



SOUTHERN LUZON STATE UNIVERSITY
Republic of Philippines



THAI NGUYEN UNIVERSITY
Socialist Republic of Vietnam

**JOB SATISFACTION AND WORKING PERFORMANCE OF PERSONNEL
AT HUNG VUONG UNIVERSITY, PHU THO, VIETNAM: A PROPOSED
STRATEGIC DEVELOPMENT PROGRAM**

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STRATEGIC DEVELOPMENT PROGRAM**

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by

NGUYEN NHAT DANG (MICHAEL)

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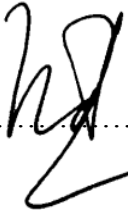
All members of my family and friends, for their advice and close concern;

This piece of work is humbly dedicated to these respectable persons, for without them this would not be possible.

NND

DEED OF DECLARATION

I, Nguyen Nhat Dang (English name: Michael), hereby submit my thesis for oral examination, entitled “**Job Satisfaction and Working Performance of Personnel at Hung Vuong University, PhuTho, Vietnam: A Proposed Strategic Development Program**”, truthfully declare that the said paper is a product of my original research investigation.

Signed this 01 May, 2014 at Thai Nguyen University

NGUYEN NHAT DANG

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LIST OF ABBREVIATIONS

HVU	Hung Vuong University
HRM	Human resource Management
CSE	Core self-evaluations .

ABSTRACT

TITLE OF RESEARCH	Job Satisfaction and Working Performance of Personnel at Hung Vuong University, PhuTho, Vietnam: A Proposed Strategic Development Program
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This study intended to investigate the relationships of job satisfaction and working performance of Hung Vuong Personnel with an end view of proposing a strategic development program. It specifically sought to determine the level of job satisfaction of Hung Vuong Personnel in terms of the nature of work, salary and benefits, professional growth/promotion, quality of supervision, interpersonal relationship, self-actualization and fulfilment, working environment, and employee recognition. It also sought to find out the working performance of the personnel in terms of productivity, knowledge and skills, communication, problem solving, attendance and punctuality, and teamwork. In addition, it also pursued to determine whether the perceptions of the managers and staff differ from each other; ascertain which of the job satisfaction variables best predict the working performance of respondents;

and propose a strategic development program that could improve the working performance of the personnel. The descriptive survey research was employed in this study. There were three hundred and fifty eight (358) respondents to answer the questionnaire, among them, 296 respondents were ordinary staff and teachers and 62 respondents were managers. The measuring instruments utilized in this research were the frequency, percentage distribution, the weighted means, Regression and the One – way ANOVA.

Based on the data gathered, it was found that the perception of both managers and ordinary staff and teachers on job satisfaction and working performance falls in the "Good" category. Salaries and benefits and employee recognition are the best to predict the employees' working performance. There are also differences in working performance between the groups of respondents in terms of ages, gender and positions. The findings are indicative that the employees' satisfaction and working performance still need further improvement since most of the difficulties identified were seen related to individuals of both managers and ordinary employees. The proposed solutions generally are to adjust the school policies which lead to the key to successful implementation of the employees' performance evaluation and job satisfaction and job performance improvement. Management effort and initiatives must be required to efficiently implement the job satisfaction and job performance improvement. Thus, it was recommended that the school's improvement on the employees' job satisfaction and working performance must be continuously given attention by all the managers, staffs and teachers of the school by producing a long term concrete and detailed plan to make the employees' job satisfaction and working performance get on well. In order to increase the employees' job satisfaction and working performance, the school must design and implement the strategic development program to help staffs improve their knowledge and skills, create fair opportunities for the staff and teachers on promotion etc, so that they would feel safe and happy at work. Finally, the strategic development program must be carried out with the enthusiastic participation of all the teachers and staff.

Chapter 1

INTRODUCTION

The development of an organization, an area or a country depends on many factors, and conditions, but mainly on the human factor. Therefore, more important than any other factors, the human resource always occupies a central position and plays a key role in the development of the organization, the area or the country. Hence, for an organization or business to develop, it has to focus much on human resource management (HRM). Among many factors of human resource management, job satisfaction and working performance of the personnel are the most important issues that every manager has to give attention.

Job satisfaction focuses on factors such as the nature of work, salary and benefits, professional growth/promotion, quality of supervision, interpersonal relationship, self-actualization and fulfillment, working environment, and employee recognition. The high level of job satisfaction can help the employees feel safe and happy at work. This would make the organization develop in a good way. Meanwhile, working performance focuses on factors such as productivity, job knowledge and skills, communication, problem solving, attendance and punctuality, and teamwork. The employees' working performance always plays a decisive role in the successes of an organization. Therefore, this issue is always one of the most important tasks of an organization.

Job satisfaction and working performance of the personnel are closely related to each other. Therefore, the improvement of these two issues can lead to the improvement of the HRM in particular and the development of the whole organization in general.

For Vietnam in general and Phu Tho province in particular, exploiting and using the human resource effectively are very important matters. The human resource must bring into play the diversity and richness of the eastern cultural tradition such as: fondness for learning,

respect to talents, knowledge, and science. However, up to now, the important potentials have not been fully exploited because the human resource may not have been effectively used.

Nowadays as the world becomes a knowledgeable economy, the problem of high-qualified human resource is a very pressing one. For a country like Vietnam, which has newly overcome the threshold of poverty, it is very important to take a short cut for the development to fill the gap between the rich and the poor, the high land and the low land areas, and the countryside and the cities to make Vietnam become a developed country. This aim can only be achieved if Vietnam has a high-qualified workforce. In order to achieve this goal, Hung Vuong University (HVVU) was established based on decision 81/2003 by the Vietnamese Prime Minister on April 29, 2003 with a mission of training the high qualified human resource and transferring new technology to serve the socio-economic development in Phu Tho and other Northern mountainous provinces.

Phu Tho is a northern mountainous province in Vietnam. It is located east of Vinh Phuc, south east of Ha Noi, south of Hoa Binh, south west of Son La, and northwest of Yen Bai and Tuyen Quang. In terms of culture, Phu Tho is considered the birth place of Vietnam, where the first kingdom of Vietnamese people named Van Lang was established more than 4,000 years ago. The two famous cultural heritages originating from Phu Tho, having been recognized by UNESCO, are Xoan folk song and ancestor worshipping that speak out the old cultural traditions in Vietnam in general and Phu Tho in particular.

For a new university like Hung Vuong University, human resource management in general and job satisfaction and working performance in particular are among the most important issues that the school must pay attention to. However, there haven't been any studies about these problems in Vietnam. This is the reason which compelled the researcher to conduct his research on this field.