

# “Does the perception of training in labor law knowledge affect job satisfaction and organizational commitment in commercial banks?”

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<b>ARTICLE INFO</b>	Diep Dao Mong and Hai Phan Thanh (2023). Does the perception of training in labor law knowledge affect job satisfaction and organizational commitment in commercial banks?. <i>Banks and Bank Systems</i> , 18(4), 255-267. doi: <a href="https://doi.org/10.21511/bbs.18(4).2023.21">10.21511/bbs.18(4).2023.21</a>
<b>DOI</b>	<a href="http://dx.doi.org/10.21511/bbs.18(4).2023.21">http://dx.doi.org/10.21511/bbs.18(4).2023.21</a>
<b>RELEASED ON</b>	Tuesday, 12 December 2023
<b>RECEIVED ON</b>	Friday, 27 October 2023
<b>ACCEPTED ON</b>	Monday, 27 November 2023
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<b>JOURNAL</b>	"Banks and Bank Systems"
<b>ISSN PRINT</b>	1816-7403
<b>ISSN ONLINE</b>	1991-7074
<b>PUBLISHER</b>	LLC “Consulting Publishing Company “Business Perspectives”
<b>FOUNDER</b>	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

**36**



NUMBER OF FIGURES

**2**



NUMBER OF TABLES

**7**

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**BUSINESS PERSPECTIVES**


LLC "CPC "Business Perspectives"  
Hryhorii Skovoroda lane, 10,  
Sumy, 40022, Ukraine  
[www.businessperspectives.org](http://www.businessperspectives.org)

**Received on:** 27<sup>th</sup> of October, 2023

**Accepted on:** 27<sup>th</sup> of November, 2023

**Published on:** 12<sup>th</sup> of December, 2023

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# DOES THE PERCEPTION OF TRAINING IN LABOR LAW KNOWLEDGE AFFECT JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT IN COMMERCIAL BANKS?

## Abstract

This study investigates the relationship and the magnitude of the influence of perceived training in labor law knowledge on employees' organizational commitment, with job satisfaction as a mediating factor. The study concentrates on the commercial banking sector in Vietnam, an emerging developing country in Southeast Asia. Data were gathered through interviews with 496 employees from 20 commercial banks in Vietnam. Applying partial least squares structural equation modeling, the analysis indicates that employees' perceptions of training in labor law knowledge have both direct and indirect effects on their job satisfaction and organizational commitment. The perceived motivation for training, perceived benefits of training, perceived availability of training, and perceived support from management and colleagues all serve as significant mediators in this relationship. Notably, increased job satisfaction significantly contributes to a positive impact on employees' commitment to the organization. However, the study results suggest that employees' perceived benefits of labor law training do not have a significant influence on their commitment to the organization. Nonetheless, these results serve as a foundation for managerial implications, offering valuable insights to enterprise managers in the commercial bank sector to improve future labor law training.

## Keywords

labor law, training, job satisfaction, organization  
commitment, commercial banks, Vietnam, PLS-SEM

## JEL Classification

M12, M53, K31, K12, G30

## INTRODUCTION

The banking industry plays a crucial role in developing the national economies in developing countries. Several studies have explored various employee-related aspects such as training, job satisfaction, commitment to work, and organizational commitment in different industries worldwide, including Lovely et al. (2019), Ferdus and Kabir (2018) in Bangladesh, Kappagoda (2012), Godagampala (2020) in Sri Lanka, Ashraf et al. (2013), Saira and Babak (2016) in Pakistan, Nanjundeswaraswamy et al. (2023) in India, Ela Pelenk (2020) in Turkey, and Queiroz et al. (2022) in Brazil. Some authors have touched upon this topic in Vietnam within the commercial bank sector, as seen in Quan and Tho (2022) and Nguyen et al. (2014).

However, there is a shortage of research specifically delving into the impact of training on job satisfaction and organizational commitment in the banking industry. Nonetheless, other industries have delved into similar relationships, like Bulut and Çulha (2010) in the hotel sector, Muhammad et al. (2020) in the retail sector in Pakistan, Newman et al.



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### Conflict of interest statement:

Author(s) reported no conflict of interest

(2011) in the services sector in China, Memon et al. (2016) in the gas and petroleum sector in Malaysia, and Rawashdeh and Tamimi (2019) in the medical field in Jordan, along with the study by Ramadhany et al. (2020) on convenience store chains in Indonesia.

Hence, there is a need for further studies that explore the impact of training on job satisfaction and organizational commitment, especially in the banking sector. This study intends to propose hypotheses and theoretical research models, followed by data collection through interviews and surveys for analysis, testing, and forecasting the impact of variables on the relationship between training, job satisfaction, and organizational commitment. The results will contribute to the existing literature, providing empirical evidence on the impact of employees' perception of training in labor law knowledge on job satisfaction and organizational commitment within the commercial banking sector in the emerging countries as Vietnam.

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## 1. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Extensive research has been conducted across various countries and industries, investigating the effects of training on organizational satisfaction and engagement. The authors aim to construct and refine research hypotheses and models in line with this. As part of this endeavor, the study presents a comprehensive overview encompassing the following specific contents.

Various concepts related to job satisfaction have been explored using different approaches. However, there is a fundamental agreement that job satisfaction is influenced by employee perceptions and encompasses various components related to their work (Spector, 1997). Employee satisfaction is when employees feel enthusiastic and comfortable and respond positively to various aspects of their job (Hai, 2017). Research investigating the relationship between job satisfaction and perceived training, or organizational commitment follows various directions, depending on the specific scope or field of investigation. The majority of these studies indicate that employees' perception of training has a positive impact on their job satisfaction, subsequently exerting an indirect influence on organizational commitment (Bulut & Çulha, 2010; Ocen et al., 2017; Ramadhany et al., 2020). When employees experience higher job satisfaction, they tend to display a more significant commitment to their work and view the organization as a second home (Newman et al., 2011).

The concept of organizational commitment is intriguing, leading to diverse views and definitions.

According to Allen and Meyer (1990), organizational commitment refers to the psychological connection between employees and the organization, influencing their choice to continue their membership. It comprises three fundamental components: emotional commitment, continuance commitment, and normative commitment. Emotional commitment involves employees' emotional attachment to the organization, where individuals choose to remain voluntarily due to their genuine desire to do so. In contrast, continuance commitment is driven by the costs associated with leaving the organization, compelling employees to stay out of necessity. Normative commitment reflects an employee's moral obligation, loyalty, and sense of responsibility toward the organization and its members (Meyer et al., 1993). Therefore, an employee's commitment to the organization is significantly influenced by their attitude, psychology, and job satisfaction. Greater job satisfaction nurtures more substantial commitment in terms of emotional attachment, loyalty, and willingness to stay within the organization (Ramadhany et al., 2020).

Numerous previous studies have explored the topic of training within organizations, often indirectly addressing the issue of training and development from the organizational culture perspective. Viewing training as a crucial element shaping organizational culture, it significantly impacts organizational commitment through the lens of employee job satisfaction (Fidyah & Setiawati, 2020; Fletcher et al., 2018; Nguyen et al., 2019).

Nevertheless, additional research aims to deepen and broaden the understanding of the train-

ing concept from the employees' perspective. According to Bulut and Çulha (2010), employees' perception of training encompasses four factors: motivation for training, access to training, benefits from training, and support for training. The study by Newman et al. (2011) further refines the concept of support for training by introducing two distinctions: perceived support from management and supervisory levels (referred to as perceived supervisor support for training) and perceived support from co-workers (referred to as perceived co-worker support for training). The employee's perceived components of training, satisfaction, and commitment to the organization are outlined as follows:

### 1.1. First, it is perceived benefit of training

Training to enhance employee qualifications and skills is not solely the organization's responsibility; it also rests upon the employees themselves. Such training is crucial in boosting productivity and work efficiency and elevating employees' income and status within the organization. Consequently, an organization with a strong organizational culture values employee training, leading to heightened satisfaction and stronger employee attachment to the organization (Hai & Ngoc, 2018; Hai, 2017). Empirical evidence from prior studies indicates that when employees perceive positive benefits from training, they become more enthusiastic about participating in organizational training courses, increasing their engagement with both work and the organization (Ahmad & Abu Bakar, 2003; Bulut & Çulha, 2010). However, some studies show contrasting results, suggesting that employees' perception of training does not significantly affect organizational commitment (Newman et al., 2011).

### 1.2. Second, it is motivation for training

In every organization and job, employee motivation is a source of strength and energy, empowering them to overcome challenges and fulfill their assigned tasks. This motivation cultivates creativity and adaptability, empowering employees to maintain their commitment to both their work and the organization (Hang &

Thong, 2020). A well-motivated employee possesses a positive mindset, actively participates in training activities, and effectively absorbs the transmitted knowledge, ultimately leading to increased job satisfaction (Ha & Tung, 2014). Some studies suggest that motivation for training positively impacts organizational commitment (Bulut & Çulha, 2010; Muhammad et al., 2020). Nevertheless, the study by Newman et al. (2011) did not identify a significant relationship with organizational commitment. In contrast, Ahmad and Abu Bakar (2003) found that employee motivation influenced emotional commitment but did not impact organizational retention commitment.

### 1.3. Third, it is perceived support of colleagues, management for training

Studies investigating organizational culture and its influence on job satisfaction have underscored the crucial role of supportive relationships with senior leaders and colleagues as potent motivators (Hai, 2017). In training, support and resonance from colleagues and supervisors play a crucial role in encouraging employees to engage in training activities fully and enthusiastically. This increased commitment extends to training and education, impacting affective effectiveness, and ethical commitment to the organization (Ahmad & Abu Bakar, 2003; Newman et al., 2011; Rawashdeh & Tamimi, 2019).

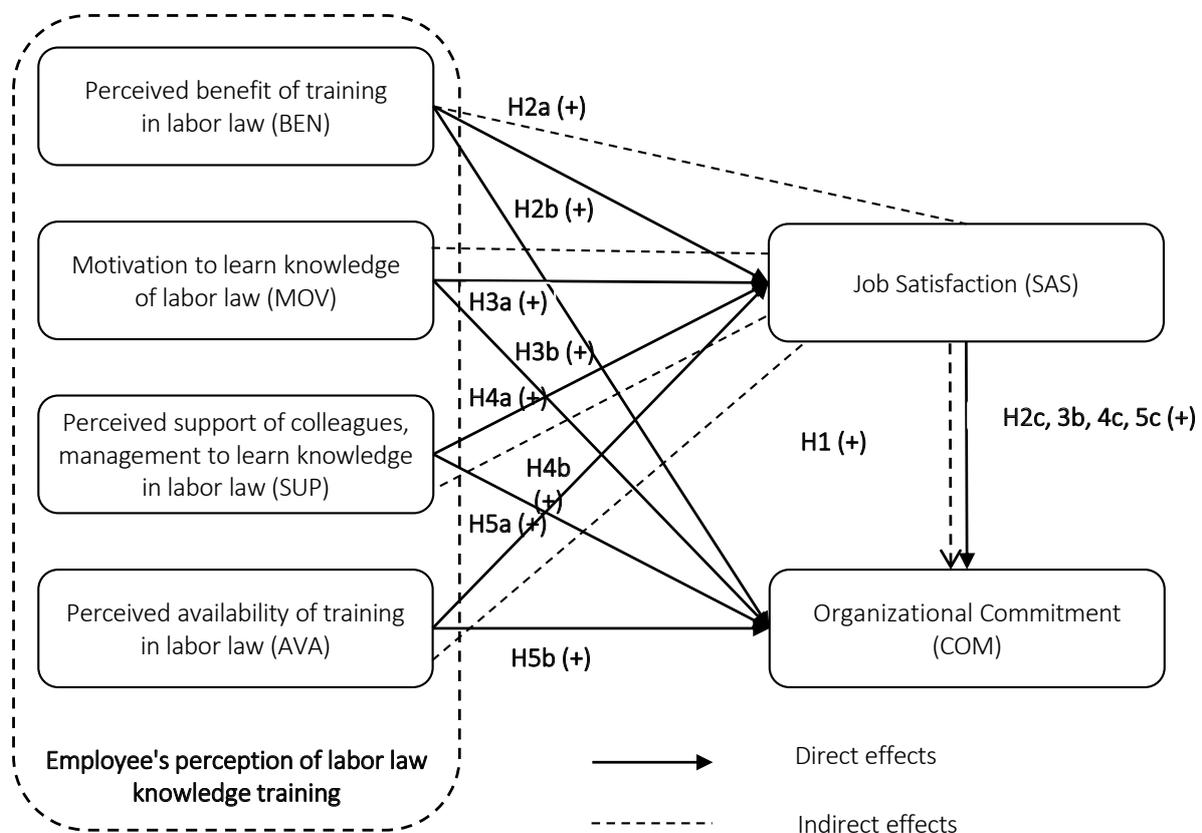
### 1.4. Fourth, it is the perceived accessibility of training

The perception of training availability refers to employees' beliefs about their ability to access training opportunities offered by the organization (Newman et al., 2011). It encompasses various aspects, such as the content, location, timing, methods, trainer selection, and training cost. When employees believe that the organization has prepared well for training, their satisfaction with participating in training programs increases (Hai, 2017). Ahmad and Abu Bakar (2003) and Rawashdeh and Tamimi (2019) demonstrate that higher levels of perceived training readiness correlate with greater commitment to the organization.

In Vietnam, employee training regarding labor law knowledge primarily revolves around ensuring compliance with the legal provisions of the labor law and its associated guidelines. The training focuses on essential aspects, including employment, recruitment, and labor management; the process of concluding, executing, and terminating labor contracts; vocational education and skill development; work-related dialogues, collective bargaining, and collective bargaining agreements; salary, income, and salary deductions; labor discipline, material responsibility, working regime, and resolving labor disputes; specific considerations for female workers and gender equality; as well as regulations concerning minor and elderly workers, among other relevant topics (Vietnam National Assembly, 2019). Labor law-related matters are of utmost significance to both employees and business managers. In various industries, particularly the banking sector, businesses allocate substantial resources towards training employees to ensure their proper understanding and compliance with labor laws and the company's internal regulations concerning labor matters.

The objective of this study is to investigate the correlation between employee perceptions of labor law training and their levels of satisfaction and organizational commitment within the context of commercial banks. Based on previous studies and research gaps analyzed above, there are proposed the following hypotheses and conceptual model:

- H1: Employee job satisfaction directly and positively impacts organizational commitment.*
- H2a: Perceived benefits of training in labor law knowledge directly and positively impact employee job satisfaction.*
- H2b: Perceived benefits of training in labor law knowledge have a positive and direct impact on organizational commitment.*
- H2c: Perceived benefits of training in labor law knowledge have an indirect impact on organizational commitment mediated job satisfaction of employees.*



**Figure 1.** Conceptual model and hypotheses

- H3a: Motivation for training in labor law knowledge has a positive and direct impact on employee job satisfaction.*
- H3b: Motivation for training in labor law knowledge has a positive and direct impact on employees' commitment to the organization.*
- H3c: Motivation for training in labor law knowledge indirectly impacts organizational commitment through mediated job satisfaction of employees.*
- H4a: Perceived support of colleagues and management for training in labor law knowledge has a direct and positive impact on employee job satisfaction.*
- H4b: Perceived support of colleagues and management for training in labor law knowledge has a positive and direct impact on organizational commitment.*
- H4c: Perceived support of colleagues and management for training in labor law knowledge indirectly impacts organizational commitment mediated job satisfaction of employees.*
- H5a: Perceived availability of training in labor law knowledge directly and positively impacts employee job satisfaction.*
- H5b: Perceived availability of training in labor law knowledge has a positive and direct impact on organizational commitment.*
- H5c: Perceived availability of training in labor law knowledge indirectly impacts organizational commitment mediated job satisfaction of employees.*

## 2. RESEARCH METHODOLOGY

This section will outline the design and construction of the scale, as well as the selection of specific samples.

Drawing upon a comprehensive theoretical review, this study has extended research exploring the impact of employees' perception of training

on both job satisfaction and organizational commitment. Significantly, the initial scale was developed by drawing upon measurement scales from several reputable studies conducted by authors such as Ahmad and Abu Bakar (2003), Newman et al. (2011), Rawashdeh and Tamimi (2019) and Fletcher et al. (2018). To refine the scale further, interviews and in-depth group discussions were conducted with 20 experts in legal training from universities, lawyers, and experienced managers of commercial banks. These discussions made legal terminology and descriptions adjustments, ensuring a more reasonable scale.

The official scale of the study comprises six variables, including four independent variables, one intermediate variable, and one dependent variable, consisting of a total of 31 observations. These observations were assessed using a 5-point Likert scale, ranging from level 1 (totally disagree) to level 5 (strongly agree). The detailed scale is presented in Table 1.

As of March 2023, based on the statistics from the State Bank of Vietnam, there are presently 31 eligible commercial banks in operation. To ensure the comprehensiveness of the study, this study carefully compiled a list of commercial banks and extended respectful invitations to businesses to participate in the survey via email. However, only 20 commercial banks agreed to take part in the study.

The authors relied on the list of official employees from commercial banks who had agreed to participate in the survey for the purpose of sample selection for the research. These employees were then informed about the study and requested to randomly select 10 individuals from the employee list, with a spacing of 15 employees between each selection (e.g., person number 1, number 16, number 22... until 10 employees were chosen). Ultimately, 520 questionnaires were collected, but after thorough testing, only 496 questionnaires were deemed valid for analysis. It is worth noting that this sample size significantly exceeds the minimum requirement as suggested by (Hair et al., 2009), where the minimum number of samples is calculated as the number of observations multiplied by 5, resulting in  $(31 \cdot 5 = 155)$ .

**Table 1.** Scale measures of detailed variables used in the study

Symbol	Scales	Sources
<b>Perceived availability of training in labor law (AVA)</b>		
AVA1	Banks offer their employees favorable opportunities for internal training in labor law knowledge	Ahmad and Abu Bakar (2003), Bulut and Çulha (2010), Newman et al. (2011), Rawashdeh and Tamimi (2019); Expert opinions
AVA2	Bank creates a conducive environment for new hires to acquire specific skills and knowledge pertaining to labor law	
AVA3	Bank offers employees excellent opportunities to gain insights into labor law issues directly relevant to the tasks assigned to me	
AVA4	Bank offers its employees good opportunities to conduct training programs on labor law and seminars outside the organization	
AVA5	Bank supports employees to participate in external labor law training courses at educational institutions in the same area	
<b>Perceived benefits of training in labor law (BEN)</b>		
BEN1	Labor law training programs will help me develop myself	Ahmad and Abu Bakar (2003), Bulut and Çulha (2010), Newman et al. (2011), Rawashdeh and Tamimi (2019); Expert opinions
BEN2	Participating in training programs on labor law knowledge will help me connect with other employees better	
BEN3	Labor law training programs will help me do my job better	
BEN4	Engaging in training programs will enable me to stay current with new regulations, policies on labor laws, or procedures relevant to my job	
BEN5	Participating in training programs on labor law will help me better understand the relevant policies, regulations and procedures of the bank	
<b>Motivation to learn knowledge of labor law (MOV)</b>		
MOV1	I try to learn as much as possible from training programs about labor law	Ahmad and Abu Bakar (2003), Bulut and Çulha (2010), Newman et al. (2011), Rawashdeh and Tamimi (2019); Expert opinions, Author's development
MOV2	Employment law training programs than from other programs	
MOV3	I am frequently inspired to acquire skills that are highlighted in programs focused on employment law training	
MOV4	I think the knowledge of labor law equipped after studying will help me work better in the future	
MOV5	I believe that learning knowledge of labor law will help me comply with the commitments that I have signed	
<b>Perceived support of colleagues, management to learn knowledge in labor law (SUP)</b>		
SUP1	I am proactive in communicating with my manager about the necessity for training in labor law knowledge, without hesitation	Ahmad and Abu Bakar (2003), Bulut and Çulha (2010), Newman et al. (2011), Rawashdeh and Tamimi (2019); Expert opinions
SUP2	My manager ensures that I receive the training and development of the labor law knowledge necessary to be effective at work.	
SUP3	My manager assigns better projects and jobs to me after I have been trained in labor law knowledge.	
SUP4	My manager encourages and endorses my engagement in training and knowledge development programs related to labor law	
SUP5	My manager supports my efforts to acquire new skills and knowledge of labor law that are available to the employer or outside training institutions.	
SUP6	My colleagues are willing to share the workload while I am engaged in learning about labor law.	
SUP7	My colleagues support my efforts in learning about labor law	
SUP8	My colleagues actively contribute to the enhancement of the skills I acquire through training and the development of my understanding of labor law	
<b>Job Satisfaction (SAS)</b>		
SAS1	I have a sense of success with my current job and position	Hang and Thong (2020), Fletcher et al. (2018); Author's development
SAS2	I evaluate my current job at a bank that is changing well	
SAS3	I feel in love with the work that I am doing	
<b>Organizational Commitment (COM)</b>		
COM1	I feel a strong sense of belonging in the business where I work	Ahmad and Abu Bakar (2003), Newman et al. (2011), Rawashdeh and Tamimi (2019), Meyer et al. (1993)
COM2	I feel an 'emotional attachment' to this business	
COM3	I sincerely believe that the business challenges encountered in the banking process are shared by numerous individuals, including myself.	
COM4	A significant part of my life would face disruption if I were to decide to leave my current business	
COM5	I perceive that I have limited alternatives to contemplate leaving this bank	

**Table 2.** Descriptive statistics

Characteristics	Frequency	Percentage
Gender	N = 496	100
Male	185	37.3
Female	311	62.7
Age	N = 496	100
Under 20 years old	95	19.3
From 20 to under 30 years old	135	27.2
From 30 to under 40 years old	168	33.8
Over 40 years old	98	19.7
Working years	N = 496	100
Less than 5 years	96	19.5
From 5 to less than 10 years	298	60.0
Over 10 years	102	20.5
Degree	N = 496	100
High school	296	59.6
College	130	26.2
University	52	10.4
Post-graduate	18	3.8
Family status	N = 496	100
Single	267	53.8
Married	229	46.2

### 3. RESULTS

To investigate the hypotheses and measure the relationships among variables in the model, this study employs the Partial Least Squares Structural Equation Modeling (PLS-SEM) methodology. This modeling approach is highly beneficial when dealing with research models that encompass numerous observed variables and latent structures, and it has gained widespread popularity in recent times (Hair et al., 2014). The results of the data analysis conducted by the author group are presented through a series of well-defined steps as follows:

The outcomes of the assessment of the measurement model are presented in Tables 3 and 4 below.

Based on the findings in Table 3, all the external loading coefficients of the 31 observations fall within the range of 0.710 to 0.901. Additionally,

**Table 3.** Descriptive statistics, internal reliability, and convergent reliability

Constructs	Items	Factor Loading	Mean	SHIFT	CR	AVE
		> 0.7	1-5	> 0.7	> 0.7	> 0.5
Perceived availability of training in labor law (AVA)	AVA1	0.821	2.478	0.821	0.824	0.584
	AVA2	0.740	2.685			
	AVA3	0.713	2.435			
	AVA4	0.727	2.607			
	AVA5	0.813	2.609			
Perceived benefit of training in labor law (BEN)	BEN1	0.820	3.079	0.855	0.875	0.634
	BEN2	0.901	2.944			
	BEN3	0.710	2.921			
	BEN4	0.782	3.071			
	BEN5	0.755	2.940			
Organizational Commitment (COM)	COM1	0.730	2.597	0.832	0.832	0.598
	COM2	0.826	2.911			
	COM3	0.790	2.800			
	COM4	0.770	2.881			
	COM5	0.748	2.923			
Motivation to learn knowledge of labor law (MOV)	MOV1	0.758	2.748	0.867	0.870	0.603
	MOV2	0.740	2.764			
	MOV3	0.862	2.762			
	MOV4	0.729	2.867			
	MOV5	0.798	2.794			
	MOV6	0.765	2.960			
Job satisfaction (SAS)	SAS1	0.847	2.548	0.830	0.831	0.747
	SAS2	0.894	2.643			
	SAS3	0.851	2.516			
Perceived support of colleagues, management to participate in knowledge training in labor law (SUP)	SUP1	0.845	2.907	0.893	0.903	0.573
	SUP2	0.716	2.829			
	SUP3	0.713	2.778			
	SUP4	0.743	2.923			
	SUP5	0.727	2.861			
	SUP6	0.747	2.790			
	SUP7	0.753	2.970			
	SUP8	0.801	3.022			

Note: CA: Cronbach's Alpha; CR: Composite reliability; AVE: Average Variance Extracted.

the composite reliability coefficients (CR) ranged from 0.821 to 0.893, and the average variance extracted (AVE) coefficients varied from 0.824 to 0.903, all exceeding the threshold of 0.7. This result signifies that the scale used in the study attains the required levels of convergence and reliability, in accordance with the criteria set Hair Jr et al. (2014).

For assessing the discriminant value between the research variables, this study applied the criteria according to Fornell and Larcker (1981), Henseler et al. (2015). Table 4 reveals that all square root values of AVE, ranging from 0.774 to 0.864, exceed the 0.7 threshold, and the HTMT coefficients, ranging from 0.375 to 0.559, are all below 0.85. Hence, the research scales adequately satisfy the criteria for discriminant validity.

**Table 4.** Result of discriminant reliability

Constructs	AVA	BEN	COM	MOV	SAS	SUP
<b>Fornell-Larcker</b>						
AVA	0.764	–	–	–	–	–
BEN	0.354	0.796	–	–	–	–
COM	0.362	0.287	0.774	–	–	–
MOV	0.462	0.403	0.373	0.777	–	–
SAS	0.462	0.359	0.376	0.425	0.864	–
SUP	0.373	0.338	0.335	0.438	0.383	0.757
<b>Heterotrait-monotrait ratio (HTMT)</b>						
AVA	–	–	–	–	–	–
BEN	0.415	–	–	–	–	–
COM	0.435	0.330	–	–	–	–
MOV	0.547	0.457	0.437	–	–	–
SAS	0.559	0.416	0.453	0.499	–	–
SUP	0.435	0.375	0.382	0.494	0.432	–

After confirming the reliability, convergence, and discrimination in the measurement model, the analysis of the structural model begins. This encompasses assessing model fit, examining multicollinearity, evaluating the model’s predictive capability, and testing the initial hypotheses. The square root of the normalized residual (SRMR) in this study is 0.040, falling below the threshold of 0.08, indicating a strong alignment between the proposed theoretical model and the collected data (Henseler et al., 2015; Hu & Bentler, 1999). To confirm the absence of multicollinearity in the model, a Variance Inflation Factor (VIF) evaluation is conducted, as detailed in Table 5. The results indicate that the Inner VIF coefficients, ranging from 1.280 to 1.498, all fall below 10, thereby confirming the

absence of multicollinearity in the model (Henseler et al., 2015). Additionally, the f-square index highlights the significance of the impact of independent variables on the dependent variable. The findings in Table 5 reveal that the relationships in the model have a small yet statistically significant level of impact (SAS → COM, AVA → SAS, BEN → SAS, MOV → SAS, SUP → SAS) (Cohen, 1988).

**Table 5.** Inner VIF, f-square test results

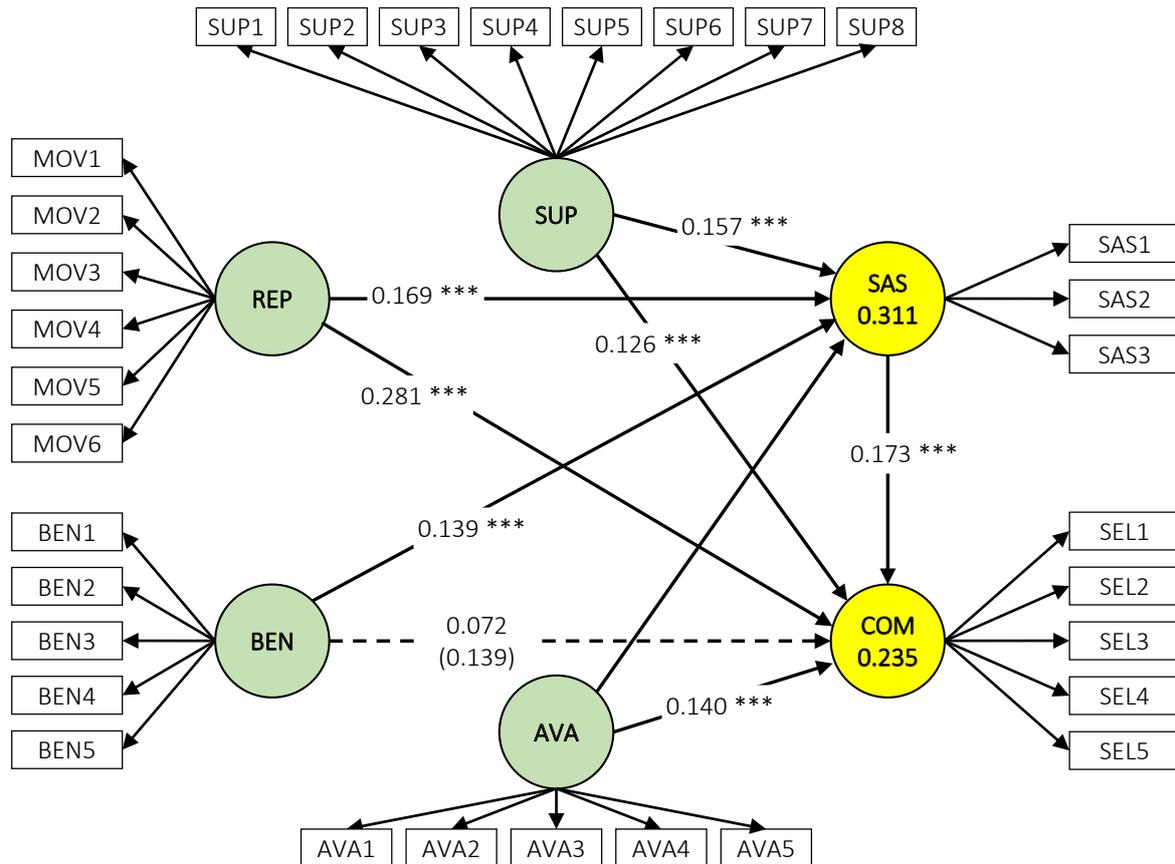
Constructs	Inner VIF		f-square	
	COM	SAS	COM	SAS
AVA	1.481	1.373	0.017	0.079
BEN	1.308	1.280	0.005	0.022
COM	–	–	–	–
MOV	1.542	1.498	0.019	0.029
SAS	1.451	–	0.027	–
SUP	1.366	1.330	0.015	0.027

Table 6 provides a comprehensive view of the model’s predictive ability, evaluated through the accuracy of the forecasts (R2) and the relevance of the forecasts (Q2) following Hair et al. (2019). Significantly, the most comprehensive explanation for commitment to the organization and job satisfaction comes from the perception of labor law knowledge training within Vietnamese commercial banks, as evidenced by the highest R2 coefficient (0.311) and the highest Q2 coefficient (0.227). These outcomes underscore the substantial influence of labor law knowledge training on employee commitment and job satisfaction in the banking industry.

**Table 6.** Results of evaluating the predictability of the model

Constructs	R-square (R2)	R-square adjusted	Q-square (Q2)
COM	0.235	0.227	0.135
SAS	0.311	0.305	0.227

Finally, the direction, level of impact, and hypothesis testing are based on Table 7 and Figure 2. The results derived from Figure 2 and Table 7 indicate the acceptance of all hypotheses, except for hypothesis *H2b*, which shows a p-value exceeding 0.05 (*H2b*:  $\beta = 0.072$ , p-value = 0.139). This indicates that, except for the perceived benefits of participating in labor law training, all other aspects of training perception significantly positively impact employees’ job satisfaction and commitment to the organization, both directly and indirectly.



Note: Degree of confidence: \*\*\* p < 0.001.

Figure 2. Path analysis results

Additionally, the results in Table 7 reveal a positive relationship between job satisfaction and organizational commitment. This suggests that the surveyed Vietnamese commercial banks have prioritized training their employees in le-

gal knowledge. However, further investigation is necessary to clarify the specific benefits of participating in training to enhance organizational commitment in the future.

Table 7. Results of testing the research hypotheses

Relationship	Beta	t	p	Confidence interval		Hypothesis	Conclude
				2.5%	97.5%		
AVA → COM	0.140	2.622	0.009	0.029	0.238	H5b	Accept
AVA → SAS	0.274	5.155	0.000	0.165	0.370	H5a	Accept
BEN → COM	0.072	1.482	0.139	-0.019	0.166	H2b	Reject
BEN → SAS	0.139	3.341	0.001	0.056	0.216	H2a	Accept
MOV → COM	0.151	2.870	0.004	0.043	0.254	H3b	Accept
MOV → SAS	0.174	3.460	0.001	0.074	0.266	H3a	Accept
SAS → COM	0.173	3.379	0.001	0.079	0.275	H1	Accept
SUP → COM	0.126	2.768	0.006	0.043	0.210	H4b	Accept
SUP → SAS	0.157	3.135	0.002	0.051	0.251	H4a	Accept
AVA → SAS → COM	0.047	2.724	0.007	0.020	0.089	H5c	Accept
BEN → SAS → COM	0.024	2.354	0.019	0.009	0.050	H2c	Accept
MOV → SAS → COM	0.030	2.422	0.016	0.012	0.062	H3c	Accept
SUP → SAS → COM	0.027	2.262	0.024	0.009	0.057	H4c	Accept

## 4. DISCUSSION AND IMPLICATIONS

This study utilized a linear structural model grounded in partial least squares (PLS-SEM) to examine how perceived labor law training influences organizational commitment, with job satisfaction serving as a mediating factor. This empirical research direction has been explored in several countries, with studies conducted by Ahmad and Abu Bakar (2003), Newman et al. (2011), Rawashdeh and Tamimi (2019), Bulut and Çulha (2010), and others. However, in Vietnam, there has been a lack of in-depth research on this aspect in the sector of commercial banks.

The study's findings reveal that four aspects of perceived labor law training, including motivation, benefits, readiness, and support, directly influence job satisfaction and indirectly impact organizational commitment. Meanwhile, only three aspects of perceived training significantly affect organizational commitment, excluding the perceived benefits of training participation. Additionally, the relationship between job satisfaction and employee commitment to the organization is positively correlated.

These results differ fundamentally from Newman et al.'s (2011) study in China, where they found that only support from management and colleagues and readiness for training impacted organizational commitment. However, the findings of this study align with the research conducted by Bulut and Çulha (2010) in 4-5-star hotels in Turkey, where all four components of perceived training significantly impacted commitment to the organization.

Furthermore, the research results demonstrate that in Vietnam's commercial bank industry, organizations have recognized the importance of labor law training for both new and long-term employees. Internal training courses and external training institutions are used to provide employees with knowledge of labor law. Employees who participate in these valuable

training sessions better understand the benefits, motivation, support from colleagues and managers, and readiness for training, all of which positively impact job satisfaction and foster emotional commitment, maintenance, and ethics among employees.

The results of the study indicate that the current perceived training benefits do not have a direct impact on organizational commitment. However, there is an indirect effect mediated by job satisfaction. This suggests that many employees, especially new ones with little experience in labor law training, may not experience high job satisfaction and thus lack a strong commitment to the organization. This is reasonable as organizational commitment often requires challenges, time to develop, and experience in various positions.

Based on the empirical research results, this study recommends that Vietnamese commercial banks enhance information dissemination and organize dialogues and exchange sessions with employees. This will increase employee awareness and understanding of the benefits and value of labor law training. As the industry faces significant competitive pressure due to globalization, training on labor law becomes paramount. Enterprises must keep up with policy changes and adjustments in labor-related matters, such as social insurance, health insurance, salaries, and employment rules.

Nevertheless, it is crucial to recognize the limitations inherent in this study. The sample size, relative to the total number of enterprises and employees in the Vietnamese commercial banks sector, was relatively small, potentially affecting the generalizability of the findings. Additionally, the sampling method has its constraints in terms of representativeness. Additionally, the predictive level of the model was relatively modest, at 30.5%. Despite these limitations, the study still provides valuable theoretical contributions and empirical evidence, serving as a foundation for future research endeavors.

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## CONCLUSION

This study aims to assess the influence of perceived labor law training on organizational commitment, mediated by job satisfaction, among commercial bank employees in Vietnam. Through a comprehensive approach, combining theoretical overview, in-depth interviews with experts, and group discussions, data from 496 employees across 20 commercial banks were collected and analyzed using the PLS-SEM model.

The findings reveal that perceived training components, including perceived benefits, motivation, readiness, and support from management and colleagues, significantly impact job satisfaction and organizational commitment. Job satisfaction emerges as a strong determinant of organizational commitment. The findings of this study lay the groundwork for future research in analogous developing nations, facilitating the creation of scales that delve into employees' perceptions of training in specific domains. By doing so, the study nurtures satisfaction and commitment among employees towards their organizations.

## AUTHOR CONTRIBUTIONS

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Formal analysis: Diep Dao Mong, Hai Phan Thanh.

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## ACKNOWLEDGMENT

This collaborative research involves scholars from the University of Law – Hue University and Duy Tan University. The authors extend their gratitude to both institutions for their support and assistance in facilitating the publication of this research.

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