source: Author's SPSS Output

After analysing Exploratory Factor Analysis (EFA) for the independent variable, the findings are as follows:

The first time, total variance extracted equals 68.588%, which is higher than 50% which means that the 05 extracted factors explain 68.588% of the variation of the observed data. However, items CH4 and CH5 were excluded because of non-converging.

The second time results present that all observed variables have factor loading, which is higher than 0.5. It is satisfactory, showing that the factor variable and observed variable are closely related.

- Factor F1 includes 05 items (LT3, LT5, LT4, LT1, LT2) named “Salary and bonuses”
- Factor F2 includes 05 items (PL4, PL3, PL2, PL1, PL5) named “Employee benefits”
- Factor F3 includes 05 items (DN4, DN5, DN3, DN2, DN1) named “Relationships with colleagues”
- Factor F4 includes 05 items (MT1, MT2, MT4, MT5, MT3) named “Working environment”
- Factor F5 includes 03 items (CH2, CH1, CH3) named “Training and development opportunities”

All items belong to their factor, except for factor F5 (excluding CH4, CH5), so the name remains the same as at the beginning. These factors will be included in the regression analysis.

After running EFA for the dependent variable, “GB” is measured by 05 items belonging to one factor.

4.4. Correlation analysis and linear regression analysis

Table 10

Correlation Analysis and Linear Regression

	t	β	Sig.	VIF	Pearson
(Constant)	5.892	1.170	.000		
F_MT	-.027	-.001	.979	1.449	.372**, <i>sig.</i> = 0.000
F_DN	-1.364	-.056	.174	1.582	.383**, <i>sig.</i> = 0.000
F_CH	7.856	.308	.000	1.565	.625**, <i>sig.</i> = 0.000
F_PL	2.805	.109	.005	1.105	.226**, <i>sig.</i> = 0.000
F_LT	7.234	.363	.000	1.806	.626**, <i>sig.</i> = 0.000
Sig coefficient. (ANOVA): 0.000					
R2 correction: 0.523					
Note: **p < 0.01					

Source: Author's SPSS Output

The coefficients of variance exaggeration VIF of the variables are from 1.105 to 1.806 less than 2, showing that the regression model does not have multicollinearity. The model has statistical significance. The Sig. coefficient of the variables including training and development opportunities, salary and bonuses, and employee benefits are smaller than 0.05, so these three hypotheses are accepted. Among the 03 independent variables, training and development opportunities, salary and bonuses, and employee benefits, coefficients Beta > 0 show that these independent variables positively influence the dependent variable. Besides, the Sig coefficient of the variable working environment, relationship with colleagues is higher than 0.05; hypotheses are rejected. The multiple regression equation is stated as follow:

$$GB = 1.170 + 0.308CH + 0.109PL + 0.363LT \quad (1)$$

4.5. Discussions

The model shows that five independent variables have only three factors that positively affect employees' long-term commitment at 95% confidence ($\text{sig} < 0.05$), and the remaining two factors negatively influence employee commitment. Salary and bonuses are the maximum levels of influence. It has a beta coefficient of 0.363, which means employees' long-term commitment will increase many businesses pay employees. Through the regression equation, training and development opportunities with a beta coefficient of 0.308 are the second-maximum level influence. It proves that long-term employee commitment will increase if businesses create conditions for employees to develop through training and development. Employee benefit has a beta coefficient of 0.109. It is the third level of influence, which means that when businesses want to enhance employee commitment for a long time, they must offer clear and attractive welfare policies.

Table 11

Hypothesis test results

	Hypotheses	Correlation	Results
H1	The working environment has a positive effect on employee commitment.	(-)	Rejected
H2	Relationships with colleagues have a positive effect on employee commitment.	(-)	Rejected
H3	Training and development opportunities have a positive effect on employee commitment.	(+)	Accepted
H4	Salary and bonuses have a positive effect on employee commitment.	(+)	Accepted
H5	Employee benefits have a positive effect on employee commitment.	(+)	Accepted

Source: Author's SPSS Output

5. Conclusion

5.1. Implications

The research objective is to measure and evaluate the influence of each factor, thereby offering some solutions to improve and enhance employee commitment. Two factors do not affect the long-term commitment of employees: the working environment and relationships with colleagues. Firstly, employees do not have to go directly to the factory to create products, so the working environment is relatively safe. According to state regulations, businesses must be fully equipped with fire prevention and fighting tools, and employees in the company must be trained on how to prevent fire so employees can feel secure when working. Moreover, businesses have not focused on building a working environment for employees but only on expertise and work efficiency, leading to a working environment that does not affect long-term commitment. Second, relationships with colleagues do not affect long-term commitment because teamwork is currently not prevalent in Vietnam. Employees often focus on their work and ignore colleagues. Furthermore, part of the reason is that the company has not created favourable conditions for employees to have the opportunity to interact with each other. As a result, it makes the relationship with colleagues not affected long-term on employee commitment. The authors will propose management implications and recommendations for the office staff of enterprises in Ho Chi Minh City.

Salary and bonuses ($\beta = 0.363$) are the maximum effect level, showing that employees are temporarily satisfied with the salary and bonus they receive each month. This result is consistent with previous research results that have shown that there is a positive relationship between compensation and the long-term commitment of employees (Ha & Bui, 2016; N. P. Nguyen et al., 2020; T. T. Nguyen & Ho, 2021; Pham & Nguyen, 2013). The company needs to make sure that the income level of its employees ensures that they can meet the current average standard of living. Salary and bonuses must be paid based on the actual capacity of employees. Enterprises must publicise payroll and salary regulations to easily track, from which they can propose a salary if they feel not satisfied with their current income. In addition, the company should refer to the salary that other businesses in the same industry pay employees to offer a more reasonable salary and

create trust for employees by paying in full and on time specified by the company.

Training and development opportunity is the second level of effect ($\beta = 0.308$). This result is consistent with previous research that confirmed that training and development factors positively influence employee commitment (Ha & Bui, 2016; A. T. K. Nguyen et al., 2018; N. P. Nguyen et al., 2020; Pham & Nguyen, 2013). Research results show that employees are temporarily satisfied with the company's training and development opportunities. Training and development provide businesses with high-quality human capital, contributing to improving competitiveness. The training also helps employees be trained with multiple skills, avoid stagnation, and quickly adapt to different jobs. Enterprises should have training and development policies to improve professional skills and soft skills for employees. In addition, the company needs to support time and part of the learning budget for employees, motivate and encourage employees to study and listen to lessons in a more focused and effective way. After training, it is necessary to check and evaluate the results to see the effectiveness of the training and the weaknesses that need to be overcome.

Employee benefits ($\beta = 0.109$) have the third effect on employee commitment. This result is consistent with previous studies. Accordingly, the authors have confirmed that welfare affects employees' long-term commitment to the enterprise (V. N. Bui, 2016; Do et al., 2012; A. T. K. Nguyen et al., 2018; N. P. Nguyen et al., 2020; N. V. Tran, 2015). Research results found that employees are temporarily satisfied with the company's welfare policy for them. Through welfare policies, the company's interest in employees will be shown through the purchase of insurance and periodic health checks. When employees are in good health, they will work more efficiently. In addition, the company should organise picnic programs and sightseeing tours more abundantly, build some other attractions, create excitement for employees, and contribute to building team spirit associated with the company.

5.2. Limitations and future research

The factors proposed by the authors, such as working environment, salary and bonuses, relationship with colleagues, employee benefits, training and development opportunities, are not enough. There are many other factors that previous studies mentioned, such as empowerment, organisational branding, nature of work, leadership, and many other factors that are not considered. Therefore, the subsequent research should consider more factors combined with geographical, social, and cultural differences to discover more factors. The research scope is only concentrated in Ho Chi Minh City with a convenient sampling technique, so the sample's representativeness is limited. Therefore, future research can be expanded to different groups of employees to be more representative.

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Appendix 1. Questionnaire

Variables	Coding	Items
Work environment	MT1	Safe working environment.
	MT2	Enterprises provide complete support equipment for work.
	MT3	Internal information exchange is easy.
	MT4	Clean and cool workplace.
	MT5	Your work environment is free of bullying or harassment.
Salary And Bonuses	LT1	Your current salary is commensurate with your ability.
	LT2	Your salary meets the needs of life.
	LT3	The salary offered by the company is better than other companies in the same industry.
	LT4	Wages are paid in full and on time.
	LT5	Can you suggest to the company your income level?
Relationship With	DN1	Your colleagues are sociable and happy.

Variables	Coding	Items
Colleagues	DN2	Your colleagues are always ready to help.
	DN3	Your colleagues always cooperate to complete the job well.
	DN4	Your professional level is enhanced when working with colleagues.
	DN5	Colleagues are always interested in encouraging you when you have difficulties.
Training and Development Opportunities	CH1	The company gives you many opportunities for advancement.
	CH2	Fair promotion policy.
	CH3	The company has activities to help you better understand your abilities, goals, strengths and weaknesses.
	CH4	Your working skills are improved after being trained.
	CH5	You are offered in-depth training and development programs.
Employee benefits	PL1	The allowances are very reasonable.
	PL2	The company does an excellent job of performing periodic health checks for employees.
	PL3	The company pays full insurance (health insurance, social insurance) for employees.
	PL3	The company regularly organises activities such as team building, travel, and so on.
	PL4	The company offers a better welfare policy than others.
Employee commitment	GB1	You will stay at the company even though other companies offer more attractive salaries and benefits.
	GB2	You never intend to quit your job.
	GB3	You will always stay and contribute to the company, even though the company is facing difficulties.
	GB4	You are very concerned about the situation and arising issues affecting the company.
	GB5	You see yourself having a future when working at the company.