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Faculty of Economics and Business Administration

7th INTERNATIONAL CONFERENCE

EMMA+

ON ECONOMIC MANAGEMENT
IN MINERAL ACTIVITIES AND TOPICAL
ISSUES IN SUSTAINABLE DEVELOPMENT

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FOREWORD

We are pleased to welcome you to the 7th International Conference on Economic Management in Mineral Activities and Topical Issues on Sustainable Development (EMMA+), hosted at the Hanoi University of Mining and Geology on October 23, 2024. The Conference continues to foster dialogue among scientists, researchers, experts, and students dedicated to advancing the field of economic management in mineral activities and sustainable development.

The 7th EMMA+ is particularly special as it coincides with the 25th Anniversary of the Faculty of Economics and Business Administration. This milestone reflects our commitment to excellent education and research, and we are excited to celebrate this journey with all of you.



TRAN THANH HAI
Rector
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This year, the Conference received 70 submissions from Australia, Russia, Romania, China, Indonesia, Thailand, and Vietnam. After a rigorous peer-review process, we are proud to include 51 papers in this proceedings volume, alongside ten qualified articles selected for publication in the Journal of Indonesian Economy and Business and Gadjah Mada International Journal of Business. These works represent the latest advancements, insights, and innovative research in the field.

We would like to extend our heartfelt gratitude to all participants whose contributions and insights enrich our discussions and knowledge base. A special thanks goes to our diligent reviewers, whose expertise and commitment ensure the quality of the papers selected for publication. We would like to acknowledge the significant support from the University of Applied Sciences Georg Agricola Bochum, Germany, and colleagues at the Faculty of Economics and Business Administration. Your dedicated assistance has been crucial to the successful organization of the Conference and the preparation of the proceedings. We also appreciated the financial support from our sponsors, which has greatly facilitated our efforts.

We wish the 7th EMMA+ a great success and all participants an enjoyable and fruitful scientific gathering in Hanoi. We look forward to seeing you again at the 8th EMMA+ in 2026 at the same location.

On behalf of the Organizing Committee

Prof. Tran Thanh Hai, PhD

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GREEN GROWTH

THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT OF VIETNAMESE COAL MINING WORKERS

Nguyen Duc Thang^{a*}, Le Van Chien^a, Nguyen Thi Huong^a

^aHanoi University of Mining and Geology, Hanoi, Vietnam

*Corresponding author: nguyenducthang@humg.edu.vn

Abstract: *In the context of the Vietnamese underground coal mining industry experiencing a wave of employee turnover, maintaining a stable workforce has become crucial. This study explores the relationship between job satisfaction and organizational commitment among workers in Vietnam's underground coal mining sector. Utilizing Weiss et al.'s (1967) job satisfaction and Meyer and Allen's (1990) organizational commitment framework, the research employs a mixed-method approach, including quantitative surveys and in-depth interviews, analyzed using Smart-PLS statistical software. The findings indicate that intrinsic and extrinsic job satisfaction positively influence affective, continuance, and normative commitment. Extrinsic job satisfaction has the most substantial impact, particularly on normative commitment. These findings suggest that improving working conditions, welfare policies, and career advancement opportunities can significantly enhance employee commitment and loyalty, contributing to Vietnam's coal industry's stability and sustainable development.*

Keywords: *job satisfaction (JS), organizational commitment (OC), underground coal mining, intrinsic job satisfaction (IN-JS), extrinsic job satisfaction (EX-JS).*

1. INTRODUCTION

In the era of globalization and significant changes in the labor market, human resource management has emerged as a pivotal activity for organizations and businesses. Understanding organizational and individual employee behaviors is essential to foster development in a competitive environment. Job Satisfaction (JS) and Organizational Commitment (OC) are crucial in enhancing operational efficiency and retaining employees. Seminal works by researchers such as Howard Becker (1960), Meyer and Allen (1990), and Griffin and Bateman (1986) have provided deep insights into OC and the factors influencing employees' decisions to stay or leave an organization.

In the Vietnamese underground coal mining industry, which is a sector heavily reliant on labor and characterized by harsh working conditions- there is a worrying rate of job turnover. According to reports from the Vietnam National Coal-Mineral Industries Holding Corporation Limited (Vinacomin) for the period 2019-2022, an average of 4,877 coal mining workers annually terminated or requested to terminate their labor contracts, with the rates of new employees leaving or resigning each year being 9.34%, 8.8%, 8.19%, and 7.99%, respectively. The continuous departure of personnel not only disrupts production processes but also results in significant costs related to training and human resource development.

2. THEORETICAL FRAMEWORK, HYPOTHESES, AND RESEARCH MODEL

2.1. Job Satisfaction

Although many previous studies have confirmed a strong relationship between JS and OC (Bakan et al., 2004; Malhotra et al., 2007; Yang and Chang, 2008; Froese and Xiao, 2012; Top, Akdere, and Tarcan, 2015), but research by Brunetto et al. (2012), Cramen (1996), and the team of De la Torre-Ruiz et al. (2017) did not find a significant relationship between the two variables. Moreover, there is a shortage of studies on the JS and OC relationship in the coal mining industry, where harsh and high-risk working conditions pose unique challenges for human resource policies. This study aims to fill this gap by determining how JS affects OC in coal mining enterprises in Vietnam.

In this research, the author utilizes the job satisfaction theory of Weiss et al. (1967) and the organizational commitment theory of Meyer and Allen (1990) as the main theoretical frameworks. The study employs a quantitative method combined with in-depth interviews to collect data from workers in the coal mining sector. Data will be analyzed using statistical techniques to determine the relationships between components of JS and OC.

The findings of this study will provide a clearer understanding of the impact of JS on OC among production workers in Vietnam's underground coal mining enterprises. A better understanding of these factors will assist managers in developing more effective human resource policies, thereby improving employee satisfaction and commitment and contributing to workforce stability, production efficiency, and the sustainable development of Vietnam's coal industry.

Job Satisfaction (JS) is considered a critical factor affecting productivity, job turnover, and employee retention (Weiss et al., 1967; Chen et al., 2006; Spector, 1997). According to Locke (1968), JS is a positive emotional state resulting from the appraisal of one's job or the realization of one's job values. Further studies differentiate satisfaction into intrinsic and extrinsic types (Rose, 2001; Glisson and Durick, 1988).

Intrinsic satisfaction (IN-IS) refers to the fulfillment an individual derives directly from the job itself, including job characteristics, challenges, autonomy, and a sense of achievement (Weiss et al., 1967; Rose, 2001; Skelton et al., 2019). Research indicates that this factor is independent of external rewards but closely linked to feedback, self-esteem, and a sense of control (Skelton et al., 2019).

Extrinsic satisfaction (EX-JS) relates to receiving material rewards and recognition from leadership (Weiss et al., 1967; Skelton et al., 2019). It focuses on comparisons among individuals, including benefits, salaries, promotional opportunities, and satisfaction from the work environment.

Locke (1969) describes JS and job dissatisfaction as emotional reactions based on the fulfillment or unfulfillment of job values. Job dissatisfaction is seen as a predictor of job turnover (Lee, 1988). JS affects job performance, absenteeism, psychological disorders, and turnover rates (Spector, 1997; Chen et al., 2006).

Determinants of job satisfaction include salary, promotion opportunities, leadership style, and the work environment (Testa, 1999; Chen and Silverthorne, 2008). Williams (1995) found that employee benefits also impact job

satisfaction. Dissatisfied employees often seek satisfaction elsewhere, increasing turnover rates and reducing organizational commitment.

2.2. Organizational Commitment

Organizational Commitment (OC) is a core concept in organizational behavior research, initially defined by Becker (1960) as “*a mechanism that produces consistent human behavior*”. Mowday, Steers, and Porter (1979) described OC as “*the strength of an individual's identification with and involvement in an organization.*” According to Allen and Meyer (1990), OC encompasses attachment, integration, and effort for the organization's collective benefit. Cohen (2003) and Gordon and Ladd (1990) agree that OC relates to the personalization of organizational goals and values. Curriuan (1999) and Loi et al. (2006) emphasize OC as an indicator of loyalty and personal investment in the organization.

Stinglhamber and colleagues (2002) state that commitment also reflects attachment to the organization's common goals. Palumbo and Annarumma (2018) along with Jigjiddorj et al. (2021) propose that OC is a dynamic process that evolves over time, reflecting an employee's willingness to continue or leave the organization.

Becker (1960) and later Porter, Steers, Mowday, and Boulian (1974), laid the foundation for understanding OC through the identification of three core components: affective commitment, continuance commitment, and normative commitment. Meyer and Allen (1984, 1997) further developed this tri-dimensional approach, enriching the theory of OC and highlighting the importance of each component in determining employee commitment levels.

Affective commitment (AC) is considered the foundation of an employee's attachment

to the organization, where positive feelings and perceptions about the organization foster this attachment (McMahon, 2007). It represents a strong emotional relationship, reflecting trust and contributing to the stability of this relationship over time.

Continuance commitment (CC) reflects an attachment based on the perceived benefits and costs associated with leaving the organization (Meyer and Allen, 1991; Kanter, 1968).

Normative commitment (NC) relates to a sense of ethical obligation that compels employees to remain with the organization (McMahon, 2007). It reflects the loyalty and responsibility employees feel towards the organization.

Naz and Ali (2012) and Tufail (2012) suggest that individual characteristics, organizational structure, and reward systems also influence OC.

2.3. Hypotheses and Research Model

2.3.1. Hypotheses on the Relationship between Job satisfaction and Organizational commitment

Based on studies by Weiss et al. (1967), this research conceptualizes JS as comprising intrinsic and extrinsic satisfaction. As defined by Meyer and Allen (1991), OC includes three components: affective commitment, continuance commitment, and normative commitment. The relationships between JS and OC can be hypothesized as follows:

(1) Relationship between intrinsic job satisfaction and Normative commitment

In the coal mining sector, IN-JS of workers involves job characteristics and personal achievement feelings and includes a safe working environment, playing a pivotal role in forming normative commitment. This

is supported by the theory of organizational identification by Ashforth and Mael (1989), which suggests that IN-JS reinforces an employee's connection to the organization and encourages loyalty based on moral obligation.

Studies by Markovits et al. (2010), Zopiatis et al. (2014), Senjaya and Anindita (2020), and Hidayat et al. (2024) confirm a positive relationship between IN-JS and normative commitment, emphasizing the need for job satisfaction to maintain long-term attachment and loyalty within heavy industries.

H1: Intrinsic job satisfaction enhances the normative commitment of coal mining workers

(2) Relationship between intrinsic satisfaction and continuance commitment

According to Blau's social exchange theory (SET) (1964), the relationship between employees and the organization is viewed as a mutually beneficial exchange. Workers who find their job values aligning with their organizational contributions develop commitment and enhance performance. In the coal mining industry, with its particularly challenging working conditions, satisfaction from safety measures, fair benefits distribution, and autonomy can increase the perceived loss if an employee leaves the organization, thereby strengthening continuance commitment.

Research by Thabane et al. (2018), Bagasworo (2017), Karyono and Hakim (2022), and Mugizi and Kasule (2023) has shown a positive link between IN-JS and continuance commitment. These studies indicate that employees satisfied with internal factors are likely to show long-term commitment to the organization.

H2: Intrinsic job satisfaction positively impacts the continuance commitment of coal mining workers.

(3) Relationship between intrinsic satisfaction and affective commitment

SET by Blau (1964) describes the employee-organization relationship as an exchange process. Workers satisfied with job characteristics and the work environment tend to develop a strong affective commitment to the organization. Research by Karyono and Hakim (2022), Mugizi and Kasule (2023), and Yundong (2015) has shown a positive correlation between IN-JS and affective commitment.

H3: Intrinsic job satisfaction positively influences the affective commitment of coal mining workers.

(4) Relationship Between Extrinsic job satisfaction and Affective Commitment

EX-JS, which includes promotional opportunities, compensation policies, and relationships with management, significantly impacts workers' affective commitment, especially in the coal mining sector. According to SET, EX-JS, these benefits encourage employees to strengthen their emotional commitment to the organization, which is manifested through loyalty and dedication.

Studies by Ismail and Abd Razak (2016), Juhana (2019), and Jayasingam and Yong (2013) have confirmed a positive relationship between EX-JS and affective commitment. Research from Vandenberghe (2021) and Gaertner (1999) further evidence this, showing that factors like salary, policies, and management have a positive effect on employees' affective commitment.

H4: Extrinsic job satisfaction positively impacts the affective commitment of coal mining workers.

(5) *Relationship between extrinsic satisfaction and continuance commitment*

SET by Blau (1964) explains the relationship between workers and the organization as a continuous exchange process. The high demands for safety and challenging working conditions in the coal mining industry highlight this relationship. Employees who value and benefit from a safe working environment and fair compensation policies develop a continuance commitment to the organization based on the principle of “give and take”.

Empirical studies such as those by Abdelmoula (2020), Hadian (2019), Sariwulan et al. (2019), and Abd Razak (2016) have demonstrated a positive link between extrinsic satisfaction and continuance commitment (CC). Factors like company policy, working conditions, and a safe environment, when well met, not only increase satisfaction but also encourage employees to maintain long-term attachment to the organization. This satisfaction promotes discipline and enthusiasm at work, reduces stress, and strengthens commitment.

H5: Extrinsic job satisfaction positively influences the continuance commitment of coal mining workers.

(6) *Relationship between extrinsic satisfaction and normative commitment*

Studies by Markovits et al. (2010) and Nazir et al. (2016) have proven a positive link between extrinsic satisfaction and normative commitment, strengthening employee loyalty and attachment.

Findings by Zopiatitis et al. (2014) and Günlü et al. (2010) have found this relationship in the hospitality industry. Studies by Harini et al. (2022) in Indonesia and Köse et al. (2017) in Turkey also support this view, showing that satisfaction

with working conditions, management, and income enhances normative commitment.

H6: Extrinsic job satisfaction positively influences the normative commitment of workers.

The theoretical research model is illustrated in Fig 1.

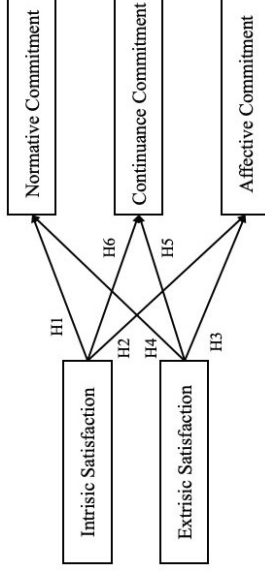


Fig 1. Hypothesized Model

3. RESEARCH METHODOLOGY AND SAMPLING

3.1. Scaling

In this study, the Organizational Commitment (OC) scales were adapted from Meyer and Allen's research (1990) and further studies by Mowday (1979), Buchanan (1974), and Nguyen Thi Hong Ha (2016). The scale's structure includes three main dimensions: affective commitment (AC), Continuance commitment (CC), and Normative commitment (NC), each comprising six observable variables.

The Job Satisfaction (JS) scale is derived from the Minnesota Satisfaction Questionnaire - Short Form (MSQ-SF), developed by Weiss et al. (1967). The MSQ-SF includes 20 indicators, 12 of which pertain to intrinsic and 6 to extrinsic satisfaction.

All scales in this study utilize a 5-point Likert scale, where 1 represents 'strongly disagree,' and 5 represents 'strongly agree.'

3.2. Research Methods

This research employed both qualitative and quantitative methods to evaluate the

factors influencing job satisfaction and organizational commitment among coal mining workers. The initial phase involved qualitative methods, including in-depth interviews with 20 experts and managers to adjust and identify key variables and to gain a deep understanding of the working environment and conditions in the industry. Subsequently, the quantitative phase involved surveying 300 workers, utilizing statistical tools to test hypotheses and determine the relationships between variables. Finally, to further explain anomalies in the results relative to research hypotheses, additional qualitative research with 30 workers was conducted. This mixed-method approach allows for a comprehensive and reliable perspective on the relationship between JS and OC among coal mining workers in Vietnam.

3.3. Sampling Method

The subjects of this study were coal production workers in Vietnam's underground coal mining enterprises. Based on Slovin's formula (1960), assuming a 10% sampling error and 90% confidence level, the minimum sample size required was calculated to be 100 people from a total of over 45,000 underground coal mining workers. The study obtained 230 valid surveys from 300 distributed, ensuring data representativeness and quality.

3.4. Data Collection

Data collection occurred at the end of 2022 through direct workplace surveys using standardized forms designed for this purpose.

Although a convenience sampling method was used, which saves time and costs, it bears the risk of bias and may affect the objectivity of the results. A total of 300 surveys were distributed, with 230 returning valid responses. The discrepancy between

distributed and valid surveys reflects the challenges in collecting multidimensional data, which the author carefully considered in the data analysis to ensure the reliability of the study.

The sample primarily consisted of males (94.8%), reflecting the physically demanding nature of the industry. Most were aged between 30 and 40 (57.4%), with over 10 years of experience (45.7%), and those with 5-10 years of experience accounting for 33.5%, indicating a high level of expertise in this field.

In terms of job roles, 37.4% were coal extraction workers, 31.7% were tunnel diggers, 19.6% were mechanical and electrical workers, and 11.3% were in other job positions.

3.5. Data analysis

This study employs Partial Least Squares Structural Equation Modeling (PLS-SEM) to test hypotheses and theoretical models. The reliability and validity of the scales are assessed using indices such as Cronbach's Alpha, Composite Reliability (rhoC), and Convergent Reliability (RhoA), which must exceed 0.7 to ensure reliability (Hair et al., 2018).

The Heterotrait-Monotrait ratio (HTMT) needs to be below 0.90 (Henseler et al., 2015) to ensure adequate discriminant validity between the latent constructs. Variance inflation factor (VIF) must be less than 3.0 (Hair et al., 2018) to avoid multicollinearity issues. The PLS-SEM regression analysis determines the relationships between independent and dependent variables using the Bootstrap method with at least 1000 samples to validate the stability and reliability of the regression coefficients.

4. RESEARCH RESULTS

4.1. Qualitative research results

To conduct the qualitative study, we conducted in-depth interviews with 12 human resource experts and managers, and 8 coal miners to assess the suitability of the job satisfaction and organizational commitment scales. The objective was to enhance the accuracy and applicability of these measurement tools.

Feedback from experts and managers indicated that the foreign scale, once translated into Vietnamese, contained many scientifically complex questions and terms, which were excessive and unsuitable for workers with lower educational levels. The interviews with miners also highlighted the necessity of simplifying and clarifying the questions so that workers could understand and respond correctly to their intended aims.

We adjusted the scale with the support of human resource experts, focusing on simplifying the language, reducing specialized terminology, and consolidating questions with similar content. The results were as follows:

- The JS scale was reduced from 20 to 18 observable variables, with 6 Extrinsic job satisfaction indicators (EX-HL1 to EX-JS6) and 12 Intrinsic job satisfaction indicators (IN-HL1 to IN-JS12).
- The OC scale, based on Mayer and Allen (1990), was reduced from 18 to 17 variables, consisting of 5 AC indicators (AC1 to AC5), 6 CC indicators (CC1 to CC6), and 6 NC indicators (NC1 to NC6).

4.2. Quantitative research results

4.2.1. Scale Evaluation

Within the scope of this study, we have assessed the reliability of the measurement scales using indicators such as factor

loadings, Cronbach's Alpha, Composite Reliability (rhoC), and Convergent Reliability (rhoA). The convergent validity was determined through the Average Variance Extracted (AVE), and the discriminant validity was assessed based on the Fornell & Larcker criterion (1984).

Regarding factor loadings: The observed variables for CC, NC, AC, and EX-JS scales all exceed the 0.7 thresholds, while the IN-JS scale has indices below this level, indicating issues with convergent validity.

Cronbach's Alpha: Values for CC, NC, AC, and EX-JS are all above 0.8, indicating high reliability.

Composite and Convergent Reliability: Scales for CC, NC, AC, and EX-JS all achieved values above 0.85, reflecting high reliability. The IN-JS scale, however, shows rhoC at 0.866 and rhoA at 0.888 but AVE at only 0.387, suggesting that reliability is insufficient and needs improvement.

Table 1. Reliability analysis of measurement scales

Variable Name	Factor Loading	Cronbach's alpha	rho_a	rho_c	AVE
CC		0.858	0.867	0.894	0.583
CC1	0.740				
CC2	0.773				
CC3	0.781				
CC4	0.779				
CC5	0.754				
CC6	0.754				
NC		0.865	0.872	0.898	0.596
NC1	0.727				
NC2	0.808				
NC3	0.730				
NC4	0.809				
NC5	0.757				

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Variable Name	Factor Loading	Cronbach's alpha	rho_a	rho_c	AVE
NC6	0.798				
AC		0.852	0.874	0.893	0.627
AC1	0.735				
AC2	0.836				
AC3	0.813				
AC4	0.805				
AC5	0.767				
EX-JS		0.886	0.888	0.913	0.636
EX-JS1	0.803				
EX-JS2	0.783				
EX-JS3	0.828				
EX-JS4	0.793				
EX-JS5	0.808				
EX-JS6	0.770				
IN-JS		0.831	0.888	0.866	0.387
IN-JS1*	0.154*				
IN-JS10	0.704				
IN-JS11	0.754				
IN-JS12	0.194*				
IN-JS2	0.784				
IN-JS3	0.749				
IN-JS4	0.821				
IN-JS5	0.662*				
IN-JS6	0.760				
IN-JS7	0.317*				
IN-JS8	0.677*				
IN-JS9	0.305*				

* Alpha, rhoC, and rhoA ≥ 0,7 and AVE ≥ 0,4

Variables with * indicate factor loadings < 0.7, which are considered for removal from the structural model to improve scale reliability.

Source: Author's data analysis

Based on this analysis, variables IN-JS1, IN-JS12, IN-JS5, IN-JS7, and IN-JS9 will be removed from the structural analysis model to enhance the reliability and validity of the measurement scale.

Continued reliability analysis of the measurement scale post-removal of unreliable variables is described in Table 2.

Table 2. Reliability analysis of measurement scales (Second evaluation)

Variable Name	Cronbach's alpha	rho_a	rho_c	AVE
CC	0.858	0.868	0.894	0.583
NC	0.865	0.873	0.898	0.596
AC	0.852	0.869	0.894	0.627
EX-JS	0.886	0.888	0.913	0.636
IN-JS	0.875	0.912	0.904	0.612

Source: Author's data analysis

Based on the revised results, all indicators demonstrate high reliability, with Cronbach's Alpha and rho_a all exceeding 0.85, rho_c over 0.89 (Hair et al., 2022; Dijkstra & Henseler, 2015) and AVE above 0.58, indicating a significant level of average extracted variance. These results confirm the accuracy and reliability of the new scales, aligning with the research objectives.

Table 3. Discriminant validity analysis of measurement scales

	CC	NC	AC	EX-JS	IN-JS
CC					
NC	0.389				
AC	0.448	0.271			
EX-JS	0.375	0.523	0.301		
IN-JS	0.144	0.202	0.293	0.065	

Source: Author's data analysis

The author continues to analyze the HTMT values between latent constructs in the model to assess the discriminant validity between them (Table 3). According to standards, HTMT values should be below 0.90 (or in stricter cases, 0.85) to ensure discriminant validity.

All HTMT values in the table are below the threshold of 0.90, indicating good discriminant validity among the model's latent constructs.

The author considered each variable's variance inflation factor (VIF) to evaluate multicollinearity within the structural model. Hair et al. (2018) state that a VIF greater than 3 suggests the potential for multicollinearity. Analysis results (Table 4) show that all VIF values are below 3, with the highest being 2.231 for variable EX-JS3. This indicates no multicollinearity issues in the model,

allowing further analysis without removing any observed variables.

Thus, the post-adjustment scales have demonstrated reliability by adjusting and removing certain observed variables, effectively serving the subsequent steps.

4.2.2. Testing the Model and Research Hypotheses

To assess the relationship between external (EX-JS) and internal (IN-JS) job satisfaction and continuous commitment (CC), normative commitment (NC), and affective commitment (AC) among coal mining workers, the author further analyzes using regression coefficients with PLS-SEM software. The results are displayed in Table 4 and Figure 2.

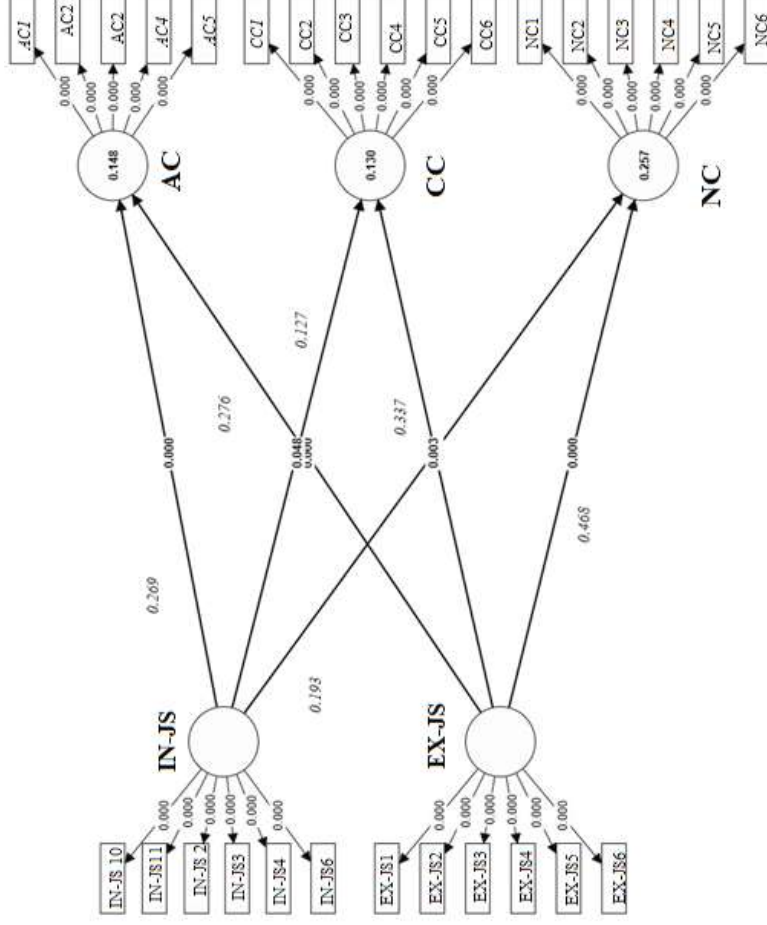


Fig 2. Estimation results of the Research model via PLS-SEM

Table 4. Hypothesis testing results

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values	Conclusion
EX-JS → CC	0.337	0.344	0.062	5.438	0.000	Supported
EX-JS → NC	0.469	0.473	0.063	7.480	0.000	Supported
EX-JS → AC	0.276	0.280	0.070	3.941	0.000	Supported
IN-JS → CC	0.128	0.131	0.065	1.978	0.048	Supported
IN-JS → NC	0.193	0.199	0.065	2.978	0.003	Supported
IN-JS → AC	0.269	0.272	0.070	3.836	0.000	Supported

Source: Author's data analysis

This research explores the relationships between EX-JS and IN-JS with continuous commitment (CC), normative commitment (NC), and affective commitment (AC) of employees. The regression analysis reveals that EX-JS significantly impacts CC, NC, and AC with coefficients of 0.337, 0.469, and 0.276, all with p-values below 0.05, indicating high statistical significance. Notably, the relationship between EX-JS and NC is the strongest, with a T-statistic of 7.480.

On the other hand, IN-HL also contributes positively, albeit more subtly, to employee commitment. The regression coefficient for CC from IN-JS is 0.128, with a T-statistic of 1.978 and a p-value of 0.048, also showing statistical significance at the 95% level. NC and AC from IN-JS have regression coefficients of 0.193 and 0.269, respectively, with low p-values, affirming the impact of IN-JS.

These results validate the research model and underscore the importance of both EX-JS and IN-JS in influencing the dependent variables.

5. DISCUSSION OF RESEARCH RESULTS

5.1. Discussion of Findings

This study's findings confirm the relationship between job satisfaction and organizational commitment in the

underground coal mining industry in Vietnam, aligning with previous research by Bakan et al. (2004), Malhotra et al. (2007), Yang & Chang (2008), and Froese & Xiao (2012). The results indicate that external satisfaction significantly and positively affects all three dimensions of organizational commitment: continuous, normative, and affective commitment. Notably, the strong influence of external satisfaction on normative commitment illustrates how improving working conditions and welfare policies can lead to more profound employee attachment to the organization.

While internal satisfaction also positively affects, its impact is subtler than external satisfaction's. However, the relationship between IN-JS and the dimension of OC still highlights the importance of positive perceptions of the job in forming and maintaining OC. This aligns with social exchange theory, emphasizing that job satisfaction can create a reciprocal obligation between employees and the organization.

This study also contributes additional theoretical insights into human resource management in an industry with challenging labor conditions. It underscores the importance of managing job satisfaction as part of human resource strategies to

enhance commitment and reduce turnover in this distinctive industry.

Finally, these results suggest that managers should focus on improving external factors such as working conditions and benefits to enhance organizational commitment while continually improving aspects of the job to increase internal satisfaction. This approach not only boosts work performance but also contributes to the sustainable development of the coal industry by maintaining a stable and committed workforce.

5.2. Management Implications

Based on the research findings on the relationship between job satisfaction and organizational commitment in the underground coal mining sector in Vietnam, coal enterprises can implement the following actions to enhance job satisfaction and strengthen organizational commitment:

Firstly, managers must improve working conditions, including labor safety, competitive wages, and promotion opportunities to enhance external job satisfaction. This strengthens organizational commitment, consolidates loyalty, and minimizes turnover rates.

Secondly, developing a work environment where employees can demonstrate their capabilities and achieve personal accomplishments will encourage internal satisfaction, promoting affective and continuous commitment to the organization.

Thirdly, managers should build good relationships with employees through effective communication, support, and recognition of their efforts. Satisfaction from high-quality relationships with leadership can lead to an enhanced normative and affective commitment to the organization.

Fourthly, it is essential to invest in training and development programs to improve employees' skills and capabilities. This not only makes employees feel that the

organization cares about their careers but also contributes to enhanced work efficiency and organizational commitment.

Finally, organizations should regularly conduct surveys to assess employees' satisfaction and commitment, thereby early detecting issues and timely directing human resource development strategies.

6. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

The data collection in this study faced challenges, leading to only 230 valid surveys being collected. The small sample size may limit the generalizability of the research findings. Notably, this study focuses on workers in the underground coal mining sector, a specific field with unique factors. Thus, the results may not be broadly applicable to other industries. Specific aspects of the sector, such as working conditions and risk levels, were not integrated into this study, which might reduce the breakthrough nature of the results. Additionally, the current research model did not consider local cultural factors and workers' perceptions, although potentially impacting job satisfaction and commitment.

The present study opens several avenues for further research on the impact of cultural factors on job satisfaction and commitment. Future research could explore the role of management styles and leaders' communication methods on workers' satisfaction and commitment or examine the effects of changes in technology and job organization on workers' satisfaction and commitment levels in the coal mining sector. Additionally, more in-depth research on the relationship between income fluctuations and commitment levels and the impact of income on workers' satisfaction and loyalty could be pursued.

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