

INCOME SATISFACTION IMPACT ON ORGANIZATIONAL COMMITMENT OF YOUNG EMPLOYEES: THE MEDIATING ROLE OF WORK MOTIVATION

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Abstract: This study assesses the direct impact of income satisfaction on organizational commitment of young employees and explores the mediating role of work motivation. The quantitative study was conducted on a sample of 339 randomly selected young employees. Data were collected through self-report questionnaires and processed using statistical software. The results of the study show that income satisfaction has a positive impact on organizational commitment of young employees and work motivation plays a mediating role in this relationship. The results of the study not only contribute to a deeper understanding of employee psychology and behavior but also provide a solid basis for developing human resource management policies and strategies to optimize employee performance and commitment, contributing to the sustainable development of the organization.

Keywords: Income satisfaction; Organizational commitment; Work motivation; Young workers; Organizational behavior.

INTRODUCTION

In today's increasingly competitive business environment, human resources have become extremely valuable assets and play a decisive role in the development and success of organizations (Iqbal & Hassan, 2016; Saleh et al., 2020, Jiang et al., 2024). In the areas of organizational management, human resource management is considered a core area (Shaker et al., 2020; Parinsi & Moses, 2023). Effective human resource management not only ensures a stable working environment, but also promotes creative interaction and helps achieve strategic goals (Dewi, 2024). Recognizing this issue, many businesses have been focusing on investing in human resource management as an important part of their development strategy (Sanchez-Franco et al., 2019; Botusha, 2024). Human resource management is not only about finding and attracting talent, but also includes maintaining and developing existing talent, promoting employee commitment and attachment to the organization (Islamiyah & Pratama, 2023; Mardikaningsih, 2024).

Employees' organizational commitment not only affects individual performance but also has a strong impact on the stability and sustainable development of the organization (Saragih et al, 2017; Nguyen & Nguyen, 2022). Many factors can affect the level of employee commitment to the organization. One of the important factors is the income they receive from their work (Lee & Lin, 2014; Afolashade et al., 2023). Income satisfaction not only reflects the fairness of pay but also shows the recognition and appreciation of employees' merit (Sanchez-Franco et al, 2019). Work motivation is also confirmed to have a positive impact on organizational commitment. Highly motivated employees have higher levels of commitment and attachment to the organization and vice versa (Nurlina et al., 2023; Rahadian & Al, 2024).

Young workers are a large force in today's organizations and businesses, a part of whom are well-trained in professional skills, capable of making great and long-term contributions to the development of the organization (Sundstrup et al., 2024). Young workers often have a desire to start a career, contribute and be recognized

(Ayoobzadeh et al., 2024; Zholdasbekova et al., 2024). Effective management of young human resources will bring great benefits to businesses in the short and long term. To promote long-term commitment and attachment to the organization of young workers, satisfying their income and motivation are issues that organizations need to pay attention to (Kamaruddin et al., 2018; Bińczycki et al., 2023; Quynh et al., 2024).

To date, many studies have been conducted on job satisfaction (Aleksynska, 2018; Drakopoulos, 2020; Filandri et al., 2023), work motivation (Tegegne et al., 2024; Schröder, 2024), and organizational commitment of employees (Nabhan & Munajat, 2023; Muhammad Shohib & Agustina, 2024) and the relationship between these aspects (Maarif et al., 2024; Pramitha et al., 2024). However, studies on young workers are limited, especially no study has explored the mediating role of work motivation in the relationship between income satisfaction and organizational commitment of young workers in the context of Vietnam. This study was conducted to assess the impact of income satisfaction on organizational commitment of young workers in Vietnam and the mediating role of work motivation. Thereby, some managerial implications are proposed to enhance organizational commitment of young workers, contributing to improving the effectiveness of human resource management and the performance of organizations.

THEORETICAL BASIS AND HYPOTHESES

Income satisfaction

Job satisfaction is understood as an emotional attachment to work, representing a happy emotional state resulting from a positive evaluation of one's work experience (Locke, 1976; Chao et al., 2015; Kum et al., 2018; Loan, 2020). Income satisfaction is an important aspect of job satisfaction (Cerci & Dumludag, 2019; Atmaca et al., 2020), it reflects employees' attitudes and satisfaction with the salary and benefits they receive from their jobs and employers (Day, 2011; Campbell & Im, 2019). Researchers often assess employee income satisfaction in different aspects such as: satisfaction with salary benefits, satisfaction with salary level, satisfaction with salary increase and satisfaction with salary structure and management (Tekleab et al., 2005; Treuren & Frankish, 2014; Gabriel et al., 2020). Income satisfaction is positively related to employee motivation, employees with high income often have higher work motivation (Le, 2021; Nurlina, 2023), and it has a strong influence on employee commitment to the organization and work performance (Ha, 2016; Apridar & Adamy, 2018; Giao & Hoanh, 2019; Nicolas & Setyo, 2020).

Work Motivation

Work motivation is a source of energy that stimulates both inside and outside the individual, leading workers to engage in work-related behavior (Pinder, 1998). Ryan and Deci (2000) also mentioned intrinsic and extrinsic motivation, intrinsic motivation comes from the natural enjoyment and satisfaction of performing a behavior, while extrinsic motivation comes from the specific results that the behavior brings. According to Quan and Diem (2012), work motivation is understood as the desire and willingness of workers, pushing them to continue to make efforts to achieve specific goals and results. Sharing the same view, Robbins (2013) said that work motivation is the willingness to show high effort to achieve the goals of the organization, while ensuring that some individuals are satisfied according to their ability to make efforts. Work motivation of employees is influenced by many different factors such as: income and benefit, work condition, superior, work result, relationship with colleagues and superiors, training and promotion, job characteristics, ..., in which income satisfaction is a factor with strong impact (Lee & Lin, 2014; Thu & Khoi, 2014; Le et al., 2021; Zegullaj et al., 2023). Work motivation has a strong impact on work performance and organizational success (Shoraj & Llaci, 2015; Kuswati, 2019; Omale et al., 2023). Understanding work motivation will help organizations and businesses influence employees more effectively (Smith et al., 2020).

Organizational Commitment

Employee commitment to an organization is a complex concept, related to the promise of employees to the organization including a sense of attachment to the job, loyalty, belief in the values of the organization (O'Reilly & Chatman, 1986; Northcraft & Neale, 1996; Cohen, 2007) and seeking to maintain the relationship with the organization (Kalleberg et al., 1996). Meyer and Herscovitch (2001) describe organizational

commitment as a binding force, providing shape to the individual's behavior towards one or more goals. Macey and Schneider (2008) emphasize that commitment is also expressed in pride in being a member of the organization. Robbins (2013) argues that organizational commitment represents a strong level of attachment to the organization and its goals, always wanting to maintain membership in the organization. Many studies have shown a strong link between organizational commitment and income satisfaction, when employees feel satisfied with their salary and other income, they tend to commit and contribute more to the organization (Emberland and Rundmo, 2010; Timothy et al., 2010; Meithiana et al., 2018); there is a positive link between organizational commitment and work motivation, highly motivated employees have higher levels of organizational commitment (Qendrim, 2020; Putri & Setyo, 2020); the feeling of recognition and other benefits (Lena & Jean, 2018) or the fit of the job with the employee's values and skills (Therasa & Vijayabanu, 2016; Jufrizen et al., 2023) also positively affect employee commitment to the organization. Research results also confirm that employees' work performance is governed by their commitment and attachment to their work and organization (Putri & Setyo, 2020; Loan, 2020; Munda et al., 2024), organizational commitment is significant in reducing turnover and enhancing organizational stability (Belete, 2018; Lestari & Margaretha, 2021).

Research hypothesis

This study focuses on proving the following hypotheses:

- H1: Income satisfaction has a positive impact on work motivation of young workers.
- H2: Work motivation has a positive impact on organizational commitment of young workers.
- H3: Income satisfaction has a direct positive impact on organizational commitment of young workers.
- H4: Work motivation is a mediating factor in the relationship between income satisfaction and organizational commitment of young workers.

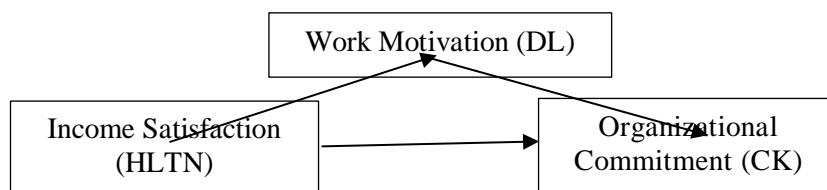


Figure 1. Proposed research model

RESEARCH METHODOLOGY

Research design

This study is a quantitative, cross-sectional and non-experimental study. The research hypotheses were established based on the research objectives. Data were collected at one point in time through questionnaires from the participants. Statistical software was used to process the data, thereby proving the research hypotheses.

Participants

The participants of this study were 339 young workers who were randomly selected by the convenience sampling method. We used exploratory factor analysis in this study, so the sample size was determined based on the viewpoint of Hair (2014), the minimum sample size for using EFA is 50, preferably 100 or more. With this viewpoint, the total number of 339 participants who answered the questionnaire met the requirement.

Measuring Tools

The survey questionnaire of this study was designed to measure 10 variables, including 03 psychological variables and 07 demographic variables. The 03 psychological variables include:

Income Satisfaction Scale

The author uses the Heneman and Schwab (1985) scale consisting of 15 observed variables, used to explore two dimensions: financial satisfaction (Items HLTN1, 2, 3, 4, 5, 6, 9, 12, 13 & 14) and structural satisfaction (Items HLTN7, 8, 10, 11 & 15). The responses use a 5-point Likert scale from 1 = completely dissatisfied to 5 = completely satisfied. This scale has been used in a number of studies in the Vietnamese context (Dung & Vy, 2012; Thu & Tam, 2018). The results of this survey data analysis show that the scale has good reliability, Cronbach's Alpha = 0.939, the items all have quite high total variable correlations (Cronbach's Alpha from 0.934 to 0.937).

Organizational Commitment Scale

The author uses a scale developed by Meyer & Allen (1993). This scale consists of 15 observational variables measuring 3 dimensions: emotional commitment (items CK1, 2, 3, 4, 5, 6 and 7); continuance commitment (items 8, 9, 10 and 11); moral commitment (items 12, 13, 14 and 15). The responses are designed on a 5-point Likert scale from 1 = completely dissatisfied to 5 = completely satisfied. This scale has been used by many researchers in Vietnam in their studies (Phuong et al., 2021; Nam & Lan, 2022). The results of this survey data analysis show that the scale has good reliability, Cronbach's Alpha = 0.934, all items have quite high total variable correlation (Cronbach's Alpha from 0.927 to 0.933).

Work Motivation Scale

In this study, the author uses the MAWS scale, developed by Gagné et al. (2010). The scale consists of 12 items (DL1-12), measuring four main areas of work motivation at 07 levels based on the self-report of survey respondents from (1): Not at all; (2): Very little; (3): A little; (4): Average; (5): Strong; (6): Very strong; (7): Completely. Some researchers have also used the MAWS scale to measure workers' work motivation in the context of Vietnam (Thao, 2024). The results of the survey data analysis in this study show that the scale has good reliability, Cronbach's Alpha = 0.934, the total correlation of the items is quite high (Cronbach's Alpha from 0.926 to 0.933).

Data Collection

Data were collected via questionnaires and online via googleform. Participants were asked to read the study introduction carefully and confirm their voluntary participation in the study before answering the survey and could stop at any time. The survey link will be closed when there are enough respondents according to the sample size requirement.

Data Analysis

Data collected from the Googleform questionnaire were checked, initially processed and transferred to statistical software such as SPSS, AMOS to perform data processing. First, descriptive statistics in SPSS such as frequency, percentage were performed to explore the characteristics of the research sample, Cronbach's Alpha analysis and EFA exploratory factor analysis to test the reliability and convergent validity of the scales. On AMOS software, signal path analysis (Structural Equation Modeling - SEM) was performed to assess the model's suitability to actual data and determine the level of suitability of the research model. Finally, SEM analysis with Bootstrapping method was performed to test the research hypotheses, thereby demonstrating the direct and indirect impact of income satisfaction on organizational commitment through work motivation in young workers.

RESEARCH RESULTS

Descriptive statistics of the study sample

Table 1. Characteristics of the study sample

		n	%
Gender	Male	123	36,3
	Female	212	62,5
	Other	4	1,2
Age	Under 25 years old	234	69,0
	25 – 30 years old	52	15,3
	Above 30 – 35 years old	25	7,4
	Above 35 – 40 years old	288	8,3
Education	Under Bachelor's degree	50	14,8
	Bachelor's degree	254	74,9
	Above Bachelor's Degree	35	10,3
Job	Administrative staff - HR	75	22,1
	Business staff (sales, marketing, communications, ...)	130	38,3
	Teachers, medical staff, artists	64	18,9
	Other	68	20,1
Workplace	State-owned Enterprise/Organization	41	12,1
	Private Enterprise	187	55,2
	Foreign-Involved Enterprise	37	22,7
	Other	34	10,0
Seniority of work	Less than 1 year	149	44,0
	1 – 5 years	123	36,3
	5 – 10 years	39	11,5
	Over 10 years	28	8,3
Income	Under 5 million VND	95	28,0
	From 5 – 10 million VND	132	38,9
	Over 10 million – 15 million VND	67	19,8
	Over 15 million – 20 million VND	29	8,6
	Over 20 million VND	16	4,7

(Source: Results of processing actual survey data, 2024)

The total number of participants in this study was 339, of which 123 were male (36.3%), 212 were female (62.4%) and 04 were of other genders (1.2%). The proportion of participants under 25 years old was the highest (69%), 25-30 years old accounted for 15.3%, over 30-35 years old accounted for 7.4% and over 35-40 years old was 8.3%. The majority of participants had a university degree (74.9%), 10.3% had a postgraduate degree and 14.8% had less than a university degree. 22.1% of participants were working in the field of Administration - Human Resources, 38.3% were working in the business field, 18.9% were working in the education and health fields, and 10% were working in other fields. The majority of young workers work in private enterprises (55.2%), 22.7% work in enterprises with foreign elements, 12.1% in state organizations, and the rest work in other organizations. The number of participants with less than 1 year of work experience is 44%, from 1 to 5 years accounts for 36.3%, from 5 to 10 years (11.5%) and those who have worked for more than 10 years is 8.3%. The monthly income of participants accounts for a large proportion at 5 - 10 million VND (38.9%), 10 million - 15 million (19.8%), over 15 - 20 million (8.6%), over 20 million (4.7%) and 28.0% have a monthly salary of less than 5 million VND.

Check the reliability of the scales through Cronbach's Alpha analysis

Table 2. Cronbach's Alpha of the scales

Observation variable	Total variable correlation coefficient	Cronbach's Alpha if variable is excluded
<i>Income satisfaction: Cronbach's Alpha = 0,939</i>		
HLTN1	0,688	0,935
HLTN2	0,651	0,936
HLTN3	0,696	0,935
HLTN4	0,699	0,935
HLTN5	0,712	0,935
HLTN6	0,712	0,935
HLTN7	0,686	0,935
HLTN8	0,735	0,934
HLTN9	0,726	0,934
HLTN10	0,603	0,937
HLTN11	0,711	0,935
HLTN12	0,715	0,934
HLTN13	0,678	0,935
HLTN14	0,701	0,935
HLTN15	0,626	0,937
<i>Organizational Commitment: Cronbach's Alpha = 0,934</i>		
CK1	0,666	0,930
CK2	0,700	0,928
CK3	0,691	0,929
CK4	0,568	0,933
CK5	0,687	0,929
CK6	0,681	0,929
CK7	0,690	0,929
CK8	0,693	0,929
CK9	0,735	0,927
CK10	0,736	0,928
CK11	0,670	0,929
CK12	0,621	0,931
CK14	0,734	0,927
CK15	0,718	0,928
<i>Work Motivation: Cronbach's Alpha = 0,934</i>		
DL1	0,737	0,928
DL2	0,786	0,926
DL3	0,585	0,933
DL4	0,694	0,929
DL5	0,783	0,926
DL6	0,734	0,927
DL7	0,741	0,927
DL8	0,682	0,929
DL9	0,672	0,930

DL10	0,679	0,930
DL11	0,673	0,930
DL12	0,774	0,927

(Source: Results of processing actual survey data, 2024)

The results of Cronbach's Alpha analysis of the scales presented in Table 2 show that all 03 scales have values > 0.70. The total correlation coefficient of all items is > 0.30. With this result, it can be concluded that the scales in the research model meet the required reliability, no items are eliminated and continue to be included in the EFA exploratory factor analysis to test the convergent value of the scales.

Testing the convergent validity of the scales through EFA analysis

Table 3. EFA analysis results

Observation variable	Factors		
	1	2	3
HLTN12	0,802		
HLTN11	0,761		
HLTN8	0,758		
HLTN9	0,745		
HLTN7	0,727		
HLTN13	0,727		
HLTN6	0,722		
HLTN5	0,715		
HLTN3	0,703		
HLTN4	0,696		
HLTN14	0,687		
HLTN1	0,675		
HLTN10	0,632		
HLTN2	0,619		
HLTN15	0,583		
CK9		0,800	
CK10		0,778	
CK14		0,756	
CK2		0,748	
CK15		0,738	
CK1		0,729	
CK5		0,718	
CK3		0,673	
CK7		0,666	
CK8		0,663	
CK12		0,633	
CK6		0,632	
CK4		0,614	
CK11		0,566	
DL6			0,841

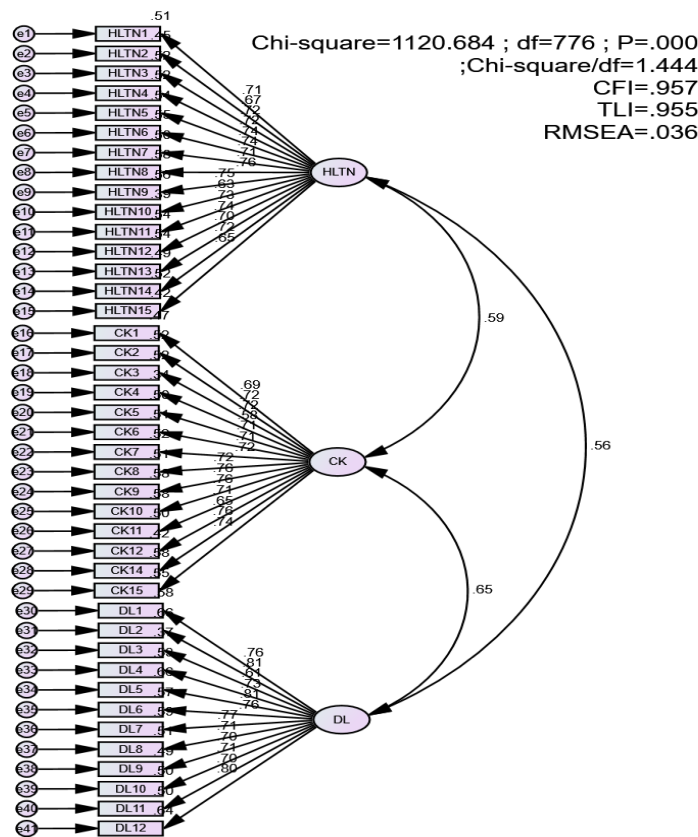
DL12			0,828
DL2			0,803
DL1			0,770
DL5			0,753
DL7			0,736
DL4			0,714
DL8			0,702
DL9			0,686
DL10			0,638
DL11			0,632
DL3			0,594
Eigenvalues = 2,899 Extracted variance = 52,413 KMO = 0,964			

(Source: Results of processing actual survey data, 2024)

The results of the factor rotation matrix show that there are 3 factors extracted from 41 observed variables, the observed variables have Factor Loading coefficients ranging from 0.566 to 0.841 (all greater than 0.5), with KMO coefficient $0.964 > 0.5$, factor analysis is accepted with the research data set, and the Eigenvalues = 2.899 > 1 shows the convergence of factors, the total extracted variance is 52.413% (>50%) showing that the EFA model is suitable.

Testing the suitability of the research model through CFA analysis

Figure 2. CFA analysis results



Confirmatory factor analysis (CFA) was performed to assess the overall fit of the research model. The CFA results showed that the critical model had 776 degrees of freedom, Chi-square test value = 1120.684 with $p < 0.01$ and Chi-square/df = 1.444 meeting the requirement < 2 and the indices showed that the model fit the data (CFI =

0.957, TLI = 0.955 meeting the requirement > 0.90, RMSEA = 0.036 < 0.08). Therefore, it can be concluded that the model ensures an overall fit.

Testing research hypotheses through SEM model

The direct impact relationships hypothesized in the research model were demonstrated by SEM model testing.

Figure 3. SEM model analysis results

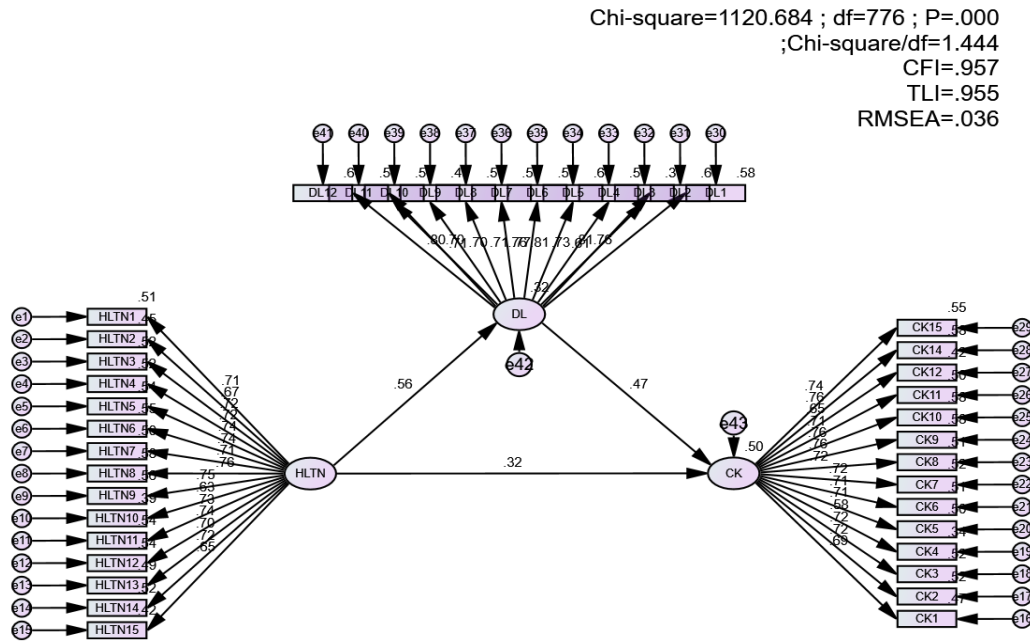


Table 4. Test results from SEM model analysis

Hypotheses of direct effects	Estimate	S,E,	C,R,	P-values	Results
H1: Income satisfaction has a positive impact on work motivation of young workers.	0,565	0,053	8,93	***	Accept
H2: Work motivation has a positive impact on organizational commitment of young employees.	0,469	0,041	7,334	***	Accept
H3: Income satisfaction has a positive impact on organizational commitment of young employees.	0,324	0,033	5,455	***	Accept

(Source: Results of processing actual survey data, 2024)

The estimated (standardized) results of the main parameters presented in Table 4 show that the direct effects between factors in the model are all statistically significant (p < 0.05). Therefore, the proposed research hypotheses H1, H2 and H3 are accepted.

Table 5. Results of indirect impact test (mediating role)

Relationship	Direct impact (HLTN → CK)	Indirect impact	Total impact = Direct impact + Indirect impact	Results
HLTN --> DL --> CK (H4: Work motivation is a mediating factor in the relationship between income satisfaction and organizational commitment of young workers)	0,324***	0,265***	0,589***	Accept

(Source: Results of processing actual survey data, 2024)

Bootstrapping method was used to test the mediating role of work motivation (DL) in the relationship between income satisfaction (HLTN) and organizational commitment (CK), the analysis results in Table 5 show that the indirect effect $a*b = 0.265$ with p value < 0.05 is statistically significant. Thus, work motivation is confirmed to have a mediating role in the relationship between income satisfaction (HLTN) and organizational commitment (CK) of young employees. Therefore, hypothesis H4 is accepted.

DISCUSSION

Hypothesis H1 in this study proposes that income satisfaction has a positive impact on young workers' work motivation. The statistical analysis results in Table 4 show that the standardized regression coefficient = 0.565 with p value = $0.000 < 0.05$, so this relationship is statistically significant. Hypothesis H1 is accepted and implies that when young workers feel satisfied with their income, they tend to have higher work motivation. This research result is consistent with Maslow's (1943) need theory and Herzberg's (1959) two-factor theory, needs and need satisfaction are the source of motivation and create work motivation in workers. The findings in our study are similar to those of Le (2021), Nurlina (2023), these authors also confirmed that employees who are satisfied with their income tend to work harder, make more efforts, show higher motivation to go to work, and have better work productivity.

Next, the hypothesis H2 in this study proposed that work motivation has a positive impact on organizational commitment of young employees. The survey results in Table 4 confirmed that this relationship is statistically significant (the standardized regression coefficient for this relationship is 0.469, with a p value = $0.000 < 0.05$). Thus, this hypothesis H2 is accepted and confirms that when an employee's work motivation increases by one level, there will be a significant increase in their commitment to the organization. If an employee feels more excited and motivated in his or her work, he or she will be more likely to be committed and loyal to the organization and be loyal to the organization's goals and values, which not only creates personal benefits but also contributes to organizational stability and success (Asamoah & Kim, 2015; Qendrim, 2020; Putri & Setyo, 2020).

Hypothesis H3 proposes that income satisfaction has a positive impact on organizational commitment of young employees. From the statistics in Table 4 (standardized regression coefficient for this relationship is 0.324 with p value = $0.000 < 0.05$), hypothesis H3 is accepted, implying that when young employees feel satisfied with their income, they tend to have a higher commitment to the organization they work for. This finding is consistent with the views in the need theory of Maslow (1943) and the two-factor theory of Herzberg (1959), when the satisfaction of material and material safety needs can affect the level of satisfaction and commitment of employees, the factor of income satisfaction as a factor that maintains work motivation and promotes employee commitment. This research result is also similar to the findings of Siddiq et al. (2017), Giao & Hoanh (2019), Nicolas & Setyo (2020).

Hypothesis H4 proposes that work motivation is a mediating factor in the relationship between satisfaction with income and organizational commitment of young workers. The analysis results in Table 5 show that the indirect effect of these two variables through work motivation has a value of = 0.265, with $p < 0.05$, meaning that this relationship is statistically significant. The presence of work motivation as a mediator between

satisfaction with income and organizational commitment is confirmed through hypothesis H4. This suggests that when young workers feel satisfied with their income, they tend to have higher work motivation, and thereby, increase their commitment to the organization they work for. Nicolas et al. (2020), Marni et al. (2022) also confirmed the role of work motivation in this relationship. This result shows a positive and close relationship between 03 factors: income satisfaction, work motivation and organizational commitment in employees. Thus, to promote organizational commitment of young employees, employers need to simultaneously pay attention to income satisfaction and enhance their work motivation.

CONCLUSION

In summary, this quantitative study on a sample of 339 young employees who were randomly and conveniently selected found fundamental and significant relationships between income satisfaction, work motivation and organizational commitment among young employees. The results of the study confirmed the positive direct impact of income satisfaction on organizational commitment and the mediating role of work motivation in this relationship among young employees. These results not only contribute to a deeper understanding of employee psychology and behavior but also provide a solid basis for developing human resource management policies and strategies to optimize employee performance and commitment, contributing to the sustainable development of the organization.

Conflict of interests

The authors declare no conflict of interest.

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