Factors Affecting the Organizational Commitment among Healthcare Employees in Vietnam

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Abstract: *The study's goal is to examine the elements influencing Vietnamese healthcare employees' organizational commitment and draw some governance-related conclusions. 478 participants' data were gathered for the research. medical personnel employed in Vietnamese institutions. Methods for evaluating the scale's reliability, exploratory factor analysis, confirmatory factor analysis, and multivariate linear regression analysis were used to evaluate the data. The findings indicate that employee commitment is positively correlated with all factors. In descending order, the degree of influence from each variable on commitment is different: Leadership, Job satisfaction, organizational climate, organizational trust.*

Keywords: Organizational commitment, Healthcare Employees

I.   INTRODUCTION

Health science plays an indispensable role in the economic and social development of Vietnam. The healthcare industry has an integral role in caring for community health, treating diseases, and ensuring the health of people for learning and working. If the healthcare sector is not given attention and developed, the quality of people's lives will be reduced, which exerts a negative effect on the economic and social development of the entire country. However, since the Covid-19 pandemic, there was a propensity that many healthcare employees have quit their jobs. According to the Ministry of Vietnam Health Portal (2022), within only 18 months (from 01/01/2021 to 30/06/2022), up to 9,680 healthcare workers have resigned or quit their jobs (including 3,094 doctors, 2,874 nurses, 551 medical technicians, 276 midwives, 593 pharmacists and 2,280 people of other positions).

In recent days, many cities in Vietnam have witnessed a surge in the rate of health workers resignations, and there is a strong move of medical staff from public medical facilities to private ones in Vietnam. This is one of the warning issues that attracts public attention, raising questions about the causes of this alarming situation.

Although the resignations of medical staff is a warning issue, there is currently little research focusing on the commitment of healthcare workers in Vietnam. For these reasons, the research team has decided to choose the topic "Factors influencing the commitment of healthcare workers in Vietnam" with a view to identifying the factors that affect the commitment of healthcare workers and clarifying the extent of impact of these factors.

II.   .THEORICAL BACKGROUND

1.   Organizational commitment

Organizational commitment has been mentioned by many researchers, but the concept and meaning of this topic receive many different views. According to Loi et al., dedication is a sign of a worker's level of devotion to the company (2006). Organizational commitment, according to Currivan (1999), is the level of a worker's loyalty to a specific company. As a result, organizational commitment is a dedication to an organization that motivates people to take actions that advance the organization's goals. Some definitions put organizational commitment in relation to things like revenue, job happiness, employee performance, and the accomplishment of corporate goals and objectives (Memari et al., 2013). Organizational commitment is crucial for businesses, particularly in service industries like healthcare and hospitals (Dehghannyieri & Asadinoghabi, 2008).

Meyer & Allen (1991) proposed a three-component model of organizational commitment: affective commitment, continuance commitment, and normative commitment. Two of these components were first developed based on this model and used in the published research by Meyer and Allen in 1984, and the third component was introduced by Allen and Meyer in 1990 (Meyer et al., 2002).

Affective commitment: is characterized by employees having positive emotions towards accepting, identifying with, and aligning themselves with the goals of the organization. Employees with a strong affective commitment continue to work within the organization because they genuinely want to do so (Allen & Meyer, 1996; Bolon, 1997)

Continuance commitment: is based on the costs that employees would face in the event of leaving the organization and the costs they would have to bear (Meyer et al., 2002). Employees feel obliged to stay in the organization and continue working because they fear that the costs of leaving the organization would be high (Allen & Meyer, 1990; Allen & Meyer, 1996).

Normative commitment: refers to the values of employees related to the obligation to remain in the organization. It is a type of commitment that employees express because they believe that fulfilling the organization's goals is a moral duty. Employees who exhibit this commitment will continue to work, believing that staying is the right and ethical thing to do (Meyer & Herscovitch, 2001).

2. Relationship between Job satisfaction and Organizational commitment

According to a study by Al-Aameri (2000), employees who are content with their jobs tend to be more motivated, active, and devoted to their work, whereas those who are not will be less engaged, take more frequent sick days, and are more likely to leave their jobs. In this regard, numerous investigations have discovered that employees need a high level of dedication, engagement, and job satisfaction in order to boost organizational effectiveness (Gabrani et al., 2016; Amiresmaili & Moosazadeh, 2013). Therefore, job satisfaction in some studies, has been examined to be directly related to organizational commitment and it has a positive impact on organizational commitment (Yang & Chang, 2008; Harrison & Hubbard, 1998; Bhuian & Abul-Muhmin, 1997). The authors proposed the following theory regarding the aforementioned development: Job satisfaction and organizational commitment have a statistically significant positive link.

3. Relationship between Leadership and Organizational commitment

According to leadership study, leaders have a significant and influencing impact on the formation of commitment (Huey Yiing et al., 2009). Leadership style and organizational commitment are significantly correlated, according to a study conducted by Lok and Crawford in 1999. The leader's leading, engaging, and supportive actions have a favorable and significant association with organizational commitment, according to a 2009 study by Huyey Yiing et al.

Based on research by Dale & Fox (2008) on the effects of transformational leadership style, Hussain et al. (2021) showed that this leadership style can enhance employees' psychological states, resulting in the development of good behaviors and attitudes. Employee engagement to the company is strengthened as a result, and employees' emotional responses are enhanced.

Transactional leadership has different degrees of correlation with all facets of organizational commitment, much like transformational leadership. (Clinebell et al., 2013). According to Soieb et al. (2013), transactional leadership style has a significant impact on the trainers' dedication. A positive correlation between transactional leadership style and organizational performance has been verified by a subsequent study by Bass and Riggo (2006) on the factors influencing affective commitment, or the commitment to keep working for the organization. On the other hand, transformational leadership style has a substantial negative impact on the loyalty of subordinates to the organization, per the research findings of Aboodi et al. (2013).

4. Relationship between Organizational climate and Organizational commitment

Arguably, a well-ordered organizational climate can stimulate individual motivation and, therefore, induce behaviors such as commitment, job performance, satisfaction and retention. with work (Kozlowski & Hults 1987, Jackson-Malik, 2005). For medical staff, in another study in US hospitals, nurses who worked in a happy environment had lower rates of overcrowding and the environment of the organization was an important factor. affects the intention to quit the nurse's job (Jackson-Malik, 2005.). According to Haakonsson (2008), stressful atmospheres, known as unpleasant emotions, suggest that the components of the work environment all play a notable role in commitment to work. with staff. Not only that, Hariharasudan and Kot (2018) as well as Kovacs and Kot (2016) also said that this is a very important thing for companies and organizations in the industrial 4.0 era. From here, a hypothesis has been raised that:

Organizational environment can have a strong impact, specifically a positive impact on employees' commitment to the organization they are working for.

5. Relationship between Organizational trust and Organizational commitment

There have been many studies showing the importance of organizational trust for organizational commitment. In 1985, Nicholson and Johns suggested that employees with strong organizational beliefs also have strong work ethic and strong organizational commitment, which implies that organizational beliefs affect commitment organization. In 1985, Rempel, Holmes & Zanna also found that organizational trust is seen as an important component in building interpersonal relationships in the workplace, thereby enhancing commitment. associated with the organization. Studies of marketing staff have found that organizational trust has a strong positive effect on affective commitment and therefore has a significant positive effect on organizational commitment. Through the results of the above studies, we can see that the organization's trust is built on many factors and depending on each factor being affected in different ways, it will all have a great influence. small increase in organizational trust of individuals or groups, thereby increasing or decreasing employee commitment.

6. Conceptual Framework

The conceptual framework of the study is anchored on the Organizational Commitment mentioned above. Job satisfaction, Leadership, Organizational Climate, Organizational Trust are identified as independent variables. On the other hand, Organizational Commitment serves as the dependent variable and includes Normative commitment, Continuance commitment, Affective commitment.
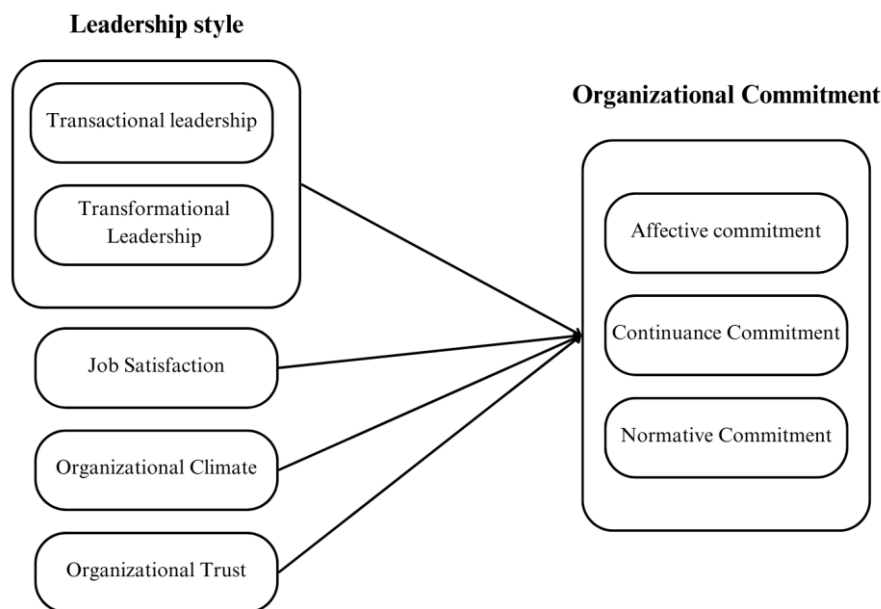

Figure 1: Research Model

III.   RESEARCH METHODOLOGY

1. Method data collecting and analyzing

The objects of this study are healthcare workers working at health facilities in numerous provinces and cities in Vietnam. The study used a survey questionnaire based on previous research (Table 1) to collect data. The survey questionnaire was established on a 5-level Likert scale (ranging from 1 - completely disagree to 5 - completely agree). Then, the study conducted a pilot survey with 32 nurses at Thanh Hoa Endocrinology Hospital (Thanh Hoa Province, Vietnam) to determine the reliability of the criteria and variables, and then adjusted the questionnaire accordingly. The questionnaire was directly sent to medical staff in Thanh Hoa and Tuyen Quang provinces while other doctors and nurses in Hanoi, Ho Chi Minh City, Thai Binh province, and Binh Duong province received this questionnaire via social networking sites such as Facebook, Zalo, and Gmail. According to Hair et al. (2014), the minimum sample size must be at least 5 times the number of observed variables, so the sample size in this study should be at least 300. The survey was conducted from February 9th to March 17th, 2023, and a total of 488 observations were collected. After collecting phase,

the study used various techniques to analyze the data, including (1) Descriptive statistics, (2) Reliability test (3) Exploratory Factor Analysis, (4) Confirmatory Factor Analysis, (5) Regression analysis and Hypothesis testing using IBM SPSS 23 program.

Table 1. Survey questionnaire source

No	Factor	Reference
1	Organizational Commitment	Jaros, S. (2007)
2	Job satisfaction	Smith et al. (1969)
3	Leadership	Bass and Avolio (1994), Tepper et al.(1994)
4	Organizational Trust	Chen et al.(2015)
5	Organizational Climate	Renis Likert (1967), Hall (1972), Vallen (1993)

Source: Research result

(2) Assessment of measurement reliability using Cronbach's Alpha coefficient: The research group used this method to assess the reliability of the measurement scales and variables studied, to determine whether they are suitable for factor analysis. According to Nguyen Dinh Tho (2014), Cronbach's Alpha coefficient of 0.6 or higher is acceptable. According to Hoang Trong and Chu Nguyen Mong Ngoc (2005), the level of Cronbach's Alpha values are as follows:

From 0.8 to almost 1: the measurement scale is very good.

From 0.7 to almost 0.8: the measurement scale is good.

From 0.6 and above: the measurement scale is acceptable.

(3) Exploratory Factor Analysis (EFA): EFA is considered a quantitative analysis method that belongs to the group of interdependent multivariate analysis. According to Hair et al. (2014), EFA does not have dependent or independent variables, but relies on the correlation between variables to reduce a set of many variables into a smaller set that contains more meaningful and easier to analyze information but still retains most of the original information.

(4) Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM): CFA is the next step of EFA and is designed to independently determine, test, and adjust measurement models. The purpose of CFA is to establish good measurement models for testing the structural model. The research group used SEM to test and evaluate the hypotheses and to determine the strength or weakness of the relationship.

(5) Regression analysis and hypothesis testing: The research group used multiple linear regression analysis to test and explain the causal theory. After determining the relationship between variables in the model, the authors performed modeling to test the hypothesis and evaluate the significance of the results.

IV.   RESULT AND DISCUSSION

1.   Measure Reliability

Cronbach's Alpha is utilized in the process of determining the relationship between the factors as well as the reliability of each individual element. When the factor's Cronbach's Alpha is more than 0.7, as stated in Hair et al's (2009) research, the factor is regarded as reliable. Cronbach's Alpha results for all of the factors have been obtained in Table. These scores range from 0.912 to 0.944, which means that the condition outlined above has been met.

Table 2. Reliability analysis results

Factor Code	Construct	Number of observed items		Cronbach's Alpha
		Before	After	
LDA	Transformational leadership	10	8	0.879
LDB	Transactional leadership	9	9	0.903
SHL	Job Satisfaction	5	5	0.881
MT	Organizational Climate	10	8	0.845
NT	Organizational Trust	8	8	0.919
CKA	Affective commitment	6	6	0.889
CKB	Continuance commitment	3	3	0.779
CKC	Normative commitment	5	5	0.834

Source: Quantitative research results

2. Measure Validity

After evaluating the reliability of each component, the authors conducted a validity test using Exploratory Factor Analysis (EFA) using Principal Components and Varimax rotation. If the loading factors of each factor are more than 0.5, the items inside that factor will be retained; otherwise, the factor will be dismissed. In the end, a total of 49 factors are retained for examination, with KMO test = 0.913 and Barlett's test Sig. = 0.000. The Exploratory Factor Analysis will be shown in **Appendix 1**.

3. Confirmatory Factor Analysis

For model fit, the authors used Confirmatory Factor Analysis. The CFA results indicate that the hypothesized model presented fits the displayed data. Specifically, the result of the significant Relative Chi-square or CMIN/df is 1.988 < 2, and the results of the compatibility tests are CFI = 0.918 > 0.9, TLI = 0.912 > 0.9, RMSEA = 0.045 < 0.06, and PClose = 0.997 > 0.05. (Hair et al., 2010; Hu & Bentler, 1999; Baumgartner & Homburg, 1995; Doll, Xia & Torkzadeh, 1994).
In addition, the Maximum Likelihood Estimates factor validation analysis reveals that regression CR values are more than 0.8, ranging from 0.835 to 0.915. AVE values are also more than 0.5, ranging from 0.502 to 0.599, while MSV values are all less than AVE, demonstrating the reliability validity, convergent validity, and discriminant validity of the model. (Hair et al., 2010).

4. Structural Equation Modelling

After testing CFA, the authors continue using SEM to evaluate the model. The results include CMIN/df = 2.068 < 3, SRMR = 0.029 < 0.08, RMSEA = 0,047 < 0.06, CFI = 0,911 > 0,9 and PClose = 0.0905 > 0.05. Hence, the hypothesized model proposed fits with the data as shown.
Figure 2. SEM result
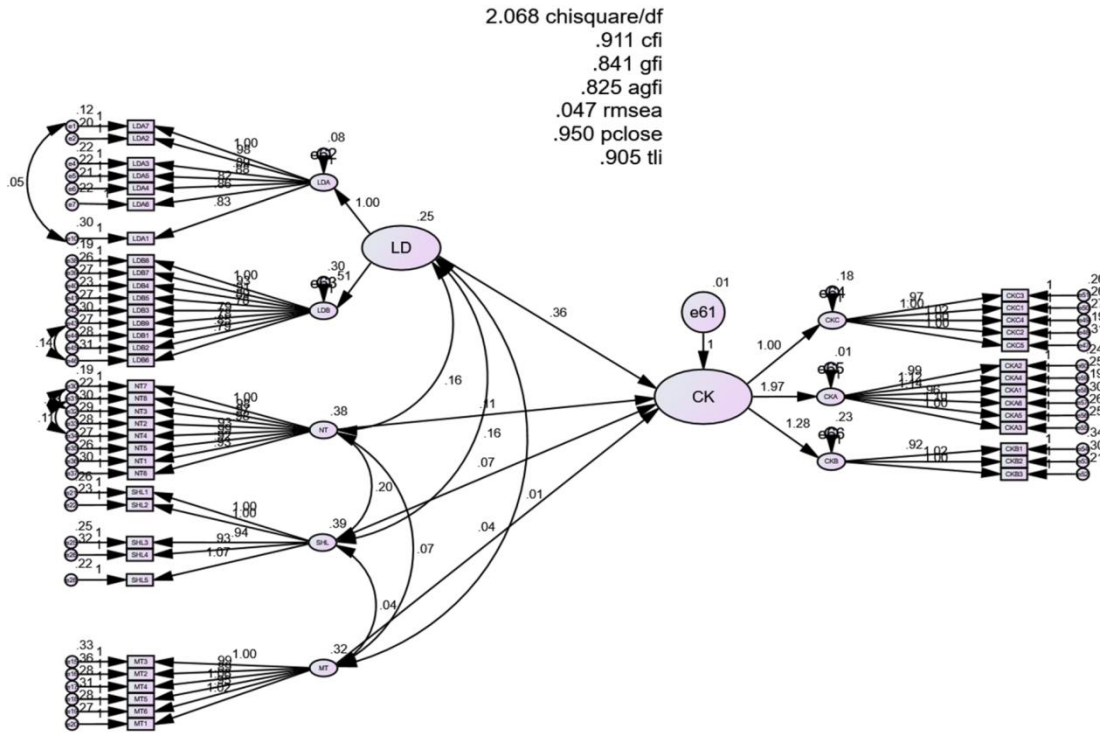
Source: Quantitative research results

Table 3 depicts that the P-value of the impact of LD, NT, MT and SHL on CK is greater than 0.5; therefore, the test accepts the hypotheses H1, H2, H3, H4.

Table 3. The result of analyzing SEM

The relationship of indicators			Estimate	S.E.	C.R.	P	Estimate
CK	<---	LD	0.355	0.07	5.104	***	0.647
CK	<---	NT	0.11	0.027	4.061	***	0.247
CK	<---	SHL	0.076	0.027	2.844	0.004	0.161
CK	<---	MT	0.043	0.018	2.349	0.019	0.087

Source: Quantitative research results

In addition, based on the regression value, Leadership (LD) impacted Organizational Commitment (CK) at 0.647, representing that the indicator LD has the biggest impact on CK. Besides, Organizational Trust (NT) is found to affect Organizational Commitment (CK) with the regression value of 0.247. Meanwhile, Job Satisfaction (SHL) and Organizational Climate (MT) have less influence on the variable of Organizational Commitment (CK).

5. Results

The research results accept H1, H2, H3, H4. Research shows that Leadership has the strongest positive impact on CK. Meanwhile, Job Satisfaction and Organizational Climate also have a small positive effect on CK.

The findings of the quantitative research indicate that "Leadership" has the strongest impact on the commitment of healthcare personnel. Therefore, it can be concluded that leadership has a positive effect on their commitment in Vietnam. The positive beta coefficient signifies that the influence of the "Leadership" factor on employee commitment to the organization is positive. Hence, when a leader aligns their leadership style with the desires of their employees, understands their needs, and consistently acknowledges the efforts of their subordinates, the commitment of healthcare workers will significantly improve.

The findings of the study also suggest that organizational trust has a positive influence on employee commitment. This factor was tested in the regression model and was found to have a favorable impact on employee commitment. "Organizational trust" ranks second after the correlation coefficient of the "Leadership" factor and is of particular interest to healthcare workers. When compared with previous research, this conclusion is consistent with the majority of prior studies on organizational commitment.

Furthermore, job satisfaction is proven to have a positive impact on employee commitment. When employees are content with their jobs, they are more likely to be engaged, active, and devoted to their work. Conversely, those who are dissatisfied with their jobs tend to be less committed, frequently absent, and more likely to resign (Al-Aameri, 2000).

Finally, the evaluation of the organizational environment revealed a positive relationship with the commitment of healthcare staff. Although the impact is not as significant as the other three variables studied, it can still be considered as having an effect on employee commitment.

V.   CONCLUSION

The regression analysis's findings revealed that the four variables the authors considered to be possibly independent were Job satisfaction, Leadership, Organizational Trust, and Organizational climate.

Then all four variables have a positive relationship with Employee Commitment. However, the level of impact of each variable on Commitment is different, specifically factor Leadership has the strongest impact on Employee commitment and then variable Job satisfaction, Organizational Trust, and Organizational climate.

The research results show that the impact of Job satisfaction has a positive impact on Organizational commitment. When the employee is satisfied, it will have a positive effect on Organizational commitment. Hence, they tend to be more proactive and dedicated to their work, while those who are not satisfied with their jobs tend to be less committed, often absent from work as well as have higher turnover rate (Al-Aameri, 2000). In the research team's study, Job satisfaction has a positive but little effect on organizational commitment.

In terms of Leadership, the quantitative research results show that "Leadership" has the strongest influence on the commitment of healthcare staff. Therefore, it can be affirmed that the leadership factor has a positive influence on the organizational commitment of healthcare employees at clinics and hospitals in Vietnam. In other words, when a leader understands employees needs and uses appropriate leadership styles and always recognizes their efforts, organizational commitment will also be markedly improved.

According to the research team's results, "Organizational Trust" has a positive Beta coefficient, which means it has an effect on Employee Commitment. Organizational commitment can be impacted positively or negatively if the Organization's Trust is built tightly or loosely, starting from trust with the company to trust with leaders and colleagues.

Assessment of the Organizational climate was concluded to have a relationship with Organizational commitment of medical staff and have a positive impact on it, but the impact is not too great, or can be reported to have the least impact among four variables.

APPENDIX 01: EXPLORATORY FACTOR ANALYSIS RESULT

Pattern Matrix
Factor

	1	2	3	4	5	6	7	8
NT7	0,849							
NT8	0,847							
NT3	0,818							
NT2	0,755							
NT4	0,748							
NT5	0,713							
NT1	0,682							
NT6	0,632							
LDA7		0,928						
LDA2		0,817						
LDA3		0,675						
LDA1		0,661						
LDA6		0,653						
LDA5		0,643						
LDA4		0,581						
LDB8			0,802					
LDB7			0,774					
LDB4			0,749					
LDB5			0,739					
LDB3			0,683					
LDB9			0,683					
LDB1			0,648					
LDB6			0,642					
LDB2			0,628					
MT6				0,742				

MT5				0,716			
MT1				0,712			
MT3				0,693			
MT4				0,685			
MT2				0,684			
SHL2					0,851		
SHL5					0,844		
SHL1					0,747		
SHL3					0,729		
SHL4					0,7		
CKC2						0,74	
CKC1						0,725	
CKC5						0,713	
CKC4						0,64	
CKC3						0,62	
CKB3							0,764
CKB2							0,731
CKB1							0,571
CKA1								0,617
CKA6								0,6
CKA3								0,578
CKA5								0,516
CKA4								0,492
CKA2								0,372

"Extraction Method: Principal Axis Factoring"

Rotation Method: Promax with Kaiser Normalization."

a. Rotation converged in 7 iterations.

Dear Sir/Madam,

We are a group of students from the National Economics University (NEU). As part of our academic research endeavors at NEU, we are currently conducting a research project titled "FACTORS AFFECTING THE ORGANIZATIONAL COMMITMENT AMONG HEALTHCARE EMPLOYEES IN VIETNAM. "

The outcomes of our research will be utilized as a basis for proposing recommendations to:

(1) learners (for reference in university selection);

(2) universities (to enhance conditions from the university's perspective to attract learners).

Therefore, the survey information is solely intended for research purposes. All personal information will be kept confidential. Your feedback and input are crucial to the success of this research project! The research team sincerely appreciates your participation.

Personal Information	
Please provide some information about yourself! (Individual information is solely used for analyzing relationships in the research findings and ensuring confidentiality.)	
	Age
	20 - under 30
	30 - under 40
	40 - under 50
	50 and above
	Company Information
	Thanh Hoa Endocrine Hospital
	71 TW Hospital
	Thanh Hoa City Hospital
	Tuyen Quang Provincial Police Hospital
	Tuyen Quang Provincial General Hospital
	Others:...
	Gender

	Male					
	Female					
Job Position						
	Hospital Board of Directors					
	Head of Faculty					
	Head of Functional Department					
	Doctor					
	Pharmacist					
	Medico					
	Nurse					
	Technicians					
	Staff of Functional Department					
	Nursing assistant					
Years of Work Experience						
	Under 3 years					
	3 - 5 years					
	5 - 10 years					
	10 - 20 years					
	Above 20 years					

ANSWER INSTRUCTIONS

For each statement below, please choose the score that represents your opinion at the corresponding levels. Each statement is measured on a scale with equal intervals from 1 to 5, of which:

1:totally disagree - 2:disagree - 3:neither disagree or agree - 4:agree - 5:totally agree	1	2	3	4	5

Part I: Organizational Commitment

Definition of Organizational Commitment:
- is the level of a worker's loyalty to a specific company.
- There are three components of Organizational Commitment: Affective commitment, Continuance commitment, Normative commitment.

I.1.Affective commitment

1	I am very happy being a member of this organization.					
2	I enjoy discussing about my organization with people outside it					
3	I think that I could easily become as attached to another organization as I am to this one.					
4	I do not feel like 'part of the family' at my organization.					
5	I do not feel 'emotionally attached' to this organization.					
6	This organization has a great deal of personal meaning for me.					

I.2. Continuance commitment

7	If I wasn't a member of this organization, I would be sad because my life would be disrupted.					
8	I am loyal to this organization because I have invested a lot in it, emotionally, socially, and economically.					
9	Sometimes I worry about what might happen if something was to happen to this organization and I was no longer a member					

I.3 Normative commitment

10	My organization deserves my loyalty because of its treatment towards me.					
11	I feel I would be letting my co-workers down if I wasn't a member of this organization.					
12	I am loyal to this organization because my values are largely its values.					
13	This organization has a mission that I believe in and am committed to.					
14	I feel it is 'morally correct' to dedicate myself to this organization					

Part II : Job satisfaction

Definition of Job satisfaction: - The positive effects that work experiences have on employees and the positive behaviors that result from these experiences.						
15	I feel satisfied with the people I work with – my co-workers					
16	I feel satisfied the work itself					
17	I feel satisfied the pay and fringe benefits you get, and the security of your job					
18	I feel satisfied with the physical surroundings, the hours and the amount of work you					
19	I have enough resources to do my job well. For example: necessary equipment, support from superiors,...					

Part III : Leadership

Definition of Leadership

- It is a process of creating social influence that helps maximize the efforts of others to achieve a common goal. Aspects of Leadership include:

1. Cognitive Reward I: The leader promises to provide valued rewards contingent on performance

2. Cognitive Reward II: The leader provides reward contingent on performance

3. Management-by-Exception (active): The leader takes corrective action in anticipation of problems

4. Management-by-Exception (passive): The leader takes corrective action when problems arise or things do not go as planned

5. Charismatic Leadership: The leader instills pride and faith in followers by overcoming obstacles and confidently expressing disenchantment with status quo

6. Inspirational Leadership: The leader inspires followers to enthusiastically accept and pursue challenging goals and a mission or vision of the future

7. Individualized Consideration: The leader articulates new ideas that prompt followers to rethink conventional practice and thinking

8. Intellectual Stimulation: The leader articulates new ideas that prompt followers to rethink conventional practice and thinking

Transactional Leadership

III.1 Contingent Reward (promises)

20	I can get what I want if I work as agreed with him/her					
21	Tells me what to do to be rewarded for my efforts					
III.2 Contingent Reward (rewards)						
22	Recommends us for promotions and merit raises when deserved					
III.3 Active Management-by-Exception						
23	Shows concern to prevent failures					
24	Draws attention to the mistakes that I make					
III.4 Passive Management-by-Exception						
25	As long as work is going as planned, he/she does not try to make improvements					
26	Enforces rules when things don't get done					
III.5 Charismatic Leadership						
27	I am ready to trust him/her to overcome any obstacle					
28	Turns threats into opportunities					
29	I am ready to trust him/her to overcome any obstacle					
Transformational Leadership						
III.6 Inspirational Leadership						
30	Does not allow me to accept defeat					
31	If there is risk involved for us, he/she takes the first step					
32	Gives me reasons to believe in what I can do					
III.7 Individualized Consideration						
33	Spends time coaching me					
34	Takes time to find out what I need					
35	Works with me on a one-on-one basis					
III.8 Intellectual Stimulation						
36	Make me less critical of creative ideas					

37	His/her ideas enable me to rethink ideas which I had never questioned before					
38	Arouses my curiosity about new ways of doing things					

PHẦN IV: Organizational Trust

Definition of Organizational Trust
- Is an aspect that includes both horizontal and vertical elements.
- Horizontal trust is the relationship between colleagues in a working environment together.
- Vertical trust is the relationship an individual forms with a supervisor, senior management, or with the organization as a whole.

IV.1 Hospital trust

39	As far as I am concerned, most of the coworkers think that the hospital is trustworthy.					
40	I believe that the hospital's promise to take care of the medical staff is sincere.					
41	I believe that the hospital is fair to all staff.					

IV.2 Supervisory trust

42	I believe my supervisors sincerely care about the staff's opinions.					
43	I believe my supervisors make wise decisions for the sake of the future of the hospital.					
44	I believe my supervisors care about staff's welfare.					

IV.3 Co-worker trust

45	I believe that my coworkers will give me a hand when I am in need.					
46	I am confident in my coworkers' job skills.					

Part V: Organizational Climate

	Definition of Organizational Climate					
	- Là một tập hợp các đặc điểm của môi trường làm việc, được cảm nhận trực tiếp hoặc gián tiếp bởi các nhân viên.					
47	1am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.					
48	I feel very little loyalty to this organization.					
49	I would accept almost any type of job assignment in order to keep working for this organization.					
50	I find that my values and the organization's values are very similar.					
51	Deciding to work for this organization was a definite mistake on my part.					
52	I could just as well be working for a different organization as long as the type of work was similar.					
53	This organization really inspires the very best in me in the way of job performance.					
54	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.					
55	There's not too much to be gained by sticking with this organization indefinitely.					
56	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees					

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