

Determinants of Job Satisfaction and Organizational Commitment of Employees within the Telecommuting Environment in Vietnam

Hien Hoang Pham, *Ph.D*¹

Abstract— It was not known if a relationship exists between job satisfaction and organizational commitment within a telecommuting environment. With the advancements in the area of technology and the positive outcomes associated with telecommuting, more organizations could incorporate telecommuting as a work environment option, making it beneficial to understand the organizational commitment necessary to improve employee's job satisfaction within the telecommuting environment. The purpose of this quantitative correlational study was to determine if a relationship exists between job satisfaction and organizational commitment within the telecommuting environment. The findings from this study provide the insight into the role of predictor which impact on job satisfaction and affective commitment. In addition, the findings also figure out the direction for further studies on affective commitment and its possible predictor to reveal the comprehensive results for the offshore employees in the context of telecommuting working environment in Vietnam.

Index Terms— Telecommuting environment, job satisfaction, organizational commitment, job stress.



¹ Hien Hoang Pham, *Ph.D.*
Lecturer, School of Business, Eastern International University (EIU), Binh Duong Province, Vietnam.
Email: hien.pham@eiu.edu.vn

1 INTRODUCTION

ALONG with economic improvements and technology enhancement in Vietnam in recent years, many employees shifted to choose companies far away from home as the alternative opportunity to find a job. The population increases so fast also affects to the intensive competition of jobs in big cities in Vietnam. As reported by United Nation (2016), the population of Vietnam has been increasing over 94 million people this year. This challenges employees in big cities spread out of crowded job market and establish commuting employees group.

Researchers have conducted a majority of job satisfaction research in a traditional face-to-face work environment; however, the work environment continues to change due to technological advancements (Fogarty, Scott, & Williams, 2011; Madlock, 2012). The telecommuting work environment (employees who work from remote locations) is becoming an alternative to the organization's established office work environment. The employee work environment may affect an employee's job satisfaction; therefore, organizational commitment should consider the employees' work environment in order to influence their attitudes and work behavior with their organizational commitment.

Limited research existed regarding organizational commitment in the telecommuting work environment (Madlock, 2012). With the results of this study, an addition to the body of knowledge occurred with regard to organizational commitment influences within the telecommuting work environment. Additionally, with the employment of this study, the researcher extended Madlock's (2012) research regarding job

satisfaction and organizational commitment in a telecommuting work environment by determining determinants of job satisfaction and organizational commitment of employees in the telecommuting work environment.

It was not known if a relationship existed between job satisfaction, as perceived by employees, and organizational commitment within a telecommuting environment. Literature included the research of job satisfaction and organizational commitment (...); yet, little was known about the relationship between the telecommuter and the organization, and that relationship's effects on organizational outcomes (Dahlstrom, 2013). With the advancements in the area of technology and the positive outcomes associated with telecommuting, more organizations could incorporate telecommuting as a work environment option. According to a report of job distribution in Vietnam (GSO, 2015), from 2010 to 2015, telecommuting grew 45% within Vietnam and forecasts indicated that telecommuting practices will continue to expand vigorously in near future.

It is important for organizations to understand the determinants of job satisfaction, which perceived by employees, to improve employee engagement along with organizational commitment within the telecommuting environment. Miller (2010) noted that the effective management of remote employees was the primary concern of executives who supervise remote. The research results of this study have provided beneficial information for determining determinants of job satisfaction and organizational commitment in hiring, training, and performance evaluation solutions for improving telecommuter

employee satisfaction.

2 LITERATURE REVIEW

2.1 Related Literatures

The foundation of this study is all theories concern to job satisfaction and organizational commitment. Among them is Maslow's hierarchy of needed theory which pointed out the five levels of need for each satisfaction level and for each need level which will lead to the certain satisfaction level of human being (Maslow, 1943).

The Herzberg's two factor theory stated that job satisfactions are determined by two factors: intrinsic and extrinsic factors. Herzberg's two factors theory provides the fundamental and useful tools in order to create and ensure the job satisfaction. The factor which leads to intrinsic job satisfaction is critical and imperative in enhancing the job satisfaction (Bassett-Jones & Lloyd, 2005). In the meanwhile, Researchers still criticizes Herzberg's theory and shows that the intrinsic and extrinsic aspects impact on both the job satisfaction and dissatisfaction but does not solely influence on either factor as stated in Herzberg's theory. Hence, there are factors that are not stated in the Herzberg's theory have relationships with job satisfaction such as culture. For instance, Adigun and Stephenson (1992) identify determinants that impact the job satisfaction. In this research, the culture factor is shown to affect the job satisfaction, and researchers adopt the sample of Herzberg, but it has been selected and limited to British and Nigerian employees who both live in England but remain dissimilarities in culture. The outcome of this research shows differences between British and Nigerian employees. Specifically, British employees are more interested in intrinsic job rewards while Nigerian employees expect more extrinsic job rewards. From this result, Authors has drawn the conclusion about the culture factor as one of the factors which has significantly influences on the job satisfaction.

Furthermore, the organizational commitment theory was developed by Meyer and Allen (1991), who state that the organizational commitments include attitude and psychological statement which link the employee with the organization. Meyer and Allen (1991) show that organizational commitment relates to psychology which are derived from three factors seen as critical to define the relationship between employees and their organization, and the outcome decision on whether employees stay or leave their organization (Meyer et al., 2002; Solinger, Van-Olffen, & Roe, 2008). Hence, the hypothesis is developed, depending on the predictions from these theories.

Finally, job stress theory was the theoretical foundation of this study. Regarding to job stress, there were many theories which tried to define job stress and how it impacts on the performance of employees. Parker et al. (2001) explained that employees experience job stress when they face with dysfunction phenomenon or when they endure and react to unexpected or even threatening conditions and situations in the workplace. When job stress occurs in the working time, the employee

equilibrium is disrupted and unexpectedly changed, so employee behaves differently from their normal pattern. Thus, job stress negatively impacts on the employee outcome and in turn negatively affects the benefit of organization (Jamal, 1990).

Byosiere (1992) stated that job stress comprises of three components: role conflict, role ambiguity and work overload. These factors significantly contribute to job stress which negatively affects employees in the workplace in terms of psychology and physiology.

+ **Role conflict** occurs when role expectations present. It concerns about difference in expectations between workers and supervisors which lead to individual achievement and performance required by job characteristics.

+ **Role ambiguity** occurs when employees don't receive adequate information of their role and they carry out that job without clear understandings. Moreover, employees are not aware of whether their result is right or wrong and whether their supervisors give assessment of their performance (Beehr & Bhagat, 1985; Rizzo et al., 1970). In this case the employee tends to worry because they don't know their promotional future. Hence, role ambiguity causes the employee not to pay effort to accomplish that job, and the employee thus faces with the lack of control in the workplace, one of the factors leading to the job stress (Karasek, 1979).

+ **Role overload** occurs when the employees feel that job requirements exceed amount of his or her time and available resources to perform and archive the job expectation and requirement (Rizzo et al., 1970). Also, other authors claimed time dimension as the main determinant of role overload (Newton & Keenan, 1987).

2.2 Hypotheses Development

Based on theories presented in the above section, this study attempts to develop research hypotheses. These hypotheses will be categorized into four groups. The first group includes the individual characteristic such as education, age, gender, and marital status. They can be considered as moderator factor that significantly impact the job satisfaction and organizational commitment. The second group states that the intrinsic and extrinsic factor strongly influence the job satisfaction. Third group find out the relationship between job satisfaction and organizational commitment. Last group is to propose the testing of possible effect of intrinsic, extrinsic factor on organizational commitment.

2.2.1 The intrinsic, extrinsic factors and job satisfaction

According to Herzberg et al. (1993), motivator and hygiene factors are related to job satisfaction and dissatisfaction. Also, other researchers stated that the two-factor theory is critical and useful framework to predict and understand the job satisfaction in the workplace. Some studies pointed out that extrin-

insic factor is much more important than intrinsic factors to motivate and increase the level of job satisfaction (Lam et al., 2001). Additionally, (Smith et al. 1969) reports that extrinsic factors are more critical to determine job satisfaction than the intrinsic factor. In contrast, one of studies found that the extrinsic factors do not ensure job satisfaction or contributes to job satisfaction (Wang & Haggerty, 2011).

Compensation is total amount of money which the employer pays an employee for his or her job. According to Maslow's theory (1943), salary is part of physiological needs and includes first level in pyramid level of satisfaction. Some studies show that the compensation is a crucial part of the job satisfaction. In the other word, the pay is a requirement for the basic level of satisfaction. In addition, Herzberg's theory claims that salary belongs to extrinsic factors. When employee is paid well, they no longer dissatisfy with their job. Similarly, many managers tend to consider salary as the main factor which influence job satisfaction of employees, while many studies suggest that compensation is a critical aspect of job satisfaction (Smith et al., 1969; Liou et al., 1997). Generally, telecommuting jobs often offer attractive compensation in comparison with other jobs in many industries. High salary is most important factor to make telecommuting jobs become attractive to employees who are willing to accept risk, uncertainty, a characteristic of telecommuting job to stay on their job. Therefore, in the telecommuting context, the hypothesis needs to be developed on the relationship between salary and job satisfaction of employees working in such environment.

H1: Compensation positively impacts on the job satisfaction of employees working in the telecommuting environment.

In addition, the compensation also contribute significant outcome of organizational commitment (Porter & Steers, 1973). This study was to examine how compensation affects on commitment, and its finding revealed the employees will be less level likely to pay their commitment toward organization because of low compensation return. According to Meyer and Allen (1997), they redefined the concept of organizational commitment, which determined the compensation have highly impact on organizational commitment. Therefore, this study is to adopt these findings from previous study to proposed hypothesis which reveals the association between compensation and organizational commitment within telecommuting environment context.

H5: Compensation positively impacts on the affective commitment of employees working in the telecommuting environment.

Job security is extent to which employee remain his/her job. In according to Maslow's theory, job security is a part of second level of need as safety premises in pyramid, which increase job satisfaction of employee. In addition, Herzberg's theory, job security also belongs to extrinsic factors. According to Lam et al. (2001), job security is most influential factor to determinant job satisfaction.

In telecommuting environment, companies offer two type contracts in accordance to the labor code of Vietnam including long and short term contracts. Employees sign long-term contract to secure their job because companies are less likely to fire them. In contrast, employees with short-term contract may be able to unemployment at the end of the contract. The next contract will be renewed that depend on the current situation and demand of that job. Furthermore, the increase of operation cost also impacts the demand of job because companies tend to resize human resources to reduce costs. Hence, it is very important to develop hypothesis in the context of employees working in telecommuting environment to determine the impact of job securities on job satisfaction.

H3: Job security positively impact on the job satisfaction of employees working in the telecommuting environment.

According to Meyer and Allen (1997), they postulated the job security is one of affective commitment's predictor. In the telecommuting environment, employees are working with unpredictable condition because of distance between partners or co-workers and sometimes enduring the mental and physical pain under high work pressure. While they do not ensure everything belong to them because of unpredictable possibility, unstable policy of human resource. In order to expose the relationship between job security and affective commitment on telecommuting environment context, the hypothesis is proposed as below:

H7: job security negatively impacts on affective commitment of employees working in the telecommuting environment.

Training and promotion opportunities: these opportunities are important factor that influences the employee improvement on his/her skill. According to Herzberg (1993), motivator factors are intrinsic factor which increases level of job satisfaction in the workplace, while training and promotion opportunities belong to intrinsic factor. Lam (2001) discussed the training and promotion opportunities for employees which can significantly improve level of job satisfaction. Lam (2003) concluded that the employee who thinks that he or she is an important person in the organization and that he or she has higher job satisfaction with low probability of turnover. Typically, telecommuting workers often carry out their job repeatedly, and their tasks are specified. Their processes must also strictly follow the instruction; hence, it is difficult to change the employee positional together. Furthermore, the interrupting timings with on and off rotation schedule create the pressure and barriers to telecommuting employees to learn when they are on duty. From these discussion, theory and empirical finding, the author formulated hypothesis to find out the relationship between training, promotion opportunities and job satisfaction of employees working in telecommuting environment as below:

H2: Training and promotion opportunities positively impact on job satisfaction of employees working in the telecommuting environment.

According to Meyer and Allen (1997), they proposed training and promotional opportunities are predictor of organizational commitment. Especially, in the telecommuting environment, the telecommuting employees have constraint time to follow the training course to enrich their knowledge. Also, telecommuting employees have little promotional opportunities because they only spend on their time on working far away from the company. Therefore, the hypothesis is proposed to examine whether training and promotional opportunities influence on affective commitment in the telecommuting environment.

H6: Training and promotional opportunities positively impact on affective commitment of employees working in the telecommuting environment.

2.2.2 Job stress, organizational commitment, and job satisfaction

Many studies indicated that job stress negatively impacts physical and psychology of workers working in the distance environment. Hence, employees have to fully concentrate during their terms. The telecommuting employees also have to accept difficult communications with each other (Suedfeld & Steel, 2000). Additionally, telecommuting workers also face uncertainties in employment due to the competition from new joiners who have just graduated from the universities and willing to find a job with low salary.

Some researches discuss the relationship between job stress and job satisfaction. They generally postulate that job stress and job satisfaction are negatively related (Miles, 1976; Mile & Petty, 1975). Additionally, in order to support relationship between job stress and job satisfaction, many studies conduct researches with more complicated technique such as path analysis framework to find out the relationship between job stress and job satisfaction. The same test is also carried out with other determinants such as role conflict, role overload, and role ambiguity. From the empirical result, researches propose that job stress indirectly affects the turnover of employees through job satisfaction (Hendrix, Ovalle & Troxler, 1985). Malik (2010) carried out the research in bank sector concluded that the job stress negatively and directly affects on job satisfaction. Also, Fogarty (1996) confirmed that negative relationship between job stress and job satisfaction.

Therefore, it is worthy to evaluate the impact of job stress on job satisfaction in the telecommuting working environment. The hypothesis will be formulated as following:

H4: Job stress negatively impacts on job satisfaction of employee working in the telecommuting environment.

Moreover, the relationship between job stress and affective commitment was specifically posited high correlation, which reflected the degree of employees' affective commitment relate to job stress (Meyer & Allen, 1997). Particularly, Michal et al., (2009) conducted the study to examine the relationship between job stress and commitment organization in the context

of Israeli education. The finding suggested that the job stress impedes subjects' emotional attachment. Generally, the increasing in job stresses which in turn reducing level of commitment organization. Fogarty et al. (2011) confirmed that the negative relationship between the job stress and the commitment organization. Hence, it is worth to propose the hypothesis, gives extensive discussion on relationship between job stress and affective commitment as below:

H8: Job stress negatively impacts on affective commitment of employee working in the telecommuting environment.

2.2.3 Job satisfaction and organizational commitment

Although job satisfaction and organizational commitment are considered different, they both determine the relationship and attitude of employee toward the organization. However, many studies pointed out the correlation between the job satisfaction and organizational commitment (Meyer et al., 2002). Both theories were hard to distinguish because both of them share same factors to construct its theory. Similarly, some researches discussed the interrelations of job satisfaction and organizational commitment (Mowday et al., 1982; Spence et al., 2002).

Alternatively, some researches claims that the job satisfaction is the determinant of organizational commitment (Yousef, 1998). Meyer and Allen (1997) cited that the higher level of organizational commitment leads to the stronger job satisfaction and lower level of turnover and conflict of working and living condition. Although both theories had commons and differences, but they were strongly correlated.

Along the discussion above, the hypothesis is formulated to demonstrate and test the result of correlation between job satisfaction and affective commitment as below:

H9: Job satisfaction positively impacts on affective commitment of employee working in the telecommuting environment.

2.3 Research Model

Based on these hypotheses which are discussed above, the author proposes the research model as presented in the figure 1. Specifically, each of the three factors including compensation, job securities and learning opportunities is proposed to reveal the positive effect on job satisfaction and affective commitment, whereas, the remaining factor, namely job stress is stated to have negative effects on job satisfaction and affective commitment. Also, job satisfaction is hypothesized to have positive effect on organizational commitment. The dot path represents the demographic including age and education moderates on the relationship among constructs.

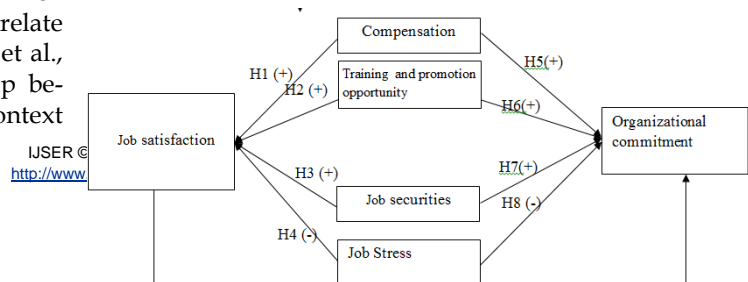


Figure 1. Research Model

3 METHODOLOGY

3.1 Research method

This study adopts quantitative method. It allows researcher to conduct the larger population with accuracy and reduce costs by using the sample of population to reflect properties of population. In addition, this quantitative research surveys the variable for testing the hypothesis and applying the previous approaches with high level of reliability and validity to conduct survey (Sarker et al., 2003). The population is huge, so only the sample is surveyed in this research. The results of sample reflect and generalize the population.

There are two phases in this study including a pilot study and the main study. In the pilot study, group of 10 telecommuting employees are interviewed through face-to-face method to make sure validity and consistency of responses. These questions can then be modified to enhance the quality of study. The main study is to carry-out empirical study through face to face interviews with 10 telecommuting employees. As the result, the hypotheses will be tested, and research models are thus confirmed.

3.2 Sample size

The sample size is chosen to ensure it can be represent the property of sample population. According to Hair et al. (2006), the number of sample size should be greater five-time of number of questions which are used to survey variable in the study. This research consists of 40 items. Therefore, the number of questionnaire has to be at least 200. The total of questionnaires is 250 with expectation that at least 80% of questionnaires which are responded show enough quality for the analysis.

3.3 Survey Instruments

The instruments of this study include four sets of questionnaires: (1) Affective Commitment Questionnaire, (2) Job Satisfaction Questionnaire, (3) Job Security Questionnaire, and (4) Job Stress Questionnaire.

3.3.1 Affective Commitment Questionnaire

Affective commitment is define as emotional aspect and involvement of the employee to the organization (Meyer & Allen, 1990). The employee with higher level of affective commitment is likely to have higher performance, productivity and lower level of turnover. This study adopted 8-item scale

of Meyer and Allen to evaluate the affective commitment of telecommuting employees.

3.3.2 Job Satisfaction Questionnaire

Job satisfaction is widely researched in the organization. As the result, many scales have been generated to measure job satisfaction. In order to measure each predictor of job satisfaction, namely, salary, job security, working condition and learning opportunity. This study adopted measurement scale with 5-point likert (Hair et al., 2006) was original from job descriptive index developed by Smith, et al. (1969), which was modified and refined by Kim to adapt in the Vietnam context to measure job satisfaction of telecommuting employees.

3.3.3 Job Security Questionnaire

Job security was measured by the scale which was developed by Yousef (1998). In this study, the measurement scale comprising 5 items are adopted from original instrument which internal consistency of each item must be at least 0.8. Correspondent will be asked to demonstrate extend to which their attitude toward job security with 5 scale point ranked from 1 (totally disagree) to 5 (totally agree) in each item.

3.3.4 Job Stress Questionnaire

In this study, the job stress was measured by using scale which was constructed by Lait and Wallace (2002). This instrument was used to measure job stress in difference jobs; this measurement consists of 6 item scale with 5 scale point ranked from 1 (totally disagree) to 5 (totally agree). The higher index implies higher level of perceived job stress at workplace. This instrument was tested internal consistency using Cronbach's Alpha to be examined as 0.81.

3.4 Statistical Treatment

After accomplishing data collection and verify them to ensure they are quality for further analysis. All data is initially input into excel in order to be used for analyzing by SPSS software, which conducts data analysis for descriptive analysis, Exploratory Factor Analysis (EFA) and Reliability testing. Then Analysis of Moment structure suite (AMOS) of IBM version 20 implements the remaining analysis progress comprising Confirmatory Factor Analysis (CFA), Structural Equation Model (SEM).

4 DATA ANALYSIS AND INTERPRETATION

4.1 Demographic Characteristics of the Sample

Initial age distribution statistics indicated that range of age with 5 years gap. The majority of respondents belong to age range between 25 and 40 years old which account for 82% of the sample size in this study. It reflects the major part is young employees who are willing to work in telecommuting environment.

Further descriptive analysis, education distribution was also examined to reflect the academic completion of respondents, is relatively high, in which respondents with university level account for 46.5% and high school is 35.8%. In reality, the telecommuting employees did not intentionally increase their academic achievement during their work, because they endure high pressure conditions, as well as, time limitation. The overall assessment of tenure distribution was also implemented to explain the seniority of respondents with 38.4% from 2-5 years, 33.6% from 6-10 years (see table 1).

Demographic	Category	Frequency	Percentage (%)
Gender	Male	198	73.1
	Female	73	26.9
Age	20-24	1	0.4
	25-29	79	29.2
	30-34	100	36.9
	35-40	43	15.9
	41-45	16	5.9
	Over 45	32	11.8
Education	Highschool	97	35.8
	Diploma	32	11.8
	Bachelor	126	46.5
	Master	15	5.5
	Doctorate	1	0.4
Tenure	Less than 2 years	8	3.0
	2-5 years	104	38.4
	6-10 years	91	33.6
	11-15 years	25	9.2
	Greater than 15 years	43	15.9

Table 1. Demographic Characteristics of the Sample

4.2 Reliability Analysis

Cronbach’s alpha and corrected item-total correlation were examined for all constructs in this study to assess reliability of measurement scale. According to Hair et al. (2006), he recommended that in order to ensure scale reliability, the result of Cronbach’s alpha is over .6 and value of corrected item-total correlation is also greater than .3. As presented in table 4.5, seven uni-dimensionality scales have Cronbach’s alpha and corrected item-total correlation ranged from .764 to .889 and from .493 to .773 respectively. Therefore, seven uni-dimensionality scales satisfy the measurement scale reliability. In job satisfaction factor, the Cronbach’s alpha of job satisfaction will improve .884 instead .874 as item job29 was eliminate. But job29 is still retained to ensure content validity because of Cronbach’s alpha of this construct is much over threshold of .6. After secondary analysis these measurement scale is reasonable for further analysis in the next steps.

Constructs	Indicators	Cronbach’s alpha	Corrected item-total correlation	Cronbach’s alpha if item deleted
Compensation	Compe1	0.764	0.493	0.748
	Compe2		0.484	0.749
	Compe3		0.630	0.672
	Compe4		0.657	0.657
Learning and Promotional Opportunities	Prom5	0.867	0.546	0.864
	Prom6		0.742	0.830
	Prom7		0.639	0.852
	Prom8		0.698	0.856
	Prom9		0.774	0.823

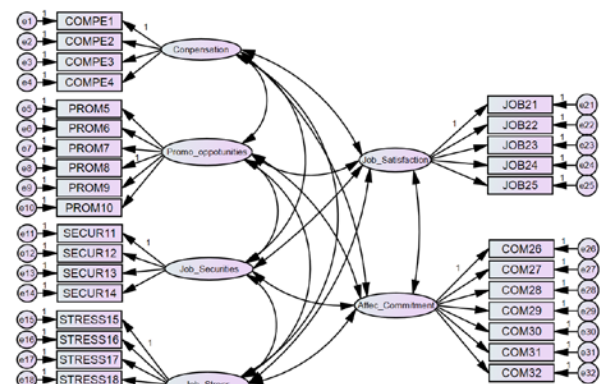
Working condition	Prom10	0.771	0.713	0.837
	Work13		0.628	-
	Work14		0.628	-
Job security	Secur15	0.856	0.737	0.800
	Secur16		0.740	0.799
	Secur17		0.646	0.837
	Secur18		0.673	0.827
Job stress	Stress19	0.834	0.653	0.797
	Stress20		0.606	0.808
	Stress21		0.612	0.806
	Stress22		0.628	0.803
	Stress23		0.515	0.832
Job Satisfaction	Stress24	0.874	0.663	0.797
	Job25		0.761	0.833
	Job26		0.759	0.834
	Job27		0.753	0.835
	Job28		0.703	0.848
Affective Organizational Commitment	Job29	0.889	0.544	0.884
	Com30		0.564	0.888
	Com31		0.576	0.886
	Com32		0.668	0.874
	Com33		0.773	0.862
	Com34		0.736	0.867
	Com35		0.763	0.863
	Com36		0.737	0.865

Table 2. Measurement Scale Reliability Assessment

4.3 Confirmatory Factor Analysis (CFA)

4.3.1 CFA Measurement Model

Confirmatory Factor Analysis (CFA) is implemented to investigate the full measurement model contains seven constructs including Compensation, Learning and promotional opportunities, Working condition, Job stress, Job security, Job satisfaction and Affective organizational commitment, as well as their respective measurable variables. Figure 2 indicated the measurement model in term of CFA:



4.3 Figure 2. CFA Measurement Model

Based on measurement model evaluation and EFA assessment, the results were much improved their fit indices which are illustrated in the table 3:

Fit indices	Criteria	Results	Assessment
Absolute fit indices			
Chi square/df	≤5	1.459	Acceptance
GFI	≥ 0.9	0.929	Acceptance
RMSEA	≤ 0.05	0.041	Acceptance
Incremental fit indices			
NFI	≥ 0.9	0.925	Acceptance

CFI	≥ 0.9	0.975	Acceptance
TLI	≥ 0.9	0.968	Acceptance
Parsimony fit indices			
PCFI	≥ 0.5	0.781	Acceptance
PNFI	≥ 0.5	0.741	Acceptance
HOLTER	≥ 200	224	Acceptance

Table 3. The Results of Fit Indices of Refined Model

Absolute Fit Indices: the results of Chi square/df = 1.459 belongs to threshold of below 5 and GFI = 0.929 is completely satisfactory of requirement with over 0.9, which reflected that refined model well fit with observed covariance matrix (Hair et al., 2006). Furthermore, value of RMSEA is 0.041 which definitely meet requirement of cut-off value with below 0.008. Conclusively, the refined model is outperforming in this stage. The next of Incremental fit indices will examine refined model.

Incremental Fit Indices: three parameter including CFI, TLI and NFI were taken to examine the refined model in this step. According to Hair et al., (2010), he proposed that value of three parameters is over 0.9 as the acceptance criteria. Generally, the refined model obtained CFI = 0.979, NFI = 0.925 and TLI = 0.968 in which all values are over 0.9. Thus, the refined model is satisfactory in term of incremental fit indices. Conclusively, the initial measurement model is well comparative with baseline model.

Parsimony Fit Indices: PCFI = 0.781 and PNFI = 0.741 in which all values is over 0.5 as requirement of Hair et al., (2006). It represented that the refined model is well demonstrated by the sample date.

HOELTER Value: According Hair et al., (2006), he proposed the value of HOELTER need to be over 200 to demonstrate the study have number of sample size is reasonable for analysis. The result of HOELTER is 224, over above the proposed threshold. Meaningfully, it reflected the 271 collected sample size is enough for this analysis.

4.4 Structural Equation Modeling (SEM) Testing

The proposed structural model was evaluated through fit indices assessment to ensure that model fit with collected data. The casual relationships were depicted in structural model to represent the relationship which the study desires to explore.

The structural model was presented in Figure 3, the results of calculated fit indices as Chi square/df = 1.863, CFI = 0.950, GFI = 0.908, TLI = 0.941, RMSEA = 0.057 and NFI = 0.9 in which these values are satisfactory threshold proposed by Hair et al, (2006). In other word, the proposed structural model performed good fit with collected data. However, value of HOELTER is only 176 below the threshold of 175. It indicates the 271 collected sample size is not large enough for structural model. But the study decides to maintain the refined measurement scale while it will be represented in the limitation.

Chi Square=266.434 df=143 Chi square/DF = 1.863
CFI=.950 GFI=.908 TLI=.941 RMSEA=.057 NFI=.900

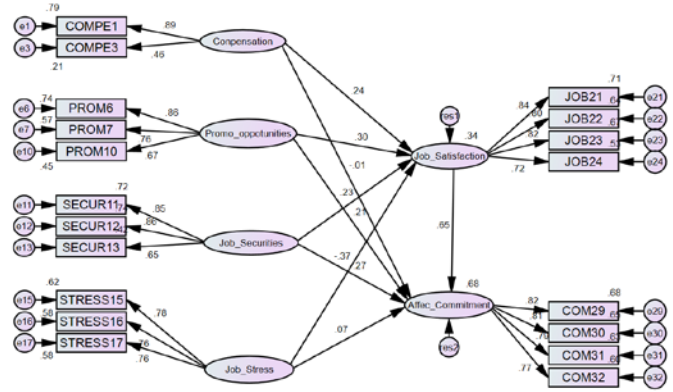


Figure 3. Structural Equation Modeling (SEM) Model

4.5 Hypotheses Testing

Through series analysis was given the satisfactory structural refined model and acceptance of limitation in the study. The proposed hypotheses will be tested based on the standardized factor loading and p-Value whether proposed hypotheses of pair construct is significant. The results are presented in the Table 4:

Hypotheses Description	Relationship	Standardized coefficient	p-Value	Results
H1: Compensation positively impacts on the job satisfaction	Compensation → Job satisfaction	0.24	0.01	Supported
H2: training and promotion opportunities negatively impact on job satisfaction	Training and promotion opportunities → Job satisfaction	0.305	0.004	Supported
H3: Job security positively impact on the job satisfaction	Job security → Job satisfaction	0.233	0.004	Supported
H4: job stress negatively impacts on job satisfaction	Job stress → Job satisfaction	-0.366	0.004	Supported
H5: compensation positively impacts on affective commitment	Compensation → Affective commitment	-0.011	0.842	Rejected
H6: training and promotional opportunities positively impacts on affective commitment	Training and promotional opportunities → Affective commitment	0.214	0.005	Supported
H7: Job security positively impacts on affective commitment	Job security → Affective commitment	0.269	0.004	Supported
H8: Job stress negatively impacts on affective commitment	Job stress → Affective commitment	0.066	0.288	Rejected
H9: Job satisfaction positively impacts on affective commitment	Job satisfaction → Affective commitment	0.65	0.004	Supported

Note: the P-values in table were calculated with boot strap function for estimating at 500 sample size.

Table 4. Hypotheses testing with standardized estimated and p-Value

Based on the results represented in table 4, each proposed hypothesis will be fully examined in comparison with threshold of below 0.05 to reflect whether the hypothesis is sup-

port and standardized coefficient indicate the degree to which causal relationship was defined.

Hypothesis 1: Compensation positively impacts on the job satisfaction of employees working in the telecommuting environment.

The causal relationship of compensation on job satisfaction has p-Value is 0.01 below assessment criteria of 0.05, and standardized coefficient of this relationship is 0.24 which represents the level of compensation impact on job satisfaction. Therefore, the hypothesis was supported that compensation positively impacts on job satisfaction.

Hypothesis 2: Training and promotion opportunities positively impact on job satisfaction of employees working in the telecommuting environment.

With result of standardized coefficient of this hypothesis is 0.305 and p-Value at 0.004 less than significant statistic at 0.05, therefore, the proposed hypothesis is established from empirical collected data. It determines that training and promotional opportunities significant positive influence on job satisfaction of employees in context of the telecommuting environment..

Hypothesis 3: Job security positively impact on the job satisfaction of employees working in the telecommuting environment.

The result of relationship between job security and job satisfaction was characterized by standardized coefficient is 0.233 and p-Value of 0.04 less than 0.05 of critical value. Thus, the hypothesis was supported from collected data context. In other word, job security has significantly positive influence on job satisfaction in the study.

Hypothesis 4: Job stress negatively impact on job satisfaction of employees working in the telecommuting environment.

Based on the result of p-Value is 0.004 below threshold of 0.05 and standardized coefficient of relationship is -0.366. Conclusively, proposed hypothesis were supported from empirical collected data in the study. Alternatively, job stress yields significantly negative influence on job satisfaction.

Hypothesis 5: Compensation positively impact on affective commitment of employees working in the telecommuting environment.

Relationship between compensation and affective commitment has p-Value is 0.842 which obviously over significant statistic of 0.05. Therefore, the proposed hypothesis was not supported from empirical collected data in the study. Alternatively, compensation has not significant impacts on affective commitment

Hypothesis 6: Training and promotional opportunities positively impact on affective commitment of employees working

in the telecommuting environment.

Standardized coefficient and p-Value is 0.214 and 0.005 respectively. It represented that proposed hypothesis was supported in the study. Therefore, training and promotional opportunities positively impact on affective commitment.

Hypothesis 7: Job securities positively impact on affective commitment of employees working in the telecommuting environment.

With value of standardized coefficient is 0.269 and p-Value = 0.004 < 0.05. This hypothesis was supported to explain that job securities positively impact on affective commitment

Hypothesis 8: Job stress negatively impact on affective commitment of employees working in the telecommuting environment.

The result shows the p-Value of this relationship is 0.288 which determine the proposed hypothesis was rejected. Conclusively, job stress has insignificant impact on affective commitment of employees working in the telecommuting environment.

Hypothesis 9: Job satisfaction positively impact on affective commitment of employees working in the telecommuting environment.

Proposed relationship between job satisfaction and affective commitment has results of standardized coefficient and p-Value is 0.65 and 0.004 respectively. The p-Value is definitely less than significant statistic value of 0.05. Therefore, the proposed hypothesis was supported from the results. Furthermore, the standardized coefficient is high as 0.65 which mean that job satisfaction is highly positive impact on affective commitment.

5 FINDINGS AND CONCLUSION

Through empirical data analysis testing research model reveal that compensation has only causal influence on job satisfaction. The more compensation telecommuting employees get from company, the higher level of job satisfaction they respond toward job. Therefore, this finding provides insight into compensation in term of human manager resource in the telecommuting working environment context. Because it is very costly as many manger currently convince the compensation has strong effect on the outcome of affective commitment which leads to increase loyalty and adherence of employees toward company.

The result also reveals the positive influence of training and promotional opportunities on both job satisfaction and affective commitment. The company offer good training and promotional opportunities, the telecommuting employees will satisfy their current job, as well as, increase their positive attitude to adhere with company till retirement. From managerial

perspective, this finding provides the efficient tool to enhance labor productivity and loyalty. Training opportunities does not only enrich knowledge and skill as requirement of telecommuting tasks, but also improve job satisfaction and willingness to spend their effort to accomplish their jobs reflected through affective commitment.

In addition, the empirical result showed the positive influence path from job security to both job satisfaction and affective commitment. The more telecommuting employees can secure their job, the higher level of job satisfaction and affective commitment they respond toward their company.

The empirical results extracted from the analysis pointed out that job stress has only negatively influence on job satisfaction but not affective commitment. The more job stress telecommuting employees feel at the special workplace, the lower level job satisfaction they respond to their job. Also, job stress has stronger effects on job satisfaction than other factor in the study. But telecommuting employees only respond the job stress in the short term through the job satisfaction.

Finally, this study reflected intensive result of positively influence of job satisfaction on affective commitment. This is strongest impact of job satisfaction on affective commitment is consistent with study of Meyer and Allen (2002). Once the telecommuting employees have higher level of job satisfaction, they will have stronger emotion in their company and willingness to spend their effort in accomplish their work in efficient way as well as adhere to their company till retirement.

ACKNOWLEDGMENT

The author wishes to thank Eastern International University (EIU) and Becamex Corporation who gave him opportunity to complete this study.

REFERENCES

- [1] Adigun, I.O., and G. M. Stephenson. "Source of job motivation and satisfaction among British and Nigerian employees." *Journal of Social Psychology* 132, no. 3 (1992): 369-377.
- [2] Bassett-Jones, N., and G. C. Lloyd. "Does Herzberg's motivation theory have staying power?" *Journal of Management Development* 24, no. 10 (2005): 929-943.
- [3] Beehr, T.A., and R.S. Bhagat. "Introduction to human stress and cognition in organization." *Human Stress and Cognition in Organizations*, 1985: 3-19.
- [4] Byosiere, P. "Stress in Organizations." *Handbook of Industrial and Organizational Psychology* 3 (1992): 571-650.
- [5] Fogarty, H., P. Scott, and S. Williams. "The half-empty office: Dilemmas in managing locational flexibility." *New Technology, Work & Employment* 26, no. 3 (2011): 183-195. doi:10.1111/j.1468-005X.2011.00268.x.
- [6] GSO. *Vietnam General Statistics Organization*. 2015. https://www.gso.gov.vn/SLTK/Table.aspx?rxid=8f161760-9ba0-4c6d-8898-fdef1a92c072&px_db=02.+D%c3%a2n+s%e1%bb%91+v%c3%a0+lao+%c4%91%e1%bb%99ng&px_type=PX&px_language=vi&px_tableid=02.+D%c3%a2n+s%e1%bb%91+v%c3%a0+lao+%c4%91%e1%bb%99ng%5cV_02.02.px&layout=tab (accessed Aug 2016).
- [7] Hair, J.F.Jr., W.C. Black, B.J. Babin, R.E. Anderson, and R.L. Tatham. *Multivariate data analysis*. 6th. Upper Saddle River: Prentice Hall, 2006.
- [8] Herzberg, F., B. Mausner, and B. B. Snyderman. *The Motivation to Work*. New Brunswick, NJ: Transaction, 1993.
- [9] Jamal, M. "Relationship of job stress and Type-A behavior to employees' job satisfaction, organizational commitment, psychosomatic health problems, and turnover motivation." *Human Relations* 43 (1990): 727-738.
- [10] Judge, T. A., Parker S., A. E. Colebert, D. Heller, and R. Ilies. "Job satisfaction: A cross-cultural Review." *Handbook of industrial, work and organizational psychology* 2 (2001): 25-52.
- [11] Karasek, R. "Job demands, job decision latitude and mental strain: Implications for job redesign." *Administrative Science Quarterly* 24 (1979): 285-306.
- [12] Lait, J., and J. E. Wallace. "Stress at work: a study of organizational-professional conflict and unmet expectations." *Industrial Relations* 57, no. 3 (2002): 463-490.
- [13] Lam, T., H. Zhang, and T. Baum. "An investigation of employees' job satisfaction: the case of hotels in Hong Kong." *Tourism Management* 22, no. 2 (2001): 157-165.
- [14] Lam, T., R. Pine, and T. Baum. "Subjective norms: effectives on job satisfaction." *Annals of Tourism Research* 30, no. 1 (2003): 160-177.
- [15] Liou, C. N., W. H. Shi, and K. Y. Tseng. "Job satisfaction of a medical centers' nurses and related factors." *VGH nursing* 14, no. 2 (1997): 143-152.
- [16] Madlock, P.E. "The influence of supervisor's leadership style on telecommuters." *Journal of Business Strategies* 29 (2012): 1-24.
- [17] Maslow, A. H. "A Theory of Human Motivation." *Psychological Review* 50 (1943): 370-369.
- [18] Meyer, J. P., and N. J. Allen. "A Three-Component Conceptualization of Organizational Commitment." *Human Resource Management Review* 1, no. 1 (1991): 61-89.
- [19] Meyer, J. P., D. J. Stanley, L. Herscovitch, and L. Topolnytsky. "Affective, Continuance, and Normative Commitment to the Organization: A Meta-Analysis of Antecedents, Correlates, and Consequences." *Journal of Vocational Behavior* 61 (2002): 20-52.
- [20] Miller, S. *Effective management is top mobile workforce concern*. Dec 28, 2010. <http://www.shrm.org/hrdisciplines/benefits/Articles/Pages/MobileWorkforce.aspx> (accessed Dec 02, 2016).
- [21] Newton, T., and A. Keenan. "Role stress reexamined: an investigation of role stress predictors." *Organizational Behavior and Human Decisions Processes* 27, no. 4 (1987): 346-368.

- [22] Porter, L. W., and R. M. Steers. "Organizational, work, and personal factors in employee turnover and absenteeism." *Psychological Bulletin* 80 (1973): 151-176.
- [23] Rizzo, J., R. House, and S. Lirtzman. "Role conflict and ambiguity in complex organizations." *Administrative Science Quarterly* 15 (1970): 150-163.
- [24] Sarker, S. J., A. Crossman, and P. Chinmeteeputuck. "The relationship of age and length of service with job satisfaction: an examination of hotel employees in Thailand." *Journal of Managerial Psychology* 18, no. 7 (2003): 745-758.
- [25] Smith, P. C., L. M. Kendall, and C. L. Hulin. *The measurement of satisfaction in work and retirement: A strategy for the study of attitudes*. Chicago, IL: Rand McNally, 1969.
- [26] UNPD. *World Population Prospects, the 2015 Revision*. Jul 2016.
<https://esa.un.org/unpd/wpp/Download/Standard/Population/> (accessed Oct 26, 2016).
- [27] Wang, Y., and N. Haggerty. "Individual virtual competence and its influence on work outcomes." *Journal of Management Information Systems* 27, no. 4 (2011): 299-334.
- [28] Yousef, D. A. "Satisfaction with job security as a predictor of organizational commitment and job performance in a multicultural environment." *International Journal of Manpower* 19, no. 3 (1998): 184-194.

IJSER