

UNIVERSITY OF TAMPERE

School of Management

**FACTORS AFFECTING EMPLOYEES' SATISFACTION AND
LOYALTY FOR GOVERNMENT AGENCIES IN THE WARD PEOPLE'S
COMMITTEE OF DISTRICT 8, HO CHI MINH CITY – VIETNAM**

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ABSTRACT

The purpose of this study is to examine the factors affecting civil servants satisfaction and loyalty at 5 Wards of People's Committee of District 8, Ho Chi Minh City. The study was performed in two phases, qualitative research and main research based on survey results from 200 employees. Research results show that there are three factors affect Employee satisfaction is Empowerment, Compensation, and Training. In which, factors that have the greatest impact Compensation satisfaction. The study results also showed that satisfaction has a positive linear relationship with loyalty. From the results of the study, proposed some recommendations to enhance the satisfaction and loyalty of the staff at the Ward People's Committee of District 8, Ho Chi Minh City, in which Government needs to particular attention to improving salaries system, other factors are empowerment, training also should be concerned.

Keywords: Job satisfaction, loyalty, People's Committee, Ward.

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CHAPTER1 – INTRODUCTION

1.1 Research background

Nowadays, the world is entering a period of great globalization, including Vietnam. Human resources play a vital role to create the competitive advantage for an organization, deciding the survival and development of the organization (Al-Mashari, Al-Mudimigh, & Zairi, 2003). Human resource is the most vital asset for development of an organizational (Khan, Nawaz, Aleem, & Hamed, 2012). Besides, the human resource also is the determining factor for a country's development. Therefore, the countries over the world focused on developing human resources. In the twentieth century, there are countries that poor on natural resources, due to promoting good human resources should achieve economically - social development, completed the industrialization and modernization in some decades.

The practice has proved, an organization cannot develop strongly without good performance employees whether it is private organizations or public bodies. The employees are considered the most crucial asset of an organization and staffs are not working efficiently; a group is unable to reach its goals (Motlou, Singh, & Karodia, 2016). Especially in the public sector, employees are not motivated to work, so their attitude is not enthusiastic lead to inefficiencies, thereby affecting the quality of services supply to citizens. Low job satisfaction is an indication of the declining work efficiency of the organization. Also, the employees with little satisfaction will be the barrier to the development and success of the organization because employees who are unsatisfied with their work will do their tasks with the miserable state of mind, leads to they do not function at full capacity. As the results of this, employees can resign their job to find the better opportunities (Petty, Brewer & Brown, 2005). On the contrary, higher job satisfaction of workers is a good sign for the manager (Azash, Kumar, & Safare, 2011). Furthermore, high satisfaction leads to increasing employee productivity, so the performance of organization will also get improvement. A lot of studies recommend that the loyal employees are those who deliver value for the company. Not only that, they always keep trying to improve service quality according to commitments (Jun, Cai, & Shin, 2006; Hart & Thompson, 2007). Thus, satisfaction and employee loyalty are important in an organization.

In Vietnam, Party and State always insist people are the center of economic - society development of the country. Currently, in the context promoting industrialization and modernization of the country and international integration, human resource development became the foundation for sustainable development and increasing the national competitive

advantage. Resolution 30C / NQ-CP of the Government dated 08/11/2011 promulgated overall program state administrative reform in 2011-2020 has identified 2 in 3 focus of administration reform in 10 years next is: "Building and improving the quality of civil servants ...; improving quality administrative services and public services". In the public sector, the majority of the manager's success due to the performance and efficiency of duty performance of each civil servant. Specifically, Ward People's Committee activities actually due to employees devoted to their work, trying their best to serve the citizens, and accomplishment of the task assigned, contributing to promoting economic - society development in local. Administrative reform will not be successful without team civil servants fully capable, qualification and work motivate.

However, in the context of Vietnam, satisfaction is low, especially in the public sector. For evidence, according to statistics from the Ministry of Interior and the Ministry of Labour - Invalids - Social Affairs, in the recent years, the number of public employees leaving their jobs tend to increase, especially the competent young staff, they move to work for companies, private organizations, NGOs or foreign agencies. Before the actual situation in the rate of quitting increasing staff in the public sector, little satisfaction will influent to loyalty, thereby affecting the quality of service of the citizens. Thus the examine of factors that influence the satisfaction and loyalty of employees in government organization in the current conditions is essential, to rising staff satisfaction level leads to a higher employee loyalty.

The world has a lot of research articles on employee satisfaction, which showed that satisfaction plays a significant role in a particular organization (Turkyilmaz, Akman, Ozkan & Pastuszak, 2011). According to Steijin (2004), approximately 2,615 scientific journals concerned with job satisfaction were published. Besides, there are some national studies, for example, the research of Tran Kim Dung (2005), Nguyen Vu Duy Nhat (2009), Nguyen Khac Hoan (2010), Phan Thi Minh Ly (2011), Nguyen Van Anh (2011) had measured the factors affecting employees' satisfaction. Thus, as can be seen, job satisfaction and loyalty have been studied quite carefully and comprehensively by the domestic and foreign authors. However, in Vietnam in general and Ho Chi Minh City, in particular, have few studies on employees' satisfaction and loyalty in the public organization. Earlier studies of Vietnam only focused on the field of education and other areas, no studies in the People's Committees. This study was made specifically to address lacking empirical findings relating to factors affecting the satisfaction and loyalty of civil servants at the Ward People's Committee. This paper is to examine factors that affecting satisfaction and loyalty of employee in some Ward People's Committee of District 8, Ho Chi Minh City, Vietnam. The results of the research will help

managers in the public sector in building the appropriate policies for managing human resources, offering practical solutions and effective in creating satisfaction and maintain the loyalty of civil servants in Vietnam.

1.2 Research objectives

Research objectives of this study are, first of all, author comprehension literature review to find out elements that influence to employees' satisfaction and loyalty, especially in the public sector. Second, based on the results found, author recognized what factors influenced and tested in the previous study that it impacts on satisfaction in the public sector, from which author compose a model. The next step, when has been a model, the author used quantitative techniques as SPSS and Amos to test data collected. The author produces results what is the impact of these factors on employee satisfaction and loyalty in a public organization in Vietnam, in particular, civils servants who are working in some wards of People's Committee District 8, Ho Chi Minh City. Finally, the author made recommends not only for the government but both organization where the author is working to improve employees' satisfaction level, increase employee loyalty and rising services quality of the citizens in the next time. To gain goals made, individually, author solved two questions as follows:

1. What factors impacting on satisfaction and loyalty of civil servants at some People's Committee Ward of District 8, HCM city?

2. Which avenues to improve satisfaction and loyalty of officials in Vietnam?

1.3 Research methodology and Research scope

The research consists of two step, a qualitative study and a main survey that have been carried out in Ho Chi Minh city, the main commercial center of Vietnam.. In particular, this research conducted in 5 wards of district 8, Ho Chi Minh city, Vietnam in 2015, including People's Committee ward 4, 6, 7, 13, 16. Subjects of research are employees (leader positions, permanent employees and contract employees) who working in ward People's Committee. This research has contribued following:

Extend understanding or knowledge relating satisfaction of civil servants in public sector through TQM practices.

Managerial implication for government and leader in ward People's Committee. This is the first study conducted in a ward of the district (local government), while the earlier study

was done for the whole public sector in Vietnam, so the results of the research study's mainly contributed to district 8, Ho Chi Minh city.

1.4 Structure of the research

This study consists of four chapters after chapter 1 Introduction, as below:

Chapter 2 – Literature review and hypothes development:

This chapter includes definition of factors in satisfaction, HR focused TQM practice and the hypothesis development each constructs in model.

Chapter 3 – Research method: this chapter consists of research process, measurement scale, the qualitative survey and the main research which was conducted.

Chapter 4 – Data analysis: this chapter describes how each measurement scale was evaluated and the result of testing hypothesis. It consists of sample description, measurement scale data analysis.

Chapter 5 – Conclusion and recommendation: this chapter presents brief description about research findings and some of implications has mentioned. At the end, research limitation and recommendations for future research have presented as well.

CHAPTER 2: LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 TQM (Total quality management) and Job satisfaction

2.1.1 TQM

There are many definitions of TQM, “Total Quality Management is the management philosophy that every employee in the organization must be involved in making improvements to all work processes to meet or exceed customer expectations” (Lian, 2001, 13). According to Peschel, & Ahmed (2008) Total Quality Management identified as one of the top methods for continuously improving within organizations.

TQM can be defined as management procedure of an organization, in which concentrated on quality, based on the involvement of all members aim to achieve long-term success through customer satisfaction and bring the benefit for its all members and social (ISO 8402: 1994). The objective of TQM is to improve product quality and customer satisfaction at the best possible level. TQM's best feature compared with other methods of former quality management is it provides a comprehensive system for the management and improvement of all aspects related to the quality and raise the involvement of all departments and all individuals to achieve the quality targets proposed.

Another definition, TQM is a philosophy of governance that outputs aim to satisfied of the demands of customers and continuously improved the quality of products of the company. TQM has emphasized that activities of the company should seek to gain quality goals (Ross, 1994; Hradesky, 1995). U.S. General Accounting Office (1991) discovered that TQM has positively affect to organizational performance. Hansson & Klefsjo (2003) defines TQM as an effective management system that's efforts in developing, maintaining and improving the quality of parts within an organization to marketing, applying science and technology with the objective to fully satisfy the needs of customers and decline resources.

Total quality management claims that participation and response of employee increase employee satisfaction. Thereby helping to employees realize that they are a crucial part of the organization. Thus they are motivated to continuous joined in the system improving (Teh, Yong, Arumugam, and Ooi, 2009).

In summary, concepts have different interpretations, but mainly focused on the efforts of all members of organizations to build a quality management system of the organization,

ensuring continuous improvement of quality and increase the efficiency of quality management to satisfy customer demand, contributing to the development of their organizations.

2.1.2 Definition of job satisfaction

There are many different definitions of employee satisfaction. Lee (2007) defined job satisfaction is a state where workers feel and satisfaction of work done with the objectives and orientations apparently capable. The satisfaction of employees is the degree of love the job or trying to maintain workers' work (Herzberg, 1959). It is the affective response that their staff perceived during their working time at their organization (Smith, 1955). Job satisfaction has defined as "job satisfaction is a pleasurable or positive emotional state, resulting from the appraisal of one's job or job experience" (Locke, cited in Gruneberg, 1979:3)

Terranova (2008) suggested that job satisfaction as the emotional feelings of an individual related to their work and reflect employee expectations are met. Robbins, Judge, Odendaal, & Roodt (2009) showed that job satisfaction influences the motivation of employees and the impact on the decision to leave or stay of the employee. According to Togia, Koustelios, and Tsigilis (2004) job satisfaction related to the needs of employees and reflecting their attitude towards work. As a result, since the needs of employees in the job are satisfied, they will feel job satisfaction.

2.2 Theoretical approaches

2.2.1 Maslow's hierarchy of needs

"A Theory of Human Motivation" is a theory in psychology that is mentioned in the study of Maslow's hierarchy of needs. Maslow divided systems of social demands into five different groups from low to high such as physiological, safety, love, esteem and self-actualization which groups physiological needs or physical needs is the strongest demand (Maslow,1943).



Figure 2.2.1.1: Maslow's hierarchy of needs

Maslow showed that human has many different demands that need to be satisfied when a need are already met it will gradually disappear, and new requirements appear. Satisfaction of needs of individuals starting from the lowest demand, the lower the demand is satisfied, the next level needs look (Burke, 2007; Upadhyaya, 2014). Satisfaction of requirements follows in order from low to high. Satisfaction of demands positive influence motivation of each. It is necessary to take measures to motivate actually to help employees act happily, actively and innovatively.

This theory could be applied to employee motivation (Greenberg & Baron, 2003). Udechukwu (2009) determined Maslow's hierarchy of needs contribute to job satisfaction of employee. This theory is considered in this research because this theory is benefited to managers and organization leaders to manage to control their employees. For instance, what ways do managers look for to motivate employees? There has an answer to encourage their employee; organization leaders have to devise programs and to apply some unmet needs how these ways work better to satisfy employees' demands. Employees can job satisfaction only when their needs are met. Factors measuring satisfaction employees' demands that similar to this method is salary and welfare (satisfaction of physiological needs and safety needs), the opportunity for training and empowerment (satisfaction of requirements for esteem and self-actualization), teamwork (satisfaction of needs for love).

2.2.2 Herzberg's two factors theory

Herzberg's motivation-hygiene theory also is called the two factors theory of job satisfaction that developed by Frederick Herzberg, a psychologist, in 1959.

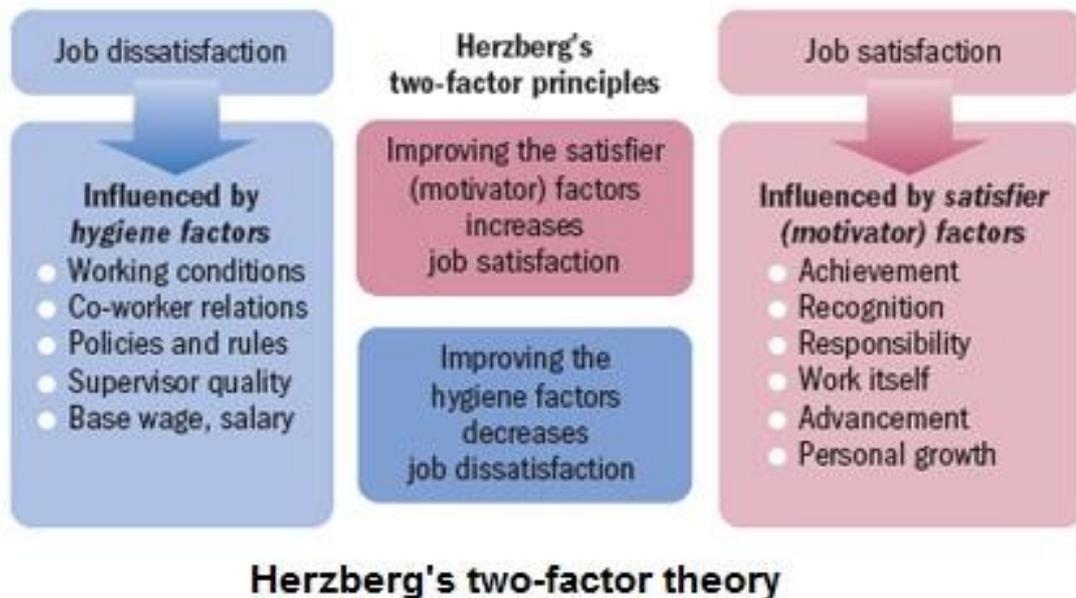


Figure 2.2.2.1: Herzberg's two factors theory

Herzberg (1968) divided into internal and external elements that related to employee satisfaction. Internal factors or motivator factors, primary cause rising job satisfaction and including achievement, promotion, growth, recognition, and responsibility. In contrast, external factors, also known as hygiene factors, cause dissatisfaction and consist of policy administration, interpersonal relations, company policies, working conditions, salary, fringe benefits, and work environment (Baldonado & Spangenburg, 2009; Poornima, 2009; Udechukwu, 2009).

Herzberg (1968) indicated that removing the cause dissatisfaction (via hygiene factors) would not lead to job satisfaction. Satisfaction would happen only as apply of motivators. Therefore, managers should pay attention to both groups motivation and hygiene factors aim to employee satisfaction.

2.2.3 Adam's equity theory

According to Adam's equity theory (1965), everyone compares what they spend on the job (input) with what they get from it (outcome) to balance them. Also, they also examine their contribution and result with others. If they have significant disparity, that means the employer is unfair. As a result, the employee will consider their current job and other options

(Champagne, 1989). They may reduce their input or require a more appropriate outcome. Unless being met the demand, they will quit the job and find another organization.

According to Equity Theory of Stacy Adams the most powerful factor influence directly to work motivation that is a fairness between achievement benefits and the contribution of people in the organization. This theory is considered in this study due to civil servants will increase job satisfaction level if they are treated equally, in particular, salary and bonus, opportunities for training and development, appraisal system.

In short, there are many different theories under the different views identifies the factors of human motivation that may impact job satisfaction. In overall, the above ideas help managers recognize their role how to motivate employees as well as how to job satisfaction.

2.3 Previous research on job satisfaction

Previous researchers indicated that HR-focused TQM practices that will have significant on job satisfaction of employee (Jun et al., 2006; Ooi, Bakar, Arumugam, Vellapan, & Loke, 2007, Turkyilmaz et al., 2011). HR-focused TQM practices are one of the most popular current management tools that many HR departments is applying. The application of HR-focused TQM practices focused on understanding the antecedents affecting the satisfaction as well as consequences.

The investigation by Jun et al. (2006) discovered the relationships top management commitment, HR-focused TQM practices, employee satisfaction and employee loyalty in maquiladora companies in Mexico. Research showed that employee empowerment, teamwork, and employee compensation have a high impact on employee satisfaction. Hackman and Wageman (1995) showed that employee training and teamwork considered as most crucial factors of TQM.

Chang, Chiu & Chen (2010) examined impacting of TQM practices, in particular, employee training, employee empowerment, teamwork, management leadership, employee compensation on employee satisfaction within the context of government in TaiWan. The results indicated that employee empowerment, teamwork, management leadership, employee compensation had significant influence to satisfaction level of employee.

Turkyilmaz et al. (2011) observed that HR-focused TQM practices include empowerment and participation, working conditions, reward and recognition, teamwork, training and development that will have significant on employees' job satisfaction in the

Turkish public sector, furthermore satisfaction has a positive linear relationship with the employee's loyalty. It means that employees more trained and developed, appropriate rewarding and recognition, empowered and participated in decision making process, involved in the group and better working conditions, in which employees more satisfied and more loyal to the organization.

According to Ting (1997) indicated that job satisfaction of staff include job characteristics were evaluated through salary satisfaction, opportunities for development, duty clarity and organization features such as relationships with colleagues and superiors. A study conducted by Ellickson and Logsdon (2002) argued that job satisfaction of employees has been significantly affected by the perception of employees satisfaction on salary, opportunities for development, relationships with coworkers and supervisors, and welfare.

Besides, research conducted by Nguyen (2011) launched six factors, namely income, working conditions, job characteristics, relationships with colleagues, relations with superiors, reward and promotion affecting job satisfaction of Dalat university lecturers. The results of Nguyen & Nguyen (2013) showed that there are three elements impacting job satisfaction of teachers and officers from universities and colleges in Lam Dong province, consist of training and individual development, working conditions and relationship with leaders. The result also indicates that satisfaction has a positive influence on the loyalty of employees. The study results of Kim (2009) argued that job satisfaction of IT employees in the public sector in the United States depends on six elements such as role clarity, effective communications with management, participative management, organizational support of career development, advancement opportunities, and family-friendly policies.

Based on comprehension literature review, there are many factors affecting job satisfaction, however author found that HR-focused TQM practices most impact on satisfaction. Furthermore, satisfaction and employee loyalty are main fields of this study so author chose HR-focused TQM practices to test in the public sector. Moreover, the author chose these variables because it related to above theories and previous domestic researchers have not yet studied its impact on employee satisfaction. Thus, this study only focus on HR-focused TQM practices, particularly for employee training, teamwork, employee empowerment, performance appraisal, and employee compensation and test its impact on satisfaction and loyalty of civil servants in the public sector in the context of Vietnam.

2.4 Hypotheses development

2.4.1 HR-focused TQM practices and employee satisfaction

HR-focused TQM practices adopted with the purpose of assisting the employees strengthen their capacity to meet the organization's requirement and carry out appropriate action plans afterward (Baldrige National Quality Program, 2005; Dean and Bowen, 1994). Jun et al. (2006) discovered Total Quality Management (TQM) practices and job satisfaction-loyalty interact with each other harmoniously which primarily focus on management commitment, HR-focused TQM practices, satisfaction and loyalty of employees.

With Employee empowerment, by allowing employees to participate in decision making, quality control, find and fix the problems, besides being able to help employees achieve certain personal goals, organizational performance is improved (Ahire, Golhar, & Waller, 1996; Seibert, Silver, & Randolph, 2004). According to Ampofo-Boateng, Merican, Jamil, & Wiegand (1997), empowerment motivates employees to complete their work independently without interference from superiors. Many HRM studies reveals that the provision of job experience, a feeling of achievement, initiating autonomy also arouse the satisfaction among the employees (Laschinger, Finegan, & Shamian, 2001; Seibert et al., 2004).

The flexibility and skills of employees are key factors make a difference and increase customer satisfaction (Ayupp & Chung, 2010). So empowerment is of particular importance, it exists as a supervisor believing in the ability of subordinate decision and encourage them to use initiative. Empowerment is seen as an easy way to motivate employees to work more (Yukl & Becker, 2006), and therefore, author proposed the following hypothesis:

H1. Employee empowerment has a positive impact on employee satisfaction in the public sector

Employees training gives the employees the chance to widen their professional skills as well as strengthen their spirit of teamwork and accelerate their all-round personal progress. Through training, employees feel more confident about themselves and potential career development and appreciate their organization. That leads to they feel more satisfied with the current job (Burke, 1995; Saks, 1996). Self-development training helps increase the job satisfaction of employees (Marie, 1995; Saks, 1996). Martensen and Gronholdt (2001) conducted a survey in Danish companies; their objects are employees. Then, they found the

training programs have a positive impact on the employee's competencies development as well as their satisfaction.

Learn to improve their professional knowledge, to serve better for the job, to improve job quality and labor would make people more confident in their abilities and also be recognized and evaluated better, and have more opportunities for advancement in the profession, as well as more closely with the organization. They peace of mind the work and effort if organized learning orientation introduction and encourage them to participate in advanced training qualifications (Turyilmaz et al., 2011). When employees are aware that they have more opportunities for education and development in the company of their intention to leave the lower, meaning that their loyalty is higher. It is our guess that the employees can be satisfied if they are trained TQM effectively. Therefore, the following hypothesis is proposed:

H2. Employee training has a positive influence on employee satisfaction in the public sector.

Teamwork often gets quality circles formality, groups improvement of quality. Therefore, cooperation effectively helps to increase productivity. Using groups helped staff feel that they receive support from colleagues and coordinate the work better, confident that assist them in complete more work, and satisfaction (Mitchell, Holtom, & Lee, 2001; Rahman and Bullock, 2005).

Rahman and Bullock's (2005) tried conducting this work form at company in Australia and New Zealand. The result of the survey showed that teamwork has a significant relationship and can enhance work motivation of employees. Thus, it is expected that:

H3. Teamwork has a positive impact on employee satisfaction in the public sector.

HRM literature has mentioned the impact of the appraisal system on the fulfillment of the employee satisfaction (Boswell and Boudreau, 2000; Pettijohn, Pettijohn, d'Amido, 2001) significantly. In the TQM literature, Tatikonda and Tatikonda (1996) argue that TQM-oriented performance appraisal systems should take the knowledge and skills of employees into consideration which consists of the ability to increase employee motivation. Cowling and Newman (1995) also argued that it also count too much on the personal recognition which may enhance employee satisfaction. Teagarden, Butler, Von Glinow (1992) recommended that these organization' performance appraisal systems should be modified to satisfy

development needs of their staffs. Thus, the present study proposes to test the following hypothesis:

H4. Appraisal systems have a significant impact on employee satisfaction in the public sector.

2.4.2 Employee satisfaction and employee loyalty

Employee loyalty refers to the dedication, devotion as well as the positive behavior that the employees express in an organization (Niehoff, Moorman & Fuller, 2001).

Satisfaction in the work of the staff is a critical factor in building and maintaining the loyalty of employees to organize. Staff satisfaction with the organization, satisfaction with the work assigned will increase their dedication, their best work, aimed at maximum work efficiency, thus, they will be loyal to the unit working. Numerous studies worldwide have demonstrated the relationship between satisfaction and loyalty of employees. According to Matzler and Renzl (2006), organizations often always tried to increase the job satisfaction of employees aims to maintain the human resources with their dedication to the work assigned. Chang et al. (2010) indicated that improving the satisfaction of employees will lead to a higher employee loyalty level. According to (Wu and Norman, 2006), employee satisfaction has a significant effect employee loyalty to the organization. Low employee job satisfaction level can be considered causing employees quit the current job to get a new job. Low satisfaction level led to little organizational loyalty (Kim, Leong, and Lee, 2005).

According to some surveys about HRM, the satisfaction level of employees is firmly related to their loyalty to the company (Griffeth, Hom, & Gaertner, 2000; Hom and Kinicki, 2001; Martensen and Gronholdt, 2001). The satisfied employees with beneficial offer shave a tendency to maintain their current status rather than moving to a new organization (Guimaraes, 1997). These study results claim that to increase employee loyalty; the organization has to satisfy employees. The following hypothesis is proposed:

H6. Employee satisfaction has a positive impact on the employee loyalty in the public sector.

2.5 Research framework

Based on the literature review six hypothesis were

H1. Employee empowerment has a positive impact on employee satisfaction in the public sector

H2. Employee training has a positive influence on employee satisfaction in the public sector.

H3. Teamwork has a positive impact on employee satisfaction in the public sector.

H4. Appraisal systems have a significant impact on employee satisfaction in the public sector.

H5: Employee compensation has a positive impact on employee satisfaction in the public sector.

H6. Employee satisfaction has a positive impact on the employee loyalty in the public sector.

Figure 2.5.1 summarizes these and it is also the research model is proposed.

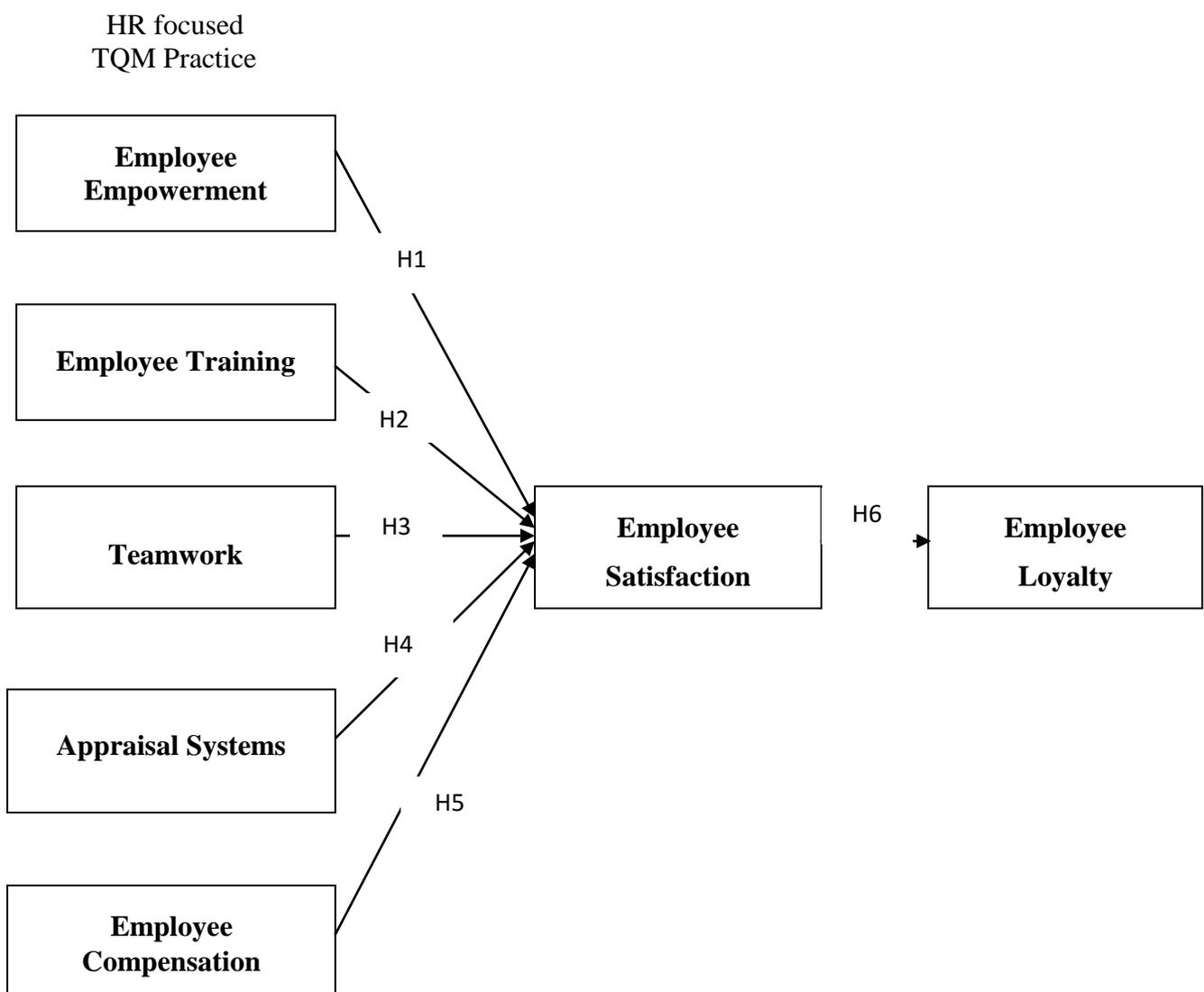


Figure 2.5.1: Research model (Adapted from Jun et al., 2006)

CHAPTER 3 - RESEARCH METHODOLOGY

The context of this section briefs description of research method. It presents short research process, measurement scale, data collection and analysis.

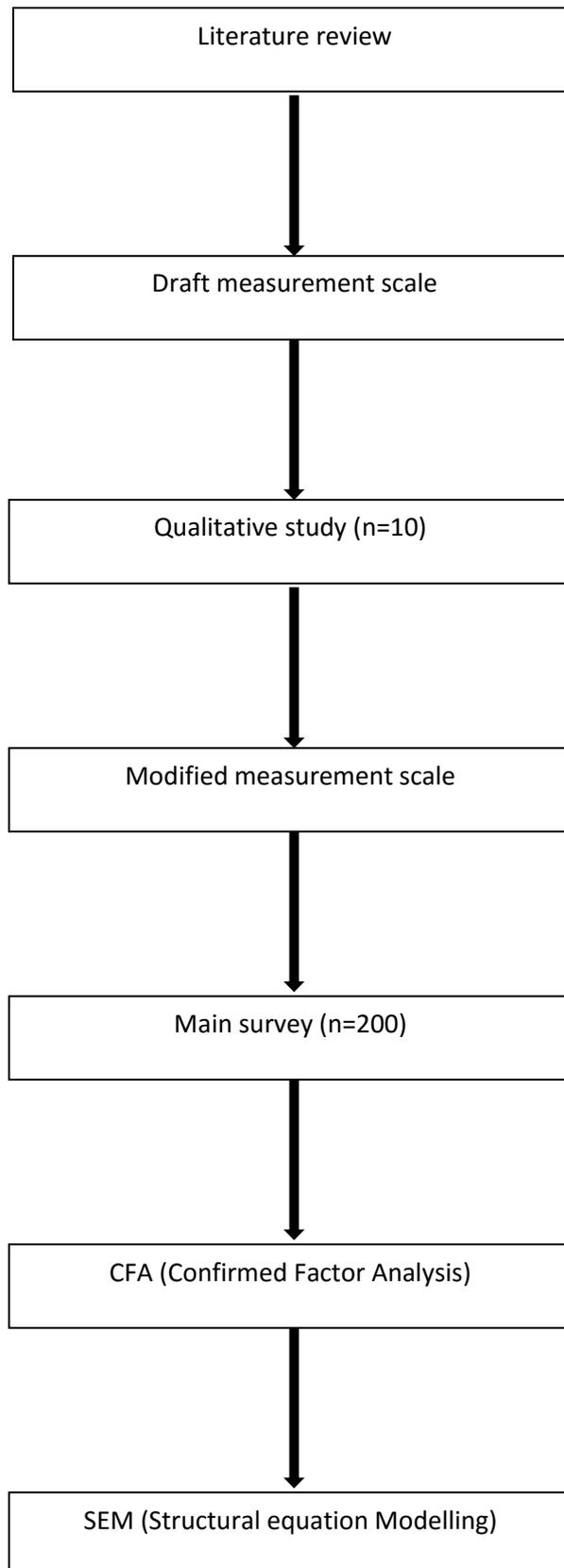
3.1 Research process

The study includes two phases: a qualitative study and the primary research. The first stage was proceed through qualitative research. The questionnaire was developed in English and translate into Vietnamese to conduct pre-test. Later, the Vietnamese version of the questionnaire modified by in-depth interview ten staffs who are working at the Ward People's Committee to change the reasonable of the questionnaire and setting up of the scale used from previous studies.

The qualitative research is used to confirm, supplement the evaluation criteria, adjust the scale, and consider if it is appropriate for the organization and conditions of Vietnam. In particular, to test the content and meaning of words which used on the measurement scale and made sure the interviewees can understand clearly. The feedback from qualitative research used for modifying Vietnamese questionnaire version before conducting the primary research process.

The next stage, the main study based on quantitative methods, gathering information directly with 200 samples from civil servants at some wards of District 8, Ho Chi Minh City through questionnaires. The measurement scale of indicators is 7-point Likert scale (ranging from 1 = entirely disagree to 7 = mostly agree). The survey implemented in the broad range of 5 Wards in District 8, Ho Chi Minh City to make sure that the data would represent the characteristics of Ho Chi Minh City civil servants. Finally, the collected data analyzed by CFA and SEM. Research process includes these steps as showed in Figure 3.1.1.

Figure 3.1.1 Research process



3.2 Measurement scale

All these variables were measured using a 7-point Likert scale. With 1 = entirely disagree, 2 = mostly disagree, 3 = somewhat disagree, 4 = Neither agree or disagree, 5 = somewhat agree, 6 = mostly agree, 7 = entirely agree.

There are seven variables in this study model including five independent variables, namely employee training, teamwork, employee empowerment, performance appraisal, and employee compensation; a variable mediate employee satisfaction and a variable dependent employee loyalty. The questionnaire includes 27 items. Among 27 items, four items are designed to measure employee empowerment that developed by Spreitzer (1995). Three items are designed to measure employee training that created by Lytle, Hom, & Mokwa (1998). 12 items are designed to measure teamwork, appraisal system, employee compensation that all the elements adapted from Jun et al. (2006), employee satisfaction is measured by four items that developed by Homburg and Stock (2004, 2005), employee loyalty is measured with four items that adopted from Davis-Blake, Broschak, & George (2003).

Variables	Items		Resource
Employee empowerment (EE)	EE1	I have significant autonomy in determining how I do my job	Spreitzer (1995)
	EE2	I can decide on my own how to go about doing my work	
	EE3	I have considerable opportunity for independence and freedom in how I do my job	
	EE4	I am confident about my ability to do my job	
Employee training (ET)	ET1	Every employee receives personal skills training that enhances his/her ability to deliver high quality work.	Lytle et al. (1998)
	ET2	We spend much time and effort in simulated training activities that help us provide higher levels of work	
	ET3	During training sessions we work through exercises to identify and improve attitudes toward citizens	
Teamwork (TW)	TW1	Teams are used extensively at this public organization	Jun et al (2006)
	TW2	Service quality teams are formed for the long run	

	TW3	I think that my teams are effective in producing quality services	
Appraisal systems (AS)	AS1	The quality of my work is an important factor in evaluating my job performance	Jun et al (2006)
	AS2	I am regularly given feedback on my job performance	
	AS3	Part of my job performance evaluation is based on how well I work with teams	
	AS4	Part of my job performance evaluation is based on customer feedback on service quality	
Employee compensation (EC)	EC1	I am satisfied with the pay that I receive	Jun et al (2006)
	EC2	I earn more than others who do similar work at other firms	
	EC3	My pay encourages me to improve the quality of my work	
	EC4	I will receive a reward if I do something to improve service quality	
	EC5	The benefits, such as vacation time and medical insurance that I receive here are better than those I could get at similar firms	
Employee satisfaction (ES)	ES1	Overall, I am quite satisfied with my job.	Homburg and Stock (2004, 2005)
	ES2	I like my job.	
	ES3	I like my job more than many employees of other companies.	
	ES4	There are no fundamental things I dislike about my job.	
Employee loyalty (EL)	EL1	I am proud to be working for this organization	Davis-Blake et al. (2003)
	EL2	I would take almost any job to keep working for this organization	
	EL3	I would turn down another job for more pay in order to stay with this organization	
	EL4	I find that my values and the organization's values are very similar	

Table 3.2.1: The research variables and indicators

3.3 Data collection and analysis

Collecting data process of this study carried out in Ho Chi Minh City. According to Hair, Black, Babin, & Anderson (2009) pointed out the minimum sample sizes for appropriate use for statistical analysis is least five times of some variables, and larger than 100. The model in this study consisted seven factors with 27 items, so that the necessary sample size should be equal or greater than $27*5=135$ samples. Thus, the minimum sample size required by EFA in this research was $27*5=135$. In summary, with 27 items and five independent variables, to run CFA and SEM, this study have to need at least 135 samples. Therefore, the sample size of this study is 200 samples by using convenience sampling technique and interview directly.

The population of the research is civil servants (including leaders position, permanent staff, and contract staff) at 5 Wards of District 8, Ho Chi Minh City consists of Ward 4, 6, 7, 13 and 16. There were 240 questionnaires were handed out, 213 questionnaires were sent back, after checking there were 200 valid responses. Among them, 13 surveys had no value because the interviewee unanswered the questionnaire or didn't fill information completely, besides, some interviewees have only one choice for all items.

Total 200 responses were used for data analysis. SPSS 20 and Amos 20 was used to test the model. Data were analyzed using the two-stage procedure mentioned by Anderson and Gerbing (1988). First, the reliability and the validity were tested by Confirmatory factor analysis (CFA). Second, the model is then further analyzed by Structural equation modeling (SEM).

There are several main reasons for the selection of the sample as above. First, the People's Committee of Ward 16 is where the author is working, and author wants to know the status of employee satisfaction there. Then, can suggest useful measures to help the People's Committee leaders raise the level of employee satisfaction and improve work performance of employees in the organization. Also, the author is also the District 8 civil servant and knowledgeable about this target group. Therefore, the author quickly accesses to them. Interviewees also ready to cooperate; volunteers answered questionnaires because this is the issue they care.

The following are the difficulties in the process of data collection. Ward People's Committee is the grassroots level, where directly solving works related to all aspects of social life in the area, so officials and civil servants are often under too much at work, particularly in

the densely populated ward. Therefore, they do not have time to answer the questionnaire. What it led to data collection time was prolonged. The data collection was done in 4 weeks, result in the completion time is extended essays. Also, some officials and employees respond by feeling, lack of objectivity or reply to the speaker to not affect the working hours.

CHAPTER 4 - DATA ANALYSIS

4.1 Brief introduction about People's Committee Ward 16, District 8

Ho Chi Minh City accounted for 0.6% acreage and 6.6% population compared to the country, located in the Southern, the economic center of the country, with high economic growth. Ho Chi Minh city where the most active business, leading the country with the economic growth. District 8 is a district in the urban area and is located in Southern Ho Chi Minh City. With an area of 1,917.49 ha and the population 423,129 people. People's Committee District 8 consists of 16 wards. Some employees of Ward People's Committee are arranged under Decree No. 92/2009 / ND-CP of the Government dated 22/10/2009, each Ward People's Committee has 40 to 50 employees that including permanent employees and contract employees.

People's Committee Ward 16, District 8 is the State administrative agency at local, implementation of state administration at the local, developing economic - society and maintaining security – defense, etc. Under Article 128 of the law on the organization of People's Council and People's Committee of National Assembly dated 26/11/2003, People's Committee has many specialized departments. That advice unit and support People's Committee at same level implementing state management function in local and performing the tasks and powers under the direction of the People's Committee at the same degree and under the regulation of law, contributing to ensure the uniform management from the central to local. The activity goal of state agencies is not for profit but the economic benefits of the country, of society. By law, the ward People's Committees operate under the mechanism of autonomy, self-responsibility of financial resources according to the distribution of superior.

People's Committee Ward 16 is representative body for the State at the grassroots level, has a direct relationship with the citizens, has responsible for organizing, directing, guidelines, checking and urging residents to implement the policies of the Party and State's laws in local, and providing public services to the citizens.

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 used to analyze the collected data. The results

of a descriptive statistic of data are summarized in following tables. The total number of respondents is 200 people.

In specific, the gender was reported with 52.5% female and 47.5% male and age group was 21.5%, 53.0%, 18.0% and 7.5% for 20-30, 31-40, 41-50 and above 50 in that order.

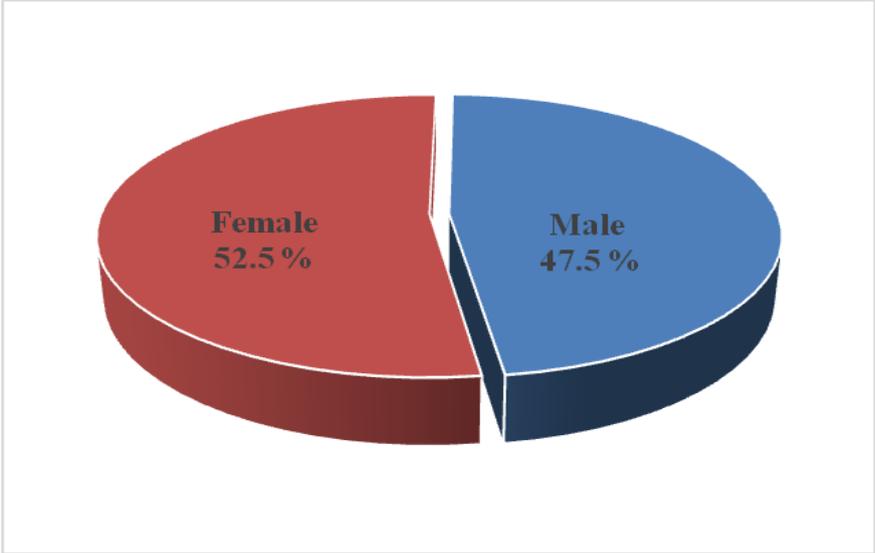


Figure 4.2.1.1: Gender of respondents

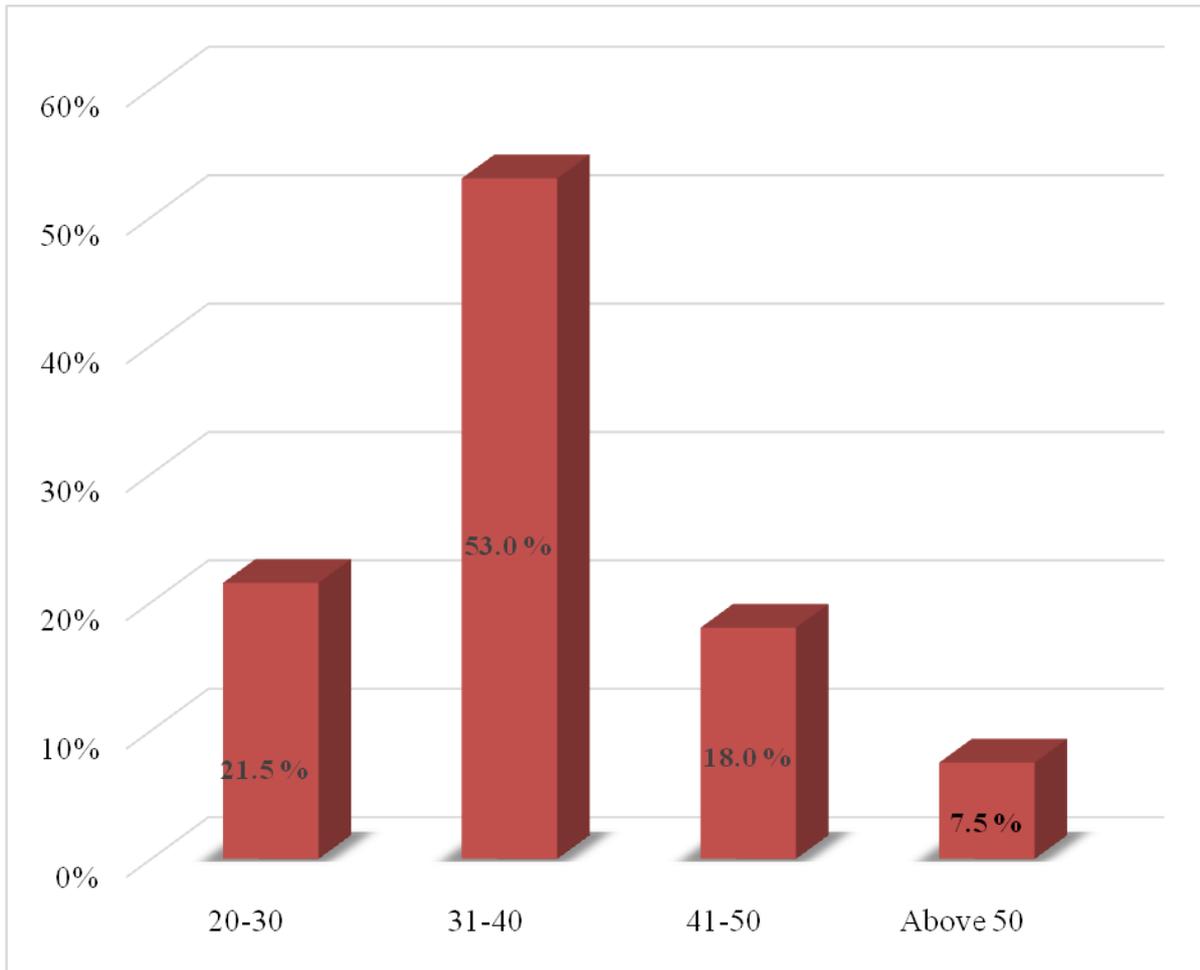


Figure 4.2.1.2: Age of respondents

The majority of interviewees had good education level. Most respondents had the College/Bachelor degree, reaching 79% of the total sample. Respondents with Highschool Degree/Vocational and Postgraduate only accounted for 15.0% and 6.0%, respectively.

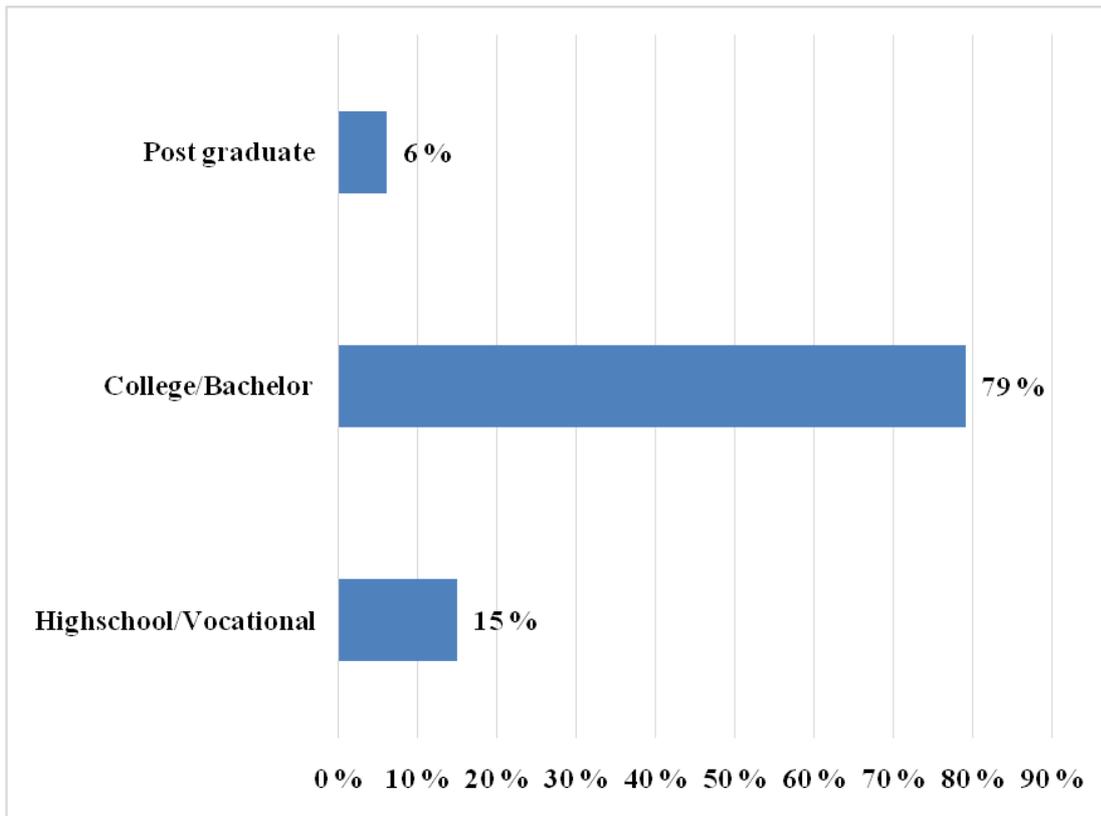


Figure 4.2.1.3: Education level of respondents

Regarding position, interviewees that leadership positions accounted for 19.0%, while staff reach 81.0% of the total sample.

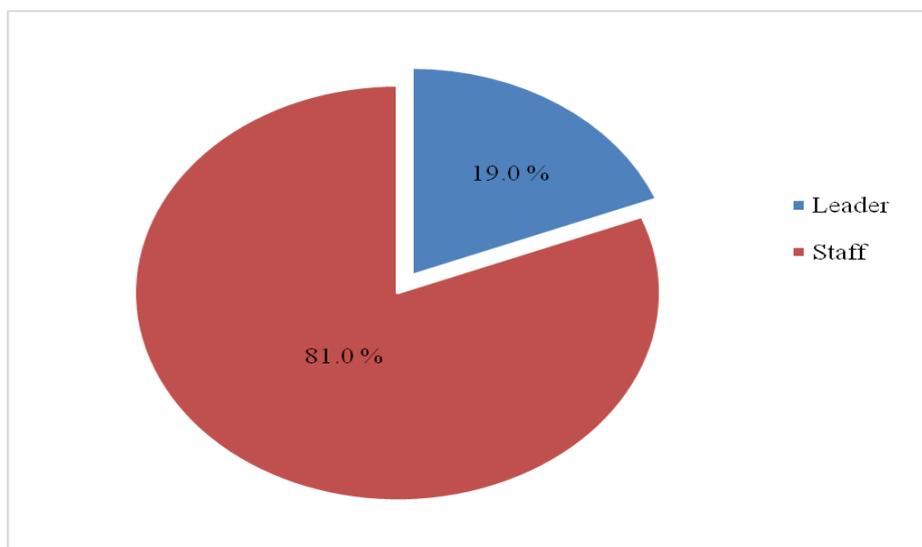


Figure 4.2.1.4: Position of respondents

In term of income, income per month was investigated within four groups. Most respondents came from an income group of 3-under 5 million VND per month (68.5%). In the

second place, the group of 5-7 million VND seized 17% of respondents. The next group is under 3 million VND with 7.5%. The last portion with the lowest percentages (7.0%) was the respondents with the income fluctuated above 7 million VND per month.

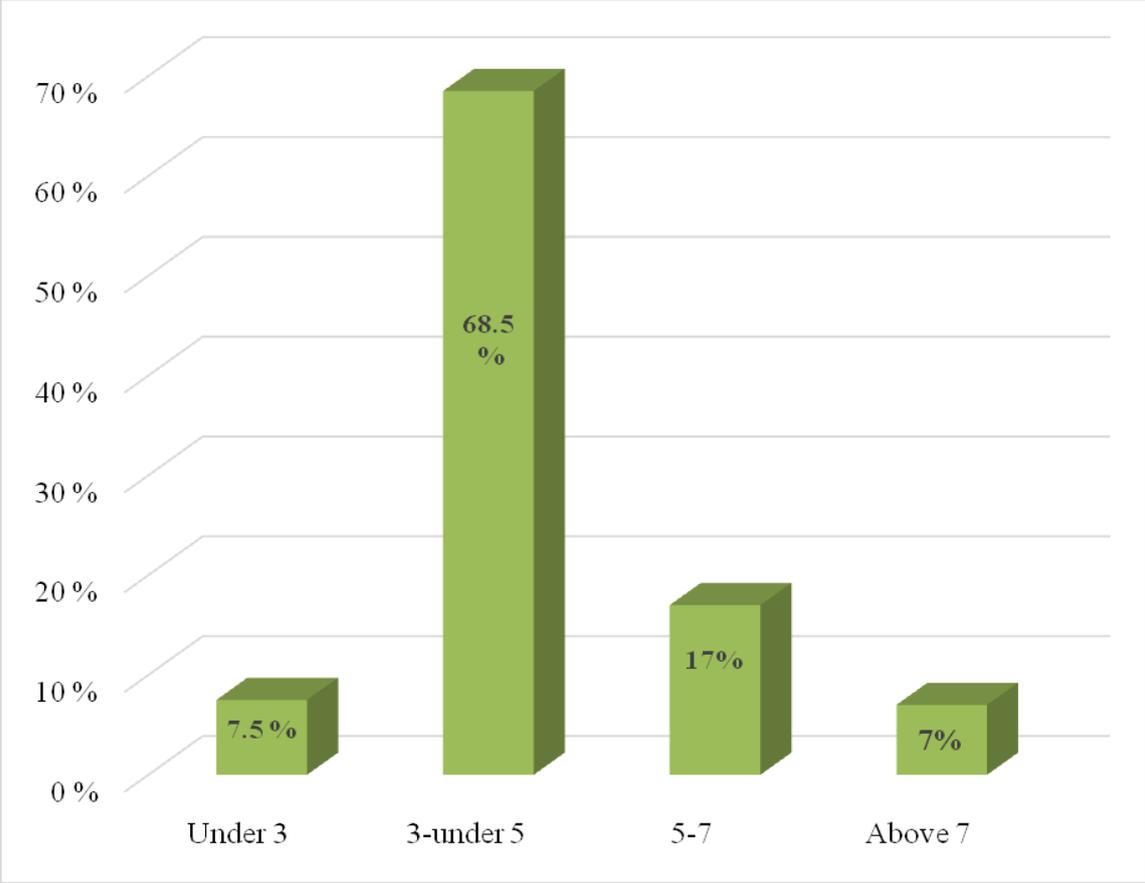


Figure 4.2.1.5: Income of respondents

4.2.2 Descriptive analysis

4.2.2.1 Employee empowerment

Regarding employee empowerment, the most noticeable feature of the descriptive analysis is that there was very high percentage of agree (93.5%) for the question relating to confidence in their ability to work, illustrating by highest mean value ($M = 6.18$). It noted that there is the same average value between EE2 and EE3 ($M = 5.81$), leading to quite same response rate 87.5% agreed that autonomy in decision making and independent decision making is important to them, there were only 6% and 8% disagreed with this statements, respectively. There were 8% of interviewees said that they have not the considerable opportunity for independence and freedom in how they do their job, leading to lowest mean value ($M = 5.58$).

Table 4.2.2.1: Descriptive statistic for Employee empowerment

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Deviation
	Entirely disagree	Mostly disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Somewhat agree	entirely agree		
EE1	2	5	5	13	38	67	70	5.81	1.283
	1.0%	2.5%	2.5%	6.5%	19.0%	33.5%	35.0%		
EE2	1	3	12	9	36	70	69	5.81	1.258
	.5%	1.5%	6.0%	4.5%	18.0%	35.0%	34.5%		
EE3	2	5	9	16	46	72	50	5.58	1.297
	1.0%	2.5%	4.5%	8.0%	23.0%	36.0%	25.0%		
EE4	1	2	5	5	22	69	96	6.18	1.083
	.5%	1.0%	2.5%	2.5%	11.0%	34.5%	48.0%		

4.2.2.2 Employee training

The second dimension in satisfaction is training, including three statements, most respondents agree that they received personal skills training that enhances their ability to deliver high-quality work, making highest mean value ($M = 5.55$) as well as the highest agreement rating (82.5%). Besides, it is not high neither agrees or disagree responses for three statements. There is moderate disagreement rate in this factor.

Table 4.2.2.2: Descriptive statistic for Employee training

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Deviation
	Entirely disagree	Mostly disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Somewhat agree	entirely agree		
ET1	6	0	14	15	45	64	56	5.55	1.410
	3.0%	0%	7.0%	7.5%	22.5%	32.0%	28.0%		
ET2	5	4	12	14	56	60	49	5.44	1.409
	2.5%	2.0%	6.0%	7.0%	28.0%	30.0%	24.5%		
ET3	4	4	20	20	55	54	43	5.26	1.440
	2.0%	2.0%	10.0%	10.0%	27.5%	27.0%	21.5%		

4.2.2.3 Teamwork

According to the following table, there were 73.5% of people chose to agree, 16% opted to disagree, and 10.5% chose neither agree or disagree when they were asked about using teams extensively.

Table 4.2.2.3: Descriptive statistic for Teamwork

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Deviation
	Entirely disagree	Mostly disagree d	Somewhat disagree	Neither agree or disagree	Somewha t agree	Somewhat agree	entirely agree		
TW1	17	8	7	21	54	57	36	5.01	1.728
	8.5%	4.0%	3.5%	10.5%	27.0%	28.5%	18.0%		
TW2	6	5	13	34	57	52	33	5.10	1.434
	3.0%	2.5%	6.5%	17.0%	28.5%	26.0%	16.5%		
TW3	5	9	11	31	44	64	36	5.18	1.483
	2.5%	4.5%	5.5%	15.5%	22.0%	32.0%	18.0%		

4.2.2.4 Appraisal systems

In term of Appraisal systems, the following table indicates that the most significant factor for respondents. The evaluating satisfaction of civil servants is that the quality of work is an important element in evaluating the job performance of public servant, 92.5% of total respondents agreed with this item, making the highest mean value (M = 6.10). Besides, there were 86.0% of total respondents said that job performance evaluation based on customer feedback on service quality, making high mean value (M = 5.72).

Table 4.2.2.4: Descriptive statistic for Appraisal systems

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Deviation
	Entirely disagree	Mostly disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Somewhat agree	entirely agree		
AS1	1	3	4	7	40	43	102	6.10	1.180
	.5%	1.5%	2.0%	3.5%	20.0%	21.5%	51.0%		
AS2	2	7	7	20	50	63	51	5.51	1.341
	1.0%	3.5%	3.5%	10.0%	25.0%	31.5%	25.5%		
AS3	4	8	10	15	46	60	57	5.50	1.470
	2.0%	4.0%	5.0%	7.5%	23.0%	30.0%	28.5%		
AS4	2	5	5	16	48	56	68	5.72	1.305
	1.0%	2.5%	2.5%	8.0%	24.0%	28.0%	34.0%		

4.2.2.5 Employee compensation

Employee compensation is measured by five statements, in which most of the respondents agreed that they would receive a reward if they can improve service quality with the highest mean value of 5.16 and 68% agreement rating. Look at the high point of disagreement (42.5%); it illustrates civil servant are not satisfied with the pay that they receive, leading to lowest mean value (M = 4.09).

Table 4.2.2.5: Descriptive statistic for Employee compensation

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Deviation
	Entirely disagree	Mostly disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Somewhat agree	entirely agree		
EC1	42	21	22	14	29	38	34	4.09	2.207
	21.0%	10.5%	11.0%	7.0%	14.5%	19.0%	17.0%		
EC2	30	19	18	45	29	41	18	4.10	1.898
	15.0%	9.5%	9.0%	22.5%	14.5%	20.5%	9.0%		
EC3	27	13	18	33	34	40	35	4.47	1.977
	13.5%	6.5%	9.0%	16.5%	17.0%	20.0%	17.5%		
EC4	12	12	8	32	31	47	58	5.16	1.791
	6.0%	6.0%	4.0%	16.0%	15.5%	23.5%	29.0%		
EC5	14	16	17	46	34	33	40	4.64	1.807
	7.0%	8.0%	8.5%	23.0%	17.0%	16.5%	20.0%		

4.2.2.6 Employee satisfaction

Most respondents (79%) think that they like their job, making the highest mean value (M = 5.52). Whereas there were 24.5% of respondents chose neither agree or disagree when asking about if they like their job more than many employees of other companies.

Table 4.2.2.6: Descriptive statistic for Employee satisfaction

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Deviation
	Entirely disagree	Mostly disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Somewhat agree	entirely agree		
ES1	11	9	7	17	37	60	59	5.38	1.691
	5.5%	4.5%	3.5%	8.5%	18.5%	30.0%	29.5%		
ES2	6	8	8	20	36	57	65	5.52	1.559
	3.0%	4.0%	4.0%	10.0%	18.0%	28.5%	32.5%		
ES3	9	16	9	49	37	36	44	4.87	1.709
	4.5%	8.0%	4.5%	24.5%	18.5%	18.0%	22.0%		
ES4	9	16	17	37	37	39	45	4.87	1.749
	4.5%	8.0%	8.5%	18.5%	18.5%	19.5%	22.5%		

4.2.2.7 Employee loyalty

When it comes to Loyalty, the dependent variable in this study, it must be pointed out that most respondents proud of being working for this organization (78.5%), illustrating by highest mean value (M= 5.60). There is low percentage of disagreement responses for these statements.

Table 4.2.2.7: Descriptive statistic for Employee loyalty

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Deviation
	Entirely disagree	Mostly disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Somewhat agree	entirely agree		
EL1	5	5	13	20	28	57	72	5.60	1.537
	2.5%	2.5%	6.5%	10.0%	14.0%	28.5%	36.0%		
EL2	11	10	13	28	32	55	51	5.15	1.738
	5.5%	5.0%	6.5%	14.0%	16.0%	27.5%	25.5%		
EL3	19	11	18	50	32	36	34	4.55	1.815
	9.5%	5.5%	9.0%	25.0%	16.0%	18.0%	17.0%		
EL4	14	8	11	47	31	45	44	4.92	1.746
	7.0%	4.0%	5.5%	23.5%	15.5%	22.5%	22.0%		

4.3 Reliability and Validity testing

4.3.1 Reliability test

The reliability analysis was conducted by calculating the Cronbach's α . According to Molina, Montes, and Ruiz-Moreno (2007), the minimum proposed Cronbach's alpha is above .6. The result of the seven constructs exceeding the .6 threshold required. In Table 4.3.2.1, the Cronbach's α coefficient of "Employee Empowerment" is .759, that of "Employee Training" is .845, "Teamwork" is .817, "Appraisal Systems" is .752, "Employee Compensation" is .843, "Employee Satisfaction" is .89 and "Employee Loyalty" is .849. Moreover, all items were satisfied item-total correlations (>.3). The measurements of this study are acceptable in reliability.

4.3.2 Validity test

Convergent validity of the measurement model was assessed by three measures: item reliability, composite reliability (CR) and average variance extracted (AVE) (Fornell and

Larcker, 1981). Item reliability was evaluated by the size of the loadings of the measurement. The loading should be above .5, indicating each measure is making up 50 per cent or more of the variance. The result of factor loading was shown all items loaded strongly ($>.5$) on their appropriate factors which supported their unidimensionality. Composite reliability was assessed on the basis of internal consistency. The internal consistency measure is similar to Cronbach's alpha. Cronbach's alpha that there are assumes parallel measures, and represents a lower bound of composite reliability. According to Molina et al. (2007), the minimum proposed composite reliability value is .70. The result of this criterion was satisfactory and reported in Table 4.3.2.1. To complete the analysis, the AVE was computed, in which the minimum suggested value is .5. Convergent validity is adequate when constructs have an AVE greater than .50, the variance shared with a construct and its measures is greater than the error. As shown in Table 4.3.2.1 all the constructs have an AVE score above .50. With factor loading of all items is higher than .5, CR above .7 and AVE greater than .5, the result implied the measurement was good.

Table 4.3.2.1 Convergent and discriminant validity of the model constructs

Constructs	Indicator	Standardized loadings	Criteria (Cronbach's α, CR, AVE)
Employee Empowerment	EE1	.727	Cronbach's α = .759
	EE2	.776	CR = .848
	EE3	.678	AVE= .586
	EE4	.520	
Employee Training	ET1	.752	Cronbach's α = .845
	ET2	.866	CR = .906
	ET3	.79	AVE= .763
Teamwork	TW1	.762	Cronbach's α = .817
	TW2	.781	CR = .89
	TW3	.781	AVE= .73
Appraisal Systems	AS1	.577	Cronbach's α = .752
	AS2	.647	CR = .841
	AS3	.689	AVE= .571
	AS4	.721	
Employee Compensation	EC1	.702	Cronbach's α = .843
	EC2	.756	CR = .889
	EC3	.900	AVE= .619
	EC4	.716	
	EC5	.546	
Employee Satisfaction	ES1	.880	Cronbach's α = .89
	ES2	.908	CR = .924
	ES3	.758	AVE= .753
	ES4	.734	
Employee Loyalty	EL1	.789	Cronbach's α = .849
	EL2	.791	CR = .899
	EL3	.805	AVE= .69
	EL4	.686	

Discriminant validity was assessed using two methods: correlation between constructs (r); and the comparison of the square root of the AVE for each construct with the correlation between the construct and other constructs in the model. Correlation between constructs in combination with standard error in table 4.3.2. 2 indicated all of them are different from 1. In addition, Chin (1998) states that if the square root of the AVE for each construct is larger than the correlation between the construct and any other construct in the model, then the measures should be considered to have adequate discriminant validity. Table 4.3.2.3 shows all constructs in the estimated model satisfied this criterion. Since none of the off-diagonal elements exceeded the respective diagonal element, the criteria for discriminant validity were considered satisfied.

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

Table 4.3.2.2 Correlation between constructs (r)

	Estimate	S.E.	C.R.	P
Empower ↔ Train	.506	.074	4.368	***
Empower ↔ TeaWork	.593	.082	4.694	***
Empower ↔ Compen	.576	.089	4.625	***
Empower ↔ Apprais	.590	.069	4.517	***
Empower ↔ Satis	.557	.087	4.613	***
Empower ↔ Loyalty	.514	.080	4.304	***
Train ↔ TeaWork	.549	.134	5.354	***
Train ↔ Compen	.381	.134	4.141	***
Train ↔ Apprais	.462	.109	4.526	***
Train ↔ Satis	.406	.134	4.412	***
Train ↔ Loyalty	.480	.135	4.802	***
TeaWork ↔ Compen	.650	.164	5.863	***
TeaWork ↔ Apprais	.562	.119	5.123	***
TeaWork ↔ Satis	.542	.150	5.344	***
TeaWork ↔ Loyalty	.562	.147	5.258	***
Compen ↔ Apprais	.516	.128	4.864	***
Compen ↔ Satis	.724	.191	6.223	***
Compen ↔ Loyalty	.749	.188	6.073	***
Apprais ↔ Satis	.463	.121	4.585	***
Apprais ↔ Loyalty	.500	.120	4.665	***
`Satis <--> Loyalty	.843	.199	6.478	***

Table 4.3.2.3 Correlation among construct scores

	Satisfaction	Empower	Train	TeaWork	Compen	Appraisal	Loyalty
Satisfaction	0.868						
Empowerment	0.557	0.766					
Training	0.406	0.506	0.873				
Teamwork	0.542	0.593	0.549	0.854			
Compensation	0.724	0.576	0.381	0.650	0.787		
Appraisal	0.463	0.590	0.462	0.562	0.516	0.756	
Loyalty	0.843	0.514	0.480	0.562	0.749	0.500	0.831

Note: Square root of AVE in the diagonal and bold

4.4 Confirmatory Factor Analysis (CFA)

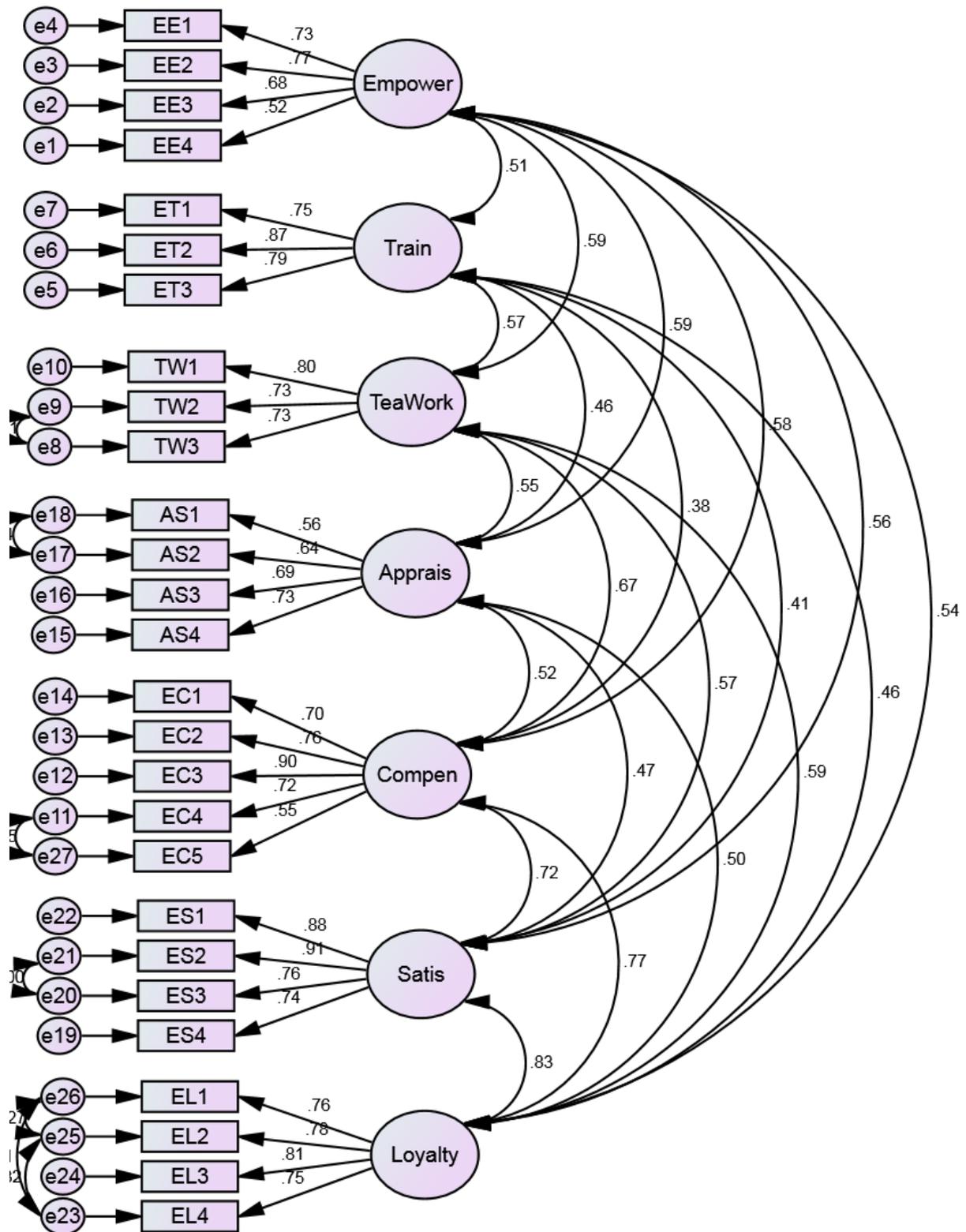
After collected data was satisfied convergent and discriminant validity, CFA is employed to test the measurement model formulated from theory. Measurement model represents for constructs based on theory foundation systematically and logically. It is noted that all the relation in measurement model are not measured directly and combined with structural theory to clarify Structural Equation Modeling (SEM) model in later. There are some advantages of CFA compared with Exploratory Factor Analysis (EFA), making the author choose CFA as main analyzing data method instead of EFA in this research. Based on theory foundation, the number of constructs has to be identified before running data in CFA instead of after running software in EFA. Specifically, after collecting, data will be run by EFA and its results provide the number of factor as well as information regarding model by factor loading estimates. In other words, construct structure is specified by statistical result in EFA. On the contrary, the measurement model is firstly defined. It is required that the author examined the number and structure of factors before performing data. Regarding this method, the variable is not distributed to constructs like in EFA so that literature review is necessary to formulate the research model. Moreover, through CFA's results, the researcher can know the level of matching between theoretical hypotheses and reality, leading to confirming or rejecting measurement model. Thus, to determine whether the theoretical model fit in the reality, the author is going to depend on some below criteria.

First of all, the model fit if CMIN/df is less than 3 with p-value larger than 5 per cent. The goodness of fit index (GFI) is a measure of fit between the hypothesized model and the observed covariance matrix. The GFI ranged between 0 and 1, with a cut-off value of .8

generally indicating acceptable model fit. The comparative fit index (CFI) analyses the model fit by examining the discrepancy between the data and the hypothesized model, while adjusting the issues of sample size inference in the chi-squared test of model fit, and the normed fit index. A CFI value of .8 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 an optimally chosen parameter estimates, and the population covariance matrix. A value of 0.1 or less indicates an acceptable model fit in combination of PCLOSE higher than .5.

After removing items due to factor loading lower than .5, the rest of all the observed items which were significant and substantial (>.50) were run as a whole for the final measurement model. The final measurement model had a good fit to the data: Chi-square = 684.679; df = 296; Chi-square/df = 2.313; P = .000; GFI = .804; CFI = .871; RMSEA = 0.081.

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



$\chi^2[296] = 684.679$ ($p = .000$); CMIN/df = 2.313; GFI = .804; CFI = .871; RMSEA = .081

Figure 4.4.1 Final measurement model

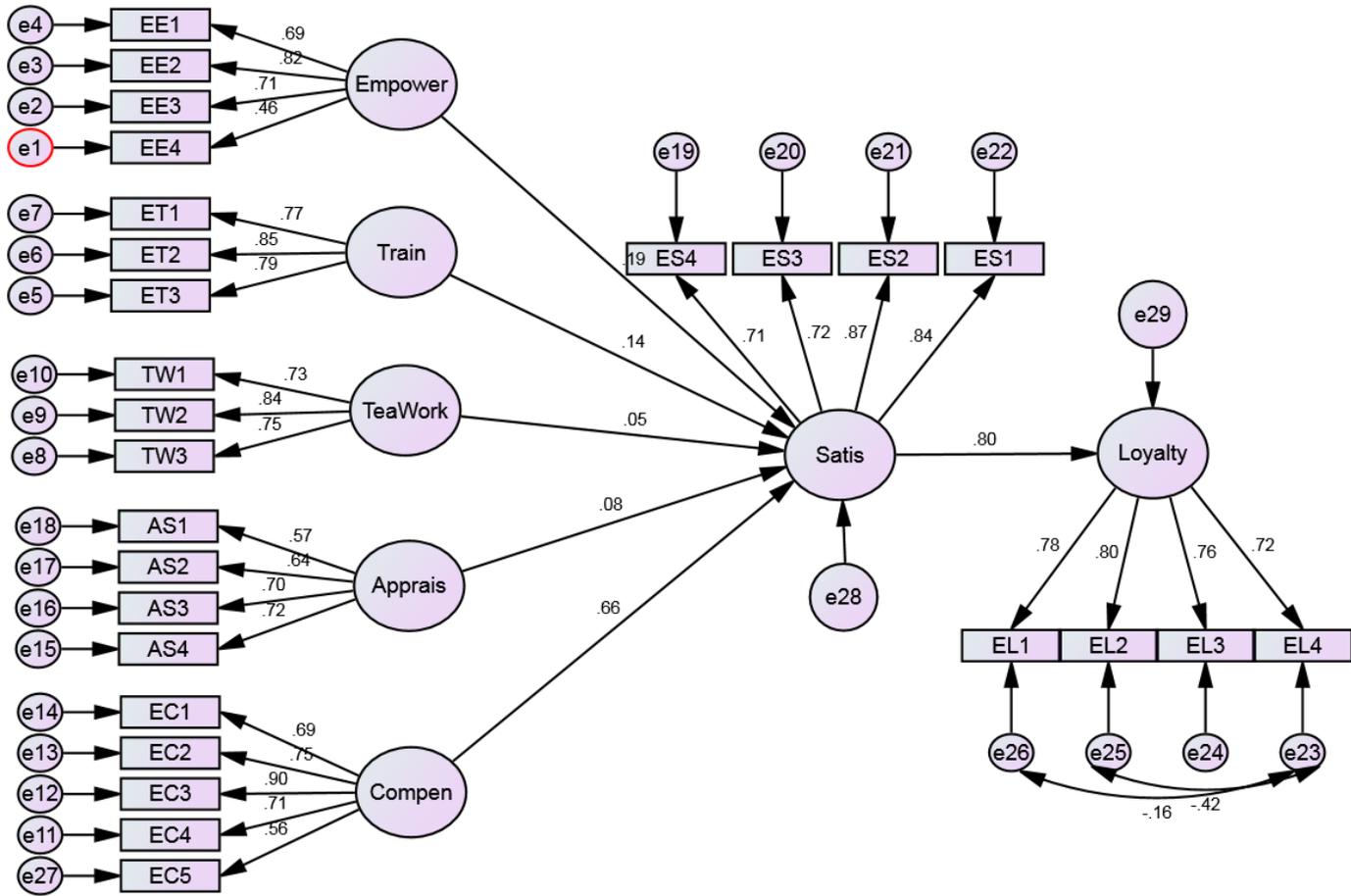
4.5 Structural equation modeling (SEM)

After running CFA, structural equation modeling (SEM) is employed to test the structure model. Combined by multivariate technique and multiple regressions, SEM is used to test the set of interrelated relationship hypothesized at the same time. Such interrelated relationships consist of the relation between variable and constructs or among latent factors in the model. While other statistical methods have just tested the single relationship, investigating simultaneously the interrelated relationships is outstanding of SEM and this function also meets the higher demand of researchers nowadays. Specifically, SEM is used more to examine theories including multiple equations depicting the relationship among factors (constructs). Such factors might be unobserved variables or latent constructs. According to Hair et al (2009), SEM is “a multivariate technique based on variates in both the measurement and structural models” (p.669). So that through SEM’s results, the researcher can know whether initial hypotheses are supported or not in reality by below criteria. The structural equation modeling results indicated that the theoretical model had a fit to the data: $\chi^2_{[316]} = 987.243$; $P = .000$; $CMIN/df = 3.124$; $CFI = .778$; $RMSEA = 0.1$. The result supported four hypotheses and rejected two hypotheses. All of the regression weight values of supported hypotheses were positive and significant ($p < 0.05$). The unstandardized estimates are presented in Table 4.5.1, and the standardized estimates are in Figure 4.5.2. Consistent with H1, employee empowerment was found to be positively associated with employee satisfaction ($\beta = 0.186$, $p = .009$). H2 posits a positive relationship between employee training and employee satisfaction. This hypothesis was also supported ($\beta = 0.142$, $p = .027$). H3, which proposed a positive relationship between teamwork and employee satisfaction was not supported ($\beta = .052$, $p = 0.431$). Next, the relationship between appraisal systems and employee satisfaction was also not supported with $\beta = .081$, $P = .225$. H5 indicates the positive impact of employee compensation on employee satisfaction was supported ($\beta = .664$, $p < .001$). Finally, H6 represents for the relationship between employee satisfaction and employee loyalty was supported with $\gamma = .803$, $p < .001$.

Table 4.5.1 Unstandardized structural paths

	Hypotheses structural paths	Testing result	Est.(se)	p-value
H1	Empowerment is positively associated with Satisfaction	Supported	.431(.165)	***
H2	Training is positive associated with Satisfaction.	Supported	.145(.065)	***
H3	Teamwork is positively associated with Satisfaction.	Not Supported	.054(.066)	.431
H4	Appraisal has positive impact on Satisfaction	Not Supported	.100(.083)	.225
H5	Compensation has positive influence on Satisfaction.	Supported	.605(.083)	***
H6	Satisfaction has positive relationship with Loyalty	Supported	.830(.103)	***

Notes: *** $p < 0.00$; Est. (se): Estimate (standard error)



$\chi^2_{[316]} = 987.243$; $P = .000$; $CMIN/df = 3.124$; $CFI = .778$; $RMSEA = 0.1$

Notes: $p < 0.05$: (*), $p < 0.01$ (**), $p < 0.001$ (***)

Figure 4.5.2 Structural results (standardized estimates)

Based on above result, finally, the final research model is presented as below:

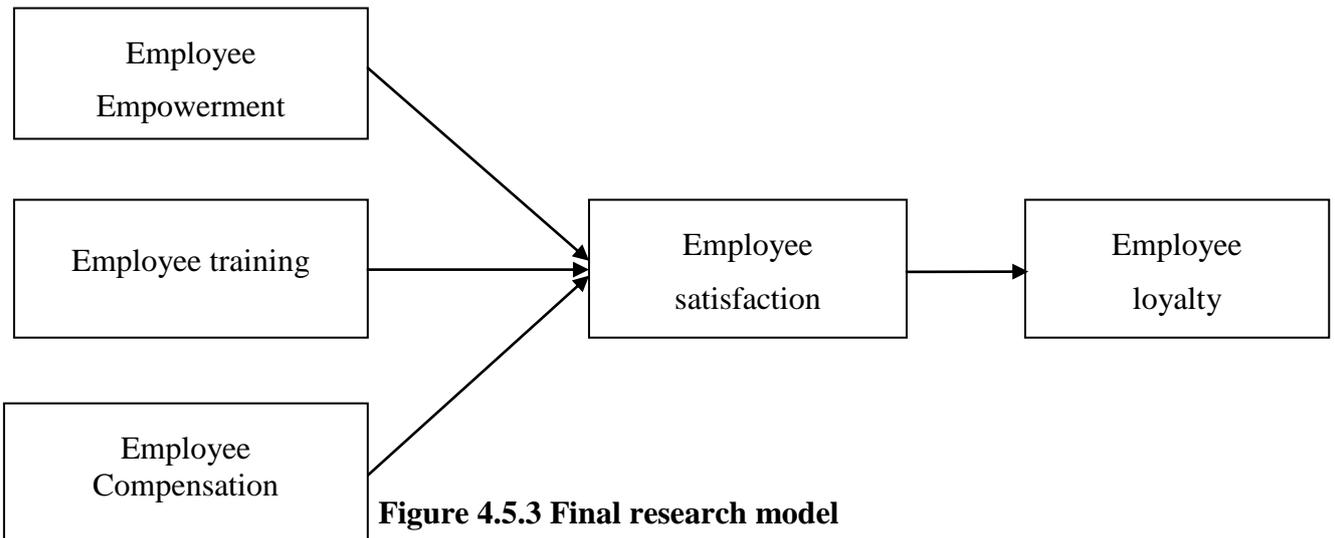


Figure 4.5.3 Final research model

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

This chapter will launch some implications, which are based on the analysis of data as above, to raise employee satisfaction in the Ward People's Committee of District 8, Ho Chi Minh City, as well as giving some limitations.

5.1 Discussions and implications of the research

The original objective of the research is to examine the influential factors of satisfaction and loyalty of employee in the public sector in Vietnam, case in some Ward People's Committee of District 8, Ho Chi Minh City. Results prove the impact of HR focused TQM practice in the public sector, particularly the ward people's committees. This study result answered the original research questions "What factors impacting on satisfaction and loyalty of civil servants at some People's Committee Ward of District 8, HCM city?" This study contains 6 hypotheses, among which H1, H2, H5 namely empowerment, training, and compensation are significantly and positively associated with satisfaction of employees. In which, compensation was the strongest impact on satisfaction ($\beta = .664$, $p < .001$), followed by empowerment and finally is training. However in the context of Vietnam, H3 and H4 which respectively represent teamwork ($\beta = .052$, $p = 0.431$) và appraisal systems ($\beta = .081$, $p = .225$) are unsupported. H6 is also supported; that is employee satisfaction has a positive impact on the employee loyalty to their organizations.

In this study, teamwork was found to be unsupported and not meaningful to the satisfaction of employees. This result did not support those of Jun et al. (2006) and Chang et al. (2010). For many countries, teamwork can be critical while being opposite in Vietnam. The first reason is, Vietnamese leaders and managers encourage each work separately and competitively. Secondly, in the public administration sector, individuals tend to work independently as the jobs are the individually oriented job, which makes teamwork impact less on satisfaction at almost organizations. Almost civil servants in the ward people's committee work independently. Each position has its activity based on functions and tasks assigned. For example, in the ward people's committee, only one person is in responsible for Jurisdiction, one person responsible for Registrar, etc. each field has only one person in charge. So teamwork is not observed, and work is accomplished individually.

Appraisal system has a negative influence on employee satisfaction. This finding is relevant to study of the Jun et al. (2006). Civil servant's task fulfillment assessment is one

solution to control and build an official, professional team of agents and contribute to improving the efficiency of the state administrative apparatus. The current method of evaluating the performance of civil servants in Vietnam is based on three activities: self-evaluation, peer evaluation, and superior evaluation. Mainly, the staff makes and read a self-assessment paper in front of their colleagues and bosses after a labor year. Then other members in the office give comments about the rate of this servant's work accomplishment before the final comments are provided by the department leader. This method has a high point in that transparency and democracy are being endorsed, and the servant's job accomplishment is viewed from various perspectives, which enables each servant to listen to comments from the colleagues and from that draw their experience for further work. However, this appraisal tends to be subjective in both peer and self-assessment, which makes this appraisal insignificant to officials and has no direct impact on employees. Unless they violate the regulations, the servant gets the rating of at least "accomplished" and does not have his or her salary reduced regardless of the result of the assessment. It leads to the lack of motivation of a good many of servants, as they always get the right ratings without any effort. Simultaneously, the evaluation tends to be formalistic, in that the satisfaction of cadres and civil servants will not be affected by whatever the assessment results become. Each step of the evaluation criteria is also not specified enough, making the assessment too general.

In this study, compensation was found to be the most influential factor in the satisfaction of employees. The result of this research is consistent with the study of Jun et al. (2006) and Turyilmaz et al. (2011). The author proposes that to improve civil servant's satisfaction level in ward people's committees and the whole public area; the government should focus on the salary improvement plan which meets the necessity and the amount of assigned work as well. Also, some bonuses should be improved according to each employee's job tasks to meet their standard of living and motivate them to work. Additionally, the salary of leaders and permanent employees are raised according to their time of work, which is not applied to contract employees for their whole life. It is a great injustice in the salary plan at the ward people's committee, despite the fact that the amount of work a contract employee is not lower than that of a permanent one. Thus, in the future, the government should make a unified salary system, in which employees should not be distinguished between permanent employees and contract employees to enhance social justice and motivate the contract employees.

Furthermore, the wages in the public sector is much lower than the private sector, so the government should have a qualified salary plan with the private area, to make sure the civil servants' pay is not too small compared to those working in private companies. With the highly competitive salary, the public area can best recruit and keep good employees with them, thus avoid brain-drain. It is the most unsatisfied factor to employees, while it has the most influential on employee satisfaction ($\beta = .664, p < .001$). So this factor needs particular attention from government, as being well and justly paid, employees will work better and feel more satisfied with the current job.

Employee empowerment was found to be the second influential factor to the satisfaction of employees. This result supports the study of Jun et al. (2006) and Chang et al. (2010). To enhance the employees' activeness and creativity, the leaders should give the employee more right to autonomy decision-making for implementing work. It will reduce leaders' work for focusing on management and directive. Thus, employees will work in an active, confident and self-determined way, which improves the work effectiveness. It is also a critical factor to improve staff satisfaction. Recent movements of a great many of employees from the public to the private area were due to the failure in exploiting their ability.

Training was found to be the third important factor to the staff satisfaction. This result is relevant to the research of Martensen and Gronholdt (2001) and Turyilmaz et al. (2011). Training and development is a non-excludable part to civil servants' satisfaction. Reality shows that trained and developed employees lead to improved work effectiveness, thus making the employees more interested and stick to the job. The government, thus, should invest time and money to focus on long-term development and training for civil servants to motivate the employees, and also to meet the job requirements and satisfy the workers. Simultaneously, the government should have training and development programs to help the employees direct their job better, improve themselves and persuade them to be creative on many issues, enable them to exploit their ability through various and challenging tasks. It is also a not less important factor which makes satisfaction and loyalty of workers to their work and organization.

Finally, employee satisfaction is significant effects employee loyalty to the institutions, improving the level of employee satisfaction will result in higher commitment level.

Managerial implications

This research provides a reference relate to human resource management for later study. In other words, this is the first survey conducted at the ward level, no studies before. A critical practical implication of these findings is governments, and public managers can raise loyalty of employee through employee satisfaction. Therefore, to increase employee loyalty, government leaders or managers should prioritize increasing comfort, governments must concentrate on compensation, empowerment, and training as mentioned above because these three factors have the strongest influence on employee satisfaction. Employee satisfaction improved leading to employee loyalty to the organization also increased.

Theoretical contribution of the research

The study has contributed a reference about human resource management policies in the public sector, extend understanding or knowledge relating satisfaction of civil servants in the public sector through TQM practices. The research has shown factors which affect employee's satisfaction and loyalty in ward level; earlier studies have not yet performed in Vietnam. Based on the analyzing result from this study, this research is antecedent for people to compare for future research.

Practice contribution of the research

In reality, this study will help managers in the government organization in decision making in human resource management, in particular, creating proper decisions in management, to improve productivity and motivation level as well as job satisfaction of civil servants. The government or leaders at all levels of government can find a way forward managed to maintain and attract human resources. Besides, this is the first study conducted in a ward of the district (local government), so the results of the research study mainly contributed to ward People's Committee, District 8, Ho Chi Minh City.

In summary, the results of the above analysis showed that TQM practices have a significant impact on employee satisfaction. Therefore the government and government leaders can improve the level of employee satisfaction via TQM practices. The author proposes a few recommendations to help local government leaders on the ward of District 8 as well as organization leaders where author's workplace to raise employee satisfaction level in the future, thereby enhancing employee harder work and more efficient, increase productivities, contributing to the achievement of organizational goals. First, leaders should consider empowering subordinates so they can be more active in making decisions as to how to complete their tasks. Next, leaders should take care to the training of staff to enhance

professional skills, let them improve work efficiency and create opportunities for them to express their talents and have opportunities for advancement. Through creating conditions for all officers and employees who have the chance to participate in the training and retraining to improve work capacity, to meet work requirements. For self-trained officials, leaders need to encourage the learning mode by supporting tuition, creating conditions of the time. It is to foster and facilitate both physical, time to the employee whom may attend programs that will make them feel more confident and more satisfied with the work.

These are the recommendations drawn from the research results that would not be true for all state institutions, but also contributes to a more accurate outlook for managers in government organizations.

5.2 Limitations and future research

Results of this study had theory contribution, managerial contribution. However, it also exist some limitations. The first limitation is sample study which is selected by a convenient method so that data collection can have low reliability. The author suggests that future researchers should use probability method to increase security.

Second, the scope of this study only conducted in 5 wards among 322 wards in HCMC, and the number of samples small with sample size only 200 compared to 13.049 public servants in HCMC. Therefore, it is unlikely that the views of some interviewees reflect all the officers' thoughts, in particular, District 8, HCMC and the nation in general. This study is a first attempt to consider some factors which affect to staff's satisfaction and loyalty in local government at ward level. Thus, future researchers may be extended the subject and scope of the study at many wards or higher management level with larger sample size.

The third limitation is quantitative research, so author recommends recent studies use qualitative research to in-depth the understanding phenomenon. The qualitative study through interviews, through classified data, without through the figures. This method uses the term to solve the problem, discover the reason to find out the answer.

Finally, this study only focused on TQM practices consists of factors as employee training, employee empowerment, teamwork, appraisal systems, employee compensation. There are many other elements may affect on satisfaction. The author suggests that future researchers can find the new variables relation to as leadership, workplace environment to help all levels leaders from the central to local levels who has been exact orientation policies

for human resource building and development to raise the employees' satisfaction and loyalty in the public sector.

5.3 Conclusion

This study examined some elements that influence to employees' satisfaction and loyalty in a public organization in Vietnam. Model of this study includes factors as employee training, employee empowerment, teamwork, appraisal systems, employee compensation. Target responses of the research is civil servants (leader positions, permanent employees and contract employees) at People's Committee Wards 4, 6, 7, 13 and 16 of District 8, Ho Chi Minh City with 200 sample size by convenience sampling. SPSS và Amos used to testing data and running data.

This study suggests that the satisfaction and loyalty of civil servants can be improved through the focused TQM HR Practice. Research results show that employee empowerment, employee training, and employee compensation are three factors have a significant and positive impact on the satisfaction of employee at the ward People's Committees. In which, compensation was the strongest impact on Satisfaction ($\beta = .664$, $p < .001$), next is empowerment and finally is training. While, teamwork ($\beta = .052$, $p = 0.431$) và appraisal systems ($\beta = .081$, $p = .225$) were unsupported satisfaction of civil servants in Vietnam.

Based on the above findings, governments and government leaders at all levels must focus on actively improving three factors, which were identified to be able to raise the standard of employee satisfaction. It gives employees a positive work attitude, more enthusiastic, confident, loyal and contributes more to the organization development. In particular, the government needs to focus on improving the wage regime, building a scientific and reasonable salary system to employee assure work, motivates to work. Beside government also need attention to the empowerment, training employees to increase performance. The findings also indicate that employees' loyalty built through employee satisfaction. Therefore, improving employee satisfaction level leads to growing employee loyalty, thereby developing the quality of services supplied to citizens, as well as enhance the quality of public utilities. Creating happiness for civil servants is a particular importance because they are an important part to decide the validity and effectiveness of the state administrative apparatus, to provide public services that affect the economic and social activities of the country directly.

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APPENDICES

Questionnaire in English version

Dear sir/madam,

I am Dinh Thi Lan Phuong, I am studying the Master of Public Administration (MPA) course which a joint program between University of Economics in Ho Chi Minh City (UEH), Vietnam and University of Tampere, Finland. Now I am conducting a study on the factors effect job satisfaction of civil servants in the public sector and thereby offer solutions to improve employee satisfaction, in particular, at some wards People's Committee of District 8, Ho Chi Minh city, Vietnam. I look forward to receiving the support of you, your opinion will help me complete this study. If you has any contributions or questions about this study, please contact me via email: lanphuongconuong@gmail.com. Please take a few minutes to complete this survey.

Part 1: Please give your comments on agreement level by mark "X" based on the following 7-point scale. With “entirely disagree” = 1, “mostly disagree” = 2, “somewhat disagree” = 3, “Neither agree or disagree” = 4, “somewhat agree” = 5, “mostly agree” = 6, “entirely agree = 7”.

No	Item label	Question	Answer
EMPLOYEE EMPOWERMENT			
1	EE1	I have significant autonomy in determining how I do my job	1 2 3 4 5 6 7
2	EE2	I can decide on my own how to go about doing my work	1 2 3 4 5 6 7
3	EE3	I have considerable opportunity for independence and freedom in how I do my job	1 2 3 4 5 6 7
4	EE4	I am confident about my ability to do my job	1 2 3 4 5 6 7
EMPLOYEE TRAINING			
5	ET1	Every employee receives personal skills training that enhances his/her ability to deliver high quality work.	1 2 3 4 5 6 7
6	ET2	We spend much time and effort in simulated training activities that help us provide higher levels of work	1 2 3 4 5 6 7
7	ET3	During training sessions we work through exercises to identify and improve attitudes toward citizens	1 2 3 4 5 6 7
TEAM WORK			

8	TW1	Teams are used extensively at this public organization	1 2 3 4 5 6 7
9	TW2	Service quality teams are formed for the long run	1 2 3 4 5 6 7
10	TW3	I think that my teams are effective in producing quality services	1 2 3 4 5 6 7
APPRAISAL SYSTEMS			
11	AS1	The quality of my work is an important factor in evaluating my job performance	1 2 3 4 5 6 7
12	AS2	I am regularly given feedback on my job performance	1 2 3 4 5 6 7
13	AS3	Part of my job performance evaluation is based on how well I work with teams	1 2 3 4 5 6 7
14	AS4	Part of my job performance evaluation is based on customer feedback on service quality	1 2 3 4 5 6 7
EMPLOYEE COMPENSATION			
15	EC1	I am satisfied with the pay that I receive	1 2 3 4 5 6 7
16	EC2	I earn more than others who do similar work at other firms	1 2 3 4 5 6 7
17	EC3	My pay encourages me to improve the quality of my work	1 2 3 4 5 6 7
18	EC4	I will receive a reward if I do something to improve service quality	1 2 3 4 5 6 7
19	EC5	The benefits, such as vacation time and medical insurance that I receive here are better than those I could get at similar firms	1 2 3 4 5 6 7
EMPLOYEE SATISFACTION			
20	ES1	Overall, I am quite satisfied with my job.	1 2 3 4 5 6 7
21	ES2	I like my job.	1 2 3 4 5 6 7
22	ES3	I like my job more than many employees of other companies.	1 2 3 4 5 6 7
23	ES4	There are no fundamental things I dislike about my job.	1 2 3 4 5 6 7
EMPLOYEE LOYALTY			
24	EL1	I am proud to be working for this organization	1 2 3 4 5 6 7
25	EL2	I would take almost any job to keep working for this organization	1 2 3 4 5 6 7
26	EL3	I would turn down another job for more pay in order to stay with this organization	1 2 3 4 5 6 7
27	EL4	I find that my values and the organization's values are very similar	1 2 3 4 5 6 7

Part 2: Personal background information

1. Your gender

- Male Female

2. Your age group

- From 20 to 30 From 31 to 40
 From 41 to 50 Above 50

3. Educational level

- High school/Vocational degree College/Bachelor degree
 Post graduate

4. Your position

- Leader Staff

5. Your income per month (million VND/month)

- Under 3 million From 3 to under 5 million
 From 5 to 7 million Above 7 million

Sincerely appreciate your time and cooperation

Questionnaire in Vietnamese version

Xin chào anh/chị.

Tôi là Đinh Thị Lan Phương, hiện đang theo học Chương trình Thạc sĩ Hành chính công của Thành ủy Thành phố Hồ Chí Minh, tại trường Đại học Kinh tế Thành phố Hồ Chí Minh liên kết với Đại học Tampere (Phần Lan). Tôi đang tiến hành một nghiên cứu về các yếu tố ảnh hưởng đến sự hài lòng trong công việc của cán bộ, công chức trong cơ quan Nhà nước, qua đó đưa ra giải pháp để nâng cao sự hài lòng đối với công việc của công chức tại Ủy ban nhân dân các phường của Quận 8, Thành phố Hồ Chí Minh. Tôi rất mong nhận được sự hỗ trợ của các anh/chị, ý kiến của anh/chị đều là những thông tin quý báu giúp tôi hoàn thành tốt nghiên cứu của mình. Nếu anh/chị có bất kỳ đóng góp hoặc câu hỏi gì về nghiên cứu này, xin vui lòng liên hệ với tôi qua email: lanphuongconuong@gmail.com. Anh/chị vui lòng dành khoảng 10 phút để hoàn thành bảng khảo sát dưới đây.

Phần I: Vui lòng cho ý kiến về mức độ đồng ý của anh/chị đối với mỗi câu hỏi, bằng cách đánh dấu “X” vào số nào anh/chị thấy đúng với mình nhất, dựa trên quy mô 7 điểm sau đây:

- 1 = Hoàn toàn không đồng ý 2 = Hầu như không đồng ý
3 = Không đồng ý một chút 4 = Không có ý kiến
5 = Đồng ý một chút 6 = Hầu như đồng ý
7 = Hoàn toàn đồng ý

STT		Câu hỏi	Trả lời
Trao quyền cho nhân viên			
1	EE1	Tôi có quyền chủ động trong việc xác định như thế nào để làm công việc của mình	1 2 3 4 5 6 7
2	EE2	Tôi có thể tự mình quyết định cách nào để tiến hành công việc của mình	1 2 3 4 5 6 7
3	EE3	Tôi có nhiều cơ hội độc lập và tự do trong cách làm việc của mình	1 2 3 4 5 6 7
4	EE4	Tôi tự tin về khả năng của mình để thực hiện công việc của tôi	1 2 3 4 5 6 7
Đào tạo nhân viên			

5	ET1	Mỗi nhân viên đều được đào tạo các kỹ năng cá nhân nhằm nâng cao khả năng đáp ứng công việc có tính chất kỹ thuật cao.	1 2 3 4 5 6 7
6	ET2	Chúng tôi dành nhiều thời gian và nỗ lực trong những hoạt động đào tạo với các tình huống thực tế giúp chúng tôi đáp ứng các mức độ cao hơn của công việc	1 2 3 4 5 6 7
7	ET3	Trong các buổi đào tạo, chúng tôi làm việc thông qua các bài tập để xác định và cải thiện thái độ đối với công dân	1 2 3 4 5 6 7
Làm việc nhóm (tập thể)			
8	TW1	Làm việc theo nhóm (tập thể) được sử dụng rộng rãi tại các cơ quan Nhà nước	1 2 3 4 5 6 7
9	TW2	Kết quả và chất lượng dịch vụ của làm việc theo nhóm (tập thể) được định hướng trong thời gian dài	1 2 3 4 5 6 7
10	TW3	Tôi nghĩ rằng các nhóm làm việc của tôi là đạt được hiệu quả trong việc tạo ra những dịch vụ có chất lượng	1 2 3 4 5 6 7
Hệ thống đánh giá			
11	AS1	Chất lượng công việc của tôi là một nhân tố quan trọng trong việc đánh giá hiệu suất công việc của mình	1 2 3 4 5 6 7
12	AS2	Tôi thường xuyên được phản hồi về hiệu suất công việc của mình	1 2 3 4 5 6 7
13	AS3	Một phần của việc đánh giá hiệu suất công việc của tôi là dựa vào tôi làm việc như thế nào với các đồng nghiệp	1 2 3 4 5 6 7
14	AS4	Một phần của việc đánh giá hiệu suất công việc của tôi là dựa trên phản hồi của khách hàng về chất lượng dịch vụ	1 2 3 4 5 6 7
Lương của nhân viên			
15	EC1	Tôi hài lòng với tiền lương mà tôi nhận được	1 2 3 4 5 6 7
16	EC2	Tôi kiếm được nhiều tiền hơn những người khác làm công việc tương tự như tôi tại các cơ quan khác	1 2 3 4 5 6 7
17	EC3	Lương của tôi khuyến khích tôi nâng cao chất lượng công việc của mình	1 2 3 4 5 6 7
18	EC4	Tôi sẽ nhận được một phần thưởng nếu tôi làm điều gì đó (sáng kiến cải tiến) để cải thiện chất lượng dịch vụ	1 2 3 4 5 6 7
19	EC5	Những lợi ích, chẳng hạn như thời gian nghỉ phép và bảo hiểm y tế mà tôi nhận được ở đây là tốt hơn so với những gì tôi có thể nhận được tại các đơn vị tương tự	1 2 3 4 5 6 7
Sự hài lòng của nhân viên			
20	ES1	Nói chung, tôi khá hài lòng với công việc của mình	1 2 3 4 5 6 7
21	ES2	Tôi thích công việc của mình	1 2 3 4 5 6 7
22	ES3	Tôi thích công việc của tôi nhiều hơn so với nhiều nhân viên của các đơn vị khác	1 2 3 4 5 6 7

23	ES4	Cơ bản, không có điều nào mà tôi không thích về công việc của mình.	1 2 3 4 5 6 7
Lòng trung thành của nhân viên			
24	EL1	Tôi tự hào khi được làm việc cho cơ quan này	1 2 3 4 5 6 7
25	EL2	Tôi sẽ làm bất kỳ công việc gì để có thể tiếp tục làm việc cho cơ quan này	1 2 3 4 5 6 7
26	EL3	Tôi sẽ từ chối một công việc khác có mức lương nhiều hơn để ở lại với cơ quan này	1 2 3 4 5 6 7
27	EL4	Tôi nhận ra rằng giá trị của tôi và giá trị của cơ quan là như nhau	1 2 3 4 5 6 7

Phần II: Thông tin cá nhân

1. Giới tính

- Nam Nữ

2. Nhóm tuổi

- Từ 20 đến 30 tuổi Từ 31 đến 40 tuổi
 Từ 41 đến 50 tuổi Trên 50 tuổi

3. Trình độ học vấn

- THPT/Trung cấp nghề Văn bằng Cao đẳng / Cử nhân
 Sau Đại học

4. Chức vụ

- Lãnh đạo Cán bộ công chức (gồm cán bộ không chuyên trách)

5. Thu nhập hàng tháng (triệu đồng/tháng).

- Dưới 3 triệu Từ 3 đến dưới 5 triệu
 Từ 5 đến 7 triệu Trên 7 triệu

Chân thành cảm ơn các anh/chị đã dành thời gian quý báu và hỗ trợ nhiệt tình!

*** Coding:**

1. Gender: 1 = Male, 2 = Female

2. Your age group

- 1 = From 20 to 30 2 = From 31 to 40
3 = From 41 to 50 4 = Above 50

3. Educational level

- 1 = High school/Vocational degree 2 = College/Bachelor degree 3 = Post
graduate

4. Your position

- 1 = Leader 2 = Staff

5. Your income per month (million VND/month)

- 1 = Under 3 million 2 = From 3 to under 5 million
3 = From 5 to 7 million 4 = Above 7 million