



<input type="checkbox"/>	Bachelor's thesis
<input checked="" type="checkbox"/>	Master's thesis
<input type="checkbox"/>	Licentiate's thesis
<input type="checkbox"/>	Doctor's thesis

Subject	International Business	Date	06.06.2020
Author(s)	Chau Vuong	Student number	520942
		Number of pages	114
Title	THE IMPACT OF ENTREPRENEURIAL-ORIENTATION WORKING ENVIRONMENT ON EMPLOYEE WORKING ATTITUDE. CASE: SERVICE SECTOR IN VIET NAM		
Supervisor(s)	D.Sc. Birgitta Sandberg, D.Sc. Johanna Raitis		

Abstract

This study provides more insights on the existing literature regarding Entrepreneurial – Orientation (EO) and employee attitudes. It focuses on evaluating the correlation between three dimensions of EO: innovativeness, risk-taking and proactiveness and two aspects of employee attitude: job satisfaction and organizational commitment. This empirical study was conducted in the context of service industry in Viet Nam by using data collected through 143 employees in Viet Nam. The results from analyzing the collected data revealed that innovativeness and proactiveness have significant positive impacts on employee attitude in both aspects. Especially, proactiveness shows the strongest influence on all facets of job satisfaction and organizational commitment. Risk-taking dimension shows no significant impact on both intrinsic satisfaction and organizational commitment. In developing country like Vietnam, extrinsic satisfaction shows the most impact on job satisfaction rather than intrinsic aspect. Likewise, some managerial implications are suggested to the managers of companies who would like to apply EO to enhance the employee's attitude.

This study based on the three-dimension of EO model introduced by Covin and Slevin (1989); the Job Diagnostic developed by Hackman and Oldham (1974); Job Descriptive Index invented by Spector (1985) and the three-component of organizational commitment developed Meyer, Allen, and Smith (1993) to build the theoretical background for this study. Then, a final framework has been presented to illustrate the impact of three dimensions of EO working environment namely innovativeness, risk-taking and proactiveness on employee attitude aspects namely job satisfaction and organizational commitment. In this framework, all three dimensions have positive relationship with of employee's job satisfaction. However, only innovativeness and proactiveness have positive impact on organizational commitment of employees while risk-taking dimension has no relationship with this aspect of employee's attitude.

Key words	Entrepreneurial-orientation, job satisfaction, organizational commitment, developing country
Further information	





<input type="checkbox"/>	Bachelor's thesis
<input checked="" type="checkbox"/>	Master's thesis
<input type="checkbox"/>	Licentiate's thesis
<input type="checkbox"/>	Doctor's thesis

Ngành học	Kinh doanh quốc tế	Ngày	06.06.2020
Tác gi	Châu Vương	Mã số sinh viên	520942
		Số trang	114
Tiêu đề	Sự ảnh hưởng của môi trường làm việc theo mô hình Định hướng sáng nghiệp đến thái độ làm việc của nhân viên. Trường hợp: Ngành dịch vụ tại Việt Nam		
Hướng dẫn	D.Sc. Birgitta Sandberg, D.Sc. Johanna Raitis		

Tóm tắt

Bài nghiên cứu này cung cấp nhiều giá trị học thuật cho các đề tài liên quan đến Định hướng sáng nghiệp và thái độ của nhân viên. Nó tập trung đánh giá mối quan hệ giữa ba yếu tố của EO gồm: sáng tạo, mạo hiểm, và chủ động và hai yếu tố đo lường thái độ nhân viên gồm: sự thỏa mãn trong công việc và sự gắn bó với công ty. Bài nghiên cứu được thực hiện dựa trên kết quả khảo sát của 143 nhân viên đang làm việc trong ngành dịch vụ tại Việt Nam. Kết quả từ dữ liệu phân tích cho thấy sự sáng tạo và chủ động có tác động tích cực đến cả hai phương diện của thái độ nhân viên. Đặc biệt, sự chủ động có ảnh hưởng mạnh nhất đến tinh thần của nhân viên. Trong khi yếu tố mạo hiểm không thể hiện tác động nào đến sự thỏa mãn từ yếu tố bên trong của nhân viên và sự gắn bó với tổ chức. Ở những nước đang phát triển như Việt Nam sự thỏa mãn về các yếu tố bên ngoài có ảnh hưởng nhiều hơn đến sự thỏa mãn chung của nhân viên. Từ đó, tác giả đưa ra một vài đề xuất cho ban quản lý công ty và các nhà làm chính sách khi áp dụng chiến lược Định hướng sáng nghiệp để nâng cao tinh thần làm việc của người lao động

Bài nghiên cứu này dựa vào mô hình 3 yếu tố của Covin & Slevin (1989); mô hình Job Diagnostic của Hackman and Oldham (1974, 67); Job Descriptive Index của Spector (1985, 708-711) và lý thuyết ba nhân tố gắn kết với tổ chức của Meyer, Allen, và Smith (1993) để xây dựng lý thuyết cho bài nghiên cứu này. Sau đó, một mô hình thể hiện sự tác động của ba khía cạnh của môi trường làm việc theo định hướng sáng nghiệp EO đến hai nhân tố của thái độ nhân viên gồm sự thỏa mãn trong công việc và sự gắn bó với tổ chức. Trong mô hình này, cả ba khía cạnh của EO đều có tác động tích cực đến sự thỏa mãn trong công việc của nhân viên. Tuy nhiên, chỉ có khía cạnh sáng tạo và chủ động ảnh hưởng đến sự gắn bó với tổ chức trong khi sự mạo hiểm không có bất kỳ tác động nào đến sự gắn bó của nhân viên.

Từ khóa	Định hướng sáng nghiệp, sự hài lòng trong công việc, sự gắn kết với tổ chức, nước đang phát triển
Thông tin thêm	





**UNIVERSITY
OF TURKU**

Turku School of
Economics

**THE IMPACT OF ENTREPRENEURIAL-
ORIENTATION WORKING ENVIRONMENT ON
EMPLOYEE WORKING ATTITUDE.
CASE: SERVICE SECTOR IN VIET NAM**

Master's Thesis
in Global Innovation Management

Author:
Chau Vuong (520942)

Supervisors:
D.Sc. Birgitta Sandberg
D.Sc. Johanna Raitis

06.06.2020
Turku

I would like to say thank you to all my old colleagues and my friends for participating in the research. Furthermore, I would like to express my thankful to my supervisors D.Sc Birgitta Sandberg and D.Sc. Johanna Raitis for supporting and giving me useful advice so that I can complete my research.

Especially, I would like to convey my gratitude to my parents – mẹ Được và bố Điền and my sister – chị Ngọc who always by my side and love me unconditionally. Without you guys, I can never have a great experience in such a wonderful country. From the bottom of my heart, thank you so much for making me happy and joyful every day, supporting and loving me more than yourself, my L.P Mislav! Thank you for a wonderful journey in the last two years.

The originality of this thesis has been checked in accordance with the University of Turku quality assurance system using the Turnitin Originality Check service.

Table of Contents

1	INTRODUCTION	9
1.1	Phenomenon background and research gap	9
1.2	Purpose of the research and research question	11
2	ENTREPRENERIAL – ORIENTATION ENVIRONMENT	13
2.1	Entrepreneurship and its impact on firm’s survival and development	13
2.2	Entrepreneurial – Orientation (EO) working environment	14
2.2.1	Benefits of an Entrepreneurial – Orientation working environment	15
2.2.2	EO in a multi-dimension approach	17
2.3	Three dimensions of an EO working environment.....	18
2.3.1	EO working dimension - Innovativeness	18
2.3.2	EO working dimension - Risk taking.....	19
2.3.3	EO working dimension - Proactiveness	20
2.4	Entrepreneurship in developing country context.....	21
2.5	Viet Nam entrepreneurship in service sector.....	22
3	EMPLOYEES’ WORKING ATTITUDE.....	25
3.1	Antecedents of employee’s working attitude in an entrepreneurial firm	26
3.2	Job satisfaction and its impact on employee and organization.....	31
3.2.1	Motivational factors of employee job satisfaction	31
3.2.2	The impact of job satisfaction in individual and organizational level	34
3.3	Organizational commitment and its impact on employee and organization	35
3.3.1	Motivational factors of organizational commitment.....	35
3.3.2	The impact of organizational commitment in individual and organizational level	37
3.4	Summary of employee attitude.....	38
3.5	The impact of Entrepreneurial Orientation working environment on employee’s working attitude.....	39
3.5.1	Innovativeness	40
3.5.2	Risk-taking	42
3.5.3	Proactiveness	44
3.6	Initial framework of the study	45
4	METHODOLOGY	47
4.1	Overall research strategy	47
4.2	Data collection.....	48
4.3	Conducting the survey	48

4.4	Measurement	51
4.4.1	Independent variables	52
4.4.2	Dependent variables.....	53
4.4.3	Control variables.....	55
4.5	Data analysis	55
4.6	Trustworthiness of the study	56
5	FINDINGS.....	59
5.1	The correlation of study’s variables	59
5.2	Hypothesis confirmation for EO working environment and employee attitude	62
5.2.1	Hypothesis 1 – Innovativeness and employee attitude	62
5.2.2	Hypothesis 2 – Risk-taking and employee attitude	65
5.2.3	Hypothesis 3 – Proactiveness and employee attitude	67
5.2.4	The impact of intrinsic and extrinsic satisfaction on employee’s job satisfaction	69
5.3	Discussion	70
5.3.1	The relationship between control variables and employee’s attitude.....	70
5.3.2	The relationship between independent variables and dependent variables	72
6	CONCLUSION AND FORMATION OF FINAL FRAMEWORK.....	78
6.1	Theoretical contribution of the study	78
6.2	Managerial contribution of the study	80
6.3	Limitations of the study and suggestions for future researches	81
7	SUMMARY.....	82
	REFERENCES.....	84
	APPENDIX 1 – EO SCALE.....	105
	APPENDIX 2 - JOB DIAGNOSTIC SURVEY	106
	APPENDIX 3 - JOB DESCRIPTIVE INDEX	107
	APPENDIX 4 - ORGANIZATIONAL COMMITMENT SCALE	109
	APPENDIX 5 – QUESTIONNAIRE.....	110

List of figures

Figure 1: The Job Characteristics Model.....	29
Figure 2: Initial framework of study	46
Figure 3: Final framework of study	77

List of tables

Table 1. Characteristics of the sample cases	49
Table 2. Demographic characteristics of the data.....	50
Table 3. Operationalization summary	52
Table 4. Factor analysis result	54
Table 5. Correlations matrix between variables	60
Table 6. Correlations matrix for model 1.I, 2.I, 3.I, 4.I.....	61
Table 7. Regression models between innovativeness and job satisfaction.....	62
Table 8. Correlations matrix for model 5.I.....	63
Table 9. Regression models between innovativeness and affective organizational commitment.....	63
Table 10. Correlations matrix for model 1.R, 2.R, 3.R, 4.R.....	64
Table 11. Regression models between risk-taking and job satisfaction	64
Table 12. Correlations matrix for model 5.R.....	65
Table 13. Regression models between risk-taking and affective organizational commitment.....	65
Table 14. Correlations matrix for model 1.P, 2.P, 3.P, 4.P	66
Table 15. Regression models between proactiveness and job satisfaction.....	67
Table 16. Correlations matrix for model 5.P	68
Table 17. Regression models between proactiveness and affective organizational commitment.....	68
Table 18. Correlations matrix for model JS. Intrinsic and JS. Extrinsic	68
Table 19. Regression models between intrinsic, extrinsic satisfaction and job satisfaction	69
Table 20. Study's result summary	76

1 INTRODUCTION

1.1 Phenomenon background and research gap

Nowadays, to survive in harsh, complex, continual changing demand context, organizations have to adapt to become flexible and innovative to survive and ensure their competitive advantage in the market (Sambrook & Roberts 2005, 142). According to Barney (1991, 99; 1995, 49), besides physical and organizational capital resources, well human capital resource management also contributes significantly in creating and sustaining the firm's competitive advantage. Especially in harsh global competition, employee retainment and effective personnel potential utilization are the priority strategy in not only multinational but also startup companies (Chandrasekar 2011, 7). Gavin and Mason (2004, 387) suggested that in order to manage human resources well, the company itself has to change into a happy and enthusiastic workplace. Employees who experience positive attitude including job satisfaction and organizational commitment are powerful attributions to not only the individual performance but also organizational success (Harrison et al. 2006, 305; Fisher 2010, 400).

In order to create an effective workplace to enhance employee attitude as well as firm performance, Entrepreneurial – Oriented (EO) is one of the two strategies that is widely used by entrepreneurial organizations to create effective working environment (Giannikis & Nikandrou 2013, 3644; Geisler 1993, 53). More specifically, a company can only take full advantage of the potential of its personnel if a workplace existing in which creative, proactive and risk-taking behaviors are inspired (Keh, Nguyen & Ng 2006, 593; Hitt, Ireland, Camp & Sexton 2001, 479; Sebor 2009, 332; Covin & Slevin 1991, 8). Consequently, EO has gained a fundamental theory in the domain of entrepreneurship and attracted a notable attention from researchers and practitioners (Covin & Slevin 2006, 59; Giannikis & Nikandrou 2013, 3644; Geisler 1993, 53)

Especially, the existing empirical studies in entrepreneurship do well support the links between EO and firm performance and productivity (Zahra & Covin 1995; Zahra & Garvis 2000; Keh et al. 2006; Burgess 2013; Hindle & Cutting 2002). However, most of them focus on the effect of EO on financial outcomes (Kuratko, Ireland, Hornsby & Covin 2005, 699; Lowe & Marriott 2006, 421) such as expanded financial and market efficiency (Kraus, 2013; Sciascia, Naldy & Hunter 2014, 23; Boso, Story & Cadogan 2013, 712). There is still a dearth of literature that address the other possible non-financial outcomes EO can bring to an organization (Hindle & Cutting 2002; Monsen et al. 2009, 71; Lockett, Wright, & Westhead 2003, 112; Soomro & Shah 2019, 267). Because non-financial benefits are also crucial like financial benefits as they can create competitive advantages for companies over other competitors as well as great impact on the venture development, marketing accomplishment and business procedures. (Hughes & Morgan 2007; Giannikis et al. 2013, 3646.)

One of the most important non-financial outcomes that EO can bring to a company is changes in the work environment (Giannikis et al. 2013, 3645) which can raise the positive

working-related attitudes among its employees (Monsen & Boss, 2009; Giannikis et al. 2013, 3648). An internal entrepreneurial working culture which spurs the smooth collaboration between its staff and organizational needs (Hayton, 2006; Gautam & Verma 1997, 234) can boost employees' work-related attitudes (Monsen et al. 2009; Giannikis et al. 2013, 3648), such as more job involvement, job satisfaction, organizational commitment and career satisfaction (Fisher 2010, 400; Burgess 2013, 194) and firm performance (Harrison et al. 2006, 308). However, an entrepreneurial environment may bring not only positive impacts but also negative influences as well to the employees (Giannikis et al. 2013, 3645). When pursuing EO as strategic strategy, it also creates potentially intricate challenges because EO requires thoroughly modifying actions within a firm (Kuratko, Montagno, & Hornsby 1990, 49) as well as risk-taking decision and suitable resources allocation (Rauch et al. 2009, 762). This leads to higher work intensification (Godard 2001) along with higher level of stress relating to jobs (Monsen & Boss, 2009; Ramsey et al. 2000) which can undermine job attitude of organizational staff (Giannikis et al. 2013, 3647; Fisher 2010, 394). Thus, it is imperative to investigate the influence of EO environment on non-financial outcomes, in particularly on employee's attitude due to the shortage of empirical studies of this aspect in the existing literature to enrich the entrepreneurship knowledge (Giannikis et al. 2013, 3646; Ahmad 2018, 76).

Furthermore, literatures searching in the topic of entrepreneurship are mostly based on the empirical research in organizations in developed countries (Halepota & Shah 2011, 281; Boso et al. 2013, 709). Shane (1997, 86), had done a review on 472 entrepreneurship articles issued in 19 international publications, and figured out that 13 most published researchers all conducted researches in developed economies. However, when it comes to entrepreneurship research in less developed economies, the study is very rare. Therefore, there is need for enhancing the understanding of entrepreneurship on developing countries in order to provide more insights of the application of entrepreneurship in generally, EO in particularly on different society context. (Halepota & Shah 2011, 281; Boso et al. 2013, 709.) Furthermore, it is noted that there is also discrepancy on the factors affecting the employee's attitude toward their work experience (Halepota & Shah 2011, 281; Boso et al. 2013, 709; Mai & Phan 2014, 1). Particularly, in western countries where general society have earned a comparatively strong incomes, the work attraction and the job empowerment play the vital role in employee's job satisfaction (Benz & Frey 2008). Consequently, entrepreneurial characteristics are appreciated important factors in working environment in developed societies in order to maintain the high satisfaction and commitment in employee (Hytti, Kautona & Akola 2013, 2034). Meanwhile, in developing society like Viet Nam, the good relationship with manager, and coworker; better fringe benefits like social security, retirement, insurance personal days, paid maternity/paternity/parental leave, jury duty, bereavement time, and military service leave; working environment; advanced technology affects the employee's satisfaction and organizational commitment (Mai & Phan 2014, 1). Therefore, due to differences in the factors affecting the employee's attitude, it is worthy to investigate whether same kind of strate-

gy (EO) have the same impact on the employee attitudes in different context. That is why there is encouragement for further research regard this aspect in a developing country like Viet Nam to enrich the entrepreneurship knowledge. (Halepota & Shah 2011, 281; Boso et al. 2013, 709; Malik, Yamamoto, Souares & Sauerborn 2010; Riaz & Haider 2010.)

1.2 Purpose of the research and research question

From above-mentioned arguments, an EO working environment has been noted that may have both positive (Monsen & Boss, 2009; Giannikis et al. 2013, 3648) and negative influence on employee's attitude (Giannikis et al. 2013, 3645; Fisher 2010, 394). This topic has been examined in Monsen & Boss (2009) and Giannikis et al. (2013) research. However further exploitation in this topic is still needed to testify whether EO or any of its dimension can create positive or negative impacts on employee's attitude in different countries to test the generalizability of this non-financial outcomes of EO (Giannikis et al. 2013, 3661), especially in developing countries where there is still severe shortage of research regarding entrepreneurship (Halepota & Shah 2011, 281; Boso et al. 2013, 709; Mai & Phan 2014, 1). Consequently, the research questions will be illustrated as follows:

RQ1: How do employees' perception of EO working environment impact their working attitude?

SQ1: What is an EO working environment?

SQ2: How do employees' perception of EO working environment impact their job satisfaction?

SQ3: How do employees' perception of EO working environment impact their affective organizational commitment?

The theoretical contribution of this study based on an employee-centered perspective which is receiving little attention in the current entrepreneurship literature (Giannikis et al. 2013, 3645; Harr & White 2013, 112; Snape & Redman 2010, 1222). Furthermore, this study provides further insights into a very scare stream of literature by simultaneously evaluating the impact all three dimensions of EO working environment on both job satisfaction and organizational commitment in order to response to the further research from Giannikis et al. (2013) and Monsen & Boss (2009). Moreover, when assessing the job satisfaction factor, this study examines not only the general job satisfaction aspect but also other job satisfaction facets namely intrinsic and extrinsic satisfaction which is currently not gain much practical research (Giannikis et al. 2013, 3645; Ahmad 2018, 78). Additionally, this study applies a multidimensional approach to evaluate the EO working environment which still needs further research to enrich the knowledge of entrepreneurship literature according to Monsen et al. (2009, 76) and Rauch et al. (2009, 764). Finally, this study brings empirical insights regarding the validity of EO on employee's attitude in a developing country context which is not received enough attention from the researcher yet (Halepota & Shah 2011, 281; Boso et al. 2013, 709; Malik, Yamamoto, Souares & Sauerborn 2010; Riaz & Haider 2010).

The managerial contribution of this paper is to help researchers and practitioners especially in developing countries to evaluate properly the application of this entrepreneurial strategy

in their companies' or environments' context in the current global market. It is necessary to study which context can take full advantages of EO regarding employee's attitude which can make huge impact on firm performance (Judge, Thorensen, Bono & Patton, 2001; Fisher 2010, 400; Igbaria, Parasuraman & Badawy 1994). Furthermore, it is better that organizational management team understand how the shifts in the strategic orientation can impact their human resources, especially the response and attitude of employees toward such changes. In other words, when choosing the new growth strategies, it is imperative that enhancing employee's experience regarding job is one of the priority criteria to maintain and develop the commitment and satisfaction among employees. (Hughes & Morgan 2007.) As the more positive attitude of the employees, the higher performance of the company (Judge, Thorensen, Bono & Patton, 2001) and the lower of turnover rate (Saari & Judge, 2004; Scanlan & Still, 2013).

The remaining sections of this study is organized in four parts. The second and third section introduce the literature review regarding the topic before creating a theoretical framework and designating the research hypotheses. In the fourth section, the methodological of the research is introduced. The fifth section outlines the main findings of this empirical study. Finally, in the sixth part of the study, the main conclusions as well as the theoretical and managerial implications for companies and policy-makers are discussed.

2 ENTREPRENERIAL – ORIENTATION ENVIRONMENT

This chapter includes an overview of the vital role entrepreneurship toward the development and survival of a firm in sub-chapter 2.1. Meanwhile, sub-chapter 2.2 presents the definition of EO as well as the benefits of EO strategy on a firm performance before explaining the approach evaluating EO as multi-dimension in this study. Chapter 2.3 describes the three dimensions of an EO working environment. Finally, in the sub-chapter 2.4 reviews some existing empirical which examining the application of EO in developing country context before moving to explore the summary of current entrepreneurship in Viet Nam, especially service sector in sub-chapter 2.5.

2.1 Entrepreneurship and its impact on firm's survival and development

Regarding the country's level, entrepreneurship has been cited as an irreplaceable engine to push the growth of the economy, the creating of new job position, the enhancement of modernization and development (Kraus 2013, 428; Lumpkin & Dess 1996, 135)

In terms of organizational level, entrepreneurship encourages changing attitudes and behaviors which is very essential to any organization in any industry to survive and develop in the current competing context. To be specific, entrepreneurship is acknowledged by scholars regarding its ability to enhance a firm's innovativeness as well as proactiveness, and take risk-taking action in order to become the pioneer in launching new product, service in the market. Besides, to execute an effective and thorough entrepreneurial strategy, it is necessary that all layers of employees in the company understand the goal of such changes and together execute such changes. (Karyotakis & Moustakis 2016, 48-49.). Additionally, it has been cited that entrepreneurship can bring significant benefits to both established and small-medium sized companies. Especially, entrepreneurial behavior is suggested to bring more positive outcomes for giant organizations as it encourages managers to lift up stiff rules and regulation together with employees to involve more in the company's development process. Moreover, entrepreneurial behavior should be encouraged in public sector which is usually traditional and bureaucratic so as to achieve better firm performance and increase the competitiveness. In general, entrepreneurship enhances the flexibility within the established firm and the adaptability in a smaller organization by creating a more dynamic working environment which is characterized by the changing orientation of entrepreneurship. (Karyotakis & Moustakis 2016, 49.) Thus, entrepreneurship is the most effective strategy to drive a firm through pressure emerging from a constantly changing external environmental and maintain its competitive advantage to survive and grow in the market. (Kraus 2013, 428; Schumpeter 1934 Wiklund & Shepherd 2005, 86; Zahra 1991, 259.)

As entrepreneurship can bring benefits to not only a country but also any company, entrepreneurship has attracted many attentions has grown into the most prominent field of study in management research over the last decades (Bergh, Thorgren, & Wincent 2011, 18; Low &

MacMillan 1988, 140; Kraus 2013, 428). Although many researches have been operated in this topic, there still no general agreement on definition of entrepreneurship has been met. (Sommer & Haug 2011, 112; Ucbasaran; Kraus 2013, 428). To be clearer, entrepreneurship definition has been argued whether it is the establishment of new organization (Gartner, Mitchell, & Vesper 1989, 169) or "new entry" motivation (Lumpkin & Dess 1996, 136) or the process combining firm resources, searching potentials, obtaining values (Morris, Kuratko, & Covin 2008, 9). However, in this study, the definition of Morris, Kuratko, and Covin (2008, 9) is chosen to describe entrepreneurship as it emphasizes the ability to bring together a unique consolidation of firm resources to utilize an emerging potential of entrepreneurship. From this definition, the essential role of acquiring entrepreneurship in not only small business setting but also larger and established firms to maintain the competitive advantage in their competing markets is clearly seen (Kraus 2013, 429; Sharma & Chrisman 1999, 12). Besides, according to the existing entrepreneurship literature, entrepreneurial behavior of a firm is common measured through the dimensions of entrepreneurial orientation (Lumpkin & Dess 1996, 136; Kraus 2013, 429) which will be describe further in the next sub-chapter.

2.2 Entrepreneurial – Orientation (EO) working environment

In entrepreneurship literature, EO is acknowledged as an important driving factor behind the entrepreneurial behaviors which is segregated it from other theories (Wales, Monsen & McKelvie 2011, 896). Furthermore, EO has been evaluated as the most widely adopted entrepreneurial tendency assessment thanks to its ability to provide indication of an entrepreneurial firm referring to strategy creation processes, management approaches in many kinds of companies and countries (Kemalgor 2002, 68; Kreiser, Marino & Weaver 2002, 72; Wales, Monsen & McKelvie 2011, 896; Lumpkin & Dess 1996, 136; Kraus 2013, 428) and variety of ownership structure (Ket et al. 2007, 594). Thus, EO has been researched in many distinctive aspects. The most attractive attention in entrepreneurship is the effect of EO on firm performance - financial outcomes (e.g. Kraus 2013; Sciascia, Naldy & Hunter 2014, 23; Boso, Story & Cadogan 2013, 712). Researchers also investigated the effect of EO and other factors, such as the perception of the management teams regarding EO (Begley & Boyd 1987, 79; Stewart, Watson, Carland & Carland 1999, 189), environmental variables on EO (e.g. Becherer & Maurer 1997, 47); the impact of strategic reactiveness on EO (e.g. Green, Covin and Slevin 2008, 356).

Although EO has been received major attention from researchers, it still not reaches consensus in some aspects such as the EO driving factors, the presence and the influence of EO on firm performance (Miller 2011, 875). Especially a particular conceptualization of EO has not been broadly acquiesced by the scholars (Kraus 2013, 429; Covin & Lumpkin 2011, 856; Basso, Fayolle, & Bouchard 2009, 314). However, there are two principle approaches regarding components of EO has been conceptualized: the three dimensions of EO based on the work of Miller (1983, 771) and Covin & Slevin (1989) and the five dimensions of EO based on Lumpkin and Dess (1996) research. According to Miller (1983, 771) and Covin & Slevin (1989, 128), EO is a firm's propensity toward the three dimensions: innovativeness, proactiveness, and risk taking. In other words, EO requires a willingness to be innovative and re-

construct, an eagerness to take risk to try out new ideas and products, a readiness to behave more proactive than rivals in order to capture the market opportunities and gain competitive advantage (e.g., Covin & Slevin 1989, 1990, 1991; Miller 1983, 771; Zahra & Covin 1995; Covin & Lumpkin 2011, 862). Meanwhile, Lumpkin and Dess (1996, 137) measures the entrepreneurial intensity by 5 dimensions which added in two new dimensions comparing to the concept of Miller (1983, 771) and Covin & Slevin (1989, 128) including: innovativeness, proactiveness, risk-taking, autonomy, and competitive aggressiveness.

In this thesis context, an entrepreneurial working environment will be measure by the three dimensions approach of Miller (1983, 771) and Covin & Slevin (1989, 128) for the sake of simplicity and consistency with prior researches regarding the same topic (Monsen & Boss 2009; Giannikis et al. 2013; De Clercq & Rius 2007, 477). Additionally, the two add-in dimensions have not acquired extensive acceptance with their operationalizations by the existing researchers (Kraus 2013, 429). Furthermore, when assessing EO with a multidimensional view, researchers have found these three dimensions shows the most powerful correlation with firm performance than the others two dimensions (Covin & Lumpkin 2011, 862-863; Hughes and Morgan 2007, 651).

2.2.1 Benefits of an Entrepreneurial – Orientation working environment

Regarding the benefits that EO can brings to an organization, EO is confirmed as a deciding factor for a firm's prosper and flourish due to its influence on firm efficiency in long term in spite of the company's size (Miller 1983, 773; Covin & Slevin 1989; Lumpkin & Dess 1996; Barringer & Bluedorn 1999, 422; Ket et al. 2007, 594; Lumpkin & Dess 1996, 135, Yamin 2020, 315; Rauch et al. 2009, 763; Covin & Lumpkin 2011, 856). To be more specific, a firm which apply EO in their strategy can create wealth, enhance technology, and expand business if it knows how to coordinate EO and cooperation opportunities well (Hitt et al. 2001, 488; Ketchen, Ireland & Snow 2007, 371; Lumpkin & Dess 1996, 135; Miller 1983; Covin & Slevin, 1988). Moreover, EO engages different types of activities such as collaborative innovation, new resources, market, customer exploration, or finds different ways to utilize the existing resources, consumers, partners and market (Kuratko et al. 2005, 700). Thus, EO is a suitable strategy for a firm when it wants to look for a fundamental change in its propensity which focusing on seeking for new market opportunities (Lumpkin and Dess 1996, 136; Karyotakis & Moustakis 2016, 48) as well as advanced potential operating processes in order to create future benefits to the firm (Wiklund & Shepherd, 2011, 926). Regarding the financial benefit, EO can support a firm to capture the premium market segments; gain extraordinary profits before other competitors in the market (Zahra & Covin 1995, 48) as well as utilize the premium advantages of being a pioneer such as achieve high brand recognition, regulate the market by controlling distribution channels, or follow a new operating procedures in an industry (Lieberman & Montgomery 1988, 45; Dess & Lumpkin 2005, 151; Wiklund et al. 2005, 75). Regarding the non-financial benefits on organization's perspective, they can be measured by the organizational benefits' such as satisfaction of the owner and goal achievement, brand image. However, the non-financial benefits of EO on individual, particularly the firm employees are not considered significantly in the existing research

(Lumpkin & Dess, 1996; Giannikis et al. 2013, 3645; Harr & White 2013, 112). Hence, it is imperative to evaluate the impact of EO on non-financial benefits on individuals, especially the employee in order to enrich the knowledge of entrepreneurship (Haar & White 2013, 109; Hindle & Cutting 2002; Giannikis et al. 2013, 3645; Ucbasaran, Lockett, Wright, & Westhead 2003, 112, Monsen et al. 2009, 72)

Moreover, a high EO intensity firm is capable in establishing new organization forms and industry structures and is usually the first mover thanks to its own research and development (Barringer & Bluedorn 1999, 423; Baker and Sinkula 2009, 445; Miller 1983, 772). Specifically, such firm can utilize the advantages relating to the first-mover such as a wide selection of distinctive marketing competencies which eventually lead to better performance (Keh et al. 2007, 596; Wiklund 1999, 40); competence in establishing new organizational entity and industry disruption as well as managing market characteristics toward its advantages (Boso et al. 2013, 711). On the other side, high entrepreneurial intensity can also bring to difficult situation such as high-risk choices, wrong resources allocation which can leads to severe impact on a firm performance. Thus, it is necessary to understand the repercussion of EO on firm's result according to the magnitude of it (Rauch 2009, 762.) Meanwhile a low EO intensity firm tends to be more conservative and uncertainty avoidance (Barringer & Bluedorn 1999, 423). That firm's innovation capability primarily based on imitating the other companies' product portfolio which makes it remain in a disadvantage position of being out-update in the market and lose its current market and customers (Miller 1983, 772).

To summary, enhancing a firm's tendency toward innovative, proactive, risk-taking is vital for the survival and development of a company (Miller 1983, 773; Covin & Slevin 1989; Lumpkin & Dess 1996; Barringer & Bluedorn 1999, 422; Ket et al. 2007, 594; Lumpkin & Dess 1996, 135, Yamin 2020, 315; Rauch et al. 2009, 763; Covin & Lumpkin 2011, 856). Especially according to Kuratko et al. (2014, 38), a firm can only take full advantage of EO strategy if it succeeds in building an entrepreneurial working environment for employees. Because an EO working environments allows employees to examine new ideas and act proactively to initiatives and let out the regulation, routines and models which will result in performance improvement and increasing productivity of the personnel as well as the firm performance. (Kuratko et al. 2014, 38.). Moreover, Harrison et al.'s (2006, 308) concludes in their research that positive employee attitude which is creating by entrepreneurial working environment will have positive and significant impact on both employees' and company performance which presents the non-financial and financial outcomes respectively of EO. Especially, well human resources management is the vital facet to determine the success or failure of all organizations, especially the entrepreneurial firms (Katz et al. 2000, 7). Additionally, Karyotakis & Moustakis (2016, 54) has concluded that whether a firm want to utilize all the benefits of an EO environment, it has to boost the learning-oriented simultaneously as well by encouraging learning commitment, creating open-minded and sharing culture to all its employees.

In general, when applying EO in the strategic strategy, it is necessary that the top managers of a firm understand the components of EO working environment and know how to en-

hance each dimension of EO to utilize all the advantages and potentials of EO. As above-mentioned, this thesis will use the concept of three-dimension EO of Covin and Slevin's (1989, 129) as the main components of an entrepreneurial working environment. Furthermore, EO entrepreneurial environment in this context will be view as a multi-dimensional construct. Hence, the following subsections introduce EO in a multi-dimensional approach before presenting the three dimensions of EO: innovativeness, risk-taking and proactiveness.

2.2.2 EO in a multi-dimension approach

In entrepreneurship research, scholars follow 2 different viewpoints whether considering EO as an uni-dimension or multi-dimension (Rauch et al. 2009, 764, Monsen et al. 2009, 75-76, Lumpkin & Dess 1996). In one side, many traditional scientists support EO as a unidimensional approach point of view (Miller 1983; Covin & Slevin 1989; 1990), while the others evaluate EO as a multi-dimension perspective (Monsen et al. 2009, 75; Lumpkin and Dess 1996, 151). To be specific, Lumpkin and Dess (1996, 151-152, 161) were the first researchers who broke out of the traditional viewpoint when stated that EO dimensions may differ independently of each other in a specific circumstance. Following the same perspective with Lumpkin and Dess (1996), researchers have conducted many empirical studies using EO multi-dimension perspective in many different contexts such as giant multi-sector random samples of companies (Brown, Davidsson, & Wiklund 2001; Lumpkin & Dess 2001), across variety country contexts (Kreiser et al. 2002). For example, Covin et al. (2006, 80-81) when measuring the impact of the three dimensions of EO on firm sales growth rate had concluded that there was considerable discrepancy related to the main effects and correlations of these three dimensions with three strategic process variables. Furthermore, a meta-analysis examining existing EO-performance researches studied by Rauch et al. (2009, 778) had found a significant correlation of three dimensions of EO and firm performance with $r = .242$, which means each dimension of EO has a distinct positive impact on firm performance. Thus, they acknowledged that the all the three dimensions of EO are equally vital in modifying the influence of EO on firm performance and this relationship may likelihood vary based on the context (Rauch et al. 2009, 764, 778- 779). Additionally, it has been cited that when considering EO within multidimensional approach will enrich normative and descriptive theory knowledge (Dess et al. 1999, 87; Monsen et al. 2009, 76)

Thus, in this study, EO is assessed by a multi-dimensional approach which means the three dimensions of EO – innovativeness, risk taking and proactiveness – is considered to be able to work independently to each other. This approach based on other researches regarding the same topic which assessing EO and employee attitude (Monsen et al. 2009, 75-76; Karyotakis & Moustakis 2016, 54). More specifically, Monsen et al. (2009) using EO as multi-dimension approach to evaluate the impact of EO on both managers and employees' intention to quit and find a significant difference of perception and influence of EO on these two layers in an organization. Therefore, the choice of evaluating innovativeness, risk taking and proactiveness as separated areas but correlated constructs is justified and the expectation of distinctive impacts of EO on outcome results, in this study employee attitude, are realistic.

2.3 Three dimensions of an EO working environment

2.3.1 *EO working dimension - Innovativeness*

Innovativeness manifests the predisposition to sponsor in creative activities and experiment which resulting in presentation of new products/ service along with technological leadership in the market. Such predisposition is created thanks to the high investment in research and development activity of a firm. (Lumpkin & Dess 1996, 136.). In the individual context, innovative orientation indicates the positive mindset of one person to vacate from the current practices, routines and explore outside the comfort zone (Lumpkin & Dess 1996, 136; Krauss, Frese, Friedrich & Unger 2005, 320). In the organizational perspective, it has been asserted that novel solution is not mandatory to be a complete innovation, but rather be a brand-new routine custom to a specific group, industry and environment (Friedrich & Unger 2005, 320). In other words, innovativeness tendency represents a firm's capability to clutch at and experiment new opportunities such as introducing new product portfolio, new marketing operating approach or even new administrative strategy in order to achieve successful goals in the market and overcome the challenges that firm is facing (Atuahene-Gima & Ko 2001, 57; Covin & Slevin 1991, 12; Wiklund & Shepherd 2005, 75; Kraus 2013, 429-430; Hotho & Champion 2011, 34).

Innovations can be divided into many categories, but the most common classification is between product innovation, and technological modernization (Lumpkin & Dess 1996, 142-143). Technological innovations underline the importance of technical proficiency and business intelligence in creating firm's complete advantage through achieving latest technologies. Meanwhile, product-market innovations underline the upgrade factors related to product design, market research and marketing. Innovativeness intensify of a firm may differ from a basic willingness to a new product or advertising approach to a "passionate commitment" to become the technological pioneer in the field. (Lumpkin & Dess 1996, 143.). Thus, innovative organizations are usually the first-mover and gain the pioneer competitive advantage over others competitors. By generating and offering new products and technologies to the customers, they can gain extraordinary economic outcomes and are considered as the core values of economic enhancement (Schumpeter, 1934; Brown and Eisenhardt, 1998).

In general, innovativeness takes an imperative role in sustaining an organization's existence and growth as it is the source of disruption ideas which resulting in new product launching or process enhancement, and maintaining competitive advantage (Lumpkin, Brigham, & Moss 2010, 245). Especially in the constantly changing pace of market, innovativeness role becomes even more crucial in the capability of an entrepreneurial firm (Dess & Lumpkin 2005, 150). Furthermore, according to Kuratko et al. (2014, 39), it is indispensable that both executives and employees in an organization share a same viewpoint and orientation toward innovation in order to ensure a successful rapid change toward an entrepreneurial behaviors and environment. To be specific, Karyotakis and Moustakis (2016, 54) in their research has cited that in order to bloom the innovative behaviors in all levels of employees, the top managers of a firm have to focus on some actions such as mission and vision have to convey clearly to all employees; complex and stiff regulations or procedures have to be lift up; suita-

ble organizational support have to be provided such as mechanisms, or training courses concentrating in enhancing the employees' ability to adapt with changes; a trust, respect and share-value culture have to be built and encouraged in the company. Furthermore, in collective country such as Viet Nam and Mexico, it has been acknowledged that innovativeness can be provoked by giving the employees empowerment and opportunities to associated with decision-making procedure, constant training and learning orientation as well as supportive feedback and monetary incentives. These supports from company which will create an effective learning organization. (Karyotakis & Moustakis 2016, 53). Especially, such learning organization will form a constant and dynamic capability within a firm which is acknowledged as the key to firm's prosperity (Sinkula et al. 1997, 305; Karyotakis & Moustakis 2016, 53). Thus, it has been cited that a firm which achieve significant innovative ability is a place where entrepreneurial potentiality of all layers of employees are exploited and a place where employees are allowed to have new experience to develop their skills and abilities. Besides, an open-minded culture encouraging knowledge and experience sharing is also a vital key to enhance the innovativeness of a firm. (Karyotakis & Moustakis 2016, 53.). That is why it has been confirmed that the most challenge task for management team is to create an innovation-friendly workplace by redesigning the task, goals, and strategy toward EO to all levels of employees (Kuratko et al. 2014, 38-39).

2.3.2 EO working dimension - Risk taking

A high entrepreneurial firm have the tendency in engaging in risky activities such as start-up projects with unpredictable outcomes with the desire of gaining disruptive technology or significant outcomes by seizing unexplored opportunities in the industry (Walter, Auer & Ritter 2006, 545; Lumpkin & Dess, 1996, 144-145; Dess & Lumpkin 2005, 152). More specifically, innovative projects involve a certain level of risk (Schumpeter 1934) and speculation which can result in decreased production, or considerable discrepant strategic performance. In other words, an entrepreneurial company needs to give difficult decisions toward what undiscovered area should invest in, how much current limited resources should be allocated to the unknown in return for uncertain outcomes. (Kraus et al. 2005, 321; Rauch et al. 2009, 763; Lumpkin & Dess 1996, 144; Lumpkin & Dess 2001, 431; Monsen et al. 2009, 75.)

There are three types of risks that an entrepreneurial firm usually have to face: "business risk, financial risk, a personal risk" (Dess & Lumpkin 2005, 152).

Business risk associates with investigating resources in the unexplored markets or supporting R&D in unproven technologies (Dess & Lumpkin 2005, 152).

Financial risk involves heavy borrow or large allocation of company's resources for the growth motivation (Dess & Lumpkin 2005, 152).

Personal risk relates to the risk of individual when choosing to apply entrepreneurial behaviors in their strategy (the top managers) or in their daily routine (employees) (Dess & Lumpkin 2005, 152).

Even though risk is unavoidable when doing business, a company can achieve competitive advantages through EO strategy only when it manages carefully risk to the degree that can

create future beneficial outcomes for company and reduces the possibility of failure (Kraus et al. 2005, 321). Because investment decision without thoughtful sufficient consideration, research and planning may cost and harm significantly the firm performance due to the wrong resource allocation. Thus, it is necessary that a firm examines the potential as well as the risky consequences of different projects before making decision to reduce the risky degree. (Dess & Lumpkin 2005, 152.). Moreover, in order to utilize all the potential of EO strategy, the management team have to successfully create a culture which tolerating risk as it is a pre-requisite criterion to encourage exploration and experiments which will lead to innovativeness enhancement of a firm. As innovativeness is considered as the vital capability of a firm for viability, transformation and development (Karyotakis & Moustakis 2016, 55-56; Kraus et al. 2005, 321).

2.3.3 EO working dimension - Proactiveness

Proactiveness is also an important dimension of EO due to its forward-looking perspective of an entrepreneurial firm (Lumpkin and Dess 1996, 146). It plays the vital role for companies which have the ambition to become the leader in the industry. These proactive firms are usually the trend creation by forecasting the future demands of customers which they may not even recognize by themselves or dealing with new coming obstacles. These firms are dedicated in not only capturing market opportunities but also ready to have immediate action on those insights before the other competitors have any movement. (Dess & Lumpkin 2005, 150; Keh et al. 2002, 595; Lumpkin & Dess 2001, 431.) In other words, proactiveness is the firm's endeavor to catch new opportunities which may originate from the current processes; act proactively to capture those initiatives in order to create disruptive products or technology; or simply take part in the new potential market (Dess & Lumpkin 2005, 150; Walter, Auer & Ritter 2006, 545). More specifically, a proactive firm is the one that constantly critically assess the current operation of the business and market to capture initiative and act aggressively toward these opportunities. This action stimulates constant changes from the current process and environment in order to create new innovation ahead other competitors. (Venkatraman 1989, 950; De Clercq & Rius 2007, 476.).

Proactiveness is an important dimension which can help a firm to achieve competitive advantage effectively thanks to the advantages of a first-mover and force other competitors in the response position to successful initiatives. As a pioneer, a firm can create brand recognition among customers, execute administrative approaches, regulate the market by controlling distribution channels, or follow a new operating procedures in an industry, occupy uncommonly extraordinary profit ahead of the entry of competitors (Lieberman & Montgomery 1988, 45; Dess & Lumpkin 2005, 151; Wiklund et al. 2005, 75). However, besides the first-mover, the early movers can also acquire these benefits when entering a new market thanks to their proactive pursuits (Lumpkin & Dess 1996, 146). In general, a proactive firm can improve its position in the market by launching new products and technologies that are suitable with the expected or even unexpected demand from the customers ahead from other companies as well as constantly looking for new potential market opportunities to capture and exploit them (Dess & Lumpkin 2005, 151). In contrast to proactive behavior, passive firm

would be usually reflected by its behavior specifying as “indifference or inability to seize opportunities or lead in the marketplace” (Lumpkin & Dess 1996, 147).

Moreover, it has been asserted that proactiveness tendency usually associates with innovativeness tendency (Lumpkin & Dess 1996, 147). To flourish the proactive behavior thorough an organization, not only managers need to act as proactive initiators in order to enhance proactiveness in a firm but also employees are required to be an outstanding initiative taker for new ideas in order to maximize the advantages of entrepreneurship. Such proactive and innovative employees who are championing for a new idea are described as intrapreneurship. (Lumpkin & Dess 1996, 141.) However, the degree of encouragement and support for such behavior of employees is depended on the pursuing strategy and goals of a firm at that time (Wiklund et al. 2005, 75). Moreover, similar like innovativeness, proactiveness also requires a suitable environment to bloom such as an open-minded and learning culture, organizational investment and support which facilitate the proactive actions such as empirical training, physical mechanisms, empowerment (Karyotakis & Moustakis 2016, 53).

2.4 Entrepreneurship in developing country context

In Arshad et al. (2018) research regarding technology-based small and medium firms, it is noted that all 5 dimensions of EO - risk-taking, innovativeness, proactiveness, autonomy and competitive aggressiveness (Dess & Lumpkin, 2005) are noticeably presented in technology-based SMEs. Especially, innovativeness is perceived to be the most dominant among other dimensions in technology-based SMEs. This proves that technology-based SMEs in developing countries in generally and in Malaysia specifically evaluated EO strategy as the vital driving force for them to win over competitors. (Arshad et al. 2018, 23). As it has been cited that possessing high EO intensity allows firms to recognize and seize opportunities and gain pioneering advantages above other competitors (Covin et al. 2006, 57).

In Boso et al. (2013, 708-709) study, it has been cited that in developing economies, business infrastructures, such as “supply chain arrangements, commercial law enforcement, energy and transportation facilities”, are under-developed which means performing entrepreneurially in such contexts can also bring significant uncertainties and risks to a firm. (Boso et al. 2013, 708-709.). Thus, in order to achieve the most effective business success, company have to apply complementary both market-orientation and entrepreneurial orientation in organization’s strategy in order to avoid such disadvantages regarding the low business infrastructures.

In study of Su et al. (2011, 558), it is pointed that the relationship between EO and firm performance has U-shaped in new ventures while presents positive linear in big organizations in emerging market while it is usually linear relationship in developed countries. Moreover, compared with big organizations, new ventures in developing countries usually face with the accountability of newness, which brings to shortage of strategic resources, authorities and social networks, and role description (Su et al. 2011, 558; Li & Zhang 2007). Thus, such shortage is considered as the most challenging task for small and medium companies when

conducting EO strategy to enhance their performance, especially in developing context (Covin & Slevin, 1991; Su et al. 2011, 558).

From the above-mentioned findings regarding entrepreneurship in emerging markets, it is quite clear that in developing countries, applying EO in firm strategy is quite prevailing due to the expansion of global market which makes companies in developing economies have to become more flexible and innovative in order to compete and succeed in not only the domestic but also the global scale market. Especially, innovativeness tendency is evaluated as the most powerful dimension that a company always want to enhance, especially the small and medium sized organizations. As obtaining continuous innovativeness is considered as an important behavior for organizations to efficiently compete in international market. Especially, in order to achieve outstanding innovativeness, it is important that both executives and managers in a firm share the same vision toward the goal and benefit of such changes in order to create an effective innovative-friendly working environment. (Kuratko et al. 2014, 208.). Furthermore, due to the under-developed of business structure, firms in developing countries when applying entrepreneurial – orientation in their strategies are likely to face with uncertainty and risks (Boso et al. 2013, 708-709). Especially, the small-and medium sized companies due to the lack of strategic resources, authorities and social networks, and role description have to face even more challenges when performing entrepreneurially (Su et al. 2011, 558). Thus, when applying EO strategy, companies in developing countries have to considered carefully to choose the right combination of strategy to enhance the firm's viability and growth in the current competing market (Boso et al. 2013, 708-709)

2.5 Viet Nam entrepreneurship in service sector

It has been acknowledged that Viet Nam has witnessed significant transformation since the Doi Moi – Renovation Policy in 1986 in which Viet Nam change from a centrally planned economy to a market-oriented economy embedded with social characteristics (Pham 2011; Thang & Quang 2005; Truong, Heijden, & Rowley 2010; Vo 2009). Since the day the government open the gate to attract foreign direct investment (FDI), Viet Nam's economy has witness significant growth. To be specific, in 2019, Viet Nam attracted \$38.2 billion FDI marking a 10-year high and illustrating a year-on-year increase of 7.2 per cent comparing with the same period in 2018 (Foreign Investment Agency 2019). Such high investment is mainly due to the trade war between China and United States of America which forcing multinational companies to move from China to another country like Viet Nam to minimize the impact of this trade war to their performances. Another reason that make Viet Nam become an attractive destination for foreign investment is thanks to constantly effort of government to establish partnership with different organizations and associations in the world such as ASEAN, APEC, WTO, AFTA, FAO and a lot of foreign trade agreement such as Korea, Japan, China, Australia-New Zealand, India. Moreover, Viet Nam is going to sign successfully other two new agreement including the Comprehensive and Progressive Agreement for Trans-Pacific Partnership and the EU and Vietnam foreign trade agreement. (Samuel 2019.).

In Viet Nam, gross domestic product is contributed by three main sectors: agriculture, manufacture and service. Especially, nowadays service sector plays a more important role

which occupied for 45.5% gross domestic product and 34.7% employment of Viet Nam in 2019 (General statistic Office of Viet Nam 2020). Especially, it has been posited that the development of economic usually result in the more important role of service in the economic construction of a country. To be clearer, service sector plays the crucial role in pushing other sectors such as production to develop as well. However, in Viet Nam context, although service sector still plays the second position of GDP contribution, after manufacturing, its development is the prerequisite criterion for a sustainable economy growth which attract a lot attention and investment from the government and organizations to together push the economy growth (Do 2016, 115.). Some popular service industries in Viet Nam including “transportation services, banking services, business and training services, financial services (insurance, securities, accounting and auditing), telecommunication services, and tourism” (United Nations Development Program Viet Nam 2005).

Furthermore, before the implementation of Doi Moi policy, most of the operating organizations are state-run ones. However, after that, the government launched many supporting policies to encourage the development of entrepreneurship in many different sectors including state, private, foreign, and joint venture sectors...to enhance the country's economy. (Nguyen, Dang & Nguyen 2015, 566.). Thus, Viet Nam has witnessed the rapid increase of entrepreneurship since the transformation policy. (Mai & Nguyen 2016, 104.). Although, in 2010, 248,824 entrepreneurs were activating in Viet Nam (Mai & Anh 2013, 53), it has been cited that Viet Nam entrepreneurship has not received sufficient attention from the researcher (Mai & Nguyen 2016, 104.). According to Xuan, Thu and Anh (2020, 870), when assessing data of 456 small and medium sized companies in Viet Nam, the development of the current Viet Nam small and medium-sized had not yet met fully the expectations of socio-economic development such as effective allocation of capital and other resources, significant contribution to economic growth and stable socialization. Especially, the current active companies focus mainly on performing in domestic scale rather than enhance innovativeness to compete in a global scale. Furthermore, it has been concluded that ability to approach government support policies, educational level of the owner, the owner's network as well as the age and experience of owner are the most important factors that affecting significantly the firm performance in Viet Nam. (Xuan, Thu and Anh 2020, 870.)

In summary, Viet Nam since the implementation of economic renovation (Doi Moi) and the participation in one of the thriving and potential association in the world ASEAN has continuously increased interest from foreign companies to do business in Viet Nam market. However, few empirical studies have been conducted to examine the entrepreneurship intensity as well as the application of entrepreneurial strategy in Viet Nam context. (Mai & Nguyen 2016, 104). Furthermore, according to De Clercq and Rius (2007, 468), when a company decides to invest in another country, the management team of that company has to really understand the insights of internal function of the invested company - decisive factors of affecting employee's attitude and behavior in order to ensure the success in a foreign market. Indeed, it is imperative to assess the impact of the most popular entrepreneurship strategy - EO on Viet Nam's employee attitude to provide more insights and benefits for not only Viet Nam

entrepreneurs but also foreign investors. As these two are the most important engine to boost the economy of Viet Nam. (Xuan, Thu and Anh 2020, 870).

3 EMPLOYEES' WORKING ATTITUDE

Constantly change of technology, new regulations, environmental and social aspects have created a significant change to not only the company environment but also employee's attitude (Halepota & Shah 2011, 280). Moreover, well human resource management is asserted to bring significant benefits to a firm's financial and non-financial outcomes which can help firm to achieve competitive advantage over other competitors. (Lee & Kamarul; Ahmad 2008, 56; Fisher 2010, 384). Thus, the most challenge for managers when competing in a harsh environment is creating an effective working environment where they can exploit all the potential of their human resources. Such environment is expected to improve employees' working experience which will lead to positive attitude from employees. (Kuratko et al. 2014, 38-39.) In organizational research, job satisfaction and organizational commitment are the two most popular indexes to measure the employee's happiness at work (Fisher 2010, 391; Camara et al 2015, 304 -306). It has been acknowledged that job satisfaction and organizational commitment are correlated as the more satisfied employees are, the more committed they are (Firth et al. 2004; Ahmad, Ahmad & Shah 2010, 259). Furthermore, it is pointed out that job satisfaction is considered as an motivational of organizational commitment since commitment takes more time to create and only after employees are satisfied with their job (Mowday et al. 1982). These two indexes affect employee's intention to quit a job which is a severe issue in entrepreneurial firms these days (Monsen et al 2009, 77). As a result, these two aspects of employee's working attitude are the most important factors affecting the ability to achieve competitive advantage through human resources of an entrepreneurial firm (Fisher 2010, 391; Camara et al 2015, 304 -306).

More specifically, it has been cited that the more matching between the employees' motivation and the organizational culture, the more productivity employees will be in their current job as employees can realize and utilize all their potential and feel being acknowledged for all their contribution. Thus, it has been concluded that the higher positive employee attitude, the higher firm performance. (Yiing & Ahmad 2008, 56.) Additionally, according to Akinyele (2010, 299), the working environment within organization makes a huge impact on employee attitude as well as performance. In his research, it is found that about 86% of productivity issues in oil and gas industry in Lagos, Nigeria dwelled from the working environment which usually demotivated the employee's experience and attitude toward work (Akinyele 2010, 299). With the same viewpoint, Kuratko et al. (2014, 38) has recognize the importance of an entrepreneurial working environment on employee attitude. To be specific, the EO strategy is actually only blossom in case each employee in a company is free to try new ideas and act proactively to initiatives and let out the regulation, routines and models which means creating an EO working environment within an organization is necessary to

increase the employee's working experience and satisfaction and enhance employee's behaviors toward an entrepreneurial strategy (Kuratko et al. 2014, p 38),.

The following sub-chapter 3.1, 3.2 and 3.3 discuss the theories about the antecedents affecting the employee attitude, job satisfaction and organizational commitment together with its benefits on both organizational and individual level. Sub-chapter 3.4 creates a summary of theoretical background as well as benefits of these two employee indexes before giving explanation regarding the relationship of EO working environment and employee attitude and presenting the Hypotheses in sub-chapter 3.5.

3.1 Antecedents of employee's working attitude in an entrepreneurial firm

Due to the current employment situation which usually shortage of skilled and experienced workforce, the employees nowadays have more opportunity to change their job, company or even career than ever (Schmidt 2007, 481). Furthermore, it has been acknowledged the positive impact of employee's attitude on employee's productivity, the turnover rate, and employee retention (Ahmad 2018, 78; Javad & Davood 2012, 85). Thus, in order to maintain and enhance positive attitude among employees to keep the key persons staying with the company, employers have to create an entrepreneurial working environment that facilitating employees' entrepreneurial behaviors, making employees feel the meaning of their job, the recognition and support rather than an environment that only focus on outputs and results (Saari & Judge 2004, 395; Rubenstein et al. 2019, 153). Consequently, employee attitudes, especially job satisfaction as well as organizational commitment have attracted significant attention from both researchers and employers, especially on the antecedents affecting employees job satisfaction in their working environment (Halepota & Shah 2011, 280). There are 3 influences that have been considered as the main antecedents of employee's attitude, including: Dispositional influence, cultural influences and work situation influence (Saari & Judge 2004, 396).

Dispositional influence related to the influence of individual characteristic such as personality on that person's way of thinking and behavior (Saari & Judge 2004, 396). It has been asserted that an individual's attitude toward some area may maintain stability throughout the time level despite he/she changed the companies during the research's period (Staw & Ross 1985, 469), or the same attitudes and preferences between the identical twins (Arvey et al. 1989, 187). According to the Five-factor theory, the origin of human behavior comes from their personality. These personalities including extraversion, neuroticism, conscientiousness, agreeableness, and openness which have different influence on employee's attitude. (McCrae & Costa 2008, 160.). Furthermore, in Rubenstein, Zhang, Ma, Morrison and Jorgensen (2019, 153) research, it has been cited that different dispositions also perceive the job characteristic

differently which will impact individual's attitude toward job also. In specific, conscientiousness and openness characteristics affect attitudes significantly through task characteristics perceptions meanwhile agreeableness characteristic impacts attitude through social characteristics perceptions. Extraversion or neuroticism shows no significant indirect effect relating to job attitude. (Rubenstein et al. 2019, 153.). In summary, it is quite clear that personality have some impact on the employee's attitude, especially in their job satisfaction. A firm cannot change their employee's characteristic; however, it can increase the positive attitude of employees by matching well a person's characteristic with a suitable job as well as applying a sound recruiting approach to choose the right person that have the dispositions suitable to the job requirement. (Saari & Judge 2004, 397.)

Cultural influences related to the differences of culture between countries. Such differences have significant impact on individual's thinking and behavior – attitude and perspective. The four-cultural dimensions of Hofstede (1980,1985) including (1) individualism-collectivism; (2) uncertainty avoidance versus risk taking; (3) power distance, or the extent to which power is unequally distributed; and (4) masculinity/femininity has been proven as an important theory to explain the cross-cultural discrepancy in employee attitudes, as well as perceive the significant influence of cultural on employee attitudes. (Saari & Judge 2004, 397.) To be specific, in the research of De Clercq and Rius (2007, 469), countries possessing collectivistic characteristic in their culture evaluate trust, respect, organizational support, financial incentive as the main driving factors of employee's satisfaction and commitment. Hui & Yee (1999, 175) also concluded the same view point that a close connection with colleagues and supervisor creates higher satisfaction in collectivism culture but lower satisfaction in individualism countries. Furthermore, it has been asserted that extrinsic job characteristics creates positive attitude across culture. However, intrinsic job characteristics has been considered to bring higher job satisfaction in developed countries possessing the individualistic and low-power-distance culture (Huang & Van de Vliert 2003, 159; Hui. Lee & Ruosseau 2004, 311; Gelfand, Erez & Aycan 2007, 485)

Work situation influences or in other words the characteristics of the job itself is the most important factor that can predict almost exactly employee's attitude. Especially nature of work – skill variety, task identity, task significance, autonomy, and feedback- is acknowledged as the most important job factors affecting the employee's attitude than other job characteristics such as pay, internal relationship, promotion (Judge & Church, 2000). That is why, it has been cited that the more interesting and challenging a job can offer to an employee, the positive attitude the employee is (Saari & Judge 2004, 397). Kovach (1995, 93) shared the same viewpoint about the crucial impact of nature of work on employee's attitude and behavior. Specially, meanwhile employees evaluated the nature of work at the first position of job

attributed and the competitive wages at the fifth position, the managers considered the completely contrast way which means nature of work is more useful indicator to predict the employee's attitude than the salary (Kovach 1995, 93; Saari & Judge 2004, 397). Moreover, due to the constant change of many factors such as technology, social regulations, and the fast pace of the current market, the working environment also adjust constantly in order to adapt with such change which results in significant effect on employee's attitude and behavior such as job stress, role ambiguity (Halepota & Shah 2011, 280; Giannikis et al 2013, 3654). Especially, in this thesis context, when a company adapts an EO strategy to build an entrepreneurial working environment, it will change the nature of work completely which requires more proactive, risk-taking, innovative behavior from employees. Such change will lead to significant impact on employee's attitude. (De Clercq & Rius 2007, 475.)

In order to understand deeply the work situation influence, this thesis use the Job Characteristic Model of Hackman and Oldman (1976) to know more about the five job characteristics, the critical psychological states and the personal and job outcomes of a job on the employee's attitude. Job Characteristic Model of Hackman and Oldman (1976) is considered as the most well-known and applicable in the job design literature (Kelly 1992, 754; Boonzaier, Ficker & Rust 2001, 11). After that Hackman & Oldham (1980) also based on this model to develop a Job Diagnostic Survey to measure the main characteristics of a job (Boonzaier, Ficker & Rust 2001, 11). Job Characteristic Model can utilize in job redesign practice as it has the ability to consider the current problems and potential of a job which can help managers to modify the job itself to motivate and improve employee's satisfaction (Wiesner & Vermeulen 1997, 177). Furthermore, it helps managers to recognize the core job characteristic and put the attention to enhance them. Finally, it also helps to evaluate the 'readiness' of employees when responding to the changes in the job characteristics. (Boonzaier, Ficker & Rust 2001, 11.)

According to the Job Characteristic Model there are five core job characteristics including: skill variety, task identity, task significance, autonomy and feedback. Depends on the specific job, the degree of these five core job characteristics may be different (Hackman & Oldman 1976). Skill variety relates to the variety of different skills and activities that an employee has to execute so that he/she can perform the job well. Task identity refers to the degree an employee completes a task by his/herself. Task significance modifies the impact of an individual's job on the work of the others people, either in the same firm or in external stakeholders. The first three core job characteristics (skill variety, task identity, task significance) will make an employee experiences the psychological meaningfulness (Boonzaier, Ficker & Rust 2001, 11-12.). In other words, psychological meaningfulness occurs when an employee perceives that his/her effort and contribution to the company is acknowledged

along with the opportunity to experience challenging and interesting tasks related to his/her job. Such psychological state is cited to have positive influence on employee attitude. (De Clercq & Rius 2007, 474.). Psychological responsibility for the work outcomes represents the responsible feeling of a person toward the work he/she has completed. This psychological state is impacted by the fourth core job characteristics - autonomy. Autonomy is modified by the extent of freedom and independence of an individual when planning his/her own task and dealing with necessary procedures to execute his/her job. Finally, the experienced knowledge of work result is the degree he/she understands and recognizes the effectiveness when executing the job. This final state can experience through the fifth core job characteristics - feedback. Feedback is the opinion, comments toward individual's effort toward accomplishing the work. He/she receives direct and clear feedback from many sources such as the supervisor, co-worker or other stakeholders to evaluate the results of his/her work comparing with the expected goals. (Boonzaier et al. 2001, 12.)

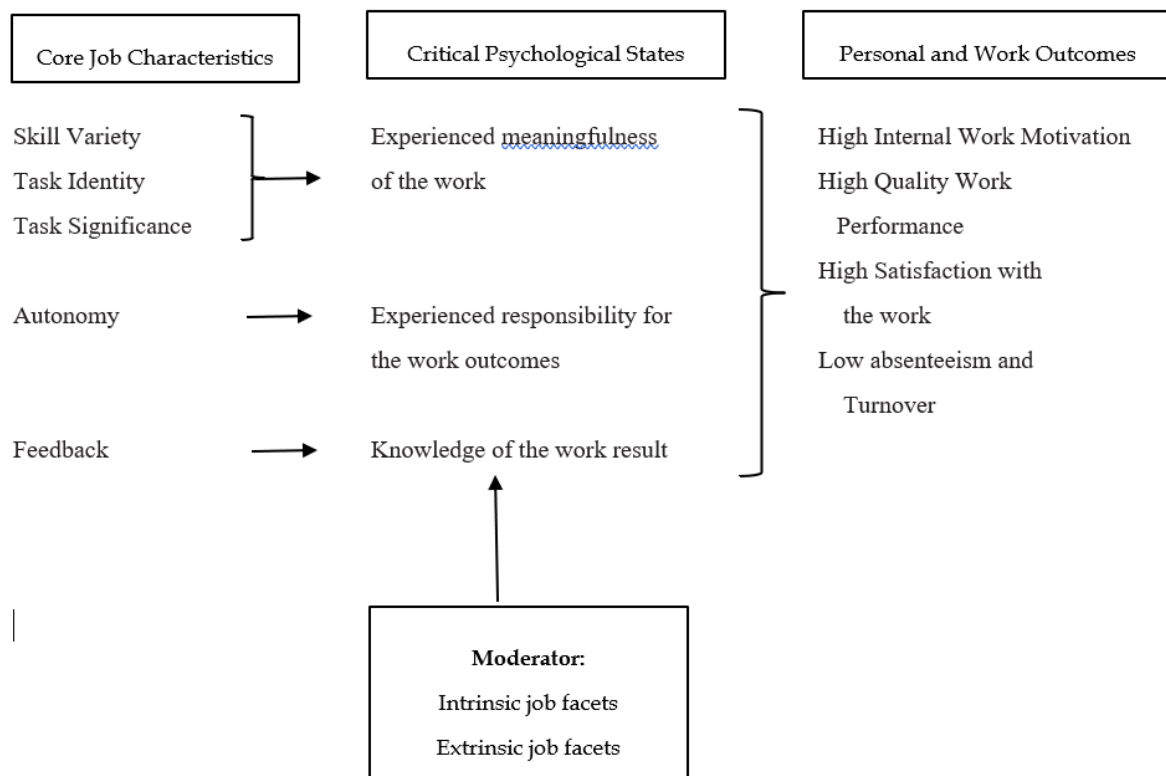


Figure 1: The Job Characteristics Model (Hackman & Oldham 1980, 90)

Additionally, *psychological safety* is also considered to have significant impact on employee attitude. To be specific, employees experience such psychological state when they perceive that there exist organizational supports, and freedom to express themselves together with no role ambiguity to their job. When the perception of employees toward these aspects are positive, it will create a feeling of “owe” something to the firm and boost the employees to reciprocate through devotion and contribution to the company's success (De Clercq & Rius 2007, 474). Such feeling refers to the social exchange relationship between employees and

employers. Social exchange theory indicates that employees involve in a relationship/contract with the employer in order to maximize advantages they can acquire. Meanwhile, a company begins social exchange with their employees when it shows enthusiasm toward the employee's need. When the relationship is formed, the employees start to have a feeling of obligation to return to the well treatment of their companies such as organizational support regards to intrinsic and extrinsic job characteristics. At the same time, the employees expect to receive some future return for their contribution from the company. (De Clercq & Rius 2007, 467; Newman & Sheikh 2012, 350; Ahmad 2018, 76.).

Organizational support refers to financial and non-financial outcomes that employees receive from the relationship with the employer. When receiving the organizational support from the employer, the employees perceive such support related to the willingness that the organization wants to build a strong social-exchange with them resulting in a robust bond between them and their organization. Such bond will enhance both the job satisfaction and organizational commitment of the employees. Organizational support can be divided into three different facets: general, extrinsic and intrinsic job characteristics. Such facets will result in general job satisfaction, extrinsic satisfaction and intrinsic satisfaction respectively. (Miao, Newman, Sun & Xu, 2013, 3263; Newman & Sheikh 2012, 350.)

Role ambiguity is cited as the signature characteristic in entrepreneurial firm. As an entrepreneurial firm requires a combination of innovative, proactive and risk-taking actions from the employees in order to exploit all the potentials and opportunities. Such actions usually result in ambiguity in the job roles and may result in the *job stress* and *job overload* (Monsen et al 2009, 77). It has been acknowledged that job stress and job overload will have negative impact on the satisfaction of employee (Monsen et al 2009, 77; Rafferty & Griffin 2006, 1154). Thus, it has been suggested that giving clear guideline and instructions about the goals and vision as well as offering necessary courses and training in order to help employee to know how to overcome the obstacles of ambiguity and adapt well with the changes. Such support will encourage employees to utilize all the ability and supports from company to develop new ideas and step out of their routine (Monsen et al 2009, 77; Ireland, Kuratko & Morris, 2006, 10).

Psychological contract refers to the belief and expectation of employees toward employers regarding future returns such as incentives, promotion opportunity in exchanged for the employee's contribution, loyalty and commitment. This contract emphasizes on the belief and trust between employee upon the organization. However, when the employer does not act like they promise, the employees will lose the trust and belief in the company which resulting in the psychological contract breach. This will have severe negative impact on the employ-

ee's attitude such as decreased satisfaction, decreased commitment, expanded absenteeism and turnover rate (Gianniks et al 2013, 3651-3652).

3.2 Job satisfaction and its impact on employee and organization

3.2.1 Motivational factors of employee job satisfaction

Spector (1985, 695) stated that employee job satisfaction is related to the opinion, feeling and thinking toward their job which means employees feel satisfaction about their job if they experience intrinsic and extrinsic features of their job (Halepota & Shah 2011, 281). In other words, job satisfaction is a positive emotional condition that an individual gains from assessment the job itself or the experiences he/she suffers when doing the job (Locke 1976, 1304; Fisher 2010, 384-385; Camara, Dulewicz & Higgs 2015, 306).

There have been so many theories using to explain the motivational factors of employee satisfaction. However, there are two important theories have been commonly used to understand this aspect. Firstly, the need fulfilment theory proposed by Kuhlén (1963) and Conrad, Conrad & Parker (1985) conducting from the Maslow's need theory has been used to understand the employee satisfaction. Maslow's need theory discloses human hierarchical needs which is categorized from psychological to self-actualization (Halepota & Shah 2011, 280). Secondly, job satisfaction was explained by theory of work motivation of Herzberg and Mausner (1959). This theory based on the satisfaction from intrinsic and extrinsic factors such as promotion, recognition, the experience of work, pay, benefits, interpersonal relationships, administration, and working conditions (Halepota & Shah 2011, 280; Giannikis 2013, 3655, Ahmad 2018, 78)

However, in this thesis context, job satisfaction will be measured by the level of intrinsic and extrinsic and general work satisfaction reported by the employees following the theory of work motivation of Herzberg and Mausner (1959). Extrinsic satisfaction refers to the employee's satisfaction toward tangible rewards such as pay, fringe benefits as well as the support and good relationship with the supervisor, co-workers and the satisfaction toward the security that the job brings to him/her. (Miao, Newman, Sun & Xu, 2013, 3263; Newman & Sheikh 2012, 350; Ahmad 2018, 78). Pay and fringe benefit refer to the extent of satisfaction with compensation and organization benefits in return for the contribution of a person to an organization (Boonzaier et al. 2001, 12). These two facets of satisfaction are acknowledged as the vital facet satisfaction in not only the employee but also the manager in developing country (Aydogdu & Asikgil 2011, 44). Supervisor refers to the support, treatment and guidance an employee received when doing the job from the line manager as well as the competence of the manager related to their job (Boonzaier et al. 2001, 12). Especially, when employees perceive that their supervisor facilitate and support entrepreneurial behavior such as executing creative ideas, proactive participation to companies' projects, employees will have

more motivation to adapt with changes (Karyotakis & Moustakis 2016, 50-51) Moreover, it has been cited that supervisor's behaviors affect the response of employees toward problems. To be specific, if the employees perceive that their manager is easy to share and have the skills and experience to help them, they will open and talk more about challenges, and opinion they are facing. (Aydogdu & Asikgil 2011, 44.) Co-worker refers to the employee's satisfaction toward persons they are cooperating, contacting with when doing the job as well as the chance to get to know new people (Boonzaier et al. 2001, 12). When there exist a trusting and sharing culture within company, employees tend to be more proactive, cooperate well and achieve better results than the expected goals (Karyotakis & Moustakis 2016, 51). Job security satisfaction occurs when the employees perceive stable employment that the organization offers to them. Job security is also an important factor as it affects directly to physical and emotional well-being of employees which will have considerable impact on workforce attitude like job satisfaction, organizational commitment, employee retention. (Yousef 1988, 184.). Intrinsic satisfaction refers to the extent of satisfaction of employee toward the motivational components of a job such as the nature of work which related to the core job characteristic and growth satisfaction related to promotion opportunity. Nature of work refers to the job identity, level of meaningful, responsibility and authority that a job can offer to an employee (Mohammad et al. 2008, 215). Promotion refers to the extend an employee expected higher opportunity in development career as well as skill and knowledge enhancement in order to play a higher position in the company (Boonzaier et al. 2001, 12). General job satisfaction indicates the degree of satisfaction when employee perceive toward their job in general (Ahmad 2018, 78). Consequently, it is acknowledged that employee job satisfaction is a complex combination consisting of variety of facets that have great impact on employee's experience and thinking (Boonzaier et al. 2001, 12).

It is acknowledged by the existing empirical evidence that there is a positive relationship between an entrepreneurial working environment and job satisfaction (Hindle and Cutting 2002; Rutherford and Holt 2007; Giannikis, S. & Nikandrou 2013, 3647). To be specific, the more enrichment on the job characteristics enhancing intrinsic and extrinsic satisfaction the more satisfaction and commitment employees are (cf. Dunnette, Campbell, & Hakel 1967, 370 Ahmad 2018, 79; Huang & Vliert 2003, 159). Additionally, if employees consider organizational offering or conditions can meet congruence of their need, they will feel more satisfaction and commitment to the company, leading to positive workplace attitude (Arfat & Riyaz 2013, 66). Thus, an entrepreneurial organizational can enhance employee's satisfaction by offering suitable organizational support to employees such as monitoring the suitable workload, managing effectively the supervisor-subordinate relationship. (Ahmad 2018, 79; Firth, Mellor, Moore, & Loquet 2004, 185; Silva 2006, 318; Martin & Roodt 2008, 23). In

summary, positive emotions and employee' connection toward firm may be assured if their viewpoint toward intrinsic and extrinsic job characteristics are positive (Huang & Van 2003, 160; Ahmad 2018, 88).

Moreover, in Judge et al. (2001, 80), job complexity is acknowledged as a considerable indicator of this relationship. To be specific, jobs that require complex skills such as scientists, doctors result in both higher performance and job satisfaction. Meanwhile jobs that not require complicated skills and knowledge like workers result in a low correlation between such relationship. (Judge et al. 2001,80-81.)

Furthermore, in Huang & Van (2003, 172-173) research, they recognized that the link between job characteristic and employee's satisfaction is different depends on the national context. More specifically, the impact between intrinsic job characteristics and job satisfaction is deeper in richer regions which means employee's in rich and developed countries requires high-order need such as the achievement, self-esteem, autonomy, empowerment in order to meet his/her need. Meanwhile, in poor or developing countries, extrinsic job characteristics seem to have more significant impact on the employee satisfaction as people in these countries value momentary reward in order to adapt their basic need. (Huang & Van 2003, 172-173). This finding is also supported by the research of Adigun and Stephenson (1992, 369) when they found that extrinsic job characteristic is a stronger predictor employee's satisfaction in Nigerian and intrinsic factors affect more significantly on employee's attitude in Britain. Furthermore, Gelfand et al (2007, 482- 484) when reviewing the cross-cultural organizational behavior had found that employee attitude differs significantly toward different culture characteristic. To be specific, personal control is considerably important in individualism while collective control outweigh the personal control in collectivism. And an achievable goal is considered to brings higher motivation in collectivistic and high-power-distance cultures. Moreover, positive feedback will lead to higher performance and result than negative in collectivism countries.

Besides, it has been cited in the existing literature that personal characteristic such as age, gender, position, tenure also impact the employee's job satisfaction (Brown & Sargeant 2007, 215 – 216). To be specific, there are two different viewpoints regarding the relationship between age and job satisfaction. Some scholars suggested that the older the person is, the higher satisfaction he/she is toward their job (Dramstad 2004; De Clercq et al. 2007, 478). However, there are some research refers that this is an U-shaped relationship, which is declined when employees are in late 20s or early 30s then increased after that (Herzberg et al. 1987). Furthermore, it has been cited that educational level may have both positive and negative impact on satisfaction of the employee. Carrell and Elbert (1974) has concluded in their research that young employees having higher degree shows a low satisfaction with jobs in-

volving many routine tasks while the same age group employees with just formal education shows higher satisfaction. Meanwhile, in Blank (1993) research, employees with doctor degree acquired the higher satisfaction in their job. The difference between employees who hold bachelor or master degree is not significant. In general, it has been cited that the relationship between education level and satisfaction correlate significantly (Niehoff 1995; Schroeder 2003). Regarding gender, there is a mix result regarding the degree of satisfaction between men and women. Some findings showed that women achieve higher job satisfaction (Hop-pock, 1935) while some concluded that men present higher in job satisfaction (Hullin & Smith, 1964; Locke et al. 1983) while some found that the difference is not considerable in gender (Iiacqua & Schumacher, 1995; Schroeder, 2003). Finally, the impact between tenure and job satisfaction also shows contradictory result. In DeSantis & Durst's study (1996), the longer the tenure is the lower job satisfaction the employee is whereas in Begeian et al. (1992) research, they found this relationship is positive. Or in Khillah (1986) research, employees with less than one-year experience expressed the highest satisfaction while those with one to three-year experience show the lowest point then the job satisfaction index goes up by time after four-year experience.

3.2.2 The impact of job satisfaction in individual and organizational level

On the organizational perspective, it is considered that high satisfaction will result in higher productivity (Fisher 2003, 1; 2010, 400). However, this point of view has witnessed controversy from some researchers. To be specific, Judge et al. (2001, 376) when examining the relationship between job satisfaction and productivity concluded that this relationship is not so significantly as the correlation only achieves 0.18 or less (Saari & Judge 2004, 398; Fisher 2010, 400). However, it has been acknowledged that there is existence of that relationship when Judge, Thoresen, Bono, and Patton (2001, 376) assessing 301 studies regarding this topic found a positive 0.30 correlation between this relationship. Another approach to explain the positive connection between job satisfaction and job performance due to positive mood employees gaining during working daily. It is acknowledged that when employee gains positive mood during the day, they will also promote creativity and proactivity in one day and forecasts creativity and proactivity on the following day. (Fisher 2010, 399; Judge et 2001 380.). Furthermore, positive mood is likely to decrease the conflict between employees as well as develop collaborative negotiation results in higher performance of employees (Fisher 2010, 399; Baron et al. 1990, 133)

On the employee's perspective, high job satisfaction can reduce the depression, anxiety, collapse which resulted in a better physical health (Faragher, Cass & Cooper 2005, 109; Fisher 2010, 399). Hence, when the needs of employees are satisfied, they will cooperate more effectively with human resources people. Furthermore, job satisfaction is stated to have

an impact with the life satisfaction of the employees due to the spillover effect with the correlation = 0.44. And this relationship is considered as reciprocal influence which means job satisfaction can affect life satisfaction and also in the other way around. In general, it is important that a company consider employee's job satisfaction goal in their strategy. Even though the company do not have direct impact on employees' non-related satisfaction such as life satisfaction. However, due to the spillover impact between job and life satisfaction, the company can still indirectly affect the employee's general satisfaction which will influence organization effectiveness as well. (Fisher 2010, 399-400).

Especially, employee job satisfaction is also an effective indicator to predict employee's attitude which leads to withdrawal behavior and intention such as intention to quit, lateness, absence, grievances, drug abuse, decision to retire (Fisher 2010, 400; Saari & Judge 2001, 399; Halepota & Shah 2011, 282).

3.3 Organizational commitment and its impact on employee and organization

3.3.1 *Motivational factors of organizational commitment*

Organizational commitment has been considered as the second most common indicator measuring employee attitude (Fisher 2010, 388; Camara et al. 2015, 306). That is why organizational commitment attract a lot of interest from scholars and companies in conceptualizing and measuring this concept (Fisher 2010, 388; Ahmad 2018, 76).

The three-component model of organizational commitment is the most common concept to measure this aspect as well receive the most empirical support for this model (Fisher 2010, 388; Camara et al. 2015, 306; Camilleri 2006, 64). This model is a concept built by Meyer and Allen (1991) which classified organizational commitment into three components: affective, normative, and continuance. Affective commitment defines as the employee's "emotional attachment, identification with, and involvement with" the organization goals and values (Fisher 2010, 388; Camilleri 2006, 64; Meyer et al. 2012, 226). Normative commitment refers to the employee's sense of obligation to remain with the organization (Meyer et al. 2012, 226). Continuance commitment reflects the cost related to leaving and the benefits engaged with continued staying with organization (Meyer et al. 2012, 226; Ahmad 2018, 77). This three-component concept has been testified broadly across different countries such as Europe, Nepal, Middle East and East Asian (Markovits, Davis, & Dick 2007, 80).

The underlying goal when defining the three components of OC is to tighten the relationship between employees and organization in order to reduce turnover rate. Especially, the empirical finding have acknowledged that among the three component, affective commitment has the most significant relationship with job performance and employee's behavior (attendance, in-role performance, organizational citizenship behavior), then normative commitment

and continuance commitment, especially continuance commitment has proven to be unrelated to such employee's behavior and employee well-being. (Meyer et al. 2012, 226; Meyer, Stanley, Herscovitch & Topolnytsky 2002, 22.). To be specific, personal characteristics and work experience in other words internal factors have the most influence on affective commitment, while external factors such as social norms, job market situation have the most influence on normative and continuance commitment (Meyer et al. 2002, 20, Camara et al. 2015, 306). Moreover, according to Markovits, Davis, and Dick's research (2007, 80), it is concluded that affective organizational commitment (AOC) has the strongest correlation with the intrinsic and extrinsic job satisfaction. This relationship has been confirmed by other scholars such as Meyer et al (2002, 32-35) who suggested that this relationship correlate significantly with the correlation between AOC and general job satisfaction ($\rho = 0.65$); AOC and extrinsic satisfaction ($\rho = 0.71$); AOC and intrinsic satisfaction ($\rho = 0.68$). Moreover, Cooper-Hakim & Viswesvaran (2005) also found the same result when finding out the correlation between AOC and job satisfaction is significant ($\rho = 0.50$). In general, as this thesis focuses on examining the relationship between an internal entrepreneurial working environment with the job satisfaction (general job satisfaction, extrinsic satisfaction; intrinsic satisfaction) and organizational commitment). Especially, from Meyer et al.'s (2012, 226; 2002, 1) finding, work experience which is affected by the working environment have the most impact on AOC. Thus, in this thesis context, affective organizational commitment was chosen as the second aspect regarding the employee attitude.

In existing organizational literature, affective commitment receives the most research more than the other forms of commitment as the external factors are not easy to be affected by the organization. Thus, in order to increase the level of commitment of employees, the management team need to manage the antecedent of affective organizational well in order to create positive attitude among their employees (Ahmad 2018, 77; Camara et al. 2015, 306; Fisher 2010, 388; Meyer et al. 2002, 39). Affective commitment is impacted the most by the work experience itself such as the degree challenge the job is, the extent autonomy the employee has, the variety of skills and knowledge employee accumulates when doing the job. In other words, core job characteristics will have direct impact on the work experience as well as the affective commitment of employees. (Meyer et al 2002, 39.) Besides, transparent communication, opportunity to take part in decision-making, and self-expression are also considered as important motivational factors for affective organizational commitment (Markovits et al. 2007, 81). Generally, if organization can create a working environment where employees can have positive experience, they will want to commit further with the organization (Gautam et al 2005, 240). Besides, organizational support has the strongest influence on affective commitment. It has been acknowledged that providing suitable organizational sup-

port is the strongest evidence that show the commitment from employer toward employee. Employees perceived such supports is sign of willingness from the company to build stronger bond with them which result in stronger affective commitment toward the company. (Meyer et al. 2002, 38.)

Similar to job satisfaction, it has been pointed in the existing literature that personal characteristic also impacts the employee's organizational commitment (Brown & Sargeant 2007, 217 – 218). More specifically, it has been asserted that age has positive impact on organizational commitment. To be clearer, it has been said that employees who are under 30 are less considerably committed to the company than employees in other age groups. Furthermore, it has been cited that female is considered to be more commitment than man (De Clercq et al. 2007, 478; Brown & Sargeant 2007, 217 – 218). Besides, researches regarding the impact between organizational commitment and educational level found that employees holding higher education degree show low commitment to a normal firm but high commitment to profession like university and research company. Meanwhile, in normal firm, employees with low education have higher commitment than those have high education level. (Brown & Sargeant 2007, 217 – 218.). Regarding the position, De Clercq et al. (2007, 472-473) found a positive relationship between position and employee commitment. To be specific, employees who are holding managerial position in a company tend to have stronger relationships which are based on trust and long-term goals with the company. In other words, managers tend to have deeper emotional attachment with the firm due to the high level of social exchange. Moreover, managers tend to have more opportunity to participate in the decision-making process as well as have the opportunity to face with challenge task to practice and update their skill. These factors will create positive work experience for them which will lead to higher organizational commitment. Regarding the employment status, it has been confirmed that those with full-time contract have higher commitment with a firm as they receive more organizational supports than those who only have part time jobs. In terms of tenure, it has been suggested that longer the tenure is means the higher contribution to a company is, thus, the stronger emotional bond between employee and the company.

3.3.2 The impact of organizational commitment in individual and organizational level

Regarding the organizational viewpoint, affective commitment has been evaluated by managers that have positive influence with potential utilization and performance of employees (Ahmad 2008, 77; Meyer et al. 2002, 40). Furthermore, researchers have proved that affective commitment is considered as the most beneficial factor to firm's performance (Meyer and Allen, 1997), due to the following reasons. Affective commitment can create significant impact on not only positive organizational results such as" improved retention, attendance, and citizen behaviors, self-reports of performance, and objective measures of supervisor rat-

ings of employees' performance' (Meyer et al. 2002, 40) but also negative results like absenteeism and intention to quit (Dunham et al. 1994; McFarlane-Shore and Wayne 1993). Moreover, it is also an useful indicator for improving operational expenses and sales (Meyer and Allen 1997). Regarding individual perspective, it has been concluded that when employees experience affective organizational commitment, they will have lower level of stress as well as lower work-family conflict. In other words, the employees gain better health and well-being. (Meyer et al 2002, 39-40.)

Generally, affective commitment has been evaluated as the most effective component among the three components of commitment to help company achieve desirable goals. Thus, it is vital for a firm to consider affective commitment as an important goal in order to enhance the employee's attitude toward any policy or changes, for example changes in the working environment orientation. (Meyer et al 2002, 39-40.)e

3.4 Summary of employee attitude

This study uses job satisfaction and organizational commitment as the two main indexes measuring the employee's attitude. These two indicators are the most popular ones and have gained many empirical studies across countries (Fisher 2010, 391; Camara et al 2015, 304 -306). Furthermore, it has been acknowledged that these two indexes have positive correlation with each other. In other words, the more satisfied the employee is, the more commitment he/she is toward company. (Firth et al. 2004; Ahmad, Ahmad & Shah 2010, 259.)

Regarding job satisfaction, there are many factors affecting the employee's job satisfaction. The first factor is dispositional influence such genetic and personal characteristics. However, this factor is consistent over time and not easily affected by context. Secondly, cultural influence also affects the core value of satisfaction of employees in different value systems. (Saari & Judge 2004, 396.). Thirdly, the work situation is considered to have the most significant influence on the satisfaction of employees. More specifically, satisfaction toward work situation refers to the satisfaction employees have when doing their job. If a job's core characteristics including: skill variety, task identity, task significance, autonomy, and feedback make the employee experience meaningfulness, responsibility and knowledge of result, he/she will achieve positive satisfaction toward their job. (Saari & Judge 2004, 397.) Fourthly, organizational supports including extrinsic rewards and intrinsic rewards will impact employee's general satisfaction, extrinsic satisfaction, and intrinsic satisfaction. Employees perceive such offering is a sign of willingness that the company wants to have a strong social-exchange with them which resulting in a strong connection between employee and employer. (Miao, Newman, Sun & Xu, 2013, 3263; Newman & Sheikh 2012, 350.). Fifthly, it has been confirmed that when employees are allowed to express their ideas, opinions, they experience positive psychological state which resulted in positive satisfaction to-

ward their work (De Clercq and Rius 2007, 474). Furthermore, job complex also brings positive satisfaction to employees as they have the opportunity to learn and apply variety of skill which make them feel the meaningful of their job (Judge et al. 2001). Finally, role ambiguity, job stress, psychological contract breach is considered to bring negative impact on the satisfaction employees (Monsen et al. 2009, 77; Giannikis & Nikandrou 2013; 3645). In general, high job satisfaction can bring significant benefits to not only organizational (Fisher 2010, 399 - 400; Judge et 2001 380) but also individual level (Faragher, Cass & Cooper 2005, 109; Fisher 2010, 399).

Organizational commitment is usually measured by the three components of organizational commitment (Meyer and Allen (1991) including affective, continuance and normative. However, affective organizational commitment (AOC) is considered to be significantly impact by the working environment (Meyer et al. 2002, 20, Camara et al. 2015, 306). That is why, in this thesis, affective organizational commitment is chosen as the main aspect of organizational commitment. The motivational factors affecting employees' affective organizational commitment including work experience which is affected by the core job characteristics of Hackman & Oldham (1980, 90); organizational support; job challenge (Meyer et al 2002, 75); transparent communication; opportunity to take part in decision-making; and self-expression (Markovits et al. 2007, 81). Meanwhile, role ambiguity, job stress, job overload (Monsen et al. 2009, 77), psychological contract breach; (Giannikis & Nikandrou 2013; 3645) have negative impact on affective organizational commitment.

The above-mentioned motivational factors of job satisfaction and affective organizational commitment will have positive or negative impact on workforce's attitude toward their job. In order to maintain positive attitude among employees, it is crucial that the management team can build a working environment bringing positive experience and feeling as well as manage these factors effectively in order to be able to enhance performance and productivity of the employees (Meyer et al 2002, 38-39; Markovits et al. 2007, 81).

3.5 The impact of Entrepreneurial Orientation working environment on employee's working attitude

In the following sub chapters, the three multi-dimensions of EO will be examined one by one with two employee attitude's indexes namely job satisfaction and organizational commitment to evaluate the tendency of these relationship.

The job characteristic model will be used as the crucial moderator to explain the relationship between the two side variables as it explains to the impact of nature of work on the employee's psychological state and behaviors in this case is job satisfaction and organizational commitment. To be specific, when applying EO on the strategy, it is necessary that a company builds an entrepreneurial working environment in order to utilize all the benefits of

EO on both financial and non-financial outcomes (Kuratko et al. 2014, 38). However, when there is change in the strategy, it also leads to severe impacts on employee's attitude as well. To be specific, EO engages innovative, risk-taking and proactive behaviors which will basically change the routine behavior of employees. This may create both negative and positive experience for employees. For example, employees can perceive negatively about the influence of EO when thinking EO may lead to higher work intensification, job-stress, job complex, and role ambiguity (Monsen et al. 2009, 77; Giannikis & Nikandrou 2013; 3645). On contrary, employees can perceive positively about the outcomes of EO such as the higher autonomy; interpersonal relationship development with both co-worker and supervisor as EO requires all layers to cooperate closely to have the right selection on risky projects (Lumpkin & Dess 1996, 146; Dess & Lumpkin 2005, 152); also higher pay as entrepreneurial firm usually has competitive salary and fringe benefit policy as well as better promotion opportunities and job security (Giannikis & Nikandrou 2013; 3647).

3.5.1 Innovativeness

Regarding job satisfaction, an innovative working environment need to facilitate empowerment activity for all layers of the employees to step away from their routines, try new ideas and utilize all of their capability (Kuratko et al. 2014, 38; Ireland, Kuratko & Morris 2006, 12). When employees are free to try new initiatives, it is expected that they experience the meaningfulness of the work due to the changes in the core job characteristics.

Firstly, engaging in innovative projects means that company has to lift up old boundaries in order to create an innovation-friendly for employees to step on the plate and try new things (Karyotakis & Moustakis 2016, 54; Hayon 2005, 64). Such changes may lead to higher job stress and role ambiguity for employees. It has been acknowledged that job stress and role ambiguity will result in decreasing in job satisfaction (Monsen et al. 2009, 78). However, innovative firm usually the one that provides suitable support to employees such as providing courses, training in order to enhance the adapting ability toward changes of employees; creating a transparent and effective communication; giving employees opportunities to join in the decision-making process; building a trust and sharing culture; as well as offering competing incentives. Such attractive supports will create an effective learning organization which provokes not only the innovative ability of the firm but also enhances high satisfaction from the employees. (Karyotakis & Moustakis 2016, 53.) Furthermore, when taking part in innovative projects, employees can obtain higher skill variety as they need to execute many boundary-spanning tasks that they may neither train or try (Monsen et al. 2009, 78). Obviously, this will lead to higher job complex. However, as above-mentioned, it has been acknowledged that job complex has a positive correlation with job satisfaction as the employees feel that their job is meaningful and enhance their skill in the future (Judge et al. 2001). In other words, when

participating in innovative project, employees feel their work more meaningful and increase their job satisfaction (Hackman & Oldman 1976; Boonzaier et al. 2001, 12).

Secondly, the employees are empowered to speak up their ideas and contribute their opinion to the development and operation of a project which will make them feel like holding a broader responsibility in the company's total process and growth. Such empowerment to express ideas has create positive psychological state of the employees which result in the satisfaction toward their job (De Clercq & Rius 2007, 474). Moreover, if their ideas are selected, they have the chance to participate in the whole process and develop that idea into a real product which will make their task identity higher. Finally, being empowered to contribute opinions will also promote task significance. As when their ideas are selected to apply, they will feel that the company values their contribution as well as their idea will have significant positive impact on the current process or other coworker. Thus, they will experience the special emotion of success and recognition which will lead to positive emotion and moods for them in not daily term but long term (Hackman & Oldman 1976, Fisher 2010).

Additionally, employees witnessing their firm growth also experience positive emotions which will lead to higher job satisfaction as well. Besides, higher innovativeness means higher promotion opportunity for employees to take part in the decision-making process which will change the nature of work of employees resulting in growth satisfaction and promotion satisfaction. (Zhou, Gao, Yang & Zhou 2005, 1050.) Additionally, when an organization focuses on R&D investment to enhance innovativeness, it makes the employee believe in the firm's vitality and ability to succeed in the market which will lead to the better security satisfaction. Meanwhile, a firm which is conservative and inflexible will make the employees feel unsecured about the competing ability and survival of the company in the market. This will make the feel unsecure about their jobs and decrease the satisfaction. (Zhou et al. 2005, 1055.).

Regarding affective organizational commitment, it has been confirmed that positive work experience has the most impact on affective commitment (Meyer et al. 2002, 32). To be specific, an innovative working environment which helps employees experiencing positive feeling and emotion toward their job will enhance affective commitment as well. Furthermore, Meyer et al. (2002, 38) in their research have found that organizational support is the most effective tool to enhance affective commitment (Ahmad 2018, 79). As above-mentioned, an innovative firm usually offers attractive organization support to encourage employees to behave and act entrepreneurially. Thus, when employees receive such support, they tend to feel a stronger bond and connection with their employer, resulting in stronger affective commitment. (Meyer et al. 2002, 38.). To be specific, employees in innovative firms usually have the feeling that the firm is actually "deep concern" for their needs and recognize

their contributions and capabilities (Giannikis et al. 2013, 3647-3648). Moreover, in innovative firms, salary policy is usually based on the performance or the percentage KPI achievement, which provide the likelihood to receive higher salary comparing with the average. Additionally, in innovative company, it is likely to have more promotion opportunities as those companies usually based on the performance and contribution of an employees to evaluate the capability of a person rather than the traditional method such as the tenure which will make the employee feel they are being treated fairly. Especially, feeling organizational justice will enhance the affective commitment of employees. (Meyer et al. 2002, 38.)

Furthermore, in innovative company, supervisor and coordinate have a very close relationship between supervisor and coordinates due to an open-mind culture and a culture building with trust and sharing (Karyotakis & Moustakis 2016, 53-54). Such strong relationship between will create positive work experience for them resulting in a stronger affective commitment from the employee (Meyer et al. 2002, 39). In innovative firm, the leadership exists strongly in the working environment which will affect positively to the affective commitment of employees. More specifically, in order to enhance innovativeness, the management team has to commit tightly with the target as well as be a good example regarding entrepreneurial behaviors for employees to follow. Such strong and transformational leadership is an important antecedent affecting employee's affective commitment. (Meyer et al. 2002, 39.).

In summary, based on the social-exchange theory as well as in other research, the author posits that the innovative dimension of an EO working environment will have more positive than negative impact on employee's working attitude. It is expected that:

Hypothesis 1: The employee's perception of high innovativeness in the working environment will be positively linked with (a) job satisfaction (b) organizational commitment.

3.5.2 Risk-taking

Regarding job satisfaction, it has been asserted that the lower a person's position in the company hierarchy, the more negative resistance that person to risk-taking strategies as he/she does not have much experience to participate in risky circumstances (Hayton 2005, 21). Especially, risk-taking strategy creates a fear toward failure as well as the uncertainty in not only employees but also managers (Monsen et al. 2009, 81; Ireland et al. 2003, 982; Canon & Edmondson 2005) as it is a nature tendency to prevent themselves from such uncertainty (Covin & Slevin, 2002, 313). Furthermore, uncertainty usually leads to job stress which has negative influence on job satisfaction among employees (Monsen et al 2009, 77). However, thinking in another perspective, engagement in a risky project is also an opportunity for employees to prove their abilities to manager. To be specific, supervisor evaluate the ability of a person to overcome obstacles such as role ambiguity, job stress as an evidence to allocate

more important task for that person. (Jackson & Schuler, 1985; Peterson et al. 1995; Monsen et al. 2009, 81.) As a result, this will lead to higher promotion opportunity for employees which is an intrinsic satisfaction toward the job. Furthermore, risky projects need careful evaluating processes from the whole risk-management team before making any decision. That is why employees when being a part of such process will enhance their skill variety as well as task significance which result in the experience of meaningful work. Such experience will result in intrinsic satisfaction as well. Moreover, a person proves his/her ability when participating in evaluating risky projects, the company in return will offer him/her attractive rewards such as incentive, bonus which enhance the extrinsic satisfaction of that person. (Boonzaier et al. 2001, 12; Miao et al. 2013, 3263; Newman & Sheikh 2012, 350; Ahmad 2018, 78.). Additionally, when a person receive reward like or even more than he/she expected, the psychological contract between him/her with the employer is tighter which resulted in positive employee attitude such as job satisfaction and organizational commitment (Giannikis et al 2013, 3652; Monsen et al. 2009, 81).

Furthermore, it has been suggested that in order to enhance the innovativeness when investing in risky projects, the managers of entrepreneurial firm have to create a culture that is tolerant risk. Such culture encourages employees to participate actively in the projects which leads to skill and ability enhancement. This will impact growth satisfaction in the employees. (Boonzaier et al. 2001). Additionally, during and after the project, the employees constantly receive feedbacks from not only their manager but also their peers in order to cooperate better in the project. Such experience will help the employees to perceive the meaningful of their work, the responsibility and the effective of their work. This will lead to the satisfaction toward intrinsic aspects. (Boonzaier et al. 2001; Miao et al. 2013, 3263; Newman & Sheikh 2012, 350.)

Regarding affective organizational commitment, in order to manage the risk-taking projects well, there must be a strong leadership in the company to give the right decision toward the uncertainty. Meyer and Allen (2002, 38) asserted that a strong leadership has significant influence on the affective commitment of employees. Employees who participating in risk-taking projects will experience the tight involvement with the success of the project and firms which will lead to enhance their affective commitment. Furthermore, after the successful projects, employee may gain the promotion opportunity or recognition which will also increase their occupational intrinsic satisfaction. Such satisfaction has been acknowledged to have positive relationship with affective commitment. (Meyer and Allen 2002, 38.) Besides, in order to give the right decision toward risky projects, risk-taking firm has to build an effective communicating system and sharing culture which will result in positive experience in the

job. Such positive experience in work is the most powerful factor affecting the affective commitment of employees. (Karyotakis & Moustakis 2016, 53.)

In summary, as the above-mentioned arguments, it is proposed that risk-taking dimension of an EO working environment will have more positive than negative impact on employee's working attitude. It is expected that:

Hypothesis 2: The employee's perception of high risk-taking in the working environment will be positively linked with (a) job satisfaction (b) organizational commitment.

3.5.3 *Proactiveness*

Regarding job satisfaction, the main motivation of a proactive firm is to become the first-mover in order to take full advantages of being the leader. They usually have the tendency to imply changes in variety of ways such as company policy, procedures, equipment, technology, strategy to look for new opportunity in both current and unexplored market. (Lumpkin & Dess 1996, 146.) However, changes usually lead to employee resistance, even though such changes are applying to maintain competitive and adapting to the demand of the market. Such resistance happens due to the fear of being in a more stressful, pressure work and role ambiguity that affect the employee's routine work. (Jones et al. 2008, 294.) However, if a proactive firm can implement effective strategic leadership and change management, the employees will reduce fear and concerns regarding change (Monsen et al. 2009, 96). Furthermore, on the other way of thinking, change is not always considered as a negative signal, it is the growth indication. In other words, change is considered as development and improvement signs for employees, as they can see that their companies are growing and enhancing the competitive advantage which can create the feeling of trust and secure for them, resulting in job satisfaction (Jones et al. 2008, 300; Zhou et al. 2005, 1056).

Proactive firms thanks to the advantage of the first mover usually achieve better firm performance regarding financial outcomes which is also contributed to the satisfaction of employees as in those firms' employees usually inherit better salary as well as fringe benefits whenever the firm launch successfully a new product into the market. That is why firm performance and job satisfaction correlate strongly with each other. (Whitman, Van Rooy & Viswesvaran 2010, 45.). Furthermore, proactive companies put the focus on forward looking perspective (Lumpkin and Dess 1996, 146) which representing their ambition to become the trend creation by forecasting the future demands of customers which they may not even recognize by themselves (Dess & Lumpkin 2005, 150). However, to actually capture the right demand of the market, it is vital that these companies build an effective communicating platform so that the exchange new information and ideas smoothly and immediately (Kanter 1983, 28). By doing that way, they can seize the right potential areas rather than allocate resources into the useless projects as applying EO is a resource consumption strategy (Raunch

et al. 2009, 762; Covin & Slevin 1991, 10; Hughes and Morgan 2007, 657). When that transparent communicating platform is built, employees are easily transfer their ideas to all the levels within the organization as well as receive support immediately from the supervisors which make them feel their job is meaningful.

Regarding affective organizational commitment, , proactive firms usually have entrepreneurial leaders who take the responsibility in orienting and communicating the entrepreneurial strategic vision as well as inspiring to their subordinates to make sure that all layers have the same understanding about the firms' vision, orientation, plan. Such transparent culture together with empowerment will affect the affective commitment of employees when they feel to be connected and an important part of the firm. (Kuratko, Hornsby & Bishop 2005, 285; Karyotakis & Moustakis 2016, 53.). Moreover, employees in those firms usually witness the transformational leadership when participating in the change and transformation of firm into an entrepreneurial firm. In the research of Meyer et al. (2002, 38), transformation leadership is a strong factor affecting the affective commitment. Furthermore, when employees get inspiration from their leader toward entrepreneurial behavior, they usually have the tendency to improve themselves by enhancing the skill variety , and knowledge. Moreover, great support from the supervisor as well as others colleagues will make them feel being cared as well as grown to a better version will lead to affective commitment (Steers 1997).

In summary, as the above-mentioned arguments, the proactive dimension of an EO working environment will have more positive than negative impact on employee's working attitude. It is expected that:

Hypothesis 3: The employee's perception of high proactiveness in the working environment will be positively linked with (a) job satisfaction (b) organizational commitment.

3.6 Initial framework of the study

Based on the literature review in Chapter 2 and 3, the initial framework of this study is proposed as the figure 1 below. This framework is built in order to evaluate the impact of three dimensions of EO on employee's attitude regarding two indicators: job satisfaction and affective organizational commitment. This framework indicates to answer the research question mentioning in Chapter 1.2. The three dimensions of EO composing innovativeness, risk-taking, and proactiveness is the answer to sub-question 1: What is an EO working environment? The influence of three dimensions of EO on job satisfaction including general job satisfaction, extrinsic satisfaction and intrinsic satisfaction will answer for the sub-question 2: How do employees' perception of EO working environment impact their job satisfaction? Finally, the impact of three dimensions of EO on affective organizational commitment will answer for the sub-question 3: How do employees' perception of EO working environment impact their affective organizational commitment?

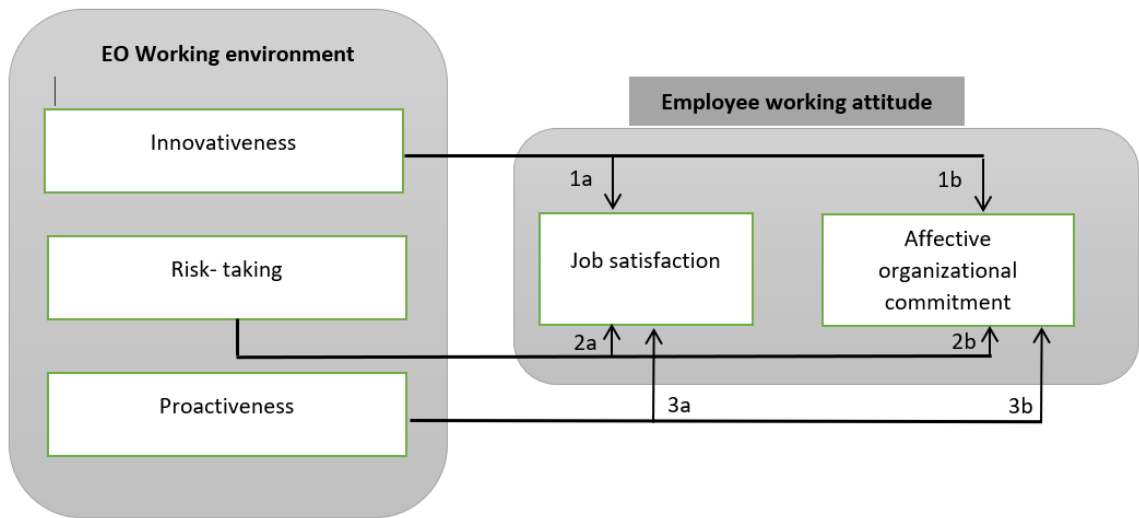


Figure 2: Initial framework of the study

4 METHODOLOGY

Chapter 4 explains the methodology to conduct this research as well as methods to analyzing the collected data. More specifically, sub-chapter 4.1 presents the overall research strategy before introducing the method to collect data in sub-chapter 4.2. Then, sub-chapter 4.3 reviews the practical process to collect data for this research. Then the reliability and validity of the data was presented in sub chapter 4.4 and 4.5. Then a summary about the trustworthiness of the data was included in sub-chapter 4.6.

4.1 Overall research strategy

It is asserted that there are three circumstances influencing the selection of research methodologies including the character of research question suggested; the degree of management the writer gains over the practical context; the level of focus on existing circumstances (Yin 2003, 5). Thus, based on the above-mentioned circumstances, researchers can apply quantitative or qualitative or even a mix approaches in order to achieve the expected research objectives (Silverman 1997, 12-25). Quantitative research is described as a theory-based approach in which the existing theory is used as the premise for the deduction of the hypotheses before evaluating in a real-life context by manipulating in wide population sample. The main aim of this approach is to illustrate the characteristics of the mathematical data or in other words is to identify the reasons or root which are statistically noteworthy. (Gillham, 2010, 9). While quantitative approach uses statistical data to modify and generalize subjects, qualitative approach focuses on comprehending and explaining the researched phenomena. In order to do that, researcher when using qualitative research has to interact deeply with the study subjects which are usually human objectives through observation and interview to conduct the insight. (Fisher 2010, 69.) Thus, researcher in this approach coordinates closely with the objectives when collecting empirical data which makes him/her become an essential role of the research procedure (Gillham 2010, 10). Furthermore, this approach is preferable in a complex issue or situation in which the related literature is still shortage (Fisher 2010, 69). In this context, qualitative approach is applied as an exploratory research concentrating on the yet unexplorable issues. Many researchers when dealing with this case usually apply a mix-approach in which qualitative approach is used first in order to build the framework before testing it in a wide population using the quantitative approach. (Eriksson & Kovalainen 2008, 5.)

To build a comprehensive and overview portrait as well as to build up the understanding of the connection between an entrepreneurial working environment and the employee attitude in a developing country context, quantitative approach has been selected to conduct for this research. As it has been acknowledged that quantitative approach can help researcher to evaluate the correlation between the independent variables and the dependent variables (Choy 2014, 99)

4.2 Data collection

Following others research on the similar topic regarding EO and employee attitude (Monsen & Boss, 2009; Giannikis et al. 2013), this thesis chose survey as the main method for collecting data to answer the research question. Surveys use self-reports of credible data, or objectives' viewpoint (Flynn et al. 1990, 257). This method was selected as it authorizes researchers to consider the research findings from a sizeable population as a reliable source in a larger population. In other words, data from the survey presents a specific percentage of population acting and assuming in a specific context. (Fisher 2010, 207; Pinsonneault & Kraemer 1993, 77.) Data was usually collected via online or hand-delivered questionnaires or interview objectives. It is useful to gather viewpoints, attitudes and characters or even cause-and-effect relationships. (Ghauri & Gronhaug 2002, 85, 93; Saunders, Lewis, and Thornhill 2003, 92.).

There are three types of survey research including exploratory, confirmatory, and descriptive. Exploratory survey research aims to achieve initial understanding on a phenomenon in order to create initiative for more in-depth survey. Confirmatory survey research is conducted in order to collect data to testify the sufficiency of the theories associated with the phenomenon. Especially, this kind of research focuses on evaluating the relationships of variables as well as the direction of these linkages. Descriptive survey research in other hands is conducted in order to study more the characteristics of the phenomenon through observing and examining the relationship between variables and its proportion in the population. (Forza 2002, 155; Williams 2007, 66.) As this study's main aim is to figure out the relationship between entrepreneurial working environment and the employee's attitude, it is considered as a descriptive research. According to Saunders et al. (2003, 281), using questionnaire to collect data is suitable for descriptive survey research. Furthermore, data from the survey allows researcher to examine the relationship about these variables and consider whether the correlation is considerable or just random effect (Fisher 2010, 69). That is why, in this study, pre-code questionnaire-based survey is chosen as a method to collect data for gaining the insights of the relationship between EO working environment and employee's attitude in a developing country context.

4.3 Conducting the survey

When collecting data via survey, it is vital to make the questionnaire easily to understand. If the question is too complex, it will make the respondent hard to understand the full meaning of the question and answer the questions randomly. (Kumar 2005, 126.) In order to make the questionnaire easily to understand and fill out, items were rated on a seven-point Likert scale, ranging from "strongly disagree" to "strongly agree." The questionnaire was initially composed in English and checked by three university professors, then translated into Vietnamese. Then the Vietnamese version was sent to English teacher and five initial respondents before sending the survey publicly to ensure that the translation was accuracy and easy to understand. As when translating a survey into another language, it is essential to put attention to the wording of the survey question as it may lead to unexpected issues such as non-

response items or response error if the questions are written insufficiently (Malhotra & Birks 2006, 338.). As it has been acknowledged that the longer the survey is the lower rate respondent finish the questionnaire (Ghauri & Gronhaug 2002, 97). Thus, the researcher tried to design a survey that can finish within 10 minutes less. In order to make the questionnaire coherent and easy to analyze, the questions are composed of single choice by asking the respondents' opinion regarding one statement.

The survey was conducted with the employees who currently work in service sector in Ho Chi Minh city, Viet Nam. Such a targeted survey was conducted to service companies' employee in order to easily generate findings and compare with other existing study. Furthermore, service sector has become one of the most important sector of Viet Nam economy accounting for 45.5% GDP and 34.7% employment of Viet Nam in 2019 (General statistic Office of Viet Nam 2020). This study used two means to approach the respondents. The first way is approaching the employees of selected service companies through email attached the online link of the survey. The second method is approached other serviced employees through personal connection via social media in order to increase the number of samples which can represent the population. Nha Dai Phat Real Estate and British American Tobacco Viet Nam – Sales support department are the chosen companies in this study as these are the leading companies in their industry. Nha Dai Phat Real Estate is one of the strongest real estate company in distributing luxury and resort property in the South of Viet Nam while British American Tobacco Viet Nam is the biggest producer in delivering quality tobacco products to Vietnamese customers. However, as this study focuses on service companies, the sales support department of British American Tobacco Viet Nam was chosen to conduct the survey. Additionally, these two companies have previous connection with author when working at Viet Nam. Thus, they were very willing to support data collection process by returning response to author from both the manager and employees.

97 respondents were invited to participated in the survey from above-mentioned two service companies and 66 valid questionnaires were collected for the analyses during 20/03/2020-20/04/2020, which resulted in an adequate response rate of 68%. To collect more data from the population, the questionnaire also simultaneously sent to researcher's network via social media, Facebook in particularly. Until 20/04/2020, there had been 160 responses, especially 143 responses were from services companies, 17 responses were from manufacture organization. In this study context, only data from 143 employees in service organization was chosen to analyze further. Table 1 and 2 below interpret the characteristics of the sample cases and demographic characteristics of the data examined in this research respectively.

Table 1. Characteristics of the sample cases

Company	Approaching method	Survey sent	Survey received	Response rate
Nha Dai Phat	Email	45	21	86%
British American Tobacco Viet Nam – Ho Chi Minh Depo	Email	52	45	47%
Other	Social Media		45	

Table 2. Demographic characteristics of the data

Variable	Category	Frequency	Total	%	Cumulative %	Mean JS	Mean AOC
Age	18-25	14	143	9.8%	9.8%	4.19	3.62
	26-30	83		58%	67.8%	4.87	4.46
	32-40	30		21%	88.8%	5.06	4.86
	Above 40	16		11.2%	100%	4.79	4.87
Gender	Male	49	143	34.3%	34.3%	4.77	4.39
	Female	94		65.7%	100%	4.87	4.56
Educational Level	Highschool	4	143	2.8%	2.8%	6.02	5.88
	College/Bachelor	100		69.9%	72.7%	4.81	4.61
	Master	35		24.5%	97.2%	4.74	4.05
	Post-graduate	4		2.8%	100%	5.00	4.42
Managerial Responsibility	Yes	46	143	32.2%	32.2%	5.11	5.01
	No	97		67.8%	100%	4.7	4.26
Tenure	Less than 1 year	4	143	2.8%	2.8%	4.04	3.83
	1 -3 years	43		30.1%	32.9%	4.70	4.13
	Above 3 – 5 years	51		35.7%	68.5%	4.96	4.65
	Above 5 – 8 years	11		7.7%	76.2%	5.09	4.67
	Above 8-10 years	11		7.7%	83.9%	5.10	4.99
	Above 10 years	23		16.1%	100%	4.73	4.66
Employment status	Full time	137	143	95.8%	95.8%	4.84	4.54
	Part time	6		4.2%	100%	4.73	3.47

It has been acknowledged that personal characteristics and work-related characteristics such as age, education, gender, and tenure, employment status and managerial responsibility can act as potential predictors of employee's job satisfaction and organizational commitment (Brown & Sargeant 2007, 215; Locke 1976; Spector 1985; Herzberg, Mausner, Peterson, & Capwell 1987; Yucel & Bektas 2012, 1599). From table 3, the demographic features of the respondents are presented to create a better understanding of the responses and resulting conclusion for the study. 88.8% of the respondents in this study are 40 or below 40 years old. It is suitable with the current population of Viet Nam workforce which is explained by 70% of current Viet Nam employees are under 35 (Deloitte 2020, 6). This is the reason why the majority of employees participating in this survey belongs to this age group. Moreover, the majority of the respondents was female (65.7%) and had full time contract (95.8%). About one-third of the respondents (32.2%) hold managerial position in their companies which helps the author to know more about whether there are differences between managers and employees in the studied aspects.

Additionally, as improving quality of human resources has always been the paramount objectives of the government in order provide skilled labor which is modified prominently in Vietnam's current "socio-economic development strategy for 2011-2020". Thus, in order to enhance the number of quality human resources in Viet Nam, the government have expanded to "165 vocational colleges and 301 vocational secondary schools, 874 vocational training centers" together with many other training courses under the management of Ministry of Labor, Invalids and Social Affairs of Viet Nam since 2014 in order to make sure 65% of the workforce have experienced proper vocational training, and 70-80% of students following

career-oriented programs. (Trines 2017.) Especially in service and manufacture industries, government together with the support from these companies has prioritized to enhance the number of trained and skilled employees in order to develop further economic development (OECD/The World Bank 2014, 134). Thus, the number of formal trained employees through schools and professional courses in services companies accounts for the majority of the respondents (97.2%) is quite understandable. Additionally, the tenure of employees in service companies in this study is quite variety. Especially, employees having more than three years' experience accounts for almost 70% which means most of the respondents have deep understanding about their companies and suitable background to give opinion on the impact of an EO working environment on employees' job satisfaction and affective organizational commitment which is satisfactorily qualified of this study.

4.4 Measurement

This research studies the relationship of three types of variables: independent, dependent and control variable. Most of the questions in the survey are based on the previously validated questionnaires of existing literature in order to measure the independent and dependent variables. These questions are gauged through seven-point Likert scale items, varying from “strongly disagree -1” to “strongly agree – 7”. Meanwhile, regarding the control variables such as age, education, gender, occupational area, and tenure, employment status and position, respondents are requested to choose one in a given list of potential answers (see table 3). The content of the questionnaire used in this study is showed in the Appendix 5.

After the responses were collected through the online survey link, data was recoded before executing the exploratory factor analysis. To be specific, the data of positive statements were remained the same score. Meanwhile the negative statements were coded in reversed scores. For example, if in question 14 “Raises are too few and far between”, the respondents choose “Strongly disagree – 1”, then the score after reversing will turn into 7. After all scale items have been coded, the next step is calculated the mean of each factor (Fisher 2010, 215). In order to validate the reliability of the data as well the relevant degree they are to this study, every instrument of independent and dependent variables would be validated through factor analysis. The results of factor analysis will be presented in the next sub-chapter 4.4.1 and 4.4.2 along with a summary of this test can be found in Table 4. Additionally, individual demographic measures will be used as control variables in this study.

Table 3. Operationalization summary

Research Problem	Sub problem	Variables	Concept in Literature (Chapter Number)	Survey Questions	Author	
How do employees' perception of EO working environment impact their working attitude?	What is an EO working environment?	Independent variables	Innovativeness	2.2.1	1,4,5	Covin & Slevin (1989, 86)
			Risk-taking	2.2.2	6,7,8	
			Proactiveness	2.2.3	2,3,9	
	How do employees' perception of EO working environment impact their job satisfaction?	Dependent variables	Job satisfaction -General JS -Facets of JS +Intrinsic JS Nature of work Promotion +Extrinsic JS Pay Fringe benefits Supervisor Coworker Job Security	3.2.1	10,11,12 29, 30, 31, 32 33, 34, 35, 36 13, 14, 15, 16 17, 18, 19, 20 21, 22, 23, 24 25, 26, 27, 28 37, 38	Hackman & Oldham (1974, 67) Spector (1985,708-711)
			Organizational Commitment Affective commitment	3.3.1	39, 40, 41, 42, 43, 44	Meyer, Allen, & Smith, (1993)
	How do employees' perception of EO working environment impact their affective organizational commitment?	Control variables	Gender	3.2.1 & 3.3.1	45	Giannikis & Nikandrou (2013, 3654)
			Age	3.2.1 & 3.3.1	46	
			Educational Level	3.2.1 & 3.3.1	47	
			Tenure	3.2.1 & 3.3.1	48	
			Position	3.2.1 & 3.3.1	49	
	Employment status		3.2.1 & 3.3.1	50		

4.4.1 Independent variables

Most of the quantitative research when conducting in the EO field use the strategic posture scale designed by Covin and Slevin (1989, 86) (Monsen & Boss 2009, 84; Keh et al. 2006, 593; Hitt, Ireland et al. 2001, 479; Seborá 2009, 332; Wiklund et al. 2005, 71, Su, Xie & Li 2011, 558; Rauch et al. 2009, 762; Haar & White 2013, 115). Thus, this study also applies the nine-items measuring the degree of entrepreneurial firm behavior within the surveyed companies (Wales 2016, 4) (See Appendix 1). To be specific, the respondent was requested to measure the degree of agreement in the following statements which represent closest to their company. Innovativeness is evaluated through these three statements including (1) "In general, the top managers of my firm favor..." from "a strong emphasis on the marketing of tried and true products and services" to "a strong emphasis on R&D, technological leadership and innovation"; (2) "How many new lines of products or services has your firm marketed in the past 5 years? From "no new lines of products or services" to "many new lines of products or services"; (3) "How many new lines of products or services has your firm marketed in the

past 5 years?” From “changes in products or service lines have been mostly as a minor nature” to “changes in products or service lines have usually been quite dramatic”. Proactiveness is measured through the following three statements including “In dealing with its competitors, my firm” (1) From “typically responds to action which competitor initiate” to “typically initiates actions to which competitors then respond”; (2) From “is very seldom the first firm to introduce new products, services, operating technologies” to “is very often the first firm to introduce new products, services, operating technologies”; (3) From “typically seeks to avoid competitive clashes, preferring a “live-and-let-live” posture” to “typically adopts a very competitive, “undo-the-competitor” posture”. Risk-taking is measured through the three remaining statements including (1) “In general, the top managers of my firm favor...” From “low-risk projects with normal and certain rate of return” to “high-risk projects with changes of very high return”; (2) “In general, the top managers of my firm favor...” From “a cautious ‘wait and see’ posture in order to minimize the probability of making costly decisions when faced with uncertainty” to “a bold, aggressive posture in order to maximize the probability of exploiting potential when faced with uncertainty”; (3) In general, the top managers of my firm believe that...” From “owning to the nature of the environment, it is best to explore gradually via cautious behavior” to “owning to the nature of the environment, bold, wide-ranging acts are necessary to achieve the firm’s objectives”. (Covin and Slevin 1989, 86.)

The coefficient Cronbach alpha reliability for the three EO dimension was 0.858 which means at excellent level. Additionally, an exploratory factor analysis was conducted with Varimax rotation. The results exemplify that the Kaiser–Meyer–Olkin (KMO) test, total variance explained (TVE) and Bartlett Sphericity (χ^2) for EO were satisfactory (KMO = 0.808, TVE = 79.4%, $\chi^2 = 699.209$).

4.4.2 Dependent variables

In terms of instruments to measure the job satisfaction of employees, this study combines two different scales including the three-items to measure general job satisfaction in Job Diagnostic developed by Hackman & Oldham (1974, 67) (see Appendix 2) as well as 24-items in Job Descriptive Index (Spector 1985,708-711) (see Appendix 3) to measure the intrinsic satisfaction such as promotion and nature of work and extrinsic satisfaction such as pay, fringe benefits, supervisor, co-worker combines with two-items to measure the job security in Job Diagnostic Hackman & Oldham (1974, 67) (see Appendix 2). The scale of Hackman & Oldman was applied to measure the general job satisfaction and job security as it has been successfully applied in the prior researchers which provides reliability of this instrument (Cohen & Bailey 1997; Davis & Schoorman & Donaldson 1997; Tett & Meyer 1993; Giannikis et al. 2013, 35654; Camara et al. 2015, 314; Van Saane & Sluiter & Verbeek & Frings-Dresen 2003, 194). The Job Descriptive Index (Spector 1985,708-711) was utilized in this study to measure facets of job satisfaction which have been testify in other existing researches (Silva 2006, 321; Van Saane et al. 2003, 194; Bruck & Allen & Spector 2002, 342; Asan & Wirba, 2017; Zain & Setiawati 2019, 7). This scale includes 36 items measuring 9 facets of job satisfaction. However, in this study, only 6 facets were studied as this is the 6 facets which is studied the most in a developing country context (Eker & Tüzün & Daskapan & Sürenkök

2004, 500; Le & Appold & Kalleberg 1999, Chi & Yeh & Nguyen 2018, 139). In the present study, the author witnessed internal consistency reliabilities varied from .756 to .939 for the facets and a composite coefficient of .892 for the general job satisfaction. Overall, the 29-items of the job satisfaction acquired Cronbach alpha .941 which is excellent reliability score for empirical research. Additionally, these measuring job satisfaction items in the factor analysis test achieve good result with KMO = 0.892, $\chi^2 = 3306.196$ significant with $p = 0.000 < 0.001$, and TVE = 72.88%

The affective organizational commitment was gauged through the six-items belongs to the eighteen-items of Organizational Commitment Scale developed by Meyer, Allen, & Smith (1993). This scale has proved its reliability through the existing studies (Fisher 2010, 388; Camara et al. 2015, 306; Camilleri 2006, 64 Ahmad 2018; Giannikis et al. 2013, 35654; Zain & Setiawati 2019, 7; Aydogdu and Asikgil 2011, 47; Yucel 2012, 49) (see Appendix 4). To be specific, the respondent was requested to measure the degree of agreement in the following statements which represent closest to their personal feeling. (1) I would be very happy to spend the rest of my career with this organization. (2) I really feel as if this organization's problems are my own. (3) I do not feel a strong sense of "belonging" to my organization. (4) I do not feel "emotionally attached" to this organization. (5) I do not feel like "part of the family" at my organization. (6) This organization has a great deal of personal meaning for me. The coefficient Cronbach alpha reliability for the affective organizational commitment was 0.929 which means excellent level. Additionally, an exploratory factor analysis was conducted with Varimax rotation. The results exemplify that the Kaiser–Meyer–Olkin (KMO) test, total variance explained (TVE) and Bartlett Sphericity (χ^2) for EO were satisfactory (KMO = 0.884, TVE = 73.9%, $\chi^2 = 670.604$ significant with $p = 0.000 < 0.001$).

Table 4. Factor analysis result

Variable	Total Variance explained	Cronbach alpha	KMO	Bartlett's Test of Sphericity
EO working environment • Innovativeness (3 items) • Proactiveness (3 items) • Risk-taking (3 items)	79.4% 77.0% 79.8% 79.6%	0.858 0.849 0.874 0.871	0.808 0.728 0.726 0.728	699.209* 182.710* 220.414* 217.444*
Job Satisfaction • General job satisfaction (3 items) • Intrinsic job satisfaction (8 items) • Extrinsic job satisfaction (18 items)	72.88% 82.56% 73.91% 71.4%	0.941 0.892 0.876 0.909	0.892 0.726 0.854 0.862	3306.196* 265.757* 714.361* 1828.772*
Affective organizational commitment • Affective organizational commitment (6 items)	73.9%	0.929	0.884	670.604*

* $p < 0.001$

Overall, the exploratory factor analysis for the data has constructed three fundamental findings which has already been indicated in Table 4. Firstly, we can clearly see that the all of the instruments acquired very good Cronbach alpha ranging from 0.849 to 0.941 and all of them are higher than 0.8, which are much greater than the acceptable criteria at 0.7 or 0.6 (Taber 2017, 1278). Thus, it can be concluded that the collected data is considered as high level of reliability for further analyzing. Secondly, Kaiser Meyer Olkin (KMO) test and Bartlett's test are acknowledged as suitable choice to evaluate sampling adequacy. To be specific, KMO value higher than 0.7 is considered as adequate sample while KMO value lower than 0.5 is evaluated as inadequate. (Rasheed & Abadi 2014, 302.) However, some researchers when using KMO to evaluate adequacy require the KMO value higher than 0.6. To be specific, KMO value 0.6, 0.7, 0.8, 0.9 is considered acceptable, good, great, and excellent correspondingly (Tahtali 2019, 4). From the Table 5, we can clearly see that all the KMO value is greater than 0.7. Especially, most of the value are higher than 0.8 which mean that the data is in great shape of adequacy. Additionally, Bartlett indicators of all instrument are significant with $p < 0.001$. Finally, the total variance explained of every single instrument is all greater than the minimum level which is 60% (Obadić & Tijanić 2014, 124). Thus, from both the above-mentioned Cronbach alpha together with KMO and Bartlett's test and the % total variance, it can be given conclusion that the studied variables are correlated very satisfactory to afford for the next factor analysis test (Tahtali 2019, 6; Rasheed & Abadi 2014, 302).

4.4.3 Control variables

This study uses six individual control variables including age, education, gender, occupational area, and tenure, employment status and managerial responsibility following others previous studies (Giannikis et al. 2013, 35654; Yucel & Bektas 2012, 1599; Monsen et al. 2009, 84).

Author utilized a dummy variable for gender (0 = Female, 1 = male); position (0 = non-manager, 1 = manager) and employment status (0 = Full-time, 1 = Part-time). Author coded tenure as follows: 1 = less than 1 year; 2 = 1- 3 years; 3 = Above than 3 years – 5 years; 4 = Above than 5 years – 8 years; 5 = Above than 8 years – 10 years; 6 = Above than 10 years. Education was coded as follows: 1 = high school; 2 = College/Bachelor; 3 = Master; 4 = Post graduated. Age (years old) was coded as follow: 1 = 18-25; 2 = 26 - 30; 3 = 31- 40; 4 = Above 40.

4.5 Data analysis

This study will apply four kinds of analysis test, which are reliability, factor analysis, correlation and multiple regression.

When conduct the reliability test, author wanted to evaluate the data which was collected through the selected instruments. In the next step, author used the exploratory factor analysis to evaluate sampling adequacy by using many different tests such as KMO and Bartlett's test as well as the percent total variance as the prerequisite for the next factor analysis test. In the third steps, author applied the Harman's single-factor test in order to examine whether the common method variance exist or not. Additionally, to testify whether there is multicollinear-

ity between independent variables, author continued to run the correlation analysis. In the final step, to validate and confirm the research's hypothesis, author ran the multiple regression analysis.

4.6 Trustworthiness of the study

Conducting survey as a method to collect data have both advantage and disadvantage sides. Regarding advantage points, survey can provide testability and reliability to the research due to the precise character as it can be easily examined and checked by other researchers. Moreover, the standard processes when conducting survey is widely accepted. (Meredith 1998, 443.) When turning to the disadvantage sides, measurement errors arising from subjectivity and self-selecting bias can happen due to chosen perceptual method. Furthermore, obstacles with respondents such as different interpretation of the questions, potential shortage of understanding, and low representation of the group of analysis also affect the quality of the data. (Boyer & Swink 2008, 340; Kumar 2005, 119, 130-131.)

Thus, in order to assess the trustworthiness of a quantitative research, there are four tests that researchers have to executed after collecting data including reliability, validity, multicollinearity and common method variance (Giannikis et al. 2013, 3655). Firstly, reliability test indicates to the stability and consistency in measurement. In other words, it refers to the degree the chosen measuring process produce the similar results on repeated testing. There are four common tests applying to gauge reliability are internal consistency, test-retest alternative form method and split halves method. Internal consistency reliability is concerned with the degree items of a measuring instrument gather as a group and have the ability to measure independently the same conception. The most common method to measure internal consistency reliability coefficient is the Cronbach coefficient alpha. (Forza 2002, 177.) It has been acknowledged that 0.7 is the threshold for the Cronbach alpha value to achieve the internal consistency. However, Cronbach alpha >0.8 is preferable (Nunnally 1978). The test-retest is conducted when researchers want to examine the correlation of data answered by the same respondent with the same measurement at different period of time. This test aims to evaluate the stability of the measurement. Meanwhile, the alternative form method is executed when researchers desire to examine the correlation of data answered by the same respondent with different measurement at different period of time. The split halves method is applied when the researchers aim to evaluate two different sets of items measuring the same concept in order to figure out the equivalence of these two set. (Forza 2002, 177.) This study applied the internal consistency method which presented by the value of Cronbach alpha (α) to evaluate the reliability of the research. It can clearly see from Table 4 Cronbach alpha of all single instrument is higher than 0.8 which supporting the reliability of the collected data in this study.

Secondly, validity of a quantitative research is based on the data collected through chosen measurements is accurate (Kaya 2013, 318.). In other words, researchers have chosen the accurate measurements to measure the variables of the research (Heale & Twycross 2015, 66). Thus, a quantitative research is considered to have validity when the outcomes of the

instruments measure the intended aspects (Forza 2002, 178). Regarding the validity of the data, there are four types of validity consisting of internal validity, external validity, construct validity, and conclusion validity. Internal validity is concerned with whether there is causal connection between the studied variables. External validity or in other words generalizability refers to the degree the researcher can generalize the research finding in a specific condition to other contexts and conditions (Kaya 2013, 318; Fisher 2010, 273). Construct validity refers the extent to which the findings of the study can reflect the theoretical background from which the operationalization of the research is based on. In other words, the measurement using in the study is based on existing theory and research. Conclusion validity examines whether there is any positive or negative connection between the independent and dependent variables. (Kaya 2013, 318.). This study's validity can be supported by the above-mentioned types of validity. The findings which will be presented in Chapter 5 and 6 describing the causal effect between an EO working environment and the employee's job satisfaction and affective organizational commitment reflecting the internal validity. Furthermore, the findings of this study could be testified in different context such as other countries to figure out whether there are differences existing which will reflect the external validity of this study. Thirdly, each instrument in this study is based on the existing theory and instrument which will reflect the construct validity of it. Finally, the conclusion validity is reflected through the findings in Chapter 5 and 6 in which most of the Hypothesis in this study are supported.

Thirdly, multicollinearity exists when there is an independent variable strongly correlating with others independent variables which will lead to the decreased effectiveness on predictive power (Hair, Black, Babin & Anderson 2014, 152). It has been acknowledged that the correlation between two independent variables over 0.75 will be a sign of multicollinearity (GarcíaCabrera & Hernández 2014, 455). From table 6 in sub-chapter 5.1 which presenting the correlation between variables of this research, we can clearly see that the correlation between independent variables (Innovativeness, Risk-taking and Proactiveness) all below the threshold. Furthermore, since none of the Variance Inflation Factor (VIF) values are greater than 10 which is the cutoff threshold of grade (Hair, Black, Babin & Anderson 2014, 152). Additionally, the condition indexes which is recommended to be lower than 20. In this study, Model 1.P, 2.P, 3.P, 4.P, 5.P recorded the highest condition indexes which are 18.981. These numbers are still below than the suggested level (20). From all above-mentioned argument, the author concludes that the data set of this study does not exist the multicollinearity problem.

Finally, common method variance occurs when the data is collected through a single data-collected method which will lead to counterfeit correlation between variables (Craighead, Ketchen, Dunn & Hult 2011, 578; Fuller et al 2016, 3192). Harman's one factor is the most popular test to assess the existing of common method variance issue. In this test, if the first factor occupied for more than 50% of the variance, there is common method variance issue in the collected data (Fuller et al 2016, 3193). However, when conducting the Harman's one factor test in this study, the first factor only accounted for 28.71% of the variance. This number were much lower than the 50% criterion. From this, it can be concluded that the common

method variance or common variance bias is not exist in the collected data. From the above-mentioned evidence, the data of this study met sufficient criteria for the regression analysis.

5 FINDINGS

This chapter will present the analysis result of the study. In the sub-chapter 5.1, author focuses on analysis the correlation of all the variables in this study. Then author will illustrate the outcomes of data analysis for the relationship between EO dimensions and employee attitude in sub-chapter 5.2 before conducting the comparison between the study's result and the mentioned theoretical background in sub-chapter 5.3.

5.1 The correlation of study's variables

Regarding the correlation between dependent variables, we can clearly see that Job satisfaction (JS) correlate significantly (** $p < 0.01$) with Affective organizational commitment (AOC) which is aligned with many prior studies (Markovits et al 2007; Sharma and Bajpai (2010) and Adeloka (2012). For example, Zain and Setiawati (2019, 12) acknowledged that the job satisfaction had significant positive impact on the employee's organizational commitment when conducting a research with 133 nurses in Indonesia. Furthermore, Yucel (2012, 44) also cited the same result when conducting with 250 employees in Turkish. In Susanty, Miradipta, and Jie's study (2013, 20), organizational commitment correlated significantly and positively with job satisfaction ($\beta = 0.649$, $p < 0.05$). Furthermore, from table 5, we can see both extrinsic job satisfaction and intrinsic job satisfaction show significant positive relation with affective organizational commitment (** $p < 0.01$) which is totally align with Aydogdu and Asikgil (2011, 49) empirical research in both service and manufacture companies in Istanbul. To be specific, affective organizational commitment correlate significantly positively with extrinsic job satisfaction ($\beta = 0.698$, $p = 0.000 < 0.001$) and intrinsic job satisfaction ($\beta = 0.779$, $p = 0.000 < 0.001$) (Aydogdu and Asikgil 2011, 49). Moreover, Markovits, Davis, and Dick (2007, 91) also concluded that affective organizational commitment correlated strongest and positive with both extrinsic and intrinsic job satisfaction (** $p < 0.01$). Regarding the relationship between independent variables, from table 6, we can see positive and significant correlation between the three variables of EO (** $p < 0.01$). This also aligns with the results of other empirical studies (Monsen & Boss 2009, 89; Rauch et al. 2009, 764; Brown, Davidsson, & Wiklund 2001; Lumpkin & Dess 2001, Kreiser et al. 2002; Covin et al. 2006, 79). Additionally, when assessing the relationship between independent and dependent variables, we can see many significant correlations between them with ** $p < 0.001$ and * $p < 0.05$ which will explain clearly in the next sub-chapter.

Table 5. Correlations matrix between variables

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
1. Innovative-ness	1																					
2. Risk-taking	.394**	1																				
3. Proactiveness	.407**	.386**	1																			
4. General JS	.369**	.249**	.387**	1																		
5. Pay	.317**	.259**	.293**	.665**	1																	
6. Fringe benefits	.259**	.265**	.253**	.571**	.565**	1																
7. Supervisor	0.12	0.05	.252**	.548**	.444**	.381**	1															
8. Coworker	0.12	0.08	0.14	.180*	0.16	.280**	.334**	1														
9. Job security	.229**	0.14	.361**	.612**	.483**	.353**	.576**	.314**	1													
10. Extrinsic JS	.300**	.227**	.372**	.746**	.779**	.715**	.767**	.510**	.787**	1												
11. Nature of work	.294**	0.07	.502**	.577**	.325**	.295**	.509**	.256**	.573**	.554**	1											
12. Promotion	.285**	0.1	.272**	.541**	.439**	.340**	.432**	0.08	.598**	.556**	.434**	1										
13. Intrinsic JS	.341**	0.1	.445**	.657**	.456**	.376**	.551**	.190*	.692**	.655**	.818**	.873**	1									
14. JS	.381**	.218**	.451**	.911**	.709**	.619**	.691**	.318**	.776**	.891**	.730**	.736**	.864**	1								
15. AOC	.190*	0.05	.323**	.452**	.398**	.252**	.461**	.181*	.607**	.550**	.613**	.540**	.677**	.624**	1							
16. Staff Attitude	.298**	0.13	.416**	.711**	.584**	.447**	.616**	.263**	.750**	.766**	.732**	.688**	.835**	.863**	.933**	1						
17. Gender	-0.07	-0	-0.06	0.04	-0.07	-0.06	-0.09	0.04	-0.03	-0.07	-0.08	-0.13	-0.12	-0.05	-0.06	-0.07	1					
18. Age	0.12	0.04	0.14	0.12	0.07	0.05	-0.05	-0.01	0.08	0.05	.222**	0.13	.205*	0.14	.228**	.212*	0.14	1				
19. Education	-0.03	-0.01	-0.13	-0.01	-0.11	0.04	0.1	-0.01	-0.14	-0.05	-0.11	.229**	-.207*	-0.1	-.219**	-.186*	0.02	0.03	1			
20. Position	0.08	0.07	.300**	0.13	0.01	0.07	0.14	0.14	.184*	0.14	.263**	.230**	.289**	.210*	.278**	.276**	.197*	.235**	0.02	1		
21. Tenure	0.08	0.05	0.13	0.02	0.02	0.01	-0.08	0.07	0.07	0.03	0.15	0.07	0.13	0.07	.172*	0.14	.258**	.821**	0.06	.294**	1	
22. Employment status	0.05	0.12	-0.01	0.02	-0.02	0.06	-.197*	-0.01	-0.04	-0.06	-0.06	-0	-0.03	-0.02	-.171*	-0.12	-0	-.305**	0.02	-0.07	-.243**	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

5.2 Hypothesis confirmation for EO working environment and employee attitude

This sub-chapter focuses on presenting the results of regression models examining the relationship between three dimensions of EO working environment: innovativeness, risk-taking, proactiveness and employee attitude: job satisfaction (JS) and affective organizational commitment (AOC) which will be manifested from table 6 to table 17. To indicate the degree of correlation between variables, symbols (**), (*), and † are added in right after the number which presenting the level of significant of the correlation, $p < 0.001$, $p < 0.05$, and $p < 0.1$ accordingly. Then from the results of the regressions, author will illustrate the implication before giving the confirmation regarding the hypothesis in sub-chapters 5.2.1, 5.2.2 and 5.2.3 respectively.

5.2.1 Hypothesis 1 – Innovativeness and employee attitude

The results of regression analysis assessing the relationship between innovativeness aspect and job satisfaction as well as the relationship between innovativeness and affective organizational commitment are presented in 4 tables below (table 6 to table 9). Each two tables will demonstrate the relationship of innovativeness and each aspect of employee attitude. The first one indicates to present the correlation between variables included in the regression models. The second one explains the result of each model. However, in order to understand deeply the relationship between innovativeness and each job satisfaction, author also conduct regression models with general job satisfaction, extrinsic satisfaction and intrinsic satisfaction. To be specific, Model 1.I, 2.I, 3.I, 4.I present the result between innovativeness with general job satisfaction, extrinsic satisfaction, intrinsic satisfaction, and job satisfaction (average value of the other job satisfaction variables).

Table 6. Correlations matrix for model 1.I, 2.I, 3.I, 4.I

	1	2	3	4	5	6	7	8	9	10	11
1. Innovativeness	1										
2. General JS	.369**	1									
3. Extrinsic JS	.300**	.746**	1								
4. Intrinsic JS	.341**	.657**	.655**	1							
5. Job Satisfaction	.381**	.911**	.891**	.864**	1						
6. Gender	-0.066	0.039	-0.065	-0.124	0.052	1					
7. Age	0.116	0.117	0.045	.205*	0.14	0.139	1				
8. Educational Level	-0.03	-0.01	-0.046	-.207*	0.096	0.017	0.03	1			
9. Position	0.076	0.13	0.144	.289**	.210*	.197*	.235**	0.015	1		
10. Tenure	0.084	0.021	0.025	0.129	0.065	.258**	.821**	-0.06	.294**	1	
11. Employment Status	0.052	0.022	-0.061	-0.033	0.024	-0.004	.305**	0.023	-0.069	.243**	1

Table 7. Regression models between innovativeness and job satisfaction

Variables	Model 1.I			Model 2.I			Model 3.I			Model 4.I		
	β	Std	VIF	β	Std	VIF	β	Std	VIF	β	Std	VIF
Innovativeness	0.346*	0.078	1.036	0.232**	0.065	1.036	0.245**	0.065	1.036	0.274**	0.061	1.036
Gender	0.181	0.195	1.124	-0.117	0.165	1.124	-0.313†	0.162	1.124	-0.083	0.154	1.124
Age	0.403**	0.199	3.327	0.009	0.168	3.327	0.361*	0.165	3.327	0.258	0.156	3.327
Education level	-0.052	0.159	1.029	-0.058	0.134	1.029	-0.377**	0.132	1.029	-0.162	0.125	1.029
Position	0.259	0.198	1.119	0.277†	0.167	1.119	0.598**	0.165	1.119	0.378*	0.156	1.119
Tenure	-0.225**	0.111	3.429	-0.033	0.094	3.429	-0.127	0.093	3.429	-0.128	0.087	3.429
Employment status	0.163	0.461	1.117	-0.348	0.388	1.117	0.097	0.383	1.117	-0.029	0.362	1.117
R2	0.177			0.117			0.275			0.206		
Adjusted R2	0.134			0.072			0.238			0.165		
F (df1, df2)	4.137 (7, 135)**			2.567 (7, 135)*			7.332 (7, 135)**			5.005 (7,135)**		
Condition index	18.644			18.644			18.644			18.644		

Regarding the innovativeness dimension, from table 6 it is clearly recognized that the correlation between innovativeness and general job satisfaction, extrinsic satisfaction, intrinsic satisfaction, and job satisfaction are significant, at .369**, .300**, .341**, .381** respectively. From table 7, model 1.I is statistically significant, $F(7,135) = 4.137$, $p < 0.01$, and accounts for 17% of the variance of general job satisfaction ($R^2 = 17.7\%$ and Adjusted $R^2 = 13.4\%$). In this model, innovativeness is positively correlated with general job satisfaction, which is reflected through the β value = 0.346*. Furthermore, while age has positive impact, tenure has negative impact on general job satisfaction which reflect through the β value = 0.403**, β value = -0.225** respectively. Meanwhile, Model 2.I is statistically significant with $F(7,135) = 2.567*$, $p = 0.016 < 0.05$ and it can explain only 11.7% of variance of the extrinsic satisfaction ($R^2 = 11.70\%$ and Adjusted $R^2 = 7.2\%$). The coefficient β value of innovativeness in this model 2.I is 0.232**, which means this factor would positively impact on extrinsic job satisfaction. Additionally, the coefficient β value of position in this model 2.I is 0.277†, which means this factor would also positively impact on extrinsic job satisfaction. Model 3.I is statistically significant with $F(4, 91) = 7.332$, $p < 0.001$, $R^2 = 27.50\%$ and adjusted $R^2 = 23.80\%$. The coefficient β value of innovativeness is positive significant influence on intrinsic satisfaction with $\beta = 0.245**$. Besides, age, position also show positive significant impact on intrinsic satisfaction with $\beta = 0.361*$, $\beta = 0.598**$ accordingly. Meanwhile, gender and education level have a negative impact on extrinsic satisfaction with $\beta = -0.313†$, $\beta = -0.377**$. Model 4.I when assessing the relationship between innovativeness and job satisfaction shows a significant statistic result with $F(7,135) = 5.005$, $p < 0.001$. Moreover, this model can explain 20.6% of variance of job satisfaction with $R^2 = 20.60\%$ and Ad-

justed $R^2 = 16.50\%$. Innovativeness shows positive significant influence on job satisfaction with coefficient β value = 0.274^{**} . Additionally, in this model only position presents a positive effect on job satisfaction with β value = 0.378^* which means when assessing the impact of innovativeness and job satisfaction, only position actually affects the job satisfaction of employees while others demographic variables show no significant impact. In general, when evaluating the result of Model 4.I, innovativeness shows a positive significant impact on job satisfaction which support the Hypothesis 1a.

Table 8. Correlations matrix for model 5.I

	1	2	3	4	5	6	7	8
1. Innovativeness	1							
2. AOC	.190*	1						
3. Gender	-0.066	-0.064	1					
4. Age	0.116	.228**	0.139	1				
5. Educational Level	-0.03	-.219**	0.017	0.03	1			
6. Position	0.076	.278**	.197*	.235**	-0.015	1		
7. Tenure	0.084	.172*	.258**	.821**	-0.06	.294**	1	
8. Employment Status	0.052	-.171*	-0.004	.305**	0.023	-0.069	.243**	1

Table 9. Regression models between innovativeness and affective organizational commitment

Variables	Model 5.I		
	β	Std	VIF
Innovativeness	0.159†	0.085	1.036
Gender	-0.269	0.215	1.124
Age	0.386†	0.219	3.327
Education level	-0.501**	0.175	1.029
Position	0.693**	0.218	1.119
Tenure	-0.115	0.123	3.429
Employment status	-0.709	0.508	1.117
R2	0.207		
Adjusted R2	0.166		
F (df1, df2)	5.042 (7, 135)**		
Condition index	18.644		

As can be seen from table 8, there is correlation between innovativeness and affective organizational commitment. Moreover, from table 9, it shows that model 5.I is statistically significant, $F(7,135) = 5.042$. $p < 0.001$. R^2 index of this model occupies for 20.7% of variance of affective organizational commitment. Moreover, the relationship between innovativeness and affective organizational commitment acquires coefficient β value = 0.159^\dagger which means that innovativeness has positive impact on affective organizational commitment. Furthermore, we can see that with this model, education level has negative relationship with affective organizational commitment (β value = -0.501^{**}) while position have positive relation-

ship with the dependent variable (β value= 0.693**). With the above evidence, Hypothesis 1b is confirmed.

5.2.2 Hypothesis 2 – Risk-taking and employee attitude

With the similar procedure like innovativeness, risk-taking is put in the same model with job satisfaction and affective organizational commitment separately. The results of regression analysis of Hypothesis 2 are presented from table 10 to table 13 below.

Table 10. Correlations matrix for model 1.R, 2.R, 3.R, 4.R

	1	2	3	4	5	6	7	8	9	10	11
1. Risk-taking	1										
2. General JS	.249**	1									
3. Extrinsic JS	.227**	.746**	1								
4. Intrinsic JS	0.102	.657**	.655**	1							
5. Job Satisfaction	.218**	.911**	.891**	.864**	1						
6. Gender	-0.002	0.039	-0.065	-0.124	0.052	1					
7. Age	0.044	0.117	0.045	.205*	0.14	0.139	1				
8. Educational Level	-0.014	-0.01	-0.046	-.207*	0.096	0.017	0.03	1			
9. Position	0.071	0.13	0.144	.289**	.210*	.197*	.235**	0.015	1		
10. Tenure	0.053	0.021	0.025	0.129	0.065	.258**	.821**	-0.06	.294**	1	
11. Employment Status	0.115	0.022	-0.061	-0.033	0.024	-0.004	.305**	0.023	-0.069	.243**	1

Table 11. Regression models between risk-taking and job satisfaction

Variables	Model 1.R			Model 2.R			Model 3.R			Model 4.R		
	β	Std1	VIF	β	Std1	VIF	β	Std1	VIF	β	Std1	VIF
Risk-taking	0.194**	0.067	1.026	0.15**	0.055	1.026	0.05	0.056	1.026	0.131*	0.053	1.026
Gender	0.118	0.202	1.115	-0.157	0.167	1.115	-0.365*	0.17	1.115	-0.135	0.16	1.115
Age	0.471*	0.206	3.3	0.053	0.17	3.3	0.416*	0.173	3.3	0.313†	0.163	3.3
Education level	-0.071	0.165	1.027	-0.07	0.137	1.027	0.394**	0.139	1.027	-0.178	0.131	1.027
Position	0.282	0.206	1.118	0.289†	0.17	1.118	0.631**	0.173	1.118	0.4*	0.163	1.118
Tenure	-0.239*	0.116	3.43	-0.044	0.096	3.43	-0.134	0.097	3.43	-0.139	0.092	3.43
Employment status	0.175	0.481	1.127	-0.36	0.397	1.127	0.191	0.404	1.127	0.002	0.382	1.127
R2	0.111			0.085			0.202			0.127		
Adjusted R2	0.065			0.038			0.161			0.081		
F (df1, df2)	2.399 (7,135)*			1.799 (7,135) †			4.897 (7,135)**			2.796 (7,135)**		
Condition index	17.413			17.413			17.413			17.413		

In terms of risk-taking dimension, according to the correlation matrix in Table 10, risk-taking correlates significantly with general job satisfaction, extrinsic satisfaction and job satisfaction variables at .249**, .227**, .218**. Four regression models were conducted with the same procedure as innovativeness. Model 1.R is statistically significantly with $F(7, 135) = 2.399^*$, $p = 0.024 < 0.05$, $R^2 = 11.10\%$, and Adjusted $R^2 = 6.50\%$. The coefficient of risk-

taking in this model is positive significant with general job satisfaction with $\beta = 0.194^{**}$. Moreover, age in this model shows positive significant and tenure shows negative significant relationship with dependent variable with $\beta = 0.471^*$, $\beta = -0.239^*$. Meanwhile, Model 2.R is significant at the level of $p = 0.092 < 0.1$ with $F(7,135) = 1.799^\dagger$ and occupies for 8.5% of the variance of extrinsic satisfaction. ($R^2 = 8.50\%$ and Adjusted $R^2 = 3.80\%$). Risk-taking as well as position has positive significant relationship with extrinsic satisfaction which is reflected by $\beta = 0.15^{**}$, $\beta = 0.289^\dagger$ accordingly. Model 3.R and model 4.R achieve the significant level at $p = .000 < 0.01$. To be specific, Model 3.R have $F(7,135) = 4.897$ and accounts for 20.2% of the variance of intrinsic satisfaction. However, in this model, risk-taking does not present significant impact on intrinsic satisfaction. Meanwhile, gender and education level have negative influence on intrinsic satisfaction with $\beta = -0.365^*$ and $\beta = -0.394^{**}$ respectively. In contrast, age and position show positive impact on intrinsic satisfaction with $\beta = 0.416^*$, $\beta = 0.631^{**}$ accordingly. Finally, model 4.R with $F(7,135) = 2.796$, $R^2 = 12.70\%$, and Adjusted $R^2 = 8.10\%$ shows that risk-taking has significant positive impact on job satisfaction in general with $\beta = 0.131^*$, together with age and position also have positive influence on job satisfaction with $\beta = 0.313^\dagger$ and $\beta = 0.4^*$. In conclusion, Hypothesis 2a is supported.

Table 12. Correlations matrix for model 5.R

	1	2	3	4	5	6	7	8
1. Risk-taking	1							
2. AOC	0.049	1						
3. Gender	-0.002	-0.064	1					
4. Age	0.044	.228**	0.139	1				
5. Educational Level	-0.014	-.219**	0.017	0.03	1			
6. Position	0.071	.278**	.197*	.235**	0.015	1		
7. Tenure	0.053	.172*	.258**	.821**	-0.06	.294**	1	
8. Employment Status	0.115	-.171*	-0.004	.305**	0.023	-0.069	-.243**	1

Table 13. Regression models between risk-taking and affective organizational commitment

Variables	Model 5.R		
	β	Std1	VIF
Risk-taking	0.031	0.072	1.026
Gender	-0.303	0.217	1.115
Age	0.422 [†]	0.221	3.3
Education level	-0.512**	0.177	1.027
Position	0.715**	0.221	1.118
Tenure	-0.119	0.124	3.43
Employment status	-0.647	0.516	1.127
R2	0.188		
Adjusted R2	0.146		
F (df1, df2)	4.464 (7, 135)**		
Condition index	17.413		

In terms of affective organizational commitment, from table 12 and table 13, although the correlation between risk-taking and affective organizational commitment is not significant, Model 5.R is still significant with $F(7,135) = 4.464$, $p < 0.001$. R^2 and Adjusted R^2 indexes of this model occupy for 18.8% of variance of affective organizational commitment. However, the relationship between risk-taking and affective organizational commitment is not significant with β value=0.031. In this model, age and position have positive significant relationship with AOC representing by the β value =0.422† and β value= 0.715** respectively. Meanwhile, educational level has a negative significant relationship with AOC showing by β value = -0.512**. From the result in table 14, the author concludes that Hypothesis 2b is not supported due to the not significant impact of risk-taking on AOC in model 5.R

5.2.3 Hypothesis 3 – Proactiveness and employee attitude

In this section, there are also 4 models testifying the linear regression between proactiveness and 4 aspects of job satisfaction together with 1 model examining the connection between proactiveness and affective organizational commitment. The outcomes of these models are indicating in 4 tables below (from table 14 to table 17).

Table 14. Correlations matrix for model 1.P, 2.P, 3.P, 4.P

	1	2	3	4	5	6	7	8	9	10	11
1.Proactiveness	1										
2. General JS	.387**	1									
3. Extrinsic JS	.372**	.746**	1								
4. Intrinsic JS	.445**	.657**	.655**	1							
5. Job Satisfaction	.451**	.911**	.891**	.864**	1						
6. Gender	-0.056	0.039	-0.065	-0.124	0.052	1					
7. Age	0.135	0.117	0.045	.205*	0.14	0.139	1				
8. Educational Level	-0.133	-0.01	-0.046	-.207*	0.096	0.017	0.03	1			
9. Position	.300**	0.13	0.144	.289**	.210*	.197*	.235**	0.015	1		
10. Tenure	0.127	0.021	0.025	0.129	0.065	.258**	.821**	-0.06	.294**	1	
11. Employment Status	-0.011	0.022	-0.061	-0.033	0.024	-0.004	.305**	0.023	-0.069	.243**	1

Table 15. Regression models between proactiveness and job satisfaction

Variables	Model 1.P			Model 2.P			Model 3.P			Model 4.P		
	β	Std1	VIF	β	Std1	VIF	β	Std1	VIF	β	Std1	VIF
Proactive-ness	0.343**	0.074	1.148	0.259**	0.062	1.148	0.266**	0.061	1.148	0.289**	0.058	1.148
Gender	0.214	0.195	1.132	-0.086	0.162	1.132	-0.282†	0.161	1.132	-0.051	0.152	1.132
Age	0.421*	0.198	3.315	0.015	0.165	3.315	0.369*	0.163	3.315	0.268†	0.154	3.315
Education level	0.025	0.16	1.047	0.002	0.133	1.047	-0.316*	0.132	1.047	-0.096	0.124	1.047
Position	0.037	0.206	1.221	0.104	0.171	1.221	0.422*	0.169	1.221	0.187	0.16	1.221
Tenure	-0.224*	0.111	3.429	-0.032	0.092	3.429	-0.126	0.091	3.429	-0.127	0.086	3.429
Employment status	0.272	0.457	1.108	-0.283	0.38	1.108	0.168	0.376	1.108	0.052	0.355	1.108
R2	0.185			0.147			0.297			0.231		
Adjusted R2	0.142			0.103			0.261			0.191		
F (df1, df2)	4.370 (7,135)**			3.320 (7,135)**			8.154 (7,135)**			5.789 (7,135)**		
Condition index	18.981			18.981			18.981			18.981		

According to table 14 and table 15, the correlation between proactiveness and all the aspects of job satisfaction are significant at .387**, .372**, .445**, .451**, $p < 0.01$. All four regression models are statistically significant with $F(7,135) = 4.370**$; $F(7,135) = 3.320**$; $F(7,135) = 8.154**$; $F(7,135) = 5.789**$ correspondently with Model 1.P, 2.P, 3.P, 4.P. To be specific, model 1.P accounts for 18.5% of variance of general job satisfaction reflected through $R^2 = 18.5\%$ and Adjusted $R^2 = 14.2\%$. Additionally, proactiveness shows significant positive influence on general job satisfaction with β value= 0.343** as well as the age variable with β value= 0.421*. Meanwhile, tenure presents negative relationship with general job satisfaction when the β value= -0.224**. The second model (Model 2.P) accounts for 14.7% of variance of extrinsic satisfaction presented by $R^2 = 14.7\%$ and Adjusted $R^2 = 10.3\%$. Moreover, in this model, proactiveness also shows significant positive impact on extrinsic satisfaction with β value= 0.259**. When talking about Model 3.P, this model represents 29.7% of variance of the dependent variable with $R^2 = 29.7\%$ and Adjusted $R^2 = 26.1\%$. Additionally, proactiveness shows a strong positive influence on intrinsic satisfaction reflected through β value= 0.266** along with age, position also have the same impact with β value= 0.369*, β value= 0.422* accordingly. In contrast, gender and education level have negative relationship with this kind of satisfaction expressed by β value = -0.282† and β value = -0.316* respectively. Model 4.P also accounts for 23.1% of variance of dependent variables ($R^2 = 23.1\%$ and Adjusted $R^2 = 19.1\%$). The β value of proactiveness toward job satisfaction is significant positive value with $\beta = 0.289**$. Age also shows the same impact on job satisfaction in this Model with $\beta = 0.268†$. In conclusion, from the above-mentioned interpretation, Hypothesis 3a is supported.

Table 16. Correlations matrix for model 5.P

	1	2	3	4	5	6	7	8
1. Proactiveness	1							
2. AOC	.323**	1						
3. Gender	-0.056	-0.064	1					
4. Age	0.135	.228**	0.139	1				
5. Educational Level	-0.133	-.219**	0.017	0.03	1			
6. Position	.300**	.278**	.197*	.235**	0.015	1		
7. Tenure	0.127	.172*	.258**	.821**	-0.06	.294**	1	
8. Employment Status	-0.011	-.171*	-0.004	.305**	0.023	-0.069	.243**	1

Table 17. Regression models between proactiveness and affective organizational commitment

Variables	Model 5.P		
	β	Std1	VIF
Proactiveness	0.212*	0.081	1.148
Gender	-0.236	0.213	1.132
Age	0.384†	0.216	3.315
Education level	-0.449*	0.175	1.047
Position	0.546*	0.225	1.221
Tenure	-0.113	0.121	3.429
Employment status	-0.674	0.5	1.108
R2	0.226		
Adjusted R2	0.186		
F (df1, df2)	5.635 (7,135)**		
Condition index	18.981		

From the correlation matrix showed in table 16, proactiveness is correlated with affective organizational commitment at .323**, significant $p < 0.01$. Then, the model 5.P is run to test the relationship between proactiveness and organizational commitment. From table 18, it is clearly seen that this model is significant with $F(7,135) = 5.635**$, $p < 0.01$, $R_2 = 22.6\%$ and Adjusted $R_2 = 18.6\%$. When considering the significant of variables of this model, we can see that proactiveness has positive significant impact on affective organizational commitment with $\beta = 0.212*$. Age, and position also indicate the same trend like proactiveness with $\beta = 0.384†$, $\beta = 0.546*$ accordingly. Meanwhile, education level shows the negative impact on the dependent variables with $\beta = -0.449*$. In summary, Hypothesis 3b is totally supported.

5.2.4 The impact of intrinsic and extrinsic satisfaction on employee's job satisfaction

It has been pointed out that in developing countries which collectivism and high-power distance, extrinsic satisfaction has more significant impact on the employee's job satisfaction. Meanwhile, in developed countries with the individualism culture, employees' value intrinsic rewards more than the extrinsic ones. (Huang & Van 2003, 172-173; Gelfand et al 2007, 482-

484) For example, Adigun and Stephenson (1992, 369) found that extrinsic reward is a stronger predictor of job satisfaction in Nigerian while empowerment, recognition and achievement act as better predictor in Britain. Thus, this study also conducts multiple regression to compare the impact of extrinsic and intrinsic satisfaction on the employee's satisfaction to get to know what aspect has more impact on the employee's job satisfaction in Viet Nam.

Table 18. Correlations matrix for model JS. Intrinsic and JS. Extrinsic

	1	2	3
1. Intrinsic	1		
2. Extrinsic	.655**	1	
3. Job Satisfaction	.864**	.891**	1

Table 19. Regression models between intrinsic, extrinsic satisfaction and job satisfaction

Variables	Model Job satisfaction			
	Unstandardized Coefficients		Standardized Coefficients	VIF
	β	Std	β	
Intrinsic satisfaction	0.445**	0.026	0.492	1.751
Extrinsic satisfaction	0.559**	0.029	0.569	1.751
R2	0.932			
Adjusted R2	0.931			
F (df1, df2)	955.791 (2,140)**			
Condition index	15.087			

From the correlation matrix showed in table 18, job satisfaction correlated significantly with both intrinsic and extrinsic with significant $p < 0.01$. Then, model Job satisfaction is run to test the impact of these two aspects of job satisfaction on the employee's job satisfaction. From table 19, it is clearly seen that the model is significant with $F(2,140) = 955.791^{**}$, $p < 0.01$, $R_2 = 93.2\%$ means that this model occupies for 93.2% of variance of the job satisfaction. Moreover, the unstandardized coefficient value of intrinsic and extrinsic aspects on job satisfaction are all significant and positive. However, when comparing the standardized coefficient value of extrinsic and intrinsic, we can see that β value of extrinsic satisfaction is higher than intrinsic ($\beta = 0.492 > \beta = 0.569$) which means that the contribution of extrinsic satisfaction is greater than the contribution of intrinsic in this model.

5.3 Discussion

5.3.1 The relationship between control variables and employee's attitude

This section will start by analyzing the result of control variables which are age, gender, educational level, managerial position, tenure and employment contract. From table 3, we can clearly see that the older group *age*, the higher organizational commitment the em-

ployee is (4.87 with the above 40 years old group). However, the job satisfaction only follows the same rules as organizational commitment until 40. Above 40, we can recognize that the average score of job satisfaction is decreasing (4.79) comparing with 5.06 at the 32 – 40 years old group). Thus, these findings are not totally in line with previous researches in which relationship between age and job satisfaction is an increasing line (Dramstad 2004; De Clercq et al. 2007, 478) or U-shaped (Herzberg et al. 1987). Meanwhile, from Table 2, we can see the organizational commitment index increases through time which is in line with the existing result. Regarding *gender*, we can easily recognize that female achieve better average score than man in both job satisfaction and affective organizational commitment with 4.87 and 4.56 respectively. This finding is aligned with prior researches which also record the higher employee attitude in female (Ahmad, Ahmad & Shah 2010, 262; Crossman & Zaki 2003; Tasnim 2006; De Clercq et al. 2007, 478; Brown & Sargeant 2007, 215 – 218). Regarding the *educational level*, we can see that employees with high school degree have higher job satisfaction and organizational commitment, while those holding the post-graduate degree have lower job satisfaction and organizational commitment. However, due to the proportion of these two groups only account for 5.6% of total, the limited population of the survey may lead to this difference. Furthermore, from table 3, employees who take *managerial position* in the surveyed companies achieve higher score in both two aspects of employee attitude (5.11 with job satisfaction and 5.01 with organizational commitment comparing to 4.7, 4.26 respectively with the non-manager group). Moving to the *tenure*, we can notice that the longer employees stay in the organization or a job the higher job satisfaction and organizational commitment. However, when the employees have already stayed too long in a company (with the tenure over 10 years old), they start to lose their satisfaction and commitment with the current job. To be specific, the job satisfaction decreases from 5.10 to 4.73 while the organizational commitment decreases from 4.99 to 4.66 comparing with the 8-10 years tenure group.

When comparing the control variables in multiple regression from table 11 to table 22, regarding the *age* variable, only models 5.I, 4.R, 5.R, 4.P and 5.P show significantly statistic figure with β value= 0.386 \dagger ; β value= 0.313 \dagger ; β value= 0.422 \dagger ; β value= 0.268 \dagger ; β value= 0.384 \dagger respectively. This means that in this study age has positive significant effect on organizational commitment, but not complete positive impact on job satisfaction which is not completely in line with assumption mentioned in prior researches that age has significant positive impact on both job satisfaction and organizational commitment (Brown & Sargeant 2007, 215 – 218; Dramstad 2004; De Clercq et al. 2007, 478). Next, regarding the *gender*, only models 3.I, 3.R and 3.P show significantly statistic figure with β value= -0.313 \dagger ; β value= -0.365*; β value= -0.282 \dagger respectively. This means that in this study gender has negative significant effect on intrinsic satisfaction only, which is not completely in line with findings

mentioned in prior studies that gender has significant positive influence on job satisfaction and organizational commitment (Brown & Sargeant 2007, 215 – 218; Dramstad 2004). Thirdly, when considering the impact of *educational level* on dependent variables, only Model 5.I, 5.R, 5.P show significant negative value with organizational commitment with β value= -0.501**; β value= -0.512**; β value= -0.449* respectively. This result is not in line with historical findings that educational level has positive impact on commitment in normal organizations that are not relating to profession research and has significant impact on job satisfaction (Niehoff 1995; Schroeder 2003). Fourthly, regarding position variable, only in models 4.I, 5.I, 4.R, 5.R, 5.P, position have positive impact on employee attitude with β value= 0.378*; β value= 0.693**; β value= 0.4*; β value= 0.715**; β value= 0.546* accordingly. With this result, we can see that position has completely positive impact on organizational commitment which is in line with existing studies (De Clercq et al. 2007, 478; Brown & Sargeant 2007, 215 – 218). However, position shows not complete significant impact on job satisfaction which is not in line with existing studies (De Clercq et al. 2007, 478; Brown & Sargeant 2007, 215 – 218). Finally, regarding tenure and employment status, from the regression model result, we can see that these two variables have no significant impacts in both job satisfaction and organizational commitment which is not in line with the historical studies (De Clercq et al. 2007, 478; In DeSantis & Durst's study 1996, Begeian et al. 1992, Khillah 1986).

5.3.2 *The relationship between independent variables and dependent variables*

This section will illustrate the relationship between the three dimensions of EO: innovativeness, risk-taking, proactiveness and two aspects of employee attitude: job satisfaction and organizational commitment. The table 20 below presents the summary of findings of this study through the quantitative approach. Then, the author compares the result with the theoretical background to provide insights toward the chosen topic.

Firstly, *innovativeness* is recorded to have positive significant impact on all aspects of job satisfaction and organizational commitment. To be specific, the influence of innovativeness on general job satisfaction, extrinsic satisfaction, intrinsic satisfaction and affective organizational commitment with β value= 0.346*; β value= 0.232**; β value= 0.245*; β value= 0.274**; β value= 0.159† is significant and positive. Thus, it is concluded that innovativeness has the positive significant impact on both job satisfaction and organizational commitment of the employees which means hypothesis 1a and 1b is supported.

From the theoretical background, we know that an innovative working environment enhance the performance and productivity of employees by providing empowerment to them (Kuratko et al. 2014, 38; Ireland, Kuratko & Morris 2006, 12). Furthermore, entrepreneurial firms usually provide very attractive and effective organizational support such as attractive

salary, incentive and fringe benefit, practical courses and training to enhance the capability and wellbeing of employees. (Karyotakis & Moustakis 2016, 53). Such supports are considered as tangible rewards which resulting in enhancement of the extrinsic satisfaction of the employees (Miao et al. 2013, 3263; Newman & Sheikh 2012, 350; Ahmad 2018, 78). From the result of model 2.I, it is totally in line with the theoretical background in which innovativeness acquired β value= 0.232** toward the extrinsic satisfaction variable. Moreover, when an innovative firm is suggested to provide empowerment, feedback (Kuratko et al. 2014, 38; Ireland, Kuratko & Morris 2006, 12), challenge job (Monsen et al 2009, 78); encourage staffs to involve in the decision-making process, build an open-minded and sharing culture (Karyotakis & Moustakis 2016, 53) in order to create an innovative-friendly working environment (Kuratko et al. 2014, 38-39). Such offerings make employees experience meaningfulness of work, responsibility, and know the effectiveness of their work (Boonzaier et al. 2001, 12) which will enhance the intrinsic satisfaction of employees (Miao et al. 2013, 3263; Newman & Sheikh 2012, 350; Ahmad 2018, 78). From the result of model 3I, we can see that innovativeness has significant positive impact on intrinsic satisfaction with β value= 0.245* which is completely in line with the existing theory. Besides, it has been confirmed that when an employee perceives positive extrinsic and intrinsic satisfaction, they will show a positive satisfaction as well (Ahmad 2018, 78).

The results from the study also support that aspect when innovativeness recorded significant and positive relationship with general job satisfaction and job satisfaction variable. Finally, it has been said that witnessing the better performance and higher innovativeness of the firm creates a feeling of pride for being a part of the firm from the employees (Zhou et al. 200, 1035). Such feeling together with positive experience when doing the job and satisfied organizational support will create positive influence on affective commitment of employees toward their firm (Meyer et al 2002, 38-39). The result of Model 5.I totally fit with existing theory.

Secondly, *risk-taking* only has positive significant impact on job satisfaction while it shows no significant influence on organizational commitment. To be specific, the influence of risk-taking on general job satisfaction, extrinsic satisfaction, intrinsic satisfaction and affective organizational commitment representing with β value= 0.194*; β value= 0.15**; β value= 0.05; β value= 0.131**; β value= 0.031 accordingly. Although risk-taking does not show significant impact on intrinsic satisfaction, but it shows significantly and positively with job satisfaction in Model 4.R. Thus, it is still concluded that risk-taking have positive significant influence on job satisfaction. Hypothesis 2a is supported. Meanwhile, risk-taking does not show significant impact on organizational commitment. Thus, Hypothesis 2b is not supported.

From the literature review in Chapter 2 and Chapter 3, it has been pointed that conducting in unexplored projects will usually result in uncertainty that a risk-taking firm has to face. Uncertainty has both side impact on employees. On the negative aspect, uncertainty will usually lead to the ambiguity in the job, job stress and work intensification which will result in decreasing the satisfaction of employee. (Giannikis et al 2013, 3652; Monsen et al. 2009, 81). On the positive side, in risk-taking firm, it requires their employees to have good and adequate skills to handle with the uncertainty. Thus, company usually organizes practical or skill training courses to enhance the ability of their employees to overcome the uncertainty. Furthermore, if an employee has proved ability to deal with uncertainty, and ambiguity effectively, he/she will have the chance to join in decision-making process as well take responsibility in challenging task. This will lead to the intrinsic satisfaction such as the promotion, the nature of work, growth and recognition aspect. (Miao et al. 2013, 3263; Newman & Sheikh 2012, 350; Ahmad 2018, 78.) However, the result of this study does not support this point of view as risk-taking does not show significant impact on the intrinsic satisfaction of the surveyed employees. Regarding the extrinsic satisfaction, it has been asserted that risk-taking project usually goes with high return for individuals participating in the projects. Attractive bonus and higher salary will result in extrinsic satisfaction. Especially, extrinsic rewards are considered to have the most significant impact on job satisfaction in collectivism culture like Viet Nam (Gelfand et al 2007, 482- 484; De Clercq and Rius 2007, 469; Miao et al. 2013, 3264; Newman & Sheikh 2012, 351.) The result from the study is totally in line with the existing literature as risk-taking have significant positive effect on extrinsic satisfaction with β value= 0.15**. Furthermore, in risk-taking companies, the management team tends to build a risk tolerant culture in order to encourage all layers of employees to be bold to explore the unknown. Thus, the employees tend to experience the meaningful when doing their job as well the responsibility to find out positive outcomes for the companies. When the employee satisfied with their job characteristic, they will feel satisfied with their job as well. (Boonzaier et al. 2001, 12.). The result from regression model is also in line with the theory that risk-taking in general have positive significant impact on the satisfaction of employees with β value= 0.131**.

Finally, according to Meyer and Allen (2002, 38), a working environment providing suitable support to the employees affects significantly to the affective commitment of the employees, especially a strong leadership along with a fair treatment among the employees. In risk-taking companies, in order to give the right decision toward uncertainty, the leaders in these companies usually have many experiences and advanced skills to manage the risk well even without the inadequate information and data toward the new projects. That is why, in these companies, strong leadership exist to lead the whole team/ project to overcome the un-

certainty. (Karyotakis & Moustakis 2016, 55-56.). When being a part of the risk-management team, it makes the employee feel more attached and closed with the organization which leads to affective commitment toward the company (Meyer and Allen 2002, 38) Furthermore, a transparent communication and effective feedback culture are prerequisite criteria in risk-taking firm in order to make sure that the final decision is made with the consensus of the whole team. (Karyotakis & Moustakis 2016, 55-56.) Such culture will tight the bond between employees and employer deeply resulting in more affective commitment (Meyer and Allen 2002, 38). However, the result from regression model of this study does not support this perspective when risk-taking in model 5.R shows no significant relationship with the employee commitment.

Thirdly, *proactiveness* also shows significant and positive influence in all the facets of job satisfaction and organizational commitment. The coefficient β value of proactiveness scores a significant value with $p < 0.001$ on all job satisfaction aspects and with $p < 0.05$ on organizational commitment. To be specific, the β value of proactiveness on general job satisfaction, extrinsic satisfaction, intrinsic satisfaction and affective organizational commitment are β value= 0.343**; β value= 0.259**; β value= 0.266**; β value= 0.289**; β value= 0.212*. Thus, Hypothesis 3a and 3b are totally supported.

According to Lumpkin & Dess (1996, 146), a proactive firm always changes and improves in order to look for opportunity becoming the pioneer in the industry. However, constant changes may result in the resistance from the employees toward the changes. Such resistance to change comes from the fear of role ambiguity, job stress and work overload which will have negative impact on the employee's job satisfaction. (Jones et al. 2008, 294.). In the other side, changes are also considered as an indicator of growth and development of the organization. When witnessing the companies achieve and maintain the competitive advantage above other competitors, it makes the employees trust more in the survival and developing ability of the company. (Jones et al. 2008, 300.) Furthermore, the main motivation of proactive firms is to enhance their innovativeness. Thus, proactive company usually has attractive salary and fringe benefits, together with an open-minded and learning culture to enhance the cooperation and close relationship among colleagues as well as among manager and subordinates. Such offering will enhance the employee's extrinsic satisfaction. (Karyotakis & Moustakis 2016, 55-56.) The result from the model aligns well with the theoretical background when the proactiveness has significantly positive impact on the employee's extrinsic satisfaction with β value= 0.259**. Besides, in proactive firm, managers really focus on building an innovative and supporting environment where employees will have more empowerment in trying and testing new ideas. This will allow the employees to try new ideas, apply their skills and knowledges in new and challenge task which will make them experi-

ence the meaningfulness of their jobs. Furthermore, they feel more responsibility to their results and outcomes of the job. Additionally, they receive feedback and support from not only the manager but also the peer in other departments which make them feel their job interesting and joyful. This will lead to the intrinsic satisfaction in the employees when they feel they are recognized for the contribution, and the employees care about their growing need. (Karyotakis & Moustakis 2016, 55-56; Miao et al. 2013, 3263; Newman & Sheikh 2012, 350; Ahmad 2018, 78.) The result from regression model of this study also have the same view point when the proactiveness also have significant positive impact on intrinsic satisfaction of Vietnam employees with β value= 0.266**. In general, it has been cited that when employees trust in the dynamic and successful ability of a firm, it enhances their job satisfaction as they believe that they will be offered better benefits and salary as well as the opportunity to growth and promotion (Zhou et al. 2005, 1056). The result from this study also support this point of view when presenting a positive and significant impact of proactiveness in the Vietnamese employee's job satisfaction.

In terms of organizational commitment, the existing theory have cited that in order to inspire the employees to be proactive, innovative and risk-taking, the managers have to communicate clearly about the goals, vision and outcomes to all the layers of employees to make sure that everyone have the same thinking about the transformation of the firm into an entrepreneurial one. The employee's idea and contribution can deliver to all layer which will make them feel to be connected and a part of the organization. Consequently, such transparent communication together with the opportunity to involve in the decision-making process make the employees feel more affective commitment to the company. As they already put a lot of effort and contribution to the companies which result in a tight bond between them and the company. (Kuratko, Hornsby & Bishop 2005, 285; Karyotakis & Moustakis 2016, 53.) Furthermore, the process to change into an entrepreneurial firm with a strong leadership also has significant impact on the affective commitment of employees as they can see how the firm change and how they contribute to such change (Meyer et al. 2002, 38). The result of the study also in line with the theory when proactiveness proves to have significant impact on the affective commitment of Viet Nam employees which presenting by β value= 0.212*.

Table 20. Study's result summary

Independent variables	Dependent variables	Hypothesis	Hypothesis confirmation
Innovativeness	Job satisfaction	1a	Supported
	Affective organizational commitment	1b	Supported
Risk-taking	Job satisfaction	2a	Supported
	Affective organizational commitment	2b	Not supported
Proactiveness	Job satisfaction	3a	Supported
	Affective organizational commitment	3b	Supported

Besides, when considering the impact of extrinsic and intrinsic satisfaction on the employee's job satisfaction, from table 19, it is clear that the extrinsic satisfaction has higher impact on employee's job satisfaction more than the intrinsic satisfaction ($\beta = 0.492 > \beta = 0.569$). According to the existing researches on job satisfaction in developing country, it has been acknowledged that extrinsic rewards like higher pay and fringe benefit, a harmony relationship with managers and peers together with the security in the job will have higher influence on the job satisfaction of employees (Miao et al. 2013, 3263; Newman & Sheikh 2012, 350). Especially, when comparing with other researches on job satisfaction of Viet Nam employees, they also concluded the same view point (Dielemann, Cuong, Anh & Martineau 2003, 1; Mai & Phan 2014, 1). Thus, the result of extrinsic satisfaction having more significant influence on employee's job satisfaction in this study confirms the viewpoint of other historical researches in developing countries.

6 CONCLUSION AND FORMATION OF FINAL FRAMEWORK

This chapter includes three sub-chapters. Sub-chapter 6.1 presents the theoretical contribution of this study regarding the relationship between EO working environment and the employee attitude included the final framework of this study. Meanwhile sub-chapter 6.2 illustrates the managerial contribution of this study before mentioning the limitation of this study and recommend some suggestions for future research in sub-chapter 6.3.

6.1 Theoretical contribution of the study

From the result of data analyzing in Chapter 5, the final framework of the study which illustrates the relationship between two key aspects of this study: three dimensions of EO and the two elements of employee attitude namely job satisfaction and organizational commitment is presented in figure 3 below.

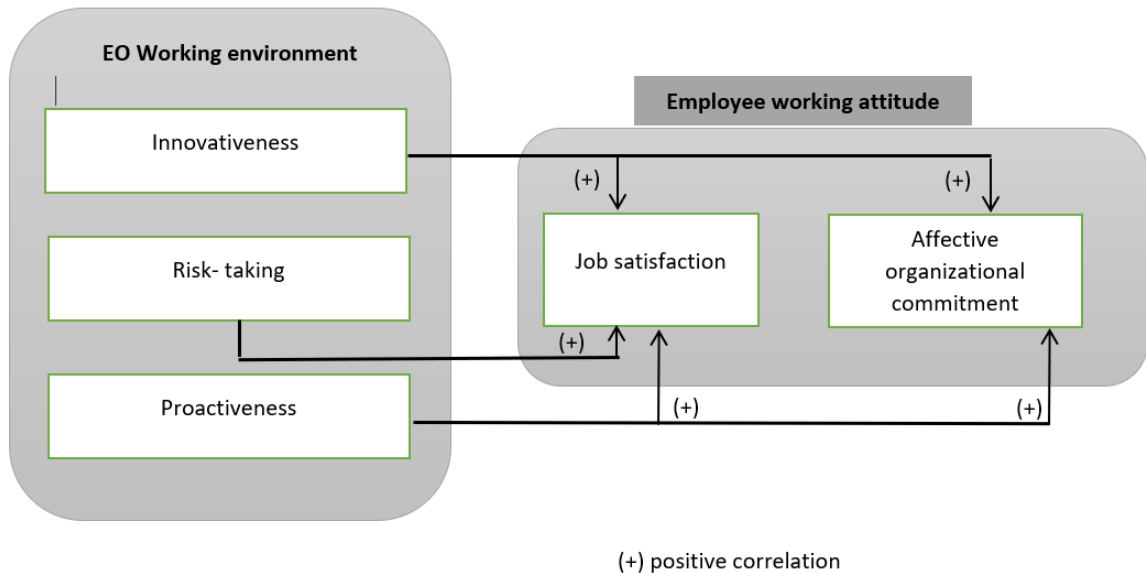


Figure 3: Final framework of the study

Based on a sample of employees working in service organizations located in Viet Nam and by applying an employee-centered perspective, which is currently shortage in the entrepreneurship literature (Giannikis et al. 2013, 3660; Haar and White 2013 2013, 121; Monsen et al 2009, 71), the findings of this study contribute to existing literature in at least four paths. Firstly, it establishes a connection between EO strategy and employee's attitude in a developing country context which is currently lack of attention from researchers (Halepota & Shah 2011, 281; Boso et al. 2013, 709; Malik, Yamamoto, Souares & Sauerborn 2010; Riaz & Haider 2010). Secondly, when evaluating the impact of three dimensions of EO on job satisfaction, the author takes into consideration not only the general job satisfaction aspect but also on other facets of job satisfaction namely intrinsic and extrinsic aspects. Thirdly, it investigates simultaneously the impact of three dimension of EO as the input on both job

satisfaction and organizational commitment as the output which is currently lack of investment (Giannikis et al. 2013, 3660; Ahmad 2018,88). Fourthly, EO in this study is measured by the multi-dimension approach in order to enrich the knowledge regarding the impact of each dimension on the employee attitude. According to Monsen et al. (2009, 76) and Rauch et al. (2009, 764), when applying the multi-dimensional approach to EO, it can enrich normative and descriptive theory knowledge. However, such approach is still lack of attention from the researchers.

The main findings of this study include five parts. Firstly, similar to the expectation of the author, both innovativeness and proactiveness have positive significant influence on employee attitude, in particularly job satisfaction and organizational commitment. Especially the proactiveness shows the strongest impact on all the facets of job satisfaction and organizational commitment when it acquired the significant $p < 0.01$ in general job satisfaction, extrinsic satisfaction, intrinsic satisfaction, and job satisfaction variables together with $p < 0.05$ in organizational commitment variable. This finding means that among the three dimensions, proactiveness has the most positive influence on employee attitude. Secondly, all three dimensions of EO including innovativeness, risk-taking, and proactiveness achieve positive significant impact on extrinsic satisfaction which means that an entrepreneurial working environment provides better tangible rewards for the employee including higher salary, better fringe benefits, a better internal environment with managers and peers as well as the security in the future of employee in the firm. In general, an entrepreneurial company will gain higher extrinsic satisfaction in the employees. Thirdly, in developing country like Viet Nam, it has been acknowledged that extrinsic satisfaction plays a more important role on the satisfaction of employees more than intrinsic ones. To be specific, Viet Nam is a country with “high power distance, high collectivism, uncertainty avoidance” cultural characteristics (Quang & Vuong 2002, 38; Swierczek & Thai 2003, 55; Tessema, Ready & Embaye 2011, 2). Based on the existing researches regarding the motivational factors of job satisfaction of Vietnam’s employees, it has been asserted that a harmony relationship with all people in the organization is one of the most important elements affecting job satisfaction of Viet Nam employees. Furthermore, job security has been confirmed as a vital element in job satisfaction in Viet Nam (Dielemann, Cuong, Anh & Martineau 2003, 1; Mai & Phan 2014, 1). That is why in Viet Nam context, extrinsic factors including physical rewards like fringe and benefits, relationship with colleagues, job security have the most impact of employee’s job satisfaction. This result aligns with the research of Dielemann, Cuong, Anh and Martineau (2003, 1) and Mai & Phan (2014, 1) when examining factors affecting the job satisfaction of Vietnamese employees. Fourthly, among three dimensions, only risk-taking dimension shows not significant impact on intrinsic satisfaction and organizational commitment of employees. This

means that in Viet Nam context, risk-taking does not make the work experience more interesting and appealing to the employees. It is consistent with the culture of Viet Nam which is low uncertainty avoidance (Quang & Vuong 2002, 38; Swierczek & Thai 2003, 55). To be specific, according to Quang & Vuong (2002, 38)'s research, Viet Nam people is not interested in ambiguity and try to prevent such situation by creating more formal rules and regulation. Thus, a company preferring risk-taking behaviors does not brings much positive employee attitude. Fifthly, among the demographic variables, gender, tenure and employment status show not significant effect on employees' attitude in both aspects. This finding is opposite with the existing researches. Meanwhile, position shows significant positive impact on almost job satisfaction and affective organizational commitment (except Model 4.P) which means that managers have more positive attitude toward an entrepreneurial working environment more than employees. Furthermore, educational level only has positive impact on affective organizational commitment in models 5.I, 5.R, 5.P which means that the more knowledge and skills the employee have the more attachment bond they have with their companies.

6.2 Managerial contribution of the study

Besides the theoretical contribution, the result from this study may bring some suggestions to the organization and policy maker regarding the application of EO in strategy. Regarding organizational perspective, from the results of the study, it can be seen that both three-dimension of EO have positive impact on job satisfaction. It has been acknowledged that positive employee attitude will bring to higher productivity for the employees and higher performance, competitive advantage for the firm (Boso et al. 2013, 708-709; Hughes & Morgan 2007; Giannikis et al. 2013, 3646; Judge, Fisher 2010, 400; Kuratko et al. 2014, 38). Thus, if a firm wants to enhance its innovativeness as well as performance, EO is a suitable strategy for managers to take into consideration. Secondly, from the study in Viet Nam context, proactiveness and innovativeness has the most significant impacts on employee's attitude. Thus, it is suggested that when building an EO working environment in Viet Nam, managers should focus more on these two dimensions by giving more guideline and instructions as well as organizing training courses in order to encourage employees to act and behave effectively toward entrepreneurial orientation. Thirdly, due to Viet Nam culture that is high uncertainty-avoidance, when giving instruction and planning toward the risky dimension, managers need to choose the proper guidelines and actions to minimize the negative impact of this tendency on employee attitudes. Fourthly, extrinsic rewards are proved to have the most impact on the satisfaction of employees. From this study, an attractive salary and benefits together with a sharing and supporting culture and security in the job will be the most effective reward to attract and maintain the employees, especially the key persons who

are holding the knowledge and experiences affecting the competitive advantage of a firm. Fifthly, since position has the positive significant impact on employee's attitude, this study suggested that companies should provide more opportunity for employees to prove their ability and give them chances to be promoted to a higher position. Such actions from the employers will be the most motivated reward for employees to have positive attitude in their jobs.

Regarding policy-maker perspective, it is clearly that EO strategy has positive impact on the employee attitude which also has significant impact on the economy development of a country. Thus this study suggested that in order to encourage more entrepreneurial firms in the country, the government need to provide suitable supports and direction toward applying an entrepreneurial orientation in company's strategy in order to enhance the national entrepreneurial environment such as giving guidelines and instruction for the firm's owner by organizing training courses in order to make sure that the owners understand and know how to apply in their companies' circumstances.

6.3 Limitations of the study and suggestions for future researches

The first limitation of this study that can put into accounts is that the limited respondents in the study which includes 66 respondents from the two surveyed service company with 66 percent of respondent rate and 45 responses collected through social media in the same service industry. Such small number of data may impact the generalizability of findings of this study to the entire service industry. Thus, the author suggested that future researchers could replicate and expand this study's finding in different countries or even different industry in Viet Nam in order to test the generalizability of this study's result.

Secondly, this study used the three dimensions EO of Covin & Slevin (1989) as the measurement for entrepreneurial environment. However, there are still other models to measure the EO environment such as the five dimensions of EO of Lumpkin and Dess (1996). Thus, the author suggested that future studies can evaluate the impact of all 5 dimension to see whether which dimension have the most impact on employee attitude.

Thirdly, from Chapter 2 and 3, core job characteristics model (CJC), job stress, role ambiguity, psychological contract breach were used as the mediators to explain the connection between EO and employee attitude. However, these mediators had not been included in the study's questionnaire. Thus, it would enrich the knowledge of entrepreneurship if the future researchers can examine the effect of these mediators on explaining the relationship of EO and employee attitude.

7 SUMMARY

In order to survive in a competing and harsh environment, besides enhancing the financial performance, a firm also needs to focus on improving employee's attitude in order to enhance the productivity of the employees which will affect significantly to the performance of firm. It has been confirmed that well human resources will bring not only financial but also non-financial benefits for companies to achieve competitive advantages. Thus, in order to create an environment which can help a firm to utilize all the potential from the employees, EO is a suitable strategy for the management team to build an effective environment for the employees. The main aim of the study is to evaluate the impact of three dimensions of EO on the employee attitude through job satisfaction and organizational commitment aspects. To achieve the research aim, three sub-research questions were presented: one answered the dimensions of an EO working environment, one answered the job satisfaction antecedents, one answered the organizational commitment. From the theoretical background, hypotheses of the study were built. Each hypothesis presented the relationship of each dimension of EO and two aspects of employee attitude. Then, the initial framework was presented to illustrate the hypotheses. The survey collected data from employees working service companies in Viet through online link containing the pre-coded questionnaires. After collecting enough data, author used SPSS to analyze data by using four different types of tests: reliability, factor analysis, correlation and multiple regression.

From the results of the data, the study revealed that innovativeness and proactiveness have the most significant positive impacts on employee's attitude, especially proactiveness scoring the significant <0.01 in both facets of job satisfaction and organizational commitment. Meanwhile, risk-taking does not achieve significant impact on intrinsic satisfaction and affective commitment which reveals to be the weakest dimension of EO affecting the employee attitude. Especially, the results of this study revealed that extrinsic satisfaction which is created by the satisfaction toward tangible rewards such as pay, fringe benefit, job security, the relationship with managers and peers has the most effect on the employee's satisfaction in a developing country context. Finally, when evaluating the influence of demographic characteristics on employee attitude, it is interesting that gender, tenure and employment status show no significant impact on the employee attitude while position is the only variable having significant impact on all facets of job satisfaction and organizational commitment of employees. Then, from the findings of the study, some theoretical and managerial contributions were suggested.

In summary, based on the three-dimension of EO theory introduced by Covin & Slevin (1989); the Job Diagnostic developed by Hackman & Oldham (1974, 67); Job Descriptive Index invented by Spector (1985, 708-711) and the three-component of organiza-

tional commitment developed Meyer, Allen, & Smith (1993), a final framework has been presented to illustrate the impact of three dimensions of EO working environment namely innovativeness, risk-taking and proactiveness on employee attitude aspects namely job satisfaction and organizational commitment. In this framework, all three dimensions have positive relationship with of employee's job satisfaction. However, only innovativeness and proactiveness have positive impact on organizational commitment of employees while risk-taking dimension has no relationship with this aspect of employee's attitude.

REFERENCES

- Acquaah, M. (2007) Managerial social capital, strategic orientation, and organizational performance in an emerging economy. *Strategic Management Journal*, Vol. 28, 1235–1255.
- Adigun, I. O., Stephenson, G. M. (1992). Sources of job motivation and satisfaction among British and Nigerian employees. *The Journal of Social Psychology*, Vol. 132(3), 369–376.
- Ahmad, A. (2018) The relationship among job characteristics organizational commitment and employee turnover intentions - A reciprocation perspective. *Journal of Work-Applied Management*, Vol. 10 (1), 74-92.
- Ahmad, H., Ahmad, K. & Shah, I. E. (2010) Relationship between Job Satisfaction, Job Performance Attitude towards Work and Organizational Commitment. *European Journal of Social Sciences*, Vol. 18 (2), 257 – 267.
- Ahmad, A. & Rainayee, A. R. (2013) Exploring a common theme of organizational commitment: a way to consensus. *Pacific Business Review International*, Vol. 6 (1), 65-71.
- Akinyele, S. T. (2010) The influence of work environment on workers productivity: A case study of selected oil and gas industry in Lagos, Nigeria. *African Journal on Business Management*, Vol. 4(3), 299–307.
- Ali Mohammad, M., Ferlie, E., Rosenberg, D. (2008) A study of relationship between job satisfaction, organisational commitment and turnover intention among hospital employees, *Health Services Management Research*, Vol. 21(4), 211-227.
- Arshad, A.S, Rasli, A. (2018) *Entrepreneurial Orientation of Technology-Based SMEs in Malaysia*. Proceedings of the 2nd Advances in Business Research International Conference, 23-30.
- Zain, A. N. D, Setiawati, T. (2019) Influence of Work Family Conflict and Job Satisfaction on Medical Employee Performance through Organizational Commitment. *Review of Integrative Business and Economics Research*, Vol. 8(1), 1-19.
- Arvey, R. D., Bouchard, T. J., Segal, N. L., & Abraham, L. M. (1989) Job satisfaction: Environmental and genetic components. *Journal of Applied Psychology*, Vol.74, 187–192.
- Asan, J., & Wirba, V. (2017) Academic Staff Job Satisfaction in Saudi Arabia: A Case Study of Academic Institutions in the Eastern Province of Saudi Arabia. *Research on Humanities and Social Sciences*, Vol.7(2), 73–89.

- Atuahene-Gima, K., A. Ko. (2001) An Empirical Investigation of the Effect of Market Orientation and Entrepreneurial Orientation Alignment on Product Innovation. *Organization Science*, Vol. 12, 54–74.
- Aydogdu, S. & B. Asikgil. (2011) An Empirical Study of the Relationship among Job Satisfaction, Organizational Commitment and Turnover Intention. *International Review of Management and Marketing*, Vol.1(3), 43-53.
- Baker, W.E., Sinkula, J.M. (2009) The complementary effects of market orientation and entrepreneurial orientation on profitability in small businesses. *Journal of Small Business Management*, Vol. 47 (4), 443–464.
- Barringer & Bluedorn (1999) The relationship between Corporate Entrepreneurship and Strategic Management. *Strategic Management Journal*, Vol. 20, 421–444
- Birkinshaw, J. (1997) Entrepreneurship in multinational corporations: The characteristics of subsidiary initiatives. *Strategic Management Journal*, Vol. 18, 207–229.
- Brown, S.L., Eisenhardt, K.M. (1998) *Competing on the Edge*. Harvard Business School Press, Boston, MA.
- Brock, D.M. (2003) Autonomy of individuals and organizations: Towards a strategy research agenda. *International Journal of Business and Economics*, Vol. 2, 57–73.
- Burgelman, R.A. (2001) *Strategy is destiny: How strategy-making shapes a company's future*. New York: Free Press.
- Barney, J. (1991) Firm resources and sustained competitive advantage. *Journal of Management*, Vol. 17, 99–120.
- Barney, J. (1995) Looking inside for competitive advantage. *Academy of Management executive*, Vol. 9(4), 49–61.
- Baron, R.A., Fortin, S.P., Frei, R.L., Hauver, L.A. and Shack, M.L. (1990) Reducing organizational conflict: the role of socially-induced positive affect. *International Journal of Conflict Management*, Vol. 1, 133–152.
- Basso, O., Fayolle, A., & Bouchard, V. (2009) Entrepreneurial orientation: The making of a concept. *Entrepreneurship and Innovation*, Vol. 10(4), 313–321.

- Becherer, R. C. & Maurer, J. G. (1998) The Moderating Effect of Environmental Variables on the Entrepreneurial and Marketing Orientation of Entrepreneur-led Firms. *Entrepreneurship Theory and Practice*, Vol. 22(1), 47–58.
- Begley, T. M. & Boyd, P. D. (1987) Psychological Characteristics Associated With Performance in Entrepreneurial Firms and Smaller Businesses. *Journal of Business Venturing*, Vol. 2(1), 79–93.
- Begeian, A. G., Ferris, G. R., & Kacmear, K. M. (1992) Age, tenure, and job satisfaction: A tale of two perspectives. *Journal of Vocational Behavior*, Vol.40, 33–48.
- Benz, M. & Frey, B. (2008) The Value of Doing What You Like: Evidence from the Self-employed in 23 Countries. *Journal of Economic Behavior and Organization*, Vol. 68, 445–455.
- Bergh, P., Thorgren, S., & Wincent, J. (2011) Entrepreneurs learning together: The importance of building trust for learning and exploiting business opportunities. *International Entrepreneurship and Management Journal*, Vol. 7(1), 17–37.
- Blank, W. R. (1993) Factors associated with job satisfaction and dissatisfaction among college student affairs professional staff (Doctoral dissertation, University of Northern Colorado). *Dissertation Abstracts International*, Vol.54, 322373.
- Boso, N., Story, V.M. & Cadogan, J.W. (2013) Entrepreneurial orientation, market orientation, network ties, and performance: Study of entrepreneurial firms in a developing economy. *Journal of Business Venturing*, Vol.28, 708–727.
- Boonzaier, B., Ficker, B. & Rust, B. (2001) A review of research on the job characteristics model and the attendant job diagnostic survey. *South African Journal of Business Management*, Vol.32(1), 11-34.
- Brown & Sargeant (2007) Job Satisfaction, Organizational Commitment, and Religious Commitment of Full-Time University Employees. *Journal of Research on Christian Education*, Vol. 16, 211–241.
- Bruck, C. S., Allen, T. D., & Spector, P. E. (2002) The Relation Between Work-Family Conflict and Job Satisfaction: A Finer-Grained Analysis. *Journal of Vocational Behavior*, Vol.60, 336–353
- Camara, N.D., Dulewicz, V. & Higgs, M. (2015) Exploring the relationship between perceptions of organizational emotional intelligence and turnover intentions amongst employees: The role of

organizational commitment and job satisfaction. *New Ways of Studying Emotions in Organizations Research on Emotion in Organizations*, Vol.11, 297-339

Camilleri, E. (2006), Towards developing an organisational commitment - public service motivation model for the maltese public service employees, *Public Policy and Administration*, Vol. 21(1), 63-83.

Carrell, M., & Elbert, N. (1974). Some personal and organizational determinant of job satisfaction of postal clerks. *Academy of Management Journal*, Vol.17(2), 368–373.

Cascio, W. F., & Boudreau, J. (2011) *Investing in people: Financial impact of human resource initiatives* (2nd ed.). Upper Saddle River, NJ: FT Press

Chandrasekar (2011) Workplace environment and its impact on organizational performance in public sector organizations. *International Journal of Enterprise Computing and Business Systems*. Vol. 1(1), 1-16.

Chi, H., Yeh, H., & Nguyen, K, H. (2018) How Job Involvement Moderates the Relationship Between Organizational Commitment and Job Satisfaction: Evidence in Vietnam. *Advances in Social Sciences Research Journal*, Vol.5(4), 136-148.

Choy, L. T. (2014) The Strengths and Weaknesses of Research Methodology: Comparison and Complimentary between Qualitative and Quantitative Approaches. *IOSR Journal of Humanities and Social Science*, Vol.19(4), 99–104.

Cohen, S. G., & Bailey, D. E. (1997). What Makes Teams Work: Group Effectiveness Research from the Shop Floor to the Executive Suite. *Journal of Management*, Vol.23(3), 239–290.

Conrad, K.M., Conrad, K.J. and Parker, J.E. (1985), Job satisfaction among occupational health nurses. *Journal of Community Health Nursing*, Vol. 2, 161-73

Cooper-Hakim, A., & Viswesvaran, C. (2005) The construct of work commitment: Testing an integrative framework. *Psychological Bulletin*, Vol. 131, 241-305.

Covin, J.G. & Slevin, D.P. (1989). Strategic management of small firms in hostile and benign environments. *Strategic Management Journal*, Vol.10, 75–87.

Covin, J.G., Green, K.M., & Slevin, D.P. (2006) Strategic process effects on the entrepreneurial orientation— sales growth rate relationship. *Entrepreneurship Theory and Practice*, Vol. 30, 57–81.

- Covin, J. G., & D. P. Slevin (1991) A Conceptual Model of Entrepreneurship as Firm Behavior, *Entrepreneurship Theory and Practice*, Vol. 16, 7–25.
- Covin, J.G., Slevin, D.P., & Schultz, R.L. (1994). Implementing strategic missions: Effective strategic, structural, and tactical choices. *Journal of Management Studies*, Vol. 31(4), 481–503.
- Covin, J. G. & Lumpkin, G. T. (2011) Entrepreneurial Orientation Theory and Research: Reflections on a needed construct. *Entrepreneurship Theory and Practice*, Vol. 35(5), 855–872.
- Craighead, C.W, Ketchen, D. J., Dunn, K. S. & Hult, G. T. M. (2011) Addressing Common Method Variance: Guidelines for Survey Research on Information Technology, Operations, and Supply Chain Management. *IEEE Transactions on Engineering Management*, Vol. 58(3), 578–588
- Davidsson, P., Delmar, F. & Wiklund, J. (2002) *Entrepreneurship as Growth; Growth as Entrepreneurship. Strategic Entrepreneurship: Creating a New mindset.* 328-342.
- Davis, J. H., Schoorman, F. D., & Donaldson, L. (1997) Toward a stewardship theory of management. *The Academy of Management Review*, Vol. 22(1), 20–47
- De Clercq, D., & Rius, I. B. (2007) Organizational Commitment in Mexican Small and Medium-Sized Firms: The Role of Work Status, Organizational Climate, and Entrepreneurial Orientation. *Journal of Small Business Management*, Vol.45(4), 467– 490
- Dess, G. G., Lumpkin, G. T. & Covin, J. G. (1997) Entrepreneurial strategy making and firm performance: tests of contingency and configurational models. *Strategic Management Journal*, Vol. 18(9), 677–695.
- DeSantis, V. S., & Durst, S. L. (1996) Comparing job satisfaction among public and private-sector employees. *American Review of Public Administration*, Vol.26(3), 327–343.
- Dess, G.G. & Lumpkin, G.T. (2005) The role of entrepreneurial orientation in stimulating effective corporate entrepreneurship. *Academy of Management Executive*, Vol. 19(1), 147–156.
- Deutschman, A. (2004) The fabric of creativity. *Fast Company*, Vol. 89, 54–62.
- Dimitratos, P., Lioukas, S., & Carter, S. (2004) The relationship between entrepreneurship and international performance: The importance of domestic environment. *International Business Review*, Vol. 13, 19–41

- Dielemann, M., Cuong, P.V., Anh, L.V. & Martineau, T. (2003) Identifying factors for job motivation of rural health workers in North Viet Nam. *Human Resources for Health* 2003, 1-10.
- Do, H. (2016). *High-performance work systems and organizational performance: Evidence from the Vietnamese service sector* (Dissertation). Aston University, 1–290
- Dramstad, A. S. (2004) *Job satisfaction and organizational commitment among teachers in Norway: A comparative study of selected schools from public and private educational systems*. Unpublished doctoral dissertation, Andrews University, Berrien Springs, MI.
- Dunham, R.B., Grube, J.A. & Castaneda, M.B. (1994), Organizational commitment: the utility of an integrative definition, *Journal of Applied Psychology*, Vol. 79 (3), 370-380
- Eker, L., Tüzün, E.H., Daskapan, A., Sürenkök, O. (2004) Predictors of job satisfaction among physiotherapists in Turkey. *Journal of Occupational Health*. Vol.46(6), 500-505
- Eriksson, P. & Kovalainen, A. (2008) *Qualitative methods in business research*. SAGE Publications, London.
- Faragher, B., Cass, M. & Cooper, C. (2005) The relationship between job satisfaction and health: a meta-analysis. *Occupational and Environmental Medicine*, Vol.62, 105– 112.
- Swierczek, F.W & Thai, T.H (2003) Motivation, entrepreneurship, and the performance of SMEs in Vietnam *Journal of Enterprising Culture*. Vol. 11(01), 47-68
- Fisher, C. D. (2010) Happiness at work. *International Journal of Management Reviews*, Vol. 12(4), 384 - 412
- Fisher, C.D. (2003) Why do lay people believe that satisfaction and performance are correlated? Possible sources of a commonsense theory. *Journal of Organizational Behavior*, Vol.24, 1–25
- Firth, L., Mellor, D.J., Moore, K.A. & Loquet, C. (2004) How can managers reduce employee intention to quit? *Journal of Managerial Psychology*, Vol. 19, 170-187.
- Fuller. C, Simmering. M, Marcia J., Atinc. G, Atinc. Y & Babin. B. J. (2016). Common methods variance detection in business research. *Journal of Business Research*, Vol. 69(8), 3192-3198

- Funminiyi, A. K. (2018) Impact of Workplace Environmental Factors on Employee Commitment: Evidence from North East Nigeria. *International Journal of Scientific Research and Management*, Vol. 6 (7), 575-585.
- Forza, C. (2002) Survey research in operations management: a process-based perspective. *International Journal of Operations & Productions Management*, Vol. 22(2), 152-194.
- Gartner, W.B., Mitchell, T.R., & Vesper, K.H. (1989) A taxonomy of new business ventures. *Journal of Business Venturing*, Vol. 4(3), 169–186.
- Gautam, T., Van Dick, R., Wagner, U., Upadhyay, N. & Davis, A.J. (2005) Organizational Citizenship Behavior and Organizational Commitment in Nepal, *Asian Journal of Social Psychology*. Vol.8, 305–314.
- Gavin, J.H. & Mason, R.O. (2004) The virtuous organization: the value of happiness in the workplace. *Organizational Dynamics*, Vol. 33, 379–392
- Gelfand MJ, Erez M, Aycan Z. (2007). Cross-cultural organizational behavior. *Annu. Rev. Psychol.* Vol.58, 479–514
- George, G., Wood, D.R., Jr., & Khan, R. (2001) Networking strategy of boards: Implications for small and medium-sized enterprises. *Entrepreneurship and Regional Development*, Vol. 13(3), 269–285.
- Ghauri, P. & Kjell. G., (2002) *Research Methods in Business Studies*. Second Edition ed. Essex: Prentice Hall Europe.
- Giannikis, S. & Nikandrou, I. (2013) The impact of corporate entrepreneurship and high-performance work systems on employees' job attitudes: empirical evidence from Greece during the economic downturn. *The International Journal of Human Resource Management*, Vol. 24(19), 3644-3666.
- Gillham, B. (2010) *Case study research methods*. Continuum International Publishing, London.
- Green, K. M., Covin, J. G. and Slevin, D. P., (2008) Exploring the relationship between strategic reactivity and entrepreneurial orientation: the role of structure-style fit. *Journal of Business Venturing*, Vol. 23(3), 356–383.
- Guth, W.D. & Ginsberg, A. (1990) Guest editors' introduction: Corporate entrepreneurship. *Strategic Management Journal*, Vol. 11, 5–15.

- Hackman, J. R., and Oldham, G. R. (1974). *The Job Diagnostic Survey: An instrument for the diagnosis of jobs and the evaluation of job redesign projects*. JSAS Catalog of Selected Documents in Psychology, 4, 148. (Ms. No. 810)
- Hair, J., Black, W., Babin, B. & Anderson, R. (2014). *Multivariate Data Analysis*. Pearson New International Edition, Harlow, Seventh Edition.
- Halepota, J.A & Shah, N. (2011) An empirical investigation of organisational antecedents on employee job satisfaction in a developing country. *Transforming Government: People, Process and Policy*, Vol. 5(3), 280-294
- Haar, J.M., & White, B.J. (2013) Corporate Entrepreneurship and Information Technology Towards Employee Retention: A Study of New Zealand Firms, *Human Resource Management Journal*, Vol. 23(1), 109–125.
- Harrison, D.A., Newman, D.A. & Roth, P.L. (2006) How important are job attitudes? Meta-analytic comparisons of integrative behavioral outcomes and time sequences. *Academy of Management Journal*, Vol. 49, 305–325
- Hart, S. L. (1992) An Integrative Framework for Strategy-Making Processes, *Academy of Management Review*, Vol.17, 327–351.
- Hayton, J.C. (2005). Promoting corporate entrepreneurship through human resource management practices: A review of empirical research. *Human Resource Management Review*, Vol.15(1), 21–41.
- Herzberg, F. and Mausner, B. (1959), *The Motivation to Work*, 2nd ed., Wiley, New York, NY.
- Herzberg, F., Mausner, B., Peterson, R.O., & Capwell, D.F. (1957). *Job Attitudes: Review of Research and Opinion*. Pittsburgh: Psychological Service of Pittsburgh.
- Herzberg, F., Mausner, B., Peterson, R. O., & Capwell, D. (1987). *Job attitudes: Review of research and opinion*. New York: Garland Publishing.
- Hindle, K., & Cutting, N. (2002) Can Applied Entrepreneurship Education Enhance Job Satisfaction and Financial Performance? An Empirical Investigation in the Australian Pharmacy Profession, *Journal of Small Business Management*, Vol.40, 162–167.

- Hitt, M.A., Ireland, R.D., Camp, S.M., & Sexton, D.L. (2001) Guest editor's introduction to the special issue strategic entrepreneurship: Entrepreneurial strategies for wealth creation. *Strategic Management Journal*, Vol.22(6-7), 479-491.
- Hotho, S., & Champion, K. (2011) Small businesses in the new creative industries: Innovation as a people management challenge. *Management Decision*, Vol.49(1), 29-54.
- Hoppock, R. (1935). *Job satisfaction*. New York: Harper & Brothers Publishers.
- Huang, X. & Van de Vliert, E. (2003). Where intrinsic job satisfaction fails to work: national moderators of intrinsic motivation. *J. Organ. Behav.* Vol.24, 159-179
- Hughes, M. & Morgan, R. E. (2007) Deconstructing the relationship between entrepreneurial orientation and business performance at the embryonic stage of firm growth. *Industrial Marketing Management*, Vol.36(5), 651-661.
- Hui, CH., Lee, C. & Rousseau, D.M. (2004) Psychological contract and organizational citizenship behavior in China: investigating generalizability and instrumentality. *J. Appl. Psychol.* Vol. 89, 311-321
- Hui, CH., Yee, C. (1999) The impact of psychological collectivism and workgroup atmosphere on Chinese employees' job satisfaction. *Appl. Psychol.* Vol.48, 175-185
- Hullin, C. L., & Smith, P. C. (1964). Sex differences in job satisfaction. *Journal of Applied Psychology*, Vol.48(2), 88-92.
- Hult, G.T.M., Snow, C.C., & Kandemir, D. (2003) The role of entrepreneurship in building cultural competitiveness in different organizational types. *Journal of Management*, Vol. 29(3), 401-426.
- Hytti, U., Kautonen, T. & Akola, E. (2013) Determinants of job satisfaction for salaried and self-employed professionals in Finland. *The International Journal of Human Resource Management*, Vol. 24(10), 2034-2053.
- Iacqua, J. A., & Schumacher, P. (1995). Factors contributing to job satisfaction in higher education. *Education*, Vol.116, 51-62.
- Igbaria, M., Parasuraman, S. & Badawy, M.K. (1994) Work experiences, job involvement, and quality of work life among information systems personnel, *MIS Quarterly*, Vol. 18(2), 175-201.

- Ireland, R.D., Hitt, M.A., & Sirmon, D.G. (2003). A model of strategic entrepreneurship: The construct and its dimensions. *Journal of Management*, Vol.29(6), 963–989
- Ireland, R., Kuratko, D. & Morris, M. (2006). A health audit for corporate entrepreneurship: Innovation at all levels, part I. *Journal of Business Strategy* Vol. 27(2), 10–17.
- Jackson, S.E. & Schuler, R.S. (1985). A meta-analysis and conceptual critique of research on role ambiguity and role conflict in work settings. *Organizational Behavior and Human Decision Processes*, Vol.36(1), 16–78
- Javad, E. and Davood, G. (2012), Organizational commitment and job satisfaction, *ARPN Journal of Science and Technology*, Vol. 2 (2), 85-90.
- Judge, T. & Bono, J. (2001) Relationship of core self-evaluations traits - self-esteem, generalized self-efficacy, locus of control, and emotional stability with job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology*, Vol. 86, 80–92.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001) The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, Vol.127, 376–407
- Johannessen, J .A, Olaisen, J., Johannessen, JA. & Olsen, B. (1999) Managing and organizing innovation in the knowledge economy. *European Journal of Innovation Management*, Vol 2 (3), 116-128
- Jones, L., Watson, B., Hobman, E., Bordia, P., Gallois, C. & Callan, V. (2008). Employee perceptions of organizational change: impact of hierarchical level. *Leadership & Organization Development Journal*, Vol. 29 (4), 294-316.
- Heale, R., & Twycross, A. (2015) Validity and reliability in quantitative studies. *Evidence-Based Nursing*, Vol. 18 (3), 66–67.
- Karyotakis, K. M., & Moustakis, V. S. (2016) Organizational factors, organizational culture, job satisfaction and entrepreneurial orientation in public administration. *The European Journal of Applied Economics*, Vol.13(1), 47-59.
- Keh, H.T, Nguyen, T.T.M., Hwei, P. Ng. (2008) The effects of entrepreneurial orientation and marketing information on the performance of SMEs, *Journal of Business Venturing*, Vol.22, 592–611.

- Kelly, J. (1992). Does job re-design theory explain job redesign outcomes? *Human Relations*, Vol.45(8), 753-774
- Kraus, S. (2013) The role of entrepreneurial orientation in service firms: empirical evidence from Austria. *The Service Industries Journal*, Vol.33(5), 427-444.
- Le, N.H., Appold, S. J. & Kalleberg, A. L. (1999) Work Attitudes in Vietnam: Organizational Commitment and Job Satisfaction in a Restructuring Economy. *Journal of Asian Business*, Vol.15(3), 41-68.
- Lee, C., Lee, K., & Pennings, J.M. (2001) Internal capabilities, external networks, and performance: A study of technology bases ventures. *Strategic Management Journal*, Vol. 22, 615–640.
- Kanter, R.M., North, J., Bernstein, A.P., & Williams, A. (1990) Engines of progress: Designing and running entrepreneurial vehicles in established companies. *Journal of Business Venturing*, Vol.5, 415–430
- Kanter, R. (1983) *The change masters: Innovation for productivity in the American corporation*. New York: Simon & Schuster.
- Katz, J.A., Aldrich, H.E., Welbourne, T.M., & Williams, P.M. (2000) Guest editor's comments—special issue on human resource management and the SME: Toward a new synthesis. *Entrepreneurship Theory and Practice*, Vol.25(1), 7–10.
- Kaya, Y. (2013) Comparison of Quantitative and Qualitative Research Traditions: epistemological, theoretical, and methodological differences. *European Journal of Education*, Vol. 48 (2), 311–325
- Kraus, S. & Kauranen, I., (2009) Strategic management and entrepreneurship: Friends of foes? *International Journal of Business Science and Applied Management*, Vol 4(1), 37–50
- Kemelgor, B.W. & Meek, W.R. (2008) Employee retention in growth oriented entrepreneurial firm: an exploratory study. *Journal of Small Business Strategy*, Vol.19(1), 81–95.
- Kemelgor, B. H. (2002) A comparative analysis of corporate entrepreneurial orientation between selected firms in the Netherlands and the USA. *Entrepreneurship and Regional Development*, Vol.14(1), 67–87
- Ketchen, D.J., Jr., Ireland, R.D., & Snow, C.C. (2007) Strategic entrepreneurship, collaborative innovation, and wealth creation. *Strategic Entrepreneurship Journal*, Vol.1(3–4), 371–385.

- Kovach, K. A. (1995) Employee motivation: Addressing a crucial factor in your organization's performance. *Employment Relations Today*, Vol. 22, 93–107.
- Kuhlen, R.G. (1963) Needs, perceived need satisfaction opportunities, and satisfaction with occupation. *Journal of Applied Psychology*, Vol. 7 (1), 56-64
- Krauss, S. I., Frese, M., Friedrich, C., & Unger, J. M. (2005) Entrepreneurial orientation: A psychological model of success among southern African small business owners. *European Journal of Work and Organizational Psychology*, Vol.14(3), 315–344.
- Kreiser, P. M., Marino, L. D. and Weaver, K. M. (2002) Assessing the psychometric properties of the entrepreneurial orientation scale: A multi-country analysis. *Entrepreneurship Theory and Practice*, Vol. 26(4), 71–92.
- Kumar, R., ed. (2005) *Research Methodology: A Step-by-Step Guide for Beginners*. 2nd edition ed. Australia: Pearson Education Australia
- Kuratko, D.F., Montagno, R.V., & Hornsby, J.S. (1990) Developing an intrapreneurial assessment instrument for an effective corporate entrepreneurial environment. *Strategic Management Journal*, Vol.11(4), 49–58.
- Kuratko, D. F., Ireland, R. D., Covin, J.G. & Hornsby, J.S. (2005) A Model of Middle- Level Managers' Entrepreneurial Behavior. *Entrepreneurship Theory and Practice*, 699 – 716
- Kuratko, D., Jeffrey S., Hornsby, J. & Bishop, J. (2005). Managers' Corporate Entrepreneurial Actions and Job Satisfaction. *The International Entrepreneurship and Management Journal*, Vol. 1(3), 275-291
- Kuratko, D. F., Hornsby, J.S. & Covin, J.G. (2014) Diagnosing a firm's internal environment for corporate entrepreneurship. *Business Horizons*, Vol.57, 37-47.
- Lee, H.Y. & Kamarul, Z.B.A., (2008) The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*, Vol. 30 (1), 53-86
- Locke, E. A. (1976) The nature and causes of job satisfaction. *Handbook of industrial and organizational psychology*, 63–78.

- Low, M.B., & MacMillan, I.C. (1988) Entrepreneurship: Past research and future challenges. *Journal of Management*, Vol.14(2), 139–161.
- Lumpkin, G.T. & Dess, G.G. (2001) Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. *Journal of Business Venturing*, Vol. 16, 429–451.
- Lumpkin, G.T., Cogliser, C.C., & Schneider, D.R. (2009) Understanding and measuring autonomy: An entrepreneurial orientation perspective. *Entrepreneurship Theory and Practice*, Vol.33(1), 47–69
- Lumpkin, G.T. & Dess, G.G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, Vol.21, 135–172.
- Lumpkin, G. T., Brigham, K. H. & Moss, T. W. (2010) *Entrepreneurship & Regional Development*, Vol. 22(3-4), 241–264
- Li, H., Y. Zhang, & T. S. Chan (2005) Entrepreneurial Strategy Making and Performance in China's New Technology Ventures: The Contingency Effect of Environments and Firm Competences. *Journal of High Technology Management Research*, Vol.16, 37–57.
- Lieberman, M. B., & Montgomery, D. B. (1988). First mover advantages. *Strategic Management Journal*, Vol. 9: 41–58.
- Llobet, J., & Angels Fito, M. M. (2013) Contingent workforce, organizational commitment and job satisfaction: Review, discussion and research agenda. *Intangible Capital*, Vol.9(4), 1068-1079
- Locke, E.A. (1976) The Nature and Causes of Job Satisfaction. *Handbook of Industrial and Organizational Psychology*, Vol.1, 1297-1343.
- Mai, N.K. & Phan, L.V. (2014) Measuring the Effects of Driver Organizational Commitment through the Mediation of Job Satisfaction, A study in Ho Chi Minh City, Viet Nam. *International Journal of Current Research and Academic Review*. Vol 2(2), 1 -16
- Mai, N.K. & Nguyen, H.A. (2016). The Factors Affecting Entrepreneurial Intention of the Students of Vietnam National University — A Mediation Analysis of Perception toward Entrepreneurship. *Journal of Economics, Business and Management*, Vol. 4(2), 104 -111
- Mai, N.Q. & Anh, P.T. (2013) Factors affecting small enterprises in Vietnam. *International Journal of Business and Social Science*. Vol. 5(1), 53-62.

- Malik, A.A., Yamamoto, S.S., Souares, A., Malik, Z. & Sauerborn, R. (2010) Motivational determinants among physicians in Lahore, Pakistan, *BMC Health Services Research*, Vol. 10 (201), 1-11.
- Markovits, Y., Davis, A.J., & Dick, R. (2007) Organizational commitment profiles and job satisfaction among Greek private and public sector employees, *International Journal of Cross Cultural Management*, Vol.7(1), 56-70.
- Martin, A. & Roodt, G. (2008), Perceptions of organizational commitment, job satisfaction and turnover intentions in a post-merger South African tertiary institution. *South African Journal of Industrial Psychology*, Vol. 34 (1), 23-31.
- Matsuno, K., Mentzer, J.T. & Ozsomer, A., (2002) The effects of entrepreneurial proclivity and market orientation on business performance. *Journal of Marketing*, Vol. 66 (3), 18–32
- Miao, Q., Newman, A., Sun, Y. & Xu, L. (2013) What factors influence the organizational commitment of public sector employees in China? The role of extrinsic, intrinsic and social rewards. *The International Journal of Human Resource Management*, Vol. 24 (17), 3262-3280
- Meyer, J. & Allen, N. (1997) *Commitment in the Workplace: Theory, Research, and Application*. Sage Publications, 309-312.
- Meyer, J.P. & Allen, N.J. (1991) A three-component conceptualization of organizational commitment, *Human Resource Management Review*, Vol. 1(1), 61-89
- Meyer, J.P., Stanley, D.J., Herscovitch, L. & Topolnytsky, L. (2002) Affective, continuance, and normative commitment to the organization: a meta-analysis of antecedents, correlates, and consequences, *Journal of Vocational Behavior*, Vol. 61(1), 20-52.
- Meyer, J., Stanley, D., Jackson, T., McInnis, K., Maltin, E. & Sheppard, L. (2012) Affective, normative, and continuance commitment levels across cultures: A meta-analysis. *Journal of Vocational Behavior*. Vol.80 (2), 225-245.
- Miller, D. (2011) A Reflection on EO Research and Some Suggestions for the Future. *Entrepreneurship Theory and Practice*, Vol.35(6), 873–894.
- Miller, D. & Friesen, P.H. (1982) Innovation in conservative and entrepreneurial firms: Two models of strategic momentum. *Strategic Management Journal*, Vol.3, 1–25.

- Monsen, E. (2005) Employees do matter: Autonomy, teamwork and corporate entrepreneurial culture (Doctoral dissertation, University of Colorado at Boulder, 2005). *Dissertation Abstracts International*, Vol.66, 2293
- Monsen, E. & Boss, W. (2009) The Impact of Strategic Entrepreneurship Inside the Organization: Examining Job Stress and Employee Retention. *Entrepreneurship Theory and Practice*, Vol.33, 71–104.
- Mohammed Anis, S. N., Rasli, A. M., & Hashim, N. A. (2016) Through the looking glass: Enhancing Public University Librarians' entrepreneurial competencies in facing the impact of globalization (Conceptual Paper). *International Review of Management and Marketing*, Vol.6(4), 70–79.
- Newman, A. & Sheikh, A.Z. (2012) Organizational commitment in Chinese small- and medium-sized enterprises: the role of extrinsic, intrinsic and social rewards. *International journal of human resource management*, Vol. 23(2), 349-367
- Niehoff, R. L. (1995) Job satisfaction, organizational commitment, and individual and organizational mission values congruence: Investigation the relationships. *Dissertation Abstracts International*, Vol.56, 3474.
- Nguyen, P.D., Dang, C.X. & Nguyen, L.D (2015) Would Better Earning, Work Environment, and Promotion Opportunities Increase Employee Performance? An Investigation in State and Other Sectors in Vietnam. *Public Organiz Rev*, Vol.15, 565–579.
- Nunnally, J.C. (1978) *Psychometric theory*. 2nd Edition, McGraw-Hill, New York.
- Obadić, A., & Tijanić, L. (2014) Multivariate analysis of the Croatian clusters. *Economic Research-Ekonomska Istrazivanja* , Vol. 27 (1), 120–133.
- Ooi, K.B & Arumugam, V. & Teo, S.H. (2005) Does soft TQM predict employees' attitudes? *The TQM Magazine*, Vol. 17 (3), 279-289.
- OECD/The World Bank (2014), Science, Technology and Innovation in Viet Nam <<http://dx.doi.org/10.1787/9789264213500-enmo>> retrieved 3.4.2020
- Peterson, M.F., Smith, P.B., Akande, A., Ayestaran, S., Bochner, S., & Callan, V. (1995) Role conflict, ambiguity, and overload: A 21-nation study. *Academy of Management Journal*, Vol.38(2), 429–452.

- Pham, T. (2011) "Doi Moi" (Renovation) and higher education reform in Vietnam. *International Journal of Educational Reform*, Vol.20(3), 210-225.
- Pham, L. (2011) Impact of Applying Human Resource Management Practices on Equitized State Owned Enterprises Financial Performance in Vietnam. *Journal of International Business Research*, Vol.10, 79-90
- Pinsonneault, A. & Kraemer, K. L. (1993) Survey research methodology in management information systems: an assessment. *Journal of Management Information Systems*, Vol. 10(2), 75-105.
- Quang, T. & Vuong, N. T. (2002) Management Styles and Organisational Effectiveness in Vietnam. *Research and Practice in Human Resource Management*, Vol. 10(2), 36-55.
- Quinn, R.C. & Spreitzer, G.M. (1997) The road to empowerment: Seven questions every leader should consider. *Organizational Dynamics*, Vol. 25, 37-49.
- Rafferty, A.E. & Griffin, M.A. (2006). Perceptions of organizational change: A stress and coping perspective. *Journal of Applied Psychology*, Vol.91(5), 1154-1162
- Rasheed, F. A., & Abadi, M. F. (2014) Impact of Service Quality, Trust and Perceived Value on Customer Loyalty in Malaysia Services Industries. *Procedia - Social and Behavioral Sciences*, Vol. 164, 298-304.
- Rasli, A., Norhalim, N., Tan, O. K. & Nik Mustaffa, N. Z. (2014) The interplay of value creation and managerial competencies: Evidence from small technology-based firms in Malaysia. Recent trends in social and behaviour sciences. *In Proceedings of the 2nd International Congress on Interdisciplinary Behavior and Social Sciences*, 567- 571.
- Rauch, A., Wiklund, J., Lumpkin, G. T. & Frese, M. (2009) Entrepreneurial Orientation and Business Performance: An Assessment of Past Research and Suggestions for the Future. *Entrepreneurship Theory and Practice*, Vol.33(3), 761-787.
- Riaz, A. & Haider, M.H. (2010) Role of transformational and transactional leadership with job satisfaction and career satisfaction, *Business and Economic Horizons*, Vol. 1 (1), 1-10
- Rodrigues, R. G., & Raposo, M. (2011) Entrepreneurial orientation, human resources information management and firm performance in SMEs. *Canadian Journal of Administrative Sciences*, Vol.28 (2), 143-153.

- Rubenstein, A. L., Zhang, Y., Ma, K., Morrison, H. M., & Jorgensen, D. F. (2019) Trait expression through perceived job characteristics: A meta-analytic path model linking personality and job attitudes. *Journal of Vocational Behavior*, 112, 141–157
- Saari, L. M., & Judge, T.A. (2004) Employee Attitudes and Job Satisfaction. *Human Resource Management*, Vol.43, 395-407
- Salancik, G.R. & Pfeffer, J. (1978) *A social information processing approach to job attitudes and task design*. *Adm Sci Q*, Vol. 23(2), 224-253
- Saunders, M., Lewis, P., & Thornhill, A. (2003). *Research Methods for Business Students*. (3rd ed.). England: Prentice Hall
- Schumpeter, J. (1934) *The Theory of Economic Development*. Harvard Univ. Press, Cambridge, MA.
- Schmidt, S.W. (2007b) The relationship between satisfaction with work place training and overall job satisfaction, *Human Resource Development Quarterly*, Vol. 18 (4), 481-98.
- Sciascia, S., Naldi, L., & Hunter, E. (2006) Market orientation as determinant of entrepreneurship: An empirical investigation on SMEs. *International Entrepreneurship and Management Journal*, Vol.2, 21–38.
- Sharma, P., & Chrisman, J.J. (1999) Toward a reconciliation of the definitional issues in the field of corporate entrepreneurship. *Entrepreneurship Theory & Practice*, Vol.23(3), 11–27.
- Silva, P (2006) Effects of disposition on hospitality employee job satisfaction and commitment. *International Journal of Contemporary Hospitality Management*. Vol. 18 (4), 317-328
- Silverman, D. (Ed.). (1997). *Qualitative research: Theory, method and practice*. Sage Publications, Inc.
- Sinkula, J.M., Baker, W.E., & Noordewier, T. (1997). A framework for market-based organizational learning: Linking values, knowledge, and behavior. *Journal of the academy of Marketing Science*, Vol.25(4), 305-318.
- Snape, E., & Redman, T. (2010) HRM Practices, Organizational Citizenship Behaviour, and Performance: A Multi-Level Analysis, *Journal of Management Studies*, Vol. 47, 1219–1247.
- Spector, P.E. (1985), Measurement of human service staff satisfaction: development of the job satisfaction survey, *American Journal of Community Psychology*, Vol. 13, 693-713.

- Stam, W., & T. Elfring (2008) Entrepreneurial Orientation and New Venture Performance: The Moderating Role of Intra- and Extra-Industry Social Capital, *Academy of Management Journal*, Vol.51, 97–111.
- Staw, B. M., & Ross, J. (1985). Stability in the midst of change: A dispositional approach to job attitudes. *Journal of Applied Psychology*, Vol.70, 469–480.
- Stevenson, H., Robert, M.J., & Grousbeck, H.I. (1985). *New business ventures and the entrepreneur*. Homewood, IL: Irwin
- Stevenson, H. & Jarillo, J. (1990) A paradigm of entrepreneurship: Entrepreneurial management. *Strategic Management Journal*, Vol.11, 17–27.
- Stewart, W. H. JR., Watson, W. E., Carland, J. C. & Carland, J. W. (1999) A Proclivity for Entrepreneurship: A Comparison of Entrepreneurs, Small Business Owners and Corporate Managers. *Journal of Business Venturing*, Vol.14(2), 189–214
- Stetz, P.E., Howell, R., Stewart, A., Blair, J.D., & Fottler, M.D. (2000) *Multidimensionality of entrepreneurial firm-level processes: Do the dimensions covary? Frontiers of entrepreneurship research 2000*. Wellesley, MA: Babson College.
- Susanty, A., Miradipta, R., & Jie, F. (2013). Analysis of the effect of attitude toward works, organizational commitment and job satisfaction on employee's job performance. *European Journal of Business and Social Sciences*, Vol. 1(10), 15-24
- Sommer, L. & Haug, M. (2011) Intention as a cognitive antecedent to international entrepreneurship – understanding the moderating roles of knowledge and experience. *International Entrepreneurship and Management Journal*, Vol.7(1), 111–142.
- Soomro, B.A. & Shah, N. (2019), Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee's performance, *South Asian Journal of Business Studies*, Vol. 8 (3), 266-282.
- Tahtali, Y. (2019) Use of factor scores in multiple regression analysis for estimation of body weight by certain body measurements in Romanov Lambs. *PeerJ*, Vol. 8, 1–11.
- Teece, D. J. (2007) Explicating dynamic capabilities: The nature and micro foundations of (sustainable) enterprise performance. *Strategic Management Journal*, Vol.28(13), 1319–1350.

- Taber, K. S. (2017) The Use of Cronbach's Alpha When Developing and Reporting Research Instruments in Science Education. *Research in Science Education*, Vol.48 (6), 1273–1296.
- Tang, J., Z. Tang, L. D. Marino, Y. Zhang, & Q. Li (2008) Exploring an Inverted U-Shape Relationship between Entrepreneurial Orientation and Performance in Chinese Ventures, *Entrepreneurship Theory and Practice*, Vol.33, 219–239.
- Tessema, M., Ready, K., & Embaye, A. (2011) The Effects of Employee Recognition, Pay, and Benefits on Job Satisfaction: Cross Country Evidence. *Journal of Business and Economics*, Vol.4(1), 1-12
- Tett, R. P., & Meyer, J. P. (1993) Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, Vol.46(2), 259–293
- Thang, L. C., & Quang, T. (2005) Human resource management practices in a transitional economy: A comparative study of enterprise ownership forms in Vietnam. *Asia Pacific Business Review*, Vol.11, 25-47
- Trines, S. (2017) *Education in Vietnam* < <https://wenr.wes.org/2017/11/education-in-vietnam>>, retrieved 06.04.2020.
- Truong, Q., Van der Heijden, B. I., & Rowley, C. (2010) Globalisation, competitiveness and human resource management in a transitional economy: the case of Vietnam. *International Journal of Business Studies*, Vol.18, 75-100.
- Ucbasaran, D., Lockett, A., Wright, M., & Westhead, P. (2003) Entrepreneurial founder teams: Factors associated with member entry and exit. *Entrepreneurship Theory and Practice*, Vol.28(2), 107–127.
- Van Saane, N., Sluiter, J., Verbeek, J., & Frings-Dresen, M. (2003) Reliability and Validity of Instruments Measuring Job Satisfaction—A Systematic Review. *Occupational Medicine*, Vol.53, 191-200.
- Venkatraman, N. (1989) Strategic orientation of business enterprises: The construct, dimensionality, and measurement. *Management Science*, Vol.35(8), 942–962.
- Wales, W., Monsen, E., and McKelvie, A. (2011) The Organizational Pervasiveness of Entrepreneurial Orientation. *Entrepreneurship Theory and Practice*, Vol.35(5), 895– 923

- Wales, W. J. (2016) Entrepreneurial orientation: A review and synthesis of promising research directions. *International Small Business Journal*, Vol. 34(1), 3–15.
- Walter, A., Auer, M. & Ritter, T. (2006) The impact of network capabilities and entrepreneurial orientation on university spin-off performance. *Journal of Business Venturing*, Vol.21(4), 541–567
- Wasti, S.A. (2002) Affective and continuance commitment to the organization: test of an integrated model in the Turkish context, *International Journal of Intercultural Relations*, Vol. 26(5), 525-550
- Whitman, D., Van Rooy, D. & Viswesvaran, C. (2010) Satisfaction, citizenship behaviors, and performance in work units: A meta-analysis of collective construct relations. *Personnel Psychology*, Vol. 63, 41–81.
- Wiesner, R. & Vermeulen, L.P. (1997) Revised job design practices for future South African organizations, *South African Journal of Economic and Management Sciences*, Vol. 21, 175-196.
- Wiklund, J., (1999). The sustainability of the entrepreneurial orientation–performance relationship. *Entrepreneurship Theory and Practice*, Vol.24, 37–48.
- Wiklund, J. & Shepherd, D. (2003) Knowledge-based resources, entrepreneurial orientation, and the performance of small and medium sized businesses. *Strategic Management Journal*, Vol.24, 1307–1314.
- Wiklund, J. & Shepherd, D. (2005) Entrepreneurial Orientation and Small Business Performance: A Configurational Approach, *Journal of Business Venturing*, Vol.20, 71-91
- Wiklund, J., & D. Shepherd, D. (2011) Where to from Here? EO-as-Experimentation, Failure, and Distribution of Outcomes. *Entrepreneurship Theory and Practice*, Vol.35 (5), 925-946.
- Williams, C. (2007) Research methods. *Journal of Business & Economic Research*, 5(3), 65–72.
- Xuan, V., Thu, N. & Anh, N. (2020) Factors affecting the business performance of enterprises: Evidence at Vietnam small and medium-sized enterprises. *Management Science Letters*, Vol.10(4), 865-870.
- Yamin, M. (2020) Examining the role of transformational leadership and entrepreneurial orientation on employee retention with moderating role of competitive advantage. *Management Science Letters*, Vol.10, 313–326

- Yin, R. K. (2003) *Case study research. Design and methods*. SAGE Publications, Thousand Oaks, CA.
- Yousef, D.A. (1998) Satisfaction with job security as a predictor of organizational commitment and job performance in a multicultural environment, *International Journal of Manpower*, Vol. 19(3), 184-194
- Yucel, I. & Bektas, C. (2012) Job Satisfaction, Organizational Commitment and Demographic Characteristics among Teachers in Turkey: Younger Is Better? *Procedia-Social and Behavioral Sciences*, Vol.46, 1598-1608.
- Yücel, I. (2012) Examining the Relationships among Job Satisfaction, Organizational Commitment, and Turnover Intention: An Empirical Study. *International Journal of Business and Management*, Vol. 7(20), 44-58.
- Su, Z., Xie, E. & Li, Y. (2011) Entrepreneurial Orientation and Firm Performance in New Ventures and Established Firms. *Journal of Small Business Management*, Vol.49(4), 558–577
- Zahra, S.A. (1991) Predictors and financial outcomes of corporate entrepreneurship: An exploratory study. *Journal of Business Venturing*, Vol.6(4), 259–286.
- Zahra, S.A. (1993) Environment, corporate entrepreneurship, and financial performance: A taxonomic approach. *Journal of Business Venturing*, Vol.8, 319–340.
- Zahra, S. A. & Covin, J. G. (1995) Contextual influences on the corporate entrepreneurship-performance relationship: A longitudinal analysis. *Journal of Business venturing*, Vol.10(1), 43–58.
- Zhou, K., Gao, G., Yang, Z. & Zhou, N. (2005) Developing strategic orientation in China: Antecedents and consequences of market and innovation orientations. *Journal of Business Research*, Vol. 58(8), 1049–1058.

APPENDIX 1 – EO SCALE

All following items are measured using a 7-point Likert-type scale, ranging from “totally disagree” to “totally agree”.

The following statements are meant to identify the collective management style of your firm’s key decision-makers. Please indicate which response most closely matches the management style of your business key managers.

1. In general, the top managers of my firm favor . . .

a. A strong emphasis on the marketing of tried and true products and services	1	2	3	4	5	6	7	A strong emphasis on R&D, technological leadership and innovation
b. Low-risk projects with normal and certain rate of return	1	2	3	4	5	6	7	High-risk projects with changes of very high return
c. A cautious ‘wait and see’ posture in order to minimize the probability of making costly decisions when faced with uncertainty	1	2	3	4	5	6	7	A bold, aggressive posture in order to maximize the probability of exploiting potential when faced with uncertainty

2. How many new lines of products or services has your firm marketed in the past 5 years?

a. No new lines of products or services	1	2	3	4	5	6	7	Many new lines of products or services
b. Changes in products or service lines have been mostly as a minor nature	1	2	3	4	5	6	7	Changes in products or service lines have usually been quite dramatic

3. In dealing with its competitors, my firm . . .

a. Typically responds to action which competitor initiate	1	2	3	4	5	6	7	Typically initiates actions to which competitors then respond
b. Is very seldom the first firm to introduce new products, services, operating technologies	1	2	3	4	5	6	7	Is very often the first firm to introduce new products, services, operating technologies
d. Typically seeks to avoid competitive clashes, preferring a “live-and-let-live” posture	1	2	3	4	5	6	7	Typically adopts a very competitive, “undo-the-competitor” posture

4. In general, the top managers of my firm believe that . . .

a. Owing to the nature of the environment, it is best to explore gradually via cautious behavior	1	2	3	4	5	6	7	Owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the firm’s objectives
--	---	---	---	---	---	---	---	--

APPENDIX 2 - JOB DIAGNOSTIC SURVEY

Section 3: Now please indicate how you personally feel about your job

Each of the statement below is something that a person might say about his or her job. You are to indicate your own, personal feelings about your job by marking how much you agree with each of the statement

	1 Disagree strongly	2 Disagree	3 Disagree Slightly	4 Neutral	5 Agree Slightly	6 Agree	7 Agree strongly
1. General speaking, I am very satisfied with this job							
2. I am generally satisfied with the kind of work I do in this job							
3. I frequently think of quitting this job							

Section 4: Now please indicate how satisfied you are with each aspect of your Job listed below. Once again, write the appropriate number in the blank beside each statement.

How satisfied are you with this aspect of your job?

1	2	3	4	5	6	7
Extremely Dissatisfied	Dissatisfied	Slightly Satisfied	Neutral Satisfied	Slightly Satisfied	Satisfied	Extremely Satisfied

1. The amount of job security I have.
2. The amount of pay and fringe benefits I receive.
3. The amount of personal growth and development I get in doing my job.
4. The people I talk to and work with on my job.
5. The degree of respect and fair treatment I receive from my boss.
6. The feeling of worthwhile accomplishment I get from doing my job.
7. The chance to get to know other people while on the job.
8. The amount of support and guidance I receive from my supervisor.
9. The degree to which I am fairly paid for what I contribute to this organization
10. The amount of independent thought and action I can exercise in my Job.
11. How secure things look for me in the future in this organization.
12. The chance to help other people while at work.
13. The amount of challenge in my job.
14. The overall quality of the supervision I receive in my work

APPENDIX 3 - JOB DESCRIPTIVE INDEX

<p style="text-align: center;">JOB SATISFACTION SURVEY</p> <p style="text-align: center;">Paul E. Spector Department of Psychology University of South Florida</p> <p style="text-align: center;">Copyright Paul E. Spector 1994, All rights reserved.</p>							
<p style="text-align: center;">PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</p>		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6

	<p>PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</p> <p style="text-align: center;">Copyright Paul E. Spector 1994, All rights reserved.</p>	<p style="text-align: center;">Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much</p>
19	I feel unappreciated by the organization when I think about what they pay me.	1 2 3 4 5 6
20	People get ahead as fast here as they do in other places.	1 2 3 4 5 6
21	My supervisor shows too little interest in the feelings of subordinates.	1 2 3 4 5 6
22	The benefit package we have is equitable.	1 2 3 4 5 6
23	There are few rewards for those who work here.	1 2 3 4 5 6
24	I have too much to do at work.	1 2 3 4 5 6
25	I enjoy my coworkers.	1 2 3 4 5 6
26	I often feel that I do not know what is going on with the organization.	1 2 3 4 5 6
27	I feel a sense of pride in doing my job.	1 2 3 4 5 6
28	I feel satisfied with my chances for salary increases.	1 2 3 4 5 6
29	There are benefits we do not have which we should have.	1 2 3 4 5 6
30	I like my supervisor.	1 2 3 4 5 6
31	I have too much paperwork.	1 2 3 4 5 6
32	I don't feel my efforts are rewarded the way they should be.	1 2 3 4 5 6
33	I am satisfied with my chances for promotion.	1 2 3 4 5 6
34	There is too much bickering and fighting at work.	1 2 3 4 5 6
35	My job is enjoyable.	1 2 3 4 5 6
36	Work assignments are not fully explained.	1 2 3 4 5 6

APPENDIX 4 - ORGANIZATIONAL COMMITMENT SCALE

Now please indicate how agreed you are with each statement listed below.

	1 Disagree strongly	2 Disagree	3 Disagree Slightly	4 Neutral	5 Agree Slightly	6 Agree	7 Agree strongly
1. I would be very happy to spend the rest of my career with this organization							
2. I really feel as if this organization's problems are my own.							
3. I do not feel a strong sense of "belonging" to my organization.							
4. I do not feel "emotionally attached" to this organization.							
5. I do not feel like "part of the family" at my organization							
6. This organization has a great deal of personal meaning for me							

APPENDIX 5 – QUESTIONNAIRE

SECTION I/ Measuring perception of employee on EO working environment

All following items are measured using a 7-point Likert-type scale, ranging from “totally disagree” to “totally agree”.

The following statements are meant to identify the collective management style of your firm’s key decision-makers. Please indicate which response most closely matches the management style of your business key managers.

In general, the top managers of my firm favor . . .

	1 Disagree strongly	2 Disagree	3 Disagree Slightly	4 Neutral	5 Agree Slightly	6 Agree	7 Agree strongly
4. A strong emphasis on R&D, technological leadership and innovation							
5. High-risk projects with changes of very high return							
6. A bold, aggressive posture in order to maximize the probability of exploiting potential when faced with uncertainty							

How many new lines of products or services has your firm marketed in the past 5 years?

	1 Disagree strongly	2 Disagree	3 Disagree Slightly	4 Neutral	5 Agree Slightly	6 Agree	7 Agree strongly
7. Many new lines of products or services							
8. Changes in products or service lines have usually been quite dramatic							

In dealing with its competitors, my firm . . .

	1 Disagree strongly	2 Disagree	3 Disagree Slightly	4 Neutral	5 Agree Slightly	6 Agree	7 Agree strongly
9. Typically initiates actions to which competitors then respond							
10. Is very often the first firm to introduce new products, services, operating technologies							
11. Typically adopts a very competitive, “undo-the-competitor” posture							

In general, the top managers of my firm believe that . . .

	1 Disagree strongly	2 Disagree	3 Disagree Slightly	4 Neutral	5 Agree Slightly	6 Agree	7 Agree strongly
12. Owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the firm's objectives							

SECTION II/ Measurement of Employee attitude

General Job Satisfaction

Now please indicate how satisfied you are with each aspect of your job listed below
Each of the statement below is something that a person might say about his or her job. You are to indicate your own, personal feelings about your job by marking how much you agree with each of the statement

	1 Disagree strongly	2 Disagree	3 Disagree Slightly	4 Neutral	5 Agree Slightly	6 Agree	7 Agree strongly
13. General speaking, I am very satisfied with this job							
14. I am generally satisfied with the kind of work I do in this job							
15. I frequently think of quitting this job							

Measure of Facet Job satisfaction

Now please indicate how agreed you are with each statement listed below.

	1 Disagree strongly	2 Disagree	3 Disagree Slightly	4 Neutral	5 Agree Slightly	6 Agree	7 Agree strongly
16. I feel I am being paid a fair amount for the work I do							
17. Raises are too few and far between							
18. I feel unappreciated by the organization when I think about what they pay me							
19. I feel satisfied with my chances for salary increases							
20. I am not satisfied with the benefits I receive							

21. The benefits we receive are as good as most other organization offer							
22. The benefit package we have is equitable							
23. There are benefits we do not have which we should have							
24. My supervisor is quite competent in doing his/her job							
25. My supervisor is unfair to me							
26. My supervisors show too little interest in the feelings of subordinates							
27. I like my supervisor							
28. I like the people I work with							
29. I find I have to work harder at my job than I should because of the incompetence of people I work with							
30. I enjoy my co-worker							

31. There are too much bickering and fighting at work							
32. I sometimes feel my job is meaningless							
33. I like doing the things I do at work							
34. I feel a sense of pride in doing my job							
35. My job is enjoyable							
36. There is really too little chance for promotion on my job							
37. Those who do well on the job stand a fair chance of being promoted							
38. People get ahead as fast here as they do in other places							
39. I am satisfied with my chances for promotion							
40. I am satisfied with the amount of job security I have							

41. I am satisfied with how secure things look for me in the future in this organization							
--	--	--	--	--	--	--	--

SECTION III/ Organizational commitment

Now please indicate how agreed you are with each statement listed below.

	1 Disagree strongly	2 Disagree	3 Disagree Slightly	4 Neutral	5 Agree Slightly	6 Agree	7 Agree strongly
42. I would be very happy to spend the rest of my career with this organization							
43. I really feel as if this organization's problems are my own.							
44. I do not feel a strong sense of "belonging" to my organization.							
45. I do not feel "emotionally attached" to this organization.							
46. I do not feel like "part of the family" at my organization							
47. This organization has a great deal of personal meaning for me							

SECTION IV/ Demographic of respondent

48. Gender:

- Male
- Female

49. Age:

- 18-25 (1)
- 26-30 years old
- 31-40 years old
- Above 40

50. Educational level

- Highschool
- College/ Bachelor
- Master
- Post graduate level

51. Position

- Manager
- Non-manager

52. Tenure

- Less than 1 year

- 1 -3 years (13 – 36 months)
- Above 3 – 5 years (37 month – 60 month)
- Above 5 – 8 years
- Above 8 – 10 years
- Above 10 years

53. Employment status:

- Full time
- Part time

