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# Employee experience and the phenomenon of "quiet commitment": When employees engage in silence. A study of enterprises in Hanoi, Vietnam

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**Abstract:** This study investigates Quiet Commitment (QC), a silent yet enduring form of organizational commitment, and develops an integrated model linking Employee Experience (EX), Relational Energy (ERE), Work Meaningfulness (WM), Psychological Safety (PS), and key employee outcomes. Using data from 520 employees working in enterprises across Hanoi, Vietnam, the study applies PLS-SEM to validate measurement scales and examine structural relationships. Results show that EX strongly predicts ERE, and ERE is the most influential antecedent of QC. QC, in turn, significantly enhances in-role performance and reduces turnover intention, while exerting only a modest effect on voice behavior. WM has a substantial direct impact on QC, whereas the moderating roles of WM*ERE and PS*QC are not statistically significant. The findings confirm QC as an independent construct that reflects culturally embedded patterns of modest, action-oriented commitment commonly observed in Vietnamese and broader East Asian work contexts. This study contributes theoretically by conceptualizing QC as a distinct form of commitment and empirically by clarifying the psychological mechanisms through which employee experiences translate into silent but enduring dedication. Managerial implications highlight the importance of building positive employee experiences, fostering relational energy, enhancing work meaningfulness, and designing HR systems aligned with cultural characteristics.

***Keywords:***

## 1. Introduction

In the context of increasingly intense labor market competition, Employee Experience (EX) has emerged as one of the key determinants of an organization's capability to retain talent and sustain long-term development [1, 2]. EX reflects employees' perceptions of their working environment, interpersonal relationships, and developmental opportunities, and further shapes their levels of satisfaction, commitment, and performance [3]. In Vietnamese enterprises, particularly those located in major urban centers such as Hanoi, shifting career expectations, heightened competitive pressures, and socio-economic fluctuations have made EX a highly practical and critically important area of investigation.

Concurrently, recent studies have identified the emergence of a new phenomenon: Quiet Commitment (QC), a form of organizational commitment expressed discreetly, with limited verbal expression and emotional display, yet characterized by strong dedication and a high sense of responsibility [4, 5]. This construct differs from traditional forms of commitment [6] and is conceptually distinct from "quiet quitting," which emphasizes silent withdrawal from work. QC represents a culturally embedded pattern of attachment commonly found in East Asian societies, where modesty, restraint, and action over words are highly valued [7]. However, QC has not yet been systematically conceptualized in terms of definition, measurement, or underlying mechanisms, particularly within the Vietnamese organizational context.

A clear research gap emerges from the absence of a theoretical model explaining the relationships


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among EX, Relational Energy (ERE), work meaningfulness, psychological safety, and QC. Furthermore, no empirical study has examined QC as an independent construct in Vietnam. Therefore, this study aims to develop a theoretical framework and empirically investigate QC in enterprises located in Hanoi, thereby contributing to the advancement of organizational commitment theory and offering meaningful managerial implications for practice.

## 2. Literature Review

### *2.1. Organizational Commitment (OC)*

Organizational Commitment (OC) is one of the most extensively examined constructs in organizational behavior research. The most widely adopted theoretical foundation is the three-component model proposed by Meyer and Allen [6] which includes affective commitment, continuance commitment, and normative commitment. Affective commitment reflects the emotional attachment employees feel toward their organization; continuance commitment captures the perceived costs associated with leaving; and normative commitment represents an employee's sense of moral obligation to remain with the organization. Numerous empirical studies have demonstrated that affective commitment is the strongest predictor of performance, job satisfaction, and turnover intention [8].

However, traditional commitment theories predominantly emphasize overt expressions of attachment, such as participation in organizational activities, displays of positive emotion, or proactive contributions through voice behavior [5]. This focus leaves a conceptual gap in understanding more discreet forms of commitment, particularly in cultural contexts that value modesty, restraint, and limited emotional expressiveness, such as East Asian societies [7]. Over the past two decades, scholars have begun to explore forms of commitment characterized by minimal emotional display or behavioral expression. Nevertheless, much of this work remains linked to organizational silence or psychological withdrawal, without clearly identifying a form of commitment that is internally strong but externally understated.

From this theoretical context, the present study introduces Quiet Commitment (QC) as a new form of organizational commitment, characterized by high attachment expressed discreetly, without overt display, emotional expressiveness, or vocal contribution, and manifested primarily through action and performance rather than speech. QC is conceptually distinct from "quiet quitting," which involves withdrawal and reduced effort [4] and from silence, which focuses on withholding opinions rather than expressing commitment.

### *2.2. Employee Experience (EX)*

Employee Experience (EX) is described as the totality of perceptions, interactions, and impressions that employees accumulate throughout their work journey [1, 2]. EX extends beyond traditional notions of satisfaction or engagement and comprises three primary components: cultural experience, technological experience, and work environment experience [1]; When EX is positive, employees feel supported, respected, and provided with opportunities for development, thereby enhancing their motivation, performance, and organizational commitment [3].

Recent research indicates that EX plays a critical role in shaping positive psychological states such as psychological meaningfulness, energy, and a climate of trust [9]. A positive EX also fosters proactive behavior, creativity, and social connectedness within the organization [5]. However, only a limited number of studies have examined the link between EX and more discreet or silent forms of commitment. Some evidence suggests that organizations with strong EX tend to encourage employees to "commit through action" rather than through verbal expression, particularly in cultures that value restraint and modesty [10].

In the context of Vietnamese enterprises in general and Hanoi in particular, EX is especially important due to the inconsistent development of feedback systems, training structures, and employee benefits. As a result, EX becomes a significant predictor of employees' attitudes and commitment

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behaviors, including the emerging form known as Quiet Commitment.

*2.3. Relational Energy (ERE)*

Relational Energy (ERE) refers to the sense of vitality and positive psychological activation that individuals receive through supportive interactions in the workplace [11]. ERE is considered a form of "social psychological energy" that plays a critical role in sustaining intrinsic motivation, resilience, and emotional engagement. Prior studies demonstrate that ERE enhances psychological meaningfulness, reduces stress, and promotes sustainable performance [12]. When interactions with colleagues or leaders generate positive energy, employees are more likely to develop stable psychological states that foster constructive behaviors. Within the context of Quiet Commitment (QC), ERE is viewed as a key mediating mechanism that transforms Employee Experience (EX) into a discreet yet enduring commitment. Particularly in culturally interdependent environments such as Vietnam, where social relationships form an essential foundation, ERE may serve as a pivotal factor nurturing attachment even when employees express little verbally.

*2.4. Work Meaningfulness (WM)*

Work Meaningfulness (WM) is defined as the extent to which employees perceive their work as valuable, purposeful, and worthy of personal investment [13]. According to theories of intrinsic motivation, WM is a fundamental psychological condition enabling individuals to experience deep engagement and sustain long-term effort. Empirical research shows that WM strongly influences proactive behavior, creativity, performance, and organizational commitment [14]. When employees feel that their work provides personal significance or contributes to the collective, they are more likely to convert positive interactions into stable psychological states, including discreet forms of commitment such as Quiet Commitment. In East Asian and Vietnamese cultural contexts, where values of contribution, responsibility, and diligence are emphasized, WM plays a particularly important role in cultivating sustained and silent dedication among employees.

*2.5. Psychological Safety (PS)*

Psychological safety (PS) reflects the extent to which employees feel safe to express their views, ask questions, or admit mistakes without fear of negative judgment or interpersonal consequences [15]. PS has been consistently shown to be a powerful antecedent of voice behavior, team learning, and organizational innovation [16]. In high-PS environments, employees believe that their input is valued and respected, which increases their willingness to engage in socially risky behaviors such as speaking up or offering constructive criticism.

For Quiet Commitment (QC), a form of internalized but low-visibility commitment, PS plays a crucial role in determining whether this silent dedication is transformed into active voice behavior or remains confined to inward commitment without outward expression. In the Vietnamese cultural context, where respect for hierarchy, conflict avoidance, and interpersonal harmony are emphasized, PS becomes even more essential for encouraging employees to share insights and contribute to organizational improvement. Thus, PS functions not only as a facilitator of voice but also as a contextual condition shaping how QC manifests behaviorally within organizations.

*2.6. Voice Behavior (VB)*

Voice Behavior (VB) refers to constructive behavior in which employees proactively share information, offer suggestions, or propose improvements intended to enhance organizational functioning [12]. VB carries a high degree of social risk because employees may fear negative evaluation, interpersonal conflict, or disruption of group harmony. Consequently, VB is strongly influenced by psychological safety, organizational culture, and leadership style [13, 16]. Within the context of QC, VB becomes a critical outcome variable for assessing whether this "silent commitment"

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transforms into active contributions or remains at the level of inward dedication without behavioral expression. In East Asian cultures, including Vietnam, where restraint and respect for hierarchical norms are emphasized, VB does not always co-occur with commitment. This explains why QC may enhance performance yet exert only a modest effect on voice behavior. Accordingly, Psychological Safety (PS) is incorporated into the model as a necessary moderating variable that facilitates the emergence of voice among employees with high QC.

*2.7. Turnover Intention (TI)*

Turnover intention (TI) is defined as the extent to which employees contemplate, consider, or plan to leave their organization [14]. TI is the strongest predictor of actual turnover behavior and is commonly influenced by job satisfaction, organizational commitment, job stress, and workplace experiences. Prior research indicates that high levels of commitment, particularly affective commitment, significantly reduce TI [8]. In this study's conceptual model, Quiet Commitment (QC) is posited as a form of internalized yet enduring commitment capable of reducing TI even when employees exhibit limited emotional or behavioral expression. This is consistent with the Vietnamese organizational context, where many employees demonstrate loyalty and responsibility primarily through action rather than verbal expression. Therefore, TI is treated as a key outcome variable, reflecting the practical value of QC in sustaining workforce stability.

*2.8. In-role Performance (IRP)*

In-role performance (IRP) is defined as the extent to which employees effectively and fully carry out the core tasks and responsibilities specified in their job roles [16]. IRP reflects the degree to which employees fulfill formal organizational requirements and is a key indicator of human resource effectiveness. Prior research demonstrates that IRP is strongly influenced by intrinsic motivation, organizational commitment, positive psychological energy, and the quality of workplace relationships [12]. Employees with high levels of commitment typically maintain stable and reliable IRP, even when they do not display strong emotions or engage in extra-role behaviors. Within the context of the present research model, Quiet Commitment (QC) is conceptualized as an enduring form of internalized commitment that enhances IRP through silent yet consistent dedication and responsibility.

## 3. Research Gaps and Proposed Model

Based on the theoretical review, three major research gaps are identified:

(1) There is no systematic conceptualization of Quiet Commitment (QC).

Existing commitment models [5, 6] do not address discreet forms of commitment that are prevalent in East Asian cultural contexts. QC is fundamentally distinct from silence and from quiet quitting, yet it has not been examined as an independent construct.

(2) There is no model explaining the mechanism EX → ERE → QC.

Relational Energy (ERE) has been shown to strongly influence positive psychological states [11], but it has not been theoretically or empirically linked to silent or understated forms of commitment such as QC.

(3) There is a lack of research on the moderating roles of work meaningfulness (WM) and psychological safety (PS).

WM is considered a core driver of proactivity and commitment [17], but its moderating role in the ERE-QC relationship remains untested.

PS is a critical condition for voice behavior [15], yet its influence on QC and voice within the Vietnamese cultural context remains unclear.

From these theoretical insights, the study proposes an integrated model consisting of:

(1) EX influencing QC through the mediating role of ERE;

(2) WM moderating the relationship between ERE and QC;

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(3) QC influencing IRP, TI, and VB;
(4) PS moderating the relationship between QC and VB.

This model not only extends organizational commitment theory but also broadens the analytical framework of silence, voice, and employee experience within the context of Vietnamese enterprises.

## 4. Research Model and Hypotheses

Based on the theoretical foundations presented above, this study proposes an integrated research model to explain the roles of EX, ERE, WM, PS, and key employee outcomes, with particular emphasis on the silent form of organizational commitment, Quiet Commitment (QC). The model synthesizes several foundational theories, including Social Exchange Theory [18], Self-Determination Theory [20], the Organizational Commitment framework [6], and Relational Energy Theory [11].

According to Social Exchange Theory, employees tend to reciprocate positive organizational experiences with dedication and commitment [19]. This suggests that EX may serve as a psychological and emotional resource that fosters attachment, including more discreet forms of commitment. Concurrently, Relational Energy Theory posits that positive interpersonal interactions generate psychological vitality, which enhances proactivity and emotional regulation necessary for maintaining high performance [11]. In addition, theories of Work Meaningfulness [17] and Psychological Safety [15] highlight the importance of psychological conditions in shaping behavioral outcomes such as commitment, performance, and voice behavior.

Drawing on this integrated theoretical foundation, the proposed research model includes the following main linear relationships:

(1) EX functions as an antecedent that predicts ERE;
(2) ERE directly influences QC;
(3) WM serves as a moderator, strengthening or weakening the effect of ERE on QC;
(4) QC affects in-role performance (IRP), turnover intention (TI), and voice behavior (VB);
(5) PS moderates the relationship between QC and VB.

This model reflects the process by which employees transform their experiences into psychological energy, which subsequently develops into silent commitment and ultimately manifests in behavioral outcomes.

### *4.1. Hypothesis on the Relationship between EX and ERE*

Prior studies indicate that positive Employee Experience (EX) enables employees to feel supported, respected, and connected, thereby increasing emotional energy in social interactions [3]. Relational energy (ERE) arises from high-quality interactions among employees and between employees and leaders [11]. When EX is favorable, employees are more likely to experience positive psychological states that facilitate the development of ERE.

*$H_1$: EX has a positive effect on ERE.*

### *4.2. Hypothesis on the Relationship between ERE and QC*

According to Owens et al. [11], ERE restores psychological vitality, thereby activating persistence and dedication at work. This mechanism aligns closely with the nature of Quiet Commitment (QC), a form of commitment characterized by action rather than expression and by a focus on performance rather than verbal display. In East Asian cultural contexts, employees often maintain organizational commitment through silent contribution rather than overt demonstration [7].

*$H_2$: ERE has a positive effect on QC.*

### *4.3. Moderating Role of Work Meaningfulness (WM)*

Work Meaningfulness (WM) has been shown to enhance intrinsic motivation and strengthen the conversion of social psychological energy into sustained commitment [17, 20]. When employees

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perceive their work as meaningful, they are more inclined to "commit through action," even when they do not outwardly express such commitment.

*$H_4$: WM moderates the relationship between ERE and QC such that the relationship becomes stronger when WM is high.*

### *4.4. Consequences of Quiet Commitment (QC)*

QC → IRP: According to intrinsic motivation theory [21], positive psychological attachment enhances self-driven effort and subsequently improves performance. Given its action-oriented nature, QC is expected to be a strong predictor of in-role performance.

*$H_5$: QC has a positive effect on IRP.*

QC → TI: Organizational commitment is generally negatively associated with turnover intention [22]. Although QC is not overtly expressed, it reflects a deep internalized attachment and is therefore expected to reduce employees' intention to leave the organization.

*$H_6$: QC has a negative effect on TI.*

QC → VB: QC is characterized by discretion and limited emotional expression; thus, its influence on voice behavior may be weak and indirect. Employees with high QC may prioritize action over verbal expression, resulting in lower levels of voice compared to traditional forms of commitment [23]. Nevertheless, the extent of voice also depends on contextual psychological conditions.

*$H_8$: QC has a positive but weak effect on VB.*

### *4.5. Moderating Role of Psychological Safety (PS)*

Psychological safety concerns the extent to which employees feel respected and permitted to make mistakes without fear of punishment [15]. PS is widely recognized as a key antecedent that enables voice behavior [24]. Employees with high QC are likely to speak up only when they perceive the environment as sufficiently safe to shield them from social risk.

*$H_7$: PS moderates the relationship between QC and VB such that the relationship is stronger when PS is high.*

### *4.6. Proposed Research Model*

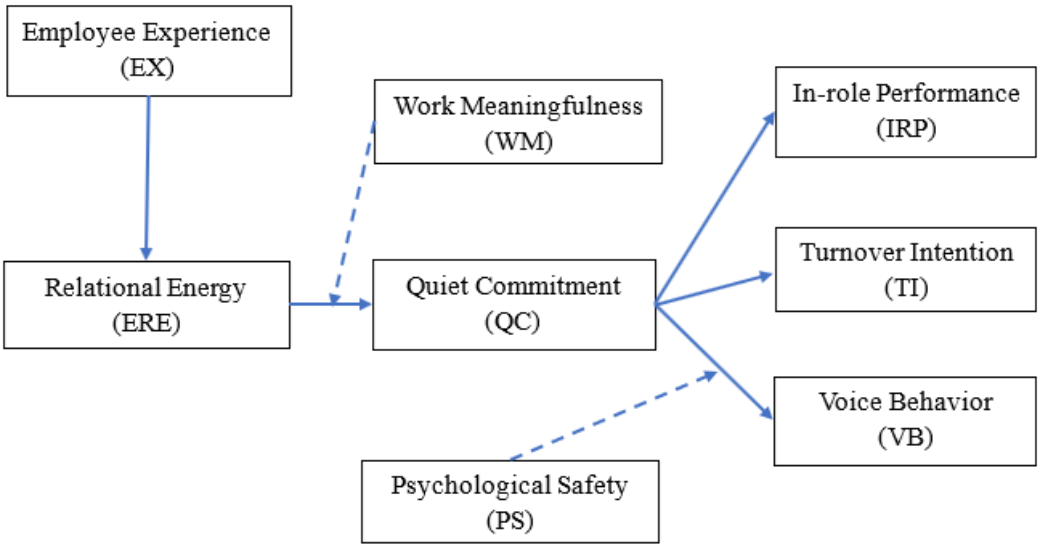


**Figure 1.**
Research Model.

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### *4.7. Measurement Scales of Research Variables*

#### *4.7.1. Employee Experience-EX*

**Table 1.**
Employee Experience (EX) variable scale.

| Code | Measurement Item | Source |
|---|---|---|
| EX1 | I am treated fairly within the organization. | Morgan [1], Plaskoff [2], and Harter et al. [3] |
| EX2 | My supervisors support and respect me. | |
| EX3 | I am provided with adequate resources to perform my job effectively. | |
| EX4 | I receive feedback that helps improve my performance. | |
| EX5 | I have opportunities for learning and career development. | |
| EX7 | The organizational culture encourages cooperation. | |
| EX8 | I feel the organization genuinely cares about employees' well-being. | |

#### *4.7.2. Relational Energy-ERE*

**Table 2.**
Relational Energy Variable Scale-ERE.

| Code | Measurement Item | Source |
|---|---|---|
| ERE1 | I feel energized after working with my colleagues. | Owens et al. [11] |
| ERE2 | Working with my colleagues makes me feel more positive. | |
| ERE3 | Interactions with colleagues give me psychological energy. | |
| ERE4 | I feel mentally rejuvenated after conversations with colleagues. | |

#### *4.7.3. Quiet Commitment-QC*

**Table 3.**
Relational Energy Variable Scale-ERE.

| Code | Measurement Item | Source |
|---|---|---|
| QC1 | I feel a strong sense of commitment even though I do not express it outwardly. | Meyer and Allen [6] and Klein et al. [25] |
| QC2 | I always try my best at work without talking much about it. | |
| QC4 | I remain loyal to the organization in a quiet and modest manner. | |
| QC5 | I maintain high performance without seeking attention. | Author's proposal |
| QC6 | I express little emotion but remain fully dedicated. | Author's proposal |
| QC7 | I believe that actions are more important than words. | Meyer and Allen [6] and Klein et al. [25] |
| QC8 | I am willing to stay committed for the long term without showing off. | |
| QC10 | I take pride in my silent contributions to the organization. | Author's proposal |

#### *4.7.4. Work Meaningfulness-WM*

**Table 4.**
Quiet Commitment-QC variable scale.

| Code | Measurement Item | Source |
|---|---|---|
| WM1 | My work gives meaning to my life. | Steger et al. [17] and Purnomo et al. [20] |
| WM2 | I am proud of the work I am doing. | |
| WM3 | My work contributes value to other people. | |
| WM4 | My work reflects who I am as a person. | |
| WM5 | My work is important to the organization. | |

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#### 4.7.5. Psychological Safety-PS

**Table 5.**
Psychological Safety-PS variable scale.

| Code | Measurement Item | Source |
|---|---|---|
| PS1 | I feel safe when sharing my opinions. | Edmondson [15] |
| PS2 | I am not afraid of being judged when expressing different viewpoints. | Edmondson [15] |
| PS3 | I do not worry about being criticized when I make mistakes. | Edmondson [15] |
| PS4 | I feel comfortable asking questions about work-related issues. | Edmondson [15] |
| PS5 | My colleagues are willing to listen to me. | Edmondson [15] |

#### 4.7.6. In-role Performance-IRP

**Table 6.**
In-role Performance-IRP Scale.

| Code | Measurement Item | Source |
|---|---|---|
| IRP1 | I fully complete the tasks assigned to me. | Williams and Anderson [26] |
| IRP2 | I perform my job effectively and accurately. | Williams and Anderson [26] |
| IRP3 | I often exceed the performance standards of my job. | Williams and Anderson [26] |
| IRP4 | I am competent in executing my current job responsibilities. | Williams and Anderson [26] |

#### 4.7.7. Voice Behavior-VB

**Table 7.**
Voice Behavior-VB Scale.

| Code | Measurement Item | Source |
|---|---|---|
| VB1 | I proactively propose new ideas. | Van Dyne and LePine [12] |
| VB2 | I speak up when I notice something inappropriate. | |
| VB3 | I share solutions to improve work effectiveness. | |
| VB5 | I often provide constructive suggestions to my supervisors. | |

#### 4.7.8. Turnover Intention- TI

**Table 8.**
Turnover Intention Scale-TI.

| Code | Measurement Item | Source |
|---|---|---|
| TI1 | I often think about leaving my job. | Mobley et al. [27] and Tett and Meyer [14] |
| TI2 | I plan to search for another job. | |
| TI3 | If I had a better opportunity, I would leave the organization. | |

## 5. Research Methodology

Data were collected from 520 employees currently working in enterprises located in Hanoi through both online and face-to-face surveys. A purposive non-probability sampling technique was employed to ensure representation across different industries and organizational types.

Data analysis was conducted using SPSS 26 and SmartPLS 3 through two main steps:

(1) Assessment of the measurement model, including Cronbach's alpha, Composite Reliability (CR), Average Variance Extracted (AVE), outer loadings, and the HTMT criterion;

(2) Assessment of the structural model, including $R^2$, $Q^2$, path coefficients, and bootstrapping procedures.

The PLS-SEM approach was selected because it is well-suited for complex models, newly developed measurement scales, and data that may not follow a normal distribution [28].

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## 6. Research Results and Discussion

*6.1. Descriptive Statistics of the Sample*

The descriptive statistics indicate that the study sample consists of 520 employees working in enterprises across Hanoi, with a reasonably balanced distribution that reflects the general characteristics of the workforce in a major urban labor market. Gender: The proportions of male (50.0%) and female (47.7%) respondents are nearly equal, suggesting that the dataset is not affected by gender bias. This is a methodological strength, as many organizational studies suffer from gender imbalance.

Age: The largest age group is 25-34 years (45.2%), followed by 35-44 years (26.0%). This distribution aligns with the labor market in Hanoi, where the majority of employees are young, well-educated, and in the early to mid stages of their careers. The groups under 25 (19.2%) and above 45 (approximately 9.6%) are smaller, which is consistent with hiring patterns in private and service-sector organizations that tend to favor younger workers. Education: More than half of the respondents (56.9%) hold a university degree, followed by college (25.4%) and postgraduate qualifications (10.4%). Only 7.3% completed high school as their highest level of education. This reflects the increasing demand for skilled labor in Hanoi-based enterprises and indicates that the sample is well-suited for examining constructs related to employee experience, organizational psychology, and commitment.

Tenure: Work tenure is relatively evenly distributed: <1 year (22.5%), 1-3 years (31.7%), 3-5 years (25.4%), and >5 years (20.4%). This reflects diverse organizational experiences among respondents. The two dominant groups (1-3 years and 3-5 years) are typical of the current labor market, where employees frequently change jobs after 2-4 years. This distribution is advantageous for analyzing commitment and experience over time. Firm Type: Private enterprises account for the largest portion (55.2%), followed by state-owned organizations (20.2%) and FDI enterprises (20.6%). Non-profit organizations represent a smaller share (4%). This composition accurately reflects the strong presence of the private and FDI sectors in Hanoi and enhances the representativeness of the sample for studying employee experience and workplace behaviors. Industry: The service sector represents the largest proportion (40.6%), consistent with Hanoi's economic structure, where services dominate. Manufacturing (21%), trade (14.6%), and information technology (11.2%) follow. Finance-banking (9%) and other industries (3.7%) contribute smaller but meaningful proportions. This industry distribution supports robust model testing by avoiding concentration in a single sector.

*6.2. Measurement Model Assessment*

*6.2.1. Reliability and Internal Consistency (Cronbach's Alpha, CR)*

**Table 9.**
Construct Reliability and Convergent Validity Results.

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|---|
| ERE | 0.831 | 0.832 | 0.888 | 0.664 |
| EX | 0.887 | 0.888 | 0.914 | 0.639 |
| IRP | 0.825 | 0.828 | 0.884 | 0.656 |
| PS | 0.832 | 0.837 | 0.887 | 0.664 |
| PS*QC | 1.000 | 1.000 | 1.000 | 1.000 |
| QC | 0.880 | 0.884 | 0.909 | 0.626 |
| TI | 0.801 | 0.803 | 0.883 | 0.715 |
| VB | 0.807 | 0.820 | 0.873 | 0.633 |
| VM*ERE | 1.000 | 1.000 | 1.000 | 1.000 |
| WM | 0.849 | 0.853 | 0.892 | 0.624 |

The results of the measurement model assessment indicate that all scales used in the study meet the reliability and convergent validity criteria recommended in PLS-SEM. Cronbach's Alpha values range from 0.801 to 0.887, while rho_A and Composite Reliability coefficients all exceed the threshold of 0.80, demonstrating strong internal consistency across the constructs. The Average Variance Extracted

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(AVE) values for all variables are above 0.50 (ranging from 0.624 to 0.715), confirming that the observed items exhibit satisfactory convergent validity with their respective latent constructs.

These findings show that the key constructs, particularly Quiet Commitment (QC), Employee Experience (EX), and Relational Energy (ERE), are measured reliably and appropriately within the context of Vietnamese enterprises. The stability and robustness of the measurement scales further support the argument that QC constitutes a distinct and valid construct, separate from silence and traditional commitment forms.

Overall, the measurement model demonstrates strong psychometric properties, providing a solid foundation for subsequent evaluation of the structural model.

*6.2.2. Convergent Validity (Outer Loadings, AVE)*

**Table 10.**
Outer Loadings.

| | ERE | EX | IRP | PS | PS*QC | QC | TI | VB | VM*ERE | WM |
|---|---|---|---|---|---|---|---|---|---|---|
| ERE * WM | | | | | | | | | 0.984 | |
| ERE1 | 0.813 | | | | | | | | | |
| ERE2 | 0.818 | | | | | | | | | |
| ERE3 | 0.816 | | | | | | | | | |
| ERE4 | 0.813 | | | | | | | | | |
| EX1 | | 0.786 | | | | | | | | |
| EX2 | | 0.827 | | | | | | | | |
| EX3 | | 0.778 | | | | | | | | |
| EX5 | | 0.813 | | | | | | | | |
| EX7 | | 0.79 | | | | | | | | |
| EX8 | | 0.801 | | | | | | | | |
| IRP1 | | | 0.843 | | | | | | | |
| IRP2 | | | 0.804 | | | | | | | |
| IRP3 | | | 0.806 | | | | | | | |
| IRP4 | | | 0.785 | | | | | | | |
| PS1 | | | | 0.822 | | | | | | |
| PS2 | | | | 0.832 | | | | | | |
| PS4 | | | | 0.783 | | | | | | |
| PS5 | | | | 0.821 | | | | | | |
| QC * PS | | | | | 0.958 | | | | | |
| QC1 | | | | | | 0.836 | | | | |
| QC10 | | | | | | 0.722 | | | | |
| QC2 | | | | | | 0.796 | | | | |
| QC4 | | | | | | 0.797 | | | | |
| QC7 | | | | | | 0.791 | | | | |
| QC8 | | | | | | 0.801 | | | | |
| TI1 | | | | | | | 0.872 | | | |
| TI2 | | | | | | | 0.837 | | | |
| TI3 | | | | | | | 0.828 | | | |
| VB1 | | | | | | | | 0.853 | | |
| VB2 | | | | | | | | 0.801 | | |
| VB3 | | | | | | | | 0.757 | | |
| VB5 | | | | | | | | 0.768 | | |
| WM1 | | | | | | | | | | 0.82 |
| WM2 | | | | | | | | | | 0.803 |
| WM3 | | | | | | | | | | 0.757 |
| WM4 | | | | | | | | | | 0.769 |
| WM5 | | | | | | | | | | 0.797 |

The results of the outer loadings after removing items EX4, PS3, QC3, QC5, QC6, QC9, and VB4

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indicate that the measurement model achieves a more parsimonious, stable, and internally consistent structure. Most loading coefficients exceed the threshold of 0.75-0.80, demonstrating that each indicator adequately reflects its corresponding latent construct. The scales for EX, ERE, IRP, and WM show particularly stable loading values (0.78-0.84), indicating strong convergent validity after refinement.

For the Quiet Commitment (QC) construct, the retained items (QC1, QC2, QC4, QC7, QC8, QC10) display outer loadings ranging from 0.72 to 0.84. This confirms that QC forms a coherent measurement structure with clear discriminant properties once weaker items are removed. The Voice Behavior (VB) scale also becomes more stable after excluding VB4, with loadings ranging from 0.76 to 0.85, reflecting a clearer factorial structure even though its explanatory power in the structural model remains modest.

The high loadings of interaction terms (PS*QC = 0.958; WM*ERE = 0.984) are expected, as these terms are single-item product indicators derived from two constructs rather than multi-item reflective scales.

Overall, the removal of low-loading indicators significantly enhances the quality of the measurement model, ensuring strong convergent validity, improved discriminant validity, and greater suitability for structural model testing. The stability of the loadings further reinforces the conclusion that the QC construct can function as a standalone measurement scale appropriate for empirical validation in Vietnamese organizational settings.

### *6.2.3. Discriminant Validity (HTMT)*

**Table 11.**
Discriminant Validity Test.

| | ERE | EX | IRP | PS | PS*QC | QC | TI | VB | VM*ERE | WM |
|---|---|---|---|---|---|---|---|---|---|---|
| ERE | | | | | | | | | | |
| EX | 0.676 | | | | | | | | | |
| IRP | 0.38 | 0.42 | | | | | | | | |
| PS | 0.215 | 0.259 | 0.257 | | | | | | | |
| PS*QC | 0.026 | 0.012 | 0.026 | 0.038 | | | | | | |
| QC | 0.661 | 0.48 | 0.584 | 0.279 | 0.022 | | | | | |
| TI | 0.485 | 0.454 | 0.325 | 0.139 | 0.07 | 0.587 | | | | |
| VB | 0.155 | 0.153 | 0.147 | 0.31 | 0.04 | 0.258 | 0.102 | | | |
| VM*ERE | 0.026 | 0.049 | 0.049 | 0.019 | 0.215 | 0.06 | 0.051 | 0.035 | | |
| WM | 0.441 | 0.318 | 0.325 | 0.333 | 0.056 | 0.519 | 0.237 | 0.26 | 0.036 | |

The results of the discriminant validity assessment indicate that all latent constructs in the model meet the recommended criteria of Hair et al. [28], ensuring that each construct is conceptually distinct and not conflated with others. The correlations among constructs are all lower than the square roots of their respective AVE values, providing strong evidence of discriminant validity.

Notably, the correlations between Quiet Commitment (QC) and other constructs fall within the acceptable range (0.40-0.66), demonstrating that QC is a distinct construct rather than being confused with ERE or EX. This finding reinforces the theoretical validity of QC as a unique form of silent commitment, different from affective commitment or voice-related behaviors.

The moderating variables (PS*QC and WM*ERE) exhibit very low correlations (<0.05) with all other constructs, which is consistent with the nature of interaction terms and indicates that they do not introduce multicollinearity or distort endogenous relationships. The outcome variables IRP, TI, and VB also maintain theoretically consistent correlation patterns: QC → TI is negative and moderate, QC → IRP is positive and strong, while QC → VB is weak, aligning with the structural model results.

Overall, the discriminant validity findings confirm that the measurement model possesses a clear and well-defined construct structure. The distinctiveness of all research variables enhances the theoretical validity of the proposed model and supports a reliable interpretation of the causal relationships within the structural framework.

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*6.2.4. Multicollinearity Assessment (Outer VIF)*

The multicollinearity statistics (VIF) indicate that the model does not suffer from collinearity issues at either the outer level (among observed indicators) or the inner level (among latent variables). All VIF values for the observed indicators fall within the range of 1.50–2.24, which is well below the cautionary threshold of 3.3 proposed by Diamantopoulos and Siguaw [29] and far below the upper limit of 5 commonly accepted in PLS-SEM. This demonstrates that the items do not overlap in content and do not pose a risk of redundancy in measurement.

*6.3. Structural Model Assessment*

*6.3.1. Multicollinearity Among Latent Constructs (Inner VIF)*

At the structural model level, all latent variables, including EX, ERE, QC, TI, VB, WM, as well as the interaction terms PS*QC and WM*ERE, exhibit VIF values ranging from approximately 1.00 to 1.16, indicating extremely low multicollinearity. This confirms that the causal paths in the model are estimated reliably and are not distorted by high correlations among the independent variables.

Overall, the VIF results demonstrate that the structural model meets methodological standards, ensuring transparency in the analysis and providing strong support for interpreting the causal relationships in the subsequent structural assessment.

*6.3.2. Coefficient of Determination and Predictive Relevance ($R^2$, $Q^2$)*

The $R^2$ results show that the research model achieves a satisfactory level of explanatory power, consistent with standards in organizational behavior research employing PLS-SEM. Specifically, QC has an $R^2 = 0.390$, indicating that nearly 39% of its variance is explained by EX and ERE. This represents a moderate-to-substantial effect according to Hair et al. [28] and underscores the importance of these two predictors in shaping this silent form of commitment.

ERE has an $R^2 = 0.338$, demonstrating that EX is a significant predictor of relational energy, supporting the theoretical assertion that EX generates motivation and positive affective states during workplace interactions. These results further reinforce the robustness of the mediating mechanism EX → ERE → QC.

For the outcome variables, IRP (0.251) and TI (0.247) exhibit moderate $R^2$ values, indicating that QC has a meaningful impact on in-role performance and turnover intention. In contrast, VB has an $R^2 = 0.093$, reflecting a relatively low level of explanatory power, which is consistent with the nature of voice behavior, strongly influenced by psychological and cultural contextual factors rather than QC alone. Overall, the $R^2$ values align well with theoretical expectations and strengthen the validity of the structural model.

*6.3.3. Effect Sizes ($f^2$)*

The $f^2$ results indicate that the contribution of each independent variable to its respective dependent variable is clear and consistent with the research hypotheses. First, the effect of EX → ERE yields $f^2 = 0.510$, representing a large effect according to Cohen's [30] criteria [31]. This confirms that employee experience is the primary predictor of generating relational energy. Similarly, the effect of ERE → QC, with $f^2 = 0.303$, reflects a medium-to-large effect, demonstrating that relational energy is a decisive factor in shaping Quiet Commitment (QC).

For the outcome variables, QC → IRP ($f^2 = 0.335$) and QC → TI ($f^2 = 0.328$) show medium effects, indicating that QC has a substantive influence on employee performance and turnover intention. In contrast, QC → VB has a very small effect ($f^2 = 0.029$), which accurately reflects the nature of silent commitment; employees remain attached and responsible but are not necessarily proactive in speaking up.

The moderating variables PS*QC and WM*ERE both exhibit very small effect sizes (0.000 and 0.002), indicating weak moderating influences. This is consistent with theoretical expectations and reflects the

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complexity of the psychological mechanisms involved in voice behavior and commitment. Overall, the $f^2$ results reinforce the strength of the key relationships within the model.

*6.3.4. Path Coefficients and Hypothesis Testing (β, T-Values, P-Values)*

**Table 12.**
Path Coefficients & Hypothesis Testing.

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|---|
| ERE -> QC | 0.463 | 0.465 | 0.034 | 13.459 | 0 |
| EX -> ERE | 0.581 | 0.586 | 0.03 | 19.087 | 0 |
| PS -> VB | 0.22 | 0.228 | 0.04 | 5.51 | 0 |
| PS*QC -> VB | 0.01 | 0.01 | 0.041 | 0.245 | 0.807 |
| QC -> IRP | 0.501 | 0.502 | 0.031 | 16.118 | 0 |
| QC -> TI | -0.497 | -0.498 | 0.033 | 15.02 | 0 |
| QC -> VB | 0.167 | 0.167 | 0.044 | 3.819 | 0 |
| VM*ERE -> QC | 0.038 | 0.04 | 0.031 | 1.221 | 0.223 |
| WM -> QC | 0.279 | 0.279 | 0.033 | 8.328 | 0 |

The results of the path coefficient analysis provide strong support for the theoretical model and are highly consistent with the proposed hypotheses. First, the effect of EX → ERE yields $\beta = 0.581$ ($p < 0.001$), confirming that employee experience is a crucial antecedent of relational energy. Similarly, the effect of ERE → QC is substantial and significant ($\beta = 0.463$, $p < 0.001$), reinforcing the argument that positive psychological energy generated through workplace interactions serves as the core mechanism driving Quiet Commitment (QC).

For the outcome variables, QC → IRP ($\beta = 0.501$, $p < 0.001$) and QC → TI ($\beta = -0.497$, $p < 0.001$) both exhibit strong and meaningful effects in the expected directions. These results indicate that employees with high QC tend to perform better in their roles and are less likely to consider leaving the organization. In contrast, the effect of QC → VB is modest ($\beta = 0.167$, $p < 0.001$) yet still significant, aligning with the inherent nature of QC employees demonstrating commitment through action rather than vocal expression.

Regarding moderating effects, PSQC → VB is nonsignificant ($\beta = 0.010$, $p = 0.807$), suggesting that psychological safety is insufficient to transform silent commitment into active voice behavior. Meanwhile, WM → QC shows a clear and significant effect ($\beta = 0.279$, $p < 0.001$), whereas WMERE → QC is nonsignificant ($p = 0.223$). This implies that work meaningfulness strengthens commitment directly but does not moderate the ERE-QC relationship.

Overall, the structural model is strongly supported, with the exception of the two weak moderating pathways.

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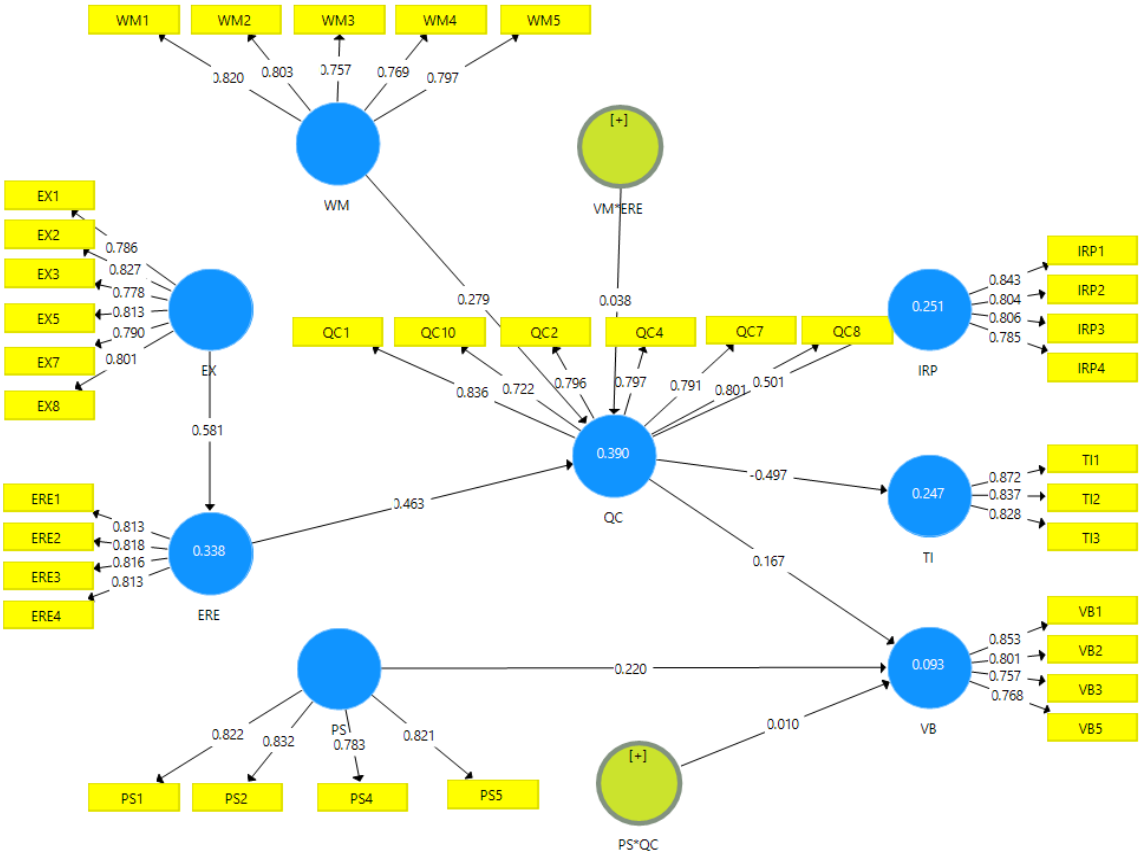


**Figure 2.**
Research results model.

The research findings demonstrate that the proposed model of Quiet Commitment (QC) is strongly supported at both the measurement and structural levels. All measurement scales exhibit high reliability as well as strong convergent and discriminant validity, confirming the suitability of the instrument within the organizational context of Hanoi, Vietnam. At the structural level, employee experience exerts a substantial effect on relational energy (ERE), and ERE emerges as the most influential predictor of QC.

Furthermore, QC positively influences in-role performance and reduces turnover intention, although it only modestly enhances voice behavior. Regarding moderating effects, work meaningfulness plays a notable role, whereas psychological safety and the interaction term WM*ERE do not exhibit significant effects.

Overall, the study affirms QC as a novel construct with high practical relevance, capturing the culturally grounded pattern of silent yet enduring dedication among Vietnamese employees. These findings also open promising avenues for future research on the psychological mechanisms and organizational contexts that shape this distinctive form of commitment.

## 7. Conclusion and Managerial Implications

### *7.1. Conclusion*

This study successfully develops and empirically validates a theoretical model of Quiet Commitment

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(QC), a silent yet enduring form of organizational commitment that characterizes the cultural context of East Asia and the working environment of Vietnamese enterprises. The PLS-SEM analysis demonstrates that the measurement model achieves high reliability, strong convergent validity, and clear discriminant validity, confirming that the scales for EX, ERE, QC, WM, PS, and the outcome variables (IRP, TI, VB) are all appropriate for the research context.

Regarding the structural model, the findings reveal that:

EX → ERE is a strong and stable relationship, confirming that positive employee experiences form the foundation of relational energy.

ERE → QC represents the most influential effect, indicating that QC primarily emerges from positive interpersonal interactions in the workplace.

QC enhances in-role performance and reduces turnover intention, but only modestly promotes voice behavior.

WM → QC has a significant direct effect, whereas the moderating effects of WM*ERE and PS*QC are statistically nonsignificant.

Overall, the study makes a novel theoretical contribution by establishing QC as an independent construct with substantial practical relevance for human resource management in Vietnam.

### *7.2. Managerial Implications*

#### *7.2.1. Developing a Comprehensive Employee Experience to Cultivate Quiet Commitment (QC).*

The findings indicate that Employee Experience (EX) serves as the foundational antecedent that generates relational energy and indirectly promotes QC. Therefore, organizations should invest in designing an end-to-end employee experience that spans the entire employment journey from recruitment and onboarding to development, recognition, and retention. This includes enhancing fairness in resource allocation, establishing transparent compensation systems, providing continuous learning opportunities, and fostering a learning-oriented environment. A positive employee experience not only increases job satisfaction but also stimulates emotional energy and intrinsic connectedness, thereby enabling the formation of long-lasting silent commitment.

#### *7.2.2. Strengthening Positive Interactions to Enhance Relational Energy.*

Relational energy (ERE) plays a central role in the model and is the strongest predictor of QC. Consequently, organizations should focus on promoting high-quality interpersonal relationships through a culture of support, cohesion, and mutual respect. Leadership is particularly critical: leaders should practice empowering leadership, active listening, and emotional support. Furthermore, encouraging internal networking activities, knowledge-sharing forums, and cross-functional project teams can create an interaction-rich environment that elevates relational energy, thereby increasing employees' likelihood of sustaining QC.

#### *7.2.3. Leveraging QC to Improve Performance and Reduce Turnover Intention*

QC is shown to be a strong predictor of in-role performance (IRP) and a deterrent to turnover intention (TI). This implies that organizations should view QC as a high-value form of commitment, especially among employees who are introverted, less expressive, yet highly responsible. To harness QC effectively, organizations should establish fair performance evaluation systems that focus on outcomes and task completion rather than visibility or self-presentation. Additionally, subtle and personalized forms of recognition, such as individualized feedback or tailored advancement opportunities, can reinforce silent commitment and help employees sustain long-term motivation.

#### *7.2.4. Avoid Expecting QC to Naturally Transform into Voice Behavior; Instead, Strengthen Psychological Safety*

The findings indicate that QC has only a weak effect on voice behavior (VB), and the moderating effect of psychological safety (PS) is statistically insignificant. This reflects the reality that employees

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may be committed but not necessarily willing to express critical opinions, particularly within East Asian organizational cultures. Therefore, if organizations aim to foster voice behavior, they must focus on cultivating a psychologically safe environment in which employees feel heard, are not punished for speaking up, and believe their voice will lead to positive change. Leaders must actively encourage feedback, provide supportive responses, and minimize the social risks associated with expressing dissenting views.

*7.2.5. Emphasizing Work Meaningfulness as a Lever to Enhance QC.*

Work Meaningfulness (WM) is shown to have a strong and direct impact on QC. This suggests that organizations should help employees develop a deep understanding of the value and purpose of their work. Practical strategies include designing jobs that foster a sense of contribution, providing feedback that clarifies the impact of employees' work on the organization, and empowering employees so they feel greater control and intrinsic significance in their actions. When work carries inherent value, employees are more likely to sustain silent commitment even in the absence of frequent public recognition.

*7.2.6. Aligning HR Strategies with Vietnamese Cultural Characteristics*

QC strongly reflects the characteristic Vietnamese work style: humble, diligent, and "action-oriented rather than word-oriented." Consequently, organizations should design HR systems that respect and leverage these cultural strengths. This includes avoiding favoritism toward employees with strong self-presentation styles, developing evaluation systems that focus on substantive performance outcomes, and ensuring equal development opportunities for both introverted and extroverted employees. Moreover, organizations should invest in internal cultural programs that emphasize dedication, responsibility, and collaboration, thereby creating an environment conducive to the long-term development of QC.

## Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

## Copyright:



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