

Job satisfaction



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TOPIC: FACTORS AFFECTING JOB SATISFACTION OF THE STAFF IN CAN THO UNIVERSITY OF MEDICINE AND PHARMACY – VIET NAM Phan Thi Luyen, Master of Education in Educational Management Mahidol University, Thailand

Introduction: Can Tho University of Medicine and Pharmacy has been established since December 25th, 2002 based on the Decision No 184/2002/QD-TTg of the Prime Minister to be the first and the only medical university in the Mekong Delta, in the South West of Viet Nam. Its establishment helps to contribute in building a strong work force for health care system in Mekong Delta and other regions as well. Moreover, it is no doubt that “workforce” is the most important factor and the only sustainable long-term competitive advantage of an organization. An organization is effective to the degree to which it achieves its goals. Thus CTUMP can be successful in meeting the established goals proposed above if it has enough and strong workforce.

Beyond the research literature and studies, job satisfaction is also important in everyday life. Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work (Spector, 1997). Furthermore, understanding job satisfaction is critical to the success of an organization. The researcher with the support of the new Rector, therefore, feels that there is a need to have a study about the staff's job satisfaction in CTUMP.

Objectives of the Study and Research questions: The researcher aims to survey overall job satisfaction of the staff in Can Tho University of Medicine and Pharmacy. The following objectives are decided: – To determine the level of overall job satisfaction of the staff in Can Tho University of Medicine

and Pharmacy. To compare job satisfaction of the staff in CTUMP by their personal and organizational factors. * The following research questions will be guiding this paper: 1. What is the level of overall job satisfaction of the staff in Can Tho University of Medicine and Pharmacy? 2. What are the significant differences of job satisfaction of the staff in Can Tho University of Medicine and Pharmacy by their personal and organizational factors?

Conceptual Framework: The framework of this paper is based on two theoretical works using quantitative survey measures.

The overall job satisfaction survey in the model will be based on Job Satisfaction Survey (JSS) developed by Paul E. Spector (1994) including nine facets: Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating procedures, Coworkers, Nature of Work and Communication. And TCM Employee Commitment Survey invented by Dr. John Meyer and Dr. Natalie Allen (1993), The University of Western Ontario will be used to measure two forms of employee commitment to an organization: (desire-based) affective commitment, (obligation-based) normative commitment.

Independent Variables Dependent variables Literature Review: Concepts and definitions of job satisfaction: There are a number of definitions of job satisfaction found in the literature. The researcher defines “ Job satisfaction means the degree in which an individual feels towards different facets of their job (pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work and communication) which determine their work performance”. This definition is adapted from Paul E. Spector’s definition (1997) “ Job satisfaction is simply how people feel about their jobs and different aspects of their jobs” Theories relating to job

satisfaction: There are three main groups of theories relating to job satisfaction that most of researchers use to found in literature. 1 Need-based Approach or Content theories 1.

1 Abraham Maslow's Hierarchy of Needs: Self-actualization Needs Full potentials; self-development and the pinnacle of one's calling Esteem Needs The desire for status, recognition, achievement, confidence Affiliation Needs The desire for to be loved and wanted in group Security Needs The desire for protection against threats and unsafe work conditions Physiological Needs The desire for basic necessities of life 1. 2 Herzberg et al., (1959) Two-Factor theory (Motivation and Hygiene) Hygiene Factors Motivation factors Organization policies Supervision Salary Interpersonal relations Working conditions Work itself Achievement Recognition Responsibility Advancement

2 Process theories 2. 1 Equity Theory – J. Stacy Adams (1963): Source: [http://www.](http://www.businessballs.com/adamsequitytheory.htm)

[businessballs.com/adamsequitytheory.htm](http://www.businessballs.com/adamsequitytheory.htm), dated July 30th, 2008 2. 2 Expectancy Theory – Victor H.

Vroom (1964) This theory suggests that work motivation is determined by two factors: (1) the relationship between effort and performance and (2) the desirability of various work outcomes that are associated with different performance levels. Simply put, the theory suggests that the motivation that will lead to job satisfaction is a function of the perceived relationship between an individual's effort, performance, and the desirability of consequences associated with job performance (Lawler, 1973; Vroom, 1964).

3. Job characteristics Model Figure: Job Characteristics ModelSource:

<http://www.csupomona.edu/~wcweber/301/301slide/ch08301/sld009.htm>, cited August 4th, 2008 “

Organizational Commitment”: A wide variety of definitions and measures of organizational commitment exist in literature review. Organizational commitment is considered a useful measure of organizational effectiveness (Steers, 1975). Organizational commitment is a “ multidimensional construct” (Morrow, 1993) that has the potential to predict organizational outcomes such as performance, turnover, absenteeism, tenure, and organizational goals” (Meyer & Allen, 1997, p. 2). In explaining the significance of organizational commitment, Meyer & Allen (1997) refer to Morrow & McElroy’s (1993) statement that organizational commitment is the most maturely developed of all the work commitment constructs.

As part of their research, Meyer & Allen (1991) developed a framework that was designed to measure three different types of organizational commitment: (a) Affective commitment refers to employees’ emotional attachment, identification with, and involvement in the organization. Employees with a strong affective commitment stay with the organization because they want to. (b) Continuance commitment refers to employees’ assessment of whether the costs of leaving the organization are greater than the costs of staying. Employees who perceive that the costs of leaving the organization are greater than the costs of staying remain because they need to. (c) Normative commitment refers to employees’ feelings of obligation to the organization. Employees with high levels of normative commitment stay with the organization because they feel they ought to.

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Work settings”: CTUMP hasn’t had its own location or campuses since it was established by the Decision No 184/2002/QĐ-TTg of the Prime Minister dated December 12th, 2002 and it has been using the old area of Faculty of Medicine- Dentistry and Pharmacy in Can Tho University. People’s Committee of Can Tho City decided to give an area of about 43. 8 hectares located on Nguyen Van Cu Street, An Khanh ward, Can Tho city to be CTUMP’s campus. However, there hasn’t been much progress in effectuating “ the project of school construction” due to many subjective and objective factors. While the size of teaching and learning in CTUMP is increasing and increasing year by year, the old area in Can Tho University cannot meet the needs of buildings or labs for lecturers and students.

The university has to rent the buildings and labs around Can Tho city to serve for teaching, learning, administrative activities or even for some other recreational activities such as sport grounds, music halls, meeting halls, etc... Moreover, CTUMP is specialized in medical field so the university needs to have its own practical hospital for students. In the situation that the university hasn’t had its own practical hospital, the university has cooperated with some hospitals around Can Tho city, and sent the staff to work half-time in these hospitals. These above problems may bring lots of difficulties for the staff and students in their teaching, working and learning as well. Therefore, the researcher decides to study the relationship between work settings as an organizational factor and the staff’s job satisfaction.

Research hypotheses: This study will examine the overall level of job satisfaction of the staff in CTUMP in Viet Nam by following the nine facets of job satisfaction developed by Paul E.

Spector in Job Satisfaction Survey (JSS) such as Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating procedures, Coworkers, Nature of Work and Communication. The researcher supposes that there are significant differences between job satisfaction of the staff in CTUMP, based on the personal factors and organizational factors. Specifically, the researcher decides the hypotheses for this study as follows: 1 Job satisfaction of the staff in CTUMP is statistically significant difference by their personal factors such as age, gender, marital status, educational level, year of experience and present position. 2 Job satisfaction of the staff in CTUMP is statistically significant difference by their organizational factors such as organizational commitment and work settings. Population and Sample: This study will be conducted in CTUMP, Can Tho city, Viet Nam. The population of the study will be the total number of the staff up to April 7th, 2008 in CTUMP is 359 persons.

As CTUMP is the only medical university in Mekong Delta area, the researcher will choose 30 staffs to join in a pretest- reliability procedure for the research instrument. These above staffs will be excluded from the population to determine reliability of the questionnaires. The total sample of this study will be 329 staffs in all the faculties, departments and centers of CTUMP. Research design: This research will be carried out by using a quantitative and descriptive survey- designed method. To gain deeper understanding on the staff's opinions or suggestions for their job satisfaction, the researcher will offer some open-ended questions at the end of the questionnaires. Research instrument: The data collection instruments of this research consist of 4 parts: Part 1 of the questionnaire will be designed to

survey personal factors of the respondents including age, gender, marital status, educational level, years of experience, and present position.

The answers to the questions are either multiple choices or fill in the blank. Part 2 of the questionnaire will be designed to explore organizational factors such as organizational commitment and work settings. + The first section is the revised version of the TCM Employee Commitment Survey which is invented by Dr. John Meyer and Dr.

Natalie Allen, The University of Western Ontario. The researcher has got the license for student use from the University of Western Ontario. + The second section is about work settings in CTUMP which the respondents choose and tick in the box showing their places of work. Part 3 of the questionnaire will be the main part to measure the staff's job satisfaction. The researcher uses Job Satisfaction Survey (JSS) invented by Dr.

Paul E. Spector. This instrument is provided free for noncommercial educational and research purposes. JSS is a 36 item-nine facet scale to assess employee attitudes about the job and aspects of the job including Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Procedures, Coworkers, Nature of work, and Communication. Part 4 of the questionnaire is designed as 2 open-ended questions to gain the respondents' opinions or suggestions in improving their job satisfaction.

Reliability and Validity of the Questionnaire: Reliability: The questionnaire will be pretested with 30 staffs in CTUMP, who are not included in the sample group to determine the reliability.

The reliability test value will be analyzed by using Cronbach's Alpha Reliability Coefficients to search for the confident value (0.70). Where, r represents coefficient of reliability, n represents number of items on the scale (questionnaire), $\sum s^2$ represents the sum of variance of each item, and s^2 represents variation of the questionnaire. Validity: Content validity of the questionnaire will be tested by consulting with advisors. Moreover, the researcher has to translate the questionnaire into Vietnamese and adapt it into Vietnamese context, specifically in CTUMP context.

Thus the researcher will consult Assoc. Prof. Dr. Pham Van Linh, the Rector of CTUMP for the Vietnamese content of the questionnaire. Data collection: The researcher will write an official letter to The Rector of CTUMP to ask his permission for collecting data within the university.

After obtaining his written permission, the researcher will meet the Deans of each faculty, the Heads of each Department, Directors of each center to explain about the purpose of the study and the details of the questionnaires. One assistant staff in these faculties, departments or centers is requested to help distributing and collecting the questionnaires to and from the staffs within these faculties, departments or centers. To assure the respondents' confidentiality, the researcher will attach a letter to the questionnaires to explain the purpose of the study and tell them clearly that it is not necessary to show their names on the questionnaire. The respondents will be given one week to respond the questionnaires. After that, the assistant staff in each faculty, department or center will help to collect back and hand over to the researcher.

Data analysis: All the data collected from the respondents will be checked out, grouped and tabulated to facilitate the analysis process. The data will be electronically processed and analyzed by using computer application software. The researcher will use both the descriptive and inferential statistics while analyzing the data. Descriptive statistical analyses that will be used to analyze the overall job satisfaction and its nine facets in this study are percentage, means, and standard deviation. The inferential statistical analyses will be t- tests and Analysis of Variance to analyze the data to compare the significant difference of job satisfaction by its personal factors and organizational factors. The researcher will use the confidence level of 0.

5 to test the hypotheses. Research contributions: 1. It is hoped that the findings and recommendations of this study will bring the benefits for CTUMP's Board of Management in putting forward suitable human resources policies and enhancing their management skills. The findings of the study is aimed to help the School Board of Management have a thorough understanding of overall job satisfaction and factors affecting job satisfaction of the staff.

Then it may enable the School Board of Management to make appropriate policy decisions and implement effectively to raise the level of the staff's job satisfaction. 2. Using JSS and TCM Employee Commitment Survey as the main instruments for this study, the researcher hopes to apply JSS & TCM Employee Commitment Survey successfully in a Vietnamese context.

Hopefully, it will serve as a reference for other researches to be in the future.

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