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Overview of Research on the Impact of Managers on Employees' Job Commitment and Job Satisfaction

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ABSTRACT:- Studies on the impact of managers have been conducted extensively in developed countries. These studies typically focus on the effects of managers on employees, such as job satisfaction, job stress, commitment, and motivation. The common factors considered in the manager's influence include (i) manager support, (ii) leadership style, including (1) transformational leadership style and (2) transactional leadership style, and (iii) managerial leadership. The results of this research help build a theoretical framework, identifying research gaps and approaches.

Keywords: Manager, job commitment, job satisfaction

I.   INTRODUCTION

Managers play a crucial role in enhancing employee motivation and performance within an organization. The common aspects of managers often considered include manager support, leadership style, and managerial leadership. Managers impact employees' job satisfaction. For instance, managers with a transformational leadership style often encourage participation and listen to employees' opinions, making them feel respected and valued. Additionally, support and encouragement from managers increase employee satisfaction. Positive and constructive feedback helps employees recognize their contributions and motivates them to strive harder. Moreover, managers have a significant role in influencing employees' job commitment. Their leadership style and management approach can create a work environment where employees feel motivated and engaged. Transformational leadership often encourages employee participation and opinions, making them feel like an integral part of the organization, thereby enhancing their commitment.

II.   RESEARCH ON THE ROLE OF MANAGERS IN RELATION TO EMPLOYEES

2.1. Manager Support

Managers are a crucial factor influencing employees' motivation, satisfaction, and commitment. Managerial behavior has been a focal point in many studies (Podsakoff et al., 1996). Similarly, Ellickson (2002) and Borzaga and colleagues (2006) argued that a good relationship with managers, career development, and involvement in organizational policies and strategies impact employees' motivation, satisfaction, and commitment (Borzaga & Tortia, 2006; Ellickson, 2002). Robbins et al. (2005) emphasized that managers provide employees with reassurance, satisfaction, and commitment through fair treatment, concern for subordinates, competence, vision, and the ability to support employees in their work (Robbin & Coulter, 2005). Manager support is defined as the level of consideration and assistance employees receive from their supervisors (Netemeyer et al., 1997). An effective manager must be competent and treat employees fairly, encourage two-way communication, and recognize employees' contributions to achieve organizational goals (Humphreys, 2002; Singh, 2000). Wright (2001) highlighted that workers in both public and private sectors desire a good working environment and friendly managers (Wright, 2001). Jurkiewics and colleagues (1998) pointed out that in the public sector, a friendly and harmonious relationship between employees and supervisors enhances job performance (Jurkiewics, Massey, & Brown, 1998). Peterson and colleagues (2003) argued that friendly supervision and good relationships with colleagues are key factors that motivate employees, increase job satisfaction, and improve job performance (Peterson, Puia, & Suess, 2003).

Many researchers have studied factors affecting employees' job performance, such as ability, motivation, personal factors, and managerial leadership/support (Kanat-Maymon & Reizer, 2017). Among these, managers are seen as a significant factor contributing to employee satisfaction and motivation, with manager support

enhancing employee commitment. However, managerial support can also reduce employees' sense of autonomy, thereby decreasing their motivation (Kanat-Maymon & Reizer, 2017). Conversely, without managerial support, employees' efforts, including those aimed at improving job performance, can become misdirected (Kanat-Maymon & Reizer, 2017).

According to Edward and colleagues (2008), managerial support is closely related to employees' task performance (Edwards, Bell, Arthur, & Decuir, 2008). This relationship, however, may produce different effects over time at varying levels of support (Kanat-Maymon & Reizer, 2017). Initially, the impact of managerial support on employees' job performance is generally positive. Over time, employees who receive substantial support from their managers continue to see improvements in job performance, while those with less support experience a decline (Kanat-Maymon & Reizer, 2017).

2.2. Managerial Leadership Styles

Leadership styles remain one of the most widely discussed areas of research globally (Megheirkouni, 2017; Yahaya & Ebrahim, 2016). Jong and Hartog (2007) described leadership as a process of influencing others to achieve desired results. Lok and Crawford (2004) noted that leadership plays a crucial role in determining a company's success or failure. Bass and Avolio (1997) emphasized that leaders stimulate, motivate, encourage, and recognize their followers to achieve superior performance. Leadership ability, as studied here, is operationalized into transformational and transactional leadership styles.

Transformational leadership refers to leaders' ability to inspire subordinates to exceed expectations by transforming their attitudes, beliefs, and values, rather than merely achieving compliance (Rafferty & Griffin, 2004). Bass (1985) hypothesized that transformational leadership includes four dimensions: Intellectual stimulation, which involves challenging assumptions, encouraging creativity, and problem-solving; Individualized consideration, which focuses on the development and needs of followers, showing empathy and appreciation for their contributions; Idealized influence or charisma, serving as a role model for followers; and Inspirational motivation, which energizes followers with an appealing vision, encouraging them to transcend self-interest.

On the other hand, Burns (1978) noted that transactional leadership occurs when one engages with others for the purpose of exchanging valuable resources, whether economic, political, or psychological. Burns pointed out that both parties in the exchange have related purposes, but the relationship does not extend beyond the exchange of benefits.

2.3. Managerial Leadership

Hwang (2016) identified leadership as a key factor (among six others) with characteristics such as professional competence, research experience, goal-setting, trust in team members, and a readiness and enthusiasm for challenging research projects. Regression analysis results indicated that leadership had the greatest positive impact, followed by academic interaction, collaboration, knowledge sharing, resources, autonomy, and creativity.

Heinze et al. (2009) used case study analysis of 20 notable scientific innovations from the second half of the 20th century to show that "facilitating leaders" are a common factor. The study suggested that both organizational and team leadership are important for creative effectiveness, with organizational leaders providing vision and mission and team leaders fostering a conducive research and creative environment.

Similarly, Yang et al. (2017) used the Analytic Hierarchy Process (AHP) to demonstrate that leadership support enhances job performance by creating an "academic space" within faculties, although it is not the most influential factor among the 15 factors identified.

Bland et al. (2005) highlighted leadership factors that positively impact faculty performance, such as high competence, guidance in research, participative management, and ethical clarity. The "participative management" scale was found to have the most significant impact on faculty and departmental performance.

III. STUDIES ON THE INFLUENCE OF MANAGERS ON EMPLOYEE JOB COMMITMENT

Various scholars have found a positive relationship between managers and employee job commitment (Mathieu and Zajac, 1990). Voon et al. (2010) noted that leadership styles and managerial support positively affect employee commitment, which is essential for an organization to successfully implement business strategies, achieve goals, and gain competitive advantage. Yousef (2000) suggested that participative and inclusive leadership styles are more positively associated with employee job commitment than task-oriented styles. He noted that employees are more committed, satisfied with their jobs, and produce higher performance when working under managers who engage in consultative or supportive leadership behaviors. Turinawe (2011) added that reward systems from managers significantly influence the job commitment levels of employees in higher public educational institutions in Uganda. Furthermore, Matongolo, Kasekende, and Mafabi (2018) found

that managerial reward strategies and employee orientation are important predictors of talent retention in higher education institutions in Uganda.

Several other studies on leadership styles and employee job commitment to organizations have found a strong positive relationship between employee commitment and leadership style (Mathieu and Zajac, 1990; Voon et al., 2010). Kim, Eisenberger, and Baik (2016) also noted that employees' perceptions of organizational support for their contributions and well-being are closely related to their affective relationship with their job and organization. Lok and Crawford (1999) discovered that consideration leadership style has a stronger influence on commitment compared to structured leadership styles. Lee (2004) also found that transformational leadership significantly correlates with employee job commitment within an organization. Conversely, transactional leadership does not have a significant relationship with employee job commitment within an organization. Hayward et al. (2004) noted that transformational leadership has a moderately positive correlation with affective commitment. They found lower correlation coefficients between transformational leadership and normative and continuance commitment and no correlation between transactional leadership and affective, normative, and continuance commitment. Bass and Avolio (1997) argued that transformational leadership is positively related to both affective and normative commitment. Similarly, a positive correlation was found between intellectual stimulation and both affective and continuance commitment. Transformational leaders, who encourage their followers to think critically and creatively, can influence their followers' commitment (Bass and Avolio, 1997). Transformational leaders can motivate and increase followers' organizational commitment by asking them to solve problems creatively and understanding their needs. This argument is further supported by Burns' (1978) transformational leadership theory, which was further developed by Bass and Avolio (1997), stating that all four components—idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation—of transformational leadership influence employee job and organizational commitment.

In a study by Namubiru et al. (2017) on university leadership during the critical transformation period of Kyambogo University in Uganda, it was found that university leaders frequently consult stakeholders whenever decisions need to be made. They further noted that Kyambogo University leadership provides regular feedback to stakeholders and that most supporting staff felt inspired by the university managers. Namubiru et al. (2017) also noted that Kyambogo University managers frequently communicate with stakeholders and encourage teamwork. However, they observed a gap between senior management and operational-level professionals who directly serve students daily, causing tension between managers and staff.

In Vietnam, some studies have also approached this issue. Hoang Thi Thanh Chung's (2018) research on "Factors Influencing the Turnover Intention of University Lecturers in Vietnam" used a quantitative survey method with a convenience sample of 242 lecturers from universities in Đồng Nai and Ho Chi Minh City. The results indicated that public university lecturers have higher levels of engagement compared to non-public university lecturers. Non-public university lecturers face higher job pressure than public university lecturers. A significant finding was that public university lecturers have lower turnover intentions compared to non-public university lecturers (Hoang Thị Thanh Chung, 2018). Le Anh Khang's (2013) research on transformational leadership style: Trust and organizational commitment in the Vietnamese context, a quantitative study with a sample of 321 employees from various industries in Ho Chi Minh City, showed that components of transformational leadership positively impact the three components of organizational commitment, although the relationship is weak. The study also confirmed a positive relationship between trust in managers and employees' organizational commitment (Le Anh Khang, 2013). Le Nhat Hanh et al. (2019) conducted a study on the organizational citizenship behavior of university lecturers in Vietnam: The role of transformational leadership, emotional commitment, and transcendence of self-interest, which was based on a survey conducted across 6 public universities and 5 non-public universities. The research team contacted university offices and lecturers to send paper surveys or Google Drive links. A total of 573 paper surveys were distributed, and 274 were returned. Additionally, the online survey via Google Drive collected 84 responses. Thus, a total of 358 responses were received, with 333 valid responses used for data analysis. The results showed that transformational leadership positively affects organizational citizenship behavior by fostering emotional commitment and nurturing values that transcend self-interest.

Nguyen Thi Hong Nguyet et al. (2023) studied innovative leadership style and the affective commitment of employees in public organizations in Ho Chi Minh City, based on data collected through both online and direct surveys of 329 employees in public sector organizations in Ho Chi Minh City. The results showed that transformational and professional leadership styles positively impact job satisfaction and affective commitment of subordinates with a 99% confidence level (Nguyen Thi Hong Nguyet, Tran Cao Vinh, & Son, 2023). Vu Ngoc Cam Tu and Bui Van Trinh (2021) studied factors affecting employee organizational commitment in garment enterprises in Vinh Long industrial zones through a survey of 396 employees working in garment enterprises in Vinh Long. The results showed that 70.20% of employee commitment variation is influenced by seven factors, ranked from strongest to weakest: income, rewards and benefits, work environment, colleague relationships, direct manager, nature of work, and training-promotion (Vu Ngoc Cam Tu and Bui Van

Trinh, 2021). Nguyen Thi Phuong Dung et al. (2014) researhed factors influencing organizational commitment of office employees in Can Tho city, based on data collected from 160 office employees in Can Tho. The results identified five factors affecting organizational commitment: organizational culture, knowledge sharing, personal characteristics, employee relations, and organizational structure (Nguyen Thi Phuong Dung et al., 2014).

IV.   RESEARCH ON THE ROLE OF MANAGERS IN JOB SATISFACTION

Managers play a crucial role in influencing employee job satisfaction (Lashbrook, 1997). Bass (1985) noted that managers with transformational leadership styles inherently promote job satisfaction by conveying a sense of mission and intellectual stimulation. Transformational leaders tend to encourage and motivate their followers to take on more responsibility and autonomy, thereby enhancing employees' sense of accomplishment and job satisfaction. Both transactional and transformational leadership styles have been widely linked to positive individual and organizational outcomes (Bass & Riggio, 2006). These managerial leadership styles positively correlate with employees' perceptions of their jobs, managers, and job satisfaction. The qualities of a manager and their relationship with employees significantly impact employee self-esteem and job satisfaction. Employees are more satisfied with supportive managers compared to those who are indifferent or critical (Ribelin, 2003; Bogler, 2001).

Wilkinson and Wagner (1993) argued that employees experience more stress and lower job commitment under hostile and unsupportive managers. Negative manager-employee relationships decrease productivity and increase absenteeism, potentially leading to a decline in turnover (Keashly et al., 1994). Furthermore, according to Leader-Member Exchange Theory (Dienesch & Liden, 1986), the quality of the manager-subordinate relationship influences outcomes such as subordinate satisfaction with supervision. High-quality exchange relationships involve providing employees with challenging tasks, support in risky situations, and resource-related tasks and recognition, all of which lead to employee job satisfaction. However, Lok and Crawford (2004) found that managers can also have a significantly negative impact on job satisfaction.

Musinguzi et al. (2018) discovered that healthcare workers prefer managers with transformational leadership styles over transactional ones. They also found that both transformational and transactional leadership styles correlate positively with job satisfaction in the Ugandan healthcare sector. Additionally, Odubuker (2016) found moderate correlations between participative and directive leadership styles and job satisfaction, and a strong correlation between achievement-oriented leadership and job satisfaction among staff at the Uganda Management Institute.

Research by Nguyen Thi Hong Nguyet et al. (2023) on innovative leadership styles and emotional attachment of employees in public sector organizations in Ho Chi Minh City showed that transformational and transactional leadership styles positively impact job satisfaction among subordinates (Nguyen Thi Hong Nguyet et al., 2023). A study by Vu Van Tuan and Be Hoai Anh (2022) on factors influencing job satisfaction and commitment among university lecturers, involving 175 respondents via Google Forms, indicated that internal factors are more significant than external ones. Organizational support and interest in the professional development of lecturers create a competitive, cooperative environment conducive to their dedication. Moreover, the study affirmed that the vision, commitment, and talent of school leaders are crucial for the sustainable development of institutions and the dedication and commitment of lecturers (Vu Van Tuan and Be Hoai Anh, 2022).

V.   RESEARCH ON JOB SATISFACTION'S IMPACT ON EMPLOYEE COMMITMENT

Job satisfaction and employee commitment have garnered significant attention in workplace research due to the common perception that these variables are key determinants of organizational performance (Riketta, 2002) and efficiency (Laschinger, 2001). Various researchers have reported mixed findings on the relationship between job satisfaction and organizational commitment, defined as employees' attachment to their organization, ranging from emotional attachment to legalistic bonds (Arokiasamy & Tat, 2019). Commitment to a job encompasses intentions from the application stage through job engagement and long-term dedication (Cable & Judge, 1994; Porter, Conlon, & Barber, 2004; Robertson, Collins, & Oreg, 2005).

Curry et al. (1986) found no significant relationship between job satisfaction and organizational commitment. In contrast, Lok and Crawford (1999) identified job satisfaction as a significant predictor of organizational commitment. Other researchers argue that job satisfaction reflects immediate emotional responses to a job, while organizational commitment develops gradually as individuals form comprehensive evaluations of their employer, values, expectations, and future prospects within the organization. Therefore, job satisfaction is considered a predictor of organizational commitment (Mannheim et al., 1997), suggesting that higher job satisfaction leads to greater employee commitment to their work and organization (Lambert et al., 2007).

Williams and Hazer (1986) concluded that the considerate aspect of leadership styles affects commitment indirectly through their impact on job satisfaction. Gunlu et al. (2010) linked job satisfaction with its characteristics and work commitment by identifying its impact. Their results showed that job satisfaction is closely related to normative commitment. A study by Odoch and Sudi (2014) found a significant relationship between job satisfaction and commitment to both work and organization at Uganda College of Commerce. Sejjaaka and Kaawaase (2014) also found that job satisfaction is a positive and strong predictor of work commitment among accounting professionals in Uganda. Turinawe (2011) previously found a positive and significant relationship between job satisfaction and work commitment in public higher education institutions in Uganda.

Several studies in Vietnam have also examined this relationship. Hoang Thi Thanh Chung (2018) found that lecturers from private universities in Vietnam have higher overall job satisfaction compared to those from public universities, mainly due to factors related to income and promotion opportunities. Vu Viet Hang and Nguyen Van Thong (2018) studied job satisfaction, its relationship with organizational commitment, and turnover intentions among IT infrastructure service technicians. Their results indicated six factors affecting job satisfaction, in descending order of influence: (1) pay and benefits, (2) training and promotion, (3) job stress, (4) working conditions, (5) nature of the job, and (6) supervisor support. Job satisfaction positively influences organizational commitment, and both these factors inversely affect turnover intentions (Vu Viet Hang and Nguyen Van Thong, 2018).

VI.   RESEARCH GAPS AND APPROACHES

6.1 Research Gaps

Through synthesizing and analyzing domestic and international studies on the relationship between managers and employee commitment, particularly university lecturers, the author identifies several issues:

Firstly, research on the role of managers towards employees has been approached quite broadly with various content, but it primarily focuses on factors such as managerial support, managerial leadership style, and managerial leadership.

Secondly, many studies affirm the existence of a statistically significant relationship between the manager's role and the level of employee commitment.

Thirdly, some studies examine the impact of managers on employee job commitment through the mediating role of employee job satisfaction.

Fourthly, some studies conducted on groups of university lecturers and university managers in general seem to lack research associated with non-public university lecturers.

6.2 Research Approach

Based on the issues identified above, the researcher intends to develop the study in the following directions:

Firstly, conduct research on the impact of managers on job commitment of lecturers at non-public universities in Vietnam, focusing on managers and lecturers at these non-public institutions.

Secondly, the research will examine the impact of managers on lecturers' job commitment through two mechanisms: direct influence and indirect influence through the mediating role of job satisfaction.

Thirdly, the managerial factors will be considered with the following components: (1) Managerial support; (2) Managerial leadership style; and (3) Managerial leadership.

Fourthly, factors such as gender, age, tenure, academic rank, and academic degree of lecturers will be considered in terms of their varying levels of job commitment.

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