

THESIS

THE IMPACT OF SERVANT LEADERSHIP AND WORK ENVIRONMENT ON ORGANIZATIONAL COMMITMENT OF EMPLOYEES IN PUBLIC AGENCIES IN HO CHI MINH CITY

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ABSTRACT

In the new age, employee's organizational commitment is seen as one of the most important components in developing an organization in both public and private sectors. Earlier studies said that there is the link between servant leadership and work environment towards employees' organizational commitment. The literature review also showed a lack of empirical research on the topic in the context of Vietnam, especially in the public sector. Therefore, this study aims to examine the impact of servant leadership and work environment on organizational commitment in public agencies in Ho Chi Minh City. Thirty seven questions with the seven-point Likert scale were used to the research. Respondents in this study were 200 employees working full-time in different public organizations in Ho Chi Minh City. AMOS 20 was used to analyze the collected data. The research findings proved the significant effect of servant leadership on the commitment of public staffs towards the public organizations in Ho Chi Minh City. However, work environment was confirmed to influence insignificantly on the organizational commitment of public sector employees due to similar work environment related to policies of public organizations. The results also indicated that humility and standing back are the key elements of servant leadership based on the perception of public employees. This study provides not only better understanding of the subject but also the practical implications for personnel management of the organization.

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LIST OF ABBREVIATIONS

SVL	Servant Leadership
EMP	Empowerment
HUM	Humility
STB	Standing Back
STE	Stewardship
OC	Organizational Commitment
WE	Work Environment
CPV	Communist Party of Vietnam
VND	Vietnam Dong
USD	US Dollar
CFA	Confirmatory Factor Analysis
SEM	Structural Equation Modeling
TPP	The Trans-Pacific Partnership

1. INTRODUCTION

1.1 Research Background

In the new age, employee's organizational commitment is seen as one of the most important components in developing an organization (Goh & Zhen-Jie, 2014). It is obvious that employees as well as organizations benefit significantly from a strong organizational commitment. Employees with high commitment to organizations seem to be more content and more productive (Goh & Zhen-Jie, 2014). In addition, Goh and Zhen-Jie (2014) said that a higher level of staffs' commitment could help the organization's growth be sustainable. In contrast, low committed people are more likely to leave jobs and are more likely to be unpunctual or absent from work (Olesia, Namusonge, & Iravo, 2013). Organizational commitment of employees draws attention to managers not only in the private sector but also in the public sector. Staffs with high commitment are required for an association to get competitive advantages in the product, service as well as the labor marketplace (Joo, Jun Yoon, & Jeung, 2012). Therefore, in an attempt to compete with each other, attracting and retaining high performance staffs are put a pressure on organizations (Han, Kakabadse, & Kakabadse, 2010).

Many previous studies about factors influenced on employees' organizational commitment were carried out, such as: the role of leadership, organizational cultures, work environment, job satisfaction, core self-evaluations, trust, etc. (Han et al., 2010; Joo et al., 2012; Miao, Newman, Schwarz, & Xu, 2014 and Ushie, Agba & Okorie, 2015). Among these issues, recent studies regarded leadership as one of vital elements affecting employees' commitment to organizations (Ritz, Shantz, Alfes, & Arshoff, 2012; Garg & Ramjee, 2013 and Awee et al., 2014). A wide range of leadership styles has been created and applied inside organizations. Among many styles of leadership, servant leadership seems to be more popular in the public sector (Miao et al., 2014). Servant leaders include not only an unselfish calling concentrated on needs and benefits of others but also organizational stewardship instructions focused on providing service and enhancing the community (Bobbio, Van Dierendonck, & Manganelli, 2012). Additionally, it is believed that servant leadership may help utilize the potential of human resource in order to create the better world (Page & Wong, 2000). Earlier studies said that there is the link between servant leadership and employees' organizational commitment (Mazarei, Hoshyar, & Nourbakhsh, 2013; Harwiki, 2013; Ramli, & Desa, 2014 and Miao et al., 2014). Moreover, in several recent studies about employees' commitment to organizations, it seems that researchers put more focus on the effect of environment at the workplace on the commitment (Danish, Ramzan, and Ahmad, 2013; Pitaloka &

Sofia, 2014 and Ushie et al., 2015). In the study of Ushie et al. (2015), it is stated that workers' morale could be affected significantly if the working surroundings are attractive enough, and thus, it could lead to the increase in the level of staff's commitment.

As regards Vietnam, like other countries, a growing concern about organizational commitment has been increasing. During the phase of international economic integration, Vietnam has had numerous advantages to develop its economy, trade and services as well as achieved significant successes in all aspects (Political Report of the 10th Party Central Committee at the 11th National Congress, 2011) (The Political Report). Therefore, with the intention of ensuring the welfare of people and the country's sustainable development, enhancing and retaining human resource is one of the most important focuses (The Political Report, 2011). In recent years, the number of workers who work in the public sector, especially civil servants in government agencies increase dramatically due to the restructure of the governmental system (Ngoc Quang, 2015). Despite that, according to Nguyen Xuan Tung (2010), the phenomenon of talented and qualified public servants quitting jobs or transferring work has become a widespread wave. It leads to the need to manage human resource in the public sector. The supervisors in public organizations are under pressure of improving human resource as well as maintaining the loyalty and commitment of their subordinates.

1.2 Problem Statement

Recently, in Vietnam, both permanent and contract employees in the public sector usually tend to leave when they are offered better opportunities from foreign corporations or private companies (Vo Quoc Hung & Cao Hao Thi, 2010). It is said that these staffs have not fully committed to their jobs because of the influence of the managers on their decision to commit to the organization, the lack of self-recognition and working environment as well (Nguyen Xuan Tung, 2010). For instance, many supervisors seem to assess the performance of civil servants formalistically (Nguyen Xuan Tung, 2010). Furthermore, while considering the promotion, the managers have a tendency to choose the ones who work for a long time in the agency than who perform well (Nguyen Xuan Tung, 2010). As a result, dedicated employees find difficulty in committing to their work. However, although the impact of organizational commitment of employees is important in developing organizations, it seems that few studies focusing on its antecedents in the context of Vietnam. Ho Huy Tuu and Pham Hong Liem (2012) found that job satisfaction and organizational culture are positively linked to commitment towards the organization. Additionally, Miao et al. (2014) stated that servant leadership influences on engendering organizational commitment of staffs in higher levels. Moreover, according to Pitaloka

and Sofia's (2014), work environment impacts significantly on employees' commitment to organizations. Additionally, there are few empirical researches of Vietnamese public agencies regarding servant leadership and work environment on commitment of employees to organizations. Hence, this study will consider servant leadership and working environment as the antecedents leading to employees' commitment to organizations in Vietnamese public sector in general and in Ho Chi Minh City in particular.

Ho Chi Minh is one of the important cities which contribute greatly to the country. In the process of integration and development, Ho Chi Minh City has always affirmed its role as a center of economy, finance, trade and services of the country; the core of the southern economy, one of the three largest and most important economic areas. According to the strategy of industrialization and modernization, the city is also the motivational region for economic-socio development in Southern areas and the whole country in general. Therefore, it is quite common for both of the public sector and the private sector in Ho Chi Minh City to compete with each other for attracting more qualified staff. Public organizations have been encountered difficulties in retaining talented employees. As indicated in the study of Vo Quoc Hung and Cao Hao Thi (2010), the number of public employees leaving their jobs for foreign and private companies in Ho Chi Minh City and Hanoi accounted for two-thirds of people who had resigned from work. It appears that one of the major reasons which lead to the decline is the lack of organizational commitment (Nguyen Xuan Tung, 2010). Also, it is said that policies related to salary, promotion opportunities and work environment in public agencies have been not as flexible as in the private or foreign companies (Thuy Chung, 2011). In the future, Ho Chi Minh City will be expected to grow solidly in all aspects such as the modern structure of agriculture, advanced culture and science with the intention of turning the city into a modern and civilized city in the South East Asia region. Therefore, in order to meet urgent demands of the city, it is necessary to speed up the development of human resources, the innovation of technology and public services in the public sector. Public employees are those who play a vital role in providing public services, ensuring the obligations and rights of citizens and contributing to the stability and socio-economic development of Ho Chi Minh City. Thus, research to find out factors to strengthen the commitment of employees to public organization as well as retaining qualified employees is essential for the development of the Ho Chi Minh City in particular and Vietnam in general. This study aims to observe the influence of servant leadership and work environment on employees' organizational commitment in Ho Chi Minh's public agencies. The outcomes will provide not only better understanding of the subject but also the practical implications for personnel management of the organization.

1.3 Research Objectives

This study aims to examine the effect of servant leadership and working environment on employees' commitment to organizations by investigating whether or not servant leadership and working environment impacting on employees' commitment to organizations as well as the perception of public employees on servant leadership, specifically it attempts to examine:

1. The relationship between servant leadership and organizational commitment to the public agencies in Ho Chi Minh City.
2. The relationship between working environment and organizational commitment to the public agencies in Ho Chi Minh City.
3. The perception of public employees on key attributes of servant leadership in public agencies in Ho Chi Minh City.

1.4 Research Methods

A qualitative study and a main survey are the two phases conducted in the current research. The data are collected by surveying employees from public agencies in Ho Chi Minh City using questionnaire in printed papers. The questionnaire with thirty seven questions is designed to survey about how servant leadership and work environment affect organizational commitment of public employees. The questionnaire was first developed in English. Afterwards, it was translated into Vietnamese and finally modified through in-depth interview with ten public employees before carrying out the main survey. The questionnaire was undertaken in different public organizations in Ho Chi Minh City to ensure that the data would represent the characteristics of participants. Next, collected data from the survey were analyzed using Amos 20 to test measurement and structural model. Confirmatory Factor Analysis (CFA) was used to determine the reliability and the validity of measurement, and the hypothesized model was tested by Structural Equation Modeling (SEM).

1.5 Research Scope

The focus of this study is to examine the effect of servant leadership and work environment on the organizational commitment of public employees in Ho Chi Minh City, Vietnam. However, as a result of the restrictions of data accessibility, research funds and time, the data for this research is limited to the surveyed employees of the three public agencies in Ho Chi Minh City including the People's Committee of District 5, Department of Culture and Sports of Ho Chi Minh City and Southern Office of Ministry of Culture, Sports and Tourism.

1.6 Contribution of Research

This study would make three main contributions.

First, the findings of this research would provide more knowledge about the role of servant leadership and work environment on organizational commitment of employees and which features of servant leadership are more important to public employees in the Vietnamese public sector.

Second, the study would contribute more antecedents for the research.

Finally, the examination on the effect servant leadership and work environment on organizational commitment and key attributes of servant leadership would help the managers not only develop themselves as leaders but also develop appropriate plans for enhancing the organizational commitment in the public sector.

1.7 Central Terms and Concepts

Servant Leadership: Servant leadership is theorized as those who are service-oriented and devote themselves altruistically and sacrifice their self-interest to put others' benefits first (Greenleaf, 1977). After Greenleaf's theory, an interest in studying and discussing the theory of servant leadership has been growing among many scholars such as Page and Wong (2000); Russell and Stone (2002); Laub (2004); Van Dierendonck and Nuijten (2011) and so on. In spite of several definitions of servant leadership; Bobbio et al. (2012) indicated that there is a common in all definitions. Servant leadership consists of a selfless calling concentrated on the needs and interests of others as well as stewardship directions to the organization focused on serving and enhancing the community (Bobbio et al., 2012). Servant leadership has been studying in different fields such as education (Mazarei et al., 2013); hotel industry (Awee et al., 2014) and so on. However, the topic of servant leadership has lately studied more prevalently in the public sector (Han et al., 2010; Ambali et al., 2011; Olesia et al., 2013; Miao et al., 2014; Ramli, & Desa, 2014 and Olesia et al., 2015).

Work Environment: The concept of work environment involves organizational psychology, the physical, mental and social traits, which perform and respond on the body and mind of a member of staff (Jain & Kaur, 2014). As well, work environment comprises the physical, geographical location with the instant surroundings at the workplace, or includes the environment within the organization and outside environment, which directly impacts on the operation and improvement, the increase in the capability of each individual and the public workforce (Ly Thi Kim Binh, 2008 and Ushie et al., 2015). It seems that researchers and practitioners in numerous fields including medical care (Haggins, 2011); shipbuilding (Bakotić & Babić, 2013); telecommunication (Pitaloka & Sofia, 2014); agro-based industries (Ushie et al., 2015) and so on

have shown increasing interests in studying working environment and its influences on the organization.

Organizational Commitment: Commitment is conceptualized as a psychological state that describes the correlation of staff members with the organization (Meyer & Allen, 1991 and Meyer, Allen, & Smith, 1993). Organizational commitment is conceptualized in the study of Moghaddam and Ansari (2013) as the compatibility between the aims of organizations and individuals, in which individuals make and strengthen their efforts for the common objectives of the organization. Likewise, Ambali, Eissa, Bakar, Hashim and Tariq (2011) emphasized that employees' commitment towards the organization is their faithfulness and concern to the growth and achievement of their organization. In recent years, as the importance of organizational commitment is emphasized, managers and researchers in the health care (Haggins, 2011); the high-tech industry (Joo et al., 2012); banking sector (Abdullah & Ramay, 2012 and Moghaddam & Ansari, 2013); tourism (Ho Huy Tuu & Pham Hong Liem, 2012) and public sector organizations (Ambali et al., 2011; Ramli, & Desa, 2014 and Miao et al., 2014); etc. have concentrated on studying organizational commitment and its relationship with other factors which can affect the development of the organization.

In general, recently, in both of the public sector and private sector, particularly in public administration; the topic of servant leadership, work environment and organizational commitment has become more essential to those who do research and those who do practice in various aspects.

1.8 Structure of Research

This study includes five chapters, as below:

Chapter 1 - Introduction: This chapter gives an overview of the research by identifying the research background, the problem statement, the objectives, research methods, research scope, central terms of the research and the contribution of research.

Chapter 2 - Literature review: This chapter includes introduction of servant leadership, organizational commitment, work environment and the hypothesis development each construct in the model.

Chapter 3 - Research method: This chapter consists of a research process, measurement scale, the qualitative survey and the main research which were conducted.

Chapter 4 - Data analysis: This chapter describes how each measurement scale was evaluated and the result of testing hypothesis. Then discussion of research findings has been presented.

Chapter 5 - Conclusion and recommendation: This chapter presents a brief conclusion about the research, its contributions to the literature and the practitioners. In addition, some of the implications have been mentioned. At the end, research limitation and recommendations for future research have presented as well.

2. LITERATURE REVIEW

The Introduction gives an overview of the study. The following chapter presents the basic concepts and the review of previous researches of all constructs related to this study. Based on the literature review, hypotheses are developed and research framework is introduced.

2.1 Macroeconomics of Vietnam

With the purpose of turning Vietnam into a country with "rich people, strong nation, equal society, democracy and civilization", recently, Vietnam has been promoting numerous strategies of socio - economic development. The implementation of these strategies makes a contribution to bring the country's economy to grow moderately comprehensive. Since 2009, although the economy and society of the country influences by the economic downturn and the financial crisis of the world, the government has made an effort to implement policies synchronously as well as to carry out orientations and solutions of the Central Committee of the Communist Party suitably and timely. Therefore, in recent years, the economy has shown a positive sign of recovery.

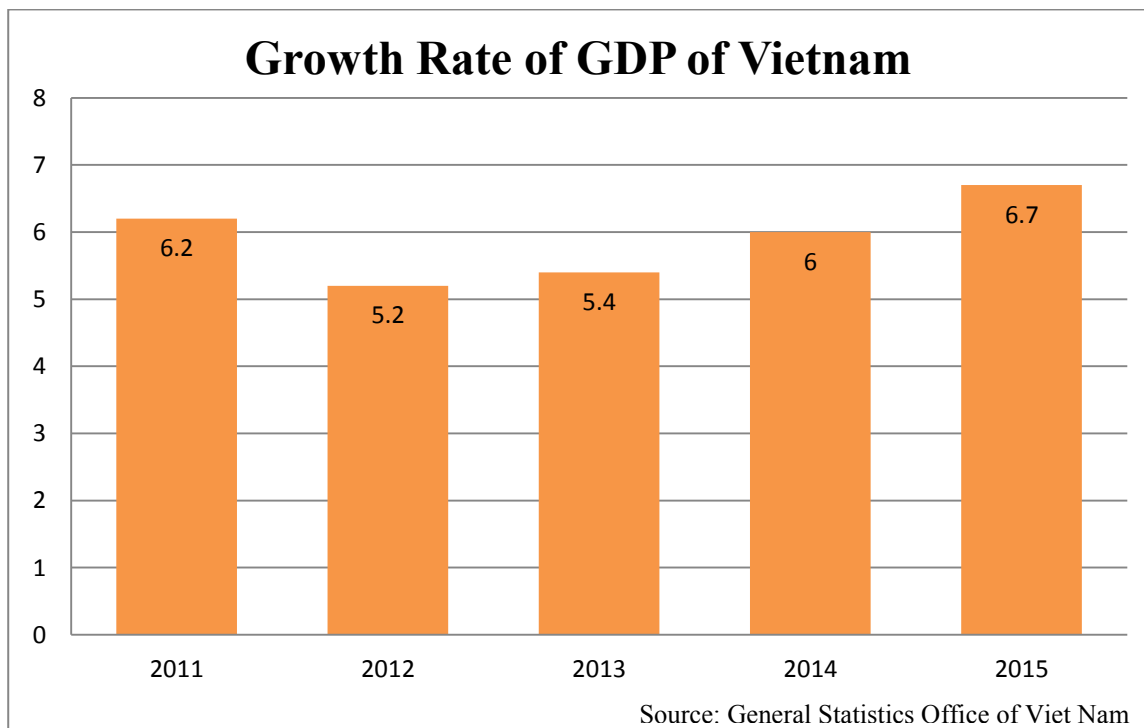


Figure 2.1 Growth Rate of GDP of Vietnam

Figure 2.1 shows data on annual gross domestic product (GDP) of Vietnam from 2011 to 2015. As is observed from the given data, initially in 2011 the annual percentage of GDP growth in Vietnam was 6.2% but the percentage rate in the following year decreased to 5.2%, which was less than 1% of their initial percentage. The growth in 2012 was lower than in 2011, however, in the

context of the difficulties which the world's economy had encountered, the country's priority was to focus on controlling the inflation and stabilizing the macro economy, this growth rate was still reasonable. In the next four years, the annual GDP growth rate of Vietnam had increased considerably from 5.2% to 6.7%. The growth rate in 2015 was higher than the rates of the years from 2011-2014, and it is forecast to continue growing in 2016. The data confirm the accuracy, timeliness, suitability and effectiveness of measures and solutions of the government to prevent the economic slowdown and instability of the macro economy. It is evident that the economy of the country has recently recovered clearly. Culture and society have progressed in various aspects as well as the economic progress has aligned with solving the social problems, especially in eliminating starvation and reducing poverty. With the effort of the government, inflation has been under control and remained low, national defense and social security has been enhanced and the employment of labor force in urban areas has increased. As a result, the people's life has improved noticeably.



Figure 2.2 Unemployment Rate of Labor Force at Working Age

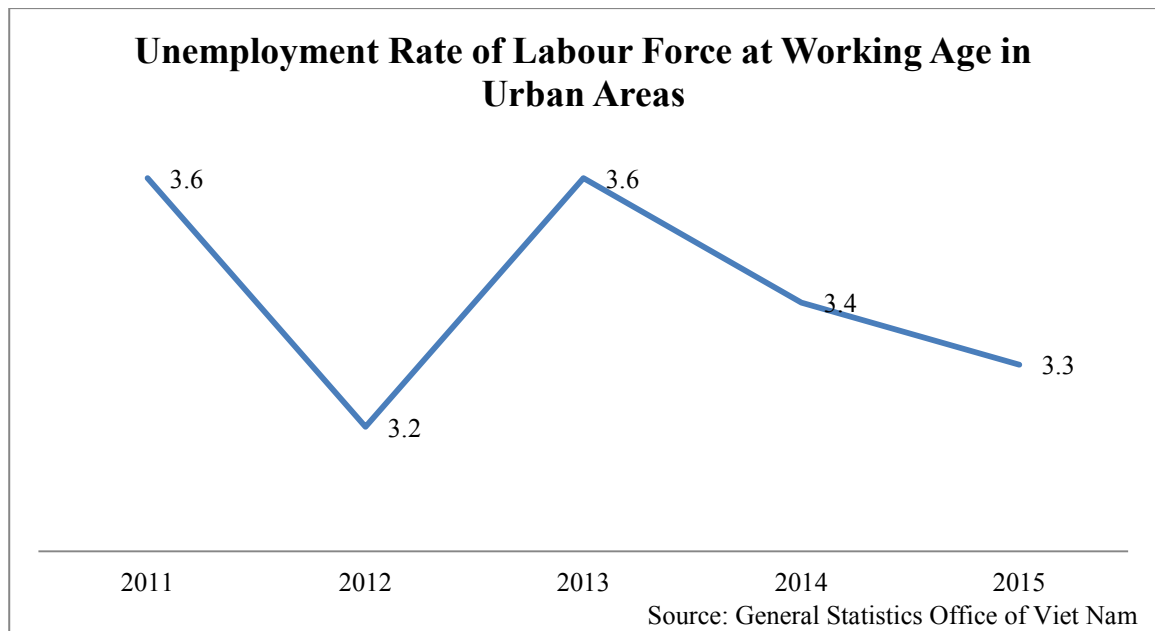


Figure 2.3 Unemployment Rate of Labor Force at Working Age in Urban Areas

Figure 2.2 and Figure 2.3 illustrate changes in unemployment rate of the workforce at working age in Vietnam in general and in municipal areas over a period of five years from 2011 to 2015. In 2011, there were 2.27% of the Vietnamese who were unemployed in the whole country while the unemployment rate in urban areas was 3.6%, according to the information available from the chart shown. After some considerable fluctuation over the next three years from 2012 to 2014, in the year 2015, the percentage of people who were unemployed in the whole country reached its peak, at 2.31%, compared with previous years. On the other hand, regarding unemployment rate in urban areas, there was a sharp decline in 2012 but the following year, the number increased to the same rate compared with the year 2011. After that, over a three year periods from 2013 to 2015, the percentage of unemployment rate of the workforce at working age in municipal areas reduced significantly, from 3.6% to 3.3%. According to the General Statistics Office of Viet Nam, one of the main reasons reducing the unemployment rate in urban areas is the thriving economy combined with the strong development of industrial areas and services. In addition, it is stated that the unemployment rate of employees under twenty five years old and those who have professional qualifications tend to rise (Phuong Hoa, 2015). The reason is that the ability to attract the labor market is still low (Phuong Hoa, 2015). Another reason is the economic structure shift among different working fields. It has led to the rise in the number of workers in several industries such as manufacturing, construction, automobiles and motorcycles repair; electricity distribution, gas and mining whereas there has been a tendency in declining the labor force in agriculture, forestry, fishery and real estate business (Phuong Hoa, 2015). In general, although the country's economy

shows signs of recovery, employment issues for people at working age in the whole country need more attention in order to ensure the sustainable development of the country.

2.2 Public Employees in Vietnam

Officials, civil servants and officers are the basic terms of the public employees' system of Vietnam, which often appear in all areas of social life, particularly in the area of public service. According to the different approaches, different explanations of the terms "official", "civil servant" and "officer" have been provided. The term "official" has been used in the socialist countries for a long time. "Official" comprises a wide range of people working in the state agencies, political institutions and socio-political organizations. Law on Officials and Civil Servants and Law on Officers have distinguished "officials", "civil servants" and "officers" basing on the basic criteria such as nature; recruitment; legal liability; salary system and workplace. Detail covering these criteria is demonstrated in Table 2.4.

Table 2.1 Differentiations of "Officials", "Civil Servants" and "Officers"

Basic Criteria	Officials	Civil Servants	Officers
Nature	<ul style="list-style-type: none"> - Operating the state power, do the managing duties in the name of political power and public power - Working in the period. Typically five years per period. 	<ul style="list-style-type: none"> - Operating the state power, do the managing duties. - Performing public duties regularly. 	<ul style="list-style-type: none"> - Implementing social functions and providing public services in the specific areas which require professional expertise. - Implementing activities with purely professional expertise.
Recruitment	Being elected, approved or appointed; on the payroll.	Examining for job positions, being appointed and having the rank appointment decision of the authorized state agencies; on the payroll.	Examining for job positions or being approved through admission committee
Legal Liability	Having political responsibility in front of the CPV, the State, the	Having political and administrative responsibilities of public	Being responsible for duties under the law, in front of the head of the

	People and the other authorized agencies.	employees	units and admission agencies
Salary System	Receiving salary from the state budget, by job position and title.	<ul style="list-style-type: none"> - Receiving salary from the state budget, by salary rank - For those who hold leading positions in the public service delivery units, receiving salary from salary fund of the units. 	Receiving salary receiving salary from salary fund of the units according to regulations of the Law (partially from the state budget; partially from revenues for providing public services).
Workplace	Agencies of the CPV; the State agencies; political agencies and socio-political organizations.	Agencies of the CPV; the State agencies; political agencies; socio-political organizations; organizations of the Army, the Police, the Court and the Procuracy; leading positions in the civil service delivery units	Civil service delivery units concerning specific fields such as healthcare, education, science, culture, sports, etc.

In Vietnam, policies related to officials, civil servants and officers have been implemented synchronously from the central level to the local level. Concerning salary regime, despite differences in the nature of work, basically, the basic salary which is set for new entries into public organizations is usually based on qualifications. For public employees with vocational decrees, categorized as type B, initial salary ratio is 1.86. For those who have college and bachelor degrees, salary ratio in level one is 2.10 (categorized as type A0) and 2.34 (categorized as type A1), respectively. The higher rank public employees achieve, the higher salary they get. Table 2.2 describes the basic salary ranks of public employees. Salary rise for public employees is considered every two or three years working based on their qualifications (Circular on Guiding on Increase the Salary Level Regularly and Early for Public Employees, 2013). Public employees who are categorized as type B has two-year period of pay rise while the period of pay rise for those are categorized as type A0 and A1 are three years. Pay rise will be carried out regularly and automatically following the given period if public employees do not violate discipline or do

something illegal during this time. Although there is performance evaluation before raising salary rank, the performance evaluation of leaders is seen to be formalistic (Nguyen Xuan Tung, 2010).

Table 2.2 Basic Salary Ranks of Public Employees

	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6	Rank 7	Rank 8	Rank 9	Rank 10	Rank 11	Rank 12
Vocational decrees (B)	1.86	2.06	2.26	2.46	2.66	2.86	3.06	3.26	3.46	3.66	3.86	4.06
College decrees (A0)	2.10	2.41	2.72	3.03	3.34	3.65	3.96	4.27	4.58	4.89		
Bachelor decrees (A1)	2.34	2.67	3.00	3.33	3.66	3.99	4.32	4.65	4.98			

Source: Author (synthesizing from Decree No. 204/2004/ND-CP on Mechanism of Salary for Officials, Civil Servants, Officers and Armed Forces)

The minimum salary for public workers is reviewed by the Government on a yearly basis. Then, it is made official through the decrees issued by the Government. Currently, the minimum salary of public employees is 1,150,000 VND per month, approximately 52 USD (Decree on the Minimum Salary for Officials, Civil Servants, Officers and Armed Forces). In May 2016, the minimum salary of public employees will increase to 1,210,000 VND per month, around 54 USD (Resolution on The State Budget Estimates of the Year 2016, 2015). However, the minimum salary of the labor force working for companies and other organizations which hire employees in Ho Chi Minh City (Ho Chi Minh City belongs to region one regulated in the Decree on The Minimum Salary by Regions for Those Who Work in Companies, Enterprises, Farms and Other Organizations Using Employees under Labor Contract, 2015), is 3,500,000 VND per month, about 157 USD. This means that the minimum salary of public employees is still very low in comparison with the minimum salary in other companies and organizations. As a result, policies related to salary seem to be not effective enough to keep public employees committed to public organizations and to attract talented people (Thuy Chung, 2011).

2.3 The Theory of Motivation

Motivation is considered in Pool and Pool's (2007) study as a psychological process leading to the stimulation, orientation and perseverance of a voluntary act in achieving the objectives of the organization and the individual. Likewise, motivation, as Gerrig (2012, as cited in Rahmawati, Abiddin & Ro'is, 2014) defined, is the process of direction, starting and maintenance in physical

and emotional activities concerning the instrument in partiality for an activity over other activities as well as the energy and persistence of response. Though definitions of motivation are rich, the presence of words related to needs, goals, and incentives are in all definitions (Tella, Ayeni & Popoola, 2007). It is emphasized that the purpose of work motivation which is to stimulate the staff to achieve their objectives along with meeting the human desires of each staff member (Saracli, Keskinturk, Cicek & Gazeloglu, 2014).

Not being based on satisfying the needs, expectations and fairness; Herzberg (1966) developed his theory of motivation by analyzing the relationship between the individual at work and their attitude towards work which determine the success and failure of individuals. It is also stated by Sinani (2016) that work motivation is related to a group of determinants of organizational behavior; the organization's structure and orientation as well as work intensity and working time. According to Herzberg (1966), there are not solely two stages of satisfaction or dissatisfaction of employees but also internal factors (motivators) and external factors (hygiene factors) related to the motivation of the staff in their relationship between work and behavior. Motivators consist of achievement, recognition, responsibility and advancement while hygiene factors involve interpersonal relationships, salary, supervision and the organization's policy (Herzberg, 1966). Derived from two-factor theory of Herzberg, both motivators and hygiene factors were specified and clarified in the study of Teck-Hong and Waheed (2011). The list of these factors is summarized in Table 2.3.

Table 2.3 *Motivators and Hygiene Factors*

Motivators	Hygiene Factors
1. Achievement	1. The organization's Policy
2. Advancement	2. Relationship with Peers
3. Work Itself	3. Work Security
4. Recognition	4. Relationship with Supervisor
5. Growth	5. Money
	6. Working Condition

Source: Teck-Hong & Waheed (2011)

Teck-Hong and Waheed (2011) concluded that the hygiene factors are more effective than the motivators in encouraging employees to perform their work better and be more satisfied with

their organization. In addition, the research findings proved that working conditions, recognition, policies of the organization and money are key factors in increasing the staff's motivation at work (Teck-Hong & Waheed, 2011). In another research of employees' motivation, Luu Thi Bich Ngoc and colleagues (2013) found that relations with supervisor, growth, working conditions and work itself have a significant impact on the motivation of employees. Motivation, as stated by Tella et al. (2007) may cause, orientate and sustain human behavior in a particular direction leading to the commitment of the individual. Also, together with the capabilities of environmental elements, motivation impacts on the behavior at work and the performance of workforces in each organization (Sinani, 2016).

2.4 Servant Leadership

More than 35 years ago, Greenleaf (1977) first presented the theory about servant leadership. After that, there has been a growing interest in studying and discussing the theory of servant leadership by many scholars (Page & Wong, 2000; Russell & Stone, 2002; Wong & Page, 2003; Ehrhart, 2004; Laub, 2004; Van Dierendonck & Nuijten, 2011 and Parris & Peachey, 2013). Greenleaf (1977) theorized servant leadership as those who are service-oriented and devote themselves selflessly and sacrifice their self-interest to put others' benefits first. Servant leadership, after Greenleaf's theory, has been defined in several ways (Bobbio et al., 2012). In Laub's (2004) study, servant leaders are those who not only put their self-interest aside but also practice leadership for a common good of people, the community, the organization and its staff. Servant leadership occurs when leaders take their responsibility in the place of a servant when they associate with their fellows and motivate others by focusing on their requirements (Russell & Stone, 2002). Instead of using their authority, servant leaders persuade their employees to get the work done (Van Dierendonck & Nuijten, 2011). Moreover, they do not only think about achieving the objectives of the leaders or the organization but truly want their followers to develop themselves for their own benefit (Ehrhart, 2004). According to Wong and Page (2003), servant leadership is one has developed a character which yearn for serving and improving his or her people and the organization as well as the one has the ability to utilize human resources effectively to build the organization. In addition, a servant leader's major purpose is to serve others by assisting and enhancing their growth and welfare for completing tasks and objectives for mutual interests (Page & Wong, 2000). In general, although there has been several ways to define servant leadership; common to all definitions, as stated by Bobbio et al. (2012), is that it comprises a selfless calling concentrated on others' desires and welfares as well as stewardship orientations towards the organization focused on serving and promoting the community.

It appears that there are positive outcomes when practicing servant leadership. Parris and Peachey (2013) suggested that servant leadership could offer the necessary tools such as the moral basis and the leadership framework to help deal with the rising problems in the twenty-first century. In the study of Russell and Stone (2002), they said that servant leadership offers organizations and societies a promising change because it motivates both personal and organizational work relation. Servant leadership is also believed to open the doors to exploit the human potential with the intention of developing the better world through their aspiration to care and serve for the good of others (Page & Wong, 2000). Besides, the practice of servant leadership seems to make staffs well performed, more pleased and more committed (Van Dierendonck, 2011). Furthermore, Miao et al. (2014) expected that not simply the organization and subordinates could benefit from servant leadership but the leaders themselves could enhance their career potential as well. Due to its positive effects, servant leadership can be considered crucial to “all types of organizations” (Russell & Stone, 2002, p.145). However, Miao et al. (2014) stated that it is more prevalent for practicing servant leadership in the public sector. To the public managers, the implementation of servant leadership is appropriate in various ways (Ambali et al., 2011).

In the context of Vietnamese public sector, servant leadership is emphasized in the Constitution of the Socialist Republic of Vietnam (the Constitution) (2013) and Ho Chi Minh Ideology. According to the Constitution (2013), the Communist Party of Vietnam (CPV), the leader in the entire political system and society, is the loyal representative for the benefits of the working class, the labor and the whole country. Additionally, in Ho Chi Minh Ideology about the rule of law, all state power comes from the people as well as government agencies from the central government to local administrations, including all officials and civil servants, are servants of the people (Ngo Ngoc Thang, 2014). Thus, the subject of servant leadership is essential to study in Vietnamese public sector.

2.5 Attributes of Servant Leadership

The characteristics of servant leadership may be different depending on how scholars approach servant leadership. Spears (1995, 2004, 2010) supported Greenleaf's (1977) ideas by providing a list of ten characteristics of a servant leader including listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people and building community. Servant leadership's nine functional traits consisting of vision, honesty, integrity, trust, service, modeling, pioneering, appreciation of others and empowerment was demonstrated in the work of Russell and Stone (2002). They also revealed eleven accompanying characteristics of a servant leader (Russell & Stone, 2002). Besides, servant

leadership, as Wong and Page (2003) mentioned in their study, is characterized by honesty, authenticity, vision, responsibility and courage. However, in their work, Van Dierendonck and Nuijten (2011) concluded that their eight attributes including empowerment, accountability, standing back, humility, authenticity, courage, forgiveness and stewardship are the most vital attributes of servant leadership.

Empowerment is about creating opportunities for others, particularly immediate subordinates to progress as well as encouraging them to identify and deal with obstacles (Linden et al., 2008). Furthermore, servant leaders give their followers the autonomy in making decisions while doing their work tasks (Linden et al., 2008). In addition, according to Russell (2001, p.80), “servant leaders respect the capabilities of their followers and enable them to exercise their abilities and share power”. Therefore, it is affirmed that each individual’s development is one of the primary values of servant leadership in an organization (Russell, 2001).

Standing back, as described in Van Dierendonck’s (2011) study, is the level to which leaders prioritize the others’ benefits and offer them not merely needed support but compliments as well. This feature is considered as an important element of servant leadership due to its emphasis of being humble in sharing success with subordinates and in one’s accomplishments as well (Correia de Sousa & Van Dierendonck, 2014). When objectives and successes are achieved, leaders who are capable to stand back and make space for others to shine may stimulate the feeling of ownership and empowerment among followers (Correia de Sousa & Van Dierendonck, 2014). This could result in the increase in motivation and commitment among workers in the organization.

Accountability, as indicated in Bobbio et al.’s (2012) study, is that a servant leader shows his or her confidence in employees by placing responsibilities in the hands of the employees themselves for the results of their work, offering the limitations in which employees are free to promote their ability to achieve targets. In other words, accountability provides the staffs the right to determine their tasks themselves, which can increase their feeling of being skillful and autonomous (Van Dierendonck & Nuijten, 2011).

As stated by Correia de Sousa and Van Dierendonck (2014), humility is about a leader's ability to put others' interests first, to recognize and admit his or her own mistakes as well as to be willing to learn from others. Basing on Van Dierendonck and Nuijten (2011), servant leaders with humility are those who work and direct with a modest attitude and combined integrity. Moreover, humility is essential for servant leaders not only to create a sufficient listening space where

followers feel being concerned and listened to but also to perceive a number of uncertainties which need to solve (Correia de Sousa & Van Dierendonck, 2014).

Authenticity, according to Russell and Stone (2002), is linked to integrity, the attachment to a perceived code of ethics in general. A servant leader expresses his or her authenticity in different aspects, such as being truthful, keeping promises and having visibility in the organization as well (Russell & Stone, 2002).

Courage was seen as the willingness to take risks, a form of dynamic behavior to approach old problems innovatively whereas the individual orientations for action are created from the values and beliefs of oneself (Russell & Stone, 2002 and Van Dierendonck & Nuijten, 2011). Sometimes leaders encounter several tough situations such as a strong conflict or a straight confrontation, which requires courage to handle. The ability to tolerate during the difficult moments and to absorb its inevitable negative influence will be critical to assure the stability and ultimate achievement (Correia de Sousa & Van Dierendonck, 2014).

Forgiveness is to let hatred and antipathy go (Bobbio et al., 2012). As a matter of fact, everyone can make mistakes both in jobs and in life. The thing is that people can learn and develop themselves from their own mistakes. Holding a grudge on employees' mistakes is not a good way to make them better. As indicated in the study of Van Dierendonck and Nuijten (2011), instead of punishing the followers and looking back for their errors, being able to forgive and look forward to other good things can help leaders be more open-minded, objective and sympathetic to all their subordinates. However, it is not acceptable if the followers use their leaders' forgiveness as an excuse to keep making mistakes and faults.

Finally, regarding stewardship, it is "the willingness to take responsibility for the larger institution and go for service instead of control and self-interest" (Block, 1993, as cited in Van Dierendonck & Nuijten, 2011, p. 252). That is to say, servant leaders as stewards are those who have ethical behavior and a sense of responsibility for society and the benefits in a long term (Bobbio et al., 2012). Stewardship also plays a dynamic role in indicating aspects of the personal meaning in work and at work (Correia de Sousa & Van Dierendonck, 2014). With the intention of assuring the common good of the whole, as Correia de Sousa and Van Dierendonck (2014) stated, stewardship is critical to inspire individuals to take action in the common interest.

In terms of the Vietnamese context, although there are many characteristics of a great servant leader which needs to consider, public sector employees seem to concern more about several traits of servant leadership. Nguyen Thi Bich Ngoc (2014) emphasized these characteristics

in her article about building the reputation of leaders in the Communist Party and the government. She claimed that it is important for great leaders to have a long-term vision and always think of the common good of the whole. Also, they are required to self-criticize, constructively criticize to others and listen to both good and bad comments from others (Nguyen Thi Bich Ngoc, 2014). Additionally, in relation to subordinates, recognizing positive traits of staffs, assisting them to progress and treating them equally are essential for building a reputable leader (Nguyen Thi Bich Ngoc, 2014). Among eight key features of servant leadership mentioned in the work of Van Dierendonck (2011), empowerment, humility, standing back, and stewardship are the closest ones to these characteristics. Therefore, the author chooses these four as key elements to examine the public employees' perception about effective servant leaders in Ho Chi Minh City public agencies in this study.

2.6 Work Environment

The work environment, as Jain and Kaur (2014, p.1) described, is “the environment in which people are working”. The concept of work environment is wide-ranging one involving organizational psychology, the physical, mental and social features, which perform and act in response on the body and mind of a member of staff (Jain & Kaur, 2014). Likewise, according to Ushie et al. (2015), work environment consists of the physical, geographical location along with the instant working surroundings. Furthermore, work environment, as Ly Thi Kim Binh (2008) identified, includes internal and external environment, which directly affects the operation and development, the increase in the capacity of each individual and public employees. Other elements related to the workplace, such as a safe environment, consistent communication, workload management, facilities, policies of the organization and other additional advantages and job benefits; are normally involved (Ly Thi Kim Binh, 2008 and Ushie et al., 2015).

Different researches (Chew, 2004; Ly Thi Kim Binh, 2008; Jain & Kaur, 2014; Pitaloka & Sofia, 2014 and Ushie et al., 2015) has shown numerous outcomes of work environment towards the workforce in particular and the organization in general. According to Chew (2004), positive work environment is recognized as one of organizational elements that would affect the retention of core workers. Satisfactory environment at the workplace would form relations between the commitment to organizations and intention to stay (Chew 2004). In their work, Jain and Kaur (2014) stated that employees are less tired, monotonous and boring with their work when working environment is harmonious. Not only that, such work environment may optimize work performance and productivity of the workforce (Jain & Kaur, 2014). In addition, Ly Thi Kim Binh (2008) said that a conducive work environment is an important element which has positive impact on the

development of the staff as well as the efficiency and effectiveness of public organizations. Also, a good working environment can not only make employees feel comfortable and secure with their jobs but also create opportunities for them to accomplish their tasks and duties in the best way (Pitaloka & Sofia, 2014). Besides, favorable working environment, as indicated in Pitaloka and Sofia's (2014) study, will increase the staff's confidence to the values and goals of the organization as well as affirm their right decision when choosing to work in the organization. Conversely, if there is such an unpleasant working environment in the organization, a number of negative influences may occur. The quality and efficiency at work can be poor and the unity within the organization can lose (Ly Thi Kim Binh, 2008). Even, the qualified and talented staff may resign or leave for another organization (Ly Thi Kim Binh, 2008). Working environment is able not merely to entice the social relationship at work but to contribute to maintain the relations between colleagues, managers and organizations as well (Jain & Kaur, 2014). In short, there are both positive and negative effect of working environment on organizations and individuals.

2.7 Organizational Commitment

Conceptually, commitment is a psychological state that describes the correlation of staff members with the organization (Meyer & Allen, 1991 and Meyer, Allen, & Smith, 1993). Organizational commitment, as Porter, Steers, Mowday and Boulian (1974, p.604) defined, is "the strength of an individual's identification with and involvement in a particular organization". In addition, Moghaddam and Ansari (2013) conceptualized organizational commitment as the compatibility between the objectives of the organizations and the individuals, in which individuals establish and strengthen the efforts for the common goals of the organization. It is also emphasized that the commitment closely linked to the decision to leave the organization or continue to stay (Meyer & Allen, 1991 and Meyer et al., 1993). Moreover, committed staffs are those who are ready to dedicate wholeheartedly to make their organization successful (Ambali et al., 2011). In other words, commitment of employees to organization is their loyalty and concern to the development and achievement of the organization (Ambali et al., 2011).

Meyer et al. (1991, 1993) indicated that affective, continuance and normative commitment are three distinct forms of commitment due to the differences in the nature of the psychological states. To Meyer and Allen (1991), staffs with strong affective commitment, continuance commitment or normative commitment retain their membership in the organization because they feel that they desire to, need to or must to do so. However, to Mowday, Steers and Porter (1979, p.226), "commitment could be inferred not only from the expressions of an individual's beliefs and opinions but also from his or her behavior". Mowday et al. (1979) identified three characteristics of

organizational commitment differently. First is a strong faith and recognition of the organization's aims and values (Mowday et al., 1979). Following is an eagerness to make considerable efforts for the organization and the final feature is a certain aspiration to keep participation of employees in the organization (Mowday et al., 1979). When characterizing this way, it is highlighted that the commitment to the organization represents something beyond a passive dedication towards an organization (Mowday et al., 1979).

Basing on the results of different studies performed by researchers (Ambali et al., 2011; Goh & Zhen-Jie, 2014 and Olesia et al., 2015), it is obvious that organizational commitment provides several essential significances for organizations and their staff members. Although organizational commitment tends to appear and develop gradually, it seems that the commitment will be sustainable over time when an individual thinks about his or her relationship with the organization (Ho Huy Tuu & Pham Hong Liem, 2012). Ambali et al. (2011) stated that committed staffs could demonstrate positively in working behavior and job performance. Similarly, it is said that committed members are aware of purpose as well as they will be more involved in the organization and help deal with its problems (Olesia et al., 2015). As indicated in Goh and Zhen-Jie's (2014) study, higher level of staffs' commitment could help not solely the organization grow sustainably but also employees themselves be happier and more dynamic. In addition, it seems that the costs associated due to high turnover and absence from work can be reduced or even avoided if the staffs remain their membership to their organization (Olesia et al., 2015). It is also emphasized that the commitment closely linked to the decision to leave the organization or to remain (Meyer & Allen, 1991 and Meyer et al., 1993). Therefore, it is necessary for any organizations to have highly committed staffs so that the organization could be facilitated to compete with others in the product, service and the employment market (Joo et al., 2012). Researchers have widely used Mowday et al.'s (1979) concept and model to study employees' commitment to the organization (Nguyen Thi Phuong Dung, Huynh Thi Cam Ly & Le Thi Thu Trang, 2014), and thus, in this research, the organizational commitment scale of Mowday et al.'s (1979) is also used to measure the influence of servant leadership on the organizational commitment of employees in the public sector.

2.8 Hypothesis Development

2.8.1 Servant Leadership and Organizational Commitment

Various studies have been carried out concerning the association between servant leadership and the commitment to the organization, particularly in the correlation of several dimensions of servant leadership on organizational commitment (Ambali et al., 2011; Mazarei et al., 2013;

Moghaddam & Ansari, 2013; Ramli & Desa, 2014 and Miao et al., 2014). In a research undertaken by Ambali et al. (2011), the impact of servant leadership attributes on the commitment of civil servants to the Malaysian public organizations was positive. The study also revealed that the servant leadership dimension which highest affected organizational commitment was integrity (Ambali et al., 2011). Mazarei et al. (2013) conducted a study on the link between servant leadership and organizational commitment of physical education teachers in a province of Iran. The study found a significantly positive impact of servant leadership of managers on teachers' organizational commitment. Later, Ramli and Desa 's (2014) research found out that there were significant effects of the dimensions of servant leadership, especially authenticity and humility on affective commitment in a Malaysian situation. Furthermore, a study by Moghaddam and Ansari (2013) determined that servant leadership and its attributes have a meaningful influence on the commitment of employees. It was also found that “agapao love”, “humility” and “service” were the key features impacting organizational commitment in the study (Moghaddam & Ansari, 2013).

In general, the available researches have revealed that servant leadership is positively connected to employees' organizational commitment. The effect on subordinates' commitment is important for servant leaders to assure the productivity and performance of their organization. Moghaddam and Ansari (2013) said that servant leadership created commitment toward the organization because it constructed or made a supportive and reliable community, thereby, creativity plus innovation was promoted. In contrast, the inefficient service towards the public as well as the decrease in employees' commitment to the public organizations, particularly the government agencies could be resulted from the failure of building and exercising servant leadership (Ambali et al., 2011). Thus, it is clearly that organizational commitment of the employees attracts leaders' interest not solely in the private sector but in the public sector also. However, there are few studies related to organizational commitment in Vietnam (Ho Huy Tuu & Pham Hong Liem, 2012 and Nguyen Thi Phuong Dung et al., 2014), especially the impact of servant leadership on the employees' commitment in the public sector. In the current study, with the purpose of examining the association of servant leadership and the commitment towards organizations in Vietnamese public sector, especially public agencies in Ho Chi Minh City, the hypothesis is proposed as follows:

H1: Servant leadership is positively impacted on organizational commitment.

2.8.2 Working Environment and Organizational Commitment

Recent studies have highlighted the positive relationship between working environment and organizational commitment. A research of Haggins (2011) suggested that social support, an element of work environment is important to increase workers' commitment towards the organization. Following, a study in Tanta Main University Hospital determined that organizational climate was significantly and positively connected to staffs' commitment to the hospital (Dorgham, 2012). Another study conducted by Abdullah and Ramay (2012) revealed that there existed a significance in the relationship between work environment and affective commitment. Specifically, the results of this study showed that organizational commitment of staff members could be improved by a healthy and friendly environment at work. In addition, the results come from Danish et al.'s (2013) research showed that work environment and perceived organizational support were successful instruments in promoting the level of commitment of workers in the organization. Besides, findings of this study demonstrated that self-monitoring played the mediating role of the relationship (Danish et al, 2013). Pitaloka and Sofia's (2014) results showed that there was a significant connection of work environment and employees' commitment to organizations in the service sector of Pakistan. The latest research in agro-based industries in Nigeria by Ushie et al. (2015) emphasized that four factors of work environment including manageable workload, reliable communication, secure environment and availability of electricity; associate significantly with the commitment of workers.

Generally, prior studies show that work environment could help the staff stay more committed to the organization. It is important that staff members feel good about the environment in the workplace. It is stated that if there is a difficult working environment, employees feel less satisfied and uncomfortable towards the organization (Bakotić and Babić, 2013). Additionally, Ly Thi Kim Binh (2008) stated that agencies which do not have a good work environment may see many consequences such as poor working performance, the loss of qualified staffs, job transfer, and resignation of employees and so on. On the contrary, Danish et al (2013) said that workers often feel happier in a safe and sound working environment. If the quality of the work environment is excellent, it is easy create a positive impact on the performance of employees. Pleasant work environment may help to make the staff more dedicated, to reach a higher level of satisfaction and to enhance their work motivation (Danish et al, 2013). In the study of Vo Quoc Hung and Cao Hao Thi (2010), it is highlighted that the better organizations create work environment, the less employees intend to leave. Furthermore, not only the efficiency but also productivity of the organization could be impacted by work environment (Danish et al, 2013). It means that if an employee feels satisfied with his or her working environment in the organization, he or she could

focus more on implementing duties, improve the productivity and also want to continue to maintain in the organization for a long term. In other words, for the managers and the organization to remain a satisfied, committed and dynamic workforce, a good work environment is needed. Based on the literature, the following hypothesis is suggested.

H2: Work environment is positively impacted on organizational commitment.

2.9 Research Framework

Based on the literature review above, the paper proposed a research framework on the influence of servant leadership and work environment on employees' commitment to organizations in public agencies in Ho Chi Minh City, Vietnam. Further to this, this paper also examines the perception of public employees on key attributes of servant leadership. The research framework is presented as follows:

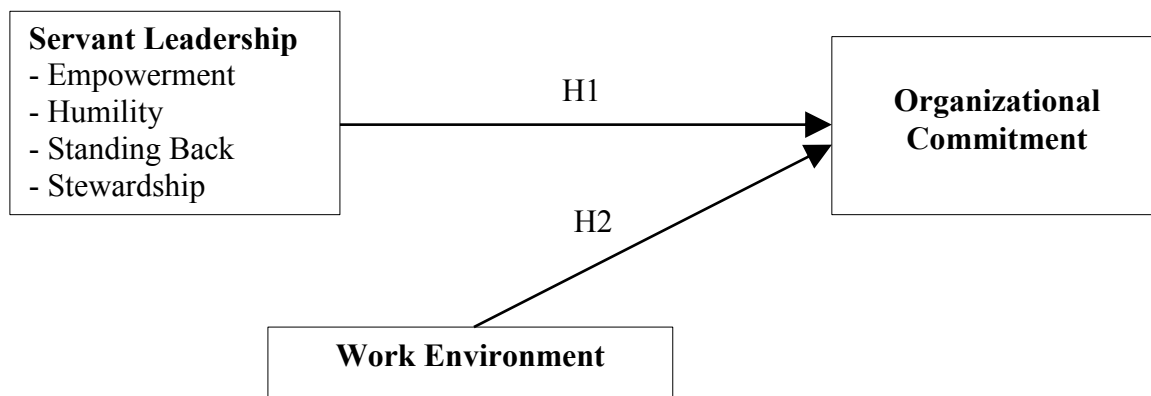


Figure 2.4 Proposed Research Framework

H1: Servant leadership is positively impacted on organizational commitment.

H2: Work environment is positively impacted on organizational commitment.

2.10 Summary

Summarily, the researcher provided several available literature reviews that defined and overviewed servant leadership, organizational commitment and work environment in this chapter. However, the review of current literature related to the topic showed a lack of empirical research in the Vietnamese context, especially in the public sector. Therefore, this study concentrated on the effect of servant leadership and work environment on public employees' organizational commitment, also their perceptions of on servant leadership in public agencies in Ho Chi Minh City, Vietnam. The study proposed a research framework including organizational commitment and work environment as the first order constructs and servant leadership as the second-order construct.

Empowerment, humility, standing back and stewardship were four sub-components of servant leadership. Hypotheses were also developed. In the next chapter, the author will introduce a review of the methodology utilized to address the study objectives. An explanation of the research design, its participants, measurements and procedures used in process of collecting data as well as an analysis instrument of the data will be described.

3. METHODOLOGY

After reviewing the literature as well as proposing the research model and hypotheses, this chapter presents the methodology of the research to collect the data to address the research issues of this study. Detailed information is provided to describe the research design, sample method, questionnaire design and measurement scales. In addition, data collection and procedure is indicated. The chapter ends with an introduction of data analysis method.

3.1 Research Design

There were two phases of the study including a qualitative study and a main survey which was conducted in the current research. The intention of the qualitative study was to modify the plausibility of questionnaire. After literature review, the questionnaire with thirty seven questions was developed in English as well as translated into Vietnamese to undertake the pre-test. Vietnamese version of the questionnaire was modified by an in-depth interview with ten employees working in different public agencies in Ho Chi Minh City. Next, quantitative survey was the main approach of this study with the aim of testing measurement and structural model. Detail of the research process comprising these phases is demonstrated in Figure 3.1.

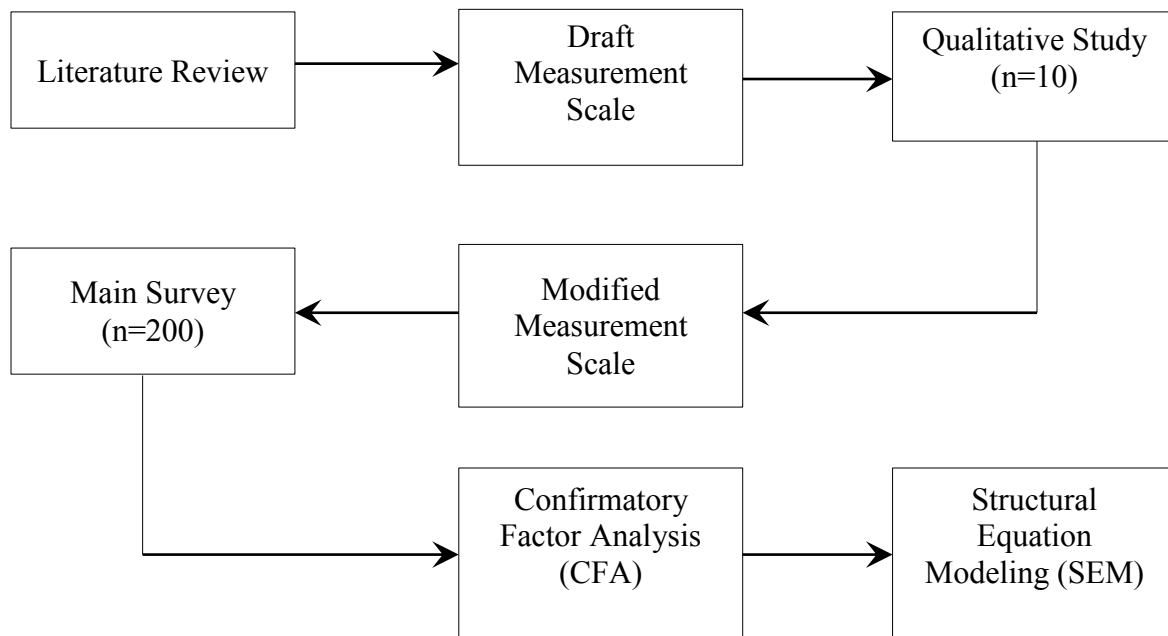


Figure 3.1 Research Process

3.2 Sample Method

The survey was undertaken in public agencies in Ho Chi Minh City. A nonprobability sampling technique - convenience sample is used to select the sample. Target respondents of the survey are employees working full-time at public organizations in Ho Chi Minh City.

In order to ensure statistical significance, it is necessary to have a sample with a big enough size. The minimum sample for appropriate use for statistical analysis, as stated in Hair et al.'s (2009) study, is equal to or greater than five times of the number of variables, but not less than 100. The model in the current study covers seven factors with thirty nine items, so that the necessary sample size should be equal or greater than $37 \times 5 = 185$ observations. Summarily, this research needed at least 185 observations to guarantee reliability and validity.

Respondents in this study were 200 employees working full-time in different public organizations in Ho Chi Minh City, such as the People's Committee of District 5, Department of Culture and Sports of Ho Chi Minh City and Southern Office of Ministry of Culture, Sports and Tourism. This number meets the necessary observations.

3.3 Questionnaire Design

The questionnaire was in English basing on the measurement scales which were related to the proposed study. In an attempt to make the questionnaire easy to understand, it was translated into Vietnamese before sending the participants. The questionnaire was designed to allow the author to collect the relevant data to test proposed model. Detail is in Appendix A for English version and Appendix B for Vietnamese version. The questionnaire consists of two parts:

PART A: General Information. This part including employees' gender, age, organizational tenure and educational level could help the author understand about the participants.

PART B: Main questions: This part covers thirty seven questions based on a seven-point Likert scale, which is divided into three sections as follows:

Section 1 includes eighteen questions which show perceptions of public employees on great servant leadership in public sector agencies.

Section 2 comprises fifteen questions which display attitudes of public employees about commitment to public organizations.

Section 3 contains four questions which demonstrate how public employees think about work environment in their agencies.

3.4 Measurement Scales

All items were measured on a seven-point Likert scale ranging from 1 (“entirely disagree”) to 7 (“entirely agree”).

Servant leadership adapting the Van Dierendonck and Nuijten’s work (2011) was measured by four characteristics: empowerment (7 items), humility (5 items), standing back (3 items), and stewardship (3 items). This is a strong and stable measure because not solely exploratory factor analysis and confirmatory factor analysis were used but also two qualitative and seven quantitative studies with a large number of participants (almost 1200) were conducted in The Netherlands and the United Kingdom (Bobbio, Van Dierendonck, & Manganelli, 2012).

Regarding organizational commitment, Mowday, Steers and Porter (1979) considered it as a strong faith and recognition of the organization’s aims and values; an eagerness to make considerably efforts for the organization as well as a certain aspiration to keep participation of employees in the organization. This study measured organizational commitment using the 15-item scale of Mowday, Steers and Porter (1979).

Work environment, as Ly Thi Kim Binh (2008) identified, includes internal and external environment, which directly affects the operation and development, the increase in the capacity of each individual and public employees. The measurement instrument of work environment was adapted from the Chew’s (2004) 4-item scale which measures humanistic and socialization, physical working conditions and organization climate.

Finally, the analysis included four demographic variables: gender, age, educational level and organizational tenure.

The list of constructs is summarized below:

Table 3.1 Summary of Constructs

Constructs	Item	Statement	Source
Empowerment (EMP)	7	<p>A good leader gives me the information I need to do my work well.</p> <p>A good leader encourages me to use my talents.</p> <p>A good leader helps me to further develop myself.</p> <p>A good leader encourages his/her staff to come up with new ideas.</p> <p>A good leader gives me the authority to take decisions which make work easier for me.</p> <p>A good leader enables me to solve problems myself instead of just telling me what to do.</p> <p>A good leader offers me abundant opportunities to learn new skills.</p>	Adapted from Van Dierendonck and Nuijten (2011)
Humility (HUM)	5	<p>A good leader learns from criticism.</p> <p>A good leader tries to learn from the criticism he/she gets from his/her superior.</p> <p>A good leader admits his/her mistakes to his/her superior.</p> <p>A good leader learns from the different views and opinions of others.</p> <p>If people express criticism, a good leader tries to learn from it.</p>	Adapted from Van Dierendonck and Nuijten (2011)
Standing Back (STB)	3	<p>A good leader keeps himself/herself in the background and gives credits to others.</p> <p>A good leader is not chasing recognition or rewards for the things he/she does for others.</p> <p>A good leader appears to enjoy his/her colleagues' success more than his/her own.</p>	Adapted from Van Dierendonck and Nuijten (2011)

Stewardship (STE)	3	<p>A good leader emphasizes the importance of focusing on the good of the whole.</p> <p>A good leader has a long-term vision.</p> <p>A good leader emphasizes the societal responsibility of our work.</p>	Adapted from Van Dierendonck and Nuijten (2011)
Organizational Commitment (OC)	15	<p>I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.</p> <p>I talk up this organization to my friends as a great organization to work for.</p> <p>I feel very little loyalty to this organization. (R)</p> <p>I would accept almost any type of job assignment in order to keep working for this organization.</p> <p>I find that my values and the organization's values are very similar.</p> <p>I am proud to tell others that I am part of this organization.</p> <p>I could just as well be working for a different organization as long as the type of work was similar. (R)</p> <p>This organization really inspires the very best in me in the way of job performance.</p> <p>It would take very little change in my present circumstances to cause me to leave this organization. (R)</p> <p>I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.</p> <p>There's not too much to be gained by sticking with this organization indefinitely. (R)</p>	Adopted from Mowday, Steers and Porter (1979)

		<p>Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. (R)</p> <p>I really care about the fate of this organization.</p> <p>For me this is the best of all possible organizations for which to work.</p> <p>Deciding to work for this organization was a definite mistake on my part. (R)</p>	
Work Environment (WE)	4	<p>My working life balances with my family life.</p> <p>This organization is a harmonious place to work</p> <p>This organization regards welfare of its employees as one of its first priorities.</p> <p>The physical working conditions are very pleasant.</p>	Adapted from Chew (2004)

(R) Reverse-scored

3.5 Data Collection and Procedure

The process of data collection of this study was undertaken in public agencies in Ho Chi Minh City, such as the People's Committee of District 5, Department of Culture and Sports of Ho Chi Minh City and Southern Office of Ministry of Culture, Sports and Tourism. These three agencies represent a wide range of levels of public organizations from central to local. There are numerous public employees who work in the field of culture, sports and tourism and District 5 is one of the top districts of Ho Chi Minh City in the manufacturing business and economic growth. Also, it is easier for the author to ask for permission to access to these organizations than other agencies. Thus, the author chose to collect data in these agencies.

There were two stages of the study, a quantitative phase after conducting a qualitative phase. An English version of the survey questionnaire was designed firstly. Then, with the assistance of several English professionals, the researcher translated the survey questionnaire into Vietnamese.

Concerning the qualitative stage, the researcher did the pre-test of the Vietnamese version of the survey questionnaire through in-depth interviews with ten public employees. This qualitative

approach was employed with three purposes. First is to see whether the attributes of servant leadership the author proposed was appropriate or not. Second is to check and ensure that the participants could understand clearly about the scale. Finally, the author would like to acquire additional data from the perspectives of these public employees about the topic. The feedback was checked. On the basis of the information gained, the majority of ten public employees agreed that “empowerment”, “standing back”, “humility” and “stewardship” are more important than other attributes of servant leadership in the public organizations. In addition, the acquisition of stage enabled the author to modify the plausibility of the measurement scale. After that, the modified questionnaire was sent to these public employees again in order to make sure all the items easy to understand.

Afterwards, the survey was conducted with the aim of collecting data to test the hypotheses of the research. Participants self-completed a survey with most of items were measured by the seven-point Likert scale covering “entirely disagree” (=1), “mostly disagree” (=2), “somewhat disagree” (=3), “neither agree nor disagree” (=4), “somewhat agree” (=5), “mostly agree” (=6) and “entirely agree” (=7). A total of 250 questionnaires were distributed to different public agencies in Ho Chi Minh City, such as the People’s Committee of District 5, Department of Culture and Sports of Ho Chi Minh City and Southern Office of Ministry of Culture, Sports and Tourism via hard copies (paper version). With the purpose of retaining confidentiality and anonymity, the complete questionnaires were returned to the author via the mail box of each agency after a week distribution.

After collecting data, in total, 230 employees responded, producing an overall response rate of 90.5 percent. Then, total 30 questionnaires were eliminated due to their invalidity. The responses with invalid data represent respondents chose only one option for all questions or their answers were implausible. Several respondents did not complete responses for the survey or did not answer demographic questions. Finally, there were 200 questionnaires used as valid data for this study. This number of data was satisfactory compared with minimum sample size.

Table 3.2 details the source of data collection including the number of distributed and collected questionnaires, eliminated and valid responses and resulting response rate per public agencies.

Table 3.2 Source of Data Collection

Source	Distributed	Collected	Response Rate	Eliminated	Valid
Southern Office of Ministry of Culture, Sports and Tourism	70	50	71.4%	7	43
Department of Culture and Sports of Ho Chi Minh City	50	50	100%	5	45
People's Committee of District 5	130	130	100%	18	122
Total	250	230	90.5%	50	200

3.6 Data Analysis Method

Total 200 responses were used for data analysis. Amos 20 was used to test the model. The two-step procedure, as recommended by Anderson and Gerbing (1988), was used to analyze the collected data. The first step was to carry out a confirmatory factor analysis (CFA) and the second step was to perform a structural equation modeling (SEM). The author ran Amos 20 for CFA and SEM with purpose of enhancing the value of the model. The CFA results would indicate the model fit if CMIN/DF was less than 3 with p-value larger than 5%, GFI, RFI, and CFI were larger than 0.9, and RMSEA was smaller than 10%. Based on composite reliability (CR), the author evaluated the measurement scale's reliability and used average variance extracted (AVE) to conclude the convergent validity and the correlation between items (r) to identify the discriminated validity. Then structural equation modeling (SEM) was used to test the hypothesized model and was applied to estimate path coefficients for each proposed relationship in the structural model.

3.7 Summary

In summary, this chapter explained an overall of research methodology used for this study. The draft questionnaire including thirty seven items of all constructs was developed in English. All items was adapted and adopted from prior researches such as Van Dierendonck and Nuijten (2011), Mowday, Steers and Porter (1979) and Chew (2004). It was then translated into the Vietnamese in order to do the pre-test by in-depth interviews with ten employees in public agencies in Ho Chi Minh City. Through data collected from the interviews, "empowerment", "standing back", "humility" and "stewardship" were confirmed by interviewees as the more important attributes among eight attributes of servant leadership in the public organizations. In addition, the author

modified the Vietnamese questionnaire in order to ensure its plausibility. After that, the main survey was conducted with a sample size of 200 public staffs working in different public agencies in Ho Chi Minh City, such as the People's Committee of District 5, Department of Culture and Sports of Ho Chi Minh City and Southern Office of Ministry of Culture, Sports and Tourism. The filled questionnaires collected from the participants were analyzed using AMOS 20. Following chapter will report the results of main survey basing on the methodology in this chapter.

4. DATA ANALYSIS

AMOS 20 was used to analyze the collected data. This chapter describes how each measurement scale was evaluated and the result of testing hypothesis.

4.1 Descriptive Statistics

4.1.1 Sample Description

In the purpose of providing the general information of respondents, the SPSS – Statistical Package for the Social Sciences was employed to analyze the collected data. The results of a descriptive statistic of data are summarized below tables with total of 200 respondents.

In specific, the gender was reported with 116 (58%) female and 84 (42%) male and age group was 19%, 42%, 26.5% and 12.5% for under 30; 31 – 40; 41 – 50 and above 50, respectively.

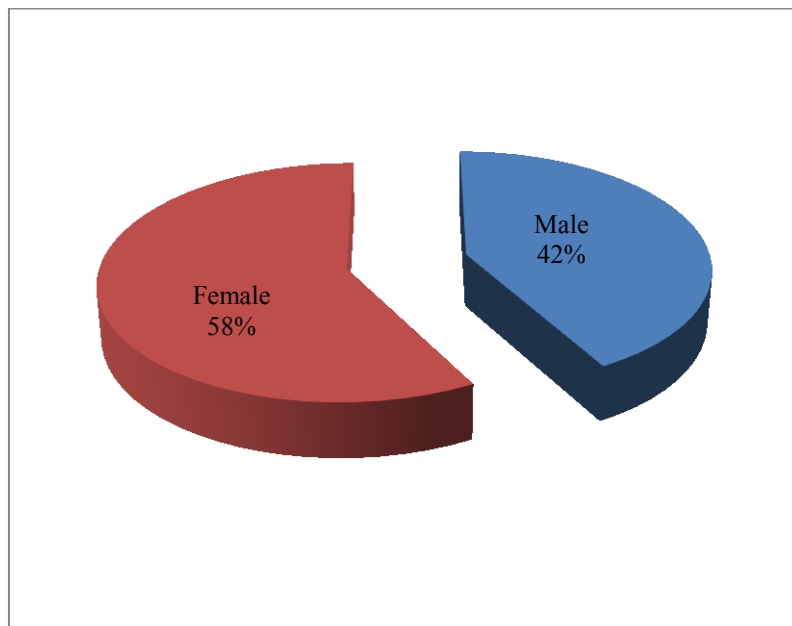


Figure 4.1 Gender of Respondents

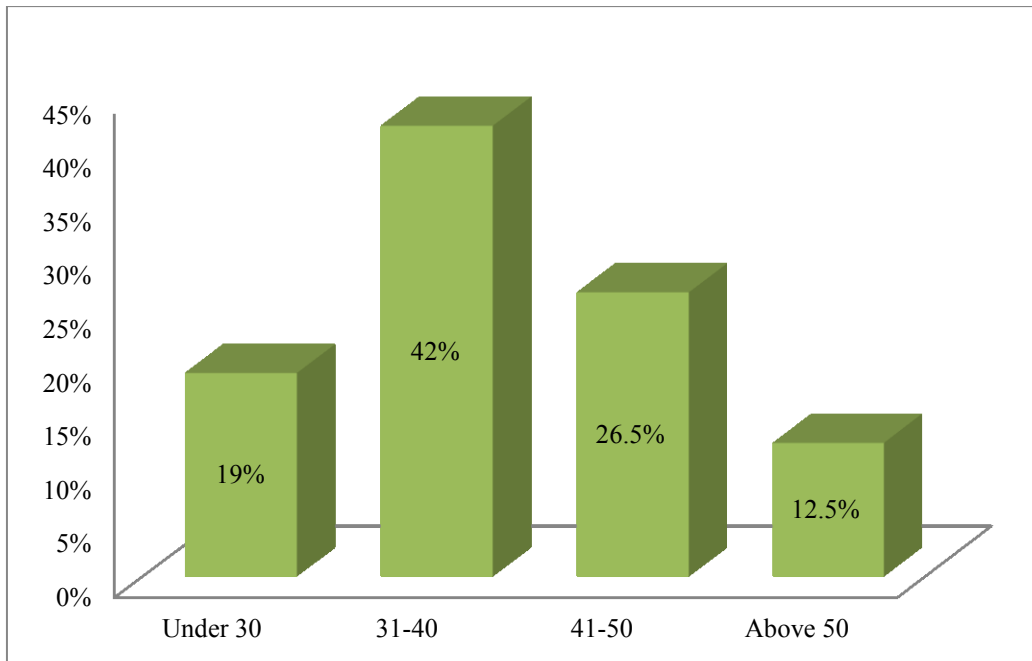


Figure 4.2 Age of Respondents

Most respondents had good education level. More than half of the respondents had the College/Bachelor degree, reaching 80.5% of total sample. Respondents with High school degree, vocational degree and Postgraduate accounted for 7.5%, 5.5% and 6.5% in that order.

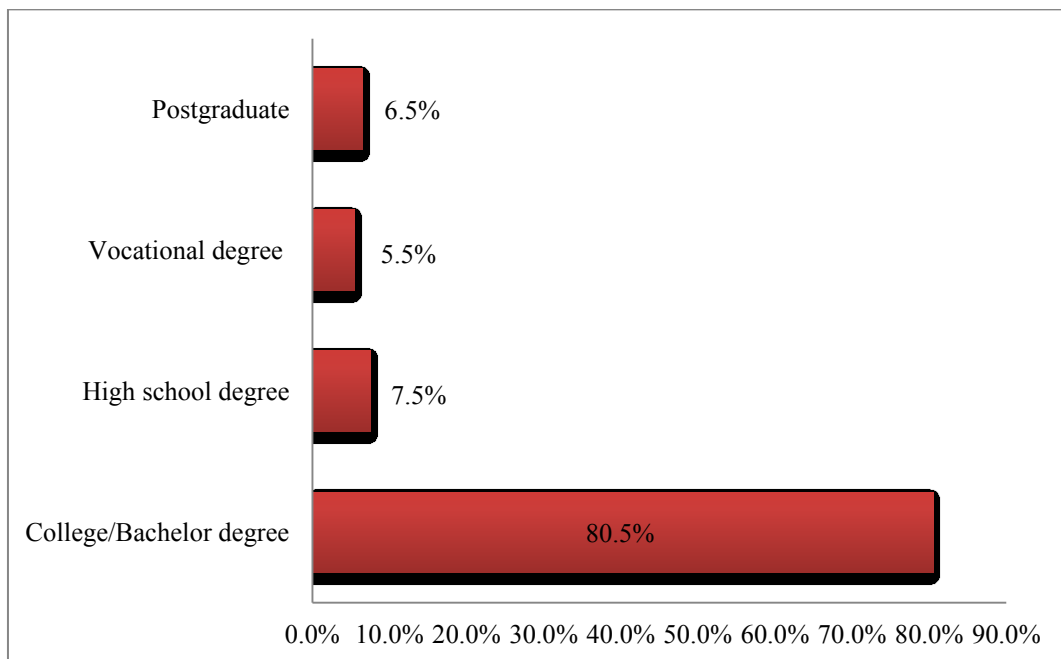


Figure 4.3: Educational Level of Respondents

In terms of organizational tenure, above 10 years had the largest percentage with 43.5%; where less than one year percentage was 3.5%. The next was from 1 to 3 years with 16%; and from 4 to 10 years were 37%.

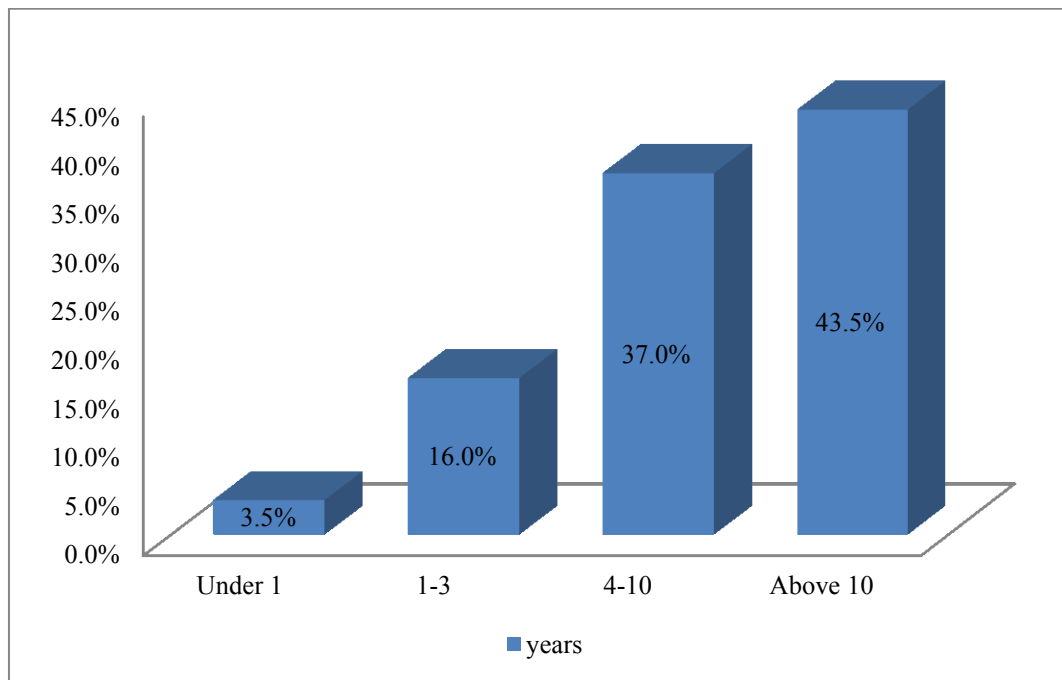


Figure 4.4 Organizational Tenure of Respondents

4.1.2 Descriptive Analysis

4.1.2.1 Servant Leadership

Servant leadership is second-order constructs and in this study it is measured by four dimensions such as Empowerment, Humility, Standing Back, and Stewardship.

Regarding to Empowerment, most respondents entirely agree with seven statements in this dimension. Specially, more than 66% of respondents express that a good leader encourages them to use their talents, compared with 15% agree answers relating to authority to take decision.

Table 4.1 Descriptive Statistic for Empowerment

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Devi
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
EMP1	3	2	5	10	28	52	100	6.07	1.266
	1.5%	1%	2.5%	5%	14%	26%	50%		
EMP2	1	0	1	1	13	51	133	6.55	.788
	.5%	0%	.5%	.5%	6.5%	25.5%	66.5%		
EMP3	1	1	4	10	20	56	108	6.24	1.084
	.5%	.5%	2%	5%	10%	28%	54%		
EMP4	1	1	0	3	11	54	130	6.52	.839
	.5%	.5%	0%	1.5%	5.5%	27%	65%		
EMP5	3	3	10	15	66	73	30	5.38	1.214
	1.5%	1.5%	5%	7.5%	33%	36.5%	15%		
EMP6	1	8	4	17	55	71	44	5.53	1.252
	.5%	4%	2%	8.5%	27.5%	35.5%	22%		
EMP7	0	4	3	19	0	59	115	6.39	.873
	0%	2%	1.5%	9.5%	0%	29.5%	57.5%		

In term of Humility, it is noted that near 70% respondents strongly agree with admitting their mistakes by their leaders (HUM3) with the highest mean value is 6.55. It is expected that the servant leadership with humility is able to put others' interests first, to recognize and admit his or her own mistakes as well as to be willing to learn from others. In these statements, there is low entirely disagree rate amongst respondents.

Table 4.2: Descriptive Statistic for Humility

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Devi
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
HUM1	1	2	2	9	29	48	109	6.22	1.098
	.5%	1%	1%	4.5%	14.5%	24%	54.5%		
HUM2	0	0	3	8	33	70	86	6.14	.935
	0%	0%	1.5%	4%	16.5%	35%	43%		
HUM3	1	0	0	6	11	44	138	6.55	.831
	.5%	0%	0%	3%	5.5%	22%	69%		
HUM4	0	3	2	10	30	68	87	6.10	1.054
	0%	1.5%	1%	5%	15%	34%	43.5%		
HUM5	0	0	3	3	22	49	123	6.43	.860
	0%	0%	1.5%	1.5%	11%	24.5%	61.5%		

As to standing back, the third feature of servant leadership, 10% respondents express their neutrality to chasing rewards or recognition of good leader while approximately 60% virtually focus on trust created between leadership and employees, reaching the highest mean value ($M = 6.16$)

Table 4.3: Descriptive statistic for Standing Back

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Devi
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
STB1	2	1	7	14	22	38	116	6.16	1.265
	1%	.5%	3.5%	7%	11%	19%	58%		
STB2	2	3	8	20	41	47	79	5.76	1.342
	1%	1.5%	4%	10%	20.5%	23.5%	39.5%		
STB3	1	5	13	16	26	62	77	5.78	1.380
	.5%	2.5%	6.5%	8%	13%	31%	38.5%		

In Stewardship dimension, including three items relating to ethical behavior and a sense of responsibility for society and the benefits in a long term of good leader. It is reported that up to 75% respondents confess their opinion toward leader's vision. They totally believe good leader's vision would contribute to success of organization and employees' work.

Table 4.4: Descriptive statistic for Stewardship

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Devi
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
STE1	2	1	3	3	21	41	129	6.40	1.060
	1%	.5%	1.5%	1.5%	10.5%	20.5%	64.5%		
STE2	1	1	2	2	12	32	150	6.60	.892
	.5%	.5%	1%	1%	6%	16%	75%		
STE3	0	1	3	15	27	63	91	6.10	1.049
	0%	.5%	1.5%	7.5%	13.5%	31.5%	45.5%		

4.1.2.2 Organizational Commitment

When it comes to Organizational Commitment, dependent variable in this thesis as well as consequence of servant leadership, amongst 15 statements, there is nearly 60% participants willing

to put in a great deal of effort beyond that normally expected in order to help organization be successful with highest mean value 6.35. It is also 0% disagree with this statement. From this starting point, the next high mean value shows employees concern about the fate of their organization ($M = 6.06$) in thirteen items.

Table 4.5: Descriptive statistic for Organizational Commitment

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Devi
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
OC1	1	1	0	10	19	51	118	6.35	.986
	.5%	.5%	0%	5%	9.5%	25.5%	59%		
OC2	3	3	6	18	37	63	70	5.76	1.316
	1.5%	1.5%	3%	9%	18.5%	31.5%	35%		
OC3	1	3	8	25	39	58	66	5.68	1.287
	.5%	1.5%	4%	12.5%	19.5%	29%	33%		
OC4	5	14	16	27	43	47	48	5.11	1.637
	2.5%	7%	8%	13.5%	21.5%	23.5%	24%		
OC5	6	6	7	37	46	59	39	5.22	1.453
	3%	3%	3.5%	18.5%	23%	29.5%	19.5%		
OC6	2	2	8	16	36	44	92	5.91	1.316
	1%	1%	4%	8%	18%	22%	46%		
OC7	14	9	16	38	26	51	46	4.95	1.795
	7%	4.5%	8%	19%	13%	25.5%	23%		
OC8	4	2	6	31	52	61	44	5.42	1.305
	2%	1%	3%	15.5%	26%	30.5%	22%		

OC9	4	4	17	26	55	42	52	5.29	1.465
	2%	2%	8.5%	13%	27.5%	21%	26%		
OC10	2	3	8	30	41	55	61	5.57	1.336
	1%	1.5%	4%	15%	20.5%	27.5%	30.5%		
OC11	7	3	9	37	44	58	42	5.25	1.462
	3.5%	1.5%	4.5%	18.5%	22%	29%	21%		
OC12	5	4	7	38	45	59	42	5.30	1.403
	2.5%	2%	3.5%	19%	22.5%	29.5%	21%		
OC13	2	1	4	16	26	54	97	6.06	1.203
	1%	.5%	2%	8%	13%	27%	48.5%		
OC14	4	5	4	38	39	59	51	5.42	1.401
	2%	2.5%	2%	19%	19.5%	29.5%	25.5%		
OC15	5	2	4	31	37	50	71	5.64	1.415
	2.5%	1%	2%	15.5%	18.5%	25%	35.5%		

4.1.2.3 Work Environment

In terms of Work Environment, the response rate is equal between items. It must be pointed out that when asked about working place, working life, many participates express their neutrality. It implied they are not clear how impact of work environment on their work activities as well as work productivity.

Table 4.6: Descriptive Statistic for Work Environment

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Devi
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
WE1	13	27	22	50	46	25	17	4.16	1.649
	6.5%	13.5%	11%	25%	23%	12.5%	8.5%		
WE2	16	21	37	36	38	34	18	4.16	1.730
	8%	10.5%	18.5%	18%	19%	17%	9%		
WE3	15	18	33	42	54	30	8	4.12	1.558
	7.5%	9%	16.5%	21%	27%	15%	4%		
WE4	14	22	28	45	53	25	13	4.14	1.598
	7%	11%	14%	22.5%	26.5%	12.5%	6.5%		

4.2 Confirmatory Factor Analysis (CFA)

Amos 20 ran for CFA with purpose of testing the reliability and validity of measurement model. The CFA results indicated the model fit if CMIN/df was less than 3 with p-value larger than 5 percent. The goodness of fit index (GFI) was a measure of fit between the hypothesized model and the observed covariance matrix. The GFI ranged between 0 and 1, with a cutoff value of 0.9 generally indicating acceptable model fit. The comparative fit index (CFI) analyzed the model fit by examining the discrepancy between the data and the hypothesized model, while adjusting the issues of sample size inherence in the chi-squared test of model fit, and the normed fit index. The non-normed fit index (NNFI; also known as the Tucker-Lewis index-TLI) resolved some of the issues of negative bias, though NNFI values may sometimes fall beyond the 0 to 1 range. Values for both the NFI and NNFI should range between 0 and 1, with a cutoff of .95 or greater, indicating a good model fit. A CFI value of 0.90 or larger was generally considered to indicate acceptable model fit. The root mean square error of approximation (RMSEA) avoided issues of sample size by analyzing the discrepancy between the hypothesized model, with optimally chosen parameter estimates, and the population covariance matrix. A value of 0.06 or less was

indicated an acceptable model fit. Based on composite reliability (CR), the author evaluated the measurement scale's reliability. According to CFA results, average variance extracted (AVE) was used to conclude the convergent validity and correlation between items (r) was used to identify the discriminate validity. Then, structural equation modeling (SEM) tested the hypothesized model and estimated path coefficients for each proposed relationship in the structural model. As we mentioned above, seven measurement scales, which were sufficient for convergent and discriminant validity, were analyzed by the Confirmatory factor analysis before the hypothesized model was tested by SEM. The first order constructs were working environment, and organizational commitment. The second-order construct was servant leadership, which consisted of four sub-components: Empowerment, humility, standing back and stewardship.

For three constructs, the author tested the reliability and convergent validity by calculating item reliability, composite reliability (CR) and averaged variance extracted (AVE). Item reliability was evaluated by the size of the loadings of the measurement. The loading should be above 0.5, indicating each measure is making up 50 per cent or more of the variance. All items were satisfied the loadings (>0.5), except for EMP5, EMP6, EMP7 with regression weight is 0.465, 0.334, 0.491; and OC1, OC7 were 0.467, 0.438, respectively. These items thus were eliminated for further analysis. Composite reliability (CR) of servant leadership, work environment and organizational commitment were larger than 0.7. To complete the analysis, the AVE was computed, in which the minimum suggested value is 0.5. As shown in Table 4.2 all the constructs have an AVE score above 0.50. Thus, the result implied the measurement was good. In addition, if the square root of the AVE for each construct is larger than the correlation between the construct and any other construct in the model, then the measures should be considered to have adequate discriminant validity. Table 4.3 shows all constructs in the estimated model satisfied this criterion. Since none of the off-diagonal elements exceeded the respective diagonal element, the criteria for discriminant validity were considered satisfied. According to the above results, the reliability and validity in this study are acceptable.

Table 4.7 Convergent and Discriminant Validity of the Model Constructs

Constructs	Indicator	Standardized loadings	Criteria (CR, AVE)
Servant Leadership			CR = 0.949 AVE = 0.825
Empowerment (EMP)	EMP1	0.608	
	EMP2	0.809	
	EMP3	0.680	
	EMP4	0.764	
	EMP5	Eliminated	
	EMP6	Eliminated	
	EMP7	Eliminated	
Humility (HUM)	HUM1	0.624	
	HUM2	0.613	
	HUM3	0.598	
	HUM4	0.587	
	HUM5	0.601	
Standing back (STB)	STB1	0.502	
	STB2	0.639	
	STB3	0.636	
Stewardship (STE)	STE1	0.707	
	STE2	0.548	
	STE3	0.605	
Work Environment (WE)	WE1	0.758	CR = 0.853 AVE = 0.592
	WE2	0.738	
	WE3	0.822	
	WE4	0.756	
Organizational Commitment (OC)	OC1	Eliminated	CR = 0.937 AVE = 0.537
	OC2	0.683	
	OC3	0.707	
	OC4	0.544	
	OC5	0.538	
	OC6	0.778	

OC7	Eliminated
OC8	0.770
OC9	0.606
OC10	0.826
OC11	0.751
OC12	0.725
OC13	0.772
OC14	0.850
OC15	0.877

Table 4.8 Correlation among Construct Scores

	<i>Work Environment</i>	<i>Servant Leadership</i>	<i>Organizational Commitment</i>
<i>Work Environment</i>	0.769		
<i>Servant Leadership</i>	0.107	0.908	
<i>Organizational Commitment</i>	0.103	0.387	0.733

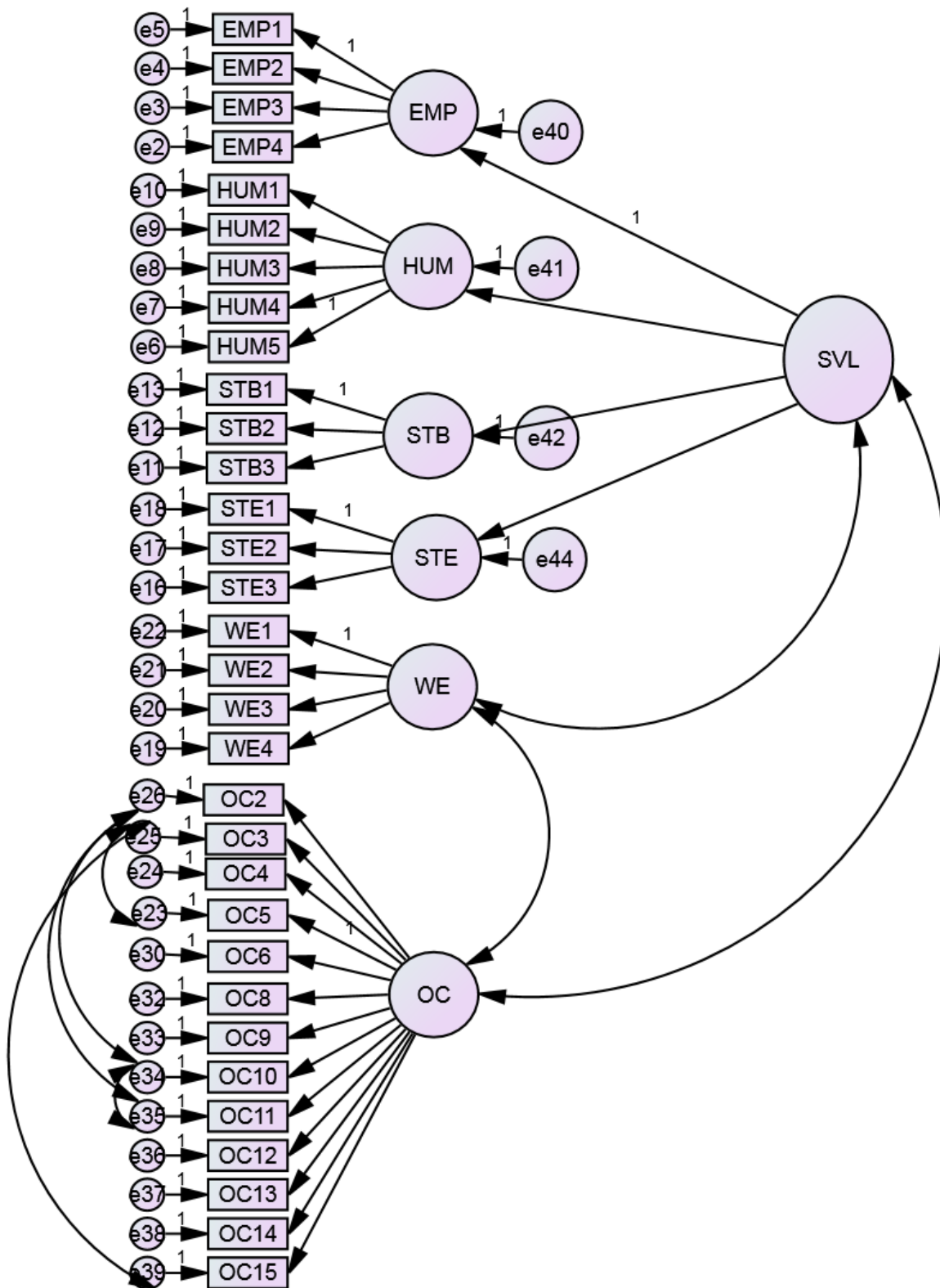
Note: Square root of AVE in the diagonal and bold

After removing items due to factor loading lower than 0.5, the rest of all the observed items which were significant and substantial (>0.50) were run as a whole for the final measurement model. The final measurement model had a good fit to the data: Chi-square = 883.987; df = 452; Chi-square/df = 1.956; P = .000; CFI = 0.867; RMSEA = 0.069. In this research, due to large sample (n=200), p-value was not higher than 0.5.

Table 4.9 Standardized Regression Weights

			Estimate
EMP	<---	SVL	.696
HUM	<---	SVL	.957
STB	<---	SVL	.995
STE	<---	SVL	.954
EMP4	<---	EMP	.764
EMP3	<---	EMP	.680
EMP2	<---	EMP	.809
EMP1	<---	EMP	.608
HUM5	<---	HUM	.602
HUM4	<---	HUM	.587
HUM3	<---	HUM	.598
HUM2	<---	HUM	.612
HUM1	<---	HUM	.624
STB3	<---	STB	.636
STB2	<---	STB	.638
STB1	<---	STB	.503
STE3	<---	STE	.604
STE2	<---	STE	.549
STE1	<---	STE	.707
WE4	<---	WE	.756
WE3	<---	WE	.823
WE2	<---	WE	.738
WE1	<---	WE	.758
OC5	<---	OC	.553
OC4	<---	OC	.552
OC3	<---	OC	.729
OC2	<---	OC	.717
OC6	<---	OC	.781
OC8	<---	OC	.762
OC9	<---	OC	.600
OC10	<---	OC	.824
OC11	<---	OC	.744
OC12	<---	OC	.721
OC13	<---	OC	.763
OC14	<---	OC	.845
OC15	<---	OC	.874

Overall, the measurement model results supported for convergent and discriminant validities of the measures used in this research.



$$\chi^2_{(452)} = 883.987 \text{ (} p = .000\text{)}; \text{CMIN/df} = 1.956; \text{CFI} = .867; \text{RMSEA} = .069$$

Figure 4.5 Final Measurement Model

4.3 Structural Equation Modeling (SEM)

The structural equation modeling results indicated that the theoretical model had a fit to the data: $\chi^2_{[449]} = 831.085$; $P = .000$; $CMIN/df = 1.851$; $CFI = 0.883$; $RMSEA = 0.065$. The result supported one hypotheses (H1) with the regression weight values were positive and significant ($p < 0.001$). H2 is not supported. The unstandardized estimates are presented in Table 4.4, and the standardized estimates are in Figure 4.2.

Table 4.10 Unstandardized Structural Paths

	Hypotheses structural paths	Testing result	Est.(se)	p-value
H1	Servant leadership is positively impacted on organizational commitment	Supported	0.590(0.154)	***
H2	Work environment is positively impacted on organizational commitment.	Not Supported	0.042(0.047)	0.369

Notes: *** $p < 0.00$; Est. (se): Estimate (standard error)

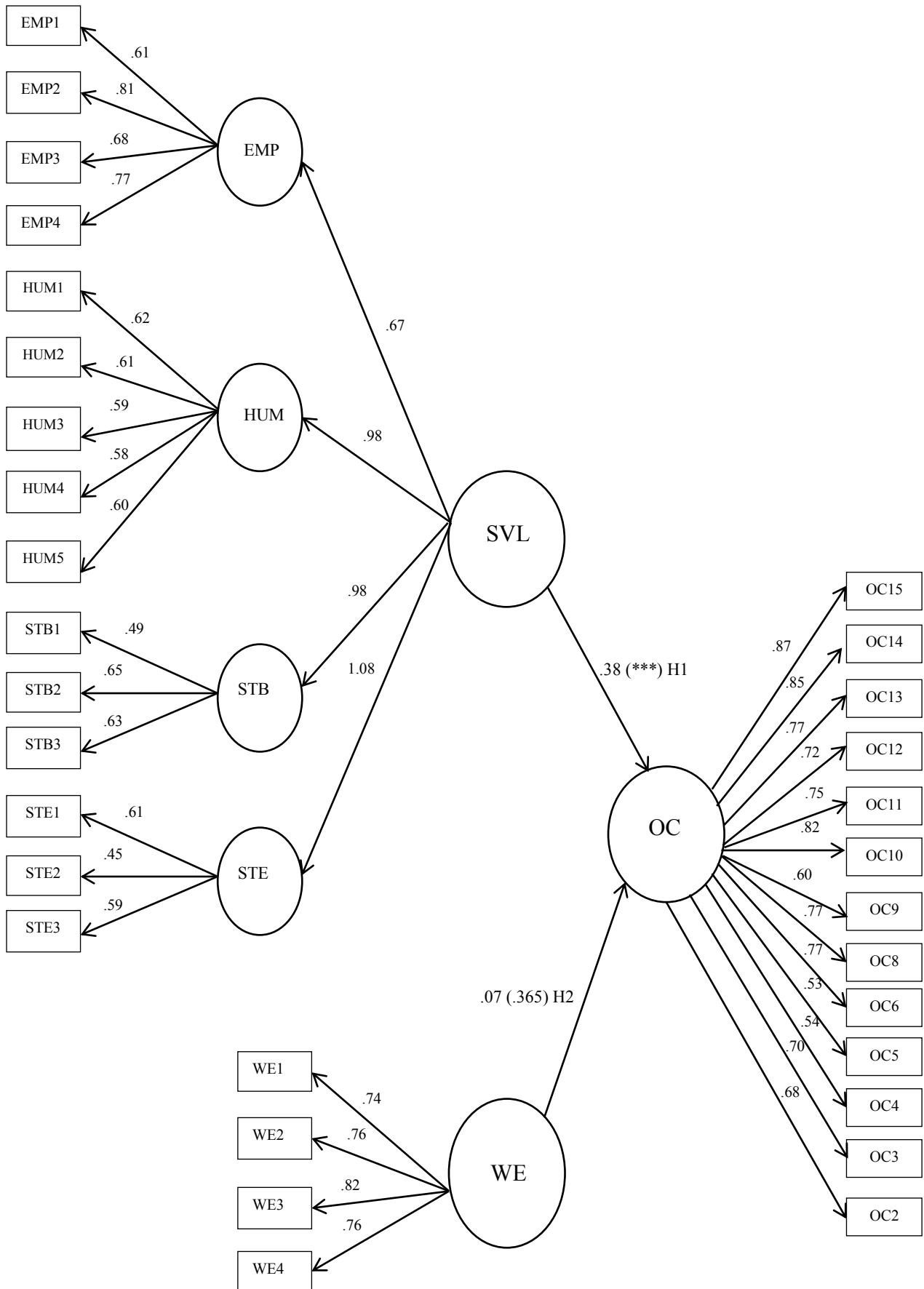


Figure 4.6 Structural Results (Standardized Estimates)

4.4 Bootstrap Method

The bootstrap method with 500 of bootstrap samples was used to estimate the parameter of model and to find the approximate standard errors, which were used to measure the reliability of the parameter estimates. As shown in Table 4.5, the variations between Bias and SE-Bias were small and the critical value ratios were suitable ($|t| \leq 2$). Accordingly, it could be concluded that the estimated results in the research model could represent for overall.

Table 4.11 Regression Weights (bootstrap standard error)

Parameters	SE	SE-SE	Mean	Bias	SE-Bias	t = Bias/SE-Bias
OC \leftarrow WE	0.091	0.003	0.073	0.006	0.004	1.5
OC \leftarrow SVL	0.095	0.003	0.374	-0.008	0.004	-2

Table 4.12 Bootstrap Distributions

ML discrepancy (implied vs sample) (Default model)

	1105.985	*
	1160.433	***
	1214.880	*****
	1269.328	*****
	1323.775	*****
	1378.223	*****
	1432.670	*****
N = 500	1487.118	*****
Mean = 1415.687	1541.565	*****
S. e. = 5.681	1596.013	*****
	1650.460	****
	1704.908	**
	1759.355	*
	1813.803	*
	1868.250	*

ML discrepancy (implied vs pop) (Default model)

	943.769	*
	980.980	*****
	1018.191	*****
	1055.403	*****
	1092.614	*****
	1129.825	*****
	1167.037	*****
N = 500	1204.248	****
Mean = 1073.454	1241.459	*
S. e. = 3.242	1278.671	*
	1315.882	*
	1353.093	
	1390.305	*
	1427.516	*
	1464.727	*

K-L overoptimism (unstabilized) (Default model)

	-795.393	*
	-600.121	*
	-404.850	*
	-209.578	****
	-14.306	*****
	180.965	*****
	376.237	*****
N = 500	571.508	*****
Mean = 470.454	766.780	*****
S. e. = 18.349	962.052	*****
	1157.323	****
	1352.595	***
	1547.866	*
	1743.138	*
	1938.409	*

K-L overoptimism (stabilized) (Default model)

	94.660	**
	177.063	*****
	259.466	*****
	341.870	*****
	424.273	*****
	506.676	*****
	589.079	*****
N = 500	671.483	*****
Mean = 439.468	753.886	*****
S. e. = 7.906	836.289	**
	918.693	*
	1001.096	*
	1083.499	
	1165.902	*
	1248.306	*

4.5 Summary

The reliability and validity test was conducted to the validity of measurements. Based on the criteria of validity test, the measurements were satisfied convergent and discriminant validity. Items EMP5, EMP6, EMP7 of “empowerment” and items OC1, OC7 of “organizational commitment” were removed due to factor loading lower than 0.5, the rest of all the observed items which were significant and substantial (>0.50) were run as a whole for the final measurement model. The final measurement model had a good fit to the data. The structural equation modeling results showed that there was a fit of the theoretical model to the data. The result supported H1 with p-value is smaller than 0.001. It confirmed the relationship between servant leadership and the commitment towards the organization. On the other hand, H2 was unsupported. The result indicated the insignificant relation between work environment and organizational commitment. In addition, standing back and humility confirm their vital role in relation to servant leadership. Finally, the bootstrap method concluded that the estimated results in the research model could represent for overall. In the final chapter, the author will present a discussion of findings of the research. Then, the author will suggest some implications from the findings of the research and indicate research limitations and recommendations for future research. As well, a brief conclusion of the research will be presented.

5. DISCUSSION AND CONCLUSION

5.1 Discussion of Research Findings

The purpose of this research was to examine the impact of servant leadership and work environment on public employees' commitment to organizations.

Servant leadership was found to affect the commitment of employees to the organization, providing support for Hypothesis 1 ($\gamma = 0.383$; $p < 0.001$). The finding is consistent with many earlier researches (Ambali et al., 2011; Mazarei et al., 2013; Moghaddam & Ansari, 2013). There is no doubt that servant leadership plays a significant role in creating and improving the commitment of employees on organizations. It is clear that servant leadership can enhance the behaviors of leaders towards their followers due to its nature. As servant leadership can build a supportive and reliable community which may enhance the creativity and innovation of staffs, the commitment of employees to the organization can be formed and tightened (Moghaddam & Ansari, 2013). Working with a servant leader, subordinates can be treated equally and their value can be recognized considerably. Servant leadership provides high empowerment for the staff which facilitates them to create and promote initiatives as well as make their own decisions in doing their tasks. Also, employees can be offered more opportunities to develop their abilities. As a result, the staff members find their work more meaningful leading to the increase in the motivation of employees. It is confirmed in the findings of Luu Thi Bich Ngoc and coworkers (2013) that employees will be motivated to perform better with the support from supervisors. Such motivation can enhance the satisfaction of employees towards their jobs. It is obvious that when the staffs feel satisfied with the work because of good relations with their leaders, they tend to be more dedicated to the organization.

In addition, among four dimensions of servant leadership, standing back and humility were reported its vital role in relation to servant leadership ($\beta = 0.938$; $p < 0.001$), compared to that of the other dimensions. It means that these two are perceived as the most essential features of a great servant leader in the Vietnamese context, especially in Ho Chi Minh City. Followers find easier to trust and respect a leader who does not pursuit recognition or rewards from the things he or she has done. Also, if leaders are willing to listen to different points of view and learn from others' criticism, the workers will feel that their opinions are valued. Such behaviors are likely to encourage public employees to achieve more at work and commit more to the organization in response.

Contrary to what the author was hypothesized, insignificant relationship was found between work environment and organizational commitment ($\gamma = 0.068$; $p = 0.356$). This result opposes the findings of previous studies which highlight the positive influence of work environment on organizational commitment. It may result from the fact that the majority of employees working in the Vietnamese public sector are typically accustomed to their work environment or do not think much about it. Jobs in every unit are specific and different, work environment regarding the nature of work and geography is also different. However, when it comes to the work environment, the majority of employees in the public sector always think of physical conditions and policies of public organizations, especially policies related to the interests of the employees themselves. The physical conditions in public organizations are synchronous in all levels from the central to the local. For example, in all public organizations, facilities can be only bought based on regulations of using state budget and through annual budget plans approved by the higher level of public agencies. Besides, for people working in the public sector, the physical conditions at work are necessary, but they do not concentrate too much on the modernization process of infrastructure. What they need is things which are sufficient enough to meet their work demand. For instance, from the viewpoint of officers working at the sports center, they are able to continue working if the work environment is clean and safe with enough facilities. It is not necessary to have facilities which are as up-to-date as those in the private sector. Regarding policies of public organizations, all public agencies from the central level to the local level have to organize and operate strictly based on the laws and regulations. Indeed, the policies concerning employees' benefits are the same in every public organization. Take the salary system in the Vietnamese public agencies as an example. The rise in salary level is not related to how well employees work or how difficult their responsibilities are. For instance, every three years, the salary level of those who have a college or bachelor degree will be automatically raised. There is a performance evaluation every year before a pay rise; however, it seems that leaders assess the performance of their subordinates formalistically (Nguyen Xuan Tung, 2010). During their working time, the only thing public staffs have to make sure is not to violate the laws or discipline of the organization; it is obvious that their salary rank will automatically increase. Besides, whether employees work in any profession in the public sector, salary is still the most important factor. In the Political Report (2011), it is said that the policies for public employees, especially policies related to salary and appraisal, are not adequate to attract talented people to work for the public agencies as well as improve the motivation of the current employees to continue working and engaging to the organization in a long term. An undeniable fact is that the minimum salary of public employees is much lower than those who work in the private or foreign companies. The question is that how they manage to have time to think about other things at work if their salary

is not enough to ensure their basic needs in life. When people no longer worry about the money issues, they may take the time to think about other elements of work environment such as the balance between their work and life or the harmony in the workplace and so on. In the current situation, the staff only cares about whether or not their basic wage are adequate to live and there is any change in policies related to their benefits. Therefore, in public employees' perception, work environment in the public sector seems to be similar from the central to the local as well as they are more concerned about other factors of work environment like policies concerning salary and benefits.

Besides, when considering respondents' profile, the author found that the majority of public employees are female and the predominant age range is from 31 to 40 years old. It seems that those who are under thirty years old do not maintain their membership in public organizations in a long term. In fact, people in every age have different ways of thinking about work and life. Many of those who are under thirty years old tend to leave jobs if they do not find attractive enough. These people prefer more challenging jobs than consistent jobs. Due to the young age, they also easily become impulsive when something undesirable happens. In addition, the nature of work in public organizations requires public employees to be patient and calm while handling issues related to the state policies and interests of the people and public servants themselves. However, many of workers under 30 years old are often hot-tempered and impatient when they have to explain the same problem repeatedly with those who do not understand the policies clearly and those who do not admit their lack of knowledge about the policies. Consequently, these staffs feel uncomfortable with their jobs in the public organizations and tend to leave for other jobs in the private or foreign companies.

On the other hand, for a number of people from 30 years old to 40 years old, especially women, are likely to be engaged with public agencies. In this age, people seem to be mature in their characteristics. They are less impulsive, more calm and patient while dealing with issues and other people. As a result, they can be more tolerant of consistent jobs. Another reason is the stable nature of public institutions. The majority of those who are from thirty years old to forty years old are married so they tend to choose more stable jobs in terms of both working time and income. In public organizations, the regulation on working time is clear; normally about eight hours per day; except for some agencies in specific professions such as hospitals, police agencies or firefighting and prevention agencies and so on. Such working time can help public staffs arrange their time in an active way in order to take care of their family. Additionally, the salary in public organizations is quite stable and there are fewer cases of reducing the size of the workforce. Furthermore, social

insurance system which can ensure their life after retirement is another important reason for these people to commit to public organizations in a long term. Therefore, working in public agencies is a perfect choice for the people in this age group. Concerning public employees who are over 40 years old, in this age, these people do not want to move to other jobs or other companies. Firstly, in the perception of many people in this age group, it is too difficult for them to start their own career again. Secondly, at this age, they feel tired of chasing recognitions or challenges in their jobs; they would rather stay at the same position, do the same work and then come back home with their family every day. Finally, they think that if they leave their jobs, time calculation of their social assurance will be affected negatively. Hence, they are more likely to stick with their positions in public organizations.

5.2 Implications

Human resource is a valuable resource for all organizations. In the context of Vietnam, the economy has become more and more opened and integrated, public organizations in Vietnam are under increasing pressure on keeping employees away from foreign and private companies. Therefore, maintaining the commitment between employees and the organization as well as developing a professional staff is top priorities of all public agencies. The more committed and developed employees are, the more productivity and efficiency of work in public institutions improve. With the intention of enhancing the commitment of workers to the organization in the public sector, the author provides several practical recommendations for the public organizations and senior managers.

The research findings have shown the vital role of servant leadership on the commitment of public employees towards organizations. Hence, it is very necessary to conduct effective trainings of leadership and management skills for the current leaders; especially young leaders to help them raise awareness of the importance of servant leadership style on the commitment of the staff as well as improve their ability of leading and managing people. Besides, public agencies should encourage current leaders to learn and absorb the moral example of President Ho Chi Minh as he is considered as a concrete evidence of the true servant leader of Vietnam. When leaders acknowledge more and adjust their leadership style more appropriately, it is easier not merely to communicate with but also to encourage their followers to strive for the organizations in a long term. Next, while conducting the process of appointing a new leader, organizations should carefully consider qualities of servant leadership, particularly humility and standing back because these features meet the demand of public employees to assure them to stay committed.

Another recommendation is that the organizations should do more outdoor activities and encourage team working to improve the relationship between leaders and followers. Such activities offer a chance for leaders to listen to their followers and learn more about their needs and opinions. It could make the subordinates feel listened and concerned by their supervisors. As a result, their respect on leaders as well as their commitment towards public organizations could increase dramatically. On the other hand, public servants themselves should be more open to leaders, do not hesitate to discuss with their leaders about existing issues and their own opinions. Then, both leaders and employees can understand each other better and be easier to work together.

In order to increase workers' trust and respect, leaders must show their followers their sincere concern. Take annual vacation for all staffs in the organization as an example. Leaders should pay more attention to the employees who do not or less participate, then learn the reasons from a third person with the intention of finding an appropriate support for them. If the employee cannot afford to go or cannot go on vacation for a long time, leaders can adjust the time or reduce the vacation's fee for that employee. These kinds of support may encourage staff members to take part in the activities of the organization as well as to connect more with both leaders and colleagues. Hence, employees may want to commit more towards the organization because they feel that their bosses are concerned and well thought about their subordinates' interests.

In addition, as relations with supervisors may enhance the staff's motivation (Luu Thi Bich Ngoc et al., 2013), the regular meetings with the staff through the breakfast or lunch would be a good idea to strengthen the bond between leaders and employees. As well, these meetings offer leaders a chance to listen directly to the opinions of the staff and learn about their difficulties in their work and questions about the agency's policies. In some serious circumstances, the leaders can also speak privately with some of the staff members, be willing to answer their questions and attempt to relieve their worries about work. By doing such, it is easier for managers to divide work tasks and adjust the policies of the organization more appropriately. Therefore, employees can be motivated to work better and engage more with the work as well as the organization.

Another way to encourage employees to remain longer in the organization is to build up the ability of observation of the leader. Leaders should continuously enhance their observation skill to realize and learn about strengths and weaknesses of their workers. Thereby, leaders can make a reasonable allocation of duties and tasks based on the capability of each employee. Additionally, the awareness of weaknesses of employees can assist leaders to create and provide suitable challenges with the aim of helping employees overcome their shortcomings. Such observation skill may help

not merely to develop the abilities of individuals but also turn the organization's human resources into a new level with higher qualified staffs.

The study findings showed that employees take the leaders who are aware of their own weaknesses and mistakes seriously. However, in reality, it is not so easy for a leader to admit his or her faults or drawbacks. In the perception of those who hold leadership's positions, admitting the mistakes can lead to the loss of their reliability in front of their superiors and subordinates. In this case, admitting mistakes indirectly seems to be a pretty smart option. A good technique to do this is that the leaders should try their best to seek ways to deal with the negative consequences. As well, it is essential not to hold their subordinates accountable for their own mistakes. Although the leaders do not admit their errors directly, the staff in the organization can see their efforts in solving the problems. As a result, employees still consider their leaders as trustworthy and responsible people.

Besides humility, employees are more interested in standing back as a great characteristic of a leader. For that reason, leaders should clearly reflect this personality while performing their functions and duties. Take the title of "the competitive soldier" as an example. The title of "the competitive soldier" means the best employee of the year. At the end of every year, according to the regulations of emulation and commendation, each public agency has only 15% of the total titleholders of "the competitive soldier". Obviously, the trust and respect of employees will increase considerably if managers are willing to take a step down and prioritize the ticket of "the competitive soldier" for their followers.

Although this research found that work environment does not impact significantly on organizational commitment, Teck-Hong and Waheed (2011) proved that working conditions and policies of the organization influenced on employees' motivation to work. Therefore, managers in public organizations need to pay more attention to enhance the environment in the workplace such as providing sufficient physical conditions, appropriate policies, especially policies related to salaries and benefits of public employees, to form friendly relationship among workers and so on to secure and ensure that employees feel harmonious and comfortable working there. If the workforces feel satisfied and comfortable, there will be a significant boost to their motivation at work leading to the enhancement in work productivity and intention to stay. Furthermore, public organizations should focus on building competitive work environment to stimulate the progress and development of staffs. However, it is important to ensure the legality, reliability and equality in the competitive process with the purpose of limiting the negative aspects which impact adversely on solidarity and harmony within the organization. In short, there is no doubt that these recommendations would help public agencies and public leaders assure the organizational commitment of their staffs.

5.3 Limitations and Further Research

Although this study has provided valuable understanding and practical implications, there are a number of limitations.

First, this research as well as the obtained information is based on data only from the public agencies in Ho Chi Minh City that allows the author to collect all data from their employees who work full-time.

Another drawback of this research is the sample size. The sample size of this research was just 200 full time employees of several different public organizations because of limited time period. This sample size is not adequate to imitate analysis of servant leadership and organizational commitment of all public agencies operating in Ho Chi Minh City. Thus, a bigger sample size is suggested for further research to see if there is any difference when the sample size increases.

Additionally, the research was undertaken only in the public sector in Ho Chi Minh City. Therefore, it is suggested that further research may conduct a comparison between the public and private organizations in Ho Chi Minh City due to the difference in the nature of each sector.

Moreover, the research was performed only in Ho Chi Minh City. There was no guarantee that employees of public sector agencies in other areas respond the same as in Ho Chi Minh City. Further research may conduct in other areas of Vietnam, especially in rural areas, with the aim of investigating whether public employees in these areas respond differently or not.

Following, according to Van Dierendonck and Nuijten (2011), there are eight attributes of servant leadership, but in this study, only four attributes were analyzed, thus, future research could study all attributes of servant leadership in order to examine more about employees' perception on a good servant leader in the public sector.

Finally, in this study, work environment is found insignificant in its relationship with organizational commitment. However, the author could not conduct more in-depth interviews with public employees to study thoroughly about the reasons of this phenomenon due to limited time. Therefore, the author would highly recommend for further research in order to explore more reasons about this subject in the context of the Vietnamese public sector.

5.4 Conclusion

The objectives of this research are to examine the relationship between servant leadership, work environment and organizational commitment as well as the perception of public employees on servant leadership in the Vietnamese public organizations in general, in Ho Chi Minh City in

particular. Based on the literature, the author developed a proposed framework with organizational commitment and work environment as the first order constructs and servant leadership as the second-order construct. A total of 200 usable responses from staffs working in public agencies in Ho Chi Minh City were used for this current research. The collected data was analyzed using AMOS 20. The findings of the study proved the significant connection between servant leadership and public employees' organizational commitment. In addition, work environment was found insignificant in its relation to the commitment of public staffs because of similar work environment related to policies of the organization. The results also revealed that humility and standing back are the most important features of servant leaders basing on the perception of public employees. Basing on the results, it can be concluded that servant leadership is a strong antecedent of the commitment of employees to the organization, which has a positive effect on the commitment. If employees are satisfied with their leaders, it is possible that they would contribute more to support the goals, objectives of the organization as well as maintain their membership there (Ambali et al., 2011).

This study has made contributions not solely to the literature but also to the practice. First, studying on employee commitment is necessary for the organizations in planning appropriate orientation for developing their workforce, hence, this research has contributed significantly to the literature by explaining the factors affecting the commitment of public employees in Ho Chi Minh City. It has also expanded the current knowledge on the subject of servant leadership, work environment and their effects on organizational commitment in general and in the context of the Vietnamese public sector in particular. As well, the study is useful as the reference for other researchers to conduct further studies in related subjects and other organizations concern about similar issues. Moreover, the study not only provides an empirical research on the topic in the Vietnamese context but contributes considerably to the management of human resources in the Vietnamese public sector as well. Through examining the impact of servant leadership and the work environment on the commitment of employees to public organizations, the study has brought the awareness to the managers about the commitment of their staffs to the organization. Furthermore, the research has highlighted the importance of servant leadership and as well as what the staff expect from their servant leaders in the process of enhancing workers' commitment. Therefore, managers can refer to the results of the research to find out a better way to increase the commitment of employees towards the organization. From research findings, several implications are proposed to public managers and organizations with the aim of raising the commitment of public servants to the organization. Nonetheless, like other studies, this studies exists some limitations which require further research with the intention of providing in-depth understanding about the topic.

In the year 2016, Vietnam has signed a trade agreement, The Trans-Pacific Partnership (TPP), which offers new opportunities for Vietnam to development further in the future. TPP agreement about service and investment is expected to have a positive effect on improving the investment environment which contributes to the attraction of foreign investment (Hoang Van Cuong & Pham Phu Minh, 2015). They also stated that participating in TPP will create more chances for Vietnam to enhance the economy (Hoang Van Cuong & Pham Phu Minh, 2015). It can lead to more job opportunities and income raise for the labor force in Vietnam. In contrast, TPP agreement requires high standards of transparency in administration and objective behaviors of the state system (Hoang Van Cuong & Pham Phu Minh, 2015). As a consequence, there will be a challenge for state managers in building related laws and regulations. In addition, competitions between private companies and state-owned companies will also become more severe, and thus, it puts a pressure on managers in the government in ensuring the fairness and legality of the competition. Lately, Vietnam has conducted the administrative reform in order to deal with current issues in public administration and improve the public administrative system. Nevertheless, according to the author's perception, the process of the reform is still slower than the development of the economy. Along with the participation of Vietnam in TPP agreement, this could affect the intention to stay in the public organizations of employees, especially the young ones due to attractive job opportunities and incomes from private and foreign companies. Therefore, in the future, public managers should take these issues into consideration when planning strategies so that the public administration can be more effective.

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APPENDICES

APPENDIX A. QUESTIONNAIRE (English version)

My name is Tran Thi Tam Nguyen, currently a student of the program “Master of Public Administration” of the International School of Business - University of Economics Ho Chi Minh City associated with University of Tampere, Finland. To examine perception of the public sector employees about the key features of servant leadership and their impact on organizational commitment, it would be grateful if you spend your free time to conduct the survey below. Please answer freely as there is no right or wrong answer. With this survey, you will help us complete the paper and offer the organization an opportunity to improve its human resource management. In case there are any questions about this questionnaire, please do not hesitate to contact the author by email xtamnguyenx@yahoo.com or phone number 090.9111.809.

A. GENERAL INFORMATION

Gender Male ☐ Female ☐

Age

Under 30 ☐ From 31 to 40 ☐

From 41 to 50 ☐ Above 50 ☐

Educational Level

High school ☐ Vocational Degree ☐

College/Bachelor degree ☐ Postgraduate ☐

How long have you worked for the organization?

Less than 1 year ☐ From 1 to 3 years ☐

From 4 to 10 years ☐ Over 10 years ☐

B. SURVEY CONTENT

The following questionnaire comprises thirty seven questions, divided into three sections.

Section 1. How much do you value these features as important characters of great servant leadership in public sector agencies?

Please indicate how you think on the following statements by circle in the appropriate box:

1	2	3	4	5	6	7
Entirely disagree	Mostly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Mostly Agree	Entirely Agree

	Items	Level of Agreement						
		1	2	3	4	5	6	7
1	A good leader gives me the information I need to do my work well.	1	2	3	4	5	6	7
2	A good leader encourages me to use my talents.	1	2	3	4	5	6	7
3	A good leader helps me to further develop myself.	1	2	3	4	5	6	7
4	A good leader encourages his/her staff to come up with new ideas.	1	2	3	4	5	6	7
5	A good leader gives me the authority to take decisions which make work easier for me.	1	2	3	4	5	6	7
6	A good leader enables me to solve problems myself instead of just telling me what to do.	1	2	3	4	5	6	7
7	A good leader offers me abundant opportunities to learn new skills.	1	2	3	4	5	6	7
8	A good leader learns from criticism.	1	2	3	4	5	6	7
9	A good leader tries to learn from the criticism he/she gets from his/her superior.	1	2	3	4	5	6	7
10	A good leader admits his/her mistakes to his/her superior.	1	2	3	4	5	6	7
11	A good leader learns from the different views and opinions of others.	1	2	3	4	5	6	7
12	If people express criticism, a good leader tries to learn from it.	1	2	3	4	5	6	7
13	A good leader keeps himself/herself in the background and gives credits to others.	1	2	3	4	5	6	7
14	A good leader is not chasing recognition or rewards for the things he/she does for others.	1	2	3	4	5	6	7
15	A good leader appears to enjoy his/her colleagues' success more than his/her own.	1	2	3	4	5	6	7
16	A good leader emphasizes the importance of focusing on the good of the whole.	1	2	3	4	5	6	7
17	A good leader has a long-term vision.	1	2	3	4	5	6	7
18	A good leader emphasizes the societal responsibility of our work.	1	2	3	4	5	6	7

Section 2. How do you think about staying committed in public sector agencies?

Please indicate how you think on the following statements by circle in the appropriate box:

1	2	3	4	5	6	7
Entirely disagree	Mostly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Mostly Agree	Entirely Agree

	Items	Level of Agreement						
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	1	2	3	4	5	6	7
2	I talk up this organization to my friends as a great organization to work for.	1	2	3	4	5	6	7
3	I feel loyalty to this organization.	1	2	3	4	5	6	7
4	I would accept almost any type of job assignment in order to keep working for this organization.	1	2	3	4	5	6	7
5	I find that my values and the organization's values are very similar.	1	2	3	4	5	6	7
6	I am proud to tell others that I am part of this organization.	1	2	3	4	5	6	7
7	I could not just as well be working for a different organization as long as the type of work was similar.	1	2	3	4	5	6	7
8	This organization really inspires the very best in me in the way of job performance.	1	2	3	4	5	6	7
9	It would take much change in my present circumstances to cause me to leave this organization.	1	2	3	4	5	6	7
10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	1	2	3	4	5	6	7
11	There's too much to be gained by sticking with this organization indefinitely.	1	2	3	4	5	6	7
12	Often, I find it not difficult to agree with this organization's policies on important matters relating to its employees.	1	2	3	4	5	6	7
13	I really care about the fate of this organization.	1	2	3	4	5	6	7
14	For me this is the best of all possible organizations for which to work.	1	2	3	4	5	6	7
15	Deciding to work for this organization was definitely right.	1	2	3	4	5	6	7

Section 3. How do you think about work environment in your agency?

Please indicate how you think on the following statements by circle in the appropriate box:

1	2	3	4	5	6	7
Entirely disagree	Mostly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Mostly Agree	Entirely Agree

	Items	Level of Agreement						
1	My working life balances with my family life.	1	2	3	4	5	6	7
2	This organization is a harmonious place to work.	1	2	3	4	5	6	7
3	This organization regards welfare of its employees as one of its first priorities.	1	2	3	4	5	6	7
4	The physical working conditions are very pleasant.	1	2	3	4	5	6	7

Thank you for your assistance in completing this questionnaire./.

APPENDIX B. QUESTIONNAIRE (Vietnamese version)

PHIẾU KHẢO SÁT

Tôi tên Trần Thị Tâm Nguyên, là học viên chương trình Thạc sĩ Quản lý hành chính công do trường Đại học Kinh tế thành phố Hồ Chí Minh kết hợp với trường Đại học Tampere, Phần Lan tổ chức. Hiện tôi đang thực hiện đề tài nghiên cứu khảo sát về phẩm chất của người lãnh đạo và sự gắn kết của nhân viên đối với cơ quan, đơn vị. Trân trọng kính mời anh/chị vui lòng điền vào phiếu khảo sát dưới đây. Xin lưu ý rằng không có câu trả lời nào đúng hay sai. Tất cả các câu trả lời của anh/chị đều có giá trị và hữu ích đối với việc nghiên cứu. Ý kiến của anh/chị sẽ được giữ bí mật tuyệt đối và kết quả chỉ sử dụng cho mục đích nghiên cứu.

Trong quá trình thực hiện khảo sát, nếu anh/chị có thắc mắc, xin vui lòng liên hệ tác giả qua địa chỉ email xtamnguyenx@yahoo.com hoặc qua số điện thoại 0909111809 để được hỗ trợ.

Trân trọng cảm ơn.

A. THÔNG TIN CÁ NHÂN

Giới tính Nam ☐ Nữ ☐

Độ tuổi

Dưới 30 ☐ Từ 31 đến 40 ☐
 Từ 41 đến 50 ☐ Trên 50 ☐

Trình độ học vấn

THPT ☐ Trung cấp ☐
 Cao đẳng, Đại học ☐ Sau Đại học ☐

Thời gian anh/chị đã công tác tại đơn vị

Dưới 1 năm ☐ Từ 1 đến 3 năm ☐
 Từ 4 đến 10 năm ☐ Trên 10 năm ☐

B. NỘI DUNG KHẢO SÁT

Phần 1. Theo anh/chị, yếu tố nào là quan trọng của một người lãnh đạo phục vụ tốt? Xin anh/chị cho biết ý kiến của bản thân anh/chị bằng cách khoanh tròn vào ô anh/chị cảm thấy đúng với anh/chị nhất.

1	2	3	4	5	6	7
Hoàn toàn không đồng ý	Hầu như không đồng ý	Không đồng ý một chút	Không có ý kiến	Đồng ý một chút	Hầu như đồng ý	Hoàn toàn đồng ý

	Câu hỏi	Ý kiến đánh giá						
1	Người lãnh đạo tốt là người cung cấp những thông tin cần thiết để tôi hoàn thành tốt công việc.	1	2	3	4	5	6	7
2	Người lãnh đạo tốt là người luôn khuyến khích tôi phát huy năng lực của mình.	1	2	3	4	5	6	7
3	Người lãnh đạo tốt là người luôn giúp tôi phát triển bản thân.	1	2	3	4	5	6	7
4	Người lãnh đạo tốt là người luôn khuyến khích nhân viên sáng tạo trong công việc.	1	2	3	4	5	6	7
5	Người lãnh đạo tốt là người cho tôi quyền tự quyết trong công việc.	1	2	3	4	5	6	7
6	Người lãnh đạo tốt là người cho phép tôi tự giải quyết vấn đề thay vì ra lệnh cho tôi phải làm gì.	1	2	3	4	5	6	7
7	Người lãnh đạo tốt là người tạo điều kiện để tôi học hỏi những kỹ năng mới.	1	2	3	4	5	6	7
8	Người lãnh đạo tốt là người luôn học hỏi từ những lời phê bình của người khác.	1	2	3	4	5	6	7
9	Người lãnh đạo tốt là người luôn cố gắng học hỏi từ những lời góp ý hoặc phê bình từ cấp trên.	1	2	3	4	5	6	7
10	Người lãnh đạo tốt là người sẵn sàng thừa nhận sai lầm của mình trước cấp trên, không đẩy trách nhiệm cho cấp dưới.	1	2	3	4	5	6	7
11	Người lãnh đạo tốt là người luôn học hỏi các ý kiến đóng góp và quan điểm của người khác.	1	2	3	4	5	6	7
12	Khi người dân đóng góp ý kiến hoặc phê bình, người lãnh đạo tốt là người luôn cố gắng lắng nghe và rút kinh nghiệm.	1	2	3	4	5	6	7
13	Người lãnh đạo tốt là người không tranh công với nhân viên.	1	2	3	4	5	6	7
14	Người lãnh đạo tốt là người không theo đuổi lợi ích hay danh vọng từ những việc họ làm cho người khác.	1	2	3	4	5	6	7
15	Người lãnh đạo tốt là người luôn thấy vui vẻ với thành công của đồng nghiệp hơn là bản thân mình.	1	2	3	4	5	6	7
16	Người lãnh đạo tốt là người luôn đặt lợi ích chung của tập thể và cộng đồng lên trên hết.	1	2	3	4	5	6	7
17	Người lãnh đạo tốt là người có tầm nhìn xa/sâu rộng.	1	2	3	4	5	6	7
18	Người lãnh đạo tốt là người đề cao trách nhiệm xã hội trong công việc.	1	2	3	4	5	6	7

Phần 2. Anh/chị nghĩ thế nào về việc gắn kết với cơ quan? Xin anh/chị cho biết ý kiến của bản thân anh/chị bằng cách khoanh tròn vào ô anh/chị cảm thấy đúng với anh/chị nhất.

1	2	3	4	5	6	7
Hoàn toàn không đồng ý	Hầu như không đồng ý	Không đồng ý một chút	Không có ý kiến	Đồng ý một chút	Hầu như đồng ý	Hoàn toàn đồng ý

	Câu hỏi	Ý kiến đánh giá						
1	Tôi sẵn sàng nỗ lực hết sức mình để giúp cơ quan thành công.	1	2	3	4	5	6	7
2	Tôi luôn sẵn lòng giới thiệu với bạn bè về cơ quan mình như là một nơi làm việc tốt.	1	2	3	4	5	6	7
3	Cơ quan này xứng đáng với lòng trung thành của tôi.	1	2	3	4	5	6	7
4	Tôi sẽ chấp nhận bất kỳ công việc nào được phân công để có thể tiếp tục làm việc ở cơ quan.	1	2	3	4	5	6	7
5	Tôi nhận thấy giá trị của bản thân và giá trị của cơ quan tương đồng với nhau.	1	2	3	4	5	6	7
6	Tôi tự hào nói cho người khác biết tôi làm việc ở cơ quan này.	1	2	3	4	5	6	7
7	Tôi sẽ không làm việc ở nơi khác cho dù được bố trí một công việc tương tự như ở đây.	1	2	3	4	5	6	7
8	Cơ quan tạo cho tôi nguồn cảm hứng để làm việc hiệu quả.	1	2	3	4	5	6	7
9	Phải có nhiều thay đổi lắm mới khiến tôi rời bỏ cơ quan này.	1	2	3	4	5	6	7
10	Tôi rất hài lòng vì đã chọn làm việc tại cơ quan này thay vì những nơi khác.	1	2	3	4	5	6	7
11	Tôi sẽ đạt được nhiều thứ nếu gắn bó lâu dài với cơ quan này.	1	2	3	4	5	6	7
12	Thông thường, tôi thấy không khó để chấp nhận với chính sách của cơ quan về những vấn đề liên quan đến nhân viên.	1	2	3	4	5	6	7
13	Tôi thực sự quan tâm đến tương lai phát triển của cơ quan.	1	2	3	4	5	6	7
14	Đối với tôi, cơ quan này là nơi tốt nhất để làm việc.	1	2	3	4	5	6	7

15	Làm việc ở cơ quan này là một quyết định đúng đắn.	1	2	3	4	5	6	7
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Phần 3. Anh/chị nghĩ như thế nào về môi trường làm việc ở cơ quan anh/chị? Xin anh/chị cho biết ý kiến của bản thân anh/chị bằng cách khoanh tròn vào ô anh/chị cảm thấy đúng với anh/chị nhất.

1	2	3	4	5	6	7
Hoàn toàn không đồng ý	Hầu như không đồng ý	Không đồng ý một chút	Không có ý kiến	Đồng ý một chút	Hầu như đồng ý	Hoàn toàn đồng ý

	Câu hỏi	Ý kiến đánh giá						
1	Công việc và cuộc sống của tôi cân bằng với nhau.	1	2	3	4	5	6	7
2	Cơ quan là một nơi hài hòa để làm việc.	1	2	3	4	5	6	7
3	Một trong những yếu tố hàng đầu được cơ quan xem trọng là quyền lợi của nhân viên.	1	2	3	4	5	6	7
4	Điều kiện vật chất ở cơ quan rất tốt.	1	2	3	4	5	6	7

Cảm ơn anh/chị đã giúp đỡ hoàn thành phiếu khảo sát này./.

APPENDIX C. CODING

Item	Name	Label and Value
CONTROL VARIABLES		
1	Gender	GENDER (1= “Male”; 2= “Female”)
2	Age	AGE (1= “Under 30”; 2= “From 30 to 40”; 3= “From 41 to 50”; 4= “Above 50”)
3	Educational Level	EDUCATION (1= “High School”; 2= “Vocational Degree”; 3= “College/University”; 4= “Postgraduate”)
4	Organizational Tenure	TENURE (1= “Under 1 year”; 2= “From 1 to 3 years”; 3= “From 4 to 10 years”; 4= “Above 10 years”)
MAIN SURVEY (from 1 =“Entirely Disagree” to 7 =“Entirely Agree”)		
EMPOWERMENT		
5	EMP1	EMP1 – “A good leader gives me the information I need to do my work well”.
6	EMP2	EMP2 – “A good leader encourages me to use my talents”.
7	EMP3	EMP3 – “A good leader helps me to further develop myself”.
8	EMP4	EMP4 – “A good leader encourages his/her staff to come up with new ideas”.
9	EMP5	EMP5 – “A good leader gives me the authority to take decisions which make work easier for me”.
10	EMP6	EMP6 – “A good leader enables me to solve problems myself instead of just telling me what to do”.
11	EMP7	EMP7 – “A good leader offers me abundant opportunities to learn new skills”.
HUMILITY		
12	HUM1	HUM1 – “A good leader learns from criticism”.
13	HUM2	HUM2 – “A good leader tries to learn from the criticism he/she gets from his/her superior”.
14	HUM3	HUM3 – “A good leader admits his/her mistakes to his/her superior”.
15	HUM4	HUM4 – “A good leader learns from the different views and opinions of others”.

Item	Name	Label and Value
16	HUM5	HUM5 – “If people express criticism, a good leader tries to learn from it”.
STANDING BACK		
17	STB1	STB1 – “A good leader keeps himself/herself in the background and gives credits to others”.
18	STB2	STB2 - A good leader is not chasing recognition or rewards for the things he/she does for others.
19	STB3	STB3 – “A good leader appears to enjoy his/her colleagues’ success more than his/her own”.
STEWARDSHIP		
20	STE1	STE1 – “A good leader emphasizes the importance of focusing on the good of the whole”.
21	STE2	STE2 – “A good leader has a long-term vision”.
22	STE3	STE3 – “A good leader emphasizes the societal responsibility of our work”.
ORGANIZATIONAL COMMITMENT		
23	OC1	OC1 – “I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful”.
24	OC2	OC2 – “I talk up this organization to my friends as a great organization to work for”.
25	OC3	OC3 – “I feel loyalty to this organization”.
26	OC4	OC4 – “I would accept almost any type of job assignment in order to keep working for this organization”.
27	OC5	OC5 – “I find that my values and the organization’s values are very similar”.
28	OC6	OC6 – “I am proud to tell others that I am part of this organization”.
29	OC7	OC7 – “I could not just as well be working for a different organization as long as the type of work was similar”.
30	OC8	OC8 – “This organization really inspires the very best in me in the way of job performance”.
31	OC9	OC9 – “It would take much change in my present circumstances to cause me to leave this organization”.
32	OC10	OC10 – “I am extremely glad that I chose this organization to work for over others I was considering at the time I joined”.
33	OC11	OC11 – “There’s too much to be gained by sticking with this organization indefinitely”.

Item	Name	Label and Value
34	OC12	OC12 – “Often, I find it not difficult to agree with this organization’s policies on important matters relating to its employees”.
35	OC13	OC13 – “I really care about the fate of this organization”.
36	OC14	OC14 – “For me this is the best of all possible organizations for which to work”.
37	OC15	OC15 – “Deciding to work for this organization was definitely right”.
WORK ENVIRONMENT		
38	WE1	WE1 – “My working life balances with my family life”.
39	WE2	WE2 – “This organization is a harmonious place to work”.
40	WE3	WE3 – “This organization regards welfare of its employees as one of its first priorities”.
41	WE4	WE4 – “The physical working conditions are very pleasant”.