



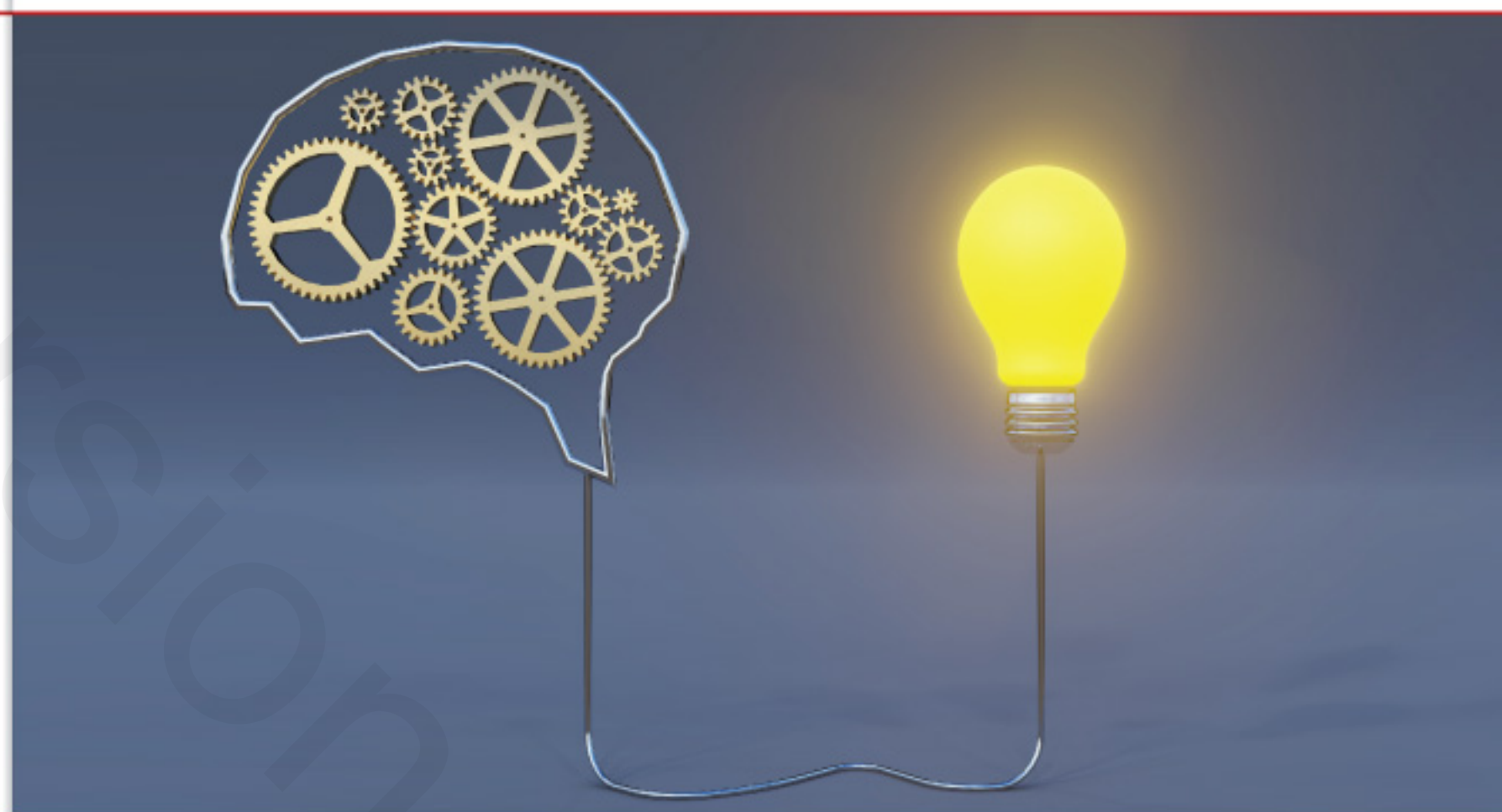
Nguyen Danh Nam is currently a Doctor of Economics at East Asia University of Technology in Vietnam and has been involved in teaching and research. His research interests and expertise include business administration, human resource management, economic management, and public management. He has published several articles in scientific journals as the VNU Journal of Economics and Business, Journal of International Economics and Management, Ho Chi Minh Open University Journal of Science - Economic and Business Administration, and Science & Technology Development Journal - Economics - Law and Management.

Nguyen Danh Nam
Uong Thi Ngoc Lan

Psychology & Management

The Relationship Between Psychological Capital, Organisational Commitment and Job Satisfaction in Fisheries Sector

Article in this book is published in Ho Chi Minh Open University Journal of Science: Economic and Business Administration belong to Asian Citation Index by Dr. Nguyen Danh Nam and co-authored by B.A. Uong Thi Ngoc Lan. The author analysed the serious relationship between psychological capital, organisational commitment, and job satisfaction in the fisheries sector - A case study of Fisheries Sub-department of Thai Binh Province. The author contributes the implication through the recommendation on role of psychological capital on organisational commitment and job satisfaction. The topic is diversified in the area of Organizational Behaviour and Science Management, yet, connected to every human being working in the organisations.



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Psychology & Management: The relationship between psychological capital, organisational commitment and job satisfaction in the fisheries sector

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ABSTRACT

The study is done to analyse the serious relationship between psychological capital, organisational commitment, and job satisfaction in the fisheries sector, a case study of Fisheries Sub-Department of Thai Binh province. The empirical data collects through 237 questionnaires surveyed by civil servants working at the Fisheries Sub-Department of Thai Binh province. The study applied exploratory factor analysis, confirmatory factor analysis, structural equation modeling to evaluate the relationship between psychological capital, organisational commitment, and job satisfaction of civil servants. The analysis results showed a direct impact of psychological capital on organisational commitment and psychological capital has an indirect effect on job satisfaction. The results also showed a correlation between organisational commitment and job satisfaction. The study suggested significant policy implications for the Fisheries Sub-Department of Thai Binh province to increase organisational commitment and job satisfaction.

Keywords: job satisfaction, fisheries sector, organisational commitment, psychological capital

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1. INTRODUCTION

Over the past decade, Vietnam has undergone important economic, social and organisational change. Due to the fast transformation of a market economy, public organisations and private sectors face complex and ever-changing competitive environments. Leaders and members of the organisation must be adapt to the rapidly changing work environment for the organisation to pursue sustainable development (Spreitzer & Porath, 2012).

Hence, maintaining high-quality human resources is imperative during this period. However, maintaining human resources requires the organisation to meet the needs of employees, and it is recognized through employee job satisfaction (Youssef & Luthans, 2007). The studies of Nguyen (2015), Vu and Nguyen (2018) focused on studying the component factors affecting job satisfaction, therefrom achieving commitment. These studies focus on studying the impact of factors as salary, benefits, leadership, colleagues on job satisfaction and organisational commitment. There are very few studies that discuss the psychological capital effect on organisational commitment and job satisfaction.

Psychological capital is a relatively new field in the study on job satisfaction and organisational commitment, such as the study of Carver, Lehman and Antoni (2003), Meng, Qi and Li (2011), Mirkamali and Narenji (2011). Karatepe and Karadas (2015) argued that psychological capital and job engagement will promote employee satisfaction in the organisation.

Thai Binh province has a coastline of 54 kilometres, with many potentials and strengths to develop the fishery economy. According to Fisheries Sub-Department of Thai Binh province (2020), the total fishery output reached more than 260 thousand tons; increased by 6.53% compared to 2019, revenue reached 5,300 billion VND, contributing 6% of GDP. Thus, fishery is a key

economic sector of Thai Binh province. The Fisheries Sub-Department of Thai Binh province plays an important role in making plans and orientations for people in developing the province's fishery economy. With the outbreak of the COVID-19 pandemic, the economic situation is facing difficulties and challenges. The Fisheries Sub-Department of Thai Binh province is coping with job displacement of highly qualified employees, which affects the level of services and the province's socio-economic development goals.

If an individual has good psychological capital, that individual will have significant advantages in life and work. Any individual who has good characteristics of psychological capital can activate work motivation and increase work efficiency. In addition, the studies of Nguyen (2015), Vu and Nguyen (2018) on job satisfaction do not come from the perspective of psychological capital and empirical surveys in the state sector. Thus, the study aims to discover the relationship between psychological capital, organisational commitment and job satisfaction of civil servants working at the Fisheries Sub-Department of Thai Binh province. Based on the analysis results, the study suggests some policy implications to improve organisational commitment and job satisfaction of civil servants working at the Fisheries Sub-Department of Thai Binh province in the future.

2. THEORETICAL BACKGROUND AND HYPOTHESIS

2.1. Theoretical background

2.1.1. Psychological capital

Psychological capital is an important phenomenon of the new concepts of positive psychology and positive organisational behaviour (Ngwenya & Pelsier, 2020). Avey, Luthans and Jensen (2009) defined psychological capital exists in human and a positive emotion state in personal development. Psychological capital has a positive impact on human nature, support individuals to achieve high job performance, and psychological capital is different from human capital (What you know?), social capital (Who you know?), financial capital (What do you have?). In terms of positive development, psychological capital answers the question of who you are and what you want (Luthans & Youssef, 2004). Psychological capital is a state of positive emotion development of an individual, and it is a quadratic concept including four components: self-efficacy, hope, optimism, resiliency.

Self-efficacy is an awareness or belief regarding one's abilities to perform a task well in a work environment (Wood & Wood, 1996). Luthans et al. (2007) indicated that self-efficacy related to five behaviours are:

- (i) set higher goals;
- (ii) ready to overcome challenges to improve ability;
- (iii) full of energy and self-motivation;
- (iv) strive to overcome difficulties to achieve good results;
- (v) try to persevere to overcome the challenge.

Hope is an individual's positive motivation based on the relationship between factors to achieve success includes thinking (intention towards a goal) and plans to achieve that goal (Snyder et al., 1991). Hope is the driving force that motivates individuals to try and strive to achieve their desires combined with

methods to achieve goals even facing difficulties (Luthans & Youssef, 2004) and different from wishful thinking (Luthans et al., 2007).

Seligman (1998) defined optimism as an individual's self-interpretation of situations positively occurring in everyday life. Optimism is an individual's state of expecting positive results (Scheier, Carver & Bridges, 2001). Luthans and Youssef (2004) argued that optimism in each individual is a belief and a positive attitude in life, knowing one's abilities and could get out of negative situations. Optimism is the most important component of psychological capital, and optimists believe that in the future, good things will come to them (Luthans et al., 2007).

Resiliency expresses through the persistence of each individual to overcome difficulties and quickly recover back to the original mental state or reach a higher level to achieve the desired results (Luthans et al., 2007). Luthans and Youssef (2004) illustrated that resilient people could change for the better through complexity.

2.1.2. Organisational commitment

Meyer and Hersovitch (2001) suggested that organisational commitment is a multidimensional structure and focuses on employees' attitudes towards the organisation. Allen and Meyer (1990, 1991) defined organisational commitment as the emotional or affective attachment to the organisation, thereby realizing the individual's strong commitment, voluntary, participating, dreaming of being a member of the organisation.

The theoretical model of the three components of organisational commitment was born to explain that organisational commitment creates by three distinct components expressing the psychological state of employees towards the organisation. In which:

Affective commitment is an emotional connection between an employee and

the organisation, and the employee agrees with the targets and values of the organisation as well as the desire to stay in the organisation.

Normative commitment is the employee's perception of responsibility and obligation to the organisation, and the employee has the perception to stay in the organisation.

Continuance commitment is the comparison between the benefits and costs that an employee will lose if they decide to intention to leave the organisation.

Meyer, Allen and Smith (1993) concluded that organisational commitment is an expression of a psychological state that links employees to the organisation and affects the decision to stay or intention to leave the organisation.

Besides, employees with a high organisational commitment are more motivated to work and contribute more to the organisation than others (Meyer & Allen, 1997). The concept and the three components of organisational commitment by Meyer and Allen are widely cited and used in the studies on organisational commitment (Benkhoff, 1997; Tran, 2006).

Additionally, some studies focused on looking at overall organisational commitment, not delving into the components of organisational commitment (Vu & Nguyen, 2018; Dang, 2018).

2.1.3. Job satisfaction

Job satisfaction is an attitude variable, and it has attracted a lot of attention from researchers on organisational behaviour (Judge & Kammeyer-Mueller, 2012).

Locke (1976) defined job satisfaction as an employee's positive emotions through evaluating work or personal experience.

Job satisfaction is the employee's general attitude towards the work process (Robbins, 2003).

Luddy (2005) argued that job satisfaction is an employee's emotional or affective state towards various aspects of the work.

Spector (1997) emphasised that job satisfaction is an employee's psychological state towards the job and different aspects of the job expressed through feelings of liking or disliking the current work. If employees feel that the job is suitable for their ability, they will have more job satisfaction. Employee job satisfaction is an important factor for organisational success (Spector, 1985).

So, job satisfaction approaches in two different directions consist of overall job satisfaction and different aspects of job satisfaction (Friday & Friday, 2003; Tran, 2005).

Some studies suggested that the different aspects of job satisfaction will give managers more insight and make it easier to see which aspects bring job satisfaction and which aspects bring job dissatisfaction of employees (Smith, Kendall & Hulin, 1969; Deconinck & Stilwell, 2004). However, some studies emphasize the importance of overall job satisfaction (Cronin, Brady & Hult, 2000) and overall job satisfaction is a better measure of job satisfaction than measuring different aspects of job satisfaction (Yu & Dean, 2001).

2.2. Hypothesis

2.2.1. The relationship between psychological capital and organisational commitment

Aminikhah, Khaneghah and Naghdian (2016) showed that psychological capital has a direct impact on organisational commitment. Etebarian, Tavakoli and Abzari (2012) examined the components of psychological capital and organisational commitment. The results showed that psychological capital correlates with organisational commitment, with hope has a strong positive impact on organisational commitment. Resiliency has a negative impact on organisational commitment. Optimism and self-efficacy have a weak link with organisational commitment.

Tran (2018) demonstrated four components of psychological capital that have

a direct impact on organisational commitment and she emphasized that hope has the most positive effect on organisational commitment. Hence, studies showed that hope is an important factor in increasing engagement between organisations and employees. Self-efficacy will help employees set their own goals and appreciate the organisational targets, so employees will strive for work and desire to be committed to the organisation. Optimism will give employees positive feelings towards their current life and work. So, they will feel more committed to the organisation. Resilience brings employees the ability to face difficulties, and employees always have the organisational commitment to overcome any challenge at work. Therefore, the first hypothesis group proposed in this study is:

H1.1: Self-efficacy has a positive effect on organisational commitment.

H1.2: Hope has a positive effect on organisational commitment.

H1.3: Optimism has a positive effect on organisational commitment.

H1.4: Resilience has a positive effect on organisational commitment.

2.2.2. The relationship between psychological capital and job satisfaction

Peterson and Seligman (2003) showed a direct relationship between psychological capital and job satisfaction. If employees have high hopes, they will have higher job satisfaction.

Through empirical testing in different fields Abbas et al. (2014), Luthans et al. (2007) concluded that four components of psychological capital have a positive impact on job satisfaction.

In Vietnam, Ngo (2020) demonstrated that four components of psychological capital are positively correlated with job satisfaction. If employees have a high level of psychological capital will have positive beliefs about their future work and confidence in their abilities at work to face challenges at work (Newman et al., 2014).

So, employees will strive to complete the work and increase job satisfaction. Hence, through elements of psychological capital starting from employees' positive emotions about the job and the organisation that they are working, employees will self-perceive the level of job satisfaction. Therefore, the second hypothesis group proposed in this study is:

H2.1: Self-efficacy has a positive effect on job satisfaction.

H2.2.: Hope has a positive effect on job satisfaction.

H2.3: Optimism has a positive effect on job satisfaction.

H2.4: Resilience has a positive effect on job satisfaction.

2.2.3. The relationship between organisational commitment and job satisfaction

There are many studies exploring the relationship between job satisfaction and organisational commitment. The current results are still inconsistent between the studies, and there are two opposing views.

The first opinion showed that the studies emphasize job satisfaction as a prerequisite for organisational commitment (Fu, Deshpande & Zhao, 2011; Mowday, Porter & Steers, 1982).

The second opinion showed that organisational commitment has a positive impact on job satisfaction. If employees are put in the correct position and fit for the organisation, they will feel organisational commitment before job satisfaction emerges (Vilela, González & Varela, 2008).

According to Vandenberg and Lance (1992), Shahid and Azhar (2013) showed that the more employees want to work for the organisation, the easier it is to create job satisfaction.

In addition, Daneshfard and Ekvanian (2012) studied the relationship between job satisfaction and organisational commitment of employees working in the public sector. The results showed that organisational commitment has a

positive correlation with job satisfaction, in which affective commitment and normative commitment have the strongest impact on job satisfaction. Therefore, the third hypothesis proposed in this study is:

H3: Organisational commitment has a positive effect on job satisfaction.

From the hypotheses, the authors propose the study framework by following (see Figure 1):

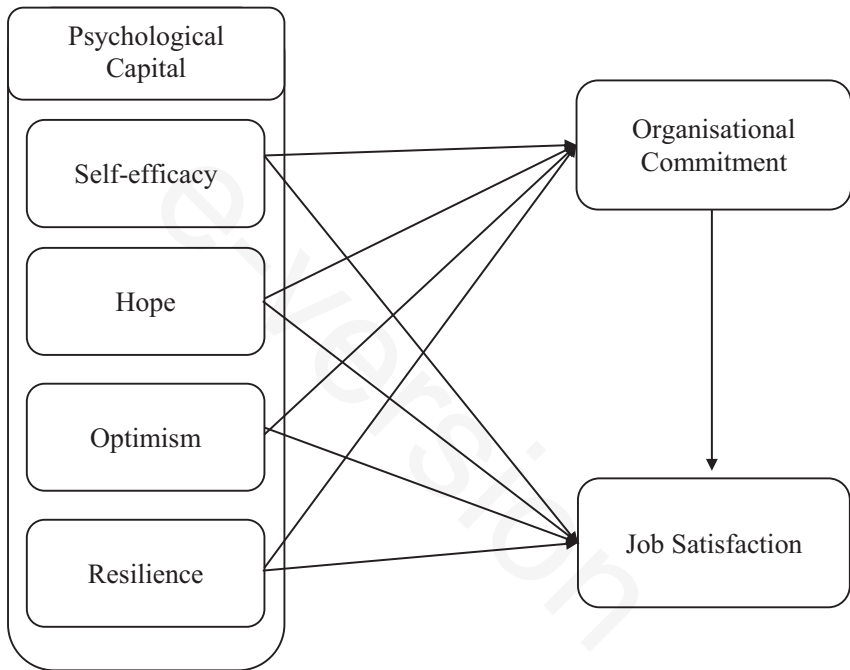


Figure 1: Study framework
(Source: The authors propose)

3. METHODOLOGY

3.1. Scale design

Preliminary scale is built based on the factors in the study framework and inherited from domestic and foreign studies.

The psychological capital questionnaire (PCQ) including twenty-four observed variables of Luthans et al. (2007). In addition, the scale of organisational commitment of Dang (2018) includes four observed variables, and the scale of job satisfaction of Spector (1997) including three observed variables.

To be relevant to the field of study, the authors discussed with ten senior civil servants working at the Sub-Department of Fisheries in Thai Binh province to carefully review the content related to factors, add or remove inappropriate observed variables.

Besides, in-depth interviews were conducted with five experts on human resources management to understand the relationships between factors affecting, adjust the study framework and solve problems arising during the discussion includes agree on opinions, carefully review the variables in the scale, and clarify the meaning of the survey.

The results obtained everyone agreed that the factors in the proposed study framework are appropriate, and the psychological capital factor scale is kept unchanged.

For the element of organisational commitment, 8/10 discussion participants and 4/5 experts think that it is necessary to adjust 3/4 observed variable because the meaning is not clear when researching in the public sector, easily confused with the factor of job satisfaction. For the factor of job satisfaction, 8/10 discussion participants thinks that it is necessary to add an observed variable to better the content.

In addition, the authors adjusted words to be consistent for the public sector

and the education level of survey participants.

Table 1 shows investigated items in this study.

Sign	Variables	Source
Self-efficacy (S)		
S1	I am confident to find solutions to long-standing work problems.	Luthans et al. (2007), Recommendations of the authors and experts.
S2	I am confident to present my work to the leader.	
S3	I am confident to discuss work with colleagues.	
S4	I am confident to set work goals for myself.	
S5	I am confident to discuss and contribute ideas to complete my work tasks at the agency.	
S6	I am confident to exchange and contact people.	
Hope (H)		
H1	I have many ways to deal with difficult situations at work.	Luthans et al. (2007), Recommendations of the authors and experts.
H2	I actively pursue work goals.	
H3	I think there are many ways to solve a problem.	
H4	I feel yourself quite successful at work.	
H5	I have many ways to achieve your work goals.	
H6	I achieve my work goals.	
Optimism (O)		
O1	I always expect good things if work is not good.	Luthans et al. (2007), Recommendations
O2	I am always optimistic about my work.	

Sign	Variables	Source
O3	I am optimistic about my future as it relates to my work.	of the authors and experts.
O4	I always think that mistakes at work are inevitable.	
O5	I love my job because it brings many things to contribute to society.	
O6	I am always optimistic about unlucky things happening at work.	
Resilience (R)		
R1	I can do many things at the same time.	Luthans et al. (2007), Recommendations of the authors and experts.
R2	I have many ways to overcome all difficulties at work.	
R3	I can overcome the pressure at work.	
R4	I overcome difficulties thanks to my experiences.	
R5	I always give my best effort to overcome all difficulties at work.	
R6	I always complete all the assigned tasks.	
Organisational Commitment (OC)		
OC1	I am always enthusiastic and ideal to work at the government agency.	Dang (2018), Recommendations of the authors and experts.
OC2	I accept all assignments to continue working at the agency.	
OC3	I am proud to be a member of the agency.	
OC4	I am willing to work long-term at the agency.	

Sign	Variables	Source
Job Satisfaction (JS)		
JS1	I love my current job.	Spector (1997), Recommendations of the authors and experts.
JS2	I have found a suitable job.	
JS3	I feel satisfied when working at the agency.	
JS4	I feel my work very interesting.	

Table 1: Measurement scale of factors in the study framework

(Source: Compiled by authors)

3.2. Sample size

Hair et al. (2014) said that the minimum sample size to use exploratory factor analysis is 50, preferably 100 or more. The ratio of observations on an analytic variable of 5:1 or 10:1 will provide the minimum sample size of the study to ensure reliability. In this study, the authors use the 5:1 rule. The study has 32 observed variables, so the number of needed samples size is $32 \times 5 = 160$.

The study uses a convenient sampling method for civil servants working at the Sub-Department of Fisheries in Thai Binh province. To avoid the case of invalid answer sheets, the authors take the sample size of 275 respondents. After cleaning the data, the study collects 237 valid answer sheets with a return rate of 86.2%. The survey period is from March 1st to March 31st, 2021. Survey forms send directly email to civil servants working at the Sub-Department of Fisheries in Thai Binh province.

3.3. Data analysis

The obtained data will be screened and analysed with SPSS version 26 and AMOS version 20 software. The study used analytical methods including descriptive statistics, reliability test of the scale by Cronbach's Alpha coefficient, exploratory factor analysis (EFA), confirmatory factor analysis (CFA). Structural Equation Modeling (SEM) uses to show the relationship

between psychological, organisational commitment, and job satisfaction. To evaluate the reliability test of scale through two tools as Cronbach's Alpha and exploratory factor analysis. Cronbach's Alpha coefficient uses to eliminate "junk" items. The items with a total correlation coefficient less than 0.3 will not retain. The items will be select if Cronbach's Alpha coefficient is more than 0.6 (Tabachnick & Fidell, 2013). Exploratory factor analysis considers observed variables with transmission coefficients less than 0.5 and extracts two factors with a difference of less than 0.3 that will not retain. Eigenvalue (representing the variation explained by a factor) is greater than 1, and the total variance extracted is more than 50%. Besides, the KMO test and Bartlett test use to evaluate the reasonableness of the data (Hair et al., 1998). For CFA and SEM analysis, the research model is suitable and good with the research data if probability value < 0.05 ; $CMIN/df \leq 2$; TLI và $CFI \geq 0.9$; $RMSEA \leq 0.08$ (Hair et al., 2010).

4. FINDINGS AND DISCUSSION

4.1. Sample characteristics

The results showed that the prominent characteristics of civil servants working at the Sub-Department of Fisheries in Thai Binh province participating in the survey are male, accounting for 57.9%. The age group is from 30 to 50 years old, accounting for 81.9%. The education level is mainly university, accounting for 87.9% and the seniority of work from five years to more than ten years, accounting for 94.1%.

The characteristics of the survey sample are consistent for the public sector in Vietnam. The employees in the public sector are almost men. According to the General Statistics Office (2020), the total number of employees working in the public sector is about four million people, with 70% men. They are between the ages of 30 and 50 years old, with high levels of education, and many years of work experience.

Table 2 summarised the result of sample characteristics.

Characteristics	Number	Percent (%)
Gender		
Male	137	57.9
Female	100	42.1
Age		
Under 30 years old	5	2.1
From 30 to 50 years old	194	81.9
More than 50 years old	38	16.0
Education		
Intermediate education and college	8	3.3
University	208	87.9

Characteristics	Number	Percent (%)
Post - Graduate	21	8.8
Seniority		
Under-five years	5	2.1
From five years to 15 years	223	94.1
More than 15 years	9	3.8
Department		
Administrative	8	3.4
Aquaculture	12	5.1
Exploitation and development of aquatic resources	15	6.3
Inspection, legal	7	3.0
Other units	195	82.2

Table 2: Sample characteristics

(Source: Authors' analysis)

4.2. Reliability test of scale

The results showed that the lowest Cronbach's Alpha coefficient is 0.767, and the highest is 0.887. Compared with standard 0.6, all observed items of the scale are satisfactory. Corrected item-total correlation greater than 0.3. Cronbach's alpha if items deleted of all 32 observed items is smaller than Cronbach's Alpha coefficient, so no items are excluded. All scales achieve reliability validity. Hence, the scale is good and meets the reliable requirement for exploratory factor analysis.

4.3. Exploratory Factor Analysis (EFA)

The study uses the Principal Axis Factoring extraction method along with Promax rotation. The study analyses the overall scale includes all observed

items of the psychological capital, job satisfaction, and organisational commitment. The study obtained results with the coefficient KMO = 0.886; Bartlett Test is statistically significant with Sig. = 0.000 (< 0.05), and six factors were extracted with Eigenvalue = 1.375; Sums of Squared Loadings = 79.253% (greater than 50%). Six factors explained 79.253% of the variability of the data. Table 3 summarised the results of reliability test of scale and exploratory factor analysis.

Observed items	Component					
	1	2	3	4	5	6
Self-efficacy: Cronbach's Alpha = 0.833						
S4	0.898					
S1	0.887					
S6	0.883					
S5	0.874					
S2	0.862					
S3	0.789					
Resilience: Cronbach's Alpha = 0.767						
R3		0.892				
R5		0.888				
R1		0.872				
R2		0.868				
R6		0.854				
R4		0.832				
Hope: Cronbach's Alpha = 0.887						
H1			0.879			
H2			0.860			

Observed items	Component					
	1	2	3	4	5	6
H3			0.851			
H4			0.846			
H5			0.839			
H6			0.788			
Organisational Commitment: Cronbach's Alpha = 0.799						
OC2				0.899		
OC1				0.880		
OC3				0.878		
OC4				0.861		
Optimism: Cronbach's Alpha = 0.875						
O5					0.853	
O1					0.848	
O3					0.836	
O2					0.822	
O6					0.815	
O4					0.798	
Job Satisfaction: Cronbach's Alpha = 0.821						
JS1						0.885
JS4						0.870
JS2						0.856
JS3						0.811

Table 3: The results of reliability test of scale and exploratory factor analysis

(Source: Authors' analysis)

4.4. Confirmatory Factor Analysis (CFA)

The results of CFA of the overall model scale show that the weights of the

observed variables are all standard (≥ 0.5). Hence, the scales reach the convergent validity. The results show that the model has 568 degrees of freedom, the test value CMIN (Chi-square) = 521.135 with Pvalue = 0.000; CMIN/df (Chi-square/pdf) = 2.543 < 3.0 and the Goodness of Fit index = 0.901, Tucker–Lewis index = 0.917, Comparative Fit index = 0.929 greater than 0.9, the root mean square error of approximation = 0.030 less than 0.08. So, the research model is consistent with the research data.

Figure 2 summarised the results of the confirmatory factor analysis.

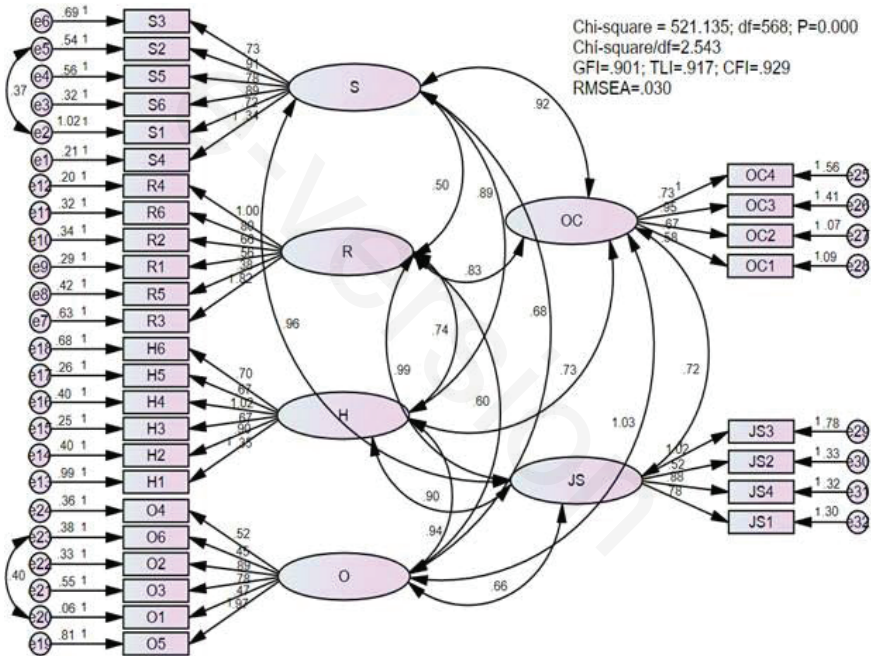


Figure 2: The results of the confirmatory factor analysis of the overall model scale

(Source: Authors' analysis)

One again, testing of the scale's reliability was conducted. The reliability test results indicated that the Composite Reliability (CR) values are not lower than 0.7 and the Average Variance Extracted (AVE) values exceeded 0.5. Hence,

the analytical results showed that all the research model concepts meet the requirement of high reliability (Fornell & Larcker, 1981). So, the scales meet the discriminant validity. Therefore, the scale is suitable for the analysis of the structural equation modeling (see Table 4).

Constructs	CR	AVE	MSV	S	R	H	O	OC	JS
S	0.743	0.647	0.452	0.805					
R	0.840	0.532	0.467	0.667	0.765				
H	0.735	0.667	0.404	0.542	0.563	0.724			
O	0.821	0.632	0.425	0.505	0.453	0.432	0.836		
OC	0.830	0.663	0.447	0.422	0.563	0.603	0.604	0.800	
JS	0.807	0.676	0.428	0.632	0.403	0.557	0.555	0.649	0.821

Table 4: Model validity measures

(Source: Authors' analysis)

4.5. Structural Equation Modeling (SEM)

Based on the outcomes of the confirmatory factor analysis of the overall model scale, the results of the structural equation modeling are consistent with the research data. That is shown by the CMIN/df (Chi-square/pdf) = $2.874 < 3.0$ and the Goodness of Fit index = 0.905, Tucker–Lewis index = 0.922, Comparative Fit index = 0.933 greater than 0.9; the root mean square error of approximation = 0.035 is less than 0.08.

At the same time, based on the analysis results, the probability value of the impact relationships between the factors is less than 0.05. Hence, the relationship between psychological capital, organisational commitment, and job satisfaction is statistically significant in the structural equation modeling (SEM).

Table 5 summarised the model results.

Correlation			Estimate	S.E	C.R	P
Organisational Commitment	←	Self-efficacy	0.387	0.074	3.725	0.000
Organisational Commitment	←	Resilience	0.374	0.062	3.651	0.000
Organisational Commitment	←	Hope	0.476	0.069	0.704	0.000
Organisational Commitment	←	Optimism	0.489	0.082	2.261	0.000
Job Satisfaction	←	Self-efficacy	0.385	0.188	2.171	0.000
Job Satisfaction	←	Resilience	0.362	0.093	3.394	0.000
Job Satisfaction	←	Hope	0.483	0.197	2.363	0.000
Job Satisfaction	←	Optimism	0.477	0.194	2.953	0.000
Job Satisfaction	←	Organisational Commitment	0.501	0.078	1.918	0.000

Table 5: The results of SEM

(Source: Authors' analysis)

The coefficients of direct effect, indirect effect and synthetic effect use to evaluate the impact of factors on job satisfaction. The results show that the biggest impact is organisational commitment ($\lambda = 0.501$), followed by hope ($\lambda = 0.483$), optimism ($\lambda = 0.477$), self-efficacy ($\lambda = 0.385$), and the least impact factor is resiliency ($\lambda = 0.362$).

Table 6 summarised the results of direct and indirect impact factors on job satisfaction.

Variables	Effects	S	H	O	R	OC
OC	Direct	0.387	0.476	0.489	0.374	0.000

Variables	Effects	S	H	O	R	OC
JS	Indirect	0.000	0.000	0.000	0.000	0.000
	Synthetic	0.387	0.476	0.489	0.374	0.000
	Direct	0.000	0.000	0.000	0.000	0.501
	Indirect	0.385	0.483	0.477	0.362	0.000
	Synthetic	0.385	0.483	0.477	0.362	0.501

Table 6: Impact of factors on job satisfaction

(Source: Authors' analysis)

The results showed that psychological capital has a positive effect on organisational commitment and job satisfaction of civil servants working at the Sub-Department of Fisheries in Thai Binh province.

Four factors of psychological capital including self-efficacy, resilience, hope, and optimism have a positive effect on organisational commitment and job satisfaction. The results are similar to the studies of Aminikhah et al. (2016), Etebarian et al. (2012), Tran (2018), Peterson and Seligman (2003), Abbas et al. (2014), Luthans et al. (2007).

Optimism has the strongest impact on organisational commitment and job satisfaction. Civil servants with optimism and flexibility will help them promote efficiency in their working process. Optimism will help civil servants continue to work hard if they face difficulties and calmly accept reality, develop a next work plan, without sadness or despair. The barriers always appear in the working process of officials and civil servants, forcing them to face and overcome.

Along with optimism, hope will help civil servants to be active in their work and create the right way to do their jobs successfully.

In addition, self-efficacy has a significant impact on organisational commitment and job satisfaction of civil servants working at the Sub-

Department of Fisheries in Thai Binh province. Self-efficacy in one's ability brings resilience at work.

The result also showed that organisational commitment has a positive effect on job satisfaction of civil servants working at the Sub-Department of Fisheries in Thai Binh province. The result is similar to the studies of Vilela et al. (2008), Vandenberg and Lance (1992), Shahid and Azhar (2013).

Thus, five direct and indirect impact factors on job satisfaction include self-efficacy, hope, optimism, resiliency, and organisational commitment. That is the difference from the studies of Nguyen (2015), Vu and Nguyen (2018). Because the previous studies did not measure organisational commitment and job satisfaction of employees in the public sector based on psychological capital.

5. CONCLUSION AND POLICY IMPLICATION

5.1. Conclusion

In this study, the relationship between psychological capital, organisational commitment, and job satisfaction analysis through the data set obtained by the direct survey method of civil servants working at the Sub-Department of Fisheries in Thai Binh province. Confirmatory factor analysis, structural equation modeling analyses were performed to determine the relationship between the constructs in the research model. The analysis results show that a direct impact of psychological capital on organisational commitment and psychological capital has an indirect impact on job satisfaction. Besides, organisational commitment has a positive effect on the job satisfaction of civil servants working at the Sub-Department of Fisheries in Thai Binh province.

5.2. Policy implication

Based on the obtained results, the study provided some policy implications to help the Sub-Department of Fisheries in Thai Binh province improve organisational commitment and job satisfaction of civil servants:

Firstly, leaders of the Sub-Department should try to accurately assess the psychological capital of civil servants through the regular implementation of multiple-choice tests on employees' psychological capital to increase organisational commitment and job satisfaction.

Second, periodically evaluate and organise short-term psychological training courses for employees. In addition, it is necessary to develop psychological counseling sessions with psychologists to help civil servants deal with psychological problems to reduce the negative impact on organisational commitment and job satisfaction. Leaders of the Sub-department need to pay attention to the training of civil servants to have positive thoughts, reduce stress and lower morale of civil servants.

Third, the Sub-Department should create a friendly working environment with many cohesive activities and development programs. For example, the Sub-Department could organise parties, assign new roles for civil servants. And the Sub-Department should conduct programs to promote the ideas of civil servants. Thereby creating an organisational commitment of civil servants and increase job satisfaction of civil servants.

6. LIMITATIONS AND FUTURE RESEARCH

There are still some limitations of this study, including (i) the small limited sample size. This study was conducted only at the Sub-Department of Fisheries in Thai Binh province; (ii) the study tested the hypothesis by collecting data from civil servants working at the Sub-Department of Fisheries in Thai Binh province with a convenient sampling method.

Therefore, some implications for future research could include: (i) increase the sample size or extend the scope; (ii) future studies should consider the impact of psychological capital on organisational commitment and job satisfaction using the probability sampling method to increase the generalizability of the study.

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