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廣寧省廣安縣人民委員會公職人員工作滿意度的案例研究

A Case Study of Job Satisfaction on Public Employees Working on People's Committee of Quang Yen town, Quang Ninh Province

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摘要

這項研究的目的是找到影響工作滿意度的因素，以及這些因素與工作滿意度之間的關係。本研究於 2018 年 6 月在廣寧省廣安縣人民委員會進行。通過回答問卷，邀請了 200 名受訪者參加本次調查，並使用 174 個樣本進行了分析。根據多元回歸分析的結果，本研究得出結論，與工作滿意度成正比的因素有 4 個：年齡，職位和調動，工作條件，晉升和認可以及培訓和職涯規劃。

關鍵字：工作滿意度、人力資源管理、個案研究

Abstract

The objectives of this study are finding the factors that affect the employee's satisfaction and the relationship among these factors and employee's satisfaction. From the result of multiple regression analysis, this study concludes that there are 5 factors have positive relationship with job satisfaction include: posting and transfer, working conditions, promotion and recognition, and training and career planning.

Keywords: Job satisfaction, Human resource management, Case study

1. Introduction

1.1 Research background

In general, the public sector with regime officials now almost a lifetime, operated by the state budget, tightly bound in the hierarchy, authority in the region are likely to arise the stagnation, bureaucracy and psychotherapy series back in the state employees. Therefore, leaders are faced with the challenge of finding the motivation to their staff worked very hard and high yield.

This study intends to operate under the assumption that high levels of career opportunities and a congenial working atmosphere would lead to high levels of job satisfaction of public employees of People's Committee of Quang Yen town working in the field level. But what is the reality on the ground? This study intends to uncover that.

1.2 Research Purpose

The main purpose of this study is the level of satisfaction with the work of public employees of People's Committees of Quang Yen town and finding the factors that affect the civil servant and public employee's satisfaction and the relationship among these factors and employee's satisfaction. Make measure the level of satisfaction with the work of the officials, thereby helping the People's Committee to Quang Yen have the appropriate solutions to improve the overall satisfaction of the officials work.

This study was guided by the following research questions:

- Which factors influence on job satisfaction of public employees of People's Committees of Quang Yen town?
- Which factor causes the greatest impact?
- Which basis is used for proposing solutions to improve the satisfaction of public employees of People's Committees of Quang Yen town?

2 Research Design

2.1 Research Model

On the basis of the literature review the study has developed the research model. To be able to get the result of the research questions the author sets up seven research hypotheses focusing on the relationship between individual characteristics and general civil servant and public employee job satisfaction, and on the perception of intrinsic job characteristics and extrinsic job conditions among different civil servant and public employee groups. These hypotheses were tested through a survey which fits the deductive approach.

JDI (Job Descriptive Index) model is used to design the questionnaire and collect and analyze data in this study. After carefully reviewing all those literature, it has revealed that the important factors of public employees working on People's Committee of Quang Yen town are salary, posting and transfer, working conditions, promotion and recognition, and training and career planning. The scale currently

available covers the major facets of job satisfaction and these facets are of interest in a job satisfaction survey. The JDI is reliable and has an impressive array of validation evidence (Saar and Judge 2004). According to Spector (1997), other advantages are the use of this scale saves the considerable cost and time necessary to develop a scale from scratch and its use in research provides good evidence for construct validity. Authors choose this JDI model is a valuable tool and reliably proven.

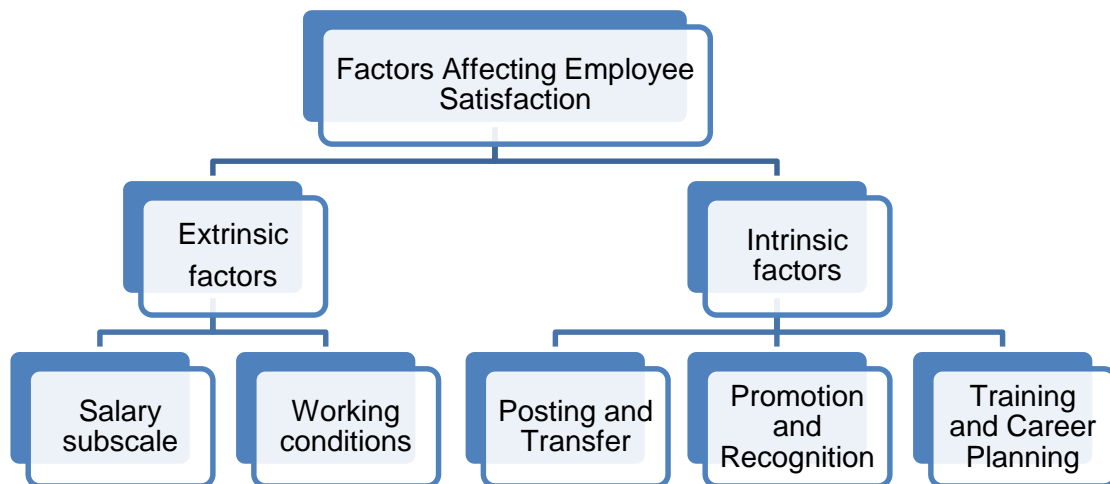


Figure 1 Model of Factors Affecting Employee Satisfaction

2.2 Research Hypothesis

In this paper, the author divided the research hypotheses into two parts from different angles. Those two parts are: (1) the relationship between individual characteristics and general job satisfaction; (2) the importance level of intrinsic and extrinsic factors.

Salaries factor in this study was reviewed under the aspects of mismatch between salaries with contributions from employees or compare with salaries of that same rank in other companies. So this study suggests:

RQ1: Do the salary has a positive impact on job satisfaction of public employees of People's Committees of Quang Yen town?

For officers, transfers, promotions and postings are the major sources of mobility and career advancement. However, these very factors could become a major source of dissatisfaction if not handled in a fair and transparent manner. Many studies showed that transfer and posting is an important motivating factor. So this research hypothesis as follows:

RQ2: Do the posting and transfer have a positive impact on job satisfaction of public employees of People's Committees of Quang Yen town?

Factor of "working conditions" reflects the relevance of the nature of work to the capacity and desire of employees. This factor also includes the employees get a reasonable working arrangements, creating

conditions to promote all employee's abilities. Luddy (2005), examined the relationship between working conditions and the overall satisfaction and show a positive relationship. So this study suggests:

RQ3: Do the working conditions have a positive impact on job satisfaction of public employees of People's Committees of Quang Yen town?

Promotion opportunities are the opportunities to develop and weigh up to a higher position in the organization or not. Herzberg's theory shows opportunities for promotion are factors motivate employees. So this study suggests the following:

RQ4: Do the promotion and recognition have a positive impact on job satisfaction of public employees of People's Committees of Quang Yen town?

Learning and development is a critical part of a civil servants' progress in career. An officer's competence is a sum of practical experience gained on the job and new knowledge, skills and insights acquired through other sources. Research suggests:

RQ5: Do the training and career planning have a positive impact on job satisfaction of public employees of People's Committees of Quang Yen town?

2.3 Research Object and Sampling Method

2.3.1 Research Object

Reliable guidelines for selecting a sample size that is likely to produce a factor solution that closely matches a population factor structure would be a boon to researchers planning factor analytic studies. Until recently, most of the published sample size recommendations were simplified rules based on experts' experience. Gorsuch (1983) suggested this ratio be at least five.

As this study has focused on completing the attitude and experience of civil servants and employees who are posted in the different field in the People's Committee of Quang Yen town, purposive sampling is the best option for this research. The research subject has all 34 observational variables that need to perform factor analysis, so the minimum sample needed for the study on this subject is $34 \times 5 = 170$ samples. Thus, 174 valid questionnaires were acceptable for this study. Within the scope of this essay, with resource limitations, the author's selected sample size was 174. The questionnaire will be delivered to 200 employees working in all departments and public non-business units in order to ensure after cleaning the sample, eliminating the questionnaire is not satisfactory, the author still 174 valid questionnaires.

2.3.2 Measuring Tools (Questionnaire Design)

A questionnaire-based survey to find out the level of job satisfaction and to identify the relative importance of job satisfaction factors was used to collect the data in this research. The job satisfaction assessment tool selected for this research was the Job Descriptive Index. This tool has been thoroughly and carefully validated in various researches over time (Spector, 2006:220). The five subscales of this tool make it easier to measure as these subscales related to extrinsic and intrinsic factors of the job. Statistical Package for Social Science (SPSS) tools is used for data analysis.

The survey questionnaire is built on the model of JDI combined with studies of Siddika (2012), Vinh (2016).

3 Analysis and Results

3.1 Regression Analysis

As stated above, to assess the impact of factors affecting the employee satisfaction author used multiple regression model. From the analysis above factors have been identified 5 factors that affect the factors affecting the employee satisfaction regression model is written as follows:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5$$

Where:

Y: Employee satisfaction

X₁: Salary

X₂: Posting and transfer

X₃: Work condition

X₄: Chances of promotion and Recognition

X₅: Training and Career planning

Table 1 Model Summary

<u>Model</u>	<u>R</u>	<u>R Square</u>	<u>Adjusted R Square</u>	<u>Std. Error of the Estimate</u>
<u>1</u>	0.719 ^a	0.517	0.503	0.538

a. Predictor: (Constant), SA, PT, WC, CPR, TCP

b. Dependent Variable: SF

Sources: SPSS outcome and author compiling

The results in Table 1 shows that Adjusted R² is 0.517, it means a linear regression model was built deficit is consistent with the data means that 51.7% of the variation level of employee satisfaction level is explained by the factors included in the model, the rest are other factors that have not been studied.

The regression equation showing the relationship-expressed satisfaction with the elements is written as follows:

Table 2 Multiple regression result**Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	p-value	Sig.
	B	Std. Error	Beta			
(Constant)	-.686	.319		-2.149	.033	
SA	.071	.042	.094	1.667	.097	.903
PT	.231	.042	.319	5.463	.000	.842
WC	.328	.069	.265	4.735	.000	.921
CPR	.265	.070	.229	3.771	.000	.777
TCP	.286	.062	.264	4.608	.000	.878

a. Predictor: (Constant), SA, PT, WC, CPR, TCP

b. Dependent Variable: SF

Sources: SPSS outcome and author compiling

$$SF = -0.686 + 0.094 SA + 0.319 PT + 0.265 WC + 0.229 CPR + 0.264 TCP$$

Table 3 Anova of regression model**ANOVA^a**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	52.026	5	10.405	35.979	.000 ^a
Residual	48.586	168	0.289		
Total	100.612	173			

Sources: SPSS outcome and author compiling

The results of Table 3, show the ANOVA result of model with F = 35.979, P < 0.05 show that the multiple regression model is consistent with the overall study and can be used.

The first regression the result shows that there are not all the coefficients of the regression equation are positive; it means that the 5 factors studied only 4 factors have a positive impact on the employee satisfaction. The analytical results show that, 4 variables included in the model are significant (Sig. < 5%) include: Posting and Transfer (beta = 0.358), Working conditions (beta = 0.281), chances of Promotion and Recognition (beta = 0.297) and Training and Career planning (beta = 0.343). However, salary factor doesn't have positive impact on employee satisfaction.

Then the Salary is removed from the multivariate regression and run again.

Table 4 Model Summary

<u>Model</u>	<u>R</u>	<u>R Square</u>	<u>Adjusted R Square</u>	<u>Std. Error of the Estimate</u>
<u>1</u>	0.714 ^a	0.509	0.497	0.540

a. Predictor: (Constant), PT, WC, CPR, TCP

b. Dependent Variable: SF

Sources: SPSS outcome and author compiling

The results in Table 4 shows that Adjusted R² is 0.509, it means a linear regression model was built deficit is consistent with the data means that 50.9% of the variation level of employee satisfaction level is explained by the factors included in the model, the rest are other factors that have not been studied. The Durbin-Watson statistic number equals to 0.540 < 2 which indicates no correlation between the residuals. This means that the regression model does not violate the assumption of error independence.

Table 5 Multiple regression result**Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.567	.313		-1.813	.072
PT	.239	.042	.330	5.664	.000
WC	.322	.069	.260	4.633	.000
CPR	.284	.070	.246	4.079	.000
TCP	.302	.062	.278	4.878	.000

a. Predictor: (Constant), , PT, WC, CPR, TCP

b. Dependent Variable: SF

Sources: SPSS outcome and author compiling

$$SF = -0.567 + 0.330 PT + 0.260 WC + 0.246 CPR + 0.278 TCP$$

Table 6 Anova of regression model**ANOVA^a**

<u>Model</u>	<u>Sum of Squares</u>	<u>df</u>	<u>Mean Square</u>	<u>F</u>	<u>Sig.</u>
1 <u>Regression</u>	51.22	4	12.806	43.818	.000 ^a
<u>Residual</u>	49.389	169	0.292		
<u>Total</u>	100.612	173			

Sources: SPSS outcome and author compiling

The results of Table 6, show the ANOVA result of model with $F = 43.818$, $P < 0.05$ show that the multiple regression model is consistent with the overall study and can be used.

3.2 Verification of research hypotheses

To test the hypotheses studied in the research model, the author used the t-statistic and the corresponding p-value directly compared with 0.05 (significance level of 5% or confidence level of 95%)

RQ1: Do the salary has a positive impact on job satisfaction of public employees of People's Committees of Quang Yen town? This means that the Beta of SA variable = 0.094 > 0 variable is positive. From the results of the study, p -value of t-statistic = 0.097 > 0.05 (Table 3). This indicates that for this research data there is no basis for suggesting that the SA factor has a positive impact on job satisfaction of public employees of People's Committees of Quang Yen town with a 95% confidence level. In other words, hypothesis 3 can be not supported.

RQ2: Do the posting and transfer have a positive impact on job satisfaction of public employees of People's Committees of Quang Yen town?

This means that the Beta of PT variable is positive. From the results of the study, the Beta coefficient of the PT variable = 0.319 > 0 and p -value of t-statistic = 0.000 < 0.05 (Table 3). This shows that the PT variable has a positive effect on job satisfaction of public employees of People's Committees of Quang Yen town with a 90% confidence level. In other words, hypothesis 4 can be supported.

RQ3: Do the working conditions have a positive impact on job satisfaction of public employees of People's Committees of Quang Yen town?

This means that the Beta of WC variable is positive. From the results of the study, the Beta coefficient of the WC variable = 0.265 > 0 and p -value of t-statistic = 0.000 < 0.05 (Table 3). This shows that the WC variable has a positive effect on job satisfaction of public employees of People's Committees of Quang Yen town with a 95% confidence level. In other words, hypothesis 5 can be supported.

RQ4: Do the promotion and recognition have a positive impact on job satisfaction of public employees of People's Committees of Quang Yen town? This means that the Beta of CPR variable is positive. From the results of the study, the Beta coefficient of the CPR variable = 0.265 > 0 and p -value of t-statistic = 0.000 < 0.05 (Table 3). This shows that the CPR variable has a positive effect on job satisfaction of public employees of People's Committees of Quang Yen town with a 95% confidence level. In other words, hypothesis 6 can be supported.

RQ5: Do the training and career planning have a positive impact on job satisfaction of public employees of People's Committees of Quang Yen town? This means that the Beta of TCP variable is positive. From the results of the study, the Beta coefficient of the TCP variable = 0.229 > 0 and p -value of t-statistic = 0.000 < 0.05 (Table 3). This shows that the TCP variable has a positive effect on job satisfaction of public employees of People's Committees of Quang Yen town with a 95% confidence level. In other words, hypothesis 7 can be supported.

4 Research Conclusions

The aim of this paper is study the factor effect the employee satisfaction. This study shows that employee satisfaction is impacted by 4 factors: Posting and Transfer, Working conditions, chances of Promotion and Recognition and Training and Career planning in case of the People's Committees of Quang Yen town. However, this study is can not find the positive relationship of Salary. This result consistent with the other result when study the employee satisfaction such Siddika, M.T (2012), especially there is no study found concentrating on the Town level Officers.

The results also revealed that posting and transfer, working conditions, chances of promotion and recognition and training and career planning variables have positive and significant relationship with job satisfaction (overall), while salary has no significant relationship with job satisfaction.

Multiple Regression analysis concluded that while Posting & Transfer, Work & Working Environment and Chances of Promotion & Recognition and Training and Career Planning are significant predictors of job satisfaction for the public employees of People's Committees of Quang Yen. Salary does not predict the dependent variable, job satisfaction. The positive sign of beta coefficient on posting and transfer implied that respondents who are satisfied about posting and transfer are more satisfied than those who are less satisfied. Additionally, there was a positive relationship between working conditions and job satisfaction, implying that respondents who give higher importance on to their job tend to be satisfied more.

This study result can apply to government to improve the job satisfaction for their employees and to prompt the efficiency of public affair execution.

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