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IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT: THE CASE OF SEAFOOD PROCESSING ENTERPRISES IN MEKONG DELTA, VIET NAM

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This study aims at assessing the effect of human resource management practices on satisfaction and organizational commitment through awareness of employees working in Seafood processing enterprises in the Mekong Delta, Vietnam. The survey sample includes 289 employees and employers. The method of Structural Equation Modeling (SEM) is applied to analyze the relationship among concepts. Research findings show that human resource management practices have a direct positive impact on job satisfaction and organizational commitment. Furthermore, job satisfaction has a significantly positive effect on organizational commitment.

Keywords: human resource management, job satisfaction, organizational commitment.

1. Introduction

Human resources are seen as one of the most important elements of businesses today. At the macro level, endogenous growth theory has shown that human capital accumulation constitutes the main factor for macroeconomic growth (Mankiw and colleagues, 1990). At the micro level, human resources are seen as a major source of sustained competitive advantage for private enterprises (Wright và cộng sự, 1994). The increase in the importance of human resources is evident in both the supply and demand of the labor market. Prior to the development of the knowledge economy, companies are facing many challenges in training employees for a labor market characterized by inadequate labor, in addition to knowledge economy. It is characterized by the growing and increasing competition of businesses (Audretsch and Thurik, 2001).

Therefore, strengthening human resource management (HRM) is one of the necessary and urgent requirements in today's businesses, which is more important than managing other sources. Because human use the company's assets, create competitiveness and help the company achieve its desired goals. Therefore, businesses need to understand the expectations from their workforce, such as the desire for competence, employee collaboration with administrators, cooperation between employers and employees, demonstrating employees' skills, satisfaction and commitment, attitudes and presence and behavior of employees (Armstrong, 2014).

Lado & Wilson (1994) defined Human Resource Management (HRM) system as "a set of distinct but interrelated activities, functions, and process that are directed at attracting, developing, and maintaining (or disposing of) a firm's human resources."

However, depending on the industry, cultural characteristics of each region or the purpose of the study, the actual measurement components of HRM are expressed differently, which is reflected in studies of Pfeffer (1998), Singh (2004), Guest (1997)

In Viet Nam, researches on practical measurement of HRM are mostly focused on small and medium enterprises, rather than on the impact of HRM practices on job satisfaction and organizational commitment in specific areas, especially processing industries. This article aims to test the relationship among concepts of HRM performance, job satisfaction and organizational commitment in seafood processing enterprises in the Mekong Delta, Viet Nam.

2. Literature review and research model

2.1. Background of human resource management practices, job satisfaction and organizational commitment

Human resource management practices (HRM)

Schuler and Jackson (1987) argued that HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that resources are employed towards the fulfillment of organizational goals. In addition, HRM practices are also defined as a set of internal policies designed and implemented to ensure human resources that contribute to achieve the organization's business goals (Delery & Doty, 1996). HRM has a very important function in an organization's operation, including recruitment, compensation, organizational development, safety, employee motivation, health-care, information sharing, effective training and management of all activities related employees, and ways in which employees can carry out activities to achieve their goals (Jahanian et al., 2012).

Most studies on HRM are approached as "employee management activity", which can be understood as practice or technology (Guest et al., 2003). For example, the selection of employees (practice) may involve psychological testing, interviews, assessments, etc. (technical); Remuneration systems may include profit sharing and payroll based on performance (technical). HRM practices can be expected to promote inimitable attributes of human resources, which helps the organization gain a competitive advantage and increase operational efficiency (Huselid, 1995; Delaney and Huselid, 1996).

In this study, the components of HRM include selection and recruitment; training and improvement; evaluation of employees' tasks; stability and promotion in work, remuneration and reward, and encouragement of participation and innovation.

Job Satisfaction

Job Satisfaction was first proposed by Hoppock (1935) in the book "Job Satisfaction", which means that Job Satisfaction is the level of satisfaction felt by the employee in two aspects of psychology and physiology on the environmental factors. That is, it is the subjective response from the employee to the working situation. After this, most scholars have proposed their own views based on this concept. Cranny et al., (1992) conclude that their definition of job satisfaction as effective or emotional response represents the consensus definition their satisfaction (Price, 2000)

Smith et al., (1997) argued that job satisfaction means an individual's feeling or emotional response to all aspects of their job. Satisfaction evaluators rely on five structures: work, income, promotion, supervision and colleagues. Therefore, Job satisfaction means a person's satisfaction or dissatisfaction with all internal or external aspects of their job (Mengue, 2013).

Organizational commitment (employee commitment)

Becker (1960) described commitment as a tendency to engage in "consistent lines of activity" and argued that it develops as a "person finds that his involvement in social organization has, in effect, made side bets for him and thus constrained his future". Furthermore, commitment was closely related to both the intent and desire to remain in the organization, and additional evidence was presented of the well - documented inverse relationship between organizational commitment and employee turnover, it is defined in terms of the strength of an individual's identification with and involvement in a particular organization (Porter et al., 1974)

Organizational commitment is also expressed as a psychological state that forms employee relationships with organizations and decides to stay or leave the organization (Meyer & Allen, 1991), which is spiritual relations between workers and organizations, reducing the likelihood of leaving organizations (Allen & Meyer, 1997).

High commitment is defined as the extent to which employees accept the goals and values of organization and are desirous to remain in the organization. Committed personnel of an organization demonstrate positive intentions to serve their organization and they think very less about quitting the organization (Porter, 1974). If employees recognize their organization and make effort to help the organization achieve good results, the power of commitment or job satisfaction will affect the goals and results of business performance (Steers, 1977).

Meyer and Allen (1991) argued that the three components of commitment would develop in different ways and have different implications for job behavior. For example, continuance commitment was expected to develop in response to conditions (e.g., side bets) that increase the cost of leaving, whereas affective commitment was expected to be particularly sensitive to work experiences (e.g., job scope; organizational support). Normative commitment was believed to develop in response to social pressure. On the negative side, affective commitment was expected to have the strongest positive effect on desirable work behaviors (e.g., attendance, performance, organizational citizenship behavior), followed by normative commitment. Continuance commitment was expected to have little, or even a negative impact on these behaviors (Allen & Meyer, 1997).

HRM practices directly affect employee satisfaction thereby they promote organizational commitment (Ulrich, 1997). Naumann (1993) suggests that an employee's satisfaction, as well as any decision to stay or leave, is also affected by interaction with other people in the work environment. In particular, HRM practice has a direct positive impact on employee satisfaction (Steijn, 2004). The following hypotheses are proposed:

H1: There is a positive relationship between HRM practices and job satisfaction

Most organizations have realized that the performance of their workers plays a vital role in determining the success of the organization. It is important for employers and managers would like to know how to get the best of their workers. One of the antecedent determinants of workers' performance is believed to be employee commitment (Ajila &

Abiola, 2004). Boxall & Purcell (2011) argued that HRM practices will affect employee behavior, in which employee commitment is an important factor in achieving organizational success.

H2: HRM practices have a significantly positive effect on organizational commitment

Previous studies have shown that employee job satisfaction tends to organizational commitment. The relationship between job satisfaction and inconsistent work performance between individuals (Cooper - Hakim and Viswesvaran, 2005). For those with strong beliefs in their job satisfaction, the relationship between job satisfaction and performance is much higher than employees who are not satisfied with their work (Schleicher et al., 2004).

Tett & Meyer (1993) suggested that job satisfaction and organizational commitment are completely different, satisfaction has a strong impact on employees' intention to leave, while organizational commitment has strong effect on maintaining employees. It has been shown that job satisfaction has a positive correlation with organisational commitment (Mosadeghrad et al., 2008)

Proposition:

H3: Job satisfaction has a significantly positive effect on organizational commitment

2.2. Research model

Based on previous studies of Ulrich (1997) on the impact of HRM practices on job satisfaction, Boxall & Purcell (2011) argued that HRM practices affect organizational commitment as research by Ajila & Abiola (2004). Mosadeghrad et al (2008), Mosadeghrad et al (2008) suggested job satisfaction affects organizational commitment. The following research model is proposed:

2.3. Data and method

Sample

It is assumed that the research sample rate is at least 5:1 (Tabachnick và Fithdell, 2001). Samples were selected by convenient stratified sampling method for distributing answer sheets in 105 enterprises. Survey questionnaires were implemented through face - to - face interview and questionnaire responses were selected through convenient stratified sampling method with 438 observations, corresponding to 105 actual businesses surveyed that allows enough suitable samples for analysis.

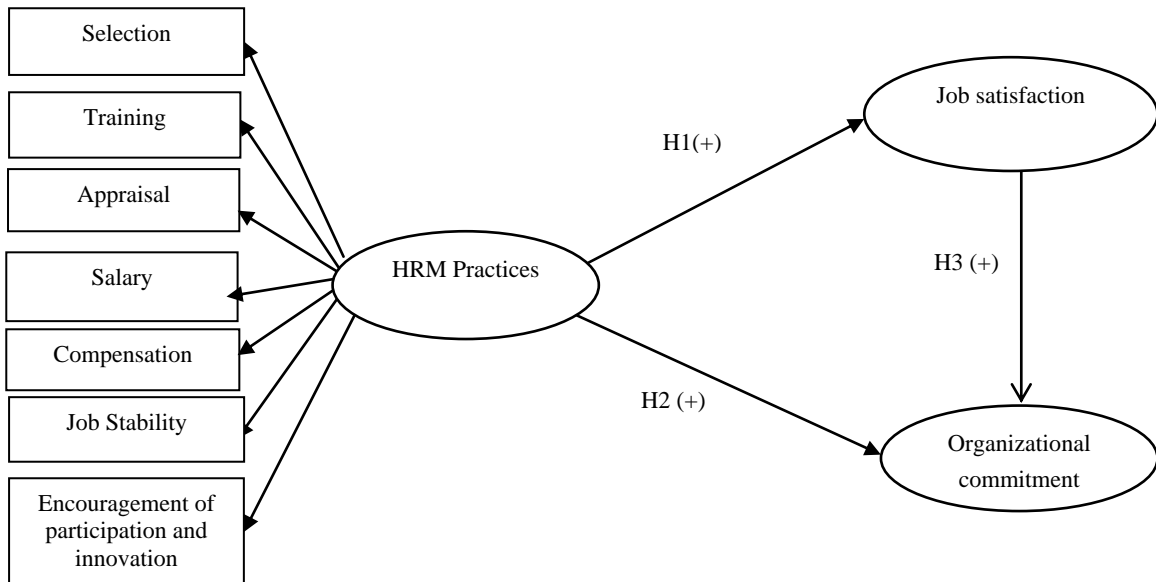


Figure 1: Research model proposed by author

The measurement method applied a seven - point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Measurement of the key components (HRMP, CSR, Commitment, Business Performance) was adapted with prior literature.

Measurement of Variables

Measurement of HRM practices (HRMP): HRMP was measured with reference to methods of Mathis & Jackson (2011), Delery and Doty (1996), Guest et al. (2003) that was designed to assess an individual's willingness to define themselves as a member of their organization. There are six components: recruitment and training (SET), appraisal (APP), salary (SAL), remuneration (COM), job stability (STA), encouraging participation and innovation (INN). Interviewees were asked to indicate their level of agreement with a range of items.

Measurement of Job organizational (OJ): The scale recently was developed Homburg et al., (2004), The scale is designed to focus on measuring job satisfaction related to aspects of HRM practices.

Measurement of Organizational commitment (OC) Measurement of organizational commitment is as diverse as the definitions. The scale for measuring affective organizational commitment has been developed by J.Allen and P.Meyer (1990)

Research method

Qualitative research: through reviewing documents, discussing face-to-face with managers/staffs, and gathering opinions from experts to build draft scales.

Quantitative research: Cronbach's alpha, confirmatory factor analysis (EFA) are used for preliminary quantification and formal research.

3. Research results

3.1. Describle research samples

There are a total of 289 observations, of which 55% are male, and 45% are female. In terms of positions, 78% are employees, of whom 22% are keeping management positions. Among the surveyed staff, the ages from 18-25 years old accounted for 22%, the ages of 26-35 accounted for 58%, and the number of workers aged over 36 accounted for 20%.

Regarding qualification: the number of employees with high school or below accounts for about 42%, 26% of workers have a high school/college degree, 32% of workers with a university degree. Proportion of employees having years of experience in their organizations is less than 5, from 5 to 10, from 11 to 20 and over 20 is 43%, 42%, 12%, and 4%, respectively.

About enterprises: with 12% of businesses operating for less than 5 years, 41% of businesses have

a period of 6-10 years of operation, 30% of businesses operate between 10-20 years, and 17% operate on 20 years.

Proportion of enterprises scale in their organizations under 50 employees, from 50 to 100, and over 100 are 26%, 14% and 60%, respectively.

Although Mekong Delta region has abundant raw materials, bulk that facilitate the development of industry seafood processing, the scale and capacity of processing enterprises is still small, failing to meet the demand of agricultural and aquatic processing of the whole region. The quality of human resources is still weak, especially skilled human resources are still low compared to the national average level; enterprise development is mainly in quantity; the quality, efficiency and competitiveness of businesses in the region are limited.

3.2. Cronbach's alpha analysis

Table 1: Summary results of testing the reliability

Concepts	Factors	Variables	Reliability		Cumulative of Variance (%) (pvc)	Value
			Cronbach's alpha	Composite (pc)		
HRMP- Human resources management	SEL	3	0.782	0.782	54.5	Qualified
	TRA	3	0.805	0.807	58.2	
	APP	3	0.866	0.865	68.2	
	SAL	2	0.765	0.772	63.0	
	COM	3	0.821	0.820	60.3	
	STA	3	0.726	0.723	46.7	
	INNO	3	0.768	0.774	53.4	
JOS- JobSatisfaction	JOS	4	0.842	0.844	57.7	Qualified
OC- Organizational commitment	OC	4	0.850	0.851	58.8	Qualified

Source: Data surveyed by author

Table 1 describes the aggregate reliability of all scales that has a combined confidence factor greater than Cronbach's alpha value (greater than 0.8). In addition, the scale has a total variance extracted to explain the degree of variability of the data to achieve high results (all at 55% or higher). Combined with the value of reliability, integrated reliability, this scale meets the requirement for reliability and the total variance extracted.

The functional activity of HRM practices is evaluated based on the perception of workers in the enterprises (figure 2). Almost workers thought that the functional activities of HRM practices in Seafood enterprises are relatively high, the average value ranges from 5.25 - 5.92 in the scale of 7 levels. The factors that are in value decrease gradually: "Salary - SALA" (5.92), "Selection and recruitment - SEL" (5.53), "Appraisal - APP" (5.46), "Encouragement of participation and innovation- INNO (5.36) "Compensation - COM" (5.32), "Job Stability - STA", "Training- TRA" (5.25).

By analyzing the distribution and dispersion of the concept study, we also found that the deviations from the average of the variables is relatively low (standard deviations fluctuate from 0.96 to 1.16). This suggests that the distribution of these variables is not that far off the average value. Kewness and

Kurtosis are in the acceptable range of normal distribution (from -1 to +1 for Kewness and from -2 to +2 for Kurtosis).

The concept of "job satisfaction has relatively higher average value (5.53) and "organizational commitment" (5.23). The distribution of this variable qualifies for the normal distribution.

Table 2: Analysis of scale dispersion

	SEL	TRA	APP	SAL	COM	STA	INNO	JOS	OC
Medium	5.53	5.25	5.46	5.92	5.32	5.26	5.36	5.53	5.23
Standard deviation	1.06	1.16	1.12	1.07	1.16	1.03	0.99	0.96	1.02
Variance	1.12	1.35	1.25	1.14	1.34	1.06	0.98	0.92	1.04
Skewness	-0.84	-0.83	-0.79	-0.99	-0.78	-0.62	-0.48	-0.80	-0.42
Kurtosis	1.39	0.78	0.70	1.17	0.69	0.66	-0.08	1.77	0.41

Source: Data analyzed by author

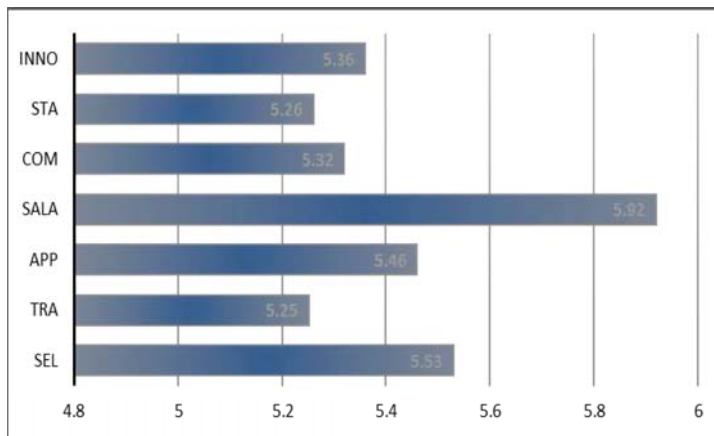


Figure 2: The importance of practical functions HRM

3.3. Analyzing the value of distinguishing among concepts

Table 3: The value of distinguishing among concepts

Correlation	Correlation coefficient (r)	Standard error (SE)	Critical Ratios (CR)	P value
JOS <--> HRMP	0.803	0.035	5.600	0.000
OC <--> HRMP	0.77	0.038	6.107	0.000
OC <--> JOS	0.802	0.035	5.616	0.000

Source: Data analyzed by author

The results of value verification distinguish the concepts in the critical model (Table 3) showing all the correlations among the concepts with significant standard deviation at 5% ($P < 0.05$). The correlation between each concept has different value 1. Therefore, the concepts in the critical model have differentiated values.

3.4. Model results - the standardized estimates

Figure 3 shows the results of the model path analysis. As it can be noted from the path analysis of the associated standardized regression weights, the indicators in the model fit the data collected from the market.

The estimated results (standardized) of the parameters of the research model (Table 4) show that the relationships among the concepts in the formal research model are statistically significant ($p < 0.05$). It is not able that the significant threshold for this study was set at the P-value of 0.05. In Tables with the P-value of 0.05. In Tables with the P-value of 0.05.

ues, the P-values given as three asterisks (***) refer to the P-value of less than 0.001. The estimation results show that HRM practices have the highest positive impact on job satisfaction in the seafood enterprises.

3.5. Test reliability estimates with Bootstrap

Bootstrap is a repeating samples method that replaces the original samples. This study used Bootstrap method with the number of samples repeated ($N = 600$). Table 5 shows that the hypothetical relationships in the research model have $|CR| \leq 2$, statistically significant with 95% confidence. Therefore, it can be con-



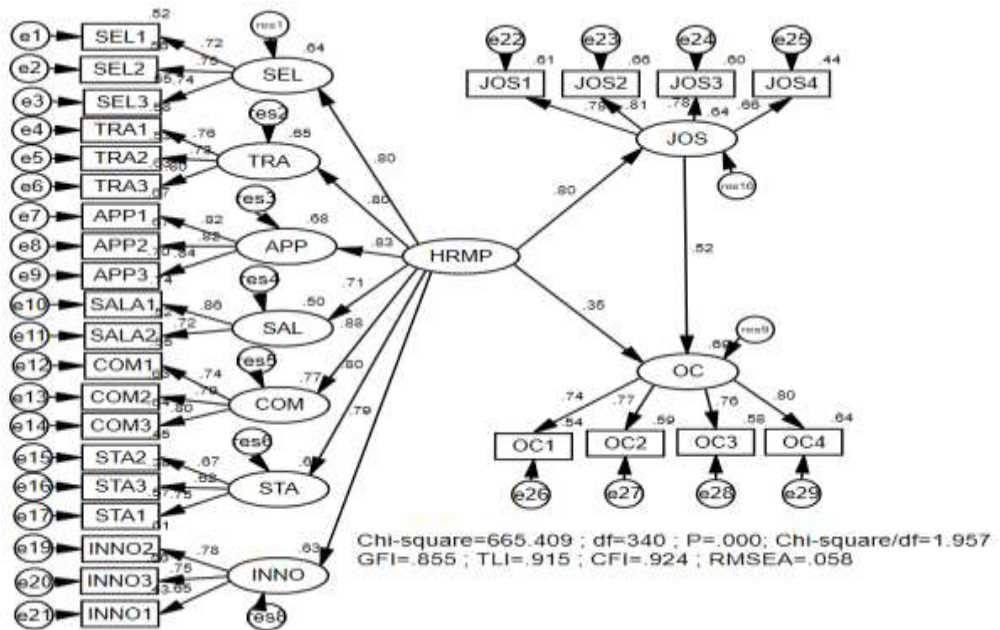


Figure 3: SEM path analysis estimate results

Table 4: Results of testing the relationship between concepts in theory model

	Relationship	Estimates	S.E.	C.R.	P
HRM practices	→ Job satisfaction	0.803	0.112	9.441	***
HRM practices	→ Organizational commitment	0.354	0.132	3.528	***
Job satisfaction	→ Organizational commitment	0.518	0.102	5.087	***

Source: Data analyzed by author

Table 5: Bootstrap with N = 600

	Relationship	SE	SE-SE	Mean	Bias	SE-Bias	CR
HRM practices	→ Job satisfaction	0.038	0.001	0.804	0.001	0.002	0.5
HRM practices	→ Organizational commitment	0.126	0.004	0.344	-0.01	0.005	-2.0
Job satisfaction	→ Organizational commitment	0.125	0.004	0.527	0.009	0.005	1.8

Source: Data analyzed by author

cluded that the estimates in the research model are reliable. Bootstrap results show that statistical rela-

tionship among concepts can be trusted in larger samples.

4. Discussion, implications and conclusions

4.1. Discussion

This research shows that HRM practices positively impact on job satisfaction ($\beta = 0.803$), it is suitable for studies by (Ulrich, 1997), (Ajila & Abiola, 2004) and (Boxall & Purcell, 2011). Satisfaction is positively correlated with organizational commitment ($\beta = 0.52$); similar research result of (Mosadeghrad et al., 2008) has shown that job satisfaction also increases employee engagement.

HRM practices positively affect organizational commitment ($\beta = 0.345$), this is consistent with researches of Whitener (2001), Chew and Chan (2008), which showed that there is positive relationship between HRM practices and organizational commitment. Gong et al., (2009) argued that HRM activities such as recruitment, training, assessment, salary, compensation or encouragement of participation and innovation enterprises. These factors have an important role in positive organizational commitment.

4.2. Implications

In order to improve job satisfaction and organizational commitment among employees in the seafood processing industry through HRM activities, enterprises need to focus on implementing some activities:

The companies should improve management efficiency through maintaining and reforming their ISO management system. It is necessary to approach, maintain and develop GMP (Good Manufacturing Practices) management system to ensure safe hygiene conditions for production including general principles, regulations, guidelines for the basic content of production conditions to ensure quality and safety products towards developing HACCP system and the standards of food safety management (ISO 22000).

Regarding recruitment and training, Selection should be conducted publicly, with clear descriptions in each job position. In order to improve the quality of training at the workplace, meeting work requirements, human resource management should focus on two types of employees in the enterprise as follows:

(1) For workers who directly create products, it is necessary to pay special attention to skills and proficiency in production and focus on implementing regulations and processes, ensuring strict imple-

mentation of regulations on labor safety, food safety and hygiene;

(2) For indirect workers, it is necessary to improve their qualifications in many aspects, including regularly updating quality management standards and science and technology, approaching and developing products suitable to the market. In addition, it is necessary to encourage employees to be knowledgeable in other areas to increase flexibility in problem solving and easily take on other jobs if there is a change in work and regularly arrange and nominate employees to attend professional training courses. This helps employees update their knowledge in a timely manner to meet market requirements.

It is important to implement monitoring and evaluation through a set of evaluation criteria on knowledge, skills, qualifications and performance in the enterprise, without consideration of gender issues. The criteria should be clear, open, and fair in evaluating employees. In addition, it is necessary to build a feedback channel and dialogue with businesses at least twice a year to deal with questions, solve difficulties and complaints from employees.

Remuneration and bonus policy should be implemented timely to ensure that salary is suitable for the position and reasonably placed in comparison with other enterprises in the same type of business. Today, the demand for human resources for the processing industry in the coming time tends to increase. Therefore, salaries and bonuses are important factors that need to be considered carefully in order to ensure both increase of income and organizational commitment. It is necessary to determine the marginal labor and wage that need to be reviewed and adjusted every 6 months to suit the actual production, business situation and regulations on salaries, bonuses, sickness, convalescence, maternity leave, etc.

Encouragement of employee's participation to the rules and procedures in the enterprise would ensure quality improvement and enhance the employees' contribution. Furthermore, it would improve operational efficiency through improved management, reasonable and effective work processes. As a result, it would improve the quality of products to meet the needs of customers, contributing to improve market performance.

4.3. Conclusions

The study has evaluated the overall perception of employees for HRM activities in the enterprise, the analysis results show that HRM practice has a positive impact on job satisfaction and organizational commitment. This research is the basis for seafood processing enterprises to make management decisions to improve job satisfaction. This creates employee engagement with the organization, contributing to promoting labor productivity in seafood processing operation.

HRM practices are multidirectional concept consisting of many diverse components, but this study focuses on analyzing the basic HRM activities affecting job satisfaction and organizational commitment. Therefore, the next study should expand other components to comprehensively evaluate the operation of human resource management practices. ♦

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Summary

Nghiên cứu nhằm đánh giá ảnh hưởng của thực tiễn quản trị nguồn nhân lực đến sự hài lòng và cam kết tổ chức trong các doanh nghiệp chế biến thủy sản thông qua nhận thức từ người lao động trong doanh nghiệp. Mẫu nghiên cứu được khảo sát từ 289 nhân viên và quản lý đang làm việc tại doanh nghiệp. Phương pháp cân bằng cấu trúc tuyến tính (SEM) được thực hiện để phân tích các nhân tố trong mô hình nghiên cứu. Kết quả nghiên cứu cho thấy thực tiễn quản trị nguồn nhân lực có ảnh hưởng tích cực trực tiếp đến sự hài lòng công việc và cam kết tổ chức, sự hài lòng công việc có tác động dương đến cam kết tổ chức.

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