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Organizational Commitment Influences Employee Performance with the Mediating Role of Organizational Citizenship Behavior and Employee Satisfaction: A Study in the Water Supply Sector in Ho Chi Minh City, Vietnam

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Abstract

The research was conducted to determine the relationship between the organization commitment to organizational citizenship behavior and employee satisfaction, which affects the employee's work performance at the Saigon Water Supply Corporation (Sawaco). Using data from a survey of 462 employees working in the public sector, the study applied a Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess the impact of Affective commitment, Continuance commitment, and Normative commitment through two mediating factors: employee satisfaction and organizational citizenship behavior on employee work performance at Sawaco. Research results show that they have a positive relationship with each other, and two intermediate factors, satisfaction and organizational citizenship behavior have a positive influence on employee performance. The research results have suggested some managerial implications for Sawaco and public sector organizations to enhance organizational commitment in order to increase organizational citizenship behavior and employee satisfaction.

Key word: *Affective commitment, Continuance commitment, Normative commitment, Organizational citizenship behavior, Employee performance, Sawaco.*

JEL Classifications: C5, C81, J24, J53, M54

1. Introduction

Vietnam is a developing country. Therefore, it is necessary to invest and develop essential resources as a foundation to promote other business areas. Water is an important resource for the lives and activities of people and organizations in a large city. Water is the basic source of drinking water for humans that is especially important to ensure the health and survival of city residents. Water is used for production and to maintain the operations of factories, hospitals,

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restaurants, hotels and businesses, so it must be supplied safely and continuously. Effective and sustainable management of water resources is necessary to ensure the development and survival of the country and its cities.

The Saigon Water Supply Corporation (Sawaco) is a state-owned entity entrusted with the responsibility of ensuring the provision of clean, safe, and stable water supply for Ho Chi Minh City, which has the largest population in the country and is the largest economic, political, and cultural center in Vietnam. Sawaco has more than 4,800 employees working in 15 specialized departments and 23 subsidiary companies. Each Sawaco employee represents the image of the business and represents Ho Chi Minh City's ability to serve water sources for over 10 million people and thousands of businesses. Sawaco has some challenges when entering the market economy, such as facilities, working conditions and employee income are not high, some good and experienced employees tend to move out of the unit. Therefore, Sawaco needs to promote technical investment along with perfecting management mechanisms and human resource policies, improving the attraction and retention of good employees. In the process of carrying out tasks and international integration, human resource management always plays an important role in helping the organization achieve its mission and goals (Christopher et al., 2016; Hilary et al., 2003). Operational practice shows that maintenance and development of experienced and effective human resources is an important task for the Sawaco in the market economy and contributes to the development of Ho Chi Minh City during the period of international economic integration.

Previous studies (Akhmad and Sarfilianty, 2022; Schaufeli, 2013; Mowday et al., 1979; Meyer, 1997) have suggested that commitment of employees with the organization related to the level of dedication, satisfaction and work efficiency of employees. The organizational commitment of employees at state-owned enterprises in essential services is often expected to go beyond the job commitment in the labor contract, as ensuring civic virtue, exemplary virtue, self-sacrifice, courtesy, loyalty and personal Initiative. Saks (2006) explained that the level of employees' organizational commitment depends on what they receive from the organization. When the organization always fully recognizes the positive contributions of employees, they feel satisfied and have positive behavior beyond expectations, leading to higher employee performance. The decisive role of human beings is becoming increasingly important as businesses are entering the digital industrial revolution with numerous applications of modern technology; therefore, employee commitment to the organization is even more crucial.

This study was experimentally conducted to survey employees of the Saigon Water Supply Corporation in Ho Chi Minh City, aiming to determine the relationship between the organizational commitment factor with employee satisfaction and organizational citizenship behavior towards employee performance. The research questions asked are: (1) How is organizational commitment related to employee satisfaction of Sawaco, (2) How organizational commitment is related to employees' organizational citizenship behavior, (3) How satisfaction and organizational citizenship behavior affect the work performance of Sawaco employees. The results of the study will provide leaders at Sawaco to develop human resource policies that are more appropriate in the current situation.

2. Theories and Concepts

2.1. Organizational Commitment

Mowday et al (1982) argued that organizational commitment can be understood as a form of strength based on the individual's mental commitment and their contribution to the organization,

which contributes significantly to the organization's success and prosperity. According to Meyer and Allen (1991), employee commitment to the organization is a psychological state that binds the individual to the organization. It is closely related to their job satisfaction and performance and their decision of whether they will continue to work with the organization or not. Meyer (1991) also proposed a model of Organizational Commitment with three components: Affective Commitment (AC), Continuance Commitment (CC), and Normative Commitment (NC). All these factors influence employee positivity and employee performance in carrying out their tasks. While there are numerous concepts regarding organizational commitment, scientists have reached a consensus and acknowledged it as a crucial form of behavior that significantly influences employee performance and organizational development (Mowday et al., 1979; Kaplan, 2018; Meyer & Herscovitch, 2001; Meyer et al, 2002; Shore & Wayne, 1993; Schaufeli, 2013; May et al., 2002; Folorunso et al., 2014; Berberoglu & Secim, 2015; Akhmad and Sarfilianty, 2022).

2.2. Employee Satisfaction (SE)

Fisher (2000), posited that employee satisfaction reflects their attitude towards work through two components: an affective component based on feelings about the job and a cognitive component based on beliefs about the job. According to Weiss et al, 1967, employee job satisfaction is an individual's attitude expressed through their perceptions, beliefs, and behaviors towards the work they are currently engaged in. Ong et al., 2018 employee satisfaction is expressed through enthusiastic work behavior, which is related to work motivation and work performance of workers. There are many concepts about job satisfaction, but they all agreed that employee satisfaction brings positive work motivation to employees and they want to stay long-term with the organization (Chiva & Alegre, 2009; Singh & Das, 2013; Aminikhah et al, 2016; Culibrk et al, 2018).

2.3. Organizational Citizenship Behavior (OCB)

Organ (1997) clarified about OCB “As personal, voluntary acts beyond the role and duties described in the job, with the purpose not to earn a reward of the organization that contributes to improving the organization’s work performance, it is not clearly reflected in the regulations of the organization”. According to (Podsakoff et al., 2000; Organ et al., 2006) OCB has the types of behaviors as follows: Altruism, Generalized Compliance, Sportsmanship, Civic Virtue, Courtesy, Loyalty, Self-Development, Individual Initiative. All these behaviors are performed voluntarily to serve social interests. There are many concepts of organizational citizenship behavior, but many scientists agreed that some common elements of OCB are: “voluntary work of the individual, beyond the role and duties described in the job, with the aim not to receive organizational rewards but to contribute to improving organizational performance” (Desky et al., 2020; Chelagat et al, 2015; Nureen et al., 2023; Park, 2018).

2.4. Employee Performance (EP)

According to Otley (1999), the performance of organizations depends on factors such as employee performance and the organizational environment. Employee performance is the ability of employees to work effectively to accomplish organizational and individual goals. And Hall and Goodale (1986) point out that employee performance is how employees perform their duties using time, technique, and interactions with other individuals. Schermerhorn (1989) stated that employee performance is understood as the quantity and quality of work achieved by an individual or a group. In this research article, we approach in the sense that employee performance as the ability to avoid wasting time, labor, and money during the work process while still achieving efficiency

3. Research Model and Hypotheses

3.1. Proposed Research Model

To construct the research model, this research conducted a literature review on related to the factors of organizational commitment affecting organizational citizenship behavior. (May et al., 2002; Podsakoff et al., 2009; Yaakobi & Weisberg, 2020; Purwanto et al, 2021); The relationship between organizational commitment and job satisfaction (Chiva et al., 2009; Valaei et al., 2016; Wayoi et al., 2021); The relationship between organizational citizenship behavior and employee performance ((Nadeak et al, 2021; Rizaie et al., 2023); The relationship between job satisfaction and employee performance (Fisher, 2003; Singh et al, 2013; Culibrk et al, 2018; Ridlwan et al, 2021). Next, we discussed with 12 experts to build the research model (Fig. 1).

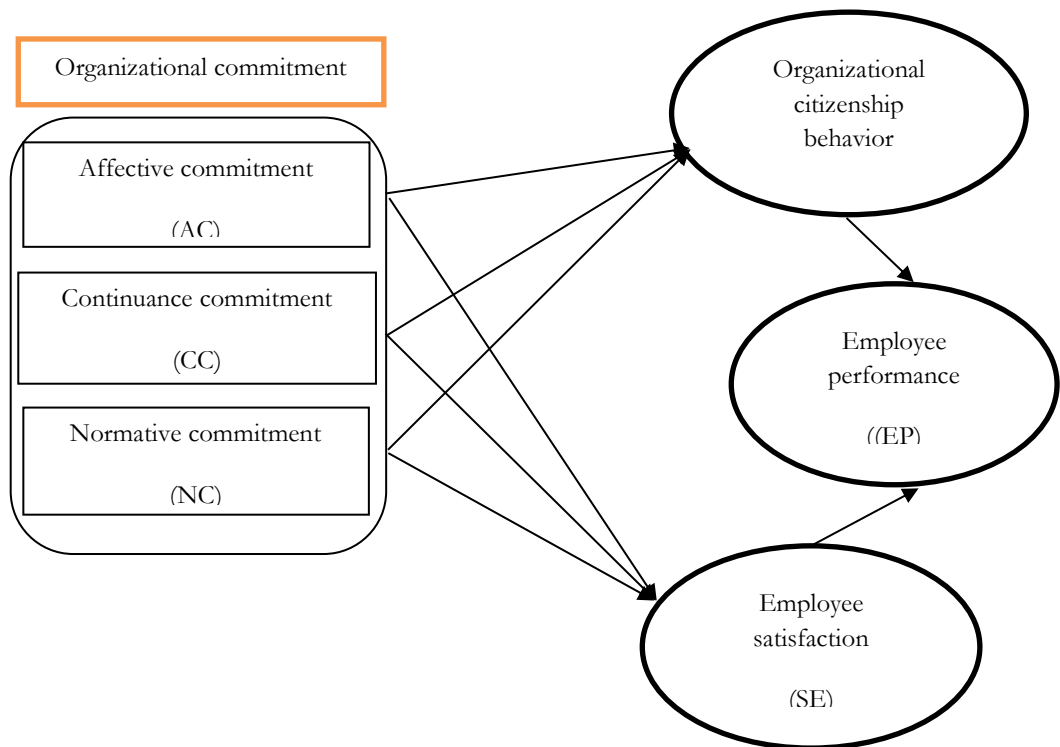


Fig. 1: Research Models.

Source: The Authors.

3.2. Hypotheses

- The Relationship Between Organizational Commitment and Organizational Citizenship Behavior

Meyer (1997) defined organizational commitment as strong belief in and acceptance of the organization's goals and value; willing to take significant positive actions on behalf of organization to best complete its tasks. Qureshi et al. (2011) introduced the organization Commitment is like “the feeling of responsibility that an employee towards the mission of the organization”. Researchers have agreed with the view that the relationship of organizational commitment leads to positive behavior, dedication and sacrifice in the work of employees. (Podsakoff et al., 2009; Yaakobi & Weisberg, 2020; Rembet et al, 2020; Purwanto et al, 2021).

Strengthening organizational commitment in the three aspects of maintenance continuity in work, good affective and norms in organization these have increased positive employee behaviors such as: dedication, compliance, work ethic and virtue (Meyer et al, 2002). Sawaco is a state-owned organization, which is responsible for providing water to people and businesses in Ho Chi Minh City. Sawaco and each employee have been representing the image of the Ho Chi Minh City government in providing this extremely important water resource. Therefore, determining the impact relationship of Organizational Commitment on Organizational Citizenship Behavior at Sawaco has led to a number of research hypotheses as follows:

H1: *Affective commitment has a positive influence Sawaco employees' organizational citizenship behavior*

H2: *Continuance commitment has a positive influence Sawaco employees' organizational citizenship behavior*

H3: *Normative commitment has a positive influence Sawaco employees' organizational citizenship behavior*

- The Relationship Between Organizational Commitment and Job Satisfaction

This relationship has been mentioned by many previous studies. Several studies have suggested that employee satisfaction is an antecedent to organizational commitment. Meanwhile, other studies suggest that organizational commitment and employee satisfaction are both causes and consequences of each other (Spector, 1997; Tran, 2005; Aminikhah et al., 2016; Culibrk et al., 2018). And in a particular context, enhancing organizational commitment will promote employee satisfaction (Chiva et al., 2009; Valaei et al., 2016; Kristian et al., 2020; Wayoi et al., 2021). Sawaco is a state organization with an important mission of creating a service corporate culture with high commitment to motivate workers. Therefore, this study examines three components of organizational commitment (affective commitment, continuance commitment, normative commitment) that affect employee satisfaction at Sawaco. The hypotheses are given as follows:

H4: *Affective commitment has a positive influence employee satisfaction at Sawaco*

H5: *Continuance commitment has a positive influence employee satisfaction at Sawaco*

H6: *Normative commitment has a positive influence employee satisfaction at Sawaco.*

- The Relationship Between Organizational Citizenship Behavior and Employee Performance

Organizational citizenship behavior plays an important role in employee motivation and performance. Robbins and Judge (2015) stated that Organizational Citizenship Behavior is the actions of employees working beyond assigned duties, to improve the quality of work and help the organization develop. In empirical research in businesses by (Kristian et al., 2020; Nadeak et al, 2021; Rizaie et al., 2023) showed that employees who demonstrate high levels of organizational citizenship behavior they perform highly productive. Sawaco employees are employees of a state-owned enterprise, so their pride and compliance will have positive behavior on work performance. The following hypothesis is proposed:

H7: *Organizational citizenship behavior has a positive influence employee performance of Sawaco employees.*

- The Relationship Between Job Satisfaction and Employee Performance

Many previous studies have proven that employees who feel satisfied with their jobs will work more efficient, more productive (Fisher, 2003; Singh et al, 2013; Culibrk et al, 2018; Ridlwan et al, 2021; Zhang et al, 2022). Employees working in state-owned enterprises are often interested in professional careers, receiving attention from their superiors, recognition of

achievements and promotions, having income and benefits to cover family life. A hypothesis is that Sawaco employees' satisfaction affects their work performance as follows:

H8: *Employee satisfaction has a positive influence the employee performance of Sawaco employees.*

4. Research Methods

4.1 Research Methods

The article uses mixed research methods, including qualitative research and quantitative research. Based on inheritance from previous studies, the authors conducted discussions with 12 experts (*include 07 administrators at Sawaco and 5 economic experts are researchers and university lecturers*) to propose a research model and hypotheses. Building scales for research: organizational commitment scale, organizational citizenship behavior scale, satisfaction scale, employee performance scale inherited by (Allen, 1990; Organ, 2006; Cúlibrk D. 2018; Singh, 2013). The measurement scales are discussed and adjusted to suit the practical situation in Vietnam and has a total of 36 observed variables. Quantitative research, article using Partial Least Squares Structural Equation Modeling (PLS-SEM), and supporting from Smart PLS 3.0 software, to verify the appropriateness of the proposed model and determine the path coefficients of the factors.

4.2 Data Collection

The article conducted survey sampling using a convenient method and was sent to Sawaco employees using Google form via personal email. The survey questionnaire uses a 5-point rating scale with 1 = Very strongly disagree and 5 = Strongly agree. The number of surveys sent out was 550, and the number of officially valid surveys returned was 462. Data collection was performed using SPSS.20 statistical software. The official number of 462 votes included in the survey met the requirements for testing the PLS-SEM model with 36 observed variables. (Hair et al, 2014)

5. Research Results

5.1 Information about Research Samples

Among the 426 valid observations, there were 370 males, accounting for 80.09%; thus, only 92 females joined our survey. Among them, we had 175 single people (37,8%), 282 married (61,04%). The most populous age group participating in the survey is between 19 and 25 years old, comprising 146 individuals in this age range (31,60%). The least represented age group is older than 45 years old, comprising 82 individuals in this age range (17,75%).

Table1: Description of the Survey Sample.

Survey content	Number	Ratio %
Total number of valid samples:	462	100%
<i>1. Sex</i>		
Female	92	19,91
Male	370	80,09
<i>2. Marital status</i>		
Single	175	37,88
Married	282	61,04
Divorced	05	01,08

Survey content	Number	Ratio %
<i>3. Age</i>		
From 19 to 25 years old	146	31,60
From 26 to 35 years old	99	21,43
From 36 to 45 years old	135	29,22
Older than 45 years old	82	17,75
<i>4. Academic level</i>		
High school	124	26,84
College degree	82	17,75
University degree	208	45,02
Post-university degree	48	10,39
<i>5. Title</i>		
Company leadership	12	2,60
Head of operations department	42	9,09
Office staff	147	31,82
Technical staff	261	56,49

Source: Authors, 2023

The highest educational attainment among the survey respondents is at the university degree level, with 208 individuals (45,02%); high school level (26,84%); college degree (17,75%); post-university degree (10,39%). In terms of job titles, there are 12 people (2,6%) holding the position of company leader; Head of operations department (9,09%); office staff (31,82%); technical staff (56,49%).

5.2 Results of Cronbach's Alpha Test

Cronbach's alpha results are shown in Table 2.

Table 2: Cronbach's Alpha Results.

Cronbach's Alpha	Corrected Item-Total Correlation
Affective Commitment (AC): 0.924 > 0.7	AC1, AC2, AC3, AC4, AC5, AC6 > 0.3
Continuence Commitment (CC): 0.939 > 0.7	CC1, CC2, CC3, CC4, CC5, CC6 > 0.3
Normative Commitment (NC): 0.868 > 0.7	NC1, NC2, NC3, NC4, NC5, NC6 > 0.3
Organizational citizenship behavior (OCB): 0.929 > 0.7	From OCB1 to OCB9 > 0.3
Employee satisfaction (SE): 0.871 > 0.7	SE1, SE2, SE3, SE4 > 0.3
Employee performance (EP): 0.936 > 0.7	EP2, EP3, EP4 > 0.3

Source: Analysis Results from the Author's Data, 2023.

After eliminating two unsatisfactory observed variables. The results (tab 2) show that the scale with the remaining 34 observed variables is reliable, so the survey results are used for the next analysis. (Hair et al, 2014).

5.3 Test the Reliability and Validity of the Scale

Table 3: Scale Reliability and Convergence.

	Cronbach's Alpha	CR (rho-a)	CR (rho-c)	AVE
AC	0.924	0.925	0.941	0.726
CC	0.939	0.940	0.952	0.768
NC	0.868	0.892	0.914	0.640
OCB	0.929	0.930	0.942	0.669
SE	0.871	0.871	0.912	0.722
EP	0.936	0.943	0.954	0.838

Source: Analysis Results from the Author's Data, 2023.

The results of the table 3 show that the composite reliability (CR) has an index greater than 0.7. Convergence is evaluated based on the average variance index extracted (AVE) that are all greater than 0.5. Conclusion all measurement scales ensure reliability and convergence. (Hair et al, 2014).

Table 4: HTMT Index Results.

	AC	CC	EP	NC	OCB	SE
AC	1					
CC	0.303	1				
EP	0.506	0.255	1			
NC	0.279	0.361	0.321	1		
OCB	0.521	0.408	0.421	0.343	1	
SE	0.519	0.277	0.481	0.264	0.370	1

Source: Analysis Results from the Author's Data, 2023.

The results of table 4 show that all HTMT values of the model are equal < 0.85, so discrimination is guaranteed (Fornell, 1981; Kline, 2015)

5.4 Results of Structural Model Testing

- Path Relationship Results

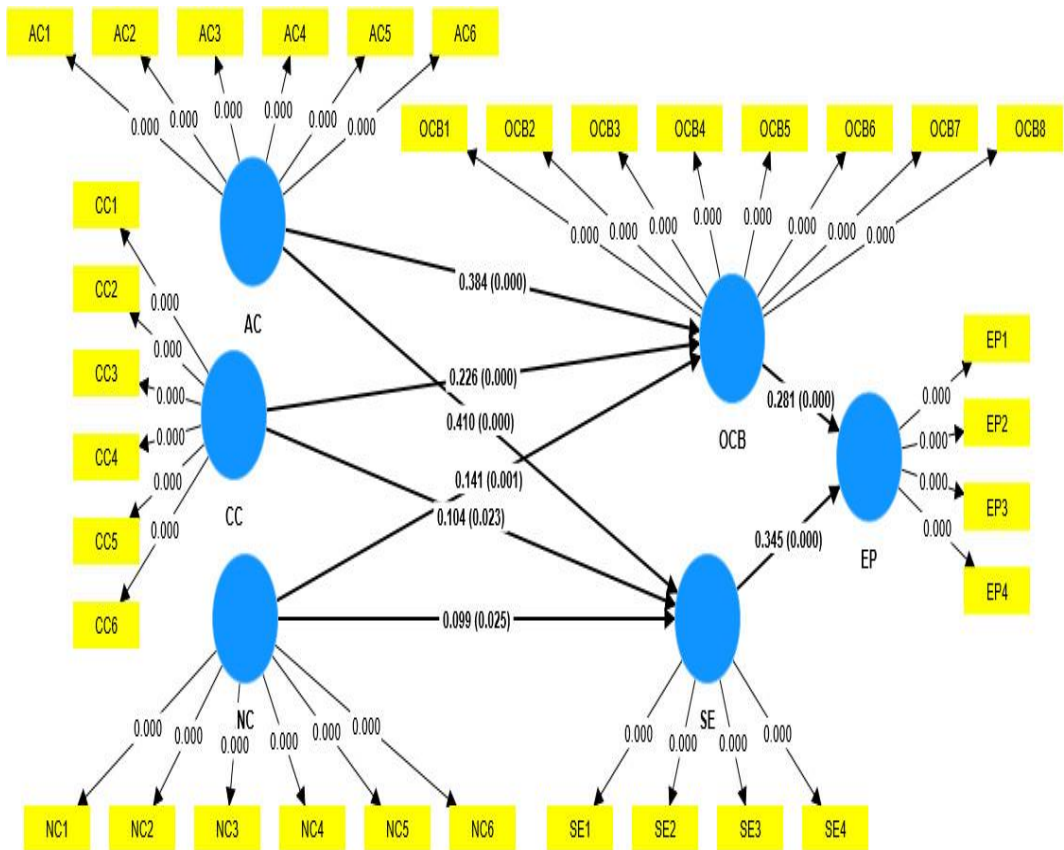


Figure 1: Path Coefficients Between Variables.

Source: Analysis Results from the Author's Data.

- Evaluate Impact Relationships

Table 5: Impact Relationships.

Impact relationship	Path coefficient	P values	Conclude
AC → OCB	0.384	0.000	accepted
AC → SE	0.410	0.000	accepted
CC → OCB	0.226	0.000	accepted
CC → SE	0.104	0.023	accepted
NC → OCB	0.141	0.001	accepted
NC → SE	0.099	0.025	accepted
OCB → EP	0.281	0.000	accepted
SE → EP	0.345	0.000	accepted

Source: Analysis Results from the Author's Data.

The results of the model tested using the Bootstrap method showed the impact relationship of the factors (Table 5). The results show that the P values of the effects are all less than 0.05, so these effects are statistically significant. The eight hypotheses proposed were all accepted. (Hair et al, 2014)

6. Discuss Research Results

First, Affective Commitment (AC), Continuance Commitment (CC), Normative Commitment (NC) have a positive impact on organizational citizenship behavior (OCB) with path coefficients $\beta = 0.384$, $\beta = 0.226$ and $\beta = 141$ with P value < 0.05 , so the hypotheses H1, H2, H3 are accepted with statistical data obtained at Sawaco. This result is consistent with previous studies of Meyer et al, 2002; Yaakobi et al, 2020; Purwanto et al, 2021. All three components of organizational commitment: AC, CC, and NC, have an influence on the organizational citizenship behavior of Sawaco employees.

Second, Affective Commitment (AC), Continuance Commitment (CC), Normative Commitment (NC) have a positive impact on employee satisfaction (SE) with path coefficients $\beta = 0.410$, $\beta = 0.104$ and $\beta = 099$ with P value < 0.05 , so the hypotheses H4, H5, H6 are accepted with statistical data obtained at Sawaco. This result is consistent with previous studies of Tran, 2005; Chiva, 2009; Aminikhah et al., 2016; Culibrk et al., 2018. All three components of organizational commitment: AC, CC, and NC, have an impact on Sawaco employees' satisfaction.

Third, Organizational Citizenship Behavior (OCB) is an intermediary factor that has a positive impact on employee performance (EP) with path coefficient $\beta = 0.281$ and P value < 0.05 , so the hypothesis H7 is accepted with statistical data obtained at Sawaco. This result is consistent with previous studies of Nadeak et al, 2021; Rizaie et al, 2023. Organizational citizenship behavior has an impact on the work performance of Sawaco Corporation employees.

Fourth, Employee satisfaction (SE) is an intermediate factor that has a positive impact on employee performance (EP) with path coefficient $\beta = 0.345$ and P value < 0.05 , so the hypothesis H8 is accepted with statistical data obtained at Sawaco. This result is consistent with previous studies of Fisher, 2003; Singh et al, 2013; Culibrk et al, 2018; Ridlwan et al, 2021. Employee satisfaction affects the work performance of Sawaco Corporation employees.

Fifth, with the survey data results collected from Sawaco, the article has demonstrated the causal relationship of the three commitment components to the organization (AC, CC, NC) through

two intermediary factors - Organizational citizen behavior (OCB) and employee satisfaction (SE), which have impacted the employee performance at Sawaco Corporation (EP). The results of this experimental research have shown that there is a difference with previous studies, and the proposed research model is accepted and meaningful in practice.

7. Conclusion and Implications

7.1 Conclusion

The purpose of this study is to show the influencing factors, level and direction of impact on employee performance at Saigon Water Supply Corporation. Research results show that the components of Organizational Commitment (AC, CC and NC) have statistical significance and positive impacts on Organizational Citizenship Behavior and Employee Satisfaction. In which organizational citizenship behavior and employee satisfaction are two intermediate factors of Organizational Commitment that affect employee performance at Saigon Water Supply Corporation. Organizational commitment to employees in state-owned enterprises is essential in promoting and shaping organizational citizenship behavior and employee satisfaction. The study also showed a positive relationship between these two mediating factors and employee performance.

7.2 Some Implications

Research results show that organizational commitment of employees is very necessary in the development of the organization. Organizational commitment is an attitude that reflects an employee's loyalty to the organization, and it can be reflected in performing tasks and functions in implementing the organization's daily program. A summary of the survey of Sawaco employees shows that they are all interested in the three factors of Affective commitment, Continuance commitment, Normative commitment (average value from 2.88 to 3.9), but Affective commitment is of greatest concern to employees. Normative commitments are often found in labor contracts and operating regulations of the corporation. As for Affective commitment and Continuance commitment, it is often more affected by external factors of organizational rules and regulations, those are elements of organizational culture. Therefore, Sawaco needs to pay attention to building a positive organizational culture, consistent with the organization's mission in the new situation, because a positive organizational culture combines common principles and norms with customs and mindsets possessed by employees who believe in the organization's values and mission. Employees who feel satisfied with the organizational culture are more likely to be satisfied with the organization and encourage them to engage in organizational behavior. Recommendations for organizations:

- (1) Develop an organizational culture of trust, respect and fairness to encourage employees to exchange knowledge with each other and be ready to participate in all new tasks.
- (2) Develop a transformational leadership culture that inspires, motivates and empowers employees to achieve higher goals and values.

The research results also show that organizational citizenship behavior and employee satisfaction are two mediating factors that significantly affect employee performance. Summary of surveys of Sawaco employees shows that they are all concerned about these two intermediate factors. The average survey score on employee satisfaction ranges from 3.80 - 4.00, with career development receiving the most attention. The average survey score on organizational citizenship behavior ranges from 2.85 -3.08, with the most popular answer "willing to share when colleagues have difficulties at work". Recommendations for organizations:

- (3) Create opportunities for employee participation, empowerment and autonomy to enhance their sense of ownership and responsibility.
- (4) Build a fair and transparent performance appraisal and reward system to recognize and appreciate employees' extra-role behaviors.
- (5) Establish regulations to attract and retain talented employees by creating a positive work environment and adequate income.

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