



## IMPACTS OF COACHING, EMPOWERMENT, AND SOCIAL CAPITAL FROM MANAGERS ON EMPLOYEES' ORGANIZATIONAL COMMITMENT: MODERATING EFFECT OF CO-WORKERS' SUPPORTS

Le Xuan Quynh Anh<sup>1\*</sup>, Nguyen Thi Thuy<sup>1</sup>, Bui Thi Nhi<sup>1</sup>,  
Tran The Nam<sup>1</sup>, Pham Nguyen Huyen Tran<sup>1</sup>

<sup>1</sup>University of Finance – Marketing

ARTICLE INFO	ABSTRACT
<p>DOI: 10.52932/jfm.vi72.344</p> <p><i>Received:</i> September 05, 2022</p> <p><i>Accepted:</i> November 30, 2022</p> <p><i>Published:</i> December 25, 2022</p> <p><b>Keywords:</b> Coaching; Co-workers' supports; Empowerment; Employees' commitment; Social capital.</p>	<p>The commitment of employees with organization is a critical issue for any managers. This study is conducted to verify the impacts of leaders on employees' commitment, especially three factors: coaching; empowerment; social capital. Furthermore, the moderating effect of co-worker supports is also examined. The mixed research method which included qualitative method and quantitative method is used. The primary data of 196 respondents who work in banks in Ho Chi Minh City as middle managers was analyzed with PLS-SEM method through the software SmartPLS. All three hypotheses about the impacts of independent variables on employees' commitment are accepted, but three hypotheses about the moderating effect of "co-workers' support" are rejected. In theory, the research results consolidated the prediction of social exchange theory that when employees received more favor from managers, they will engage more with the organization. In practice, the concerns and sharing of leaders with employees is a good tool to increase employees' commitment to the organization.</p>

\*Corresponding author:

Email: [ntcloan@ufm.edu.vn](mailto:ntcloan@ufm.edu.vn)

## 1. Introduction

Employee commitment is the foundation for a business to grow and develop. In other words, the strength of the organization comes from the strong bonds created among independent individuals. A business with a high level of employee commitment also means that they have initial success with the advantage of solidarity (Randall, 1990). Methods of increasing employee commitment have always drawn the attention from many researchers. In general, domestic and international studies have a certain diversity in exploiting the factors affecting employee commitment. Whitener (2001) explored the relationships among human resource practices, trust in management and commitment to the organization (Whitener, 2001). The research by Wallace et al. (2013) examined how effective leadership behavior is in encouraging employee commitment to the organization. Norling & Chopik (2020) also investigated the impact of co-worker support on job performance through a positive work environment and burnout. In Vietnam, Nguyen Quyet Thang & Tran Thi Thu Thuy (2020) explored the impact of job satisfaction, work motivation and organizational culture on employee engagement in the enterprises that have foreign investment capital in Binh Duong. Taking the case of a 3-star hotel in Da Nang, Nguyen Phuc Nguyen et al. (2020) conducted a study on many factors affecting employee engagement with the organization. These factors are direct management, training, compensation and benefits, job characteristics, career development opportunities, support from the organization, empowerment and personalities. However, not many scholars have studied the direct impact of empowerment on employee commitment. Therefore, the authors wish to fill in the shortcomings in the list of factors that have the potential to promote individual commitment. This research project was conceived with the main aim at investigating the influence of leadership, specifically coaching, social capital, and leaders' empowerment on employees' commitment in

the organization. Moreover, the moderating effect of co-worker support was also tested.

## 2. Background

### 2.1. Theoretical framework

The research topic is developed on the basis of social exchange theory. This theory proposes that social behaviors are the result of an exchange process and that most relationships are made up of a give-and-take basis. The main relationships explored in this study are between managers and their employees, along with supportive interactions among employees in the work environment. According to the theory, the fact that employees perceiving positive signals from the business will promote commitment to be formed (Colquitt et al., 2013). According to Settoon et al. (1996), positive actions taken by the organization/representative of the organization towards employees contribute to the establishment of high-quality relationships and this creates an obligation for employees to respond in similar positive way.

Another basic theory taken into consider in this research is social capital theory. The interpersonal relationships are the fundamental drivers of performance. It fosters the strong connections by creating an environment that enhances trust, relationships, goodwill which then lead in positive outcomes (Maurer & Ebers, 2006). Numerous studies have also shown that social capital influences positive job-related outcomes, which plays an important role in creating a work environment conducive to employee growth and retention. Applying this theory in the study facilitates scholars to combine independent factors including social capital, coaching, and empowerment.

### 2.2. Definition of employees' commitment

Employee commitment to the organization is defined as a psychological attitude that helps to engage employees with the organization and reduces the turnover intention (Allen & Meyer, 1990; Igbaria & Greenhaus, 1992). In other words, it is the desire for long-term cooperation

with the organization (Mowday et al., 1979). Organizations always have a greater interest in the long-term commitment of employees as they believe that such commitment the company achieves many valuable results such as low turnover, high motivation, good relationships, improved organizational relationships and long-term organizational support (Kwon & Banks, 2004). Igarria & Greenhaus (1992) also confirmed that organizational commitment is associated with employee behavior and performance. As a result, considering this factor in the model will assist in solving human resource problems that may arise and ensure employees have the positive attitude towards the organization. Employee commitment can depend on various factors such as social capital (Coleman, 1988; Dess & Shaw, 2001), coaching (Kalkavan & Katrinli, 2014), empowerment (Han et al., 2009; Pelit et al., 2011), human resources practices (Wood & Menezes, 1998) or leadership behavior (Wallace et al., 2013).

### **2.3. The research model and hypothesis**

#### *2.3.1. The impact of coaching on employees' commitment to the organization*

Coaching is seen as a process of improving performance and positively influences both individuals and organizations (Cox et al., 2014). Numerous studies have emphasized the need for coaching for the professional and personal development of employees. Coaching encourages individuals to take on the professional responsibility of making positive changes and cultivates the expertise needed to make that change. Berg & Karlsen (2012) also asserted that with the help of the coaching, employees will possess new knowledge and skills, gain an understanding of the abilities necessary to achieve the desired results. Therefore, to develop employees, managers are expected to perform well as coaches (McGill & Slocum Jr, 1998; Bartlett & Ghoshal, 1997). Webber (1993) emphasized that: "In that role, managers need to attract and motivate good people, reward, appreciate as well as train and satisfy them" (p. 27). Many scholars believe

that managers need to fulfill the coaching role well to enhance employee performance (Hotek, 2002). Through training, employees recognize their own strengths and weaknesses, ways of working, and obstacles that keep them from performing better at work. At the same time, it will also help to strengthen self-belief, appreciate learning opportunities, and promote career opportunities and thereby influence employee commitment (Clutterbuck, 2009). Therefore, coaching has a positive relationship with employee commitment.

*H1: There will be a positive relationship between coaching and employees' commitment.*

#### *2.3.2. The impact of empowerment on employees' commitment to the organization*

Laschinger et al. (2002) demonstrated that developing a work environment that enforces managers' empowerment will positively affect employee commitment and this will make the organization more effective. Empowerment is seen as a way to stimulate employee commitment to the organization because it aligns job responsibilities and personal value systems, creating greater confidence in employees' performance. Employees have the opportunity to participate in decision-making at work and have greater influence in the organizational system (Janssen, 2004; Kazlauskaite et al., 2006; Shin & Perdue, 2022). At the same time, in the Meyerson & Dewettinck study (2012), employee empowerment is seen as a motivating action aimed at increasing work performance by developing trust, encouragement, and breaking down barriers between staff and management. It is essential to the success of the organization. In addition, many researchers have found a direct influence of empowerment on work performance, job satisfaction, and organizational commitment. Empowerment strategies within an organization increase employee commitment to the organization. (Han et al., 2009; Pelit et al., 2011; Peng et al., 2022).

*H2: There will be a positive relationship between empowerment and employees' commitment.*

### 2.3.3. *The impact of social capital on employee commitment*

Social capital is seen as a sum of actual and potential resources built into the network, available through the network, and generated by the network of links between individuals or social units (Nahapiet & Ghoshal, 1998; Miković et al., 2020). Adler & Kwon (2002) stated that interpersonal relationships created environments promoting trust, relations and positive outcomes through strengthening connections within social networks. It also plays an important role in the creation of workplaces that are conducive to employee development and retention (Dess & Shaw, 2001; Subramony et al., 2018). As a result, strategic leaders must build beneficial relationships with those in the group and create a culture of trust among all group members. The research team hypothesized to support speculations about the relationship between social capital and employee commitment.

*H3: There will be a positive relation between social capital and employees' commitment.*

### 2.3.4. *The moderating effect of co-worker support on the relation between coaching and employee commitment, empowerment and employee commitment, social capital and employee commitment*

Working in an organization, employees not only interact with leaders but also with colleagues. Communication with colleagues

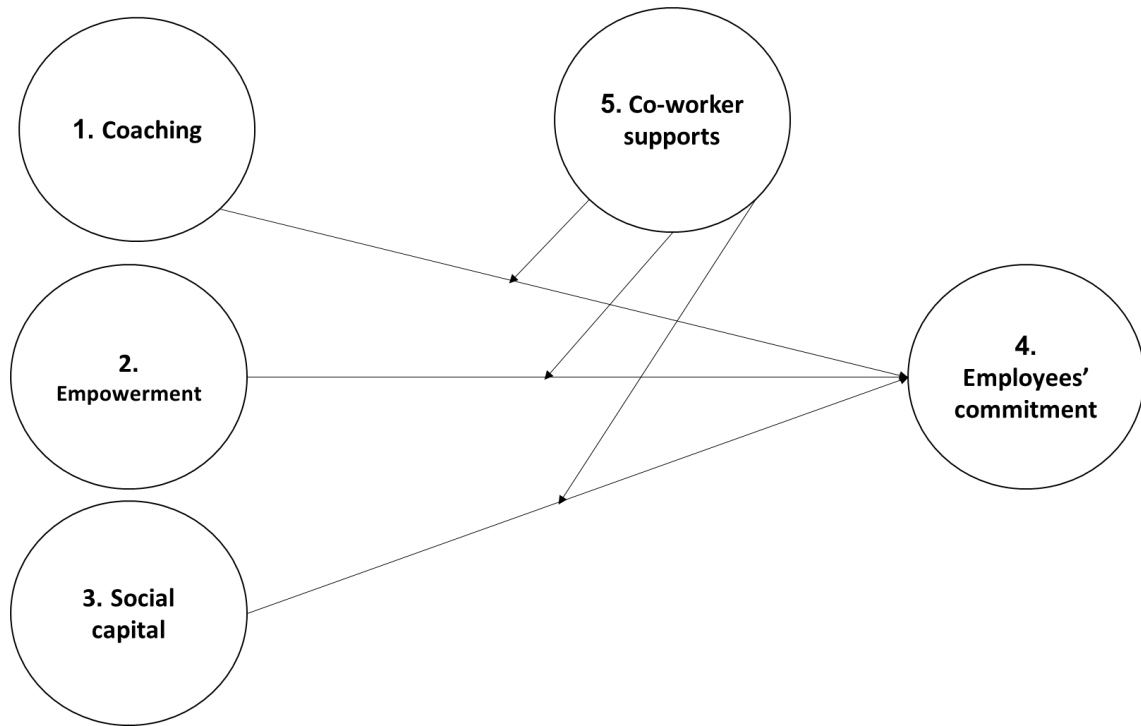
also has certain effects on employees. Social support from colleagues increases employees' work engagement and consequently better job performance (Poulsen et al., 2016; Yang et al., 2019). The support from colleagues is considered as a moderating factor in this research with the aim at investigating its impact on the relation between leader's behavior (coaching, empowerment, social capital) and employee commitment. Many previous research papers examined co-worker support as moderator which strengthen or weaken the influences of independent variables on dependent variable (Kokoroko & Sanda, 2019). Coworker support may have important effects on such organizational relations, yet it is unclear to what degree and why. Further research is needed to clarify the moderating role of coworker support in enhancing employees' commitment in organizations which sometimes cannot be settled by leaders.

*H4a: There will be a positive impact of co-worker support on the relation between coaching and employee commitment.*

*H4b: There will be a positive impact of co-worker support on the relation between empowerment and employee commitment.*

*H4c: There will be a positive impact of co-worker support on the relation between social capital and employee commitment.*

From previous hypothesis, authors suggest the research model:



**Figure 1.** The proposed research model

### 3. Methodology

The mixed research method which includes qualitative method and quantitative method was used to verify the relationship between factors in the research model.

Qualitative research was conducted to build and adjust scales and concepts accordingly. The technique used in this study is to synthesize and analyze the theoretical basis, relevant studies, from which the authors propose a research model. The model was confirmed and adjusted based on the group discussion.

The quantitative approach was used to test the proposed research model. Authors referred to previous studies to build items. First of all, seven items of “Coaching” came from the research of Kalkavan & Katrinli (2014). Secondly, the research of Hanaysha (2016) provided five items of “Empowerment”. Moreover, the study of Ellinger et al. (2013) offered seven items of “Social capital” and five items of “Employees’ commitment”. Finally, four items of “Co-workers’ supports” came from the research of Haynes et al. (1999).

There are two stages in the survey: (1) initial survey; and (2) official survey. In the initial survey, the questionnaires were sent to nearly 50 people with the purpose of verifying the reliability and validity of items before to make official survey. With the outer loading value greater than 0.400, all items are available for the second stage of the survey. In the official survey, authors collected 196 questionnaires. Partial least squares structural equation modeling (PLS-SEM) was used to analyze collected data with the software of SmartPLS version 3.2.8.

### 4. Research results

#### 4.1. Respondents’ information

The survey sample was collected with convenient method. The questionnaires were sent to supervisors and managers in banks in Ho Chi Minh City through an online survey. There were 196 collected questionnaires. The ratio of male and female respondents is nearly equal (51% vs 49%, respectively). The percentage of people who have age band from 35 to 44 accounted for 36%, followed by the



group of 25-34 year-old accounting for 29%. Nearly two thirds of respondents (66%) work at their organization for more than two years.

#### 4.2. Research results and discussion

The assessment of the research model includes two steps. Firstly, authors check the measurement model in order to verify the suitability of items and their factors. Then,

authors evaluate the structural model to verify proposed hypotheses.

##### 4.2.1. Assessment of measurement model

In the stage of assessing the measurement model, the reliability, the internal consistency, the convergent validity, the discriminant validity of items is needed to verify.

**Table 1.** Variables' information

Variables	Outer loading	Composite reliability	Cronbach's Alpha	AVE
<b>1. Coaching (1COA)</b> 1COA1; 1COA2; 1COA6; 1COA7	Outer loading: 0.842; 0.860; 0.709; 0.791	0.878	0.815	0.644
<b>2. Empowerment (2EMP)</b> 2EMP1; 2EMP2; 2EMP3; 2EMP4; 2EMP5	Outer loading: 0.823; 0.864; 0.820; 0.846; 0.807	0.918	0.889	0.693
<b>3. Social capital (3SCA)</b> 3SCA1; 3SCA2; 3SCA3; 3SCA4; 3SCA5; 3SCA6; 3SCA7	Outer loading: 0.832; 0.850; 0.879; 0.877; 0.900; 0.850; 0.802	0.951	0.939	0.733
<b>4. Employees' commitment (4ECM)</b> 4ECM1; 4ECM2; 4ECM3; 4ECM4; 4ECM5	Outer loading: 0.854; 0.909; 0.889; 0.912; 0.890	0.951	0.935	0.794
<b>5. Co-workers' supports (5CWS)</b> 5CWS1; 5CWS2; 5CWS3; 5CWS4	Outer loading: 0.871; 0.938; 0.875; 0.890	0.941	0.916	0.799

*Source: Authors' analyzed result, 2022*

Outer loading value is the criteria to identify the items' reliability. If the outer loading value is less than 0.400, the item should be removed from the research model and if the outer loading value is greater than 0.700, the item should be kept in the research model. In case that outer loading value is between 0.400 and 0.700, item is just be removed if this solution could improve the composite reliability value or the average variance extracted (AVE) value (Bagozzi et al., 1991; Hair et al., 2011). Only three items (1COA3, 1COA4, 1COA5) were removed from the research model.

The composite reliability value and the Cronbach's Alpha value of all five variables is

greater than 0.700, therefore, it could say that the internal consistency of all items are satisfied (Hair et al., 2017).

The AVE value is used to identify the convergent validity of variables. There is any issue of convergence when all AVE values in the research model are higher than 0.500 (Hair et al., 2017).

HTMT ratio is used to check the discriminant validity of variables. Thanks to HTMT ratio which are less than 0.900, it could say that the discriminant validity of variables are satisfied (Henseler et al., 2015).

**Table 3.** HTMT ratio & R2 value

Variables	HTMT ratio					R <sup>2</sup>
	1COA	2EMP	3SCA	4ECM	5CWS	
1. Coaching (1COA)						
2. Empowerment (2EMP)	0.808					
3. Social capital (3SCA)	0.873	0.821				
4. Employees' commitment (4ECM)	0.806	0.771	0.850			
5. Co-workers' supports (5CWS)	0.837	0.820	0.849	0.853		67%

#### 4.2.2. Assessment of structural model

In this stage, authors verify the issue of collinearity, before evaluating the proposed

hypothesis, and then conclude the level of prediction of the research model, the level of impacts of exogenous factors.

**Table 4.** Coefficient, p-value, f2 value

Hypothesis	VIF	Coefficient	P Values	Conclusion	f <sup>2</sup>	Effect size
H1: 1COA -> 4ECM	2.680	0.181	0.08	Accepted	0.038	Small
H2: 2EMP -> 4ECM	2.509	0.192	0.05	Accepted	0.045	Small
H3: 3SCA -> 4ECM	3.192	0.513	0.00	Accepted	0.252	Medium
H4a: 5CWS -> 1COA & 4ECM		-0.021	0.37	Rejected	0.000	
H4b: 5CWS -> 2EMP & 4ECM		0.020	0.37	Rejected	0.000	
H4c: 5CWS -> 3SCA & 4ECM		0.000	1.00	Rejected	0.000	

All inner VIF values are lower than 5, therefore, there is any issue of collinearity between independent variables and dependent variables in this research model (Hair et al., 2017). It is not necessary to check the collinearity between moderating variables and other variables (Hair et al., 2017). All first three hypothesis are accepted when p-value is lower than 0.10 while the rest hypothesis are rejected when its p-value is higher than 0.10 (Hair et al., 2017). Researchers often use R2 value to conclude the level of prediction of the research model. The R2 value of 25%; 50%; 75% means weak, moderate, substantial level of prediction (Hair et al., 2017). The R2 value in this research model is 67%, it means that the selection of exogenous factors of authors in this research model is quite reasonable. The level of impacts

of exogenous factors is based on f2 value. The value of 0.02, 0.15 and 0.35, respectively, represent small, medium, and large effects of exogenous constructs (Cohen, 1988). Thanks to the f2 value in Table 3, it could be said that "Social capital" is the exogenous construct that has moderate impacts on endogenous construct while other exogenous have very small impacts.

#### 4.2.3. Discussion

In the research model, all three independent variables (Coaching; Empowerment; Social capital) influence positively the dependent variable (Employees' commitment). Among these three independent variables, "Social capital" has higher impacts than others. It means that employees highly appreciate the attention of leaders for them. They think that

when managers respect them, they can have a bright future in the organization and therefore, they engage more with the organization. The  $f^2$  value also consolidates this claim. The second important factor that influences “Employee’s commitment” is “Empowerment”. It is essential to understand that people prefer to work with moderate independence. Specifically, for skilled labor or white-collar workers, “Empowerment” is an indispensable factor in the workplace.

With the first accepted hypothesis, the results of the research model support previous studies. Firstly, the accepted hypothesis H1 consolidated the assumption of Kalkavan & Katrinli (2014) about the positive impacts of “Coaching” on “Employees’ commitment”. Secondly, the study of Hanaysha (2016) and this study support the idea that “Empowerment” is essential factor that leads to employees’ commitment with organization. However, the coefficient value in the study of Hanaysha is higher significantly than in this research (0.326 in compared with 0.192). The reason might be that in the research of Hanaysha, respondents are employees in public universities while in this research, respondents are staff in banks. In the knowledge-based working environment such as university, employees often highly appreciate the empowerment. Finally, similar to the research of Ellinger et al. (2013), the result of this study confirmed the great influences of leaders’ social capital on employees’ commitment with organization. Both studies have high value of coefficient (0.610 and 0.513, respectively) even though two studies were conducted in different countries (the U.S, Vietnam) and in different services industries.

The regret of this study is that all three hypothesis about the moderating effect of “coworkers’ supports” are rejected. No evidence in respondents’ profiles can explain this issue. According to experts in human resources management, employees likely value their relationship with coworkers less superior than the relationship with their leaders. As a result, the coworkers’ support may have no impact on the relationship between leaders and employees. The algorithmic complexity of

moderating effects may be the second reason for the rejection of these hypotheses.

## 5. Conclusion and recommendations

In theory, firstly, the research results contribute to strengthening the social exchange theory by clarifying the impact of leaders’ activities on employees’ commitment. It is clear that when staff perceive positive support from authorities, they would like to engage more with the organization. Similar to previous researches, this study has confirmed that coaching, empowerment, social capital of managers have positive influences on employees’ commitment.

As the research has proven the theories regarding the positive effect coaching, empowerment, and social capital have on employees’ commitment, multiple suggestions can be drawn from these hypotheses to increase employees’ commitment. Thanks to the value of coefficient and  $f^2$  value, it is clear that social capital of leaders is the first factor that organization should improve in order to increase employees’ commitment. For example, managers should spend moderate time with employees to understand their feelings, their difficulties, or their targets. Encouraging employees is also a good way to improve employees’ commitment to organization. More importantly, leaders should treat staff fairly. Justice is always a factor that influences employees’ performance.

Empowerment is the second factor that has great impacts on employees’ commitment. The organization should develop a reasonable policy on delegation to motivate employees. In banking industry, the majority of employees has high level of education. With these people, they expect to be more empowered (Johnston & Marshall, 2016). However, in order to delegate to employees, organizations need to increase employees’ capabilities. Therefore, training is really important activity of organizations.

Finally, coaching also influences positively on employees’ commitment to organization. Managers should share their work experience



with staff. Furthermore, leaders also often ask questions to employees in order to help them understand the process and the requirements of jobs. Finally, authorities should give constructive feedback to employees about their work, their behaviors.

The result of the study adds into the pool of knowledge regarding the topic of increasing employee commitment to enable further

study to the topic. However, it still has flaws surrounding the aspects of specification, these terms are still too general to define a precise branch of action to increase employee commitment. Furthermore, the study only explore internal issues in the work environment not external problems like society atmosphere or culture to find more ways to drive employee commitment.

## References

- Adler, P. S., & Kwon, S.-W. (2002). Social capital: Prospects for a new concept. *Academy of Management Review*, 27(1), 17–40.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18.
- Bagozzi, R. P., Yi, Y., & Phillips, L. W. (1991). Assessing Construct Validity in Organizational Research. *Administrative Science Quarterly*, 36(3), 421–458. <https://doi.org/10.2307/2393203>
- Bartlett, C. A., & Ghoshal, S. (1997). The myth of the generic manager: new personal competencies for new management roles. *California Management Review*, 40(1), 92–116.
- Berg, M. E., & Karlsen, J. T. (2012). An evaluation of management training and coaching. *Journal of Workplace Learning*, 24(3), 177–199.
- Clutterbuck, D. (2009). Coaching and mentoring in support of management development. In *The SAGE Handbook of Management Learning, Education and Development*. Thousand Oaks, CA.
- Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences*. Lawrence Erlbaum Associates, Publishers.
- Coleman, J. S. (1988). Social capital in the creation of human capital. *American Journal of Sociology*, 94, S95–S120.
- Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: a meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology*, 98(2), 199.
- Cox, E., Bachkirova, T., & Clutterbuck, D. (2014). Theoretical Traditions and Coaching Genres: Mapping the Territory. *Advances in Developing Human Resources*, 16, 139–160. <https://doi.org/10.1177/1523422313520194>
- Dess, G., & Shaw, J. (2001). Voluntary Turnover, Social Capital, and Organizational Performance. *The Academy of Management Review*, 26, 446. <https://doi.org/10.2307/259187>
- Ellinger, A. E., Musgrove, C. (Casey) F., Ellinger, A. D., Bachrach, D. G., Elmadağ Baş, A. B., & Wang, Y.-L. (2013). Influences of organizational investments in social capital on service employee commitment and performance. *Journal of Business Research*, 66(8), 1124–1133. <https://doi.org/https://doi.org/10.1016/j.jbusres.2012.03.008>
- Guo, M., Liu, S., Chu, F., Ye, L., & Zhang, Q. (2019). Supervisory and coworker support for safety: Buffers between job insecurity and safety performance of high-speed railway drivers in China. *Safety Science*, 117, 290–298. <https://doi.org/https://doi.org/10.1016/j.ssci.2019.04.017>
- Hair, J.F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). SAGE Publications.
- Hair, Joe F, Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a Silver Bullet. *Journal of Marketing Theory and Practice*, 19(2), 139–152. <https://doi.org/10.2753/MTP1069-6679190202>

- Han, S.-S., Moon, S. J., & Yun, E. K. (2009). Empowerment, job satisfaction, and organizational commitment: comparison of permanent and temporary nurses in Korea. *Applied Nursing Research*, 22(4), 15–20.
- Hanaysha, J. (2016). Examining the effects of employee empowerment, teamwork, and employee training on organizational commitment. *Procedia-Social and Behavioral Sciences*, 229, 298–306.
- Haynes, C. E., Wall, T. D., Bolden, R. I., Stride, C., & Rick, J. E. (1999). Measures of perceived work characteristics for health services research: Test of a measurement model and normative data. *British Journal of Health Psychology*, 4(3), 257–275.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Hotek, D. R. (2002). Skills for the 21st century supervisor: What factory personnel think. *Performance Improvement Quarterly*, 15(2), 61–83.
- Igbaria, M., & Greenhaus, J. H. (1992). Determinants of MIS employees' turnover intentions: A structural equation model. *Communications of the ACM*, 35(2), 34–49.
- Janssen, O. (2004). The barrier effect of conflict with superiors in the relationship between employee empowerment and organizational commitment. *Work & Stress*, 18(1), 56–65.
- Johnston, M. W., & Marshall, G. W. (2016). *Sales force management* (12th ed.). Routledge.
- Kalkavan, S., & Katrinli, A. (2014). The effects of managerial coaching behaviors on the employees' perception of job satisfaction, organisational commitment, and job performance: Case study on insurance industry in Turkey. *Procedia-Social and Behavioral Sciences*, 150, 1137–1147.
- Kazlauskaitė, R., Buciuoniene, I., & Turauskas, L. (2006). Building employee commitment in the hospitality industry. *Baltic Journal of Management*.
- Kokoroko, E., & Sanda, M. A. (2019). Effect of Workload on Job Stress of Ghanaian OPD Nurses: The Role of Coworker Support. *Safety and Health at Work*, 10(3), 341–346. <https://doi.org/https://doi.org/10.1016/j.shaw.2019.04.002>
- Kwon, I. G., & Banks, D. W. (2004). Factors related to the organizational and professional commitment of internal auditors. *Managerial Auditing Journal*.
- Laschinger, H. K. S., Finegan, J., & Shamian, J. (2002). The impact of workplace empowerment, organizational trust on staff nurses' work satisfaction and organizational commitment. In *Advances in health care management*. Emerald Group Publishing Limited.
- Maurer, I., & Ebers, M. (2006). Dynamics of social capital and their performance implications: Lessons from biotechnology start-ups. *Administrative Science Quarterly*, 51(2), 262–292.
- McGill, M. E., & Slocum Jr, J. W. (1998). A little leadership, please? *Organizational Dynamics*, 26(3), 39–49.
- Meyerson, G., & Dewettinck, B. (2012). Effect of empowerment on employees performance. *Advanced Research in Economic and Management Sciences*, 2(1), 40–46.
- Miković, R., Petrović, D., Mihić, M., Obradović, V., & Todorović, M. (2020). The integration of social capital and knowledge management – The key challenge for international development and cooperation projects of nonprofit organizations. *International Journal of Project Management*, 38(8), 515–533. <https://doi.org/https://doi.org/10.1016/j.ijproman.2020.07.006>
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224–247.
- Nahapiet, J., & Ghoshal, S. (1998). Social capital, intellectual capital, and the organizational advantage. *Academy of Management Review*, 23(2), 242–266.
- Nguyễn Phúc Nguyễn, Nguyễn Thị Như Hiếu, Nguyễn Thị Thúy Hằng, & Hoàng Anh Viện (2020). Nghiên cứu sự gắn kết của nhân viên đối với tổ chức: Trường hợp khách sạn 3 sao tại Đà Nẵng [Research on employee engagement: the case of 3-star hotels in Da Nang]. *Journal of Economics and Development*, 27(6), 93–102.

- Norling, L. R., & Chopik, W. J. (2020). The association between coworker support and work-family interference: A test of work environment and burnout as mediators. *Frontiers in Psychology*, 11, 819.
- Pelit, E., Öztürk, Y., & Arslantürk, Y. (2011). The effects of employee empowerment on employee job satisfaction: A study on hotels in Turkey. *International Journal of Contemporary Hospitality Management*.
- Peng, J., Yang, X., & Huan, T.-C. (2022). The effects of empowering leadership on employee adaptiveness in luxury hotel services: Evidence from a mixed-methods research. *International Journal of Hospitality Management*, 101, 103113. <https://doi.org/https://doi.org/10.1016/j.ijhm.2021.103113>
- Poulsen, M. G., Khan, A., Poulsen, E. E., Khan, S. R., & Poulsen, A. A. (2016). Work engagement in cancer care: The power of co-worker and supervisor support. *European Journal of Oncology Nursing*, 100(21), 134–138. <https://doi.org/https://doi.org/10.1016/j.ejon.2015.09.003>
- Randall, D. M. (1990). The consequences of organizational commitment: Methodological investigation. *Journal of Organizational Behavior*, 11(5), 361–378.
- Settoon, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: Perceived organizational support, leader–member exchange, and employee reciprocity. *Journal of Applied Psychology*, 81(3), 219–227.
- Shin, H., & Perdue, R. R. (2022). Developing creative service ideas through hotel customer engagement for open innovation: Focused on empowerment and motivation processes. *International Journal of Hospitality Management*, 100, 103077. <https://doi.org/https://doi.org/10.1016/j.ijhm.2021.103077>
- Subramony, M., Segers, J., Chadwick, C., & Shyamsunder, A. (2018). Leadership development practice bundles and organizational performance: The mediating role of human capital and social capital. *Journal of Business Research*, 83(C), 120–129. <https://doi.org/https://doi.org/10.1016/j.jbusres.2017.09.044>
- Nguyễn Quyết Thắng, & Trần Thị Thu Thủy (2020). Các yếu tố ảnh hưởng đến sự gắn kết của người lao động với doanh nghiệp có vốn đầu tư nước ngoài (FDI) trên địa bàn tỉnh Bình Dương [Factors affecting the employee engagement at foreign invested firms in Binh Duong Province]. *Industry and Trade Magazine*, 27(11), 20–25.
- Wallace, E., de Chernatony, L., & Buil, I. (2013). Building bank brands: How leadership behavior influences employee commitment. *Journal of Business Research*, 66(2), 165–171.
- Webber, A. M. (1993). What's so new about the new economy? *Harvard Business Review*, 71(1), 24–33.
- Whitener, E. M. (2001). Do “high commitment” human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modeling. *Journal of Management*, 27(5), 515–535.
- Wood, S., & Menezes, L. de. (1998). High commitment management in the UK: Evidence from the workplace industrial relations survey, and employers' manpower and skills practices survey. *Human Relations*, 51(4), 485–515.
- Yang, T., Lei, R., Jin, X., Li, Y., Sun, Y., & Deng, J. (2019). Supervisor Support, Coworker Support and Presenteeism among Healthcare Workers in China: The Mediating Role of Distributive Justice. *International Journal of Environmental Research and Public Health*, 16(5), 817. <https://doi.org/10.3390/ijerph16050817>