http://dx.doi.org/10.18623/rvd.v23.n3.4483

DETERMINANTS OF ORGANIZATIONAL COMMITMENT AMONG FLIGHT ATTENDANTS: A CASE STUDY OF VIETNAM AIRLINES

DETERMINANTES DO COMPROMISSO ORGANIZACIONAL ENTRE COMISSÁRIOS DE BORDO: UM ESTUDO DE CASO DA VIETNAM AIRLINES

Article received on: 8/29/2025
Article accepted on: 11/28/2025

Nguyen Van Thich*
*Ho Chi Minh University of Banking, Ho Chi Minh city, Vietnam
Orcid: https://orcid.org/0000-0003-2721-7587
thichnv@hub.edu.vn

Doan Hoang Uyen Nhi**
**Royal Melbourne Institute of Technology, Vietnam (RMIT), Ho Chi Minh city, Vietnam
Orcid: https://orcid.org/0009-0003-1581-1316
doanhoanguyennhi@gmail.com

The authors declare that there is no conflict of interest

Abstract
Amidst the escalating "war for talent" in Vietnam's liberalized aviation market, retaining skilled flight attendants has become a critical strategic challenge. This study quantitatively assesses the key antecedents of organizational commitment among flight attendants at the national carrier, Vietnam Airlines. Drawing on survey data from 287 flight attendants, a multiple linear regression model was employed to determine the relative importance of seven potential drivers. The results reveal that 'Training and Promotion Opportunities' is the preeminent driver of commitment. Notably, intrinsic and experiential factors, such as 'Cultural Interaction Opportunities' and 'Colleague Relations', are significantly more influential than traditional transactional rewards. Conversely, 'Remuneration and Benefits', while statistically significant, emerged as the weakest predictor, suggesting its role as a foundational 'hygiene factor' rather than a primary motivator for loyalty. The study concludes that for Vietnam Airlines, cultivating long-term commitment hinges more on strategic investments in career development and enriching the work experience than on incremental financial incentives. These findings provide critical, context-specific insights for human resource strategy in emerging aviation markets.

Keywords: Organizational Commitment, Employee Retention, Flight Attendants, Airline

Resumo
Em meio à crescente "guerra por talentos" no mercado de aviação liberalizado do Vietnã, reter comissários de bordo qualificados tornou-se um desafio estratégico crucial. Este estudo avalia quantitativamente os principais antecedentes do comprometimento organizacional entre comissários de bordo da companhia aérea nacional, Vietnam Airlines. Com base em dados de pesquisa de 287 comissários de bordo, um modelo de regressão linear múltipla foi empregado para determinar a importância relativa de sete potenciais fatores determinantes. Os resultados revelam que "Oportunidades de Treinamento e Promoção" é o principal fator determinante do comprometimento. Notavelmente, fatores intrínsecos e experienciais, como "Oportunidades de Interação Cultural" e "Relacionamento com Colegas", são significativamente mais influentes do que recompensas transacionais tradicionais. Por outro lado, "Remuneração e Benefícios", embora estatisticamente significativo, emergiu como o preditor mais fraco, sugerindo seu papel como um "fator de higiene" fundamental, em vez de um motivador primário para a lealdade. O estudo conclui que, para a Vietnam Airlines, cultivar o comprometimento a longo prazo depende mais de investimentos estratégicos em desenvolvimento de carreira e enriquecimento da experiência de trabalho do que de incentivos financeiros incrementais. Essas descobertas fornecem informações essenciais e específicas

Este trabalho está licenciado sob uma licença Creative Commons

Industry, Human Resource Management, Vietnam.

ao contexto para a estratégia de recursos humanos em mercados emergentes da aviação.

Palavras-chave: *Comprometimento organizacional. Retenção de funcionários. Comissários de bordo. Indústria aérea. Gestão de recursos humanos. Vietnã.*

1 INTRODUCTION

In the contemporary knowledge-based economy, human capital is widely acknowledged as a paramount strategic asset and a primary source of sustainable competitive advantage for organizations (Barney, 1991). The "war for talent" has evolved from a popular buzzword into a stark reality, compelling strategic managers to prioritize not only attracting and developing but also, crucially, retaining their most valuable employees. Within this paradigm, organizational commitment—the psychological bond between an employee and their organization—emerges as a critical indicator of retention success and a key driver of organizational performance (Mowday, Steers, & Porter, 1979). The airline industry, characterized by its high-stakes service environment and fierce global competition, is exceptionally sensitive to the quality and stability of its workforce. Flight attendants, in particular, occupy a pivotal role as the frontline "brand ambassadors" who directly shape the passenger experience. Their professionalism and dedication are instrumental in building customer loyalty and, ultimately, the airline's brand equity and financial success (Kotler & Keller, 2016). Consequently, maintaining a highly skilled and committed cabin crew is a strategic imperative.

Over the past decade, the Vietnamese aviation market has undergone explosive growth and liberalization. The aggressive expansion of private carriers has dismantled the long-standing dominance of the national carrier, Vietnam Airlines, creating an unprecedentedly competitive landscape. This competition extends beyond fares and routes into a fierce battle for qualified aviation personnel. Highly trained flight attendants have become a prime target for poaching by rival airlines, presenting Vietnam Airlines with a significant challenge of "brain drain." The substantial costs associated with employee turnover, encompassing recruitment, training, and service disruption, underscore the urgency of understanding and enhancing employee retention.

While the topic of organizational commitment has been extensively researched, a significant portion of this literature originates from the context of developed Western economies (e.g., Meyer & Allen, 1991; Mathieu & Zajac, 1990). There is a discernible gap in research that specifically investigates the drivers of commitment within the unique socio-cultural and economic milieu of emerging markets like Vietnam. Cultural values emphasizing stability, interpersonal relationships, and national pride may uniquely shape the commitment calculus of Vietnamese employees. Furthermore, empirical studies focusing specifically on the flight attendant profession within this hyper-competitive market remain relatively scarce. This study, therefore, aims to address this gap by answering the central research question: What are the key determinants of organizational commitment among flight attendants at Vietnam Airlines, and what is the relative importance of these factors?

To comprehensively address this question, the research objectives are to: (1) systematize the theoretical foundations of organizational commitment; (2) develop and propose a comprehensive model explaining the factors influencing flight attendant commitment; (3) empirically test the model and quantify the impact of each factor; and (4) derive actionable managerial implications to enhance flight attendant retention. To achieve these objectives, the remainder of this paper is structured as follows. Section 2 provides a review of the relevant literature and develops the research hypotheses. Section 3 details the research methodology. Section 4 presents the results of the data analysis. Section 5 discusses the findings and their implications. Finally, Section 6 concludes the paper, acknowledging its limitations and suggesting avenues for future research.

2 LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Theoretical foundation

This section delineates the theoretical architecture upon which our research model is constructed. We first elaborate on the central construct of organizational commitment, followed by an exposition of Social Exchange Theory as the principal framework that underpins the hypothesized relationships between various organizational practices and employee commitment.

2.1.1. The construct of organizational commitment

Organizational commitment stands as one of the most extensively studied constructs in management and organizational psychology, primarily due to its established linkage with critical employee behaviors such as turnover, absenteeism, and organizational citizenship (Mathieu & Zajac, 1990). At its core, it is conceptualized as a multi-faceted psychological state that characterizes the employee's relationship with the organization and has implications for their decision to continue or discontinue membership in the organization (Meyer & Allen, 1997).

The predominant framework for understanding this construct is the three-component model developed by Meyer and Allen (1991), which has provided a robust typology for both theoretical and empirical inquiry. The model posits that commitment manifests in three distinct, yet related, forms:

Affective Commitment: This dimension represents the employee's emotional attachment to, identification with, and involvement in the organization. It is a volitional bond driven by a congruence between personal and organizational values. Employees with high affective commitment remain with an organization because they fundamentally *want to*. They feel a sense of belonging and pride, and are more likely to exert discretionary effort for the organization's benefit.

Continuance Commitment: This component is rooted in a more calculative or instrumental mindset, reflecting the perceived costs associated with leaving the organization. It is often subdivided into two facets: the accumulation of investments (or "sunk costs") that are not transferable (e.g., pension plans, firm-specific skills), and a perceived lack of viable employment alternatives. Employees with high continuance commitment stay because they *need to*, as the perceived economic or social losses of leaving outweigh the potential benefits of a new role.

Normative Commitment: This dimension captures a sense of obligation, duty, or moral responsibility to remain with the organization. This feeling of indebtedness can stem from personal ethics, cultural norms, or as a reciprocal response to organizational investments in the employee, such as sponsoring their education or providing specialized training. Employees with high normative commitment stay because they feel they *ought to*.

While recognizing the diagnostic value of this tripartite model, for the purpose of an antecedent-focused study like this one, we treat organizational commitment as a global, unidimensional construct. This approach is consistent with prior research that seeks to understand the overall strength of the employee-organization bond that influences the ultimate behavioral outcome of retention. The various antecedents explored in our model are expected to collectively contribute to this overarching psychological attachment, though they may influence the three components to varying degrees.

2.1.2. Social Exchange Theory (SET) as the overarching framework

To provide a coherent theoretical rationale for the hypothesized relationships, this study is anchored in Social Exchange Theory (SET) (Blau, 1964). SET offers a powerful lens for interpreting the employment relationship not merely as a transactional economic contract, but as a relational one built on evolving social exchanges. The central tenet of SET is the norm of reciprocity (Gouldner, 1960), which dictates that individuals feel obligated to repay favorable treatment received from others.

When applied to the organizational context, SET suggests that the relationship between an employee and their employer is a dynamic series of exchanges. The organization provides a range of socio-emotional and economic resources—which we term "inducements"—such as career development opportunities, fair compensation, a supportive work environment, and job security. In response to these positive inducements, employees feel a psychological obligation to reciprocate with value-enhancing attitudes and behaviors that benefit the organization. Organizational commitment, in this view, is a key manifestation of this reciprocation.

A crucial mediating mechanism in this process is Perceived Organizational Support (POS), defined as employees' "global beliefs concerning the extent to which the organization values their contributions and cares about their well-being" (Eisenberger *et al.*, 1986, p. 501). POS is essentially the employee's interpretation of the organization's benevolent intent behind its actions. The antecedents in our model—such as providing training, fair benefits, and ensuring job stability—are not just standalone factors; they are signals that collectively shape an employee's POS. When employees perceive high levels

of support, the norm of reciprocity is strongly activated, leading them to develop a deeper sense of affective and normative commitment. They become more invested in the organization's goals and are more willing to contribute to its success, as a way of repaying the care and investment they have received.

Therefore, SET provides a robust and integrative framework for this study. It explains *why* a diverse set of positive human resource practices and work environment characteristics should converge to produce a singular, positive outcome: a more committed workforce. Each hypothesis developed in the subsequent section can be understood as a specific instance of this broader social exchange dynamic at play within Vietnam Airlines.

2.2 Hypothesis development

Based on the theoretical framework of SET and supported by a body of empirical evidence, we propose the following hypotheses:

H1: Job Characteristics

The Job Characteristics Model (JCM) by Hackman and Oldham (1975) argues that the intrinsic nature of the work itself is a powerful motivator. Core job dimensions such as skill variety, task identity, task significance, autonomy, and feedback contribute to critical psychological states (e.g., experienced meaningfulness), which in turn lead to positive work outcomes, including higher job satisfaction and commitment. For flight attendants, a role that is inherently dynamic, challenging, and involves a high degree of interpersonal skill can be intrinsically rewarding. When employees find their work engaging and meaningful, they are more likely to develop an affective attachment to the organization that provides it.

H1: Job characteristics will have a positive effect on the organizational commitment of flight attendants.

H2: Training and Promotion Opportunities

From an SET perspective, an organization's investment in employee training and the provision of clear career advancement paths are perceived as strong signals of support and long-term commitment to the employee (Owor, 2016). Such investments go beyond the formal employment contract, fostering a sense of obligation and a desire to reciprocate

through heightened loyalty. Opportunities for promotion fulfill higher-order needs for achievement and self-actualization, making continued employment more attractive (D'abate, Youndt, & Wenzel, 2009). Thus, we expect that perceived opportunities for professional development and career progression will be a significant predictor of commitment.

H2: Training and promotion opportunities will have a positive effect on the organizational commitment of flight attendants.

H3: Remuneration and Benefits

Remuneration and benefits represent the most fundamental and tangible aspects of the employment exchange. A compensation package that is perceived as competitive, equitable, and reflective of an employee's contributions is essential for satisfying basic needs and fostering a sense of fairness (Heneman & Schwab, 1985). While some theories posit that pay is a "hygiene factor" that prevents dissatisfaction rather than driving motivation, empirical research consistently affirms its significant role in influencing employee attitudes, particularly continuance commitment (Dajani & Zaki, 2015). A fair and adequate compensation system is a necessary foundation upon which other commitment-building initiatives can be built.

H3: Remuneration and benefits will have a positive effect on the organizational commitment of flight attendants.

H4: Colleague Relations

The social environment of the workplace, particularly the quality of relationships with colleagues, is a critical determinant of an employee's daily work experience. Supportive, collaborative, and positive relationships with peers foster a sense of belonging, reduce work-related stress, and create a more enjoyable work environment (Vasconcelos, 2017). This is especially salient for flight attendants, whose work requires intensive teamwork and coordination in a high-pressure environment. A strong sense of camaraderie and mutual support among the cabin crew can translate into a stronger attachment to the organization as a whole.

H4: Colleague relations will have a positive effect on the organizational commitment of flight attendants.

H5: Organizational Image and Brand

Social Identity Theory suggests that individuals derive part of their self-concept from their membership in social groups, including their employing organization (Tajfel & Turner, 1979). Working for an organization with a prestigious and positive public image can enhance an employee's self-esteem and social standing. This sense of pride and "reflected glory" strengthens their identification with the organization, fostering strong affective commitment (Alimohammadi & Neyshabor, 2013). For employees of a national flag carrier like Vietnam Airlines, this factor is expected to be particularly potent.

H5: Organizational image and brand will have a positive effect on the organizational commitment of flight attendants.

H6: Cultural Interaction Opportunities

A unique, non-monetary benefit inherent to the flight attendant profession is the opportunity for cross-cultural exposure and interaction. This aspect of the job can be a powerful intrinsic motivator, enriching an employee's personal life, broadening their worldview, and providing experiences that are not readily available in other professions. When employees value these unique job perks, they are likely to develop a stronger sense of gratitude and commitment to the organization that facilitates such opportunities.

H6: Cultural interaction opportunities will have a positive effect on the organizational commitment of flight attendants.

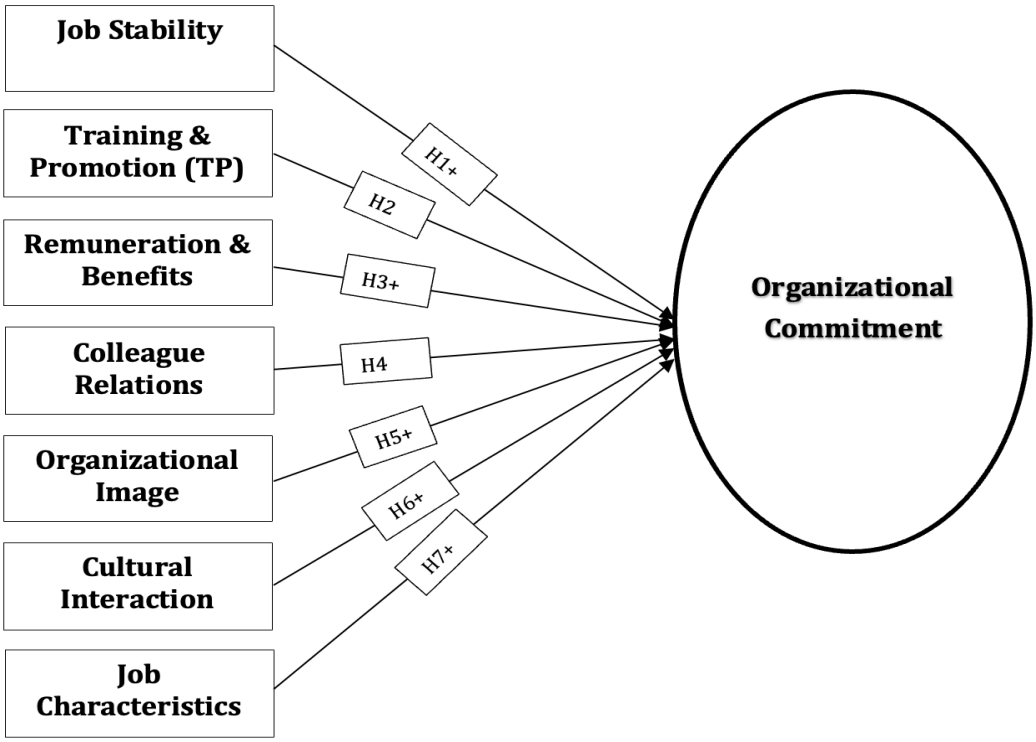
H7: Job Stability

In line with Maslow's (1943) hierarchy of needs, the need for safety and security is a fundamental human motivation. Job stability, or the perceived security of one's employment, directly addresses this need. In a volatile industry like aviation, which is susceptible to economic downturns and external shocks, the assurance of stable employment is a highly valued organizational provision. Perceived job security reduces anxiety and allows employees to focus on their long-term career with the organization, thereby fostering a stronger commitment, particularly of the continuance and normative varieties (Venter & Krüger, 2018).

H7: Job stability will have a positive effect on the organizational commitment of flight attendants.

Figure 1

Proposed research model



Source: Author's Proposal

3 METHODOLOGY

3.1 Research design and approach

This study employed a quantitative, cross-sectional survey design to investigate the factors influencing the organizational commitment of flight attendants. The research is grounded in a positivist paradigm, wherein hypotheses derived from established theories are empirically tested using statistical methods. To ensure the contextual relevance and content validity of the survey instrument, a preliminary qualitative phase was conducted. This phase involved semi-structured interviews and a focus group discussion with a small sample of senior flight attendants and human resource managers at Vietnam Airlines. Insights from this initial stage were used to refine the wording and confirm the applicability of the measurement items.

3.2. Population and sampling procedure

The target population for this study comprised all full-time flight attendants currently employed by Vietnam Airlines. Due to the practical difficulty of obtaining a complete and accessible sampling frame from the organization, a non-probability sampling approach, combining convenience and snowball techniques, was utilized. An online survey, administered via Google Forms, was initially distributed to a network of known contacts within the airline. These initial respondents were then encouraged to forward the survey link to their colleagues.

The data collection process was conducted over a six-week period. A total of 312 responses were received. After data screening for completeness and response consistency, 25 incomplete or invalid entries were removed, resulting in a final sample of N = 287 for statistical analysis. This sample size is deemed adequate for multiple regression analysis with seven independent variables, satisfying the recommended guideline of having at least 15-20 observations per predictor variable (Hair *et al*., 2010).

3.3 Instrumentation and measures

The survey instrument was developed by adapting established scales from prior literature to ensure construct validity. A rigorous translation and back-translation procedure was employed to ensure linguistic and conceptual equivalence between the original English items and the final Vietnamese version. All constructs were measured on a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Organizational Commitment (OC): The dependent variable was measured using a three-item scale adapted from the affective commitment dimension of Meyer and Allen's (1991) widely-used scale. A sample item is, "I feel a strong sense of belonging to this organization."

Independent Variables:

Job Characteristics (JC): A four-item scale was developed based on the core principles of the Job Characteristics Model (Hackman & Oldham, 1975). A sample item is, "My job is interesting and provides a great deal of variety."

Training and Promotion Opportunities (TP): This five-item scale was adapted from research on perceived organizational support and career development (e.g., Owor, 2016). A sample item is, "Vietnam Airlines provides me with adequate opportunities for professional growth and advancement."

Remuneration and Benefits (RB): A six-item scale was adapted from the Pay Satisfaction Questionnaire (Heneman & Schwab, 1985), covering satisfaction with pay level, benefits, and administration. A sample item is, "I am satisfied with my overall compensation package compared to similar roles in other airlines."

Colleague Relations (CR): This four-item scale measured the quality of the social support system in the workplace (e.g., Vasconcelos, 2017). A sample item is, "My colleagues are friendly and supportive."

Organizational Image and Brand (OI): A five-item scale was adapted from studies on organizational prestige and social identity (Alimohammadi & Neyshabor, 2013). A sample item is, "I am proud to tell others that I work for Vietnam Airlines."

Cultural Interaction Opportunities (CI): This four-item scale was specifically developed for this study to capture a unique aspect of the flight attendant role. A sample item is, "This job provides me with valuable opportunities to experience different cultures."

Job Stability (OS): This four-item scale was adapted from measures of perceived job security (e.g., Venter & Krüger, 2018). A sample item is, "I feel my job at Vietnam Airlines is secure."

3.4 Analytical strategy

Data were analyzed using IBM SPSS Statistics, Version 22.0. The analytical process proceeded in three distinct stages:

Preliminary Analysis: Descriptive statistics (means, standard deviations, frequencies) were calculated to summarize the demographic characteristics of the sample and the central tendencies of the primary variables.

Psychometric Properties Assessment: The reliability and validity of the measurement scales were rigorously evaluated.

Reliability: Internal consistency reliability was assessed using Cronbach's alpha coefficient. A threshold of $\alpha \geq 0.70$ was used as the criterion for acceptable reliability (Nunnally, 1978).

Construct Validity: Exploratory Factor Analysis (EFA) with Principal Component Analysis as the extraction method and Varimax rotation was conducted to assess the underlying factor structure of the independent variables. The criteria for a robust factor solution included: a Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy greater than 0.60, a statistically significant Bartlett's test of sphericity ($p < 0.05$), factor loadings greater than 0.50 on the primary factor, and no significant cross-loadings.

Hypothesis Testing:

Correlation Analysis: Pearson correlation analysis was performed to examine the bivariate relationships between all variables, providing an initial test of the hypotheses and a diagnostic check for potential multicollinearity issues.

Multiple Regression Analysis: A standard multiple linear regression analysis was conducted to test the simultaneous impact of the seven independent variables on organizational commitment. The following regression model was estimated:

$$GB = \beta_0 + \beta_1 CV + \beta_2 CH + \beta_3 TP + \beta_4 QH + \beta_5 TH + \beta_6 VH + \beta_7 OD + \varepsilon \qquad (1)$$

where:

GB is Organizational Commitment,
β_0 is the constant,
β_1 through β_7 are the regression coefficients for the independent variables,
and ε is the error term.

The assumptions of the regression model, including linearity, normality of residuals, homoscedasticity, and absence of multicollinearity (assessed via the Variance Inflation Factor, VIF, with a threshold of VIF < 10), were checked to ensure the validity of the results.

4 FINDINGS AND DISCUSSION

This section presents and interprets the empirical results of the study in an integrated manner. We first outline the descriptive statistics and the psychometric properties of the measurement model. Subsequently, we present the results of the hypothesis tests, immediately followed by a discussion of each key finding's theoretical and practical significance.

4.1 Preliminary analysis and measurement model

The final sample of 287 respondents was predominantly female (82.6%) and relatively young, with the majority under 30 years of age (74.2%), reflecting the typical demographics of the flight attendant profession. The Pearson correlation matrix confirmed that all seven predictor variables were positively and significantly correlated with organizational commitment ($p < 0.01$), providing initial support for the hypotheses.

The measurement scales demonstrated strong psychometric properties. Internal consistency was high across all constructs, with Cronbach's alpha coefficients ranging from 0.755 to 0.899. An Exploratory Factor Analysis (EFA) confirmed the construct validity of the measures, yielding a clear seven-factor solution that explained 68.25% of the total variance. All items loaded strongly onto their intended factors (loadings > 0.50), ensuring the reliability and validity of the data for subsequent hypothesis testing.

4.2 Hypothesis testing and discussion of key drivers

To test the hypotheses, a standard multiple linear regression analysis was conducted. The overall model was found to be a strong fit for the data ($F(7,279) = 59.174, p < 0.001$), with the seven independent variables collectively explaining 58.7% of the variance in organizational commitment (Adjusted $R^2 = 0.587$). The detailed results, including the standardized beta coefficients which indicate the relative importance of each driver, are presented in Table 1.

Table 1

Multiple Regression Analysis Predicting Organizational Commitment

Independent Variable	Unstandardized Coeff. (B)	Std. Error	Standardized Coeff. (β)	t-value	Sig.	VIF
(Constant)	-0.793	0.224		-3.540	0.000	
Training & Promotion (TP)	0.192	0.029	0.278	6.562	< 0.001	1.241
Cultural Interaction (CI)	0.202	0.041	0.204	4.891	< 0.001	1.208
Colleague Relations (CR)	0.153	0.034	0.202	4.532	< 0.001	1.378
Job Characteristics (JC)	0.193	0.050	0.173	3.860	< 0.001	1.390
Job Stability (OS)	0.119	0.034	0.159	3.531	< 0.001	1.414
Organizational Image (OI)	0.168	0.043	0.155	3.882	< 0.001	1.109
Remuneration & Benefits (RB)	0.143	0.045	0.135	3.177	0.002	1.256

Note: Dependent Variable = Organizational Commitment. Adjusted $R^2 = 0.587$; $F(7, 279) = 59.174$, $p < 0.001$.

As shown in Table 1, all seven independent variables have a statistically significant and positive effect on organizational commitment, thus supporting all hypotheses (H1 through H7). The discussion below interprets these findings in thematic order of importance.

4.2.1 The Primacy of growth and experience

The most significant finding is the preeminence of Training and Promotion Opportunities ($\beta = 0.278, p < 0.001$) as the strongest predictor of commitment. This result powerfully suggests that the employment relationship is viewed not as a static job but as a dynamic career trajectory. This aligns with Social Exchange Theory (SET) (Blau, 1964); when employees perceive that the organization is investing in their future, they reciprocate with the highest levels of loyalty. This finding implies that the desire for personal growth and advancement is the most critical lever for retaining flight attendants.

Following closely are factors related to the intrinsic and social quality of the work: Cultural Interaction Opportunities ($\beta = 0.204, p < 0.001$) and Colleague Relations ($\beta = 0.202, p < 0.001$). The high impact of cultural interaction highlights a unique, non-monetary benefit of the profession that serves as a powerful retention tool, while the strong influence of colleague relations confirms the critical role of a supportive

social fabric in a team-centric environment. These findings indicate that the quality of the daily work experience—encompassing personal enrichment and a positive social climate—is a more powerful determinant of commitment than purely transactional rewards.

4.2.2 The foundational role of tangible rewards and security

Perhaps the most insightful result is the relatively modest, though still significant, impact of Remuneration and Benefits ($\beta = 0.135, p = 0.002$), the weakest predictor in the model. This finding contextualizes the role of pay, suggesting it may function as a "hygiene factor" (Herzberg, 1966). For a premium employer like Vietnam Airlines, once compensation meets a satisfactory baseline, it ceases to be a primary driver of deeper, affective commitment. Similarly, Job Stability ($\beta = 0.159, p < 0.001$) and Organizational Image ($\beta = 0.155, p < 0.001$) are significant foundational elements that reinforce an employee's decision to stay, but they are secondary to the more dynamic factors of personal growth and daily work experience.

4.3 Overall implications

Theoretically, this study validates a comprehensive commitment model in the under-researched Vietnamese aviation context and highlights the importance of industry-specific intrinsic rewards. From a managerial perspective, the findings advocate for a strategic shift from a purely compensation-focused approach to a holistic, career-oriented one. Key recommendations include institutionalizing career development, cultivating a supportive team culture, and leveraging the unique employee value proposition, all while maintaining competitive compensation as a foundational baseline.

5 CONCLUSION

This study was motivated by the increasing competition for talent within Vietnam's dynamic aviation sector, with the primary objective of identifying and ranking the key determinants of organizational commitment among flight attendants at the

national carrier, Vietnam Airlines. Employing a quantitative survey methodology with a sample of 287 flight attendants, this research developed and empirically tested a comprehensive antecedent model grounded in Social Exchange Theory.

The empirical results revealed a clear hierarchy of factors driving commitment. Foremost among these was the profound impact of Training and Promotion Opportunities, establishing career development as the single most critical driver. Furthermore, factors intrinsic to the work experience—namely Cultural Interaction Opportunities and Colleague Relations—emerged as significantly more influential than traditional transactional rewards. Conversely, Remuneration and Benefits, while statistically significant, was found to be the least impactful predictor, suggesting its role as a foundational "hygiene factor" rather than a primary motivator for deep-seated loyalty.

In direct response to the central research question, this study concludes that the commitment of Vietnam Airlines' flight attendants is most effectively cultivated not through incremental financial incentives, but through strategic investments in their professional growth and the quality of their work environment. The primary contribution of this research lies in its provision of robust, context-specific evidence that challenges a purely economic view of the employment relationship. It demonstrates that for skilled service professionals in an emerging market, a relational approach centered on development, intrinsic job rewards, and a supportive culture is paramount.

In conclusion, this study underscores a critical strategic lesson for Vietnam Airlines and other service-oriented firms operating in competitive talent markets: sustainable employee commitment is not merely purchased, but cultivated. While acknowledging the limitations of its cross-sectional design and sampling method, the findings strongly advocate for a holistic human resource strategy. A strategy that prioritizes clear career pathways, fosters a supportive and cohesive culture, and enriches the work experience will ultimately yield a more loyal, engaged, and competitive workforce than one that relies predominantly on financial inducements.

`This study's limitations include its cross-sectional design and non-probability sampling, which suggest caution in inferring causality and generalizability. Future research could extend this work through longitudinal or comparative studies and by employing mixed-methods approaches to gain deeper qualitative insights.

REFERENCES

Alimohammadi, M., & Neyshabor, A. J. (2013). Work motivation and organizational commitment among Iranian employees. *International Journal of Research in Organizational Behavior and Human Resource Management*, 1(3), 1–12.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.

Blau, P. M. (1964). Exchange and power in social life. Wiley.

D'abate, C. P., Youndt, M. A., & Wenzel, K. E. (2009). Making the most of an internship: An empirical study of internship satisfaction. *Academy of Management Learning & Education*, 8(4), 527–539.

Dajani, D., & Zaki, M. A. (2015). The impact of employee engagement on job performance and organisational commitment in the Egyptian banking sector. *The Business & Management Review*, 6(4), 286–296.

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507.

Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25(2), 161–178.

Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60(2), 159–170.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). Multivariate data analysis (7th ed.). Pearson Prentice Hall.

Heneman, H. G., III, & Schwab, D. P. (1985). Pay satisfaction: Its multidimensional nature and measurement. *International Journal of Psychology*, 20(1), 129–141.

Herzberg, F. (1966). Work and the nature of man. World Publishing.

Kotler, P., & Keller, K. L. (2016). Marketing management (15th ed.). Pearson.

Maslow, A. H. (1943). A theory of human motivation. Psychological Review, 50(4), 370–396.

Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. Psychological Bulletin, 108(2), 171–194.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.

Meyer, J. P., & Allen, N. J. (1997). Commitment in the workplace: Theory, research, and application. Sage Publications.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224–247.

Nunnally, J. C. (1978). Psychometric theory (2nd ed.). McGraw-Hill.

Owor, J. J. (2016). Human resource management practices, employee engagement and organizational citizenship behaviours in selected firms in Uganda [Doctoral dissertation, Makerere University]. Makerere University Institutional Repository.

Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. In W. G. Austin & S. Worchel (Eds.), The social psychology of intergroup relations (pp. 33–47). Brooks/Cole.

Vasconcelos, M. B. T. (2017). Comprometimento organizacional em uma IES pública: analise do suporte organizacional como antecedente e da cidadania organizacional como consequente [Master's thesis, Universidade Federal de Campina Grande]. Repositório Institucional da UFCG.

Venter, E., & Krüger, J. (2018, September). Professional related factors influencing the organisational commitment of financial planners in South Africa [Paper presentation]. 30th Annual Conference of the Southern African Institute of Management Scientists (SAIMS), Stellenbosch, South Africa.

Authors' Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

How to cite this article (APA)

Thich, N. V., & Nhi, D. H. U. DETERMINANTS OF ORGANIZATIONAL COMMITMENT AMONG FLIGHT ATTENDANTS: A CASE STUDY OF VIETNAM AIRLINES. *Veredas Do Direito*, e234483. https://doi.org/10.18623/rvd.v23.n3.4483