

# The Effects of Ethical Leadership and Organizational Culture towards Employees' Sociability and Commitment—A Study of Tourism Sector in Ho Chi Minh City, Vietnam

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**Abstract**—This study investigated the effects of ethical leadership and organizational culture on employees' sociability as well as organizational commitment in tourism sector. Quantitative approach was the major method used with questionnaire distributed to 300 official employees in tourist companies such as travel agencies, tour operations, tourist destinations, hotels, and restaurants. The results indicated that employee sociability, involvement and mission culture had positive relationships with employees' organizational commitment. Additionally, the research suggested that in order to improve organization commitment, companies should: a) hire employees with sociable traits, b) apply involvement and mission culture for internal operation. Besides that, employee sociability was positively affected ethical leadership and adaptive culture. Therefore, ethical leadership and adaptive culture indirectly affected organization commitment through the sociability of employees.

**Index Terms**—ethical leadership, organizational culture, employee sociability, employee organizational commitment

## I. INTRODUCTION

From the perspective of organizations in the 21st century, there is an intangible asset considered as the most valuable thing that is human capital or employee [1]. Today, employees are the main assets of company. Similar to any other asset classes, there are possible risks associated with human capital. Then it is very important to give attention on employees because companies can gain significant competitive advantages through their involvement as well as commitment [2]. Employees who are committed tend to increase their performance and devote their time to the organization [3]. Managers and leaders in organization would be more motivated to use their employees' trait aspect to make sure their employees become more attached to their jobs [4]. Moreover, one of the success factors in the work was not determined by the educational level, intelligence or the ability [5]. The biggest contribution to support a person was emotional intelligence. Sociability trait was selected

specifically in this case due to the fact that sociability was a necessary characteristic of employees in researched field. There are some researches indicated that organizational culture and leadership styles essentially affect to emotion and commitment of employees [6].

In this case, tourism sector refers mainly to firms and organizations which provide tourist products and services for specific needs and wants of visitors who are away from their usual home and work environment [7]. Enterprises that are associated with the tourism sector in this research include travel agencies, tour operators, transportation companies, tourist destinations, hotels and restaurants that all of them provide services rather than goods. The human element of tourism field is the most important in the service delivery because they are in direct contact with customers. The employee behavior affects directly and strongly to customer satisfaction as well as profit of organizations, so the human resource management of the companies in this sector need to raise concerns with their internal staffs totally.

## II. LITERATURE REVIEW

### A. Ethical Leadership

The term "leadership" has been defined and found in various ways in previous research literature [8]. There are also several studies examined the relationship between ethical issue and organizational commitment [9]. Some of previous studies have shown that high levels of perceived ethical leadership behavior related to higher levels of employee organizational commitment [10]. In another research, there was a positive relationship on the effect of leader's ethical action on the commitment of employee towards organization [11]. Moreover, it was clearly demonstrated that ethical values of employer directly linked to organizational commitment, job satisfaction, employee behavior and turnover intentions [12]. Ethical leadership could affect strongly to the morale and loyalty of employees. The reason was that a leader's behavior be always viewed as representative of whole organization, and then the leader might impact on employee's perception as well as their organizational commitment.

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Based on the previous theories of ethical leadership, a scale called the Ethical Leadership Scale was developed to measure this style of leadership [13]. The authors gave conclusion that “ethical leadership was associated with leader consideration, interactional fairness, leader honesty, and idealized influence.” Moreover, ethical leadership was positively related to affective trust, negatively associated with abusive supervision, and unrelated to demographic similarity between leader and subordinate [13]. Generally, ethical leaders were truthful, fair in their decisions and good at communicate with their followers. They always set clear ethical standards and used appropriate rewards as well as punishments to implement those standards.

### B. Organizational Culture

Organizational culture was a complex phenomenon [14]. This concept could be known in various aspects and every researcher might come across many different definitions of organizational culture. Organizational culture was defined as the pattern of shared values and beliefs that guide members of an organization understand and have the appropriate behavioral norms in the organization [15]. Organizational culture related to the employees to organization's values, norms, stories and beliefs that guided them towards appropriate activities and behavioral set of standards. Organizational culture was the core of organization's activities which affected significantly its overall effectiveness and the quality of its products and services. Organizational culture not only connected daily activities of employees to achieve planned goals but also helped organization adapt to rapid change of external environment [16]. Moreover, Tyrrell also explained that organizational culture is in accordance with interpreting human interaction [17].

For the purpose of this research, organizational culture is also a measurement for the effectiveness of organization, which results in high employee job satisfaction and commitment. The organizational culture framework of Denison and colleagues will be applied in this research [18]. There were four dimensions of organizational culture conceptualized: involvement, consistency, adaptability and mission. The involvement and consistency traits were appropriate to solve internal problems. On the other hand, the traits of adaptability and mission dealt with external environment.

*Involvement:* The trait focused on employees' commitment, team orientation and ownership feeling. Organization empowered their employees and developed potential capability of them [18].

*Consistency:* The organizational systems and processes existed, controlled and promoted organizational operation and efficiency over time. There was a common set of management principles that focused on right and wrong ways to do things and integration across the organization. “The control systems based on internalized values, are a more effective means of achieving coordination than external control systems that rely on explicit rules and regulations” [18]. Organizations were more effective when they were consistent and well-integrated [18].

*Adaptability:* The ability of organization for internal change to adapt to change of external environment [18]. It was essential to note that organization should possess capacity to change, understand their customers and satisfy external market demands. Companies that were highly internally focused and integrated could have difficulty adapting to external conditions [19], thus led to terrible performance.

*Mission:* Referred to the degree that organizations have clear direction to go, why they existed and how they developed. Organizations provided clear strategy, meaning, purpose and direction for their employees [18]. Besides that, these organizations had a long-term vision and realistic goals that inspired internal people, created motivation and excitement for them [18].

### C. Employee Sociability

The origin of emotional intelligence was defined as the ability to understand and manage individuals and have the appropriate action in human relations [20]. Emotional intelligence was then defined as the ability of both to know one's own emotions and to read others' emotions [21]. Besides that, emotional intelligence referred to an effective understanding of own self and others, so it led to capability to build good relationship with other people and easily adapt to surrounding environment [22]. This strength helped people more successful in dealing with environmental demands. Besides that, the ability to understand and explain emotions was also in accordance with the emotional intelligence.

Sociability was considered as one of the four factors of trait emotional intelligence. Some researchers indicated that employees with a high level of emotional intelligence contribute positively to organizational performance [23]. The higher committed employee was, the higher performance company had. Therefore, there was a predictable relationship between employee commitment and employee emotional intelligence, employee sociability in particular. Moreover, there might have the impact of leadership and organizational culture on employee emotional intelligence.

### D. Employee Organizational Commitment

Employee organizational commitment was an employee's loyalty to the organization [24], the degree of matching in terms of goal and value between the employee and the organization and the employee's desire to work in the organization, which leads to their willing to achieve the goals of the organization [25]. There were various definitions and measurements of organizational commitment exist. Some authors looked at this concept through a three dimensions [26]: 1) a strong desire to remain a member of an organization; 2) a willingness to contribute to the success of organization; and 3) a belief and acceptability of the values and goals of the organization.

The model of commitment developed by Meyer and Allen dominated organizational commitment research [27]. Three components of organizational commitment were identified as following [28], [29].

The “*affective factor*”: Described the attachment of employee’s emotion with the organization and its goals. It resulted from positive working experience as well as individual and organizational value congruency.

The “*normative factor*”: Indicated organizational commitment based on moral obligation, an old-style value of loyalty and duty. It meant that an employee feels they have responsibility to organization, they could sacrifice their personal benefit to remain with the organization.

The “*continuity factor*”: Reflected the understanding of employees about the costs, both economic and social, of leaving an organization such as close working relationships with other employees, community involvement, acquired job skills being unique to the organization and monetary investments like contributions to pension funds or stock options.

#### E. The Relationship between Ethical Leadership, Organizational Culture and Employee Organizational Commitment

Some researchers considered that creating an ethical climate in organization as one of the main responsibilities of a leader [30]. Previous studies explored that ethical behavior of leader related to lower role conflict, higher satisfaction, which then leads to lower turnover intention and higher organizational commitment [31]. In the same consideration, there were evidences determined that ethical climate significantly related to lower turnover intentions and higher employee commitment [32].

In terms of organizational culture, it was often considered as something which could be used to manipulate employees. “Organizational culture” was an important element of any cooperate business, which contributed to establish expectation, trust, communication between employees and organization as well as build employee organizational commitment. In some current studies, organizational culture has been determined to play a key role in job satisfaction and intention to leave [33]. Various authors gave conclusion that there was possible relationship between organizational culture and employee organizational commitment. In detail, organizational culture tended to influence employees’ work effort and commitment directly. Individuals who fit the organizational culture would commit to organization longer than others [34] and people who worked in a strong culture felt more committed. All of similar results appeared from many previous researches which concluded there was a link between organizational culture and employee organizational commitment.

According to all literature mentioned above which included independent and dependent variables related to the employee organizational commitment, this study hypothesizes that:

- H1: Ethical leadership and organizational culture affect employee sociability.
- H2: Ethical leadership and organizational culture affect employee organizational commitment.
- H3: Ethical leadership and organizational culture indirectly affect employee organizational commitment.

- H4: Employee sociability affects employee organizational commitment.

### III. METHODOLOGY

#### A. Questionnaire Design and Data Collection:

The intention of this study was to identify the effect of organizational culture and ethical leadership on employees’ sociability as well as organizational commitment within tourism sector in Ho Chi Minh City. The quantitative approach would be applied as the major method. In particular, the research will base on the questionnaire survey distributed directly to target respondents. In order to ensure reliability and validity of the research, questions will be raised as suitable as possible. A five-point Likert scale [35] was adopted for all questions in the survey, ranging from 1 is “strongly disagreed” to 5 is “strongly agreed”.

Sample of this research would be chosen from population of employees who are working in tourism organizations in Ho Chi Minh City related to some fields such as travel agency, tour operation, tourist destination, hotel and restaurant. Questions were designed comfortably for respondents, then they could answer immediately without having to look up information.

Data collection: Convenience sampling method was used to collect data. The survey will be delivered directly to 300 full time employees working in tourism sector. Because of the limitation of time and material so this research could not get all employees. Questions were designed comfortably for respondents, and then they could answer immediately without having to look up information. The questionnaire had five sections related to (1) employee organizational commitment; (2) employee’s sociability; (3) leadership styles, (4) organizational culture and (5) demographic variables (five questions relating to gender, age, type of business, scale of business and business field).

#### B. Factor Analysis and Reliability:

Two factors analysis used the principal component extraction method and varimax rotation of 10 items of the group of dependent variables, 29 items of the group of independent variables related to ethical leadership as well as organizational culture, were conducted on the sample of 300 official employees in tourism sector. In this study, the factor analysis procedure was applied twice; once for the group of dependent and moderating variables, including 10 items totally, the second for the other group of independent variables, including 29 variables of ethical leadership and organizational culture.

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is .812 for the group of dependent and moderating variables, .896 for the group of independent variables (according to Pallant [36], the value should be 0.60 or above to be a good analysis), which show this factor analysis is appropriate. Besides that, Bartlett’s test of sphericity [37] was significant at .000 level (<0.05) that indicated sufficient correlation between the variables to proceed with the analysis.

In order to determine how many components to extract, it was needed to use the Kaiser's criteria. In detail, only components that had eigenvalues of 1 or more were considered to meet criteria to retain. The results applied for the group of dependent and moderating variables showed that only the first two components have eigenvalues more than 1, including 10 items. These two components explained 60.3 percent of the total variance and the Cronbach's alpha ranged from .665 to .839 among the factors, indicating the items were consistent internally and established well, which was demonstrated in Table I. Moreover, a four factors solution was determined for the group of independent variables which included 29 items. These 4 components explained 63.9 percent of the total variance and the Cronbach's alpha ranged from .569 to .829, which indicated good reliability results as shown in Table II.

TABLE I. SUMMARY OF DEPENDENT VARIABLES

Given names	Number of items	Alpha
Organizational commitment (ORGCOM)	6	0.872
Sociability (EMSOCIA)	4	0.760

TABLE II. SUMMARY OF INDEPENDENT VARIABLES

Given names	Number of items	Alpha
Ethical leadership (ETLEAD)	5	0.871
Involvement ( INVOLVE)	5	0.805
Mission ( MISSION)	4	0.819
Adaptability ( ADAPT)	4	0.801

#### IV. RESULTS

##### A. Profile of Employees Involved in the Study

The characteristics of respondents were shown in Table III.

TABLE III. EMPLOYEES PROFILE ( N=300)

	Frequency	Percentage
<b>Gender</b>		
- Male	102	34.0
- Female	198	66.0
Total	300	100.0
<b>Ages</b>		
- Under 18 years old	1	3.0
- 18-25 years old	129	43.0
- 26-30 years old	104	34.7
- 31-40 years old	53	17.7
- 41-50 years old	11	3.7
- Above 50 years old	2	0.7
Total	300	100.0
<b>Types of business</b>		
- Private company	178	59.3
- State-owned company	72	24.0
- Foreign company	50	16.7
Total	300	100.0
<b>Scale of business</b>		
- Under 10 employees	12	4.0
- 11-50 employees	70	23.3
- 51-250 employees	78	26.0

- 251-500 employees	119	39.7
- Above 500	21	7.0
Total	300	100.0
<b>Business field</b>		
- Travel agency	67	22.3
- Tourist destination	34	11.3
- Tour operation	86	28.7
- Hotel	65	21.7
- Restaurant	48	16.0
Total	300	100.0

##### B. Correlations between Employee Organization Commitment and Factors of Ethical Leadership, Organizational Culture

In order to find out which factors had relationship with the moderating variable of employee sociability and the dependent variable of employee organization commitment, Pearson Product-moment Correlation Coefficients (r) were conducted. There were positive significant relationships between the moderating variable of EMSOCIA and the independent variables: ETLEAD ( $r=.386$ ,  $p<.005$ ), INVOLVE ( $r=.219$ ,  $p<.005$ ), MISSION ( $r=.255$ ,  $p<.005$ ) and ADAPT ( $r=.376$ ,  $p<.005$ ). This means that the more value of ethical leadership style and organizational culture would improve employee sociability.

Table IV shows that there were positive significant relationships between the dependent variable of ORGCOM and the independent variables: ETLEAD ( $r=.313$ ,  $p<.005$ ), INVOLVE ( $r=.360$ ,  $p<.005$ ), MISSION ( $r=.369$ ,  $p<.005$ ) and ADAPT ( $r=.310$ ,  $p<.005$ ). This means that the better ethical leadership style and organizational culture would enhance employee organizational commitment.

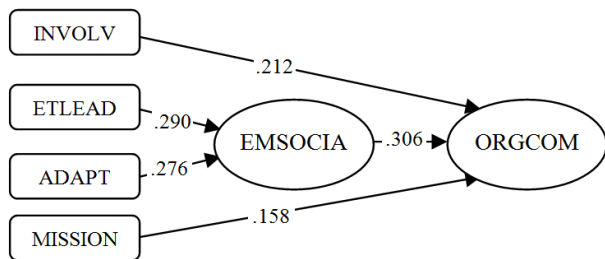
TABLE IV. CORRELATIONS BETWEEN VARIABLES

	ORGCOM	1	2	3	4
1. ETLEAD	.313*				
2. INVOLVE	.360*	.434*			
3. MISSION	.369*	.494*	.564*		
4. ADAPT	.310*	.431*	.379*	.542*	
5. EMSOCIA	.324*	.386*	.219*	.255*	.376*
Mean	3.848	3.769	3.935	3.987	3.873
SD.	.624	.641	.546	.588	.644

Besides that, Simple Linear Regression technique was used to explore the effects between two dependent variables which were employee sociability and employee organizational commitment. The Table IV indicated that there was significant relationship between employee sociability and employee organizational commitment. In detail, it is clearly observed that there was positive correlation between EMSOCIA and ORGCOM, in which Pearson Correlation value was ( $r=.324$ ,  $p<.005$ ). From this, the meaning is that higher employee sociability would lead to higher employee organizational commitment.

The total effect of independent variables on ORGCOM could be divided into direct effects and indirect effects. The direct effects of all independent variables on the mediator as well as dependent variable were the unstandardized coefficients ( $\beta$ ) and were considered as

the path coefficients in the path model. The indirect effects of independent variables on the dependent variable through the mediating variable of EMSOCIA were the total products of the effects of those independent variables on the EMSOCIA and the effects of the EMSOCIA on the dependent variable of ORGCOM.



Note: All coefficients in the model were significant at the .005 level.

Figure 1. Unstandardized coefficients of ORGCOM model.

### C. Direct Effects of Employee Organizational Commitment

There are two independent variables affect directly on the ORGCOM. In particular, INVOLVE directly impacted to ORGCOM with ( $\beta = .212$ ,  $p < .005$ ) and MISSION with ( $\beta = .158$ ,  $p < .005$ ). In addition, EMSOCIA provided the direct effect on the ORGCOM with ( $\beta = .306$ ,  $p < .005$ ).

### D. Indirect Effects of Employee Organizational Commitment

The indirect effect of an independent variable on the dependent variable through the moderating variable was the total product of the effects of that independent variable on the moderating variable and the effect of the moderating variable on the dependent variable of employee organizational commitment [38].

The result of this study showed that employee sociability was affected directly by two independent variables: Ethical leadership ( $\beta = .290$ ) and Adaptive Culture ( $\beta = .276$ ). These two factors directly impacted to the moderating variable of employee sociability and then employee sociability directly caused an effect on employee organizational commitment ( $\beta = .306$ ). Therefore, through the mediating variable of employee sociability, ethical leadership and adaptive culture had indirect effects on employee organizational commitment, as shown in Table V.

### E. Significance of the Indirect Effects

Table V showed the results of the bootstrapping method recommended by [38] to test the significance of indirect effects or mediations. The output provided the bootstrapped confidence intervals (at the 95%). If there is a ZERO (0) lies within the interval range between the lower boundary (LL) and the upper boundary (UL), then we can conclude that, with 95% confidence, there is no mediation or indirect effect. On the other hand, if zero does not occur between the LL and the UL, then we can conclude that, with 95% confidence, the mediation or indirect effect is significant [39]. As can be seen in the output of Table V, the indirect effects of ETLEAD and

ADAPT on ORGCOM through the mediation of EMSOCIA were estimated to lie between 0.0222 (LL) and 0.1452 (UL) and 0.0294 (LL) and 0.1468 (UL) with 95% confidence, respectively. Because zero is not in the 95% confidence interval, we can conclude that the indirect effects of ETLEAD and ADAPT on ORGCOM were indeed significantly different from zero at  $p < .05$  (two tailed) and the mediation of EMSOCIA in this study was true.

TABLE V. DIRECT AND INDIRECT EFFECTS

Variables	Causal effects			LL	UL
	Direct	Indirect	Total		
ETLEAD	----	.089	.089	.0222	.1452
ADAPT	----	.084	.084	.0294	.1468
INVOLVE	.212	----	.212		
MISSION	.158	----	.158		
EMSOCIA	.306	----	.306		
Total	.676	.173	.849		

Due to the calculation of total effects in the Table V, it is clearly seen that employee Sociability had the most significant impact to employee organizational commitment with  $\beta = .306$ . The next factor was involvement culture with  $\beta = .212$ , which meant this kind of organizational culture also provide a strong effect on employee organizational commitment. The third is mission with  $\beta = .158$ , the fourth is ethical leadership with  $\beta = .089$ . The final factor caused effect towards employee organizational commitment was adaptability culture with  $\beta = .084$ . In conclusion, the total effect of all independent variables on employee organizational commitment was .849.

## V. DISCUSSIONS AND RECOMMENDATIONS

### A. Practical Recommendations and Contributions to Companies in Tourism Sector

Due to all of the results above, this study concluded that employee sociability was the most important factor that affected to organizational commitment of employees work in tourism sector in Ho Chi Minh City, which is related to the conclusion of Valentine & Godkin that organizational commitment was also positively linked to person-organization fit [40]. This means that employees' characteristic is the first important thing which cause them committed to organization. From this result, any companies in tourism sector need to pay attention to the recruitment stage, which select suitable applicants for companies. These enterprises should hire people who are sociable because working in tourism sector require employee communicate with others regularly, contact with customers every day in any transaction. Therefore, employees who are high sociability under ethical leadership are the best choices for these companies. In detail, employees have high score of emotion management, assertiveness and social awareness such as people who own negotiation skills, easily adapt to new environment tend to commit more to organizations in tourism sector.

Secondly, organizational culture should be adjusted appropriately to enhance employee organizational

commitment. From the conclusion, involvement and mission culture had direct effect while adaptability culture caused indirect effect on commitment of employees. It is proposed that sociable employees want to work at a company that respect people, focus on team orientation and ownership feeling. They also want to be empowered and developed potential capability at work to prove their worth. Those companies should let them work in team frequently, in which any team member have right to organize and control their own jobs. Members of these teams will support each other to complete their jobs and participate more on the decision-making process. Moreover, sociable employees need an organization that guide them clear direction to improve, provide clear strategy and purpose for employees to work in long term. Organization should inspire people, create motivation and excitement for employees, so that they will committed with the companies. In terms of adaptability, companies should develop their ability for internal change when external environment modified. It is essential for employees that their organization needs to understand external market, understand their customers in order to have timely changing to improve business performance and survive. Changes in external environment create new requirements for organization to meet customers demand such as new services or products. Meeting these new marketplace and customer requirements demands the formation of new business strategies, which require certain changes in the organization's structure, systems, processes, or technology in order to be implemented successfully. The scope of these organizational changes also requires the culture to change for the new organizational design to operate smoothly and effectively. Culture change demands change in leader and employee behavior, which further requires leaders and employees to shift their mindsets, often about meeting customer needs, their business model, how work gets done, or even how they work with each other.

Thirdly, tourism companies should cooperate with ethical leader to ensure that they conduct ethical behavior to manage and direct employees. This study showed that ethical leadership impacted indirectly on employee organizational commitment. As a result, leaders in those companies should concentrate on ethical values when doing business. The leaders should consider some aspects below to lead their companies ethically.

*Ethical values:* the leader should focus the appropriate attention on the ethical values of the whole organization as well as his/her own value. An ethical leader must also take time to understand the values of the team, the value of the organization or identify the gaps between aspired value and current behavior within the organization [41].

*Establish trust:* Building an environment of trust with employees in order to create a working environment where employees feel free to discuss ethical dilemmas and issue with their leaders.

*Establish a shared ethical vision and Communicate to employees:* To ensure employee organizational commitment in organization, the leader should create a "Code of Conduct" and share for all internal members to

understand and act ethically. A leader must ensure that the vision and code of conduct is communicated to everyone within the organization. This can be done through organizational policy, training events, team coaching, newsletters or team meetings.

*Act:* To be effective, the leader must show that the organization seriously concerns about ethical behavior. All violators of ethical standards must be punished equally whether the perpetrator is a manger or normal employee. In addition to punish negative behavior, effort should be made to reward and recognize positive ethical behavior [14]. Acting also means that letting ethical behavior guide the actions of the leaders at all times, which will help establish and sustain a culture of ethical behavior.

*Monitor and sustain ethical behavior:* The leader should always gather feedback through surveys, meeting, group discussion to determine opinion of employee towards their ethical working environment. This should be a continuous improvement process to understand employees as well as to improve the overall ethical environment. Besides that, leaders also should consider public image of organization, contribute to social responsibility to enhance ethical culture in organization.

## B. Applied Implications

Through this study, a review of many theories related to the field of leadership and organizational culture were conducted. Besides that, trait emotional intelligence as well as employee organizational commitment were also consider applying in tourism sector. With difficult economic conditions as well as high employee turnover rate, this research helped determine whether ethical leadership and organizational culture make employees satisfied as a whole and thus committed to an organization. As a result, the research would support managers effective ways to retain skilled employees to improve tourist service quality in Ho Chi Minh City.

## VI. CONCLUSIONS

All the purposes of this study have been successfully reached: firstly to investigate the role of organizational culture and ethical leadership, how they affect organizational commitment of employees through sociability traits within tourism sector in Ho Chi Minh City; secondly to measure direct and indirect effects of independent variables (ethical leadership and organizational culture) on dependent variable of employee organizational commitment; and thirdly to provide feedback from employees about ethical leadership and organizational culture as well as suggest some recommendations to enhance employee organizational commitment for organizations in the industry in order to increase tourist service quality of Ho Chi Minh City.

The application of statistical techniques with factor analysis, multiple regression and simple regression analysis and path analysis measured reliability, validity, how the ethical leadership and organizational culture influenced sociable employee's commitment.

Explanations and recommendations were given due to all literature review and the empirical findings of the study. In terms of significant relationships, bivariate correlations and Pearson product-moment correlation coefficients were conducted to explore the relationship and its strength between each independent variable and employee sociability as well as commitment, and also between employee sociability and the dependent variable of the study. The direct and indirect effects of employee organizational commitment were discussed and explained in order to provide clearly answers for all research hypotheses. Therefore, this study contributes valuable implications for the field of human resource management in tourism sector.

Future researchers who are interested in "employee organizational commitment" should build a more comprehensive research model to help understand deeper and broader the concept of organization commitment. In addition, this kind of research should be conducted in other business sectors, areas and countries to generalize the findings as well as explore deeper this topic. The result of this study explained relationship among five independent variables and two dependent variables with sample size of 300 respondents, which recommend future researchers to consider a larger sample in order to explore more exact associations among these variables.

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