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EVALUATING JOB SATISFACTION LEVELS

Case: Truong An Joint Stock Company (TACO)

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ABSTRACT

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Truong An Joint Stock Company (TACO) is garment producing company, which is located in Hai Phong, Vietnam. The main business is completing the outsourcing orders from foreign companies. TACO is also a long-term partner with variety of domestic enterprises. The thesis aimed to identify factors which affect the levels of job satisfaction in TACO. The current status quo of TACO employees' satisfaction was measured; it has been the useful data source for targeting the strength to encourage and the dissatisfying points to improve. The dominant part of workforce is belonging to factory. This thesis implied in the scope of all departments. It provided the fundamental understanding about job satisfaction including the needs, values and expectation. The series of factors consist of salary and compensation; workplace safety and working conditions; administration and supervision; atmosphere and communication; work and achievement; responsibility; recognition and feedback; and advancement. The quantitative research method was used gathering numerical data. There were 68 respondents over 100 surveys distributed. The overall levels are satisfied; besides, there are two noticeable factors received the significant respond. 'Atmosphere and communication' are very strong in TACO because of the friendship and partnership. In contrast, 'achievement' factor influence negatively toward the workers' emotion. The most realistic advice is reviewing the reward policy and organises more team-work activities to help young employees, who always got a low level of job satisfaction, to integrate the internal community. The design and content of the questionnaire are able to reuse.

Keywords: Job satisfaction, factors, motivation, human resource management, Maslow's hierarchy of needs, Herzberg's two-factor theory.

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1 INTRODUCTION

Job satisfaction is the reaction of emotion evoked from the values and needs fulfilment in the particular case of working environment (Locke 1976, 1307). The connection between job satisfaction and work motivation is presented in both academic studies and applied practice. Many motivation theories are also the foundation for job satisfaction research such as Maslow's hierarchy of needs and Herzberg's two factors theory (Mullins 2002, 646). In reality, job satisfaction evaluating result is the information sources for forecasting employees' behaviours and effective planning the motivation policy.

Truong An Joint Stock Company (TACO) was a Vietnamese state-owned company, specialised in producing garment goods. Because of the governmental equitization (privatization of state businesses) policy, TACO has been transformed into the joint stock enterprise, which has widening business fields such as real estate and construction. Nevertheless, the major mission of manufacturing is never underestimated. It has remained the stable turnover and profits since the dramatic economic recession in 2008. The traditional markets are Japan (suits), the United States and EU (trousers, jacket). The number of new clients is rising from current markets. There are two typical types of contracts that TACO frequently handles:

Type 1: 'Outsourcing contract' - A partner supplies all main supporting materials. Based on the customers' product lists, TACO creates the appropriate manufacturing plan. This type of contract requires two different prices (with and without the cost of auxiliary and materials) lists when submitting customs documents.

Type 2: 'Buying materials, selling products' – TACO responses for all parts from dealing with suppliers to shipping final goods to customers.

TACO is proud of the sustainable network with about 30 years of experience in exporting garment industry and to be a reliable partner to domestic clients. There is around 200 permanent employees and seasonal workers.

Combining my internship period in Truong An Joint Stock Company (TACO) and the provided figures, there was the noticeable decreases in the number of junior workers prefer staying with the company. However, senior employees still engage with TACO for an incredible time. Hence, the problem of how to attract these people to stay and commit with TACO was realised. However, this is the large topic and covers a great deal of aspects. Within the scope of this thesis, the

narrowed problem was 'job satisfaction'. It was going to answer which factors affect the satisfaction of workers. Then the evaluating process was implied to measure the present performance of the company. The result was support for the discussion part, which recommends how to motivate workers in garment/textile industry.

The thesis focuses on identifying the factors that influence the gratification of workers. Those factors are going to be clarified, highlighted their characteristics and determine the level of impact toward job satisfaction. Base on the theoretical outcome, the applied question is about finding the current condition of each 'contributing for satisfaction' factor to criticise the strength and the weakness of the company in term of managing employees' satisfaction issue. The sub-question about how to motivate workers would definitely follow the actual situation according to the survey result.

Quantitative methodology is a nature option for this topic because it serves the purpose of measuring the job satisfaction level. By collecting and describing numerical data, the problem is defined and analysed. In addition, data always should be interpreted in the specific context. It provided the literature basement for numbers as well as relevant qualitative information. (Curwin & Slater 2008, 7.)

This thesis contains three major parts. The first part is a revision of previous studies in term of human resource management, motivation and job satisfaction theories. This is related to human issue; therefore, the criticising sections are also included to present the advantage and disadvantage when applying this academic knowledge. The second part is about explaining the design of collecting and interpreting data. It indicates the recent situation in the company and highlights the problem, which should be improved. Due to the result of conducting research, the conclusion and discussion have been made. They suggest the practical actions for future circumstances.

2 THEORETICAL FRAMEWORK

This chapter tended to present theories, academic and empirical researchers, which related to the 'job satisfaction' issue. Therefore, it was divided into two parts: the first part highlighted the important position of the human asset within the strategic development of a company and the demand to have appropriate managerial methods. The second part concentrated on motivation theories, which were the foundation of theoretical framework; the job satisfaction itself; the series of factors contributed to satisfaction feeling.

2.1 Strategic Human Resource Management

From the eyes of modern scholars to the thought of business practitioners, 'human' is always the most precious asset comparing to any other constituencies; because people are unique and able to create surplus as well as the breakthrough. Appropriate managing and inspiring methods could definitely pay back the sound development. (Sisson & Storey 2000, 1; Argenti 2009, 183.) Therefore, it has been witnessed the dramatical transformation of the management approach related to 'human' aspect following the change of social-economic trends since early nineteenth century. Nevertheless, there is a contemporary philosophy which has been developed and promoted for years: those activities in Personnel Management (previous concept – before 1980s) or Human Resource Management (latest notion) attempt to “first enables working people and the organisation which uses their skills to agree about the objectives and nature of their working relationship and, secondly, ensures that the agreement is fulfilled” (Torrington, Hall & Taylor 2002, 13). This bidirectional relationship benefits both parties and regulates the responsibility at the same time. When individual concerns are satisfied, that builds the engagement to the organisational objectives, navigating to the promising success; vice versa, contributing to the organisation success by good performance is the only path to satisfy workers' needs. (Torrington, Hall & Taylor 2002, 11 – 15.)

2.1.1 Personnel Management (before the 1980s)

Legge (2005, 43 – 50) criticised four famous models in defining 'Personnel Management - PM'. *The normative model* indicated that PM is a process of “selecting, developing, rewarding, and

directing employees” in order to not only gain their satisfaction but obtain the best working result also; at the same time, side by side with employers to achieve their objectives. *Descriptive-functional model*, which was adopted most by Sisson (1989) and Torrington et al. (2002), noticed the difference of aspiration from different stakeholders. The fundamental function of PM is regulation to balance these complex relationships. The third one is a *Critical-evaluative model* of Watson (1986, 176); developed base on the recognition of stakeholders within an organisation but evaluating employers in a higher level of power than employees. It is so-called ‘exploitative’. The fourth is a *Descriptive-behavioural model*, presenting an actual set of actions of personnel professionals to fulfil those above models.

However, the position of PM was underestimated by other liner/middle managers because of the failure in delivering their job. That failure was a consequence of two problems: ‘people’ and denoting of ‘success’; and “a vicious circle in Personnel Management” (Legge 2005, 64 – 69). First and foremost, the resource of PM department is ‘human’. This is a sensitive object that is unable to control fully, difficult to organising and standing in the peak of natural evolution - they aware their rights and willing to fight for theirs. At that time, PM department was considering as the response teams who deal with the human issues rising within the daily business operation. They were passive, invisible and had little involvement in strategic decision-making (Watson 1986, 182; Marginson, Edwards, Martin, Purcell & Sisson 1988, 76). Success was belonged to the direct departments while PM department was threatened by the weak skills of other liner management in term of solving labour issues (Legge 2005, 65).

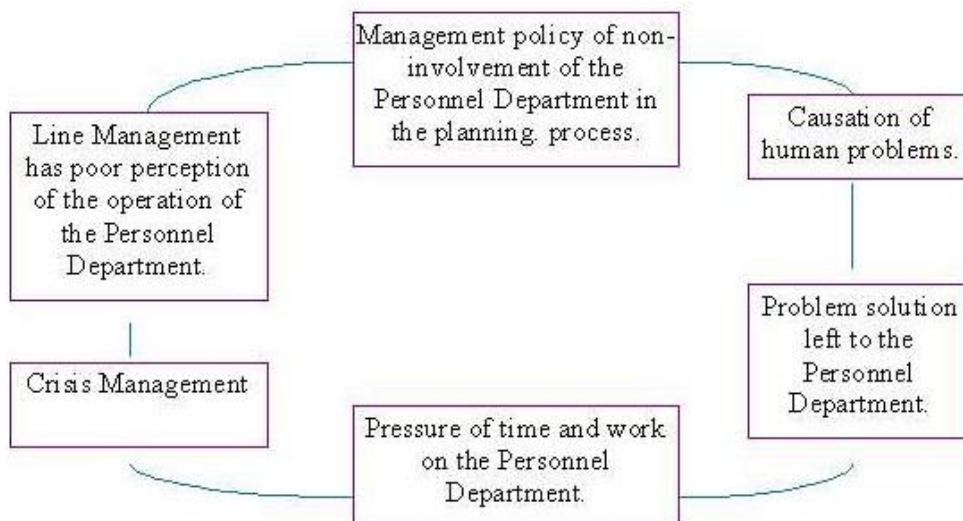


FIGURE 1. A vicious circle in personnel management (Legge 1978, 56)

The second matter was a consequence of the earlier reason. Figure 1 illustrates the inadequate credo in Personnel Management concept and application tools. This was platform and encourage for the born of Human Resource Management.

2.1.2 Human Resource Management

The last two decades of century 20 observed the significant change of employment trends. There were four noticeable patterns being considered. The transfer from manufacturing to service sector; it means the surplus has been subtly exploited. In consequence, workforce scale has decreased, supporting for the rise of small and medium-sized enterprises (SMEs). The occupational structure was no longer belonging to 'blue-collar' and 'white-collar'. It is time for groups of managers and professionals, who all have the knowledge to obtain their requirements. Besides, the percentage of female workers has increased; hence, the policy of employee benefits needed to revise. (Sisson & Storey 2000, 10-15.)

Combining the minor position of PM within the organisation (see section 2.1.1) and the external changes in socio-eco circumstance, the term 'Human resource management' (HRM) was introduced that expected to solve the deficiency of PM. Basically, the functions of PM are fully transported into HRM functions to gain four main objects: ensuring the 'staff' force available whenever company needs; motivating employees to produce the best performance; well preparing workforce for the changes of both internal and external environment; respectful, ethical and legal administration to achieve competitive advantage in modern business context. Extracting from publication of Legge (1989), the differences between PM and HRM are lightly but vitally; HRM focus on managers class: what to do with managers themselves, giving more opportunities to involve the process for line managers, and specifying the responsibility of top managers in building the managing organisation culture – "a distinctive approach to the management of people". (Torrington et al. 2002, 4-11; Sisson & Storey 2000, 22-28.)

Figure 2 demonstrates that HRM concerns about the long-term vision on designing organisation plan, method of monitoring and control; as well as the co-operation among managers and their interests in solving employee problems. (Torrington et al. 2002, 10, 44).

	Personnel Management	Human resource management
Time and planning perspective	Short term, reactive, ad hoc, marginal	Long term, proactive, strategic, integrated
Psychological contract	Compliance	Commitment
Control systems	External controls	Self-control
Employee relations perspective	Pluralist, collective, low trust	Unitarist, individual, high trust
Preferred structures/systems	Bureaucratic/mechanistic, centralised, formal defined roles	Organic, devolved, flexible roles
Roles	Specialist/professional	Largely integrated into line management
Evaluation criteria	Cost minimisation	Maximum utilisation (human asset accounting)

FIGURE 2. Personnel Management versus HRM (Guest 1987, 507)

Strategic HRM: Best practice vs. best fit

'Best practice' was described as specified HR practices and approaches that contributing to the competitive advantage achievement. Success only has been obtained by the right choice of solid HR policy. In contrast, it has been the philosophy of 'best fit' – 'contingency perspective' that there was no universal method for every category of organisation. HR policy should be adjusted base on the situation and features of a company. Even 'best fit' is more prominent because of its reality but 'best practice' is useful when it forces an organisation to commit with its procedure, supports the finding of general HRM principles. Therefore, the serious review of two schools benefits theoretical studies and practical application in strategic HRM. (Boxall & Purcell 2008, 56-84; Torrington et al. 2002, 26-27.)

Resource-based view

Resource-based approach highlighted the relationship among internal parties, strategy and enterprise performance. The idea of sustainable competitive advantage construed by the HR enhancement competencies was emphasised; because talented employees (capital) dedicated to

sustained business excellence. (Boxall & Purcell 2008, 107-108; Torrington et al. 2002, 26-27; Sisson & Storey 2000, 34-37.)

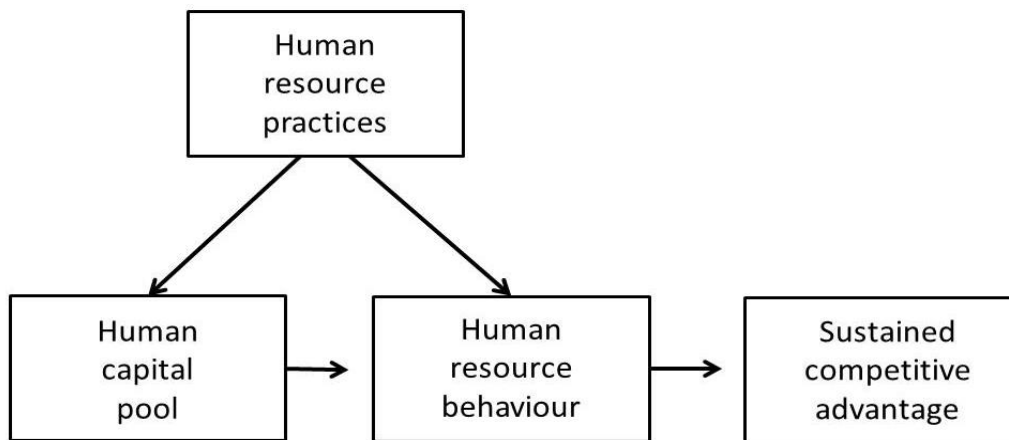


FIGURE 3. A model of human resource as a source of sustained competitive advantage (Wright, McMahan & McWilliams 1994, 318)

Wright et al. (1994) believed that 'human capital pool' may not be the total amount of available employees. By appointing the right person for the right position under the right treatment, it has led to the optimal result. This has been the positive impact derived from the reasonable 'human resource practices' such as HR procedure and HR training plan (see figure 3). Sisson and Storey (2000, 7) have insisted on the necessity to integrate HR policies and practices into business strategy.

Psychological contract

The study of employment relationships has deployed the 'psychological contract' as the intrinsic rewards theory. This is the common understanding about "expectation, aspirations" between employers and employees (Herriot, Hirsch & Reilly 1998). Schein (1978, 48) denoted this term as "a set of unwritten reciprocal expectations between an individual employee and the organisation". However, by studying 128 MBA graduates after two years, it presented 35% of respondents being violated in terms of 'psychological contract' in a short time. In practice, it is difficult to satisfy all aspects within this contract. It depends upon the level of impacts to employees; therefore, some aspects are tolerable, but some are not, then valuable staffs leave their jobs. On another side, 'psychological contract' literally supports for the awareness of worker expectation, trust, motivation, and commitment. (Boxall & Purcell 2008, 188-194.)

Running a business in an uncertainty environment pressures an organisation to maintain the talented employees force without offering the extremely promising benefits (Thomas 2000, 8). This is time for answering the issue by exploring intrinsic and extrinsic 'job satisfaction.'

2.2 Job Satisfaction

2.2.1 Work Motivation

It is naturally when people have individual needs and expectation; this is an important part of the explanation for their behaviours. 'Motivation' has been encompassed those instructions and persistence series of actions. (Mullins 2002, 418.) Pinder (1984, 7-8) studied from previous researches of seniors (e.g.: Atkinson, Cofer & Appley and Korman) with variety perspectives (physiological, hedonistic priority of human being, rationality of humans, et cetera), consequently identified that it was extremely difficult to define 'work motivation' in a singular concept. Within the scope of this thesis, it concentrates on the 'work behaviour' rather general human manner and activities.

Mitchell (1982) has detected four attributes constructing to the definition of 'motivation.' First, the characteristic of personal unique has been signified in the majority of motivation theories. Next, 'motivation' has tent toward 'intentional', which mean the influenced practical behaviour was the choice of motivational employee control. Additionally, 'motivation' has introduced as a multisided concept. There have been two most noticeable facets: the influence source (arousal) and the force to commit with the desired action (direction/choice of actions and manner). Finally, studying motivational topic has been to forecast future behaviours and analysing motives.

It is emphasized that 'motivation' and 'job performance' are not equated. Success is the integrated attempt from different factors and difficult to precisely identify the percentage of participating contributors (see section 2.1.1). Therefore, 'motivation' is not about dominating the successful performance, but a great player. It supports and encourages employees; however, it does not impact employees' competence. Hence, effective performance is built by 'motivation' and many other factors. (Mullins 2002, 419; Pinder 1984, 10; Mitchell 1982.)

Needs and expectations at work

The 'psychological contract' theory, the movement of the work environment, and the notion of social exchange demonstrate the necessity to motivate employees in order to gain their commitment. Consequently, a question about what matters most to workers at work is rising. This is the fundamental issue of job satisfaction. *Intrinsic sources* come from the level of personal enjoying and interesting feelings with all aspects of their work; as well as the attitude toward their supervisors and co-workers. Intrinsic motivation is reflected through psychological rewards; for instance, having a chance to work in a challenging and attracting position, as well as being recognised and fairly treated. A manager obviously could implement this motivation category by personal behaviour. *Extrinsic factors* are related to job benefits such as payment and promotion opportunity. Extrinsic motivation presents as tangible rewards. For example, there are salary and commission; working environment and security conditions. It is different from the intrinsic motivation; the extrinsic one standardly is decided by organisational management, beyond the line managers' hands. Social relationship is complementary to enhance the needs and expectation studies. They are relevant to self-belonging and self-esteem; for more specific, friendship and connection with fellow colleagues, being respected and appreciated by others at the workplace. To sum up, three pillars of motivation, which are 'economic rewards' (extrinsic) – instrumental orientation covering all external factors; 'intrinsic satisfaction' – personal orientation impacted by worker's nature; and 'social relationship' – relational orientation linking to people surrounding employees. (Boxall & Purcell 2008, 195; Mullins 2002, 419.)

Theories – from employee motivation to job satisfaction

Content theories regard genuine factors motivating workers; for more details, they capture the universal personal's needs. Besides, they illustrate the resource and individual goals to assist for satisfaction process. Hence, content theories focus on the nature of needs and motivation factors. Maslow's hierarchy of needs and Herzberg's two-factor theories are typical representatives. (Mullins 2002, 426.)

To what extent these 'needs and expectation at work' factors are achieved would define the level of job satisfaction and work performance one way or another, Mullins (2002, 420). Beck (1983) has encompassed "motivational, emotional and informational components" into 'job satisfaction' empirical framework. It has been demonstrated the overlap with motivating literature. By understanding and effectively applying motivation theories, it positively results to the increasing of

job satisfaction. (Roos & Van Eeden 2008, 55-56.) Graham and Messner (1998, 196) even believed that Maslow and Herzberg rather be satisfaction theories.

2.2.2 Job Satisfaction

Mullins (2002, 646) has recognised the difficulty in defining ‘job satisfaction’ because of its “complex and multifaceted concept,” diversity depending on different perceptions. He also has admitted that it still existence the loose relationship between motivation and satisfaction in some angles. However, motivation content theories are value for applying in this specific study field. ‘Job satisfaction’ has evoked worker attitude and their self-concern, such as sensation about achieving the award. Locke (1976, 1307) has denoted “job satisfaction is an emotional reaction that results from the perception that one’s job fulfils or allows the fulfilment of one’s important job values, providing and to the degree that those values are congruent with one’s needs”. To some extent, satisfaction has derived from the experience of having met individual needs in a particular case (Pinder 1984, 47). In short, employee satisfaction is all aspects of personal feeling toward their job and workplace (Bhojak & Shakhdiwapee 2014, 22).

Dimensions of job satisfaction

The controversy whether only a single general dimension or several factors constructing job satisfaction level remain; however, there is no theory could completely explain this matter (Grunberg 1979). Figure 4 is about typical influences to the scale of satisfaction.

Individual factors	Personality, education, intelligence and ability, age, marital status, orientation to work
Social factors	Relationship with co-worker, group working and norms, opportunities for interaction, informal organisation
Cultural factors	Underlying attitudes, beliefs and values
Organisational factors	Nature and size, formal structure, personnel policies and procedures, employee relations, nature of work, technology and work organisation, supervision and styles of leadership, management systems, working conditions
Environmental factors	Economic, social, technical and governmental influences

FIGURE 4. Job satisfaction dimensions (Mullins 2002, 646-647)

Despite the diverse employee satisfaction studies, they all deserve an appreciated position. Depending upon a certain situation and considering the particular person, the most appropriate theory is employed. Furthermore, employees from different industries desire significant differences. For instance, while industrial staffs mostly want interesting at work, appreciating and sticking to a task; workers from hospitality field always dream about good wages, job security and development and promotion chance. (Simons & Enz 1995, 22.) The result of Workplace Employee Relations Survey Employees by Cully, Woodland, O'Reilly & Dix (1999) has pointed out that their satisfaction is proportional to the impact from how they progress their work. Especially when managers sympathise with employee workload and family duty and encourage workers to develop their competent to earn the advancement opportunities, they dramatically contribute to the increase of job satisfaction.

The cause of job satisfaction

There have been abundant ways to capture the root of 'job satisfaction'. Pinder (1984, 94-95) summarize four remarkable standpoints. First, those studies of Lofquist and Dawis (1969); Bets (1969); Tuckman (1968), etc. believed that need fulfilment included 'job satisfaction' as a function. They referred to the connection between personal needs and capacity of work in term of the need gratification. Standing for the different point of view has been Ilgen, Fisher & Taylor (1979, 350) stating that this issue was the consequence of the disparity involving a person's awareness. In another word, the larger difference between expectation and perceives was, the more dissatisfaction appeared. The third viewpoint has concerned about the feeling when a worker compares his/her situation with surrounding people. 'Equity Theory' shows the threat of losing competence employees for an organisation if the 'unequal feeling' has been lasting for a long time within the group. Finally, Locke (1976) has highlighted the 'values' concept, as well as clearly identifying the distinction of values from needs. 'Needs' concept has been indicated in section (2.2.1). Meanwhile, 'values' are related to resources, which are believed to contribute to an individual welfare. Thus, 'values' meet are essential determining the factor to 'job satisfaction.'

Job satisfaction and performance

There was an assumption that job satisfaction had strongly impact to the enhancement or decline of performance in the 40s. However, a great number of following researches showed the loose relationship between them. For example, a worker who not satisfied still is very productive if

he/she could see the potential opportunity for advancement in the future or he/she is looking for a new position in other organisation. In contrast, a fulfilment employee might oversleep in the victory. They perhaps suppose previous contributions are sufficient for future protection. Therefore, it is obvious that we should not merge two concepts as one 'Cause and Effect' matter. Due to the clarification, it avoids the underestimation when considering high performance; as well as pressuring the responsibility of work satisfaction. (Bassett 1994, 67; Mullins 2002, 673-674; Pinder 1984, 101-102.)

Heller (1999, 6-11) has indicated that 'Human Relations Model' normal assumption is intimately connecting job satisfaction and productivity; while 'Human Resource Model' considers the actual circumstance, emphasises on a participation relationship, and takes advantage from competence in order to improve performance. It seems like 'Human Resources Model' is better for studying job satisfaction.

2.2.3 Maslow's hierarchy of needs theory

Either conscious or unintentional behaviour has been promoted by several types of needs, required to be promptly fulfilled. They could be satisfied by many different methods. This has benefited managers to choose the proper one. Unfortunately, people normally interpret others' needs through observing others' behaviours, translating by following their own standard. (Pinder 1984, 46.)

Abraham Maslow (1908 – 1970) was a clinical psychologist, for the first time in 1943, introduced his research relevant to human motivation topic derived from his personal assumption in the Psychological Review Journal. It has classified the series of human needs into five groups, which have been designed in the logical order. It brought the fresh air to the employee studies at that time and noticeably affected to organisational behaviour when solving employee problems. (Mullins 2002, 426; Kaur 2013, 1061.)

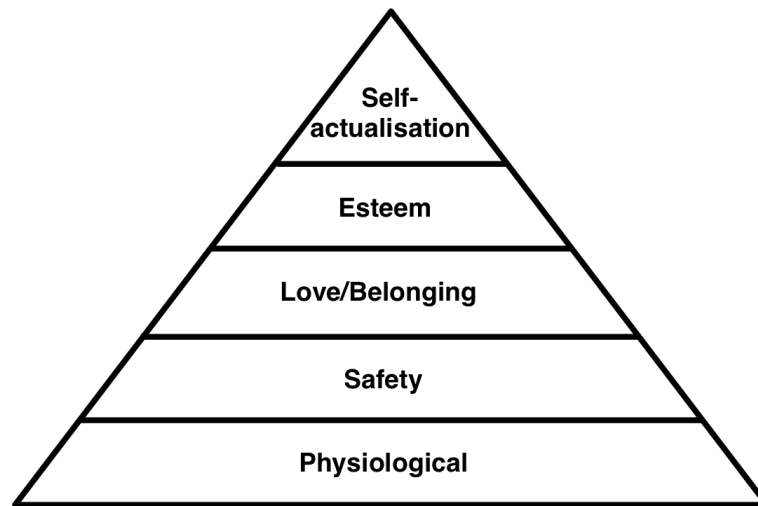


FIGURE 5. Maslow's hierarchy of needs model (Neurotake, date of retrieval 22.4.2016)

Mullins (2002, 246) drew a pyramid (figure 4) as an accommodation for these five representatives of human needs. A hierarchy from the bottom, it is the lowest level – physiological needs; climbing to higher levels respectively: safety needs, love/belonging/social needs, esteem needs; the ultimate level is self-actualization. Kaur (2013, 1062) categorised them into Deficiency needs (psychological, safety, social) and Growth needs (esteem, self-actualisation). Kaur (2013) also identified the Maslow's model being the guideline to support manager to understand what his/her team members want and encourage them more precisely. Base on Maslow (1987, 15 – 23), they are detailed and summarized as below:

Physiological needs are fundamental factors to survive including oxygen for breathing, food for eating, water for drinking. Furthermore, they are basic living conditions such as sleeping, pleasure and sexual desire. Employee salary should be calculated to sufficiently cover living expense. In another word, no quality performance is shown with an empty stomach.

Safety needs are about ensuring the protection from physical attack and fear threaten. People prefer being secured from environment danger; therefore, they expect working place is safe and well equipped to avoid future accidents.

Love/belonging/social needs are consists of the 'belonged to somewhere' feeling, 'being in love' feeling, friendship, and social relations. Employees require from company to provide them with a rich spiritual life through organising group events, team building, and effective communication among staff.

Esteem needs includes both self-respect and other recognition. As Mullins (2002) described: "confidence, strength, independence and freedom, and achievement", as well as

“reputation or prestige, status, recognition, attention, and appreciation”. The more workers contribute, the more expectation of reward from the organisation. Many people discreetly desire the crowd applauded.

Self-actualisation needs are concerned about the wish of full potentials being realised and exploited. People true talent is developed and deployed in the finest position. Employee satisfied by ‘esteem needs’ level deserves to be motivated to the highest level. They are a treasure of human resource management.

The lower needs were more tangible and finite; easier to achieve; in contrast, higher needs cost more resource and effort but pay back the delighted life and happiness. A motivator factor was useful only when it had not been satisfied. The following higher needs were prepared to serve when the previous one invalidated. (Maslow 1987, 57 - 59.) However, he admitted afterwards that even if lower level needs were abandoned for such a long time, higher level needs still were able to be objectives to pursue (Mullins 2002, 428).

Greenberg and Baron (2003, 195) has highlighted that the most valuable organisational application of the Maslow’s theory is to indicate managers to encourage their fellow workers striving for self-actualised aim, for they are a resource for innovation. Therefore, Kaur (2013, 1063) has suggested that the recognition of employee’s accomplishments is vital in order to achieve their esteem needs by awarding. In the other hand, Greenberg and Baron (2003, 197) have reminded managers to clarify the link between practical actions and precisely detailed awards (Researching in GTE data service – Temple Terrace, Florida). In addition, the theory suggests the advantage of socialisation in enhancing the atmosphere at work; which presents in the better performance when employees work in harmony team (result from research in IBM, New York headquarter). In another research in AT&T and Wang, it has concluded that safety needs are guaranteed by the contribution of financial security. Taylor F. W. built the approach ‘rational-economic concept of motivation’; which supposed high salary was employees’ dream than anything else. Despite of recent studies argue that there is a great deal of essential factors, no one can deny the importance of money as an effective motivator. Physical and mental health deserves to be considered. In Hershey Foods Corporation and Southern California Edison Company, the portion of bad habit such as smoking decreased due to the positive policy of insurance and good lifestyle. Hence, healthy workplace is worth to invest. This is the fundamental needs of human. (Kaur 2013, 1063; Mullins 2002, 423.)

Steers and Porter (1991, 35) introduced the system of equivalent organisational factors, which based on five levels of needs. Figure 6 reproduced by Mullins (2002, 429) instructed which theoretical parts match appropriate practical areas.

Needs levels	General rewards	Organisational factors
1 Physiological	Food, water, sex, sleep	a Pay b Pleasant working condition c Cafeteria
2 Safety	Safety, security, stability, protection	a Safe working conditions b Company benefits c Job security
3 Social	Love, affection, belongingness	a Cohesive work group b Friendly supervision c Professional associations
4 Esteem	Self-esteem, self-respect, prestige, status	a Social recognition b Job title c High status job d Feedback from the job itself
5 Self-actualisation	Growth, advancement, creativity	a Challenging job b Opportunities for creativity c Achievement in work d Advancement in the organisation

FIGURE 6. Applying Maslow's need hierarchy (Steers & Porter 1991, 35)

The weakness of Maslow's hierarchy of needs is the lack of support from empirical data. The theory is constructed in ideal conditions where the assumption is that all people are similar, and the characteristic of particular circumstances are not evaluated. These limitations threat the validity of the theory. (Mullins 2002, 429; Graham and Messner 1998, 196.) In order to support for the deficiency related to the empirical statistic of Maslow's theory', Herzberg's two-factor theory is the reasonable option. A list of questions was sent to 203 accountant and engineers from variety industries in Pittsburgh, America. Collected data relevance to the employee's feeling at work after some remarkable chain of events to serve this studies outcome in 1959 by Herzberg, Mausner, and Synderman.

Contemporary researches are contributing to the development of Maslow's one. According to Geren (2011, 2), there has been interesting cultural factor evolving the implementation. This theory was formed by West scholars (especially in the United States and the United Kingdom) where individualism is highly appreciated. A well-known cultural author, Geert Hofstede, in his publications in 1983 and 1984 addressed 'individualism' as a social framework, which concentrated on a single person should primarily take responsibility for his/her security and quality of life; as well as satisfied self-interests. Success was presented through a good job performance. They tended to draw a boundary between private life and work.

In the Maslow's scale, self-esteem and self-actualisation were desirable goals to strive. However, the emerging power from East side of the World also demanded the notice of their cultural difference in general, collectivism in particular. Therefore, this diversity affected organisational behaviours; led to the adjustment in applying Maslow's theory. Hofstede (1984) denoted 'collectivism' as a society where people respected the collective values and benefits beyond their interest; life-quality tightly related to family or group concerning. Schwartz (1990, 140) characterised 'collectivism' that individual goals all followed organisational objectives, in-group members relied on each other, and people try to maintain the harmony of the relationship. Therefore, Nevis (1983) introduced a new hierarchy of needs for China (typical collectivist nation), which eliminated 'self-esteem' while emphasised 'belonging' needs in the primary. People naturally positioned them into a group and kept their loyalty, as well as cared for other members (family, company). 'Self-actualization' was about the honour when they contributed or sacrificed for their organisation. (Gambrel & Cianci 2003, 157 – 158; Geren 2011, 2 – 3.)

2.2.4 Herzberg's two-factor theory

Herzberg and his colleague categorised interviewees' though items regarded long-term/short-term impact to the extreme satisfaction or dissatisfaction job experiences. Finally, the outcome was the introduction of 'two-factor theory' including hygiene/maintenance factors and motivators/growth factors (Pinder 1984, 21-22).

'Hygiene (maintenance) factors' is about an extrinsic aspect of the job, describes the environment and *job context*. The word 'hygiene' derives from medical adjective which means preventive and

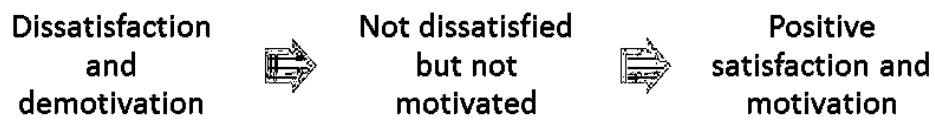
environment. The hint reason is that these factors are responsible for preventing employees from dissatisfaction; nevertheless, they are not sufficient to obtain the satisfied state. In addition, the hygiene factors, once fulfilled, would not last long as attractive conditions. To be more specific, when working conditions are improved, and internal communication are enhanced, people initially feel jubilant; but this feeling is quickly replaced by another greater demands. By and large, the underestimation of maintenance factors could lead to the dissatisfaction, and their absence would be the cause of 'unfair treated' feeling among workers. (Herzberg et al. 1959.) They are alike with Maslow's lower needs levels (see figure 7) (Mullins 2002, 431).

Maslow's hierarchy of needs	Herzberg's two-factor theory
Physiological	Hygiene factors
Safety	
Love	
Esteem	Motivators
Self-actualisation	

FIGURE 7. Linking Maslow's and Herzberg's theories (Mullins 2002, 430)

'Motivators (growth) factors' concerns about *job content*, which usually are companions with positive attitudes. Their remarkable power is to guarantee the feeling of satisfaction or not satisfaction. (Mullins 2002, 431.) There is no relevant to dissatisfaction or not dissatisfaction in those cases. Because following the studies of Herzberg et al. (1959), 'satisfaction' and dissatisfaction' are not these contrasting concepts. When a worker is in the level neither of motivated nor dissatisfied, it does not mean he or she is not satisfied; vice versa. It should be the process to develop the satisfaction level; which is learning about the dissatisfaction point then try to find the balance feeling. An ideal result is satisfaction emotion.

The figure 8 illustrates detailed elements constructing Herzberg two-factor theory.



Hygiene/Maintenance Factors	Motivators/Growth Factors
<ul style="list-style-type: none"> ● Salary ● Job security ● Working conditions ● Level and quality of supervision ● Company policy and administration ● Interpersonal relations 	<ul style="list-style-type: none"> ● Sense of achievement ● Recognition ● Responsibility ● Natural of the work ● Personal growth and advancement

FIGURE 8. Herzberg's two-factor theory ((differencebetween.com, date of retrieval 23.4.2016)

Herzberg work has developed Maslow's hierarchy of needs theory, especially useful for applying at the workplace. Job satisfaction is often a result from good performance but not the reverse. (Mullins 2002, 431.)

Bassett-Jones & Lloyd (2005, 940 – 941) conducted the survey to examine the validity of Herzberg's two-factor theory. Base on the responses of 3200 people, the outcome is that both money and recognition being not the only centre of motivation. It also appreciates the intrinsic satisfaction factors to encourage people more effectively. After more than 50 years, the achievement of Herzberg and his colleagues is still able to apply widely.

2.2.5 Factors

Salary and Compensation

Manufacturing entities spend around 20 percentage of operation expense for employees' payment. This huge amount of investment requires attention for salary plan and attractive compensation for encouraging employees. Moreover, workers recently expect more about compensation and benefits plan to cope with any future situations. (Ghazanfar, Chuanmin, Khan, Bashir 2011, 121.)

There are four main components included in pay structure: job grades (the groups of jobs which sharing the same value in paying sake, requiring similar skills and competence to complete works); payment (calculating base on the outcome of works); personal allowances; bonus benefits (paid vacation, pension). For manual workers, a time rate (fixed payment per a specific unit of time) is prior for a repeated task. (Armstrong 2000, 621, 634; Ghazanfar, Chuanmin, Khan, Bashir 2011, 122.)

Taylor (1947) developed the concept of 'rational-economic needs', which described that financial reward, standing in the central position in encouraging workers, especially in the industrial sector for the most effective productivity. Herzberg (1968) argued there was no demonstration for paying much more money could motivate employees even if the other side is paying little caused the wrath. Schuler & MacMillan (1984), in any case related to HRM practices, the reasonable amount of salary/wages/compensation has always been a competitive advance of a company comparing to its rivals. (Mullins 2002, 423; Ghazanfar et. al 2011, 122-123.)

Salary and job satisfaction have demonstrated a solid and positive relationship. There are numerous research point out the more salary increases; the more satisfaction evokes among employees. Moreover, the energy extracted from happiness feeling particularly with one's job could support for this person to earn more money. (Young, Milner, Edmunds, Pentsil & Broman 2014, 3; Umar 2014, 86.)

Robbin (2003) run an empirical research programme which has indicated three factors significantly impact the satisfaction level in term of the financial aspect. First, employees' attitude toward the justice and the transparency in paying structure apply for all objects. Secondly, the comparable quantity of rewards has to be associated with the amount of effort spent by workers. Finally, it ought to considered base on individual cases. (Umar 2014, 90.)

Working Conditions and Workplace Safety

Working conditions relate to the guarantee of healthy and safe workplace, feasible and pleasant physical and mental infrastructure (Armstrong 2000, 261). *Safety* is belong to the physical category of workers' welfare (Torrington et al. 2002,509). The concept of safety climate is "a coherent set of perceptions and expectations" derived from workers' mindset in term of safety in their companies. Employee's awareness about safety climate is an indication of safety

performance. The feeling of anxiety, insecurity and stress cause a higher rate of accident while optimistic attitude lowers this percentage. (Gyekye 2005, 291-292.) Armstrong (2000, 768) has emphasised the essential role of safety because it concerns about the human issue rather than business perspective.

The characteristic of a particular job defines the level of difficulty in working conditions. Especially in manufacturing sectors, employees have to handle the tight schedule, non-disturbing working shift, high-speed tasks and so on. For those reasons, the requirements about physical health, mental issues, and age are very strict. Additionally, the organisation must ensure the safety conditions at work to prevent their people from accidents, injuries and other serious problems. Hence, there are two main consequent notices. *Infrastructures* such as working tools, machines, equipment; and factory conditions like lighting, temperature, ventilation have to be ensured in the most careful status. *Training workers* is on top priority to operate properly in order to avoid accidents as well as secure equipment property. (Bakotie & Babie 2013, 207.)

Administration; Supervision; Recognition and feedback

Supervisor nature and behaviour involve the level of satisfaction at the workplace. Supervision skills refer to the expertise knowledge, employment relationship, and technical working skills. The success or failure of an organisation is dramatically relied on the style of supervisory. It is highly recommended the democratic process in making a decision and giving feedback to obtain the satisfaction of workers. (Adebayo & Ogunsina 2011, 13.)

Performance appraisal review or feedback is created for enhancing the satisfaction and improving professional capability. This is the useful ground for supervisors communicating with employees in term of job performance. Thanks to the qualitative research run by Longenecker and Nykodym in 1996, there have been several notices from employees' side toward the performance appraisal. They recommend managers should carefully consider the practical performance; give clear expectation; record the actual effort spent by employees; provide contributed feedbacks; avoid negative attitude and are willing to listen to their workers' voice. As a consequence, supervisors should employ appropriate behaviours in particular cases in order to develop the employment relationship. (Anseel & Lievens 2007, 1-2.)

Recognition is belonging to the group of intrinsic motivation factors. It is also rated as the essence of fulfilment feeling. The popular definition of recognition is the non-financial reward by wide-range of employee's status. It is a vital method to improve the relationship between managers and their subordinates. Being recognised is a strong motivation for the commitment of workers. The positive influence of fair treatment could affect the quality of human resource well-being. (Ravichandran, Soundara Rajan & Bala Sendhil Kumar 2015, 345.)

Atmosphere; Communication and Responsibility

The quality of life is now treated as a central hub when organising human resource and designing job. The organisational atmosphere is one of the attributions related to enhancing life quality. It is no doubt that working atmosphere reflects the effectiveness of an enterprise. The physical conditions and mental environment contributes to the happiness or increases the stress level; for instance, tidy workplace, harmony colleague relation and supportive managers are influent individual peacefulness. In contrast, anger and frustration rise in case workers feel isolating or unfair treated. (Ranjbar, Kohandel & Khodayari 2014, 264-266.)

Communication is about the informational exchange process and understanding each other; hence, "it's a transmission and reception of messages." (Bhojak & Shadwipee 2014, 23). Communication could impact objects' thought by verbal and non-verbal methods. It is evoked from either an official situation or a casual one implemented by any individuals within the organisation. Managers' responsibility is much deeper than employees in constructing an effective and open communicating environment. (Farahbod, Salimi & Dorostkar 2013, 419-430.)

Examining employees' attitudes by internal communication is one way to analyse the present situation of the company as well as individual performances. The emergency of awareness related to two-sided communication and smooth flow of information is raised in the 21st-century business. Information is sent in time with detailed requirement and responsibility; which leads to the connection between personal desire and organisational vision and goals. Once employees' autonomic works are under the clear structure and effective monitor, they will gain the excitement to their job. (Argenti 2009, 184-185.)

Work and Achievement

According to Armstrong (2000, 175), work is the generating goals process through the attempt spent, technical skills and professional knowledge. The prime purpose is making money for a living; moreover, work could supply other satisfactions such as recognition, achievement, a chance to present employees' competence, leadership, and companionship. The organisation of work and job designing is parts of job satisfaction dimensions as well as the criteria of work performance evaluation. This is also an extremely great impact upon satisfying feeling and the effectiveness of job performance. Job design is denoted as the relationship between employees and jobs nature and content and other functions of a mission (Mullins 2002, 658.)

There are three main methods in order to construct jobs: job rotation, job enlargement, and job enrichment. *Job rotation* is the most common way, which rotates employees from a certain position to another task. The purpose is to reduce the boring sensation and acquire new technical skills. Nevertheless, if the new task is quite similar to the old one, it is easy to get boring again. Also, it does not deeply dig into new skills but shows the complexity of the operation. *Job enlargement* considers expanding the scope of a job horizontally by gathering relevant tasks and lengthening the operation time. The difficulty level of job increasing might put more loads to workers; however, the inner attitude could be empowered because employees could realise the sense of achievement. *Job enrichment* concerns about the vertical enlargement, which authorises to employees more power and responsibility through autonomy in planning, execution, and control works. As a consequence, this challenge could create the meaning of job and the opportunity to develop. (Mullins 2002, 658-659.)

The reward system represents the core values of the organisation and the willingness to invest for it. It is the signal for glorifying the outstanding performance. Rewarding contributes for the long-term organisational expectation and secures the competence as well as the commitment of labour force. From the organisation's perspective, a reward is an effective tool in the internal communication, which sends a clear message about the set of behaviours stratifying the values, standard, and expectation of this organisation. The reward should always be the relevant result of workers' added-value activities. From the employees' angle, they expect to be treated as respected stakeholders who could participate in the building reward policy. They desire the equal, consistence, which is comparable with their contribution. It is always appreciated that the whole process is transparent. (Armstrong 2000, 576-577.)

Advancement

The positive effect of advancement chances on increasing the level of job satisfaction are demonstrated through many researches such as group Danish, R. Q and Usman, A. in 2010; group Ssesanga, K. and Garrett R in 2005. They announced that an employee who recognised the potential of promotion opportunity would tend to commit with the organisation; as well as decreased threat from leaving his/her company. Living in this contemporary world has given employees more options to choose their workplace; therefore, the unequal opportunity is in the top list of job-jumping causes. (Mustapha & Zakaria 2013, 23-24.)

(Kaya & Ceylan 2014, 188-189) gathered data from several industries and concluded that career development had the interdependence with job satisfaction. If an organisation missed the employees' expectation, it would cause the stress and frustration. In particular situation of fresh workers, within a first year, the pessimistic attitude about promotion opportunity led to the disappointment quickly. They would try to find the new attractive place for landing. (Lee & Bruvold 2003, 982) stated that personal development is essential for enhancing the competence of workers and company. By concentrating on the development process, the organisation sends the bright message that they appreciate the attempt and contribution of their employees.

3 METHODOLOGY

3.1 Quantitative research and Questionnaire design

Quantitative research

According to Curwin & Slater (2008, 7), quantitative research approach is associated with measuring the level of job satisfaction among employees. This method reports and provides solutions through numerical data. Data is extracted, for example from a questionnaire, and then it is reckoned preparing for the interpretation. It has to be reminded that this is a statistical method; therefore, the factor should be convenient to be measured. Besides, numerical data requires the specific context to be analysed in order to present the explicit meaning.

Job satisfaction data is collected by two typical measures: single question and multiple items. In the case answer options are satisfied or dissatisfied for an overall question, this is a single question. Multiple item measures aim at evaluating many aspects related to their works. It depends upon the nature of factors to decide the reasonable one. (Oshagbemi 1999, 389.)

The purpose of this thesis is examining the job satisfaction level in TACO; therefore, the multiple item questionnaires are an appropriate choice because of its reliability comparing to the single item ones. Moreover, multiple item measures directly affect the management since their detail of variety aspect reflected. It also records the strength and weakness of business operation and highlights the parts should be improved. (Oshagbemi 1999, 398-399.)

The questionnaires were in Vietnamese for the workers' convenience. There were 100 questionnaires sent to both office and factory employees (English version: appendix 1; Vietnamese version: appendix 2). As the difficulty of technological and internet infrastructure, the questionnaires were in paper form and distributed to individual workers' hand. There was no exception and discrimination in the selection of respondents to ensure the fairness toward employees. A distributor is company's employee, for creating the friendly atmosphere and eliminated workers' anxiety related to managers' answer monitoring. A collector is author's friend, who has no connection with the company to guarantee the identity of employees. Thanks to the

encouraging from co-workers and the respect from top managers, the proportion of respondents were positive at 68%.

Questionnaire design

Primary data are collected by authors, which are related to the research and study problem. They are used when the secondary data are not able to obtain the research aims. In the case of TACO, information was gathered by questionnaires. (Ghauri, P. & Grønhaug, K. 2005, 102; Yusof, Misiran & Harun. 2014, 80.)

The questionnaires consisted of open-ended and close-ended questions because of the diversity in the characteristics of a different aspect. The close-ended questions serve the purpose of data statistic and comparability; while the open-ended questions provide communication chance for employees to contribute their ideas privately. The positive and understandable statements were consistently appeared throughout the questionnaires. There were two separate parts: demographic factors and job aspects. Opening each part was the clear instruction of how to answer. The first part was in term of demographic factors including gender; age; education; hometown; years of working; department; wages calculating method; salary and contract type. The most important part was satisfaction factors. They were grouped following the theoretical framework. Eight groups were salary and compensation; working conditions and workplace safety; administration and supervision; atmosphere and communication; work and achievement; responsibility; recognition and feedback; advancement with 28 detailed questions. The scale from 1 to 4 was supplied to respondents to mark their answers. Point 1 was very dissatisfaction; point 2 was dissatisfaction; point 3 was satisfaction, and point 4 was very satisfaction. Instead of the scale of 5 with the middle mark, the scale of 4 was selected to avoid a neutral answer which was 'normal' – neither satisfied nor dissatisfied. The reason was this seems a sensitive topic. Employees were afraid the negative impact upon their career in the case managers were informed specific identity of the comments. There were two open-ended questions: number 29 (three things you satisfied most at work) and number 30 (suggestions for improving workers' satisfaction). Those two questions were a discussion forum for workers presenting their own thoughts with or without relevant to the framework.

In order to analyse the data related to main factors, the proportion of respondents having the same answer was employed. Visual table with percentage was support for comparing among items.

Formula 1. The proportion of respondents whose chooses being similar.

$$\text{The proportion (\%)} = \frac{\text{The total amount of respondents have siminar answers}}{\text{The total amount of respondents}} \times 100\%$$

Four factors including gender, age, years of working and department would be examined the association with 28 close-ended questions in the level of job satisfaction section. Each index was calculated by these formulas. Since the scale of job satisfaction level was from 1 to 4, the difference among groups' indexes might be slight. However, the gap and the order still illustrated the variety and important lever of each factor.

FORMULA 2. The formula for calculating the individual satisfaction index.

$$\text{The individual satisfaction index} = X_n = \frac{a_1 + a_2 + a_3 + \dots + a_{27} + a_{28}}{28}, \text{ where}$$

a_n : employee's selection grade each question

n : the order number of each employee

FORMULA 3. The formula for calculating the weight average grade of each factor.

$$\text{The weight average grade of each factor} = Y_n = \frac{X_1 + X_2 + X_3 + \dots + X_{n-1} + X_n}{N}, \text{ where}$$

X_n : the individual satisfaction index

n : the order number of each employee

N : the total number of respondents

The final result was rounded to two decimal digits.

Thanks to the supports from author's friend and company staffs, the whole process of collecting data was completed within ten days. This was an incredible effort. Moreover, the returned percentage was very positive at 68% from all departments.

3.2 General analysing

TABLE 1. Respondents' demographic information – Truong An Joint Stock Company.

Item		Amount of respondents	Proportion %
Gender	Female	56	82.35
	Male	12	17.65
Age	21-30	16	23.53
	31-40	26	38.24
	41-50	23	33.82
	51-60	3	4.41
Education	High school	52	76.47
	Degree	16	23.53
Hometown	Hai Phong	50	73.53
	Other	18	26.47
Working years	1-5 years	17	25.00
	6-10 years	11	16.18
	11-15 years	11	16.18
	over 15 years	29	42.65
Department	Administration	1	1.47
	Accounting	1	1.47
	Sales and planning	2	2.94
	Technical	3	4.41
	Security	1	1.47
	Warehouse	4	5.88
	Factory	56	82.35
Wages calculating method	Monthly pay	10	14.71
	Piecework pay	58	85.29
Salary	3.000.000-4.999.999 VND	48	70.59
	5.000.000-7.999.999 VND	20	29.41
Contract type	1-3 years	63	92.65
	permanent	5	7.35

The thesis was done by direct distributing to individuals and gathering data by Microsoft Office Excel 2010 and handmade recording. The Excel programme supported for the creating of tables, charts. The answers from open-end questions were scan and email from Vietnam to Finland. If the contributions were noticeable, they would be included in the discussion section.

4 RESULTS

4.1 Main factors

Salary and Compensation

TABLE 2. The satisfaction levels about salary and compensation

Aspect	Satisfaction level			
	Very dis- satisfaction (1) %	Dis- satisfaction (2) %	Satisfaction (3) %	Very satisfaction (4) %
The level of pay (1)	0	19.12	80.88	0
The fairness of the pay system (2)	1.47	5.88	88.24	4.41

In the question (1 - the level of pay), there are neither very dissatisfaction nor very satisfaction answers. The percentage of satisfied worker is 80.88%, while the dissatisfied rate is 19.12%. The second question (the fairness of the pay system), the extreme feeling appears with 1.47% from very dissatisfied workers and 4.41% employees very satisfied. The satisfying rate is 88.24%, while the dissatisfied one is 5.88%. In general, the aspect of payment is in the control situation.

Working Conditions and Workplace Safety

There are two noticeable percentages in question (4) 'equipment' and question (6) 'Manager's attitude toward safety issues'. In question (4), the percentage of dissatisfying workers is 20.59%. The problem of upgrading machinery and improving labour tools should be examined. In question (6), 100 percent of labour force satisfies with managers' behaviour relevant to safety. This figure

should be double check because there are two positive assumptions. The first one is that managers truly care about this issue. The second one is that employees afraid of offensive their supervisors.

TABLE 3. The satisfaction levels about Working Conditions and Workplace Safety

Aspect	Satisfaction level			
	Very dis-	Dis-	Satisfaction	Very
	satisfaction	satisfaction		satisfaction
	(1)	(2)	(3)	(4)
	%	%	%	%
Working conditions (3)	1.47	10.29	86.76	1.47
Equipment (4)	0	20.59	79.41	0
Safety condition (5)	0	7.53	92.65	0
Managers' attitude toward safety issues (6)	0	0	100	0

Administration and Supervision

It is excepted question (7 – top managers'administration) with 1.47% of dissatisfaction answer; other items share the common rate within 10 to 15 per cent. Question (8) also receive the negative feedback about the way company allocated human resources at 7.35% of the very dissatisfaction. In a larger scale, the proportions of satisfying workers are still high. The very satisfied rates are 2.94% in question (10) and 1.47% in question (11). It contributes for the recognition of real effort from managers and supervisors in term of supporting and communicating with their subordinates.

TABLE 4. The satisfaction levels about Administration and Supervision

Aspect	Satisfaction level			
	Very dis-	Dis-	Satisfaction	Very
	satisfaction	satisfaction		satisfaction
	(1)	(2)	(3)	(4)
	%	%	%	%
Top managers' administration (7)	2.94	1.47	95.59	0
The way company allocated human resources (8)	7.35	14.71	77.94	0
The expertise of supervisors (9)	2.94	10.29	86.76	0
The support from supervisors (10)	0	11.76	85.29	2.94
Supervisors' communication skills (11)	2.94	11.76	83.82	1.47

Atmosphere and Communication

TABLE 5. The satisfaction levels about Atmosphere and Communication

Aspect	Satisfaction level			
	Very dis-	Dis-	Satisfaction	Very
	satisfaction	satisfaction		satisfaction
	(1)	(2)	(3)	(4)
	%	%	%	%
Overall atmosphere within the company (12)	1.47	0	82.35	16.18
The communication among co-workers (13)	0	1.47	80.88	17.65
The level of support among co-workers (14)	0	10.29	85.29	4.41
Contributing for decision-making process (15)	1.47	26.47	72.06	0

Question 12 concerning the general atmosphere and question 13 reflecting the internal communication obtain the very positive results with 82.35% satisfied and 16.8% very satisfied in question 12; 80.88% satisfied and 17.65% very satisfied in question 13. This is definitely the strength of TACO. However, 26.47% of respondents feel dissatisfied in term of the decision-making process. The distance between top managers and employees still prevents workers from business involvement.

Work and Achievement

TABLE 6. The satisfaction levels about Work and Achievement

Aspect	Satisfaction level			
	Very dis-	Dis-	Satisfaction	Very
	satisfaction	satisfaction		satisfaction
	(1)	(2)	(3)	(4)
	%	%	%	%
Your chances to obtain achievements (16)	0	26.47	72.06	1.47
The work content (17)	1.47	7.53	91.18	0
The interesting level of your tasks (18)	1.47	17.65	80.88	0
Rewards for your achievements (19)	45.59	39.71	14.71	0

In the 'Work and Achievement' factor, the overview is negative. In question (16 – your chances to obtain achievement), there is 26.47% of respondents dissatisfied. The interesting level of a task marks at 17.65% of dissatisfying workers. Especially the issue of reward is the most disappointed item because 45.59% of workers extremely dissatisfied and 39.71% of respondents chose point 2(dissatisfaction).

Responsibility

TABLE 7. The satisfaction levels about Responsibility

Aspect	Satisfaction level			
	Very dis-	Dis-	Satisfaction	Very
	satisfaction	satisfaction		satisfaction
	(1)	(2)	(3)	(4)
	%	%	%	%
The amount of responsibility (20)	10.29	10.29	79.41	0
The independence at work (21)	1.47	17.65	77.94	2.94

The majority of employees are satisfying with the amount of responsibility and the independence at work at the rate of 79.41% and 77.94%.

Recognition and feedback

TABLE 8. The satisfaction levels about Recognition and feedback

Aspect	Satisfaction level			
	Very dis-	Dis-	Satisfaction	Very
	satisfaction	satisfaction		satisfaction
	(1)	(2)	(3)	(4)
	%	%	%	%
The quality of feedback from supervisors (22)	0	13.24	86.76	0
The quality of feedback from co-workers (23)	0	11.76	86.76	1.5
The timing of feedback (24)	0	8.82	91.18	0

The chance to be recognised when you did well (25)	1.47	5.88	92.65	0
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The overall shows the positive feedback in this factor with a low rate of dissatisfaction and around 90% of pleasant workers.

Advancement

TABLE 9. The satisfaction levels about Advancement

Aspect	Satisfaction level			
	Very dis-satisfaction (1) %	Dis-satisfaction (2) %	Satisfaction (3) %	Very satisfaction (4) %
The usefulness of education linking to work tasks (26)	1.47	13.24	83.82	1.47
The chance to develop expert skills (27)	5.88	7.35	86.76	0
The chance to be promoted (28)	5.88	5.88	88.24	0

The bright picture is drawn through the positive proportion at 83.82% (question 26), 86.76% (question 27) and 88.24% (question 28). It should be considered that there are still very dissatisfied workers. Even though it is a minor percentage (1.47% and 5.88%), the fairness is challenged in order to create the equal working environment.

4.2 Demographic factors

Gender

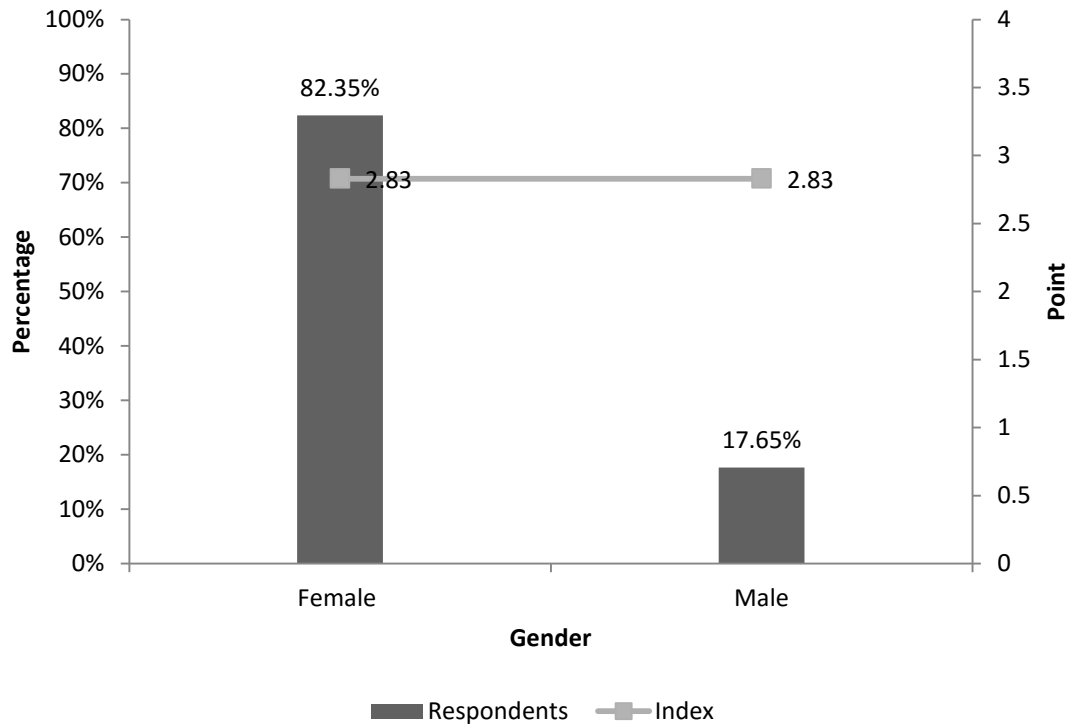


FIGURE 9. The gender structure and satisfaction index

Female workers population dominates this survey with 82.35%. Male ones only are at 17.65%. There is no difference between man and women in job satisfaction influencing condition (2.83 points).

Age

The most crowded group in TACO is a group of age from 31-40 at 38.24%. The group of age from 41-50 only is less than group 31-40 about 4 per cent. 23.53% respondents are young workers from 21-30. The group of age 51-60 is at 4.41% of the population. The youngest and oldest groups are less satisfied with work tasks.

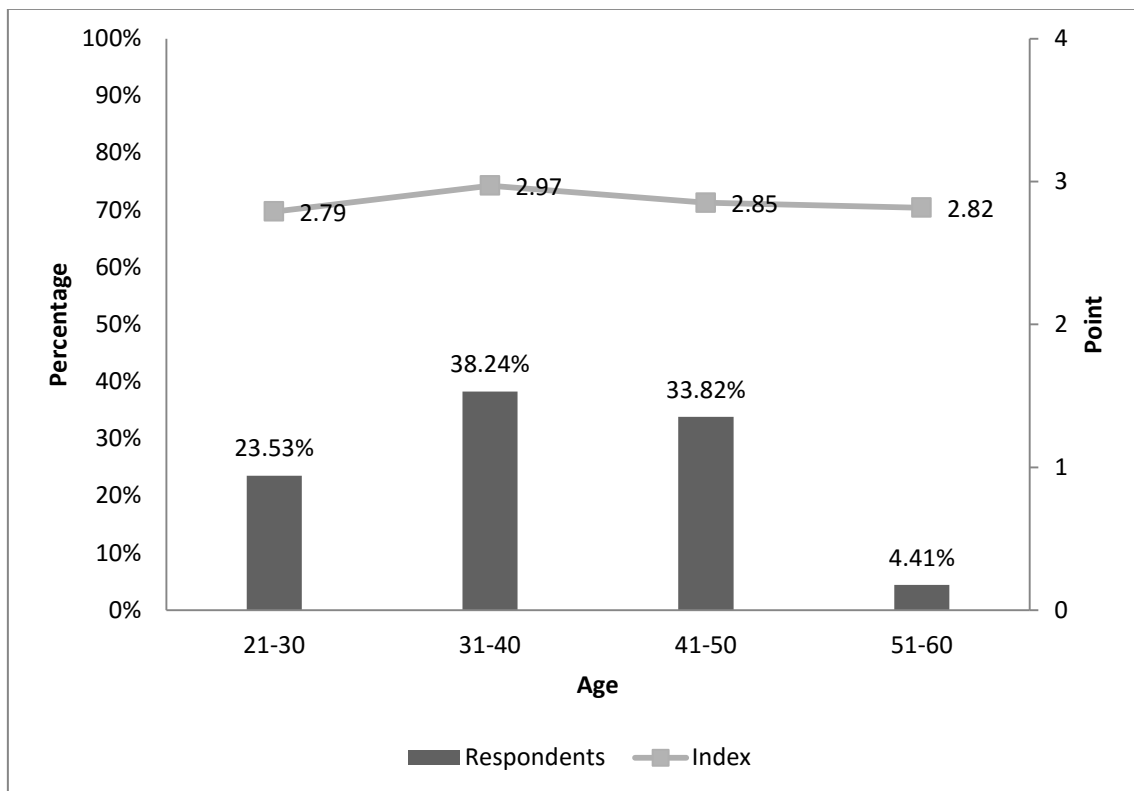


FIGURE 10. The age structure and satisfaction index

Working years

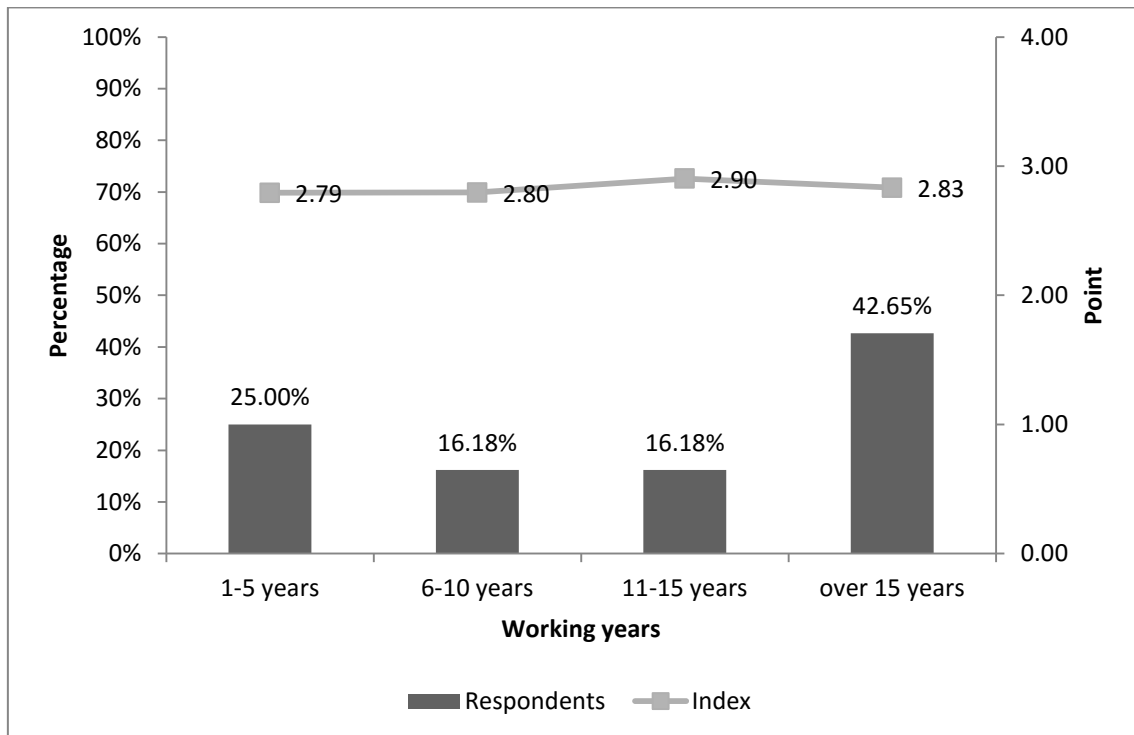


FIGURE 11. The working year structure and satisfaction index

The dominant part is employees working at TACO for over 15 years (42.65%). The group of working year 6-10 and 11-15 share the similar rate at 16.18%. The rest is 1-5 year experience workers. The youngest group is less satisfied at 2.79 points while the middle group is very pleased with 2.90 points.

Department

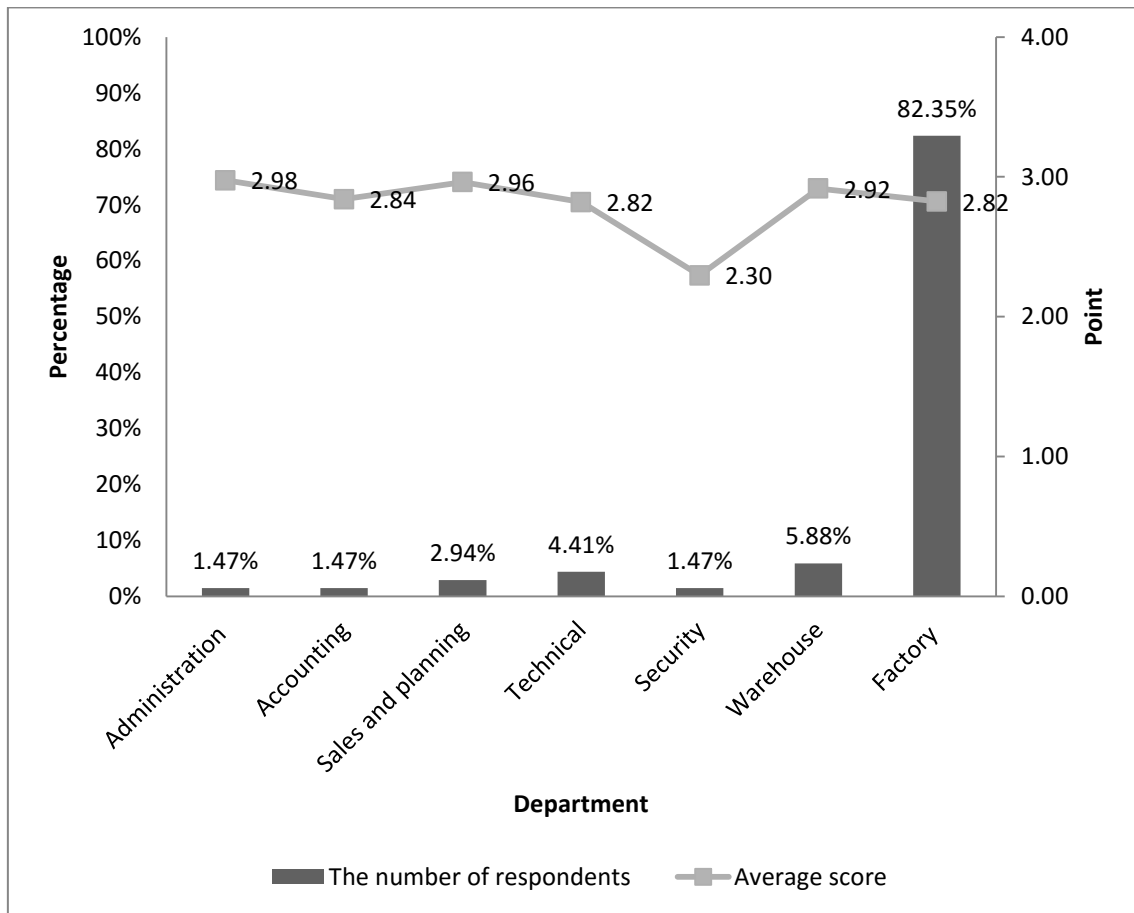


FIGURE 12. The department structure and satisfaction index

Factory employees are the main resource of TACO labour force. This survey received answers from 82.35% respondents of manufacturing part. Administration department satisfies most at 2.98 points. Accounting and Technical departments work under pressure, so the indexes are low as factory workers at around 2.82. Sale and planning, warehouse are two satisfied departments. Security board sends the message about their negative feeling with at only 2.30 point.

5 CONCLUSION

Human resource is always the treasure for all kinds of business organisation. The infinite creative ability of human provides the world with a million of innovation. As employees in the manufacturing sector, they have fewer opportunities for innovating; however, they still deserve the concern because they produce the goods serving our basic needs and work under the difficult condition. The appropriate position of human resource management in the strategy could support the development of both organisation and workers. Additionally, it builds the harmony in managerial issues among different departments. The uncertainty of future is ready to be handled with the well-prepared by human resource department and other line managers. Therefore, working with people is physiological art.

Understanding the emotion, needs and expectations of workers is an effective way to manage people. Job satisfaction issue is belonging to this idea. Job satisfaction measurement provides the data basement for future development plan and conflict solution. This is the first step in motivating worker through the academic theories and the empirical supporting data. The result of evaluating job satisfaction level is not only for the main purpose but also to see the hidden needs. The balance between employer's interest and employees' benefits are the top prior aim.

The thesis employed the quantitative research method to measure the actual performance of TACO. This is the rational choice because it ensures the confidential with this sensitive topic and implying in the large scope. About 100 survey papers were sent to TACO workers and 68 respondents was positive result. In general, the percentage of satisfying employees dominated. It is a good signal for company operation. In addition, there were some noticeable proportions. TACO has been doing well in term of communication and company environment. The positive index was recognised. It might be because of the huge number of workers who stay with the company for over 10 to 15 years. People are a family member after those years. However, the 'achievement' factor disappointed employees much more than others. For long-term impact, the competent employees could not stay; as a consequence, the lacks of experts happen. Additionally, the satisfaction indexes of the Youngers are lower than other groups. The present situation that young worker is leaving so quickly has presented in the research outcome. The survey result consists of detail questions for a large factor; therefore, it is able to identify the weak chain in order to enhance it.

6 DISCUSSION

The object of this thesis is to provide the company the deeper understand of worker leaving or staying preference. It could answer the reasons for either of their commitment decision or their job changing in the psychological aspect. Satisfaction is the set of emotional reaction toward what environmental conditions affect employees. It created the system of knowledge about the factors that mainly contribute for job satisfaction, analysing the scope of impact each factor could do to employees' feeling. For a specific case of TACO, the quantitative research method is the most suitable choice for evaluating the level of job satisfaction because the primary data source is reflected truly about the real situation in TACO at the moment. The general result is positive.

From the survey results and worker's recommendation (question 29 and 30), the most attractive factor for TACO workforce is the reward for achievement. Reward plans try to transfer the message about which core values and aims are essential for the organisation. The bonus for manufacturing worker might be related to the quantity of products such as the number of the item has been done per hours. It is similar with organisations, which appreciates the premium of quality; hence, they receive the financial reward for the premium one. (Torrington et al. 2002, 80.) TACO should review the reward policy.

TACO family atmosphere is the precious assets. Older employees have a chance to understand each other and build the close relationship. However, younger workers have not tried to take part in this community. As a young person, I believe that initially they avoid being in the group. For example, TACO can organise more activities for increasing the communication among workers.

This is the first time TACO officially runs a research relevant to the job satisfaction levels. The questionnaire could be reuse because it is comprehensive and detailed. This is a cycle of improvement; hence, an organisation is highly recommended to frequently asking workers emotions and expectations to adjust the plan. Moreover, those questions are welcomed to modify to associate with a specific situation.

The limitation of this thesis is related to human issue. We normally try to please others, especially in the collectivist country such as Vietnam. Hence, these results could not guarantee the explicit thoughts of workers. The recommendation for future research should be the qualitative research

about the expectation at workplace. Because after identifying the position of problem, we need to go further and deeper to analyse them. This thesis only could recommend the general advises to plan the reasonable actions for encourage employees to commit with TACO. However, it is threated by the lack of detailed information to complete the suitable human resource policy. The quality research, which collects answers from expertise and workers, could absolutely support for the explicit in action. Nevertheless, this quantitative research thesis is as important as the suggestion one because of the comprehensive and objectivity.

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APPENDIX

Questionnaire (English Version)

APPENDIX 1

Instruction: Please put a tick in the box next to the answer of your choice or write in the space provided as the case may be.

Gender

- Female Male

Age

- 20 or under 21 – 30 31 – 40
 41 – 50 51 – 60 over 60

Education

-/12 College Master or higher

Working and living in the same with your hometown?

- Yes No (Where?.....)

How long have you been in the company?

- Under 1 year 1 – 5 years 6 – 10 years
 11 – 15 years over 15 years

Department

- Administration Dept. Accounting Dept. Sales and Planning Dept.
 Technical Dept. Security Warehouse
 Factory

For specific:.....

Wages calculating method

- monthly pay piecework pay

Salary

- 1.000.000 – 2.999.999 VND (~39 – 117 EUR)
 3.000.000 – 4.999.999 VND (~118 – 196 EUR)
 5.000.000 – 7.999.999 VND (~197 – 312 EUR)
 over 8.000.000 VND (~ 313 EUR)

Contract type

- less than 1 year
 1 – 3 years

permanent workers

Instruction: Please circle the answer of your choice or write in the space provided as the case may be.

Scale: 1 – Very dissatisfied

2 – Dissatisfied

3 – Satisfied

4 – Very satisfied

Question: How satisfied are you?

Salary and Compensation				
1. The level of pay (considering the quantity and quality of tasks)	1	2	3	4
2. The fairness of the pay system	1	2	3	4
Working Conditions and Workplace Safety				
3. Working conditions (lighting, temperature, ventilation...)	1	2	3	4
4. Equipment	1	2	3	4
5. Safety condition	1	2	3	4
6. Managers' attitude toward safety issues	1	2	3	4
Administration and Supervision				
7. Top managers' administration	1	2	3	4
8. The way company allocated human resources	1	2	3	4
9. The expertise of supervisors	1	2	3	4
10. The support from supervisors	1	2	3	4
11. Supervisors' communication skills	1	2	3	4
Atmosphere and Communication				
12. Overall atmosphere within the company	1	2	3	4
13. The communication among co-workers	1	2	3	4
14. The level of support among co-workers	1	2	3	4

15. Contributing for decision-making process	1	2	3	4
Work and Achievement				
16. Your chances to obtain achievements	1	2	3	4
17. The work content	1	2	3	4
18. The interesting level of your tasks	1	2	3	4
19. Rewards for your achievements	1	2	3	4
Responsibility				
20. The amount of responsibility	1	2	3	4
21. The independence at work	1	2	3	4
Recognition and feedback				
22. The quality of feedback from supervisors	1	2	3	4
23. The quality of feedback from co-workers	1	2	3	4
24. The timing of feedback	1	2	3	4
25. The chance to be recognised when you done well	1	2	3	4
Advancement				
26. The usefulness of education linking to work tasks	1	2	3	4
27. The chance to develop expert skills	1	2	3	4
28. The chance to be promoted	1	2	3	4

29. Three things you satisfied most at work?

.....
.....

30. Suggestions for improving workers' satisfaction?

.....
.....

Câu hỏi khảo sát

Hướng dẫn: Cô/chú/anh/chị vui lòng đánh dấu tích vào ô trống bên cạnh câu trả lời của mình hoặc viết vào phần trống.

Giới tính

Nữ Nam

Tuổi

a) 20 trở xuống b) 21 – 30 c) 31 – 40
 d) 41 – 50 e) 51 – 60 f) over 60

Trình độ học vấn

a)/12 b) Trung cấp/Cao đẳng/Đại học

Quê quán

a) Hải Phòng b) Khác (Cụ thể:.....)

Số năm công tác tại công ty

a) Dưới 1 year b) 1 – 5 năm c) 6 – 10 năm
 d) 11 – 15 years e) over 15 years

Vị trí công tác hiện tại

a) Phòng hành chính b) Phòng kế toán
 c) Phòng kinh doanh d) Phòng kỹ thuật
 e) Phòng bảo vệ f) Kho
 g) Phân xưởng sản xuất

Cụ thể:.....

Cách tính lương

a) theo tháng b) theo sản phẩm

Mức lương hiện tại

a) 1.000.000 – 2.999.999 VND
 b) 3.000.000 – 4.999.999 VND
 c) 5.000.000 – 7.999.999 VND
 d) từ 8.000.000 VND trở lên

Thời gian kí hợp đồng lao động

a) ít hơn 1 năm b) 1 – 3 năm c) hợp đồng dài hạn

Hướng dẫn: Cô/chú/anh/chị vui lòng khoanh tròn vào lựa chọn của mình hoặc trả lời vào phần trống..

Thang điểm: 1 – Rất không hài lòng

2 – Không hài lòng

3 – Hài Lòng

4 – Rất hài lòng

Câu hỏi: Cô/chú/anh/chị cho biết mức độ hài lòng của mình đối với các vấn đề sau:

Lương và trợ cấp				
Mức lương và trợ cấp hiện tại	1	2	3	4
Cách tính lương công bằng đối với mọi người lao động	1	2	3	4
Điều kiện làm việc và an toàn lao động				
Điều kiện làm việc (vd: ánh sáng đầy đủ, nhà xưởng thông thoáng, nhiệt độ phòng phù hợp...)	1	2	3	4
Máy móc, công cụ lao động	1	2	3	4
An toàn lao động	1	2	3	4
Thái độ của người quản lý khi được phản ánh về các vấn đề này	1	2	3	4
Quản lý và giám sát				
Mức độ hài lòng với sự quản lý cấp cao	1	2	3	4
Cách công ty phân công công việc	1	2	3	4
Trình độ của người giám sát	1	2	3	4
Sự hỗ trợ từ phía người giám sát	1	2	3	4
Kỹ năng giao tiếp của người giám sát	1	2	3	4
Không khí làm việc trong công ty				
Không khí, môi trường làm việc trong công ty	1	2	3	4
Sự kết nối giữa các đồng nghiệp	1	2	3	4
Mức độ hỗ trợ giữa các đồng nghiệp với nhau	1	2	3	4
Mức độ đóng góp ý kiến trong các quyết định quan trọng của công ty	1	2	3	4
Công việc và các thành tựu				
Cơ hội để được sáng tạo trong công việc	1	2	3	4
Mức độ hài lòng với công việc hiện tại	1	2	3	4
Mức độ hứng thú trong các công việc thường ngày	1	2	3	4
Mức thưởng	1	2	3	4
Trách nhiệm				
Khối lượng trách nhiệm phải đảm nhận	1	2	3	4

Quyền tự chủ trong các quyết định về công việc	1	2	3	4
Sự ghi nhận và đánh giá về công việc từ người quản lý				
Chất lượng các đánh giá của người quản lý trực tiếp đối với công việc của người lao động	1	2	3	4
Chất lượng các đánh giá, góp ý của đồng nghiệp	1	2	3	4
Các góp ý này có đến kịp thời không	1	2	3	4
Sự ghi nhận khi hoàn thành tốt công việc	1	2	3	4
Cơ hội phát triển chuyên môn và thăng tiến				
Kiến thức học trong trường lớp áp dụng vào công việc	1	2	3	4
Cơ hội học hỏi các kỹ năng chuyên môn	1	2	3	4
Cơ hội được đề bạt lên vị trí cao hơn	1	2	3	4

Cô/chú/anh chị vui lòng chỉ ra 3 điều mình hài lòng nhất ở công ty?

.....

.....

.....

Cô/chú/anh/chị xin góp ý để cải thiện mức độ hài lòng của mình đối với công việc và công ty hiện tại?

.....

.....

.....

	Item	Point							
		1		2		3		4	
		Amount	Rate	Amount	Rate	Amount	Rate	Amount	Rate
	Salary and Compensation								
1	The level of pay	0	0%	13	19.12%	55	80.88%	0	0%
2	The fairness of the pay system	1	1.47%	4	5.88%	60	88.24%	3	4.41%
	Working Conditions and Workplace Safety								
3	Working conditions	1	1.47%	7	10.29%	59	86.76%	1	1.47%
4	Equipment	0	0%	14	20.59%	54	79.41%	0	0%
5	Safety condition	0	0%	5	7.35%	63	92.65%	0	0%
6	Managers' attitude toward safety issues	0	0%	0	0%	68	100%	0	0%
	Administration and Supervision								
7	Top managers' administration	1		2		3		4	
8	The way company allocated human resources	2	2.94%	1	1.47%	65	95.59%	0	0%
9	The expertise of supervisors	5	7.35%	10	14.71%	53	77.94%	0	0%
10	The support from supervisors	2	2.94%	7	10.29%	59	86.76%	0	0%
11	Supervisors' communication skills	0	0%	8	11.76%	58	85.29%	2	2.94%
	Atmosphere and Communication								
12	Overall atmosphere within the company	1		2		3		4	
		1	1.47%	0	0%	56	82.35%	11	16.18%

13	The communication among co-workers	0	0%	1	1.47%	55	80.88%	12	17.65%
14	The level of support among co-workers	0	0%	7	10.29%	58	85.29%	3	4.41%
15	Contributing for decision-making process	1	1.47%	18	26.47%	49	72.06%	0	0%
Work and Achievement									
16	Your chances to obtain ad	1	0%	2		3		4	
17	The work content	0	0%	18	26.47%	49	72.06%	1	1.47%
18	The interesting level of yo	1	1.47%	5	7.35%	62	91.18%	0	0%
19	Rewards for your achieve	1	1.47%	12	17.65%	55	80.88%	0	0%
19	Rewards for your achieve	31	45.59%	27	39.71%	10	14.71%	0	0%
Responsibility									
20	The amount of responsibility	7	10.29%	7	10.29%	54	79.41%	0	0%
21	The independence at work	1	1.47%	12	17.65%	53	77.94%	2	2.94%
Recognition and feedback									
22	The quality of feedback from supervisors	0	0%	9	13.24%	59	86.76%	0	0%
23	The quality of feedback from co-workers	0	0%	8	11.76%	59	86.76%	1	1.5%
24	The timing of feedback	0	0%	6	8.82%	62	91.18%	0	0%
25	The chance to be recognised when you done well	1	1.47%	4	5.88%	63	92.65%	0	0%
Advancement									
26	The usefulness of education linking to work tasks	1	1.47%	9	13.24%	57	83.82%	1	1.47%
27	The chance to develop expert skills	4	5.88%	5	7.35%	59	86.76%	0	0%
28	The chance to be promoted	4	5.88%	4	5.88%	60	88.24%	0	0%