

## Evaluation of the Commitment with Industrial Cleaning Service Firms of Workers



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**ABSTRACT:** My study aims to analyze and assess the commitment with industrial cleaning service firms of workers, to bring comprehensive insight about organization of the personnel department in firms. The evaluation was carried out by applying qualitative methodology and quantitative methodology to the research results and based on survey results of workers of industrial cleaning service firms. Overall, the study has identified and measured nine (9) attributes of the commitment with industrial cleaning service firms of workers that have great effects on workers. There is not, statistically, significant difference in the level of the commitment industrial cleaning service firms of workers exchange from these different work experiences and gender. Based on the research findings, there are recommendations regarding in order to improve the commitment with industrial cleaning service firms of workers.

**KEYWORDS:** commitment with the firm, worker, labour, employment, industrial cleaning service firms

**JEL classification code:** M10, M51, M52, M54

### 1. INTRODUCTION

Employee commitment has become one of the top concerns of most organizations over the years (Naus et al., 2007). The commitment of employees to the organization and their investment in career development are considered important factors for improving the performance of organizations (Bakker & Schaufeli, 2008).

The commitment of employees to the organization has led to the success of the organizations. It is the loyal, proud, and loving employees that will help the organization achieve great business goals, for example, by satisfying customers, maintaining productivity and efficiency in order to achieve financial goals (Do & Le, 2015). Employee commitment in the organization plays a decisive role in the success of the organization's development in a competitive environment. When employees are attached to the organization, they will perform well in their assigned tasks, contributing to the accomplishment of the overall goals of the organization (Bui, 2017).

Attracting human resources for agencies, organizations and enterprises is relatively convenient, but maintaining human resources is a difficult problem; especially, for employees in the service industry and young employees - who love challenges and risks.

Most of the employees in industrial cleaning service firms are unskilled workers, with low cultural and skill levels, low discipline and no professional working style; therefore, the sense of discipline in labor and soft skills are the contents that industrial cleaning service firms must always seek to improve. In addition, unskilled workers do not fully understand and are used to complying with labor contracts. Moreover, their work is not appreciated by society, even despised, so the situation of quitting jobs, violating contracts is quite common. Besides, many workers only consider jobs in industrial cleaning service firms as temporary jobs, so when there are other opportunities with higher income, they are willing to leave.

Workers are the main resource in industrial cleaning service firms. With that being said, the role of workers is extremely important for industrial cleaning service firms. Therefore, the commitment of workers with industrial cleaning service firms is one of the extremely important factors for the development of industrial cleaning service firms in the current period of globalization, especially when the number of people using cleaning service is ascending.

Industrial cleaning service firms contribute to the economic development of the country; improve the environment, create jobs for workers, especially unskilled workers, etc. However, most industrial cleaning service firms still job hopping situation. Therefore, assessing the employee's commitment to the industrial cleaning service firms is necessary to help these enterprises take timely measures to make the workers more and more engaged with the enterprise.

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### 2. THEORETICAL BACKGROUND AND LITERATURE REVIEW

The classical theory of motivation was suggested by Taylor (1910) that, to ensure employee motivation, managers must find the best way to teach them the job and use economic stimuli such as salary and bonus to motivate employees to work. Maslow (1943) argued that in order to motivate employees, managers need to understand the needs of employees and find ways to satisfy those needs, employees' needs are arranged from low to high, including: physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualization needs.

Commitment is the relationship between an individual with the organization and their belief in the goals and values of the organization, their willingness to make every possible effort to serve, and their great desire to continue working in the organization (Porter et al., 1974).

Organizational commitment is the relative strength of employees' identification with the organization and the active participation of employees in a given organization (Mowday et al., 1979). Accordingly, commitment includes identity, effort, and loyalty (Pham & Nguyen, 2013; Do & Le, 2015).

Organizational commitment is defined as the psychological state of an organization member, reflecting the degree to which the individual absorbs or accepts organizational characteristics (O'Reilly & Chatman, 1986).

According to Tran (2006), commitment means that employees work enthusiastically for the success of the organization and believe that working for the organization is the best choice. Not only do they plan to work with the organization for a long time, but they also have no intention of looking for other jobs and are not interested in job requests from other companies.

Based on the research of Mowday et al. (1979), Do and Le (2015) argue that organizational commitment refers to a positive relationship with the organization that makes employees always ready to invest effort to contribute to the organizational success and growth. Therefore, commitment comes not only from employees' beliefs and words but also from practical actions at work.

Meyer & Allen (1991) suggest that the components of commitment are not mutually exclusive, which means that employees commit to stay with the organization in the form of: (i) emotional commitment, (ii) ongoing commitment and (iii) obligation commitment of different levels and intensity.

Commitment is an employee's engagement to the organization (Elegido, 2013). Employees' commitment with the organization is determined to include many aspects such as trust, long-term commitment, and dedication to the organization (Olivia & Cecile, 2014).

According to Nguyen et al. (2017), employee commitment with an organization includes: their desire to work for a long time, their pride and confidence when working at that organization, their willingness to sacrifice personal interests when necessary to help the organization succeed, so they will stay in the organization even if other companies offer a more attractive salary.

Thus, there is no adequate research on the commitment with the enterprise of workers in industrial cleaning service enterprises. Based on the results of the above studies, combined with the expert interview method, we build table 1 - Attributes of workers' commitment with industrial cleaning service firms as followed:

**Table 1. Attributes of workers' commitment with industrial cleaning service firms**

Code	Scales	Source
<b>Workers' commitment with industrial cleaning service firms</b>		
<b>Loyalty</b>		
C1	I have a desire to work at the enterprise for a long time	Maslow (1943), Porter et al. (1974), Mowday et al. (1979), O'Reilly & Chatman (1986), Taylor (1910), Meyer & Allen (1991), Tran (2006), Elegido (2013), Pham and Nguyen (2013), Olivia & Cecile (2014), Do and Le (2015), Nguyen et al. (2017), experts' opinion who were interviewed
C2	I will not switch to another enterprise if there is an offer of a higher income, a more favorable job	
C3	I always consider my enterprise as my second home	
<b>Pride</b>		
C4	I am happy that I have chosen the enterprise as a place to work	Maslow (1943), Porter et al. (1974), Mowday et al. (1979), O'Reilly & Chatman (1986), Taylor (1910), Meyer & Allen (1991), Tran (2006), Elegido (2013), Pham and Nguyen (2013), Olivia & Cecile (2014), Do
C5	I am always happy to work at the enterprise	
C6	I will introduce the enterprise to others such	

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	as friends, partners, customers, suppliers.	and Le (2015), Nguyen et al. (2017), experts' opinion who were interviewed
<b>Effort</b>		
C7	I always try my best to complete the assigned work	Maslow (1943), Porter et al. (1974), Mowday et al. (1979), O'Reilly & Chatman (1986), Taylor (1910), Meyer & Allen (1991), Tran (2006), Elegido (2013), Pham and Nguyen (2013), Olivia & Cecile (2014), Do and Le (2015), Nguyen et al. (2017), experts' opinion who were interviewed
C8	I always follow the regulations of the enterprise and train myself to improve my skills to contribute more to the enterprise	
C9	I am willing to sacrifice personal interests for the common goal of the enterprise	

### 3. METHODOLOGY

#### Qualitative Research Methodology

This research used a qualitative research methodology based on collecting previous research works which related to the research topic and some in-depth interviews with three (3) lecturers with extensive experiences in human resource management, and economics and development in industrial cleaning service firms of the National Economics University and Hanoi University of Business and Technology. These are the two leading universities in Vietnam in training economics and development and human resource management. At the same time, three (3) experts were also interviewed who are head of human resource management in industrial cleaning service firms. The contents of the interviews focused on the subject of workers' commitment with industrial cleaning service firms.

#### Quantitative Research Methodology

For the purpose of this research, a questionnaire was designed which consisted of nine (9) variables with a 5-point Likert scale from 1: "Strongly disagree" to 5: "Strongly agree". The method of data collection was accomplished through the survey with a number of works in industrial cleaning service firms in Hanoi. A total of 150 questionnaires were sent and received the filled questionnaires with full information for data entry and analysis from 125 respondents. The size of this sample was consistent with study of Hair et al. (1998) that the research sample must be at least 5 times the total number of indicators in the scales. The questionnaire of this study included nine (9) indicators, and therefore, the minimum sample size to be achieved is  $5 * 9 = 45$  observations. Then, data from these 125 questionnaires was cleaned and coded with the necessary information in the questionnaires, inputted the analyzed by using SPSS25. The steps of data analysis were as follows: (i) Descriptive statistics, (ii) Cronbach's Alpha to assess the reliability of the scale, and (iii) Independent T-test.

#### Research Sample

Information of data collected is shown in Table 2. It shows that among the 125 respondents, about 47.2% were male while the remaining 66 (52.8%) were female. Of these, 54 of them (or 43.2%) were 22 years old or less, 71 of them (or 56.8%) were over 22 years old. Among the respondents, 60.0% of the participants have work experiences for 1 year or less than, and over 1 year accounted for 40.0%.

**Table 2: Respondents by gender, age and work experience**

	Frequency	Percent	Valid Percent
<b>Gender</b>			
Male	59	47.2	47.2
Female	66	52.8	100.0
<b>Age</b>			
22 years old or less	54	43.2	43.2
Over 22 years old	71	56.8	100.0
<b>Work experience</b>			
1 year or less	75	60.0	60.0
Over 1 year	50	40.0	100.0
<b>Total</b>	<b>125</b>	<b>100.0</b>	

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### 4. RESEARCH RESULTS

#### Descriptive Statistics

Table 3 indicates that the respondents agree with the dependent variables of “the commitment with industrial cleaning service firms of workers” where nine attributes were quite high with an average of 3.78 compared with the highest of the Likert 5-point scale. All 9 attributes were rated at an average of 3.57 or higher.

**Table 3: Descriptive Analysis of the commitment with industrial cleaning service firms of workers**

	N	Minimum	Maximum	Mean	Std. Deviation
<b>Loyalty</b>					
C1	125	3.00	5.00	3.79	0.480
C2	125	3.00	5.00	3.85	0.509
C3	125	2.00	5.00	3.87	0.707
<b>Valid N (listwise)</b>	<b>125</b>			<b>3.84</b>	
<b>Pride</b>					
C4	125	2.00	5.00	3.84	0.745
C5	125	2.00	5.00	3.79	0.651
C6	125	3.00	5.00	3.88	0.576
<b>Valid N (listwise)</b>	<b>125</b>			<b>3.84</b>	
<b>Effort</b>					
C7	125	2.00	5.00	3.74	0.646
C8	125	3.00	5.00	3.69	0.653
C9	125	2.00	5.00	3.57	0.573
<b>Valid N (listwise)</b>	<b>125</b>			<b>3.67</b>	

#### Cronbach's Alpha

The commitment with industrial cleaning service firms of workers has been measured by the Cronbach's Alpha. Results of testing Cronbach's alpha of attributes are presented in Table 4 below. The results also show that only the attributes of the commitment - effort with industrial cleaning service firms of workers have Cronbach's Alpha coefficients that are greater than 0.6, and the correlation coefficients of all attributes are greater than 0.3. So, the attributes of the commitment - effort with industrial cleaning service firms of workers are statistically significant; remaining the attributes of the commitment – loyalty and the attributes of the commitment – pride are not statistically significant (Hair et al, 2010; Hoang & Chu, 2008).

**Table 4. Results of Cronbach's Alpha Testing of Attributes Reliability Statistics**

Description	Cronbach's Alpha	N of Items
Loyalty	.577	3
Pride	.679	3
Effort	.754	3

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
<b>Loyalty</b>				
C1	7.72	0.961	0.441	0.422
C2	7.66	0.886	0.482	0.352
C3	7.64	0.748	0.293	0.692
<b>Pride</b>				
C4	7.67	1.029	0.538	0.529
C5	7.72	1.219	0.524	0.545
C6	7.63	1.460	0.434	0.659

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Effort				
C7	7.26	1.208	0.513	0.752
C8	7.31	1.087	0.618	0.628
C9	7.43	1.231	0.626	0.629

### Independent T - Test

Comparison of the results of the evaluation of the commitment - effort with industrial cleaning service firms of workers between participants have different work experience (1 year old or less and over 1 year old) can be seen in Table 5. According to the results shown in Table 5, Sig Levene's Test is 0.745, which is more than 0.05. The variance between different work experience is not different. Moreover, Sig value T-Test = 0.343 > 0.05, which means that there is not, statistically, significant difference in the level of the commitment - effort with industrial cleaning service firms of workers from these different different work experience (Hair et al, 2010; Hoang & Chu, 2008).

**Table 5. Differences of commitment - effort with industrial cleaning service firms of workers between Participants have different work experience - Independent Test**

		Levene's Test for Equality of Variances		T-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Gan ket_Co gang	Equal variances assumed	0.107	0.745	-0.951	123	0.343	-0.08889	0.09343	-0.27382	0.09604
	Equal variances not assumed			-0.952	105.557	0.343	-0.08889	0.09332	-0.27392	0.09614

Comparison of the results of the evaluation of the commitment - effort with industrial cleaning service firms of workers between participants have different genders (male and female) can be seen in Table 6. According to the results shown in Table 6, Sig Levene's Test is 0.036, which is less than 0.05. The variance between male and female is different. Moreover, Sig value T-Test = 0.480 > 0.05, which means that there is not, statistically, significant difference in the level of the commitment - effort with industrial cleaning service firms of workers from these different genders (Hair et al., 2010; Hoang & Chu, 2008).

**Table 6. Differences of commitment - effort with industrial cleaning service firms of workers between Participants have different genders - Independent Test**

		Levene's Test for Equality of Variances		T-test for Equality of Means						
		F	Sig.	F	Sig.	F	Sig.	F	Sig.	
									Lower	Upper
Gan ket_Co gang	Equal variances assumed	4.473	0.036	-0.699	123	0.480	-0.06420	0.09184	-0.24599	0.11758
	Equal variances not assumed			-0.708	121.498	0.480	-0.06420	0.09069	-0.24374	0.11534

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### 5. DISCUSSION AND IMPLICATIONS

Industrial cleaning service firms provide services such as: cleaning high-rise buildings (cleaning glass, walls, floors), maintaining public areas, offices, schools, hospitals, etc. (cleaning floors, cleaning carpets, curtains).

The characteristics of the cleaning service industry include: intangibility, inseparability of origin, heterogeneity and non-storability. The process of providing industrial cleaning services includes providing regular cleaning services with modern chemicals and equipment, to improve efficiency, reduce pollution to the living environment, thereby contributing to improving the quality of life.

Customers of industrial cleaning service firms are mainly domestic and foreign organizations, located in cities, towns and industrial parks in provinces and cities; including: Office building, hospital-medical center, school, industrial park; organizations and other enterprises.

Workers at industrial cleaning service firms have low knowledge and skills, therefore, industrial cleaning service enterprises attract and solve a large number of jobs for workers with low cultural qualifications. However, the change of labor takes place quite often, so the quality of service provided is not high and has not been improved. Therefore, industrial cleaning service enterprises have gradually applied advanced technology in the field of cleaning and sanitation; which is one of the methods to improve competitiveness as well as the efficiency of providing industrial cleaning services.

With a national population of over 100 million people, of which the rural population still accounts for a large proportion and labor movement from rural areas to cities is quite abundant and easy, especially unskilled workers, industrial cleaning service enterprises have an abundant labor supply. In addition, many new small-scale industrial cleaning service enterprises were established from workers who had quit their jobs at industrial cleaning service enterprises after a period of time. (i) The attractiveness of the industrial cleaning service industry is high; (ii) The profit from the establishment of the new company is much higher than the salary received as a hired worker; (iii) They have new ideas and want to apply them at the company they founded; (iv) They can have short-term, situational solutions to expand their business scale and have high profits. All mentioned reasons affect workers' commitment with the cleaning service industry.

### 6. CONCLUSION

The article has analyzed, evaluated and measured nine (9) attributes of workers' commitment with the industrial cleaning service firms. This study has implications for industrial cleaning service firms in improving the employee's commitment with the enterprise, recruiting workers, and retaining workers.

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