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**AN INVESTIGATION OF FACTORS AFFECTING EMPLOYEE
SATISFACTION AND LOYALTY IN THE FIRE FIGHTING
AND PREVENTION POLICE OF HO CHI MINH CITY –
VIETNAM**

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ABSTRACT

Satisfaction and loyalty of employee had been confirmed to be important factors to organisation's survival and development. An organization has employees who are satisfied with job and loyal with their organization, it will have more advantages during operation. An organization has employees who are satisfied with job and loyal with their organization, it will have more advantages during operation. This study aims to examine the effects of employee training, employee empowerment, management leadership, and teamwork on employee satisfaction and investigate the relationship between satisfaction and loyalty of employee in the Fire Fighting and Prevention Police of Ho Chi Minh City. The study was conducted by the survey questionnaire with a sample of 450 employees of the specialized units in the Fire Fighting and Prevention Police of Ho Chi Minh City. Statistical Package for the Social Sciences – SPSS 20 and Analysis of Moment Structures – AMOS software version 20 were used to test the research model. The results of this study examined that employee empowerment, employee training is significant positive with employee satisfaction; which employee empowerment was found to be the most important factor in relation to employee satisfaction. It is also revealed that there was a strong relationship between employee loyalty and employee satisfaction in the Fire Fighting and Prevention Police of Ho Chi Minh City - Vietnam.

Keywords: Vietnam; employee satisfaction; employee loyalty.

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CHAPTER 1 – INTRODUCTION

This chapter concludes six sections. While the first one concentrates on the background of the research, the second one introduces problem statement. The next sections are research objectives and questions of research. The rest parts are the methodology and research scope of the research and the research structure respectively.

1.1. Research background

Nowadays, human resource has been considered as the most concern of almost countries in the world. This means that such resource which is being an important factor for the sustainability of organizations can create competitive advantage in the changing environment (Heneman et al, cited by Truong et al, 2010). Undoubtedly, keeping talent people in organization is not only a smart strategy but also an actual trend. Blending into such general trend of the world, Vietnam has started to concentrate on developing human resource aims to achieve strategic objectives. Many Vietnamese organizations including public and private organizations try to create breakthroughs based on investing on human values. Certainly, not all organizations are successful in motivating employees. It is extremely necessary to deal with troubles, which cause less motivation as well as performance. Besides, establishing a management system, which can not only support employees in performance but also make them feel satisfaction is a basic factor managers must pay attention to.

In fact, many public organizations hardly address essential issues of motivating people to devote for organizations. Many public organizations deadlock in building an appropriate reward system which can help organizations exploit potential employees. Definitely, these can be harmful to public organizations in a certain extent. While many issues called external factors such as economics, politics, society, science and technology impact on sustainability and development, internal issues including structure, operation, and culture has also influence on organization in term of competition with other organizations. In more details, each public organization has to deal with plenty of issues.

Because bound by many factors such as institutions, structures, procedures prescribed by the legislation, public organization find it difficult to implement the public administration reform comprehensively and thoroughly. Systematically, those issues need to be researched in the more thorough and detailed ways.

Paralleling with the development of economy and the situation of innovation and reform process driven in Vietnam recently, public organizations have deal with challenges including brain drain. In fact, more and more public organizations are faced with the problem of human resources, such as quitting job or transferring to private organizations, etc. At the great conference in Hanoi, which held on September 11th 2008, the Ministry of Health confirmed that the training regime and inadequate remuneration are reasons, which lead to the phenomenon of "brain drain" doctor in almost big cities. Many talented doctors have been quitting jobs in public health facilities to establish their facility or work at private health facilities. In Ho Chi Minh City (HCMC), there are 550 health workers and 276 people quitting jobs at public health facilities in order to move to private health facilities (Thu, 2008) through 3 years (2006-2008).

According to information in HCMC, many staff working at the High-tech Zone Management Board that many of them not only have master's degree or higher but also are assessed that having professional experience and high competence have resigned. The reasons were explained by low wage regime and the lack of a good working environment. Even though period from 2003 to 2008, there are more than 1000 civil servants to resign in HCMC annually, and many of them have senior managers in departments of City (Nguyen, 2014).

Another case, on January, 2015, 117 pilots of Vietnam Airlines reported that they were sick and left work during the rush holiday that from December 30th, 2014 to January 4th, 2015 at the same time. Especially, among them, there are 10 cases having doctor's certification. The situation repeated twice in one year and in the same period from 2013 to 2014. After that, 30 pilots submitted an application for resignation (Ling, 2015).

Also, according to Internal report No. 1090/ BC-PCCC on December 2nd, 2014 about tasks related to human resource during 2010 – 2014 of the Fire Fighting and Prevention Police of Ho Chi Minh City, while staff qualifications still were limited, every year there are around 20 employees out of work or moving to other places. It is worth mentioning is that some staffs are not positive and proactive in depth research. Besides, some employees are not strictly implementing the process and work regulations.

Obviously, the critical issue must be put into action is that how to keep talented employees. Loyalty seems something that every manager is always looking for in this time. A wide range of solutions such as improving working environment, offering high salary, giving good training, changing

management practices... are carefully considered. The thesis researches in the specific organization in public sector aiming to understand the issue about the relationship between job satisfaction and loyalty of employees in the minor angle. Through the thesis, the effects of employee training, employee empowerment, management leadership and teamwork on employee satisfaction are gradually introduced. The thesis endeavors to analyze trends of impact on satisfaction and motivation of each factor in order to assert that there are the two elements have positive effects and the others is negative. Besides, investigating the relationship between satisfaction and loyalty of employee is also a target in order to give conclusion that the more the satisfaction is, the more the loyalty are. These contribute to solve the indeed problems in the public organizations at the present in case of catching attention of leaders as well as participation of managers.

1.2. Problem statement

There are many researches to analyze how to satisfy employees about their job and enhance employee's loyalty to the organization. According to Silvestro (2002), that satisfaction and loyalty of employee are extremely vital to the competence of organizations to meet customer needs effectively.

Turkyilmaz, et al. (2011) had examined the key factors that determine the level of satisfaction in working of public employees in Turkey. The result showed that training and individual improvement were the greatest effective factors of satisfaction. This research also found a positive relationship between working conditions and agreement. Noticeably, there was an affirmative linear relation between satisfaction and loyalty of employee.

Jun, M., Cai, S., & Shin, H. (2006) used to implement a survey among 200 employees of Taipei City Government in the capital of Taiwan in order to investigate the premises of employee's satisfaction and loyalty as well. This research found that empowerment, compensation, teamwork and management leadership are significant predictors of employee satisfaction; and improving employee's satisfaction led to a higher loyalty.

Loyalty of employee represents value of organization and the higher the loyalty are, the greater the commitment are. This can create a constant change about service quality (Jun, Cai, & Shin, 2006; Hart & Thompson, 2007).

Obviously, there are a wide range of studies about the satisfaction and loyalty of employees that are implemented in different countries all over the world. In Vietnam, there are also several studies

about the issues in private sector, especially in the small and medium-sized enterprises. It hardly finds out any documents about the issues in public sector. The reasons can be considered are the inviolability of the public sector, the irregularities, and the series of sensitive issues related to national secrets. This means that in the long time, issues and even problems in public sector are ignored.

Working for the Fire Fighting and Prevention Police of Ho Chi Minh city over 10 years, the author recognized that it should be concerned to the relationship between job satisfaction and loyalty of employees as well as problems in term of reward management. Therefore, the topic “An investigation of factors affecting employee satisfaction and loyalty in the Fire Fighting and Prevention Police of Ho Chi Minh City – Vietnam” is chosen for the thesis.

1.3. Research objectives

The mission of the study is to identify factors that improve the job satisfaction of employees to enhance job performance and loyalty of employees in the Fire Fighting and Prevention Police of Ho Chi Minh City. To achieve this mission, the research objectives are:

1. Examining the effects of employee training, employee empowerment, management leadership, and teamwork on employee satisfaction.
2. Investigating the relationship between satisfaction and loyalty of employee in the Fire Fighting and Prevention Police of Ho Chi Minh City.

1.4. Research questions

The study was conducted to recognize how factors affect public employees that lead to contribute their loyalty. Hence, the study tries to answer the questions:

1. What factors affecting to employee satisfaction and loyalty in the Fire Fighting and Prevention Police of Ho Chi Minh City?
2. How does each factor affect to employee satisfaction and loyalty?

Interviewing with questionnaires is the method the thesis use to collect information. In order to analyze data generated from the survey of 450 employees working in the Fire force, the thesis uses SPSS and AMOS version 20.

1.5. Research methodology and research scope

The research consists of two stages; a qualitative study and a main survey that have been conducted in the Fire Fighting and Prevention Police of Ho Chi Minh City, Vietnam. This research uses questionnaire to collect data, which was originally developed in English and has been translated into Vietnamese. It has also been modified through qualitative test. The purpose of the qualitative phase is to modify Vietnamese questionnaire version by in-depth interview with 10 employees before conducting the main survey. The questionnaire was implemented in variety specialized units of the Fire Fighting and Prevention Police of Ho Chi Minh City. The next stage is to analyze the collected data. SPSS 20 and AMOS 20 were used to test the model. The reliability and the validity were tested by Confirmatory factor analysis (CFA). The model is then further analyzed by Structural equation modeling (SEM).

1.6. Research structure

This research consists of five chapters from Chapter 1 to Chapter 5

Chapter 1 - Introduction

This chapter introduces research background, problem statement, research objectives, research questions, research methodology and research scope, research structure.

Chapter 2 - Literature review and Hypothesis development

This chapter covers literature review of the previous research and shows hypotheses, as well as the conceptual framework of the research.

Chapter 3 - Research Methodology

This chapter presents the research process, measurement scales, sampling and data collection process, questionnaire design and data analysis method.

Chapter 4 - Data analysis

This chapter concentrates on preparation data, descriptive data, assessment measurement scale, and hypotheses testing.

Chapter 5 - Conclusions and recommendations

This chapter concludes discussions and implications of the research, limitations research. In addition, this research makes suggestions for future research and conclusion.

CHAPTER 2 - LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

In this chapter, theoretical background and review on previous researches are presented. There are three sections as follows: The first section is theoretical review relating to critical factors, employee satisfaction and employee loyalty. The second section describes the hypotheses development for this research. The last section presents the conceptual framework of the research.

2.1. Literature review

2.1.1. *Employee satisfaction*

Employee satisfaction is the first element should be concerned. Employee satisfaction has been researched by various authors. Spector (1997) has shown that in empirical studies, employee satisfaction is not only whole emotion about the work but also an associated set of attitudes about different sides of the job. This means that feeling about the job that is typically reflected in employees' behavior is governed by their satisfactions about the whole issues of organization.

Another researcher, Locke (1976) said that employee satisfaction derived from an agreeable or affirmative touching circumstances coming from the evaluation of job experience. Abstractly, Rice et al. (1989) defined that employee satisfaction, in some extent, could be considered as comparison of current job situation with personal needs. In other words, satisfaction occurs when organization do something that contributing to meet employees' demands. Le 'vy-Garboua and Montmarquette (2004) defined satisfaction of employees as "an index of preference for the experienced job against outside opportunities conditional on information available at time". Le 'vy-Garboua et al. (2007) has also given a wide range of confirmation about the definition of employee satisfaction. They compare not only the factual involvement of the job in the past and the spiritual experience of outside opportunities but also forthcoming expectancies of own job and external opportunities.

According to Togia et al. (2004), job satisfaction is to meet the needs of employees in the different levels. In the literature, there are also numerous concepts that define job agreement. In general, Bernal, et al. (2005) said that from various perspectives, employee satisfaction had been concerned by several scholars. In addition, it hardly finds out universal definition of employee satisfaction that interprets all the aspects at the same time. The prominent author should be mentioned is Herzberg's (1968) when he proposed that it should be separated motivation factors relating to

creating job agreement with elements that led to job disappointment. Indirectly, Petty et al. (2005) give obvious meaning of job satisfaction by listing things can lead to job unhappiness, including administrative policies, supervision, wage, interpersonal relations and working conditions. Such things named hygiene factor can prevent employees from satisfaction.

From the very strange aspect, Homburg and Stock (2004) confirmed that employee satisfaction could be seen as feelings coming from an evaluative procedure where some standards about the work environment are compared with the real perceived work environment. Simply, the definition of Moyes, Shao, and Newsome (2008) concentrate on explaining that employee satisfaction describe how satisfactory an employee is with the position that person hold. Valentine and Fleischman (2008) also give specific definition which employee satisfaction including progressed job attitudes, better productivity, and reduced turnover. This means that the satisfaction employees get from their job while coordinating their hopes and the real performance with the corporation.

2.1.2. Employee loyalty:

Among plenty of definitions of loyalty, the one of Allen and Grisaffe (2001) is worthy to be considered. Their research has shown that loyalty is a psychological state, which imply the relation of an employee with the organization in the situation such employee, decides to remain with the organization. A valuable definition could be mentioned is that loyalty can be regarded as an emotional response of employees, which can be expressed by close relationship between such employees and their organization when they have strong belief and desire to remain with the organization (Mathieu and Zajac, 1990). More detailed, the definition of Becker et al. (1995) has shown that loyalty could include strong desire of employees to stay with their organization, an ability that is willing to strike to gain benefit of the organization as well as strong belief about the values and goals of the organization. Accordingly, loyalty is identified by the significantly determination to keep on membership of an organization, which is regarded as the affirmative position in maintenance of members in the organization. Wu and Norman (2006) abstractly state that loyalty is concerned to the relative strength of the identification of an individual with a definite organization.

Chen (2006) has a special approach to loyalty when comparing such concept to job satisfaction. Chen's research has shown that loyalty implies an effective answer to the operation of organization rather than to just detailed features of the job or an attitude toward a job. According to results from empirical researches, Chen also proves that the loyalty has derived from an important antecedent,

which is job satisfaction. There is no doubt that while effects of satisfaction can influence loyalty, loyalty itself can affect turnover variables (Chen, 2006). Many researches show that there is the relationship between loyalty and emotional state. In the research of Hajdin (2005), he determines that basically, loyalty connects to a type of emotional manner. Although the authors do not directly mention to the concept “loyalty”, they state that primary principle, which built employee loyalty, concerns to emotional state of such employee in attaching to organization (Mehta, Singh, Bhakar, & Sinha, 2010).

Many scholars also agree in giving a common statement that loyalty is regarded as an emotional promise of an employee’s aspiration to involve and remain a determinedly constant and responsible connection with a specific manager due to the satisfaction about the cooperation (Mathieu & Zajac, 1990; Bloemer & Odekerken-Schroder, 2006). Like almost other the scholars when stating that loyalty grows a firm effective correlation, Martensen & Grønholdt (2006) also confirmed that any type of temporary unhappiness with the job is endured. Loyalty can ultimately lead employees to be better motivation and performance (Omar, Ramayah, Lo, Sang, & Siron, 2010). When mentioning to loyalty, in the Loveman’ earlier established research, he argues that loyalty was absolutely associated with service quality (Loveman, 1998). From this, some researches also given argument to buttress that loyalty will have a tendency to try to deliver steady quality service to clients (Flynn, 2005; Yee et al., 2008). From the very specific angle, Pfeiffer (1992) proposed because loyalty comes from the job, thus when the job comes to an end, there is no need for employees to be forced to be loyal. However, Schrag’s research indicates that an employee can show his loyalty in different levels to different objects in his working place, which can sometimes cause serious conflict (Schrag, 2001).

2.1.3. Factors affecting employee satisfaction and loyalty

2.1.3.1. Employee training

In every organization, a lot of money is invested on training employees each year (Allen & Hartman, 2005). Significantly, such investments are to achieve strategic goal of the organization (Li, Zhao, & Liu, 2006). Undoubtedly, many organizations consider training as vital role in the overall competitiveness of organizations and even a most important source of competitive advantage (Birdi, Clegg, Patterson, & Robinson, 2008). A wide range of researches have pointed out various purposes for which employee training and development serve including. However, these is not limited to, leadership development (Ladyshevsky, 2007), learning new technological systems (Hasan, 2006), the socializing new employees to the culture of an organization (Akdere & Schmidt, 2007), fitting employees to their

job responsibilities (Anderson, Dooley, & Rungtusanatham, 1994), and educating employees on business ethics (Weber, 2007). Generally, training is understood as a very appropriate component within their job surroundings (Martensen & Grønholdt, 2006). Certainly, this can lead to job satisfaction and consequently, prompt loyalty of employees.

Obviously, training can help to expand employees' awareness and skills for more proficient cooperation and accomplish individual development and improvement. Synthesis from the researches of Marie (1995) and Saks (1996) indicate organization receive higher levels of employees' satisfaction which comparing to organization lack of training. Martensen and Gronholdt (2001) also prove that competencies of employees can be increased through numerous training programs and training has an affirmative influence on employees' agreement in Danish organizations.

Besides, Burke (1995) and Saks (1996) also confirm that employee satisfaction related to training because training help employees gain self-confidence of manufacturing high quality, perceive potential foe career advancement, and appreciate their companies' investment in them. From other viewpoint, Teagarden et al. (1992) identify that with many Maquiladora workers, training is considered as a vital advantage because such employees are not well – educated. According to Saks (1996), workers could be satisfied in case of receiving training because when receiving self-development training, the workers have a tendency to get higher level of job satisfaction than those of without such training. In addition, competencies of employees through various kinds of training programs also affect employee satisfaction according to positive way (Martensen and Gronholdt, 2001). When joining to training programs, employees not only achieve self-confidence of making their jobs but also perceive career development opportunities better. One more important reason lead to positive advantage of training is that training program helps employees think that their companies make investment in them (Jun et al., 2006). In this positive circumstance, there is an increase in employee satisfaction.

2.1.3.2 Employee empowerment

In the Management Science, empowerment is familiar concept that many researches concern. While Conger and Kanungo (1988) consider empowerment as the motivational perception of self-efficacy, by appraising appropriate research, Thomas and Velthouse (1990) have their arguments which show that empowerment is complicated and that its principle cannot be apprehended by a particular notion. Broadly, the authors try to make clear that empowerment can lead to increase intrinsic task motivation, which shows external manifestations including meaning, competence, self-

determination, and impact. Clearly, in such four perceptions reflecting an individual's direction to the work role, competence is a concept that has the similarity of meaning with Conger and Kanungo's self-efficacy.

Many researches show that empowerment can create emotions of self-efficiency among members in the organization. Kuo et al. (2010) argue that the way the job is designed as well as the employees are empowered to implement their role could lead to loyalty of employee. When focusing on service organizations, including banks, Wilson, Zeithaml, Bitner, & Gremler (2008) has found that vital goal of such organizations is satisfying the requires and preferences of their clients. The more the discretion to serve customers using prior approved procedures are given to employees, the more the employees have motivation to deliver on it (Christen et al. 2006). Accordingly, Niehoff, Enz, & Grover, 1990; Fulford & Enz, 1995 also confirm that autonomy is highly associated with job agreement while earlier studies also maintained a relationship between empowerment and employee loyalty.

In uncomplicated way, Ampofo-Boateng et al. (1997) prove that empowerment can create values for employees because employees can do their job independently without constant intervention of management. From same point, Velthouse (1990) considers empowerment as the ability of employees to employ choice. The target of empowerment is to develop individual and organizational performance and to help employees achieve their goals by authorizing employees to participate in the decision-making process. From this, the advice that Seibert et al., 2004; Jun et al. (2006) given is employers should let employees concern their own jobs. This leads them to recognize and overcome troubles related to their job. Understanding point of view of employees, Snipes et al. (2005) show that empowerment impact on attitude and happiness from job in a positive way.

The useful advice can be generated from researches of Ahire et al., 1996; Seibert et al. in the year of 2004 is that to improve individual and organizational performance as well as to help employees achieve certain individual targets, empowerment should be applied. This means that employers should allow employees join in the decision-making process, examine their own jobs, and discover and solve problem as well. A number of Human Resource Management (HRM) studies, including Koberg et al. in 1999, Laschinger et al. in 2001, Spreitzer et al. in 1997 and Seibert et al. in 2004 show that in developed countries like the United States, a progressive involvement, possitive influence, and self-government improve agreement. Thereby they contribute to higher employee satisfaction are derived from empowerment programs that employers provide to their employees.

However, there are mixed results in researches of Harrison and Hubbard in 1998 and Robert et al. in 2000 in the offshore manufacturing environment when applying employee empowerment. For instance, according to Robert et al. (2000), empowerment in the US, Mexico, Poland, and India have no significant association with Mexico employees' work-related satisfaction. On the other hand, empowerment has an important and affirmative impact on the employees' organization commitment. More fascinatingly, the situation in India is very strange. The result is that empowerment is negative associated with work satisfaction. In this circumstance, the question should be concerned is that empowerment would have an optimistic influence on Maquiladora workers' satisfaction is a net empirical question.

2.1.3.3 Management leadership

Burns (1978, p.440) established that leadership is a process rather than a series of discriminant acts. That is considered as leaders modify overflowing interrelationships of continual steps in which motivational responses are evoked and behavior.

House (1995) stated that sharing the popular perspective such as expressing vision articulately, fostering the possibility of group objectives, and giving individualized support is main approach of outstanding leadership that visionary and charismatic leadership are belonged to. Besides, followers are willing to perform beyond the minimum levels specified by the organization when effective leaders change the foundation values, beliefs, and their attitudes (Podsakoff, et al.1996, p.260).

Transformational and charismatic leadership paradigms are common perspectives in previous researches as well as it relates to performance and job satisfaction that involve leadership literature (Eisenbach, et al. 1999). From House, et al. (1991) and Pillai, et al. (1997) 's view, samples, data, field are set in different points from public to private organizations, presidents as well as different national cultures, military leaders and students.

According to Hunt, 1991; Hunter, Bedell-Avers, & Mumford, 2007, individual and organizational can be level that leadership is analyzed. They also suppose that human resources, either the top of the organization (such as the Chief Executive Officer - CEO or the general manager) or different levels of the organization affect leadership. All Prilleltensky (1999); Marschke, Preziosi, & Harrington (2009) show that leadership at individual approach is presented as linking a subject with organization by experience how effective of subjective, interpersonal and political processes facilitate or inhibit the organizational vision actualized. It is worth to comparing traits and process leadership in

different level. Northouse (2012) defined “leadership is process whereby an individual influences a group of individuals to achieve a common goal” that is considered connecting event when affecting both leader and the followers than to specific traits or characteristics of the leader. There are some demands in personally at trait level that distinguishes a leader and a non-leader. Both manager and leader have coverage as well as overlap throughout in influencing a group to meet goals of manager or planning, organizing, staffing, and controlling of leader. The process is then examined: - at an individual level, through the leader’s ability in managing and even dominating events; - at a systemic level, by reaching the goals through cooperation with others; - at an organizational level, sharing the perspective of leadership through culture, values and style imprinted in all members of the organization.(Northouse, 2012).

2.1.3.4 Teamwork

Teamwork’s advantage has been proven by many researchers. In most of companies, the team’s role in the implementation of Total Quality Management - TQM is becoming extremely widespread. According to Mabey and Salaman (1995), the most important angel of TQM is practicing supports the teamwork and cross-functional problem solving. Team plays a primary role in implementing and improving decision-making process because it can bring to more economical affects (Oakland, 1989). Team’s activity is also considered as an absolutely important factor in managing changes. In more detailed, it supports not only implement strategies but also overcome difficulties in such implementation process. Obviously, the collective power of collaboration is synergy and better than individual power.

Empirical studies of Rahman and Bullock’s (2005) which took place in manufacturing firms in Australia and New Zealand conclude that there is a significantly affirmative connection between employee morale and use of teams. By enhancing teamwork, employers contribute to increase morale of employees. Besides, creating trust, improving communication and developing inter-dependence is effectiveness of team. Martensen & Gronholdt, 2001; Eskildsen et al., 2004 point out that people interested in interacting with others. Worker relationships create dynamics within the group, which in turn affect the organization effectiveness and job satisfaction that is affect positively by teamwork. There is no doubt that teamwork which is effective can motivate employees well and even help to improve performance of employees as well as self-efficacy. In some certain, teamwork contributes to create employee satisfaction

2.2. Hypothesis development

2.2.1. Employee training

It has been demonstrated that employee training is positively correlated with employee's productivity (Choo & Bowley, 2007). Being trained, employees not only widen their knowledge but also improve their skills to have more effective job performance. In other studies, employees being trained with different training programs were found to be more satisfied with their job (Marie, 1995; Saks, 1996). In addition, through training, employees can complete their tasks well with more motivation, deeper knowledge, and greater productivity (Oosterbeek, 1998; Pate & Martin, 2000; Choo & Bowley, 2007). Some analysts (Bateman & Strasser, 1984; Bushardt & Fretwell, 1994) pointed out by employee training; employees are always kept updated with latest related information, which leads in workers' satisfaction. According to Pugh (1984), those who do not receive training often feel annoyed as well as distracted from their work, and they tend to move to another job, either. Employee training has been proved to positively influence on employee satisfaction. We thus formally hypothesize:

H1: Employee training has a positive impact on employee satisfaction.

2.2.2. Employee empowerment

Lawler (1994) concluded that employee empowerment is critical to TQM. Employee empowerment gives workers the right to solve related problems, and easily involves employees into the organization, which create more satisfaction (Ugboro & Obeng, 2000). In Stemberg's research (1992), empowered employees were found to have good response, and often behave well in all working situations. Similarly, employees are reported to get more working experience and job satisfaction through employee empowerment programs (Koberg, Boss, Semjem, & Goodman, 1999; Seibert, Silver, & Randolph, 2004). Therefore, the following hypothesis is proposed:

H2: Employee empowerment has a positive impact on employee satisfaction.

2.2.3. Management leadership

A number of previous studies have found the positive influence of management leadership on job satisfaction; in which, Hinkin and Tracey (1994) reported that management leadership is strongly correlated with employee satisfaction. There is such a connection like this since leaders or managers can provide employees with assistance. Through the support, employees can share their needs and

feelings (Church, 1995; Hallowell, Schlesinger, & Zornitsky, 1996; Netemeyer, Boles, Mckee, & Mcmurrian, 1997). In addition, according to Lytle, Hom, & Mokwa (1998), business strategies, practice, or policy is often affected by leaders' style and manner. Although the link between management leadership and employee satisfaction has been revealed by many researchers, there are some other argued the correlation does not exist (Downey, Sheridan, & Slocum, 1975; Hampton, Dubinsky, & Skinner, 1986). That is the reason why the following hypothesis is tested in the current research:

H3: Management leadership has a positive impact on employee satisfaction.

2.2.4. Teamwork

Numerous studies have attempted to explain the advantages of teamwork (Denison & Hart, 1996; Mitchell et al., 2001). The survey conducted by Griffin, Patterson, & West (2001) has shown that teamwork can generate motivation and bring job satisfaction to employees. However, an effective teamwork requires such elements as the team organization, teamwork process, and the work nature (Gladstein, 1984; Campion, Medsker, & Higgs, 1993). To put in another way, these factors form a good teamwork; therefore, job satisfaction cannot be determined if it is influenced by each of the factor. Subsequently, we thus formally hypothesize:

H4: Teamwork has a positive impact on employee satisfaction.

2.2.5. Employee satisfaction and loyalty

Silvestro (2005) reported that employee satisfaction and loyalty are very important to customer service organizations. Numerous researches demonstrate that there is a strongly positive relationship existing between employee satisfaction and employee loyalty (Brown & Peterson, 1993; Griffeth, Hom, & Gaertner, 2000; Hom & Kinicki, 2001). The studies have suggested the fact that employees are satisfied with their company leads to their loyalty. Many researchers argued the value of mediating variable or "perceived value" in their studies on satisfaction and loyalty (Babin, Lee, Kim, & Griffin, 2005; Jones, Reynolds, & Arnold, 2006); however, in the current research, we focus mainly on TQM practices and its impact on employee satisfaction and loyalty. In other words, the relationship between employee satisfaction and loyalty in government organizations is proposed in this study. We, therefore, hypothesize that:

H5: Employee satisfaction has a positive impact on employee loyalty.

2.3. Research framework

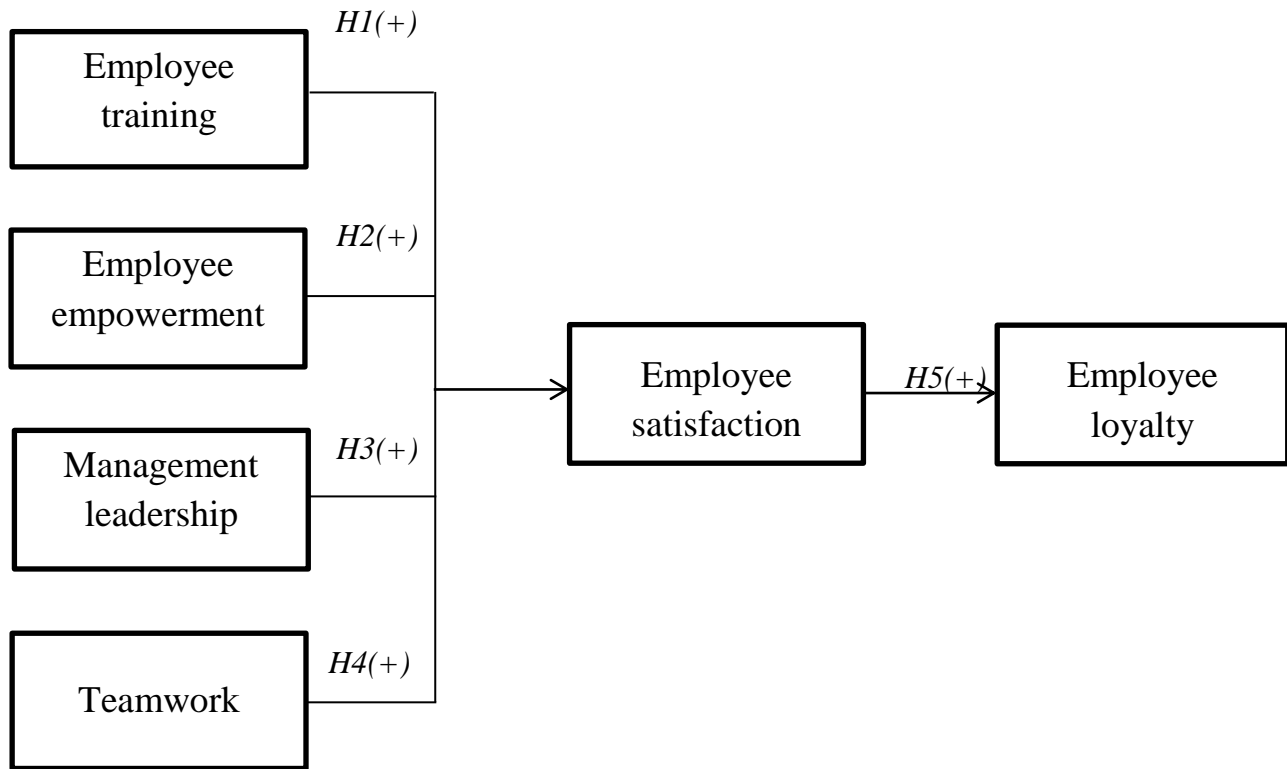


Figure 2.1: Conceptual model of the relationship between the constructs

(Adapted from (Chang , Chiu & Chen, 2010)

H1: Employee training has a positive impact on employee satisfaction.

H2: Employee empowerment has a positive impact on employee satisfaction.

H3: Management leadership has a positive impact on employee satisfaction.

H4: Teamwork has a positive impact on employee satisfaction.

H5: Employee satisfaction has a positive impact on employee loyalty.

CHAPTER 3 - RESEARCH METHODOLOGY

This chapter will introduce research methodology that is used to test the research framework developed in the previous session. It includes five sections: the first section is research process in which is the way to conduct research will be presented; the second section is measurement scales; the third section is the sampling and data collection process; the fourth section is questionnaire design; and the last one introduces the method to analyze data.

3.1. Research process

The research includes two main stages:

- Pilot study: the main purpose of pilot study is to test the questionnaire on a small sample of respondents by trying to identify and excluding potential problems. It can also help to increase the reliability and to assure the appropriateness of the data collection instrument. Based on the literature review, the draft questionnaire includes the measurement items of all the studied construct was firstly developed in English and then translated into Vietnamese in order to conduct pre-test. The pilot study of this research involved distribution of questionnaire to small group of employees (n = 10) and the feedback answers used to revision questionnaire before implementing main survey.

- Main study: was conducted by qualitative method with 450 employees working in the operation departments of the Fire Fighting and Prevention Police of Ho Chi Minh City through questionnaires. SPSS 20 and AMOS 20 were used to analyze the data and test the research model.

The research process is illustrated in Figure 3.1.

Pilot study

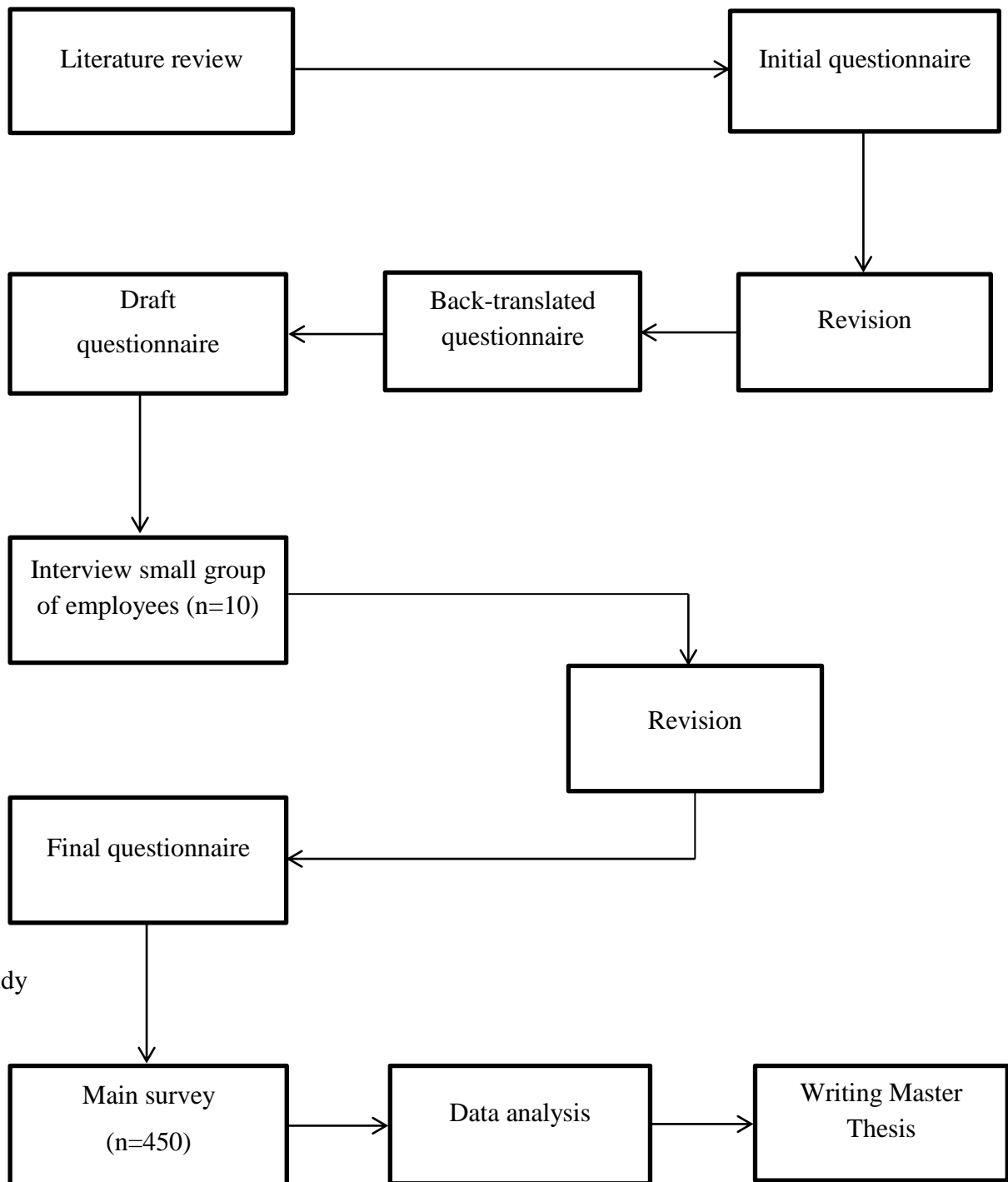


Figure 3.1: The research process

3.2. Measurement scales

All variables in the model are measured by multiple- items measurement scales. The author applied the five- point Likert scale with the response rang from “Strongly disagree = 1” to “Strongly agree = 5”.

In this study:

- Employee loyalty is measured by four-item scales developed by Davis-Blake et al. (2003);
- Employee satisfaction is evaluated by four-item scales designed by Homburg and Stock (2004, 2005);
- Employee empowerment is deduced from three- item scales developed by Spreitzer (1995);
- Employee training is measured by three- item scales adopted from Lytle et al. (1998);
- Teamwork is measured by three- item scales developed by Jun et al. (2006);
- Management leadership is measured by three- item scales culled from Lytle et al. (1998).

The list of items is summarized below:

Table 3.1: Measurement scales

No	ITEM LABEL	DECRPTION	AUTHOR
LOYALTY (LO)			
1	LO1	I am proud to be working for this organization	Davis-Blake et al. (2003)
2	LO2	I would take almost any job to keep working for this organization	
3	LO3	I would turn down another job for more pay in order to stay with this organization	
4	LO4	I find that my values and the organization's	

		values are very similar	
LEADERSHIP (LS)			
5	LS1	Management constantly communicates the importance of work	Lytle et al. (1998)
6	LS2	Management provides resources, not just "lip service" to enhance employee ability to provide excellent work	
7	LS3	Managers give personal input and leadership into creating quality work	
EMPOWERMENT (EMP)			
8	EMP1	I have significant autonomy in determining how I do my job	Spreitzer (1995)
9	EMP2	I can decide on my own how to go about doing my work	
10	EMP3	I have considerable opportunity for independence and freedom in how I do my job	
SATISFACTION (SA)			
11	SA1	Overall, I am quite satisfied with my job.	Homburg and Stock (2004, 2005)
12	SA2	I like my job.	
13	SA3	I like my job more than many employees of other companies.	
14	SA4	There are no fundamental things I dislike about my job.	

TRAINING (TR)			
15	TR1	Every employee receives personal skills training that enhances his/her ability to deliver high quality work.	Lytle et al. (1998)
16	TR2	We spend much time and effort in simulated training activities that help us provide higher levels of work	
17	TR3	During training sessions we work through exercises to identify and improve attitudes toward citizens	
TEAMWORK (TW)			
18	TW1	Teams are used extensively at this public organization	Jun et al (2006)
19	TW2	Product and service quality teams are formed for the long run	
20	TW3	I think that my teams are effective in producing quality work.	

3.3. Sample and Data Collection process

3.3.1. Sample Population

According to internal report of Personnel Division of the Fire Fighting and Prevention Police of Ho Chi Minh City, there are about 3.000 employees who are working at the Fire Fighting and Prevention Police of Ho Chi Minh City. The participants in this research are employees working in the operation departments. These employees were randomly chosen about gender, age group, education level, tenure and monthly income. The sum of samples surveyed was expected to be 450.

3.3.2. Sample size

Sample size depends on a number of aspects, such as the expectation of reliability, method of data analysis and others. In the Structural Equation Modeling (SEM) technique, Raykov and Widaman (1995) (as cited in Nguyen Dinh Tho & Nguyen Thi Mai Trang, 2011) assumed that this method requires large sample size as it bases on the large sample distribution theory.

The sample size was required to have enough quantity for the analysis. Hair et al (1998) stated that the minimum sample for appropriate use for statistical analysis is equal to or greater than 5 times of independent variables, but not less than 100, thus: $n > 100$ and $n = 5k$ (where k is the number of items).

This study has 20 variables so the minimum sample size is $5 \times 20 = 100$ samples.

Based on the actual collection data, the quantity of available respondents from the questionnaire survey estimated 450, so that samples met the requirements above.

3.3.3. Sampling frame and sampling method

The sample was collected from the employees working in the operation departments at the Fire Fighting and Prevention Police of Ho Chi Minh City. The data collection was conducted by the survey questionnaire. In fact, 450 surveys were sent to employees. And there were 425 responses in which 25 were not valid because respondent did not finish of mandatory questions or they filled in the same option for all questions. As a result, 400 valid answers could be used to analyze, means that validity rate was 93%. The data collection was carried out from 14th to 31st December, 2015.

3.4. Questionnaire design

The questionnaire was designed to allow the researcher to collect the relevant information to test proposed model. Twenty questions were incorporated into the questionnaire for the purpose of this study.

The questionnaire contained two parts:

Part I: Demographic profile is in this part: That data help the author understand about their interviewee and know deeply research objective. That data also help the author in SPSS regression to deeply research the factors influencing the employee's gender, age, education, tenure and income.

Part II: Main questions: this part is based on designed Likert scales: that part shows the attitude and action of employee about their organization such as loyalty, leadership, empowerment, satisfaction, training and teamwork.

All references are English but interviewees are Vietnamese so it is necessary to translate the reference questionnaire from English into Vietnamese. To avoid misunderstanding or unclear meaning, the Vietnamese version questionnaire (that just translated from English) should be translated into English again by other person to ensure similar meaning with the original questionnaire.

3.5. Data analysis methods

Total 400 responses were used for data analysis. Amos software version 20 was used to test the model. In the first part, Cronbach's alpha tested the reliability for each measurement component separately. Considering the convergent and discriminated validity, the inappropriate items would be removed if necessary. In second part, the author ran Amos 20 for CFA and SEM with purpose of enhancing the value of the model. The CFA results would indicate the model fit if CMIN/DF was less than 3 with p-value larger than 5%, GFI, RFI, and CFI were larger than 0.9, and RMSEA was smaller than 10%. Based on composite reliability (CR), the author evaluated the measurement scale's reliability and used average variance extracted (AVE) to conclude the convergent validity and the correlation between items (r) to identify the discriminated validity. Then structural equation modeling (SEM) was used to test the hypothesized model and was applied to estimate path coefficients for each proposed relationship in the structural model.

3.6. Implementation plan

After the research proposal was approved, the pilot study started in November 2015 and the master thesis will be accomplished in March 2016. The detail time schedule is shown as follows:

Activity	Year 2015		Year 2016			
	Nov	Dec	Jan	Feb	Mar	April
Pilot study						
Survey						
Data analysis						
Master thesis preparation and presentation						
Thesis submission						

Table 3.2: The research time table

CHAPTER 4 – DATA ANALYSIS

This chapter presents the findings of the data analysis through the steps of Cronbach's alpha test, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), theoretical model test by using Structural equation modeling (SEM). Consequently, this chapter includes four sections: respondents' demographic, descriptive analysis, Confirmatory factor analysis (CFA) and Structural equation modeling (SEM).

4.1. General introduction and context of Fire Fighting and Prevention Police of Ho Chi Minh City

4.1.1. History of Fire Fighting and Prevention Police of Ho Chi Minh City

4.1.1.1. Some characteristics of Fire Fighting Department before Liberation Day

In 1930, the French colony established the Fire Fighting teams of Saigon, Cholon, such as, one team in Phu Lam and one team in Binh Dong. Then merged into the Department of Fire Fighting Saigon - Cholon. At that time, Department of Fire Fighting Saigon - Cholon has 12 fire engines, one ladder truck, one pump truck with large capacity 300m³ / h and 3 jeeps which used to command and 220 firefighters.

During the period of resistance, Fire Fighting Department of Saigon belongs the city hall of the Government of Republic Vietnam. Under the Department is the Fire Fighting teams in districts: Center camp, District 4, District 6, District 8 and Gia Dinh, the control Unit, the combat training Unit, the logistic Unit, information team, technical equipment team and the emergency team.

On 12th May, 1975, Fire Fighting Department of Saigon officially handed over to the liberation forces. Handover ceremony was held solemnly at 258 Tran Hung Dao. Fire Fighting teams were formed including: Fire Fighting team of Center; Fire Fighting team of District 4; Fire Fighting team of District 8; Fire Fighting team of Gia Dinh. At the same time, the establishment of regional Fire Fighting teams: Fire Fighting team of District 3; Fire Fighting team of Thu Duc; Fire Fighting team of District 11; Fire Fighting team of Saigon Port; Fire Fighting team of Nha Be.

After some time, Fire Fighting and prevention Department of Ho Chi Minh City (PC23) was set up. This Department had functions and duties such as: campaigning building movements masses firefighting and prevention when having fire occurs; participate in maintaining political security and

social order and safety on the territory of the City. When the Department newly formed having technical inspection team about firefighting safety; advisory unit; political unit, logistic unit, technical equipment team, Fire Fighting team of Center, Fire Fighting team of District 4; Fire Fighting team of District 6; Fire Fighting team of Gia Dinh; Nha Be; Thu Duc. From 1977 to 1985, respectively established units: Fire Fighting team of District 3; Fire Fighting team on the river, Saigon port; Fire Fighting team of District 11; School of fire prevention; Enterprise 4/10.

4.1.1.2. Establishment of Fire Fighting and Prevention Police of Ho Chi Minh City

Ho Chi Minh City is the biggest economic, cultural and service center of Vietnam with an area of over 2000km², is divided into 24 districts with about 9 million people. There are numerous industrial zones, export processing zones, airports, ports, high buildings. Ho Chi Minh City is a dynamic city with a high rate of economic development, rapid urbanization rate.

Before the actual requirements and to strengthen the management of the State for firefighting and prevention in Ho Chi Minh City, dated 15 May, 2006 the Prime Minister issued Decision No. 719 / QD-TTg on the establishment Fire Fighting and Prevention Police of Ho Chi Minh City directly under the Ministry of Public security.

4.1.2. Organization Apparatus of Fire Fighting and Prevention Police of Ho Chi Minh City

Organization Apparatus of Fire Fighting and Prevention Police of Ho Chi Minh City as follows:

First of all, Directorate has 06 people in which 01 director and 05 deputy directors.

Furthermore, 13 operation departments, including: Advise Department; Guiding and directing about fire prevention Department; Guiding and directing about Fire Fighting Department; Inspector of Fire Fighting and Prevention Police of Ho Chi Minh City; Organization and Personnel Department; Logistics and Technical Equipping Department; Training center on fire fighting, prevention and rescue, salvage; Department of Fire Fighting and Prevention Police on river; Political Work Department; Rescue and Salvage Department; Department of Legal and Investigation, handling about fire, explosions; Party work and mass organizations Department; and Device center 4/10.

Moreover, 18 firefighting units in various districts in the city, as follows: Fire Fighting and Prevention Police District 1; Fire Fighting and Prevention Police District 2; Fire Fighting and Prevention Police District 3; Fire Fighting and Prevention Police District 4; Fire Fighting and

Prevention Police District 6; Fire Fighting and Prevention Police District 7; Fire Fighting and Prevention Police District 8; Fire Fighting and Prevention Police District 9; Fire Fighting and Prevention Police District 11; Fire Fighting and Prevention Police District 12; Fire Fighting and Prevention Police Binh Thanh District; Fire Fighting and Prevention Police Go Vap District; Fire Fighting and Prevention Police Binh Tan District; Fire Fighting and Prevention Police Tan Phu District; Fire Fighting and Prevention Police Cu Chi District; Fire Fighting and Prevention Police Can Gio District; Fire Fighting and Prevention Police Nha Be District; and Fire Fighting and Prevention Police Binh Chanh District (Organizational diagram, 2014).

Each department or unit has separate function, tasks and they have responsibilities advising the Directorate in performing the State management on fire prevention and fighting.

According to Article 43 - Fire Fighting and Prevention Law, firefighting and prevention forces are the core force in firefighting and prevention activity of the whole people including: Firstly, civil defense forces. Secondly, facility firefighting and prevention forces. Also, majors firefighting and prevention forces that are organized and operate in accordance with the regulation of law. In addition, firefighting and prevention police forces.

4.1.3. The functions, tasks and powers of Fire Fighting and Prevention Police of Ho Chi Minh City

Fire Fighting and Prevention Police of Ho Chi Minh City has the responsibility to advise the Minister of Ministry of Public Security, Communist Party of Vietnam in Ho Chi Minh City, People's Committee of Ho Chi Minh City on ensuring safety fire prevention and fighting; State management about fire prevention and fighting in the city; Direct implementation of the fire prevention and firefighting, and rescue work in fire and in other cases prescribed by law; participate in the protection of national security, maintain order and social safety in the city; organization building Fire Fighting and Prevention Police forces of Ho Chi Minh City revolution, regular, astute and gradually modernized (Functions of Department, 2011).

4.2. Descriptive statistics

4.2.1. Sample description

In the purpose of providing the general information of respondents, the SPSS – Statistical Package for the Social Sciences was employed to analyze the collected data. The results of a descriptive statistic of data are shown in the following figures.

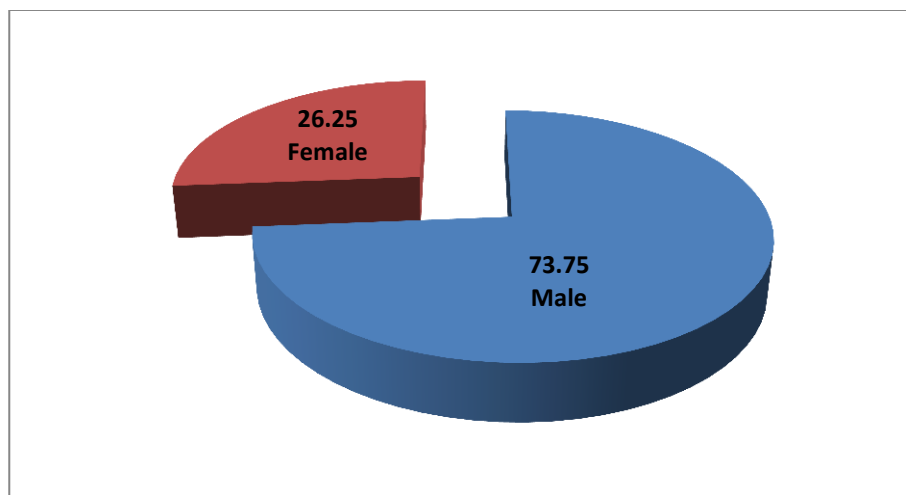


Figure 4.1: Gender of respondents

In specific, the gender was reported with 26.2 (58%) female and 73.8 (42%) male.

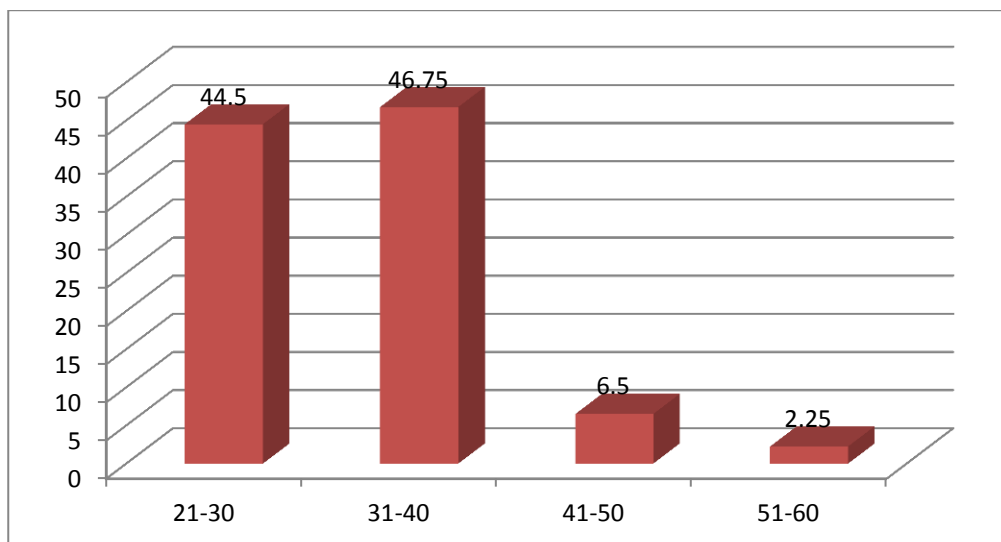


Figure 4.2: Age group of respondents

The age group was 44.5%, 46.75%, 6.5%, and 2.25 for 21-30; 31-40; 41-50 and 51-60, respectively.

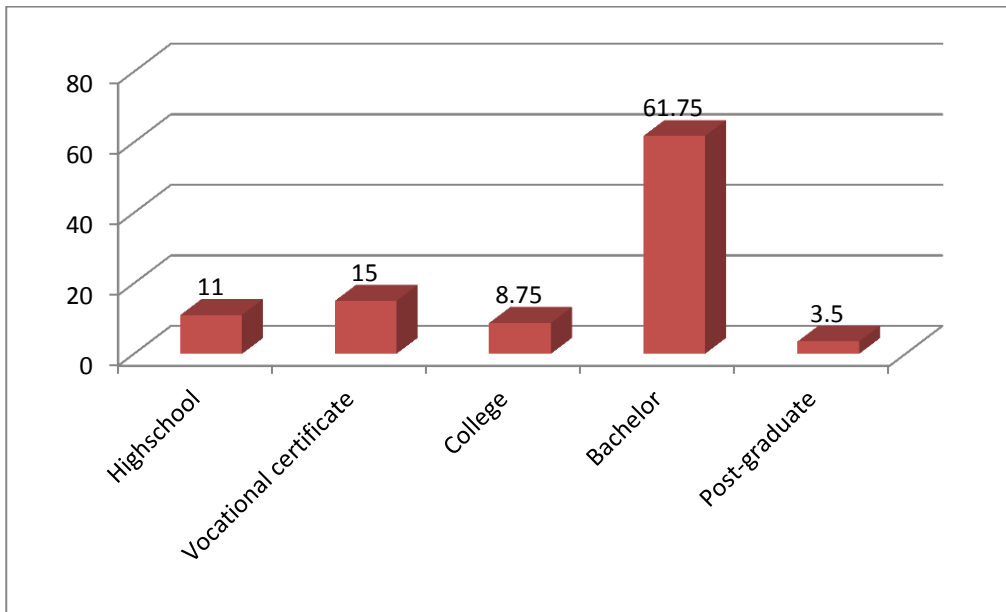


Figure 4.3: Education level of respondents

Most respondents had good education level. More than half of the respondents had the Bachelor degree, reaching 61.8% of total sample. Respondents with High school degree, vocational degree, college and Postgraduate accounted for 11%, 15%, 8.8% and 3.5% in that order.

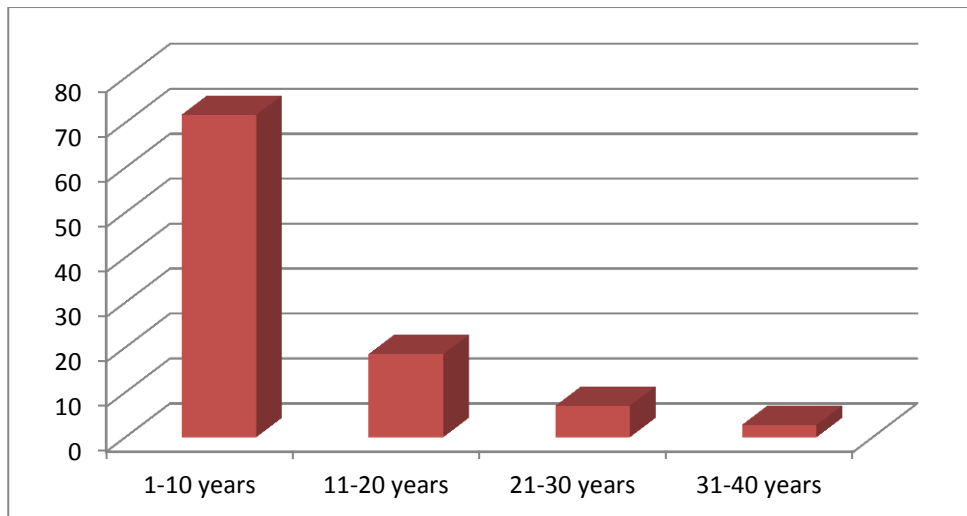


Figure 4.4: Organizational tenure of respondents

In terms of organizational tenure, 1- 10 years had the largest percentage with 71.8%; where 11- 20 year percentage was 18.5%. The next was from 21 to 30 years with 7%, and 31-40 with 2.8%.

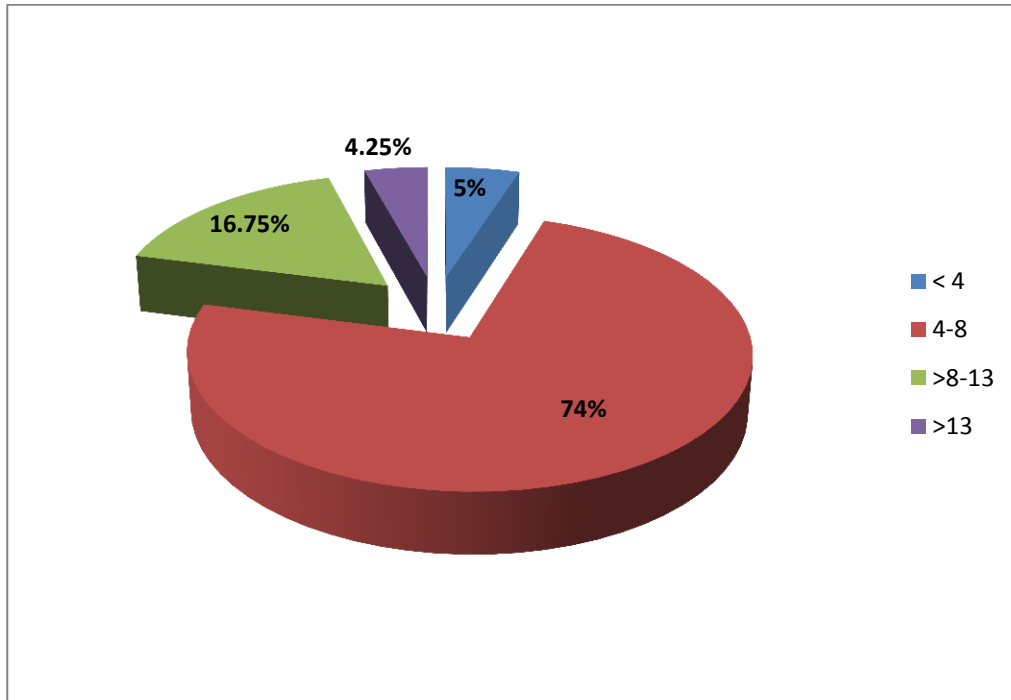


Figure 4.5: Monthly income of respondents

Income per month was investigated within four groups. Most respondents came from an income group of 4-8 million VND per month (74%). In the second place, group of from 08 to 13 million VND seized 16.8% of respondents. The next is below 4 million VND with 5%. The last portion with the lowest percentages (4.2%) was the respondents with the income fluctuated from 13 million VND per month.

4.2.2. Descriptive analysis

4.2.2.1. Employee training

Employee training is defined through 3 items. These items are demonstrated clearly in Table 4.1.

Table 4.1: Descriptive statistic for Employee training

No.	Training (TR)	Frequencies (Number of respondents and percent rate among total)					Mean	Std. Deviation
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
1	TR1	15	31	74	208	72	3.73	0.97
		3.8%	7.8%	18.5%	52.0%	18.0%		
2	TR2	3	18	62	223	94	3.97	0.799
		0.8%	4.5%	15.5%	55.8%	23.5%		
3	TR3	7	22	82	207	82	3.84	0.873
		1.8%	5.5%	20.5%	51.8%	20.5%		

The first item is the personal skills that employees receive through training. 70% is the rate of respondents who assent with this positive statement. There are 79.3% of respondents said that they have spent much time and effort in simulated training activities that help them provide higher levels of work. With the mean value of this item equal 3.97, the highest score of this group, we can see that the managers this organization implemented the training activities quite successfully.

4.2.2.2. Employee empowerment

The second factor that affects to employee satisfaction, employee empowerment is determined by 3 items as Table 4.2.

Table 4.2: Descriptive statistic for Employee empowerment

No.	Empowerment (EMP)	Frequencies (Number of respondents and percent rate among total)					Mean	Std. Deviation
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
1	EMP1	5	34	92	193	76	3.75	0.902
		1.2%	8.5%	23.0%	48.2%	19.0%		
2	EMP2	5	23	86	221	65	3.80	0.824
		1.2%	5.8%	21.5%	55.2%	16.2%		
3	EMP3	4	44	110	195	47	3.59	0.871
		1.0%	11.0%	27.5%	48.8%	11.8%		

The result reveals that 71.4% of respondents affirm that they can decide on their own how to go about doing their work. There are 67.2% of them agree that they have significant autonomy in determining how they do their job. Table 4.2 above also shows that 48.8% of respondents agree and 11.8% of them strongly agree that they have considerable opportunity for independence and freedom in how they do their job. The rates are not very high, just at acceptable ratio.

4.2.2.3. Management leadership

As mentioned in Chapter 3, factor Leadership is measured by 3 items. Detailed results are shown in Table 4.3.

Table 4.3: Descriptive statistic for Leadership

No.	Leadership (LS)	Frequencies (Number of respondents and percent rate among total)					Mean	Std. Deviation
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
1	LS1	4	9	51	236	100	4.05	0.746
		1.0%	2.2%	12.8%	59.0%	25.0%		
2	LS2	3	18	70	210	99	3.96	0.819
		0.8%	4.5%	17.5%	52.5%	24.8%		
3	LS3	1	13	68	222	96	4.00	0.751
		0.2%	3.2%	17.0%	55.5%	24.0%		

In term of management leadership, most of respondents agreed that communicating the importance of work is the most important factor in this group with the highest mean value of 4.05. Looking at the high point of disagreement (5.2%) it is somehow saying that the factor of the role of management is not perceived by most of respondents. There were 79.5% of total respondents said that

the role manager and leadership are one of the important factors to them when evaluating management leadership.

4.2.2.4. Teamwork

As mentioned above, the Teamwork is measured by 3 items. Detail results are shown in Table 4.4. The mean value of this group is quite low compared with other factors, from 3.62 to 3.88. It can be seen that the respondents have not completely agreed about the factor yet. The percentage of respondents agrees and strongly agrees that *Product and service quality teams are formed for the long run and their teams are effective in producing quality work* are comparatively high, approximately 76% with mean value of 3.88. Meanwhile only 64% of respondents agree that *Teams are used extensively at this public organization* making the mean value is lowest among three items of this factor (mean = 3.62).

Table 4.4: Descriptive statistic for Teamwork

No.	Teamwork (TW)	Frequencies (Number of respondents and percent rate among total)					Mean	Std. Deviation
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
1	TW1	10	46	88	199	57	3.62	0.951
		2.5%	11.5%	22.0%	49.8%	14.2%		
2	TW2	3	22	70	230	75	3.88	0.798
		0.8%	5.5%	17.5%	57.5%	18.8%		
3	TW3	2	23	76	220	79	3.88	0.806
		0.5%	5.8%	19.0%	55.0%	19.8%		

4.2.2.5. Employee satisfaction

Table 4.5 shows that the factor “*Employee satisfaction*” comprises of four observed variables while three mean values are between 3 and 4 and another is over 4. Although the percentage of respondents agree and strongly agree that they satisfied with their job are highest (over 81%), the highest mean value (mean = 4.01) belongs to the statement “I like my job”. Only more than half of total respondents (53%) agree and strongly agree that “There are no fundamental things I dislike about my job” making the lowest mean value of this group (mean = 3.49).

Table 4.5: Descriptive statistic for Employee satisfaction

No.	Satisfaction (SA)	Frequencies (Number of respondents and percent rate among total)					Mean	Std. Deviation
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
1	SA1	5	16	54	238	87	3.96	0.791
		1.2%	4.0%	13.5%	59.5%	21.8%		
2	SA2	3	14	63	216	104	4.01	0.791
		0.8%	3.5%	15.8%	54.0%	26.0%		
3	SA3	6	21	124	169	80	3.74	0.888
		1.5%	5.2%	31.0%	42.2%	20.0%		
4	SA4	16	56	116	142	70	3.49	1.06
		4.0%	14.0%	29.0%	35.5%	17.5%		

4.2.2.6. Employee loyalty

The descriptive statistic of factor “Employee loyalty” involving four observed variables is presented in Table 4.6 with high mean value, ranging from 3.85 to 4.29. It means that the respondents significantly agreed the factor. Generally, the percentage of respondents agrees and strongly agrees these observed variables are high *between 73% and 89%*. The percentage of respondent agrees and strongly agrees that “they are proud to be working for their organization” are highest, around 89.2% with mean value of 4.29 while 80.7% of respondents agree and strongly agree that “I find that my values and the organization's values are very similar” with mean value is 4.04. By contrast the figure for the statement of “I would turn down another job for more pay in order to stay with this organization” is lowest at 73% with mean value of 3.85.

Table 4.6: Descriptive statistic for Employee loyalty

No.	Loyalty (LO)	Frequencies (Number of respondents and percent rate among total)					Mean	Std. Deviation
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
1	LO1	10	2	31	176	181	4.29	0.832
		2.5%	0.5%	7.8%	44.0%	45.2%		
2	LO2	7	18	59	208	108	3.98	0.87
		1.8%	4.5%	14.8%	52.0%	27.0%		
3	LO3	15	22	71	193	99	3.85	0.981
		3.8%	5.5%	17.8%	48.2%	24.8%		
4	LO4	4	16	57	205	118	4.04	0.829
		1.0%	4.0%	14.2%	51.2%	29.5%		

4.3. Confirmatory factor analysis (CFA)

AMOS 20 ran for CFA with purpose of testing the reliability and validity of measurement model. The CFA results indicated the model fit if CMIN/df was less than 3 with p-value larger than 5 percent. The goodness of fit index (GFI) was a measure of fit between the

hypothesized model and the observed covariance matrix. The GFI ranged between 0 and 1, with a cutoff value of 0.9 generally indicating acceptable model fit. The comparative fit index (CFI) analyzed the model fit by examining the discrepancy between the data and the hypothesized model, while adjusting the issues of sample size in the chi-squared test of model fit, and the normed fit index. The non-normed fit index (NNFI; also known as the Tucker-Lewis index-TLI) resolved some of the issues of negative bias, though NNFI values may sometimes fall beyond the 0 to 1 range. Values for both the NFI and NNFI should range between 0 and 1, with a cutoff of 0.95 or greater, indicating a good model fit. A CFI value of 0.90 or larger was generally considered to indicate acceptable model fit. The root mean square error of approximation (RMSEA) avoided issues of sample size by analyzing the discrepancy between the hypothesized model, with optimally chosen parameter estimates, and the population covariance matrix. A value of 0.06 or less was indicated an acceptable model fit. Based on composite reliability (CR), the author evaluated the measurement scale's reliability. According to CFA results, average variance extracted (AVE) was used to conclude the convergent validity and correlation between items (r) was used to identify the discriminant validity. Then, structural equation modeling (SEM) tested the hypothesized model and estimated path coefficients for each proposed relationship in the structural model. As we mentioned above, six measurement scales, which were sufficient for convergent and discriminant validity, were analyzed by the Confirmatory factor analysis before the hypothesized model was tested by SEM. The order constructs were Employee training, Employee empowerment, Management leadership, Teamwork, Satisfaction and Loyalty.

For six constructs, the author tested the reliability and convergent validity by calculating item reliability, composite reliability (CR) and averaged variance extracted (AVE). Item reliability was evaluated by the size of the loadings of the measurement. The loading should be above 0.5, indicating each measure is making up 50 per cent or more of the variance. All items were satisfied the loadings (>0.5), except for LO3 with regression weight is 0.454. This item thus was eliminated for further analysis. Composite reliability (CR) of Employee training, Employee empowerment, Management leadership, Teamwork, Satisfaction and Loyalty were larger than 0.7. To complete the analysis, the AVE was computed, in which

the minimum suggested value is 0.5. As shown in Table 4.2 all the constructs have an AVE score above 0.50. Thus, the result implied the measurement was good. Discriminant validity was assessed using correlation between constructs (r) in the model. Correlation between constructs in combination with standard error in table 4.3 indicated all of them are different from 1. The criteria for discriminant validity were considered satisfied.

According to the above results, the reliability and validity in this study are acceptable.

Table 4.7: Convergent and discriminant validity of the model constructs

Constructs	Indicator	Standardized loadings	Criteria (CR, AVE)
Employee satisfaction (SA)	SA1	0.705	Cronbach's $\alpha = 0.732$
	SA2	0.737	CR = 0.789
	SA3	0.636	AVE= 0.5
	SA4	0.696	
Employee loyalty (LO)	LO1	0.689	Cronbach's $\alpha = 0.739$
	LO2	0.762	CR = 0.776
	LO3	Eliminated	AVE= 0.536
	LO4	0.731	
Management leadership (LS)	LS1	0.724	Cronbach's $\alpha = 0.807$
	LS2	0.752	CR = 0.806
	LS3	0.810	AVE= 0.582
Employee empowerment (EMP)	EMP1	0.697	Cronbach's $\alpha = 0.732$
	EMP2	0.727	CR = 0.733

	EMP3	0.651	AVE= 0.5
Employee training (TR)	TR1	0.641	Cronbach's $\alpha = 0.741$
	TR2	0.718	CR = 0.748
	TR3	0.755	AVE= 0.5
Teamwork (TW)	TW1	0.641	Cronbach's $\alpha = 0.773$
	TW2	0.655	CR = 0.784
	TW3	0.775	AVE= 0.548

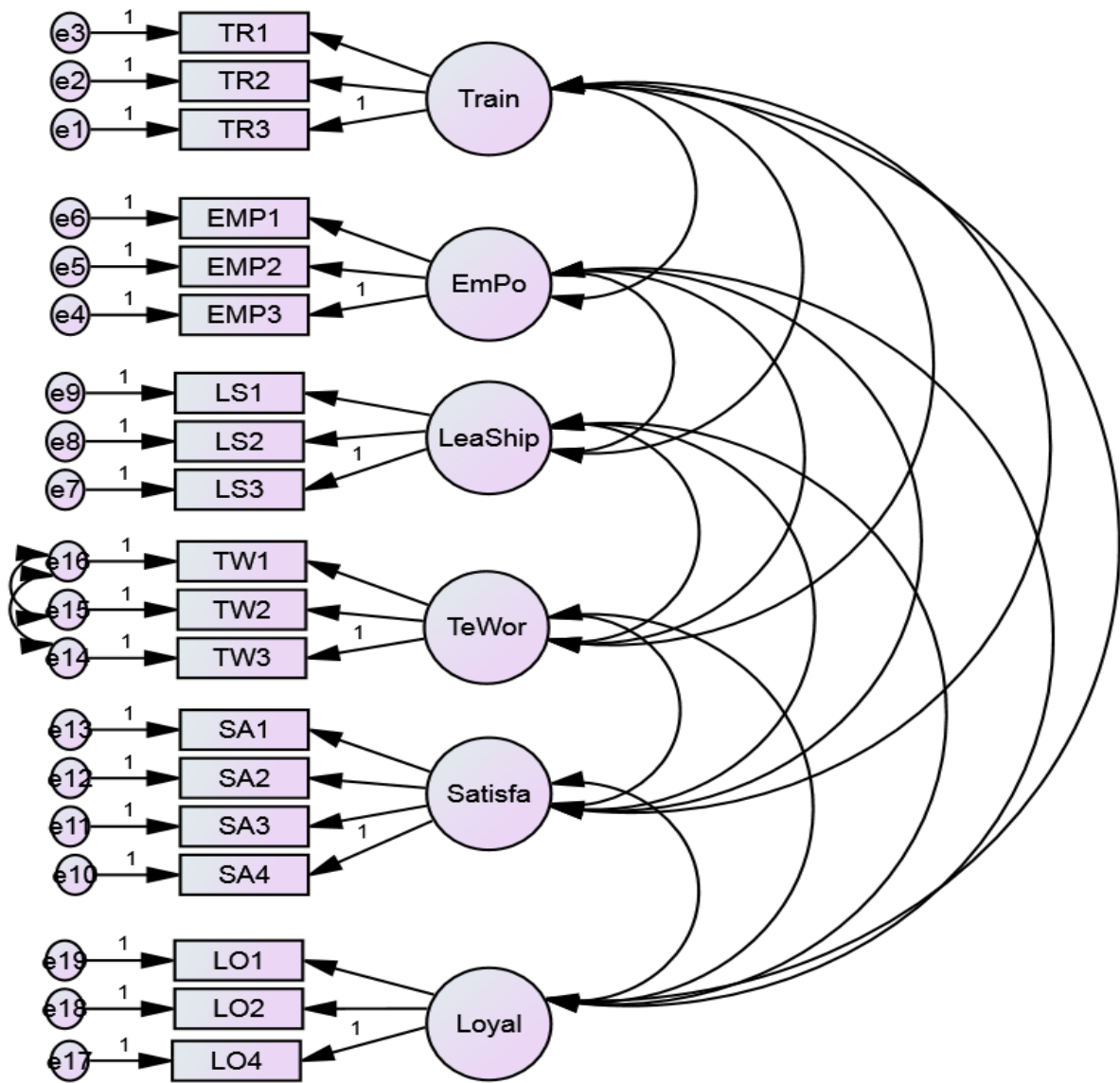
Table 4.8: Correlation between constructs (r)

			Estimate
Train	<-->	EmPo	.605
Train	<-->	LeaShip	.687
Train	<-->	Satisfa	.749
Train	<-->	TeWor	.877
Loyal	<-->	Train	.652
EmPo	<-->	LeaShip	.584
EmPo	<-->	Satisfa	.701
EmPo	<-->	TeWor	.569
Loyal	<-->	EmPo	.497

			Estimate
LeaShip	<-->	Satisfa	.605
LeaShip	<-->	TeWor	.628
Loyal	<-->	LeaShip	.576
Satisfa	<-->	TeWor	.716
Loyal	<-->	Satisfa	.744
Loyal	<-->	TeWor	.553

After removing item due to factor loading lower than 0.5, the rest of all the observed items which were significant and substantial (>0.50) were run as a whole for the final measurement model. The final measurement model had a good fit to the data: Chi-square = 252.335; df = 153; Chi-square/df = 1.869; P = .000; GFI = 0.936; CFI = 0.962; RMSEA = 0.047, PCLOSE = 0.722

Overall, the measurement model results supported for convergent and discriminant validities of the measures used in this research.



$\chi^2_{(153)} = 252.335$ ($p = .000$); CMIN/df = 1.869; GFI = 0.936; CFI = 0.962; RMSEA = 0.047

Figure 4.6: Final measurement model

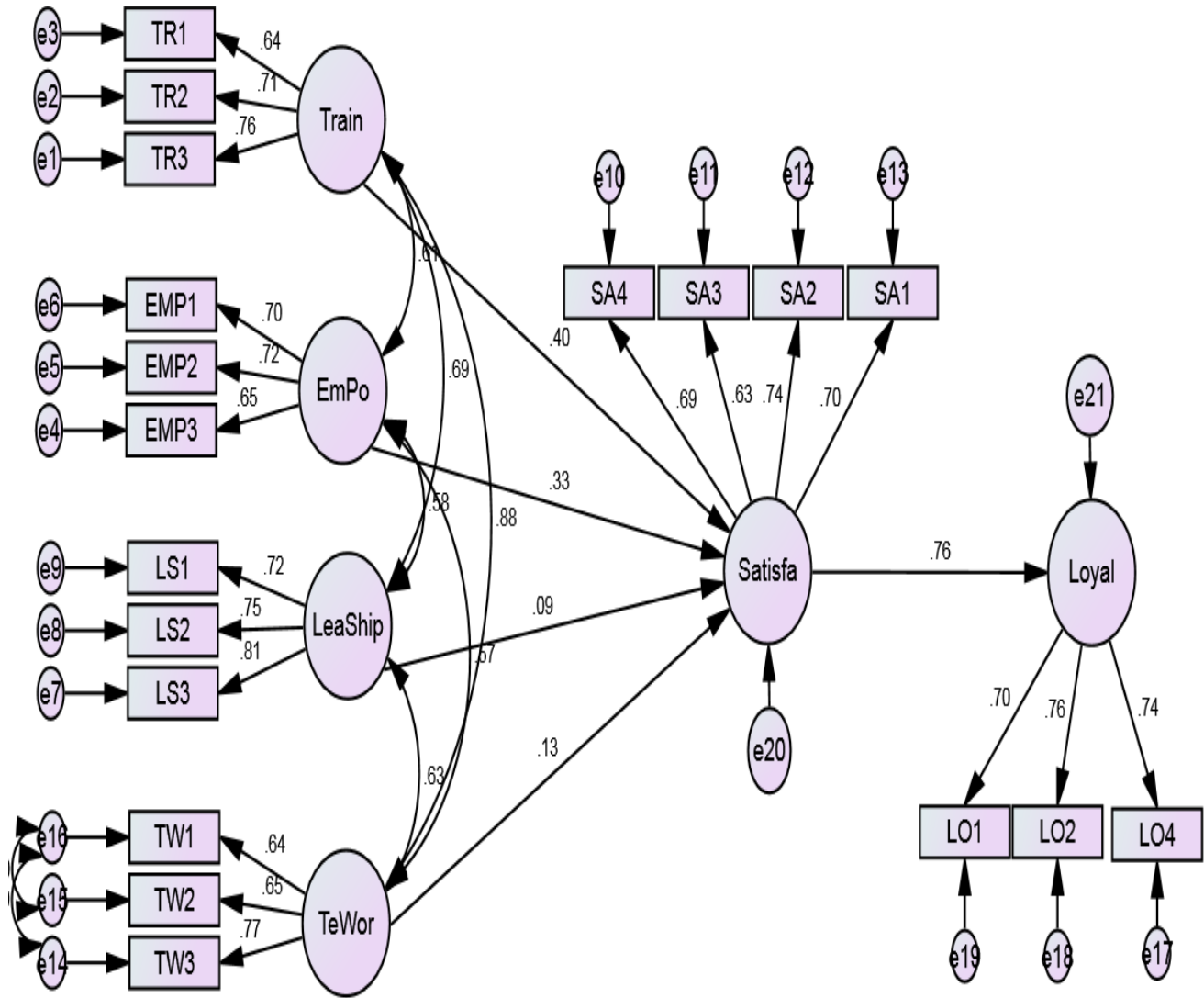
4.4. Structural equation modeling (SEM)

The structural equation modeling results indicated that the theoretical model had a fit to the data: $\chi^2_{[139]} = 264.495$; $P = .000$; $CMIN/df = 1.903$; $GFI = 0.932$; $CFI = 0.959$; $RMSEA = 0.048$. $PCLOSE = 0.667$. The result supported three hypotheses, including H1, H2, and H5 with the regression weight values were positive and significant ($p < 0.05$). H3 and H4 were not supported. The unstandardized estimates are presented in Table 4.4, and the standardized estimates are in Figure 4.2.

Table 4.9: Unstandardized structural paths

	Hypotheses structural paths	Testing result	Est.(se)	p-value
H1	Employee training has a positive impacted on employee satisfaction.	Supported	0.439(0.202)	0.029
H2	Employee empowerment has a positive impacted on employee satisfaction.	Supported	0.425(0.096)	***
H3	Management leadership has a positive impacted on employee satisfaction.	Not supported	0.106(0.090)	0.240
H4	Teamwork has a positive impacted on employee satisfaction.	Not supported	0.151(0.194)	0.434
H5	Employee satisfaction has a positive impacted on employee loyalty.	Supported	0.639(0.061)	***

Notes: *** $p < 0.001$; Est. (se): Estimate (standard error)



$\chi^2_{[139]} = 264.495$; $P = .000$; $CMIN/df = 1.903$; $GFI = 0.932$; $CFI = 0.959$; $RMSEA = 0.048$. $PCLOSE = 0.667$.

Figure 4.7: Structural results (standardized estimates)

As result of study, figure 4.8 is final research model

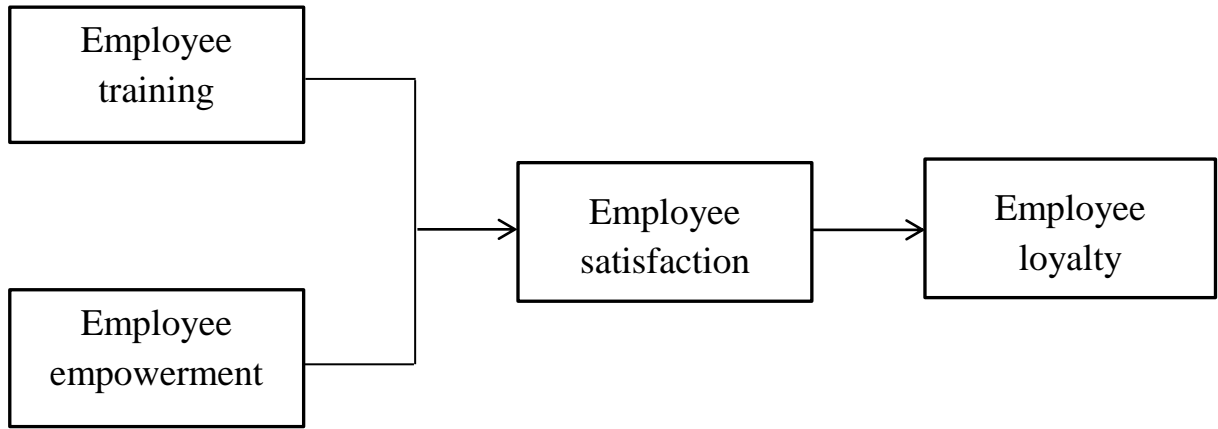


Figure 4.8: Final research model

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

This part discusses about the research results and proposes the suggestions. Present findings are compared to some empirical findings of previous findings. Moreover, in this chapter, drawbacks of the study and recommendations for further research are presented.

5.1 Discussions and implications of the research

The overall objective of the research is to identify the important elements of the employees' agreement as well as the influence of agreement of employees on employees' loyalty in the Fire Fighting and Prevention Police of Ho Chi Minh city in Vietnam. There are four core elements named employee training, employee empowerment, management leadership, and teamwork impact on satisfaction of employees in public organizations.

In this study, employee empowerment was found to be the most influent element on satisfaction. Many researches indicated that empowerment could help increase intrinsic task motivation among employees. Besides improving self-determination, empowerment can lead to individual's orientation to the one's work role. This means that external manifestations of empowerment are competence. Empowerment can create emotions of self-efficiency among members in the organization. In other words, this can make employees feel appreciated.

In the research, 71.4% of employees have answered "agree" and "strongly agree" for the survey questions "I can decide on my own how to go about doing my work". Niehoff, Enz, & Grover (1990) and Fulford & Enz (1995) also confirm that autonomy is highly associated with job agreement while earlier studies also maintained a relationship between empowerment and employee loyalty. This also proves that staff has a tendency to interest in empowerment. Understandably, by empowerment, employees can find own values because they feel a responsibility in the assigned work. As a consequently, the more the proud of employees increases, the more the loyalty of employees are.

A suggestion for public organizations in general, Fire Fighting and Prevention Police of Ho Chi Minh City in particular is managers should consider empowerment as the critical factor. Traditional structure of the organization should be changed to push the management and empowerment via taking part in making decision and paying attention to techniques of empowerment in order to help leaders not only understand but also apply such method in their management.

Training was found to be the next factor that employer should be concerned to create employee satisfaction in the organization. There is no doubt that training has also a significant effect on agreement of employees. Synthesis from researches of Marie (1995) and Saks (1996) indicate that self-regulatory training can create job satisfaction level, which is higher than no training.

Martensen and Gronholdt (2001) also prove that competency of employees which develop through various training programs has a remarkable influence on employees' agreement in Danish organizations. Training, totally, can help to broaden employees' knowledge as well as skills in the job. Thus, it can contribute to achieve individual growth and development. Futher, Birdi, Clegg, Patterson, & Robinson (2008) also show that many organizations consider training as a vital role in the overall competitiveness of organizations. Moreover, training is also a main foundation of competitive advantage. As a consequently, this can lead to job agreement and stimulate loyalty of employees.

According to the survey results, agreement on training including strongly agree, agree, neutral is so high that are 70%, 79.3% and 72.3% respectively. This result continues to confirm the authenticity of the previous studies and viability contributes on promoting training in the organization as well. The more the employees feel satisfied, the more the job performance improves. The result is completely consistent with study of Teagarden et al. (1992), Burke (1995) and Saks (1996) Martensen and Gronholdt (2001). In case applying an appropriate training system, the organizations find fewer faults of production, productivity increase, turnover decreases, and safety improvement. These benefits are remarkable to the organizations. In addition, training as well as education can create ability to enhance environment of learning. Therefore, innovation and organizational culture may improve. Parallel to determine cautiously the needs of employees in training, managers should consider context of the organization in different stages to create quality awareness of employees. Indisputably, training creates positive effects for organizations, especially increasing loyalty of employees by employees' satisfaction.

These findings provide several implications for leaders in public sectors. Employers are advised to create a working environment so that employees feel being supported by their managers. In addition, it is essential to offer opportunities to train and develop themselves as well as create a clear career path of staffs. The outcome of this research also indicates that satisfaction of employees had a significantly positive impact on employees' fidelity. This result is also perfectly consistent with the study of Brown & Peterson (1993); Griffeth, Hom, & Gaertner (2000); Hom & Kinicki (2001). Satisfaction can

contribute to create loyalty to the organization, loving to the job, sticking among colleagues and optimism about the development of the organization. This means that it can help connect employees to the organization's goal and striving for that goal. When employees satisfied their job, the leaders will know the demands of employee to apply consistent personnel policy; know the point of view of staff about the activities of the organization; assess the deciding factor to employee engagement; improve the existing problems in activities, personnel policies, labor relations, etc. Based on the development of science and technology, especially in the situation that the economy switched toward knowledge-based development, the human resources become a prominent competitive element of the organizations.

Implication of this finding is that it is essential to implement strategies about recruitment, planning, appointment and training cadres, job result assessment, pay system, bonuses. However, in order to attract and maintain high-quality human resources, public organizations should create suitable incentives policies to enhance the employee satisfaction levels.

The remarkable thing is worthy to be mentioned is that while the initial research model developed from the literature suggested that management leadership and teamwork had positive impacts on employee satisfaction, the data analysis dramatically shows the opposite result. The first unexpected result is that the positive link between management leadership and employee satisfaction was not supported in this research. This outcome is not consistent with researches of Hinkin and Tracey (1994). Theoretically, management is considered as the relationship between superiors and subordinates including the support of the leadership, leadership style and the ability of the leader to enhance employee ability and create quality work. Due to the characteristic of the police force in general and fire police in particular is absolute obedience to the orders of their superior while performing work. The mission, whom superiors assign, must implement, subordinates have no right to refuse or repudiation. This leadership style calls exclusive style.

Firefighting police forces are the professional armed forces, which require high obedience and the absolute observance. This stems from the intrinsic demands of the job. This is also characteristic of the study sample. The characteristic can be identified by culture of Vietnam. In other words, the difference in education, which oriented Vietnamese compliance and observance. In the Vietnamese culture, polemics hardly encourage and even it can fiercely be criticized. This is proven by the House, et al. (1991) and Pillai, et al. (1997)'s view. The research covered in this study is completely different from the points made from findings based on research at the European and Western countries where

there are cultures open. In Western countries, democratic style of leadership, which encourages people give ideas on all stages of implementation of organizational goals, is recommended. Thus, researching the issue in Vietnam environment, the inappropriate results can be accepted because of such cultural factor.

Analytical results have proved that the characteristic of management leadership in the organization cannot bring satisfaction to official employees in the fire police. In fact, there always exists a certain distance between leaders and employees in the organization. However, this hardly affects to management ability of leaders. The official employees who are also called police always obey the orders of the leader because of the administrative rights assigned to the leader. However, this does not totally contribute to create satisfaction and loyalty in the organization. Some police, superficially, leave or quit the job in case they can meet job requirements or feel lack of motivation. Evidence is the ratio of staff-quit in fire police has a tendency to soak recently.

Implication of this finding is that it is necessary for leaders to improve skills as well as change leadership style in order not to create dissatisfaction at high rate. Leaders should try to support subordinates in during work process, let them participate in the process of giving decisions. Furthermore, leaders should be willing to receive the opinions of employees about the decisions of the organization.

Another unexpected result that the study recognizes is the un-supported connection between agreement and teamwork. The Statistic is not consistent with study of Griffin, Patterson, & West (2001) and Rahman and Bullock's (2005). Because the connections among members in organizations are essential, teamwork is the crucial element of the operation of TQM. Systematically, to create involvement among employees the organization should establish cooperation, voluntary, and recognition of employees. Ironically, working group theory just appeared in Vietnam in the 90s and some studies indicate that the Vietnamese have a tendency to work less effective when doing teamwork. Seemingly, the oriental culture creates a style which people are always encouraged to overcome others as well as people have the ability to work independently and effectively.

According to Vietnam Economic Times, the spirit of the Vietnamese team is extremely weak. The team members do not know how to criticize others. In almost case, the decision usually follows majority of members or the leader without criticism. Besides, many decision-making related to be emotional relate to teamwork. Other reasons can be explained why teamwork cannot be applied in the

organization is that Vietnamese with big ego often feel lack of comfortable when coordinating to others. Big ego also prevents people from sharing and helping others because they scare of losing their own ideas. It is also the reason why culture has a profound influence on working in a group. Broadly, the leader should learn how to connect people and help subordinates work in team.

The Fire Fighting and Prevention Police of Ho Chi Minh City have two forces; consist of employees working in the operation departments and those in the firefighting units. While fire fighters consider teamwork as the critical condition for fulfilling mission, the official employees in the operation departments tend to work effectively independent. The research subjects of this study are official employees. Therefore, these results are not consistent with results of previous studies. These issues need further study.

Due to the nature of work, which is compliant, implementation decision of the leader plays an important role in contributing to assess the ability of employees without regard to the comments the development objectives, lack of teamwork can be accepted in the organization. Further studies on this issue might be interested in the future in order to find out the ways to improve employees' performance in the organization in case lack of teamwork.

Because an effective teamwork can provide the employees ability to work together to achieve a common goal, suggestion of the study is that executive managers in the public organizations should pay attention to teamwork. Besides, it can help enhance motivation and job gratification aim to achieve the common objectives of the public organizations. Moreover, collective wisdom can be promoted through teamwork, the leader should find out how to create ability to coordinate staff according to appropriate style of the organization.

5.2. Limitations research

Like almost other studies, this study has its limitations arising from research process. Firstly, the study was limited in scope of specialized units of Fire Fighting and Prevention Police of Ho Chi Minh City. Thus, the answer in case the common satisfaction of employees in the Fire Fighting and Prevention Police of Ho Chi Minh City in particular or employees in Ho Chi Minh City and all employees on the whole territory of Vietnam has not been given. It should be concerned about situations in other locations and at different times in order to verify and complete factors. Secondly, because of being limited about time, the study cannot implement depth interviewing. While closed questions in the quantitative study cannot be performed, depth interviewing with subjects completely

helps to give more information. Finally, the method of selecting favorable non-probability sample that the study has been used cannot assess influence of the errors selecting sampling with the results of research. Therefore, the reliability and representative of the model may be limited.

Definitely, there are also some problems arising during the research. Firstly, time is the remarkable trouble should be considered. Although every part has been arranged and divided completely and consistently, deadlines of some stages are nearly broken because of some objective reasons. In more detail, time for questionnaires is expected in one week, really research time is extended up to two weeks for the correction of unwanted. Time for collecting interview-questionnaire list was longer than expected plan for two weeks because interviewers were too busy with meetings or business trips. Next, difficulties in English are inevitable because English is not the mother tongue of the author. Troubles in reading, understanding materials and illustrating of the research results are quite real. In other words, scientific research requires researcher have ability to understand previous researches, plenty of implications are not deeply profound. Because presentation and persuasive skills in English is not good, some findings cannot be illustrated fluently. Some parts even seem a bit unconvincing. The remarkable problem should be concerned is choosing samples. Samples, which cannot be evenly distributed equally for each area, the nature of work in groups. Although a large number of samples, which is more than 400, have chosen, they hardly cover the entire personnel of the Fire force with over 3,000 employees. The reason is limited time and lack of experience of the author.

5.3. Future research

Because of some certain limitations, next research should be concerned according to directions below:

Firstly, expanding objects of study is the employees at multiple locations and different organizations. Capabilities deductive for overall next studies should be expanded according to the scale of the investigation further to surge the trustworthiness. Increasing the quantity of samples as well as evenly distributing for each area according to the nature of work as the force directly fighting, forces trained can be considered.

Second, exploring new elements or features should be pay attention to. In other words, analyzing reasons for favor or not favor and widen affected factors more than just the four factors consisting of employee training, employee empowerment, management leadership, and teamwork. The precisely affected factors and causes are analyzed can increase the value of this study and make it

easier to apply in practice in order to improve the satisfaction and loyalty of employees the Fire force. Furthermore, this also contributes to build the Fire force regular, elite, and modern aimed to implementing objectives of the Fire force.

Besides next study should concern correction of the measurement scale to more appropriate. Thus, researchers can use the method of selecting a probability sampling to increase representativeness and generality of the model further. Besides using SPSS and AMOS, other software should be considered. Moreover, next researches can add to the model study other important factors to further enhance the explanatory capability of the model and fit with condition to new research.

Another aspect should be concerned is culture. Cultural organization can affect human resource management in any way. Cultures can relatively response to difference between theory and practice. In this case, culture affects the way the leader chooses the appropriate management style.

Finally, due to the limitations of this study implemented at a time so the ability to explain the long term is limited, thus the next studies need to conduct researching at many different times and analyses model in long-term to assess the measures applying having impact how to the factors in the model.

Undeniably, the good thesis can contribute on creating advantages and effectiveness in practice. Although there are some certain limitations, the thesis indicates a number of factors to improve satisfaction and loyalty of employees. After researching issue, the findings should be concerned to establish implementation issues based on such factors determine priorities and focus on less priority elements to promote develop and remedy. Another issue is planning to apply the results into the organization. Convincing managers in applying and implementation with indeed and substantial supports is a real challenge. In order to make the results become useful is conduct a review, evaluate performance results.

5.4. Conclusion

Truthfully, little organizations can promote potential (Divya 2014) because potential competencies of the organization can be exploited when employer consider how to maximize appropriately competencies of employees. Practically, how to encourage and exploit human source in order to create effectiveness for organizations is a critical question employer should concern. Although public organizations used to be considered as “close-organization”, this means that they were less

affected by outer environmental factors, public organizations hardly beyond the impact of the external environment. In the context of competition for human resources and changing environment, this study relatively redraws the human resource picture in public sector, particular in is the Fire Fighting and Prevention Police of Ho Chi Minh city in Vietnam.

The research has found that the satisfaction of employees can be considered as one of the most important factors in retaining employees in the organization. And among plenty of those critical factors, recognizing which ones are more important than others also plays an essential role in helping the employer find out how motivate the employees. Besides, to survive and develop in the rapidly changing environment, employer in public organization must manage in change. As a consequently, it is extremely necessary to re-evaluate the role of those factors in specific context in specific stage of the organization. Absolutely, these contribute to the success of public organization in term of managing human resource. By studying the specific public organization, which is the Fire Fighting and Prevention Police of Ho Chi Minh city in Vietnam, the research has indicated that there are four main factors of satisfaction affecting to the loyalty including employee training, employee empowerment, management leadership, and teamwork.

The premier thing can be determined is that there is an affirmative connection between loyalty and agreement of employee. Some findings illustrate a holistic approach about the effect of loyalty and employee behavior. However, focusing just on the official employees, the study also has offered that while both empowerment and training create positive impacts on employee satisfaction, management leadership and teamwork factors have a negative effect on it. Significantly, the result is confirmed by the statistics. Certainly, these can be derived from characteristics of the working environment in the Fire Fighting and Prevention Police force, which is an extremely special organization in public sector.

Another important finding is that distinguishing from employees in private sector, officers who work for public organizations have sticking with their organization because of their satisfaction. Satisfaction of employees, thus, has become the critical factor in orientating the employer in human resource management.

Undoubtedly, with some special structure and characteristic personnel, public organizations in Vietnam like the Fire Fighting and Prevention Police of Ho Chi Minh contains strange that it hardly changes. It is completely being called culture in public organizations in Vietnam. Unfortunately, in the limited time and ability, the study cannot give demonstrations in detail about such interesting factor.

Hopefully, in spite of getting some certain limitations, the study can contribute in literature about reward management as well as human resource management in public sector in Vietnam. In some extent, results of this study have also contributed to figure out what factors affect the satisfaction and loyalty of police officers in the Fire force. The thesis contributes on reinforcing and affirming the correctness and accuracy of the hypothesis and the previous study. This study is also a prerequisite for future studies with new factors in order to find out most personal characteristics of Fire force in Ho Chi Minh City.

In conclusion, the research practically bring to managers of the Fire Fighting and Prevention Police of Ho Chi Minh in particular and managers in the public sector organization in general to identify, review and evaluate exactly which factors that affect satisfaction and loyalty of employees. Basically, with some findings of the study, employer can totally take the appropriate direction in the administration of human resources, which aim to retain talented employees as well as to avoid brain drain in the public sector, a common phenomenon.

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APPENDICES

Appendix A: Questionnaire (English version)

Dear sir/madam,

I am Nguyen Thi Le Hang, a student of Master Program of International School of Business, University of Economics Ho Chi Minh City. I am implementing a research to investigate factors affecting employee satisfaction and loyalty in the Fire Fighting and Prevention Police of Ho Chi Minh City – Vietnam. For this reason, I kindly request you to complete the following short questionnaire regarding your satisfaction and loyalty with your organization. It should take you about 10 minutes to finish this questionnaire. All your ideas will help for the success of my research. If you have concerns or inquiries regarding this research, please contact to me via my email: lehangnguyen114pccc@gmail.com

I. Personal information

1. Gender

Male

Female

2. Age

21 – 30

31 – 40

41 – 50

51 - 60

3. Education level

Highschool

College

Post- graduate

Vocational certificate

Bachelor

4. Since how many years you have been working in your organization?

1 – 10 years

11 – 20 years

21 – 30 years

31 - 40 years

5. Your monthly income (million VND)

≤ 4

4 – 8

>8 – 13

>13

II. Survey contents

Please indicate the extent of your agreement or disagreement with each statement by circling a number from 1 to 5.

1- Strongly disagree

3- Neutral

5 - Strongly agree

2 – Disagree

4 – Agree

No	Content of question	Level of agreement
LOYALTY		
1	I am proud to be working for this organization	1 2 3 4 5
2	I would take almost any job to keep working for this organization	1 2 3 4 5
3	I would turn down another job for more pay in order to stay with this organization	1 2 3 4 5
4	I find that my values and the organization's values are very similar	1 2 3 4 5
LEADERSHIP		
5	Management constantly communicates the importance of work	1 2 3 4 5
6	Management provides resources, not just "lip service" to enhance employee ability to provide excellent work	1 2 3 4 5
7	Managers give personal input and leadership into creating quality work	1 2 3 4 5
EMPOWERMENT		

8	I have significant autonomy in determining how I do my job	1 2 3 4 5
9	I can decide on my own how to go about doing my work	1 2 3 4 5
10	I have considerable opportunity for independence and freedom in how I do my job	1 2 3 4 5
SATISFACTION		
11	Overall, I am quite satisfied with my job.	1 2 3 4 5
12	I like my job.	1 2 3 4 5
13	I like my job more than many employees of other companies.	1 2 3 4 5
14	There are no fundamental things I dislike about my job.	1 2 3 4 5
TRAINING		
15	Every employee receives personal skills	1 2 3 4 5
16	We spend much time and effort in simulated training activities that help us provide higher levels of work	1 2 3 4 5
17	During training sessions we work through exercises to identify and improve attitudes toward citizens	1 2 3 4 5
TEAMWORK		
18	Teams are used extensively at this public organization	1 2 3 4 5
19	Product and service quality teams are formed for the long run	1 2 3 4 5
20	I think that my teams are effective in producing quality	1 2 3 4 5

	work.	
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Thank you very much for your cooperation!

Appendix B: Questionnaire (Vietnamese version)

PHIẾU THU THẬP THÔNG TIN

Xin chào anh/chị,

Tôi tên Nguyễn Thị Lệ Hằng, là học viên Chương trình Thạc sĩ Hành chính công của Viện Đào tạo Quốc tế - trường Đại học Kinh tế Thành phố Hồ Chí Minh. Tôi đang thực hiện một nghiên cứu để điều tra các yếu tố ảnh hưởng đến sự hài lòng và lòng trung thành của cán bộ chiến sĩ trong Cảnh sát phòng cháy và chữa cháy thành phố Hồ Chí Minh - Việt Nam. Vì lý do này, tôi rất mong anh/chị hỗ trợ để hoàn thành các câu hỏi ngắn sau đây về sự hài lòng và lòng trung thành của anh/chị đối với cơ quan của anh/chị. Những câu hỏi này sẽ không làm anh/chị mất nhiều thời gian, chỉ khoảng 10 phút để hoàn thành. Tất cả những ý kiến của anh/chị đều có ý nghĩa với sự thành công của nghiên cứu. Nếu anh/chị có quan tâm hoặc thắc mắc liên quan đến nghiên cứu này, xin vui lòng liên hệ với tôi qua email của tôi lehangnguyen114pccc@gmail.com

I. Thông tin cá nhân

1. Giới tính

Nam

Nữ

2. Tuổi

21 – 30

31 – 40

41 – 50

51 - 60

3. Trình độ văn hoá

Phổ thông

Cao đẳng

Sau Đại học

Trung cấp

Đại học

4. Thời gian anh/chị làm việc trong cơ quan của anh/chị?

1 – 10 năm

11 – 20 năm

21 – 30 năm

31 - 40 năm

5. Thu nhập hàng tháng của anh/chị (triệu đồng)

> 4

4 – 8

>8 – 13

>13

II. Nội dung khảo sát

Để trả lời cho mỗi câu hỏi, anh/chị hãy khoanh tròn con số thể hiện đúng nhất quan điểm của mình, theo quy ước sau

1 – Rất không đồng ý

3 – Trung lập

5 – Rất đồng ý

2 – Không đồng ý

4 – Đồng ý

STT	Nội dung câu hỏi	Mức độ đồng ý
LÒNG TRUNG THÀNH		
1	Tôi tự hào khi được làm việc cho cơ quan của tôi.	1 2 3 4 5
2	Tôi sẽ làm bất kỳ công việc gì để tiếp tục làm việc cho cơ quan của tôi.	1 2 3 4 5
3	Tôi sẽ từ chối một công việc khác với mức lương cao hơn để ở lại cơ quan.	1 2 3 4 5
4	Tôi thấy rằng mục tiêu công việc của tôi gắn liền với mục tiêu của cơ quan.	1 2 3 4 5
KHẢ NĂNG LÃNH ĐẠO		
5	Lãnh đạo thường xuyên truyền đạt những điều quan trọng của công việc.	1 2 3 4 5
6	Lãnh đạo đưa ra những chính sách, không chỉ bằng lời hứa suông để nâng cao năng lực của nhân viên nhằm mang lại kết quả công việc xuất sắc.	1 2 3 4 5
7	Các nhà lãnh đạo kết hợp cống hiến của cá nhân và khả năng	1 2 3 4 5

	lãnh đạo để tạo ra kết quả công việc đạt chất lượng.	
TRAO QUYỀN		
8	Tôi có quyền tự chủ trong việc quyết định công việc của tôi.	1 2 3 4 5
9	Tôi có thể tự quyết định về phương pháp thực hiện công việc của tôi.	1 2 3 4 5
10	Tôi có cơ hội thực hiện công việc của tôi một cách độc lập và tự do.	1 2 3 4 5
SỰ HÀI LÒNG		
11	Nói chung, tôi khá hài lòng với công việc của tôi.	1 2 3 4 5
12	Tôi thích công việc của tôi.	1 2 3 4 5
13	Tôi thích công việc của tôi hơn so với những nhân viên của các cơ quan khác.	1 2 3 4 5
14	Không có điều gì mà tôi không thích trong công việc của tôi.	1 2 3 4 5
ĐÀO TẠO		
15	Mỗi nhân viên được đào tạo những kỹ năng cá nhân.	1 2 3 4 5
16	Chúng tôi luôn dành nhiều thời gian và luôn cố gắng trong những hoạt động đào tạo để đạt được trình độ cao trong công việc.	1 2 3 4 5
17	Trong các buổi tập huấn, chúng tôi làm việc thông qua các bài tập tình huống để nhận định và cải thiện thái độ phục vụ nhân dân.	1 2 3 4 5
LÀM VIỆC THEO NHÓM		

18	Làm việc nhóm rất phổ biến ở các cơ quan hành chính.	1 2 3 4 5
19	Kết quả và chất lượng công việc của làm việc nhóm được định hướng cho phát triển lâu dài.	1 2 3 4 5
20	Tôi cho rằng các đội của tôi đang làm việc có hiệu quả nhằm tạo ra công việc đạt chất lượng.	1 2 3 4 5

Cám ơn sự hợp tác của anh/chị!