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探討酬賞對工作滿意度與工作績效干擾效果之研究-以越南為例

**HOW REWARD MODERATES THE RELATIONSHIP BETWEEN JOB**

**SATISFACTION AND JOB PERFORMANCE – EVIDENCE FROM VIET NAM**

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探討酬賞對工作滿意度與工作績效干擾效果之研究—  
以越南為例

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1、在修業課程方面：Truong Thi Thanh Ha (張氏清荷) 君已修滿 39 學分，其中必修科目：研究方法、管理科學 等科目，成績及格(請查閱碩士班歷年成績)。

2、在論文研究方面：Truong Thi Thanh Ha (張氏清荷) 君在學期間已完成下列論文：

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(2)學術期刊：

本人認為 Truong Thi Thanh Ha (張氏清荷) 君已完成南華大學企業管理學系管理科學碩士班之碩士養成教育，符合訓練水準，並具備本校碩士學位考試之申請資格，特向碩士資格審查小組推薦其初稿，名稱：探討酬賞對工作滿意度與工作績效干擾效果之研究-以越南為例，以參加碩士論文口試。

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中華民國 106 年 12 月 27 日

## Letter of Recommendation for ABT Masters

Truong Thi Thanh Ha, a student of NHU Master Program for Business Administration for 1.5 years, has completed all of the courses and theses required for graduation.

1. In terms of studies, Truong Thi Thanh Ha has acquired 39 credits, passed all of the obligatory subjects such as Research Method, Management Science etc. (Please refer to transcript.)
2. In terms of theses, Truong Thi Thanh Ha has completed the following:
  - i. Master thesis: How reward moderates the relationship between job satisfaction and job performance – Evidence from Viet Nam
  - ii. Journal :

I believe that Truong Thi Thanh Ha has already received full formative education of NHU Master Program for Business Management and is qualified to apply for Master's Degree Examination. Therefore, I hereby recommend his/her preliminary paper, How reward moderates the relationship between job satisfaction and job performance – Evidence from Viet Nam, for the oral defense.

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## ABSTRACT

This study demonstrates the leadership style, reward, job satisfaction and job performance on the destination in Vietnam. This study applies Transformational leadership style theory and the need hierarchy theory established by Maslow are integrated into the study. The moderating effect of Reward on the relationship of Job satisfaction and Job performance are discussed in this study. This study using quantitative research methods to carry out. It also concluded some of the implications of the findings on theory and practice, which can provide some ideas for human resource managers and top leaders. Also, some directions for possible future researchers are showed to consider.

**Keywords:** Reward, Leadership Style, Job Satisfaction, Job Performance

**關鍵詞:** 領導形態, 工作滿足度, 工作績效, 獎勵

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Research Background and Motivation**

In 21<sup>th</sup> century, the job performance economy is concentrated by managers. In order to enhance productivity, more and more plans are emphasized to push up the mental well-being of employees. The managers have been more willing to boost wages, welfare, perks or bonuses for their employees. This trend have been observed in daily working environment (Human Resource Management), it also has been gotten high level of satisfaction from workers. This result was proved based on data of the report with title Employee job satisfaction and engagement, which was published by The Society for Human Resource Management (SHRM), showed that the increased number of satisfied employees in current career from 81% in 2013 raise up 88% in 2016.

There is a fact that employees always well perform in their career whenever they have good emotions or a worth reward. The several elements effected to employee' performance could be mentioned such as working environment, employees in relation with employers, opportunities for enhancing performance, welfare conditions, work pressure, organizational policies for rewarding and punishing, etc. According above factors, reward which one mentioned as a part of motivation has been an utmost important variable. Due to the past researches, reward has been in relation with job performance and job satisfaction for a long time ago (Podsakoff & Williams, 1986; Locke's, 1970; Spector, 1997). To enhance productivity and performance of employees, the leaders usually use motivators as an excellent encouraging facility. This identify based on the result

that the employee, who would received reward, absolutely realizes that it's worthy for what he/she had performed (Dewhurst et al., 2014). The competition among employees could help them well-perform in job, thus, self-development individual has been a normative opportunity. Therefore, to improve employees' satisfied levels, using rewards are constant and rotation challenge for organization. The top mission of organization is not only to get satisfaction from customers, but also to identify the important facilities enhancing performance of employees.

Job performance in relation to job satisfaction has been attractive several researchers to study. Through the empirical and meta-analysis research method, a lot of scientists discovered the precursor of job performance, particularly related to job satisfaction (e.g Organ, 1977, 1988; Petty, Mcgee, & Cavender, 1984; Iaffaldano & Muchinsky, 1985; Organ & Ryan, 1995; Judge et al., 2001). According to Bateman and Organ (1983), the theory used to explain for this connection has been social exchange theory. Moreover, Shooshtarian et al., (2013) pointed out that the major variable in human resources management and literature of organization behavior has been job performance, so on it has been considered as essentials to the organizations' running.

According to the study of Masa'deh et al., (2014), the organizations nowadays have become aware of the fact that the overall performance of organization have not controlled by the arrangement of tangible resources, instead of this is the organization's most prized factors – people and knowledge resources in the organizations. At the same time, Kamali (2014) has a result that there is an evident influence among organization's performance with the leaders and employees' job performance. To mention about leadership, several studies showed that the enhancement of leadership absolutely effect the job performance

(Mehra et al., 2010). To concur with idea, Odumeru and Ifeanyi (2013) showed the fact the responsibilities of leaders such as team development, forecasting business, humanize the business, vision casting, to prove the important role in organization of leaders. Besides, according to Mushtaq and Bokhari (2011), the main factor which has an impact on innovation and extending knowledge has been leadership style, due to the leader's characteristics such as integration, allocation and suitable using knowledge. Therefore, in 20<sup>th</sup> century, a large number of researchers spent time researching about leadership style such as Burns (1990); Bass (1987); Posner and Kouzes (1988); Tichy and Devanna (1990); Lock et al., (2011).

The Vietnamese organizations and companies have always paid attentions to the employees, aim for increasing the rate of engagement of employees. In human resource field, job satisfaction, job performance, leadership style, each topic also has a great deal of attention of researchers to study. Basically, most of them were chose to study on organization in Viet Nam. Many manes could be shown such as Dieleman et al., (2003) studied about health workers in North Viet Nam; Chau et al., (2005), Nhuan et al., (2009) researched about job satisfaction in hospital health workers in Northern Viet Nam; Tran et al., (2013) studied about not only the staffs' satisfaction, but also the staffs' performance in Vietnam; or the issues about job satisfaction among police man in Ho Chi Minh City was showed by Nguyen (2016), ... However, there is a fact that lack of studies about the interrelationship among leadership style, reward, job performance and job satisfaction in Vietnam in general. Besides, researches about how moderator and mediator variables effect on the relationship of some others variables have been a great way to study. Therefore, expanding topics have been a great motivation for students to study.

Employees' satisfaction and performance, leadership style and external motivation for workers are always hard questions for top managers answering. This study aimed to find out whether or not a connection among leadership style, job satisfaction, job performance and reward in Vietnamese organizations and companies. The results in this study could help supervisors and top managers in any organizations and companies understanding of the key factors enhancing employees' satisfaction and over performance, after that making right business decision. Thus, the more workers' satisfaction and performance, the much successful the organization.

## **1.2 Research Objectives**

There are four main purposes of this study, which was mentioned to draw a clear view of this study.

- To examine the connection of the four variables: job satisfaction, job performance, leadership style and reward.
- To study the mediation effects of leadership styles while job satisfaction in relation with job performance;
- To explore the moderation influence of job satisfaction in relation with job performance;
- To discover the sources of contrast based on demographic characteristics such as genders, ages, education levels and work experience year.



### **1.3 Research Process**

First of all, the study chose a human topic related to the employee and showed out research background, objectives and motivations. After that, a literature review was shown in relation to job satisfaction, job performance, leadership style, reward, especially about the interrelationship among four research constructs above. Thirdly, conceptual model and hypotheses with interrelationships between each construct were explored. Then, questionnaire and data sample were designed, focused on the Vietnamese employees. Next, data analysis and test had occurred. After that, the discussion about these variables had been shown based on the results. Finally, the conclusions and implication were showed base on the results of this thesis. The respondents are Vietnamese employees who are working in Viet Nam. The methodology to analyze data and hypotheses will be these techniques:

- Descriptive Statistic Analysis
- Factor Loading and Reliability test
- Independent Sample t-test
- ANOVA (One way analysis of variance)
- Regression Analysis (Multiple regression and Hierarchical Regression)

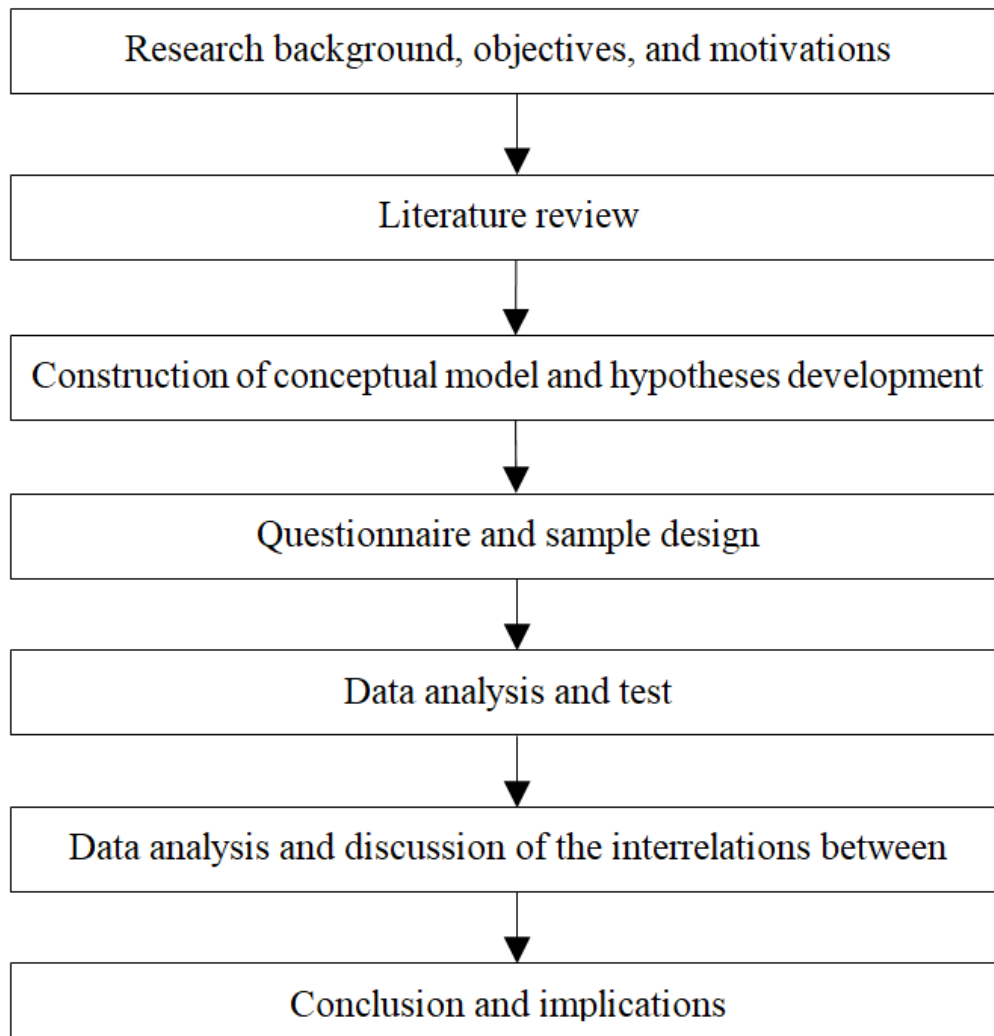


Figure 1.1 The research procedure

## 1.4 Research Structure

The content of study has divided into five chapters which are summarized of each chapter:

- Chapter one: *Introduction*

This chapter introduces the research background and the motivation to study, then bases on the research process and establishment to raise the objectives.

- Chapter two: *Literature Review*

In chapter two, the literatures in relation to job satisfaction, job performance, leadership style, reward will be mentioned. The definition of each research constructs also be explained.

- Chapter three: *Method of research*

In this part, the framework model and construct measurements with research design for this study were outlined. Besides, sampling plan, questionnaire design, data collecting process and technique methodologies have been discussed in this chapter.

- Chapter four: *Research analysis and Findings*

The rate of respondents' characteristics was showed in the first table. After that, It's the table of descriptive statistics for questionnaire items. Next, the result table of factor loading and reliability test for each items of research constructs was presented in the middle part of chapter four. After that, the results for each hypothesis would be presented to discuss.

- Chapter five: *Conclusions and suggestions*

The last chapter will summarize the main results in this study after discusstion. Based on the results, suggestion for future researches will be presented.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

This chapter will be discussed about the previous study of the four constructs and related theories. After that, hypotheses will be shown. The flow of these categories: leadership style, reward, job satisfaction, job performance and the interrelations among variables.

#### **2.1 Leadership style**

Nowadays, more and more debates have interesting in leadership style to discuss and study. There are a lot of researches talked about leadership style, so the leadership style's definition is absolutely more than one. For instance, Jong and Hartog (2007) defined leadership as a process effected people to get the desired consequences. After a few years, Andersen (2017) claimed that the leaders are people who inspire, motivate, and push up their employees to get success in work and attain the expectant outcomes. Crawford and Lok (2004) argued that the success or failure of an organizational leadership could be predicted by leadership. Besides, the leader's behavior as the people who have responsibility to motivate and coach their workers to enhance performance by increasing the workers' confidence and contribution to developing high levels – Burns (1990). In the past, all studies aimed to discover that the different styles of leadership include: laissez-faire style, transformational style, autocratic style, participative style and transactional style. In this study, the transformational style was concentrated on, due to Vietnamese characteristics.

The transformational leadership was defined in a same way by a large number of scholars such as Burns (1990); Bass (1987); Kouzes and Posner, (1995); Tichy and Devanna, (1990). In 1990, in Burns's study, the leadership styles examined as people who had a huge effect on masses of people. Basically, the results of these studies explored that transformational leadership style plays an important role to transform the values and priorities, necessity and aspirations, to raise up motivation, commitment, to enhance subordinates' performance beyond their expectation.

According to Bass and Riggio (2006), transformational leaders described as those who helps employees could receive inspire and stimulate to reach expected outcomes. After that, base on the process to develop their leadership capacity. There are several studies have showed evidence of transformational leadership can enhance employees' performance over expectation, as well as lead to employees' satisfaction and commitment to the organization (Thamrin, 2012; Kreitner & Kinicki, 2007; Ogunola et al., 2013; George & Jones, 2008; Griffin & Moorhead, 2007; Bass, 1987; Northouse, 2007).

In fact, according to Transformational leadership theories, people usually have been motivated by their own job that they must compete. The more structured an organization is, the greater the success. Employees usually arrange the first place for organization and career, and put their individual needs for second place. It is necessary for employees work together, rather than completing their job alone. Accordingly, managers designed tasks to challenge their team members. Placing the community above individual egos by adjusting the whole system is necessary. Bass Transformational Leadership Theory is one of a list of several Transformational Leadership Theories. The additional information of a general nature about these theories can be found in the article

Transformational Theories. According to Burns, to transform the life of workers, leaders can modify their values, perceptions, dreams, expectations and so forth. Qualities of the leader her or himself are shown off, after the changes. The leader proves, communicates, and does whatever necessary to get employees see a vision and encourage them to do good things for organization. The main contribution of Bass in 1987 to Burns' original theory was that to describe psychological mechanisms and to set several way to measure the effectiveness of Bass Transformational Leadership Theory.

According to Bass's study (1987; 1999) and supported by Avolio et al., (1991), transformational leadership style includes four types, which is mentioned below.

*(I) Idealized Influence*

According to Bass (1999), the scientist showed result that the idealized influence leader has ability to clearly articulate a vision to the followers and motivate them to capture the vision. It is necessary to increase the trust and respect between manager and employees. This kind of transformational leadership style could solve issues about ethics and values, not only for top manager, but also for workers. Leaders with this characteristic are willing to take risks, are consistently reliable, display high moral, clear set of values, ethical standards which are demonstrated in every opportunity.

*(II) Inspirational Motivation:*

Inspirational motivation – one type of transformational leadership style, could raise up from the leaders inspire confidence and a sense of purpose ability, according to Yukl (2004). Based on the result of Bass (1987), inspirational motivation in transformational leadership style encloses team spirit and the employees' emotionally challenges to internalize the target results. Besides, Bass

also concluded that the leader could plan a clearly future mission, display expectations of the team group and verify a commitment to reach the target goals that have been shown out.

### *(III) Individualized Consideration*

Individualized consideration is described as the leaders' conduct of being a mentor and coach. It is also the ability of a leader to motivate followers to achieve beyond their own personal goals for the greater good of the organization. The leader attends to each individual follower's needs and incorporates the aspect of respect and utilizes every opportunity to celebrate individual contribution or progress (Bass, 1987). Followers accordingly grow continually toward the development of higher potentials.

### *(IV) Intellectual Stimulation*

According to Bass (1987), the scientist studied intellectual stimulation and found that it is described as the degree to which leaders' challenges presumptions, gets risks and welcomes ideas from followers without criticism. Helping the followers take part in the making decision process is this type of leader support. Besides, this kind of leaders also stimulate the employees thinking creative to enjoy in the job. The followers, on the other hand, get to interrogate the methods of solving problems (Avolio et al., 1999). Intellectual stimulation is beneficial to organizations because leaders place value in learning for both themselves and their followers (Bass, 1987).

## **2.2 Reward**

To motivate employees creative thinking and enhance productivity, Reward has been mentioned as an essential element, not only for monetary reward, but

also non-financial reward. Employees willing try their best, whenever they believe that they can receive reward, which is worthy they provided.

In early 1960's, a number of theories studied on an individual's motivation in the workplace. The Needs theory established by Maslow (1943) was one of these. According to this theory, people have five needs and the lower level - physiological is the first their target to reach. Basically, this theory focused on how an individual's attitudes influence his/her behaviors. From that point, in light of Maslow's hypothesis, Porter (1963) investigated an examination demonstrated how human in low-level occupations concentrated on fulfilling their lower needs, which incorporates compensation, professional stability. The scholar additionally demonstrated that once individuals fulfilled their lower needs, they totally would like to move to higher necessity, on the off chance that they are likewise can move to a higher position in vocation. As the investigation of Latham and Ernst (2006), the two scholars proposed that if the administrators need to ensure that the lower needs of the worker are met, they ought to give the two wages and advantages. Probst and Brubaker (2001) showed that the divergent between employees' job satisfaction and job disappointment demonstrates in the sort and the measure of rewards, which gave to the workers by managers, and the sort and the measure of rewards expected by deserving employees.

As indicated by Byars and Rue (2005), rewards have two types, the extrinsic reward, and the intrinsic reward. Luthans (2000) has a similar result about that, there are two fundamental sorts of rewards, monetary and non-financial reward. They related and both can be used decidedly to improve execution practices of workers. Monetary reward means pay-money-for-worker, for example, execution reward, work advancement, commission, tips, and blessings and so forth. Nonfinancial rewards are nonmonetary/noncash and it is a



social acknowledgment, for example, affirmation, endorsement, and certified thankfulness and so on. According to Neckermann and Kosfeld (2008), the nonfinancial reward are likewise called materials grant. Frey (1997) contends that once pay surpasses a subsistence level, inborn components are more grounded sparks, and staff inspiration requires characteristic rewards, for example, fulfillment at completing a great job and a feeling of accomplishing something advantageous. There is blend finding in the literature to figure out what kind of reward is greater efficient to increase employees' performance. As indicated by Perry et al., (2006), financial reward is not the most motivating factor and the financial results have a motivating effect among employee. A few examinations have discovered that among employee surveyed, money wasn't the most crucial incentive, and in some cases managers have found money to have a demotivating or negative impact on the employees. And on the other hand, Ryan suggested that non-financial types of rewards can be very meaningful to workers and very motivating for the performance improvement. According to him, the creative use of non-financial rewards reinforces positive behaviors and enhances employee retention and operation. These kinds of recognition can be economical to provide, but priceless to get. In this study, the two kinds of reward chose to research in Viet Nam, were non-financial and monetary - a portion of financial reward.

### **2.3 Job satisfaction**

As indicated by Locke (1976, p.1300), Job satisfaction was described as a magical or a favorable passionate state coming about due to the self-evaluation of one's activity or occupation experiences. Basic portions of job satisfaction

contain work, pay, advancement, recognition, benefits, working conditions, supervision, associates, administration, as well as friends (Locke, 1976, p. 1302). These definitions have assumed an important part in the improvement of supposed substance speculations, of job satisfaction, that job to comprehend the individual sections that have to be accomplished before a person might feel completely pleased with their action (Sierpe, 1999). Locke consolidated optional variations the hypothesis of the two components created by Herzberg, Mausner and Snyderman (1959) and Maslow's (1970) series of the significance of human needs. The Two Factor hypothesis advocates the directors must demand to guarantee the amplex of cleanliness factors to steer clear of representative disappointment. What is more, the managers must ensure the work is animating and therefore so the reps are urged to work and work harder and better. This hypothesis underscores upon work advancement with a specific end goal to move the representatives. He job must use the worker's skills and competences to the maximum. Focusing on the motivational factors may improve work quality. Job satisfaction is by nature multifaceted. Research shows that the different aspects of job satisfaction can be classified into two dimensions: intrinsic and extrinsic (Hirschfeld, 2000; Spector, 1997; Weiss et al., 1967). Intrinsic attributes of the work itself contributes to the first, while the latter is derived from the work environment and the compensation received. Consequently, intrinsic satisfaction reflects the sense that one's work is intrinsically rewarding, and others concur in recognizing it as such. As such it reflects the professional's awareness of self-efficacy. Extrinsic satisfaction is dependent on more tangible factors like compensation or working conditions, but nevertheless impacts a worker's internal motivation. Numerous researchers have studied job satisfaction of college librarians. Some included comparisons of background and

demographic factors in their determinations of job satisfaction aspects, but the findings have shown inconsistent results (Fitch, 1990; Horenstein, 1993; Mirfakhrai, 1991; Voelck, 1995; Wahba, 1975). Additionally to background and demographic factors, a number of other aspects have been studied and correlated with job satisfaction. Some studies reported on specific job functions, like information technology workers and catalogers (Chwe, 1978; Leysen & Boydston, 2009). Several researches have concentrated on exploring the nationality or cultural history of librarians (e.g., Thornton, 2000; Togia, Koustelios, & Tsigilis, 2004).

## **2.4 Job performance**

Performance is behavioral, random, measurable and multifaceted, and can also be a number of intermittent incidents that employees have done in standard duration in the organization. Job performance assesses whether an individual plays a job well.

Job performance is a standout amongst the most critical variables that a great deal of association needs to consider to amass in. As indicated by Appelbaum et al., (2000) demonstrated to us the job performance turned into the most imperative ward factor it is likewise the exceptionally urgent form in industrial organizational psychology research and practice. In light of the meaning of the performance of the study by Otto et al., (2012), job performance split to various huge components that requirement for encourage clarification. In occasion bearing, the errands are partitioned among the team individuals as would any activity division in an association. Job performance involves something individuals do and may be thought about what the move that individual makes (Oswald et al., 2010). In any case, Faulkner et al., (2007); Watson and Strayer (2010) perceived that performance does not join the outcome

of those specific activities. When all is said in done, results are regularly mixed up to be effectively evaluated and followed to gauge work execution because of their capacity. The outcomes are not what the moves that people make, notwithstanding, the outcomes are affected by singular endeavors. Occasion course focuses on singular occupation execution because of the substance of the occasions which are typically here and now. Numerous occasion coordinators subcontract operational divisions while putting one major director or individual accountable for each activity to regulate this particular capacity. Subsequently, singular execution is essentially reliant upon others that do the basics to guarantee the smooth stream of the occasion. This individual is depended to guarantee the achievement work that in the long haul will add to the general achievement of a specific occasion.

Regardless of the ease of describing the job functionality as the product of the sum and the standard of work done, for many researchers this strategy has turned out to be sufficiently detailed and hard to employ. Job performance can be described rather to emphasize just those behaviours and actions which are under the control of the employee, and build to the company's aims (Rotundo & Sackett, 2002). Borman and Motowidlo (1993) suggested two different kinds of job performance standards exist: task and contextual performance. So-called task performance, describes somebody's execution of the core responsibilities that could be formally listed in her or his job description. This refers to actions which contribute to goods' production or services' production (Motowidlo, Borman, & Schmit, 1997). By contrast, "contextual functionality" refers to spontaneous behaviors by that a worker supports and enriches the workplace environment. Contextual functionality is conceptually the similar with organizational citizenship behaviour and citizenship functionality (Borman & Penner, 2001).

Even though the organizational citizenship literature along with the citizenship operation literature developed individually, the behaviour, causes and effects and attitudes they describe differ very little from one another (Organ, 1997). In this study the assumptions emerge both the literature, but keep the label contextual performance, so as to ease contrast to the research of Motowidlo and Van Scotter (1994). Organizational effectiveness depends upon both the task and contextual performance, and the two kinds of functionality produce value for the organization (Borman & Motowidlo, 1997; Conway et al., 1999). Furthermore, contextual operation deserves more attention in the context of the library for many reasons. Since the latest trend toward downsizing increasingly requires workers to be adaptable and display more effort, contextual operation became increasingly more important in organizations (Borman & Motowidlo, 1997). Contextual performance was found to be especially significant from the service sector, like university libraries (Bettencourt, Meuter, & Gwinner, 2001). Particularly, researchers showed the implications of contextual functionality from the library context by describing the day-to-day performance of university libraries. Contextual performance enables a worker to sustain and bring about a mutually beneficial relationship with the organization (Organ, 1988).

## **2.5 Interrelationship Among Research Constructs**

### **2.5.1 Interrelationship Between Leadership style and Job satisfaction**

A good deal of research was done on the relationship between leadership behaviours and job satisfaction (Nguni, et al., 2006; Walumbwa, 2003) and showed that the leadership style influences job satisfaction in associations at different levels. Transformational leadership style focuses on the requirement to

keep a top quality relationship with followers which leads to job satisfaction (Avolio et al., 2004).

A research by Walumbwa (2003), showed that transformational leadership can enhance the performance of subordinate personnel by raising consciousness on the significance of expected results, which makes prioritize others towards themselves, and also transform subordinates degree of needs. This has been verified by numerous studies that have shown that leadership behaviours have a tendency to affect the amount of satisfaction (Darvish and Pour, 2013).

In a research conducted in Malaysia, Von et al., (2011), found that transformational leadership styles have direct connections with the workers job satisfaction. Similar results have been reported in a number of other studies. Thamrin (2012) noted that transformational leadership has a positive significant impact on job satisfaction. Choudhary et al., (2013) analyzing the impact of leadership styles on job satisfaction of teachers at universities in Mogadishu Somalia discovered a substantial relationship between job satisfaction and transformational leadership style. In a cross cultural analysis, Walumbwa et al., (2015), investigated the nature of the relationship between transformational leadership and organizational commitment and job satisfaction in Kenya and the US of America.

Results of the analysis demonstrated that transformational leadership has a strong positive impact on job satisfaction in both civilizations. The results further showed that transformational leadership style had a stronger relationship with job satisfaction indicating that this kind of leadership is more acceptable for handling government organizations. In the same way, Nguni et al., (2006) studied the effects of transformational and transactional leadership on instructors

job satisfaction, organizational commitment, and organizational citizenship at universities in Tanzania and noted that teachers rated their school principals on the transformational leadership traits of charismatic leadership, personalized consideration, and intellectual stimulation. It's therefore important to research about the relationship between leadership style and job satisfaction in Vietnam.

### **2.5.2 Interrelationship Between Leadership style and Job performance**

Transformational leadership theory postulates that leaders exhibit certain behaviours that accelerate employees degree of advanced thinking through they improve individual worker performance, organizational innovation, and organizational performance (Aragon-Correa, Garcia-Morales, & Cordon-Pozo, 2007; Colbert, Kristof Brown, Bradley, & Barrick, 2008; Piccolo & Colquitt, 2006). To improve the performance, transformational leaders empower employees by offering sufficient autonomy to determine the way to perform job tasks, encourage organizational learning, and encourage employees to use all available resources needed to improve imagination (Gumusluoglu & Ilsev, 2009).

Leadership behaviour generally and transformational leadership, particularly, has for ages been considered an essential individual factor that affects innovation and performance in the workplace (Keegan & Den Hartog, 2004). Further, Waldman, Ramirez, House, and Puraman (2001), based on higher echelon theory, proposed that transactional leadership will be positively associated with organizational performance. Lowe, Kroeck, and Sivasubramaniam (1996) found support for this positive relationship through meta evaluation research study. Aside from transactional leadership, it's strongly called that transformational leaders are going to have significant contribution to

improving organizational performance. They encourage employees to take the risk, and such a risk taking yields positive impacts on performance below the uncertain environment (Waldman et al., 2001). They inspire and motivate employees to be innovative and also to achieve difficult goals, plus they insist employees strategy job problems in each of the directions and discourage them using traditional methods to derive solutions. Therefore it's called that transformational leadership will probably possess strong and positive impacts on organizational performance apart from the effects of transactional leadership on organizational performance.

### **2.5.3 Interrelationship Between Job performance and Job satisfaction**

The activity satisfaction–work performance relationship has been the subject of many examinations. Judge et al., (2001), then again, deciphered their own discoveries as recommending that fulfillment and execution are definitively related and they noticed various potential outcomes with respect to the satisfaction– execution relationship, for example, the proposal that fulfillment causes execution, that execution causes fulfillment (Lawler & Porter, 1967), and that the causal relationship is bidirectional (Schwab & Cummings, 1970).

A noteworthy assemblage of experimental and meta-analysis research (Organ & Ryan, 1995) has investigated the forerunners of general employment execution, particularly as to work fulfillment (Judge et al., 2001; Organ, 1988; Petty, Mcgee, & Cavender, 1984). Social trade hypothesis has been offered as a hypothetical clarification for this relationship (Bateman & Organ, 1983). Various investigations show that general occupation fulfillment positively affects relevant execution (OCB) (Organ, 1988; Organ & Ryan, 1995; Smith, Organ, & Near, 1983). A few analysts have focused on that representatives who like their



work frequently react by expanding their work exertion and their undertaking execution. A few researchers think about have implied at the significance of occupation fulfillment for work execution.

A current meta-investigation by Judge et al., (2001) found a mean revised relationship of .30 amongst fulfillment and execution ( $k = 312$ ,  $N = 54,471$ ). This relationship was substantially more grounded than the redressed connection of .17 found in a before meta-investigation (Iaffaldano and Muchinsky, 1985) ( $k = 74$ ,  $N = 12,192$ ) and will probably invigorate a recharged enthusiasm for the investigation of the satisfaction– execution relationship.

#### **2.5.4 The Mediation of Job satisfaction on Leadership style and Job performance**

Mediation is depicted as the causal arrangement wherein one-factor influences another consider which turn influences the third factor. The interceding variable is known as the middle person since it intervenes, the connection between the indicator and an outcome (Baron & Kenny, 1986). An assortment of research has been directed to learn the intercession part of components in authority ponders. Occupation fulfillment is a fundamental viewpoint for the advanced association and a considerable measure of research work has been done to expand work fulfillment. Voon, Ngui, and Ayob (2011) demonstrate a more grounded connection between transformational administration and occupation fulfillment. On the off chance that the association needs to enhance work fulfillment among their specialists and furthermore to build duty, analyst saw they have to take after transformational pioneers (Koh, Steers, & Terborc, 1995). Krishnan et al., (2005) expresses transformational administration as a key factor of high occupation fulfillment and in this manner

expanded representative productivity. Schaubroeck and Lam (2007) were the supposition that there's the certain connection between transformational administration and specialist execution and it makes a positive effect on group execution. The transformational leadership is effective in two ways, first it constructs excitement, also, ingrains mindfulness vision that prompts more prominent occupation fulfillment along these lines, managers operation takes a positive incline (Kennedy & Anderson, 2002). Moreover, an investigation of Private College in Pakistan (M. Umer Paracha, Adnan Qamar, Anam Mirza, Inam-ul-Hassan, & Hamid Waqas, 2012) exhibited that activity fulfillment halfway intercedes the connection between the transformational initiative and laborer proficiency.

## **2.5.5 The Moderation of Reward on Job performance and Job Satisfaction**

### **2.5.5.1 Interrelationship between Job Performance and the relationship of Job Satisfaction and Reward**

By a long shot the most general methods for examining the job satisfaction-job performance relationship has involved the use of moderator variables. Presumably the most consistently explored arbitrator is compensated possibility. Many papers have estimated that activity execution should impact job satisfaction just to the level that individuals are remunerated in light of their proficiency. The rationale of this civil argument is expecting that compensation is esteemed by workers, low execution disappointing or superior ought to fulfill to the degree that compensation is associated with execution. In spite of the fact that this suggest for the most part was framed as far as operant molding (Orpen et al., 1981; Cherrington, Reitz, & Scott, 1971), this need not be the cases. Locke (1970) guessed that esteem achievement would direct the performance-

satisfaction relationship, with the end goal that execution is fulfilling to the degree that it prompts imperative work esteems. In this way, a solid pay-execution possibility would influence the individuals who to esteem pay fulfilled on the grounds that execution prompts value rewards. Locke's (1970) theory uncovered another constraint of the compensation for-execution possibility speculation. Pay is just a single of many employment rewards, and research demonstrates a frail relationship amongst's pay and job satisfaction (Spector, 1997). Employees revealed that they esteem inherent toward, for example, the nature of the work itself more than pay (Jurgensen, 1978). Besides, trial of the reward possibility speculation have disregarded the likelihood of execution itself could be naturally fulfilling to numerous people. Notwithstanding of these impediments, in an audit of this writing, Podsakoff and Williams (1986) established that the connection between work execution and general fulfillment was something more grounded in thinks about in which rewards were connected to where there was no execution pay possibility (mean  $r = .17$ ) and execution (mean  $r = .27$ ) than in ponders.

#### **2.5.5.2 Interrelationship between Job Satisfaction and the relationship of Job Performance and Reward**

Keeping in mind the goal to be powerful in rewarding employees, there is an expanded change in their work execution and satisfaction; supervisors are encouraged to pick up data about Herzberg's hypothesis, particularly with regards to the contrasts between the two inspirations and cleanliness factors. So as to have a workforce that is exceptionally energetic, there is a requirement for chiefs to first ensure that specific cleanliness factors which they have control over are in effect at present acknowledged by their employees. Probst and

Brubaker (2001) presumed that the distinction between work fulfillment and disappointment lies in the sum and the sort of prizes gave or given to the representatives and the sum and kind of prizes that the worker expects he/she merits. This thought is upheld by past specialists, Magione and Quinn (1975) who think about both occupation fulfillment and disappointment to be the consequence of the impression of a worker with respect to individual assumptions about what and how much they merit for contributing towards the association that they work for. At the end of the day, representatives expect that their commitments and endeavors ought to be esteemed and offered significance to similarly that they esteem their activity and work towards achieving the errands appointed. As per Ahmad et al. (2010), workers are exceptionally prone to feel 'fulfillment' and 'Execution' when they realize that they can get reasonable pay with respect to the measure of work that they did.

# CHAPTER THREE

## METHODS OF RESEARCH

Chapter three aims to introduce about the framework model and the hypotheses together with a measurement of the four research constructs. Besides, it also introduces the method research to test the hypotheses. The chapter describes firstly the proposed conceptual framework and hypotheses to be tested. After that, the sampling plan, questionnaire design, data techniques to analysis would be showed in this chapter.

### 3.1 The Conceptual Model

This study developed a research framework based on the literature review in chapter two. After that, the hypotheses would be mentioned according to the model, as shown in Figure 3.1.

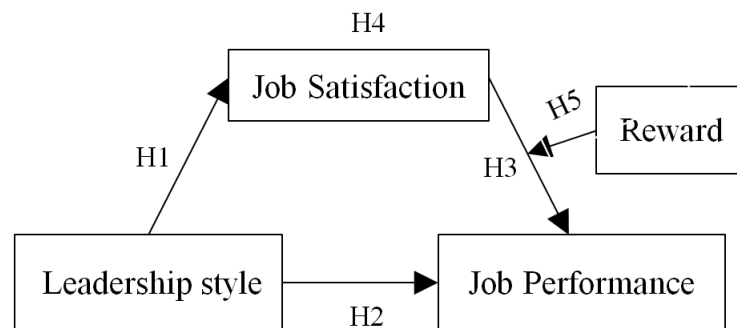


Figure 3.1 The research framework

Hypotheses:

H1: There is a significant effect between Leadership style and Job satisfaction.

H2: There is a significant effect between Leadership style and Job performance.

H3: There is a significant effect when Job satisfaction to be in relation with Job performance.

H4: Job satisfaction mediates the relation between leadership style and Job performance.

H5: Reward moderates when Job performance in relation with Job satisfaction.

### **3.2 Instrument**

There is a survey conducted to collect data for variables of the study. The research questionnaire with 42 items is developed to obtain the responses from employees who currently work in Viet Nam on different working place research variables. The research questionnaire was divided into two parts. The first one consisted of four constructs: Leadership style (12 items), Reward (Monetary: 6 items, Non-financial: 7 items), Job Satisfaction (6 items), Job performance (11 items). The second part was demographics which included gender, age, marital status, education, working experience, tenure (See appendix). The detailed contents of the questionnaire are shown in the Appendix. The seven-point scale named Likert-type scales with “1” equals “strongly disagree”, “2” – “disagree”, “3” means “somewhat disagree”, “4” = “neutral”, “5” equals “somewhat agree”, next, “6”- “agree”, and finally, “7” means “strongly agree”. This scale was used to measure the variable. The respondents were asked to rate for the survey.

### **3.3 Construct Measurement**

This study has studied four research constructs, after that the inter-relationship among these variables also be assessed. The main identified constructs are Leadership style, Reward, Job Satisfaction, Job Performance. Each construct has its operational conceptions and measurement items. Appendix tables present the questionnaire items for this study.

#### **3.3.1 Leadership style**

Leadership style was defined that is an understanding of an individual about their right as consumer when a mobile application was marketed. Based on the previous studies of leadership style (Bass, 1985; Bass, 1999; Yukl, 2004), this study focused on transformational leadership style and used twelve items to measure leadership style. Sample item include “*My manager recognizes and appreciates that I have different skills, needs and abilities*”, “*My manager provides challenges for me to help me grow*” and “*My manager helps me to understand my visions by using tools, such as images, stories, and models*”. The list of items for construct “Leadership Style” was mention below.

- (LS1) My manager recognizes and appreciates that I have different skills, needs and abilities
- (LS2) My leader provides coaching and feedback process, so that I know how I am doing
- (LS3) The supervisor helps me to have a clear the visions by using tools, such as images, stories, and models
- (LS4) My manager helps me to consider the moral and ethical consequences of decisions
- (LS5) My top leader plays an important role to connect me with others in workplace
- (LS6) My manager provides challenges for me to help me grow
- (LS7) My manager creates opportunities and provides support to me to develop my strengths
- (LS8) My supervisor uses rewards for recognition when I gain difficult goals
- (LS9) My manager leads me in career by using plans and technical tools such as computer
- (LS10) My manager stimulates me to think about what I am doing for my customers
- (LS11) My leader encourages me to pursue my professional growth
- (LS12) My manager suggests me some ideas when I have trouble

### **3.3.2 Reward**

As mentioned above, there are two kind of construct “Reward”: Monetary and Non-finance. To measure those kinds, thirteen questionnaire items were designed from Neckermann and Kosfeld (2008). Factor “Monetary” includes six items, while there are seven items adopted for “Non-financial” factor. The seven-



point named Likert scale had used to measure all these questionnaire, with number “1” means “*totally disagree*” and “7” - “*totally agree*”. The list of questionnaire items for construct “Reward” was mention below.

Moneytary

(RM1) My manager used money as a reward, make me get more motivation to reach the target

(RM2) The most attractive condition made me performing well at my job is when I get my salary and monetary rewards regularly.

(RM3) Bonus money improves my performance

(RM4) Monetary reward motivates me doing well my job

(RM5) I could enhance my performance if there is a monetary reward for outstanding performance

(RM6) I am satisfied with monetary reward when I reach the goal

Non-financial

(RN1) I am satisfied when I received praise when I do good job (well done, thank you)

(RN2) I could perform better if I can get some praise or commendation for the company’s outstanding performance

(RN3) The way to comment and feedback of my supervisor made me satisfied with the job

(RN4) I am satisfied when my manager provides appropriate recognition for my contribution

(RN5) I am satisfied when my manager provides me more training opportunity as a reward

(RN6) I am satisfied to got certificate of commendation when I do good job

(RN7) My manager sends souvenir to me when I reach targets

### **3.3.3 Job Satisfaction**

To measure job satisfaction, 6 items were designed based on Boydston (2009); Lim (2008), Spector (1985). The seven-point named Likert scale had used to measure all these questionnaire, with number “1” means “*totally disagree*” and “7” - “*totally agree*”. The list of questionnaire items for construct “Job Satisfaction” was mention below. In particular, sample questionnaire items for determine layout and functionality: “I like the people I work with in my company”. The questionnaire items showed below.

#### *Job Satisfaction*

(JS1) I like the people I work with in my company

(JS2) The lunch break, rest breaks and leaves given in the company made me satisfied

(JS3) The amount of benefits and rewards in company satisfied me

(JS4) The amount of reward provided in the company is fair

(JS5) The benefits that I received are as good as the other companies provied

(JS6) I love what I am doing at work

### **3.3.4 Job performance**

To collect data about job performance, 11 items was adopted based on Chu and Lai (2011). Then, the seven-point named Likert scale had used to measure all these questionnaire, with number “1” means “*totally disagree*” and “7” - “*totally agree*”. Sample survey items included “I feel satisfied with my job and my manager” and “I feel free to involve in making decisions affecting my job”.

### Job Performance

(JP1) I always be interested in what I am doing in my job

(JP2) My career sufficiently challenged me

(JP3) My work brings to me the emotion of personal accomplishment

(JP4) I feel free to involve in making decisions affecting my job

(JP5) I always have chance to decide the way to do in my job

(JP6) The company's purpose is extremely clearly for me

(JP7) I feel satisfied with my job and my manager

(JP8) I enjoy work with my coworkers

(JP9) I know exactly what is the goals of my job

(JP10) I can get my job down

(JP11) Doing this job make me feel extremely pride

### **3.3.5 Demographics**

The demographic characteristics had designed to investigate the dissimilar features among every respondents, who took part in this survey. According to others studies in the past, the individual demographic features could be measured by the following indicators:

- Gender
- Age
- Education
- The length of working time
- Tenure

### **3.4 Translation**

To collect data for research, the major respondent is Vietnamese employees. Therefore, Vietnamese language plays an important role in data collection. In typically, the survey was designed by English, after that, the second language - Vietnamese was used to translate all question items into Vietnamese. It is easier for respondents to answer quickly. The last but not the least step is to translate the questionnaire items back to English to recheck the correction. To complete this questionnaire, the five doctoral degree scientists, who major in business administration, human resource management and have great skills at English as well as Vietnamese, in Vietnam, are asked to give their suggestion for all the items from English to translate into Vietnamese, to ensure that nothing is different between the Vietnamese version and English version. Then, the double check by translating Vietnamese back into English one more time was used to make sure again. After that, the incorrect words were removed. The final version of questionnaire in Vietnamese language was completed after being carefully discussed and modified (see Appendix).

### **3.5 Pilot Test**

A trial test is conducted in Vietnamese version to fortify questionnaire's effectiveness. Pilot test is handled on the internet and 50 responses are collected intentionally. Consequently, this trial data is analyzed in reliability test to get internal consistence of each items and factors. An acceptable level of internal consistency would be reflected in  $\alpha$  value of no less than 0.70 in this study. The results of the Cronbach's  $\alpha$  showed that the questionnaire of each variable had relatively high coefficient  $\alpha$  higher than .7.

### **3.6 Sampling Plan and Data Collection**

The data in this thesis was collected by sending 350 questionnaires to Vietnamese employees who have been working in Vietnam. The sampling plan was developed to assure that certain forms of respondents are encompassed in this study. The employees, who are working in private company in all cities of Vietnam, were asked for answering survey. Due to the time and convenience of collecting data, a part of the survey questionnaires was sent to employees in the organizations directly through the managers. It took approximately two months (from July to August, 2017) for the survey to complete. In total, 350 survey questionnaires were delivered directly to the employees and 331 were returned and used. Data collection consisted of five steps. Firstly, identifying related research variables through literature review and advice from thesis advisor. The second step was to complete the drafting of the survey questionnaire. Next, the third step, translating the research questionnaires into Vietnamese and then translate back into English one more time to double check the meaning of the items remained the same. Fourthly, running a pre-test of the Vietnamese questionnaires to check  $\alpha$  (alpha). 50 respondents were invited for the pre-test. Based on the pre-test, an internal consistency reliability coefficient of each item was computed. If the consistency reliability coefficient of each question can not be achieved, the questionnaire was modified one more time as a result to reach the greater consistency. The final step was delivery the Vietnamese questionnaire indirectly and directly to Vietnamese respondents. When the data was totally completed, it could be used for analyzing in the following step.

### **3.7 Data Analysis Procedure**

The program named SPSS v.20 was used to calculate data. To test the hypotheses as developed from this study, there are six methodological techniques adopted:

- Descriptive Statistic Analysis
- Factor analysis and Reliability test
- Independent Sample t-test
- One way analysis of variance (ANOVA)
- Multiple Regression Analysis
- The Hierarchical Regression Analysis

#### **3.7.1 Descriptive Statistic Analysis**

To measure about characteristics of all variable, the method named Descriptive Statistic Analysis is extremely useful. It calculates the means of each variable, besides the standard deviations also mentioned.

#### **3.7.2 Factor analysis and Reliability Tests**

(I) Factor analysis:

The purpose of factor analysis is to explore the underlying variance structure of a set of correlation coefficients. Factor analysis not only is used to summarize or reduce data but also exploratory or confirmatory purpose. Factory analysis assumes that a small number of unobserved variables are responsible for the correlation among a large number of observed variables. In other words, the latent cannot be directly observed, but they affect observable variables. Specifically, factor analysis assumes that the variance of each observed variable

comes from two parts: a common part shared with other variables that cause correlation among them, and a unique part that is different from other variables. The common parts are called factors, and these factors represent the latent constructs. Measurement items with factor loadings greater than 0.6 will be selected as the member of a specific factor.

(II) Reliability test:

After running reliability test, Item-to-total Correlation and Cronbach's  $\alpha$  will be shown. These results measure the correlation of each item to the sum of the remaining items within one factor. This approach assumes that total score is valid and thus the extent to which the item correlates with the total score is indicative of convergent validity for the item. Items with correlation lower than 0.5, will be deleted from analysis process.

### **3.7.3 Independent Sample t-test**

To test whether the differences between two groups in relation with one variable, independent sample t-test is used in this cases. In this study, it was applied to compare the differences between male and female employees in the four constructs: Job Performance, Job Satisfaction, Monetary Reward, Non-financial Reward.

### **3.7.4 One Way Analysis of Variance (ANOVA)**

To test whether the differences between more than two groups in relation with one variable, one-way Analysis of variance is used in this cases. In this study, it was applied to compare the differences between demographic variables (i.e. ages, gender, education, working time and tenure) of the respondents in the four constructs: Job Performance, Job Satisfaction, Monetary Reward, Non-

financial Reward. The analysis will be significant with t-value higher than 1.98, also the p-value lower than 0.05.

### **3.7.5 Regression Analysis**

#### **(I) Multiple Regression Analysis**

The multiple regression analysis is used to analyze the relationship between a single dependent variable and several independent variables. Thus, the main purpose of multiple regression analysis is to predict the dependent variable with a set of independent variable. Another objective of multiple regression is to maximize the overall predictive power of the independent variables as represented in the variate. Multiple regression analysis can also meet an objective comparing two or more sets of independent variables to ascertain the predictive power of each variate. The analysis will be significant when the R-square higher than 0.1 ( $R^2 > 0.1$ ), correlation higher than 0.3 and F-value is higher than 4. In this study, the multiple regression analysis was conducted to examine the mediating variable of organizational commitment between independent variable of perceived organizational support and dependent variable of job satisfaction.

#### **(II) Hierarchical Regression Analysis**

To test how moderating variable of Reward effect on the relationship between the independent variable of job satisfaction and dependent variable of job performance, the method named hierarchical regression analysis was conducted.



# CHAPTER FOUR

## RESEARCH ANALYSIS AND FINDINGS

### 4.1 Descriptive Analysis and Factor Analysis

#### 4.1.1 Characteristics of Respondents

The respondents' characteristics are displayed in Table 4-1. Five major categories: (1) gender (2) age (3) education (4) working experience and (5) tenure of employees were collected and measured.

Table 4.1 Characteristic of Respondents in this research (n=331)

Item	Description	Frequency	Percentage (%)
Gender	Male	139	42
	Female	192	58
Age	Less than 25 years old	149	45
	26 to 35 years old	88	26.6
	36 to 45 years old	71	21.45
	More than 45 years old	23	6.95
Education	High school	23	6.95
	Bachelor	188	56.79
	Master	94	28.4
	PhD.	13	3.93
	Others	13	3.93
Working Experience	Less than 1 years	87	26.29
	2 to 4 years	122	36.85
	5 to 8 years	33	9.97
	More than 9 years	89	26.89
Current position	Employee	229	69.18

	Supervisor	28	8.45
	Low-level manager	9	2.72
	Middle-level manager	44	13.30
	Top manager	21	6.35

Table 4.1 shows that there are 42% of respondents are male and 58% are female. 45% of the respondents are less than 25 years old, while 26.6% and 21.45% and 6.95% are from 26 to 35 years old, 36 to 45 years old and more than 45 years old, respectively. Fifty-six point seventy nine percent of the number respondents got a bachelor degree, whereas 6.95% earned high school diploma, 28.4% number are masters, for PhD and others are 3.93%. About working time, the rate of the respondents has less than 1 years (26.29% ) and 36.85% of them were from 2 to 4 years. The percent of total number respondents have 5-8 years of working time is 9.97%; and who has more than 9 years get 26.89%. Most of the respondents are employees (69.18%), 8.45% of them are supervisors and about 22.37% of the respondents are manager which contains three kinds of level (from lower to top manager).

#### **4.1.2 Measurement Results for Relevant Research Variables**

The descriptive statistics of the questionnaire items is presented in Table 4-2. The descriptive statistics identifies the mean value, and standard deviation of the research questionnaire. Table 4-2 also illustrates the description of each item. This descriptive analysis recruits 12 items for leadership style, 6 items for monetary reward, 7 items for non-financial reward, 6 items for job satisfaction and 11 items for job performance.

The mean value and standard deviation describe the tendency of the

participants for each relevant construct. It is said that what the leadership style our questionnaire participants are going to be, what the questionnaire participants' attitude tend to be, etc. The overall tendency of our questionnaire participant's opinions are summarized in Tables 4-2.

Table 4.2 Descriptive Analysis for questionnaire items

Items	Descriptions	Mean	Standard Deviation
<b><i>Leadership Style</i></b>			
LS1	My manager recognizes and appreciates that I have different skills, needs and abilities	5.06	1.292
LS2	My leader provides coaching and feedback process, so that I know how I am doing	5.35	1.283
LS3	My supervisor helps me to understand my visions by using tools, such as images, stories, and models	4.99	1.505
LS4	My manager helps me to consider the moral and ethical consequences of decisions	5.14	1.450
LS5	My top leader plays an important role to connect me with others in workplace	5.10	1.562
LS6	My manager provides challenges for me to help me grow	5.31	1.360
LS7	My manager creates opportunities and provides support to me to develop my strengths	5.05	1.554
LS8	My manager uses rewards for recognition when I gain difficult goals	5.12	1.554
LS9	My manager leads me in career by using plans and technical tools such as computer	4.82	1.694
LS10	My manager stimulates me to think about what I am doing for my customers	5.04	1.508
LS11	My leader encourages me to pursue my professional growth	5.58	1.384
LS12	My manager suggests me some ideas when I have trouble	5.37	1.407
<b><i>Reward Monetary</i></b>			
RM1	My manager used money as a reward, make me get more motivation to reach the target	5.25	1.601
RM2	The most attractive condition made me performing well at	5.23	1.624

	my job is when I get my salary and monetary rewards regularly.		
RM3	Bonus money improves my performance	5.44	1.487
RM4	Monetary reward motivates me doing well my job	5.46	1.414
RM5	I could enhance my performance if there is a monetary reward for outstanding performance	5.53	1.425
RM6	I am satisfied with monetary reward when I reach the goal	5.40	1.460
<b><i>Reward Non-financial</i></b>			
RN1	I am satisfied when I received praise when I do good job (well done, thank you)	5.53	1.417
RN2	I could perform better if I can get some praise or commendation for the company's outstanding performance	5.46	1.506
RN3	The way to comment and feedback of my supervisor made me satisfied with the job	5.24	1.494
RN4	I am satisfied when my manager provides appropriate recognition for my contribution	5.69	1.314
RN5	I am satisfied when my manager provides me more training opportunity as a reward	5.64	1.301
RN6	I am satisfied to got certificate of commendation when I do good job	5.43	1.474
RN7	My manager sends souvenir to me when I reach targets	4.87	1.700
<b><i>Job Satisfaction</i></b>			
JS1	I love all the people I work with in my company	5.73	1.249
JS2	The lunch break, rest breaks and leaves given in the company made me satisfied	5.40	1.407
JS3	The amount of benefits and rewards in company satisfied me	5.37	1.394
JS4	The amount of reward provided in the company is fair	5.29	1.434
JS5	The benefits that I received are as good as most other companies offer	5.24	1.408
JS6	I love what I am doing at work	5.47	1.371
<b><i>Job Performance</i></b>			
JP1	I always be interested in what I am doing in my job	5.84	1.341
JP2	My career sufficiently challenged me	5.63	1.234
JP3	My work brings to me the emotion of personal	5.56	1.346

	accomplishment		
JP4	I feel free to involve in making decisions affecting my job	5.39	1.304
JP5	I always have chance to decide the way to do in my job	5.56	1.346
JP6	The company's purpose is extremely clearly for me	5.54	1.369
JP7	I feel satisfied with my job and my manager	5.24	1.572
JP8	I enjoy work with my coworkers	5.49	1.304
JP9	I know exactly what is the goals of my job	5.58	1.289
JP10	I can get my job down	4.22	2.011
JP11	Doing this job make me feel extremely pride	5.63	1.224

#### **4.1.3 Factor Analysis and Reliability Tests**

In order to identify the dimensionalities and reliability of the research constructs, the measurement items' purification procedure is conducted as necessary. The purification process includes factor analysis, which contains factor loading, eigenvalue of the factors extracted from the measurement items. After factor analysis, to identify the internal consistency and reliability of the construct measurement, the item-to-total correlation, Cronbach's alpha are calculated.

- Factor loading higher than 0.6
- Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) higher than 0.5;
- Eigen value higher than 1;
- Criterion for the reliability test: Item-to-total correlation equal or higher than 0.5; Cronbach's Alpha equal or higher than 0.7

Table 4.3 Results of Factor Analysis and Reliability Tests on  
Leadership Style

Construct	Item	Factor Loading	Eigen-value	Item to total correlation	Cronbach's Alpha	
Leadership Style (KMO=.902)	LS8	My manager uses rewards for recognition when I gain difficult goals	.786	4.203	.737	.887
	LS7	My manager creates opportunities and provides support to me to develop my strengths	.781		.715	
	LS9	My manager leads me in career by using plans and technical tools such as computer	.732		.684	
	LS10	My manager stimulates me to think about what I am doing for my customers	.728		.663	
	LS6	My manager provides challenges for me to help me grow	.690		.626	
	LS12	My manager suggests me some ideas when I have trouble	.668			
	LS5	My top leader plays an important role to connect me with others in workplace	.605			
	LS11	My leader encourages me to pursue my professional growth	.601			
	LS2	My leader provides coaching and feedback process, so that I know how I am doing	.740	2.561	.548	.736
	LS3	My manager helps me to understand my visions by using tools, such as images, stories, and models	.730		.596	

LS4	My manager helps me to consider the moral and ethical consequences of decisions	.721	.595
LS1	My manager recognizes and appreciates that I have different skills, needs and abilities	.611	.386 Deleted

Table 4.3 presents the results of factor loading for measurement of leadership style. There are total twelve variables were selected for further analysis and have two factor. It is shown that they have significant high loading score with all items have factor loading greater than 0.6. LS8 “My manager uses rewards for recognition when I gain difficult goals” has the highest factor loading 0.786, and the lowest is LS1 with factor loading of 0.611. Table 4.3 also shows that the item to total correlation for the construct are greater than 0.5 (except LS1 with .386 – Deleted), Cronbach’s  $\alpha = 0.887$ , eigen value = 4.203 for the first group include: LS8, LS7, LS10, LS6, LS12, LS5, LS11; and Cronbach’s  $\alpha = 0.736$ , eigen value = 2.561 for the second group include: LS2, LS3, LS4. Based on all criteria, we can conclude that the reliability and internal consistency on this factor are acceptable, except LS1.

Table 4.4 Results of Factor Analysis and Reliability Tests  
on Reward Monetary

Construct	Item	Factor Loading	Eigen-value	Item to total correlation	Cronbach's Alpha	
Reward Monetary (KMO=.824)	RM3	Bonus money improves my performance	.848	3.145	.716	.827
	RM4	Monetary reward motivates me doing well my job	.833		.727	
	RM5	I could enhance my performance if there is a monetary reward for outstanding performance	.800		.681	
	RM2	The most attractive condition made me performing well at my job is when I get my salary and monetary rewards regularly.	.705		.529	
	RM6	I am satisfied with monetary reward when I reach the goal	.632		.448 Deleted	
	RM1	My manager used money as a reward, make me get more motivation to reach the target	.443 Deleted			

Table 4.4 presents the results of factor loading for measurement of Monetary Reward. There are total six variables were selected for further analysis and have one factor. It is shown that they have significant high loading score with five items have factor loading greater than 0.6. RM3 “Bonus money improves my performance” has the highest factor loading 0.848, and the lowest is RM1 with factor loading of 0.443 - Deleted. Table 4.4 also shows that the item to total correlation for the construct of monetary reward has four items greater than 0.5, Cronbach’s  $\alpha = 0.827$ , eigen value = 3.145. Based on all criteria, we



can conclude that the reliability and internal consistency on this factor are acceptable.

Table 4.5 presents the results of factor loading for measurement of Non-financial reward. There are total seven variables were selected for further analysis and divided into two factors. It is shown that they have significant high loading score with all items have factor loading greater than 0.6. RN1 “I am satisfied when I received praise when I do good job (well done, thank you)” has the highest factor loading 0.831, and the lowest is RN3 with factor loading of 0.611. Table 4.5 also shows that the item to total correlation for the construct of Non-financial reward are all greater than 0.5. Cronbach’s  $\alpha = 0.802$ , eigen value = 2.736 for group one (RN1, RN4, RN2, RN5), and Cronbach’s  $\alpha = 0.732$ , eigen value = 1.899 for group two (RN7, RN6, RN3). Based on all criteria, we can conclude that the reliability and internal consistency on this factor are acceptable.

Table 4.5 Results of Factor Analysis and Reliability Tests on Non-financial Reward

Construct	Item		Factor Loading	Eigen-value	Item to total correlation	Cronbach's Alpha
Job Satisfaction (KMO=.823)	RN1	I am satisfied when I received praise when I do good job (well done, thank you)	.831	2.736	.658	.802
	RN4	I am satisfied when my manager provides appropriate recognition for my contribution	.785		.548	
	RN2	I could perform better if I can get some praise or commendation for the	.727		.651	

		company's outstanding performance				
	RN5	I am satisfied when my manager provides me more training opportunity as a reward	.678		.616	
	RN7	My manager sends souvenir to me when I reach targets	.895	1.899	.505	.732
	RN6	I am satisfied to got certificate of commendation when I do good job	.700		.590	
	RN3	The way to comment and feedback of my supervisor made me satisfied with the job	.611		.580	

Table 4.6 presents the results of factor loading for measurement of job satisfaction. There are total six variables were selected for further analysis and have only one factor. It is shown that they have significant high loading score with all items have factor loading greater than 0.6. JS6 “I like doing the things I do at work” has the highest factor loading 0.783, and the lowest is JS1 with factor loading of 0.681. Table 4.6 also shows that the item to total correlation for the construct of organizational commitment are all greater than 0.5, Cronbach's  $\alpha = 0.829$ , eigen value = 3.238. Based on all criteria, we can conclude that the reliability and internal consistency on this factor are acceptable.

Table 4.6 Results of Factor Analysis and Reliability Tests  
on Job Satisfaction

Construct	Item	Factor Loading	Eigen-value	Item to total correlation	Cronbach's Alpha	
Job Satisfaction (KMO=.823)	JS6	I love what I am doing at work	.783	3.238	.656	.829
	JS3	The amount of benefits and rewards in company satisfied me	.758		.628	
	JS2	The lunch break, rest breaks and leaves given in the company made me satisfied	.737		.601	
	JS4	The amount of reward provided in the company is fair	.732		.596	
	JS5	The benefits that I received are as good as most other companies offer	.712		.576	
	JS1	I like the people I work with in my company	.681		.536	

Table 4.7 presents the results of factor loading for measurement of job performance. There are total eleven variables were selected for further analysis and have only one factor. It is shown that they have significant high loading score with all items have factor loading greater than 0.6. JP9 “The goals of my work are clear to me” has the highest factor loading 0.766, and the lowest is JP2 with factor loading of 0.686. There are four deleted items, which have factor loading lower than 0.6 (JP1-.591, JP10-.589, JP4-.583, JP7-.566). Table 4.7 also shows that the item to total correlation for the construct of organizational commitment are all greater than 0.5, Cronbach’s  $\alpha = 0.851$ , eigen value = 3.674.

Based on all criteria, we can conclude that the reliability and internal consistency on this factor are acceptable.

Table 4.7 Results of Factor Analysis and Reliability Tests on Job Performance

Construct	Item	Factor Loading	Eigen-value	Item to total correlation	Cronbach's Alpha	
Job Performance (KMO = .868)	JP9	I know exactly what is the goals of my job	.766	3.674	.643	.851
	JP6	The company's purpose is extremely clearly for me	.758		.644	
	JP3	My work brings to me the emotion of personal accomplishment	.743		.653	
	JP5	I always have chance to decide the way to do in my job	.734		.644	
	JP8	I enjoy work with my coworkers	.709		.586	
	JP2	My career sufficiently challenged me	.686		.585	
	JP11	Doing this job make me feel extremely pride	.668		.525	
	JP1	I always be interested in what I am doing in my job	.591		Deleted	
	JP10	I can get my job down	.589		Deleted	
	JP4	I feel involved in the decisions that affect my work	.583		Deleted	
	JP7	I feel satisfied with my job and my manager	.566		Deleted	

## 4.2 Independent Sample t-test

The aim of this part is to identify the differences between male and female into four constructs. The independent sample t-test used to compare means for group male and group female employees on their perception of leadership style, reward, job satisfaction, and job performance in this study. Based on the conclusion of Hair et al., (2006), in the t-test, the significant results were p-values no more than 0.05, and t- value could not be lower than 1.98.

The independent t-test results were present in Table 4.9. It showed that male respondents have higher the mean score in Monetary reward and Non-financial reward and job performance, while female respondents have higher the mean score in leadership style and job satisfaction. However, t-test results indicated that there are differences between male and female in leadership style and monetary reward and non-financial reward.

Table 4.8 The T-test results comparing Leadership Style, Reward, Job Satisfaction and Job Performance

Mean	Male Employees	Female Employees	t-value	p-value
	N=139	N=192		
Leadership Style	1.52	1.60	-1.467	.024
Reward Monetary	1.5	1.35	2.762	.000
Reward Non-financial	1.5	1.37	2.444	.002
Job Satisfaction	1.6	1.63	-.381	.455
Job Performance	1.35	1.33	.326	.518

Note: \*p<.05, \*\*p<.01, \*\*\*p<.001

### 4.3 One-way Analysis of Variance (ANOVA)

To compare the dissimilar of the dimensions' mean score based on respondent's ages, education, tenure, and working experience, the One-way ANOVA was conducted. This technique is used to studies involving two or more groups. With the aim of gaining further understanding, one-way ANOVA was performed so as to find the significant difference of job satisfaction, job performance, leadership style and reward among each group. The one-way ANOVA produces an one-way analysis of variance of a quantitative dependent variable by a single factor as known as independent variable.

#### 4.3.1 Age of Respondent

There is no significant difference in job satisfaction, job performance, leadership style, monetary reward and non-financial reward among different age levels.

Table 4.9 Results of the difference of the four constructs among group of age levels

Variable	Less than 25 years old (1)	26 to 35 years old (2)	36 to 45 years old (3)	More than 45 years old (4)	F-value	p-value	Differences between group
Leadership style	5.2495	5.4132	4.9001	4.5652	6.309	.000	N.A
Reward Monetary	5.5287	5.5735	5.1796	4.8696	3.437	.017	N.A
Reward Non-financial	5.6184	5.3377	5.1288	5.1739	4.409	.005	N.A
Job satisfaction	5.4989	5.2538	5.5000	5.2536	1.453	.227	N.A
Job performance	5.6059	5.526	5.662	5.2236	1.389	.246	N.A

Note: \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

### 4.3.2 Education Respondent

There is no significant difference in job satisfaction, job performance, leadership style, monetary reward and non-financial reward among different educational levels.

Table 4.10 Results of the difference of the four constructs  
among group of educational levels

Variable	High School (1)	Bachelor (2)	Master (3)	PhD (4)	Others (5)	F-value	p-value	Difference between group
Leadership style	5.546	5.1547	5.1431	4.7203	5.3846	1.515	.197	N.A
Reward Monetary	6.054	5.4395	5.4103	4.5577	4.9038	3.959	.004	N.A
Reward Non-financial	6.1988	5.3822	5.3495	5.0220	5.1868	4.193	.003	N.A
Job satisfaction	5.8406	5.3918	5.4238	5.0128	5.3846	1.570	.182	N.A
Job performance	5.882	5.5995	5.4909	5.2198	5.5165	1.293	.273	N.A

Note: \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

### 4.3.3 Tenure Respondent

There is no significant difference in job satisfaction, job performance, leadership style, monetary reward and non-financial reward among different tenure levels.

Table 4.11 Results of the difference of the four constructs among group of tenure levels

Variable	Employee (1)	Supervisor (2)	Low-level manager (3)	Middle-level manager (4)	Top manager (5)	F-value	p-value	Difference between group
Leadership style	5.1846	5.3474	5.3535	4.9545	5.1558	.747	.556	N.A
Reward Monetary	5.5678	4.9464	4.4167	4.8466	6.0714	8.062	.000	N.A
Reward Non-financial	5.4754	5.2140	4.8730	5.0519	5.7619	2.854	.024	N.A
Job satisfaction	5,4585	5,1607	4,8704	5,3712	5,6349	1,476	.029	N.A
Job performance	5.5714	5.6071	5.2063	5.5162	5.7755	.622	.647	N.A

Note: \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

#### 4.3.4 Working Time of Respondent

There is no significant difference in job satisfaction, job performance, leadership style, monetary reward and non-financial reward among different working time levels.



Table 4.12 Results of the difference of the four constructs  
among group of working time levels

Variable	< 1 year (1)	2-4 years (2)	5-8 years (3)	> 9 years (4)	F- value	p- value	Difference between group
Leadership style	5.223 6	5.3294	5.5317	4.7671	7.119	0.000	N.A
Reward Monetary	5.573 5	5.4652	5.4032	5.2107	1.402	.242	N.A
Reward non- financial	5.415 4	5.5820	5.5628	5.1043	4.035	.008	N.A
Job satisfaction	5.354 4	5.5765	5.4545	5.2453	2.009	.113	N.A
Job performance	5.461 4	5.7646	5.5065	5.4334	2.811	.040	N.A

Note: 1. \*p<.05, \*\*p<.01, \*\*\*p<.001;

#### 4.4 Relationships Among Constructs

To test the hypotheses, data analyses were performed using SPSS, version 20. Descriptive statistics and bivariate correlations among the variables under study are shown in the Table 4.13.

##### 4.4.1 Relationships Among Leadership Style, Job Satisfaction, Reward, and Job Performance

Table 4.13 Descriptive Statistics and Bivariate Correlations of the Variables

Variables	Mean	Std. Dev	LS	RM	RN	JP	JS
LS	5.171	1.045	1				
RM	5.418	1.212	.282**	1			
RN	5.407	1.038	.441**	.473**	1		
JP	5.570	.947	.477**	.278**	.481**	1	
JS	5.417	1.012	.463**	.281**	.439**	.594**	1

Note: 1. \*p<.05, \*\*p<.01, \*\*\*p<.001;

2. LS: Leadership Style; RM: Reward Monetary; RN: Reward Non-financial; JS: Job Satisfaction; JP: Job Performance

The highest mean was for job performance (5.570) with a standard deviation of .947, while the lowest mean was leadership style (5.171) with 1.045 of standard deviation. The correlation coefficients showed the bivariate relationships among the variables. The correlation coefficients showed the bivariate relationships among the variables. Correlation showed that job performance positively correlated with leadership style ( $\beta=0.477$ ,  $p<0.01$ ), also positively correlated with job satisfaction ( $\beta=0.594$ ,  $p<0.01$ ) supporting H<sub>2</sub> and H<sub>3</sub>, respectively. Moreover, job satisfaction positively correlated with leadership style ( $\beta= 0.463$ ,  $p<0.01$ ). Therefore, H<sub>1</sub> is supported, the results were illustrated in the Table 5-1.

Table 4.14 Regression analysis between Leadership Style, Job Satisfaction and Job Performance

Independent Variables	Dependent Variable – “Job Performance”		Dependent Variable – “Job Satisfaction”
	Leadership Style	.477***	
Job Satisfaction		.594***	
R <sup>2</sup>	.227	.353	.215
Adj-R <sup>2</sup>	.225	.351	.212
F-value	96.668	179.52 3	89.960
P-value	.000	.000	.000
Durbin-Watson	1.867	1.629	2.101
VIF	1.000	1.000	1.000

Note: 1. \* $p<0.05$ , \*\* $p<0.01$ , \*\*\* $p<0.001$ ;

To further understand the relationships, linear regressions were used. Table

4.14 presents the results of regression analysis using Leadership Style, Job Satisfaction as independent variable and Job Performance as dependent variable.

By using stepwise method, the regression results on the Table 4.14 indicates that Job Performance was regressed on Leadership Style. As indicated, R-square equals 0.227, and the adjusted R-squared is 0.225, meaning that 22.70% of the variance in Job Performance can be predicted from Leadership Style. Note that  $F= 96.668$  ( $p\text{-value} < 0.001$ ) and is significant. This indicates that when Leadership Style is entered by itself, it is a significant predictor of Job Performance. The next important part of the output to check is regression coefficient Beta ( $\beta$ ) = 0.477 ( $p < 0.001$ ) and statistic is significant. The VIF is 1.000 which means we don't need to concern about multicollinearity. Based on above results, hypotheses  $H_2$  is supported.

Similarly, the regression results on the Table 4.14 shows that Job Performance was regressed on Job Satisfaction. As indicated, R-square equals 0.353, and the adjusted R-squared is 0.351, meaning that 35.30% of the variance in Job Performance can be predicted from Job Satisfaction. Note that  $F= 179.523$  ( $p\text{-value} < 0.001$ ) and is significant. This indicates that when Job Satisfaction is entered by itself, it is a significant predictor of Job Performance. The next important part of the output to check is regression coefficient Beta ( $\beta$ ) = 0.594 ( $p < 0.001$ ) and statistic is significant. The VIF is 1.000 which means we don't need to concern about multicollinearity. Based on above results, hypotheses  $H_3$  is supported.

The last column in the Table 4.14 indicated that Job satisfaction was regressed on Leadership Style. As shown, R-square equals 0.405, and the adjusted R-squared is 0.401, meaning that 40.50% of the variance in Job Satisfaction can be predicted from Leadership Style. Note that  $F= 89.960$  ( $p$ -

value  $<0.001$ ) and is significant. This indicates that when Leadership Style is entered by itself, it is a significant predictor of Job Satisfaction. The next important part of the output to check is regression coefficient Beta ( $\beta$ ) = 0.463 ( $p < 0.001$ ) and is statistically significant. The VIF is 1.000 which means we don't need to concern about multicollinearity. Based on above results, hypotheses  $H_1$  is supported.

#### **4.4.2 The Mediating Effect of Job Satisfaction**

To test how Job Satisfaction mediates on the relationship of Leadership Style and Job Performance ( $H_4$ ), the study adopts Baron and Kenny's (1986) approach. According to Baron and Kenny's (1986), there are four steps to check the accession of mediation: firstly, measuring whether the mediator has been in a significant relationship with the independent variable; secondly, to check that whether there is a significant relationship between the independent variable and the dependent variable; next step is to make a test to examine whether the dependent variable being in relate to the mediator, when the independent variable be controlled; the last but not the least step is to establish that there are any the mediating between the mediator with the independent-dependent variables relationship, the effect of the independent variable on the dependent variable, controlling for the mediator should be zero.

Table 4.15 Mediation Test of Job Satisfaction Between Leadership Style and Job Performance

Variables	Model 1	Model 2		Model 3
	JS	JP	JP	JP
LS	.463***		.477***	.256***
JS		.594***		.475***
R <sup>2</sup>	.215	.353	.227	.405
Adj-R <sup>2</sup>	.212	.351	.225	.401
F-value	89.960	179.523	96.668	111.441
P-value	.000	.000	.000	.000
D-W	2.101	1.629	1.867	1.667
Max VIF	1.000	1.000	1.000	1.273

Note: 1. \*p<.05, \*\*p<.01, \*\*\*p<.001;

2. LS: Leadership Style; JS: Job Satisfaction; JP: Job Performance

According to table 4.16, model 1 tested the relationship between Leadership Style (independent variable) and Job Satisfaction (mediator variable). The results show that Leadership Style is significant and positively affected to Job Satisfaction ( $\beta=0.463$ ,  $p<0.001$ ). Next, Leadership Style and Job Satisfaction are the independent variables and Job Performance is inputted as dependent variable in the second model; the results performed that both of them are significant and positively affected to job satisfaction. For Leadership Style,  $\beta=0.477$ ,  $p<0.001$ ; for Job Satisfaction,  $\beta=0.594$ ,  $p<0.001$ . Finally, Leadership Style and Job Satisfaction regressed with Job Performance ( $\beta=0.256$ ,  $p<0.001$ ;  $\beta=0.475$ ,  $p<0.001$ ) in model 3. The results in model 3 showed that R-square = 0.405 and the adjusted R-square is 0.401, meaning that 40.10% of the variance in Job Performance can be predicted from Leadership Style and Job Satisfaction. F-value equals 111.441 ( $p\text{-value} < 0.001$ ) is significant. We don't need to worry about multicollinearity because max VIF is 1.273.

According to the results above, the beta value of Leadership Style is

reduced from 0.463 to 0.256, and both Leadership Style and Job Satisfaction are significantly related to Job Performance. Therefore, hypotheses four (H<sub>4</sub>) is supported.

Job Satisfaction provides a partial mediation effect on the relationship between Leadership Style and Job Performance.

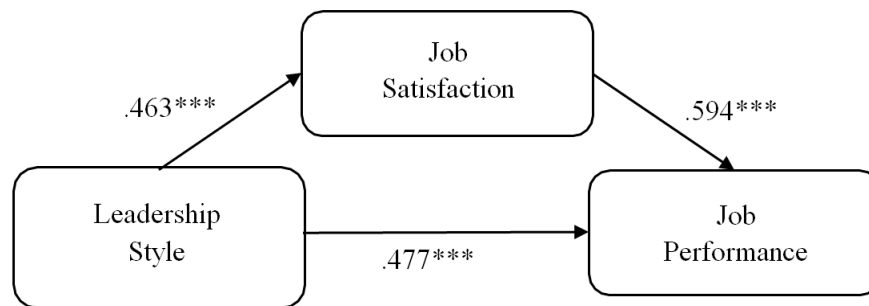


Figure 4.1 Mediating effect of Job Satisfaction on the relationship between Leadership Style and Job Performance (\*\*\*) $p < .001$ )

#### 4.4.3 The Moderating Effect of Reward

The study also applied hierarchical regression analysis to test the research hypothesis which focused on the moderating effect of Reward the relationship between Job Satisfaction and Job Performance (see Figure 4.5). As shown in Model 1, the result discloses that Job Satisfaction ( $\beta=0.594$ ,  $p<0.001$ ) is positively and significantly affected to Job Performance (see Table 4.17). Therefore, model 1 is supported. Model 2 showed that Monetary Reward ( $\beta=0.278$ ,  $p<0.001$ ) is positively and significantly affected to Job Performance. Therefore, model 2 is supported. As shown in model 3 in the table 4.17, the result showed that both independent variables (Job Satisfaction,  $\beta=0.563$ ,  $p<0.001$ ) and moderating variables (Monetary Reward,  $\beta=0.120$ ,  $p<0.001$ ) are significantly affected to dependent variable (Job Performance) respectively. In addition, the result in Model 4 revealed the interaction effect ( $R^2=0.369$ ,  $\beta=0.002$ ,  $p>0.5$ ) of Job Satisfaction and Monetary Reward is not significant to Job Performance. This meant that Monetary Reward is not a moderator in the relationship between Job Satisfaction and Job Performance.

Table 4.16 The Moderating Effect of Monetary Reward on the Relationship Between Job Satisfaction and Job Performance

	Model 1	Model 2	Model 3	Model 4
	JP	JP	JP	JP
Independent Variable				
JS	.594***		.563***	.563***
Moderating Variable				
RM		.278***	.120***	.121***
Interaction Variable				
JS*RM				.002
N	331	327	327	327
Max VIF	1.000	1.000	1.086	1.100
F-value	179.523	27.285	94.749	62.973
R <sup>2</sup>	.353	.077	.369	.369
Adj. R <sup>2</sup>	.351	.075	.365	.363

Note: 1. \*p<.05, \*\*p<.01, \*\*\*p<.001;

2. RM: Reward Monetary; JS: Job Satisfaction; JP: Job Performance

The table 4.18 shows the results of moderating effect of Non-financial Reward on the relationship of Job Satisfaction and Job Performance. In Model 1, the result discloses that Job Satisfaction ( $\beta=0.594$ ,  $p<0.001$ ) is positively and significantly affected to Job Performance (see Table 4.18). Therefore, model 1 is supported. Model 2 showed that Non-financial Reward ( $\beta=0.481$ ,  $p<0.001$ ) is positively and significantly affected to Job Performance. Therefore, model 2 is supported. As shown in model 3 in the table 4.18, the result showed that both independent variables (Job Satisfaction,  $\beta=0.474$ ,  $p<0.001$ ) and moderating



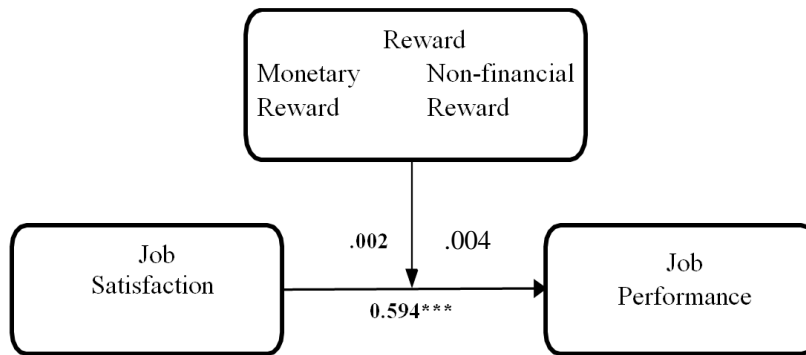
variables (Non-financial Reward,  $\beta=0.273$ ,  $p<0.001$ ) are significantly affected to dependent variable (Job Performance) respectively. In addition, the result in Model 4 revealed the interaction effect ( $R^2=0.369$ ,  $\beta=0.004$ ,  $p>0.5$ ) of Job Satisfaction and Non-financial Reward is not significant to Job Performance. This meant that Non-financial Reward is not a moderator in the relationship between Job Satisfaction and Job Performance.

Table 4.17 The Moderating Effect of Reward Non-financial on the Relationship Between Job Satisfaction and Job Performance

	Model 1	Model 2	Model 3	Model 4
	JP	JP	JP	JP
Independent Variable				
JS	.594***		.474***	.474***
Moderating Variable				
RN		.481***	.273***	.273***
Interaction Variable				
JS*RN				.004
N	331	331***	331	331
Max VIF	1.000	1.862	1.239	1.240
F-value	179.523	99.203	115.461	76.744
$R^2$	.353	.232	.413	.413
Adj. $R^2$	.351	.229	.410	.408

Note: 1. \* $p<.05$ , \*\* $p<.01$ , \*\*\* $p<.001$ ;

2. RN: Non-financial Reward; JS: Job Satisfaction; JP: Job Performance



Note: \*p<.05, \*\*p<.01, \*\*\*p<.001

Figure 4.2 Moderating effects of Reward



# CHAPTER FIVE

## CONCLUSIONS AND SUGGESTIONS

### 5.1 Research Conclusion

Table 5.1 The Results of the Testing Hypotheses

Hypotheses		Results
H <sub>1</sub>	Leadership style has significant effect on Job satisfaction	Support
H <sub>2</sub>	Leadership style has significant effect on Job performance	Support
H <sub>3</sub>	Job satisfaction has significant effect on Job performance	Support
H <sub>4</sub>	Job satisfaction will mediate the relation between leadership style and Job performance	Support
H <sub>5</sub>	Reward will moderate the relation between Job performance and Job satisfaction	Not Support

The purposes of this study are (i) to test the effect of Leadership Style on Job Satisfaction, (ii) to analyze the effect of Leadership Style on Job Performance, (iii) to check the effect of Job Satisfaction on Job Performance, (iv) to analyze whether Job Satisfaction is a mediator in the relationship between Reward (both Monetary Reward and Non-financial Reward) and Job Performance, (v) to test whether Reward as a moderator on the relationship between Job Satisfaction and Job Performance.

The theoretical framework for this study was based on the Transformational leadership theories, Maslow's theory and the Two-factor theory. From the results of this research, Leadership Style, Reward, Job Satisfaction were identified as primary drivers of Job Performance. The hypotheses tested with the results have been listed in table 5.1 above.

According to the results, a number of conclusions have been drawn in the study. The first conclusion is that Leadership Style has significant effect on Job Satisfaction. This finding has been along with several previous studies' results. Voon et al., (2011), found that transformational leadership styles have direct relationships with the employees' job satisfaction. Thamrin (2012) reported that transformational leadership has a positive significant influence on job satisfaction. It means that when employees perceive that they receive support and management from the top manager, they are likely to become more satisfied with their jobs, on the other hand, they might become less satisfied.

The second conclusion showed that leadership style is positively related to job performance, which is same idea with the results of Aragon-Correa, Garcia-Morales, and Cordon-Pozo (2007); Colbert, Kristof Brown, Bradley, and Barrick (2008); Piccolo and Colquitt (2006). In fact, based on transformational leadership theory, we can see that a high level of leadership style creates a feeling of obligation, where employees return the favor by being well performance to their organization.

Judge et al., (2001); Strauss (1968); Lawler and Porter (1967), Schwab and Cummings (1970); Wanous (1974) also concluded that job satisfaction was significantly associated with job performance – as the third conclusion in this study. It indicates that the results of these studies are congruent with the results of previous studies. The more employees satisfied to work, the better performed they show in their jobs.

The study proposed a hypothesis which investigate the mediation of job satisfaction on the relationship between leadership style and job performance and found that it is supported. The result showed that when job satisfaction entered itself, the effect of leadership style on job performance will be significantly

reduced. When it happened, the effects of leadership style were no longer direct but indirect through job satisfaction. These results were consistent with the findings of Judeh (2012). Judeh (2012) indicated that if employees satisfied to the manager, they are likely to be more satisfied with their jobs. Furthermore, from the analysis test, it showed that job satisfaction provided a partial mediation effect because the impact of leadership style to job performance significantly reduced but still higher than zero.

The results of the study also revealed that reward had no moderation effect on the relationship between job satisfaction and job performance. Although there are many researches have results that reward has moderation effect on the linking of job satisfaction and job performance, such as Podsakoff and Williams (1986); Locke (1970). However in this study, it has been found that monetary reward and non-financial reward does not moderate the relationship between job satisfaction and job performance, in Viet Nam, while job satisfaction and job performance have the impact to each-others.

## **5.2 Research Discussions and Implications**

This study aimed to investigate the impact of other variables to job performance. The significance among leadership style, job satisfaction and job performance which has been proven in the upper section can reveal some meaningful things when practice human resource. Leadership style has directly effect on job satisfaction and job performance. In the others words, if the employees get a positive management from the managers, they would be satisfied with their job. After that, they could enhance their performance in career. This result have been presented in previous research, such as Kennedy and Anderson (2002) in the study examined transformational leadership is

effective in two ways, firstly it builds enthusiasm, secondly, instills sense of vision that lead to higher job satisfaction, due to this, employers performance takes a positive slope. On the others hand, the no significance among monetary reward and non-financial reward on the relationship between job satisfaction and job performance can reveal something when practice human resource. According to Expectancy theory by Victor Vroom of Yale school of management in 1964, the theory states that employee's motivation is an outcome of how much an individual wants a reward (Valence), the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and the belief that the performance will lead to reward (Instrumentality). In short, Valence is the significance associated with an individual about the expected outcome. Therefore, may be the rewards by companies for employees in Viet Nam have not reached to the workers' expectancy. Or the individual rewards may be not attractive enough for the employees. For example, foreign training for workers in a far away and using English as the third language country, it could be hard to motivate the workers. Maybe in another situation, employees have already been satisfied with their company, managers, working environments, so that rewards are non-essential variables for them to motivate and enhance performance. Therefore, rewards cannot effect on the relationship of job satisfaction and job performance of the Vietnamese employees.

In this study, there are two suggestion refer to Vietnamese companies to face to this situation. Firstly, according to expectancy theory for motivation, top managers should know what are expected rewards for their employees. In a company, there is difference among each departments; therefore, choosing suitable reward for suitable department is an essential solution. Secondly, providing attractive rewards to motivate employees. The not significant effect of

reward on job satisfaction in relation with job performance in the study context may be explained that the employees in Vietnam are more sensitive when they receive outcomes from the organization which is presented by supervisors. Because of the important role of employees' satisfaction and performance in improving organizational performance, it's essential for an organization to measure which one is the expected reward to motivate employees, and considering that which type of leadership style in their company. Furthermore, researchers should explore the influences of other factors on the job performance level of employees to a better understanding of this situation in the human resource.

### **5.3 Research Limitations**

This study has several limitations. Firstly, due to some difficulties and the period of time that the survey was conducted, the way to choose sample for this study is basically based on convenience, thus the results somewhat can not be representative of the whole employees throughout Vietnam. Hence, the further study should be done with a larger size and specific sample in order to increase representation of all generational groups. Secondly, the study results comes out from the general employees' perception in private sector. It opens up for any further study to apply this model so as to investigate the impact of leadership style, reward, job satisfaction and job performance of employees who works in other sector or segment of the economy. Lastly, a qualitative study might allow the respondents to express their opinions on job satisfaction in order to further understanding deeper into the issues.

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# APPENDIX I

## ENGLISH QUESTIONNAIRE

Dear Respondents,

My name is Truong Thi Thanh Ha, I'm a master student who is studying in Business Administration at Nanhua University, Taiwan. This academic questionnaire is to investigate the relationship among Leadership Style, Reward, Job Satisfaction and Job Performance.

I would be grateful if you could spend a few minutes to complete the survey below. Your response will be beneficial in helping us to understand the issues. No personal information will be made public. Please be assured that your answer will be kept in strict confidence and take the time to fill out this questionnaire as accurately as possible.

Thank you for your time.

Faithfully Yours,

### Respondent Information

For our information, would you please indicate the following questions:

1. Gender:            Male                    Female
2. Age:                < 25                    26-35            36-45            >45
3. Education:        High school            Bachelor  
                          Master                    PhD.                Others
4. Working            <1 years            2-4 years            5-8 years            >9 years

experience:

5. Current Employee Supervisor  Lower-level manager

position:

Middle-level manager  Top manager

Please <b>CIRCLE</b> the level of agreement on each of the items below based on your opinion		Levels of Agreement						
		Strongly Disagree	Disagree	Apart Disagree	Neutral	Apart agree	Agree	Strongly agree
1	My manager recognizes and appreciates that I have different skills, needs and abilities	1	2	3	4	5	6	7
2	My leader provides coaching and feedback process, so that I know how I am doing	1	2	3	4	5	6	7
3	My manager helps me to understand my visions by using tools, such as images, stories, and models	1	2	3	4	5	6	7
4	My manager helps me to consider the moral and ethical consequences of decisions	1	2	3	4	5	6	7
5	My top leader plays an important role to connect me with others in workplace	1	2	3	4	5	6	7
6	My manager provides challenges for me to help me grow	1	2	3	4	5	6	7
7	My manager creates opportunities and provides support to me to develop my strengths	1	2	3	4	5	6	7
8	My manager uses rewards for recognition when I gain difficult goals	1	2	3	4	5	6	7
9	My manager leads me in career by using plans and technical tools such as computer	1	2	3	4	5	6	7
10	My manager stimulates me to think about what I am doing for my customers	1	2	3	4	5	6	7
11	My leader encourages me to pursue my professional growth	1	2	3	4	5	6	7
12	My manager suggests me some ideas when I have trouble	1	2	3	4	5	6	7
13	My manager used money as a reward, make me get more motivation to reach the target	1	2	3	4	5	6	7



14	The most attractive condition made me performing well at my job is when I get my salary and monetary rewards regularly	1	2	3	4	5	6	7
15	Bonus money improves my performance	1	2	3	4	5	6	7
16	Monetary reward motivates me doing well my job	1	2	3	4	5	6	7
17	I could enhance my performance if there is a monetary reward for outstanding performance	1	2	3	4	5	6	7
18	I am satisfied with monetary reward when I reach the goal	1	2	3	4	5	6	7
19	I am satisfied when I received praise when I do good job (well done, thank you)	1	2	3	4	5	6	7
20	I could perform better if I can get some praise or commendation for the company's outstanding performance	1	2	3	4	5	6	7
21	The way to comment and feedback of my supervisor made me satisfied with the job	1	2	3	4	5	6	7
22	I am satisfied when my manager provides appropriate recognition for my contribution	1	2	3	4	5	6	7
23	I am satisfied when my manager provides me more training opportunity as a reward	1	2	3	4	5	6	7
24	I am satisfied to got certificate of commendation when I do good job	1	2	3	4	5	6	7
25	My manager sends souvenir to me when I reach targets	1	2	3	4	5	6	7
26	I like the people I work with in my company	1	2	3	4	5	6	7
27	The lunch break, rest breaks and leaves given in the company made me satisfied	1	2	3	4	5	6	7
28	The amount of benefits and rewards in company satisfied me	1	2	3	4	5	6	7
29	The amount of reward provided in the company is fair	1	2	3	4	5	6	7
30	The benefits that I received are as good as most other companies offer	1	2	3	4	5	6	7
31	I love what I am doing at work	1	2	3	4	5	6	7
32	I always be interested in what I am doing in my job	1	2	3	4	5	6	7
33	My career sufficiently challenged me	1	2	3	4	5	6	7
34	My work brings to me the emotion of personal accomplishment	1	2	3	4	5	6	7

35	I feel involved in the decisions that affect my work	1	2	3	4	5	6	7
36	I always have chance to decide the way to do in my job	1	2	3	4	5	6	7
37	The company's purpose is extremely clearly for me	1	2	3	4	5	6	7
38	I feel satisfied with my job and my manager	1	2	3	4	5	6	7
39	I enjoy work with my coworkers	1	2	3	4	5	6	7
40	I know exactly what is the goals of my job	1	2	3	4	5	6	7
41	I can get my job down	1	2	3	4	5	6	7
42	Doing this job make me feel extremely pride	1	2	3	4	5	6	7





4. Kinh nghiệm  ≤1 năm  2-4 năm  5-8 năm  >9 năm  
 làm việc:

5. Vị trí công việc  Nhân viên  Giám sát  Tổ trưởng  
 hiện tại:

Phó/Trưởng phòng  Quản lý cấp cao

Vui lòng <b>khoanh tròn</b> vào lựa chọn phù hợp với ý kiến của Quý Anh/Chị		Mức độ Đồng ý						
		Rất không đồng ý	Không đồng ý	Phân nào không đồng ý	Bình thường	Phân nào Đồng ý	Đồng ý	Rất Đồng ý
1	Người quản lý của tôi thừa nhận và đánh giá cao những kỹ năng, nhu cầu và khả năng khác nhau của tôi	1	2	3	4	5	6	7
2	Người quản lý của tôi luôn cung cấp sự hướng dẫn và phản hồi đánh giá để tôi biết mình đang làm gì.	1	2	3	4	5	6	7
3	Người quản lý của tôi giúp tôi hiểu được tầm nhìn của tôi bằng cách sử dụng các công cụ, chẳng hạn như hình ảnh, câu chuyện và mô hình.	1	2	3	4	5	6	7
4	Người quản lý của tôi giúp tôi xem xét các hậu quả đạo đức và đạo đức của các quyết định.	1	2	3	4	5	6	7
5	Người quản lý của tôi giúp tôi kết nối với những đồng nghiệp khác tại nơi làm việc.	1	2	3	4	5	6	7
6	Người quản lý của tôi cung cấp cho tôi những thách thức để giúp tôi phát triển.	1	2	3	4	5	6	7
7	Người quản lý của tôi tạo ra cơ hội và hỗ trợ tôi phát triển thể mạnh của mình.	1	2	3	4	5	6	7
8	Người quản lý của tôi sử dụng phần thưởng cho sự công nhận những mục tiêu khó mà tôi đạt được.	1	2	3	4	5	6	7
9	Người quản lý của tôi hướng dẫn tôi bằng cách xây dựng kế hoạch và các công cụ kỹ thuật như máy tính.	1	2	3	4	5	6	7
10	Quản lý của tôi kích thích tôi suy nghĩ về những gì tôi đang làm cho khách hàng của mình.	1	2	3	4	5	6	7

11	Quản lý của tôi khuyến khích tôi theo đuổi sự phát triển chuyên nghiệp trong công việc.	1	2	3	4	5	6	7
12	Người quản lý của tôi gợi ý cho tôi vài ý tưởng khi gặp rắc rối.	1	2	3	4	5	6	7
13	Người quản lý của tôi đã sử dụng tiền như một phần thưởng, làm cho tôi có động lực để đạt được mục tiêu.	1	2	3	4	5	6	7
14	Yếu tố quan trọng nhất làm cho tôi công tác tốt là khi lương và các khoản tiền thưởng khác được trả thường xuyên.	1	2	3	4	5	6	7
15	Tiền thưởng cải thiện hiệu suất của tôi.	1	2	3	4	5	6	7
16	Tiền thưởng làm động lực thúc đẩy tôi làm tốt công việc của mình.	1	2	3	4	5	6	7
17	Tôi sẽ hoàn thành công việc tốt hơn nữa nếu tôi được trao tiền thưởng hoặc tăng lương cho hiệu suất vượt trội.	1	2	3	4	5	6	7
18	Tôi hài lòng với khoản tiền thưởng nóng khi tôi đạt được mục tiêu.	1	2	3	4	5	6	7
19	Tôi thấy hài lòng với lời khen ngợi khi tôi hoàn thành tốt công việc (vd: bạn làm rất tốt, cảm ơn bạn).	1	2	3	4	5	6	7
20	Lời khen và sự tuyên dương cho hiệu suất làm việc tốt là đủ để khuyến khích tôi thực hiện tốt hơn cho các lần sau.	1	2	3	4	5	6	7
21	Tôi hài lòng với cách mà người giám sát của tôi phản hồi cho tôi.	1	2	3	4	5	6	7
22	Tôi hài lòng khi nhận được sự công nhận xứng với đóng góp của tôi.	1	2	3	4	5	6	7
23	Tôi hài lòng khi quản lý của tôi cung cấp cho tôi các cơ hội đào tạo nâng cao như một phần thưởng.	1	2	3	4	5	6	7
24	Tôi hài lòng với việc nhận được giấy khen khi tôi hoàn thành tốt công việc.	1	2	3	4	5	6	7
25	Người quản lý của tôi sử dụng quà lưu niệm làm phần thưởng khi tôi đạt được mục tiêu trong công việc.	1	2	3	4	5	6	7
26	Tôi quan tâm đến công việc của tôi.	1	2	3	4	5	6	7
27	Có nhiều sự thử thách trong công việc của tôi.	1	2	3	4	5	6	7
28	Công việc của tôi mang lại cho tôi cảm giác thành tựu cá nhân.	1	2	3	4	5	6	7
29	Tôi cảm thấy mình được tham gia vào những quyết định ảnh hưởng đến công việc của tôi.	1	2	3	4	5	6	7
30	Tôi có sự lựa chọn trong việc quyết định cách thức hoàn thành công việc.	1	2	3	4	5	6	7
31	Tôi hiểu rõ về mục tiêu của công ty.	1	2	3	4	5	6	7

32	Tôi cảm thấy hài lòng với công việc và người quản lý của tôi.	1	2	3	4	5	6	7
33	Tôi thấy vui khi làm việc với các đồng nghiệp của tôi.	1	2	3	4	5	6	7
34	Mục tiêu công việc rất rõ ràng đối với tôi.	1	2	3	4	5	6	7
35	Tôi làm công việc của tôi đi xuống.	1	2	3	4	5	6	7
36	Tôi cảm thấy tự hào khi làm công việc của mình.	1	2	3	4	5	6	7
37	Tôi yêu quý các đồng nghiệp của tôi.	1	2	3	4	5	6	7
38	Tôi hài lòng với nghỉ trưa, nghỉ ngơi và nghỉ phép được đưa ra trong công ty.	1	2	3	4	5	6	7
39	Tôi hài lòng với những lợi ích từ công việc và phần thưởng mà tôi nhận được.	1	2	3	4	5	6	7
40	Tôi cảm thấy tôi đang được trả một khoản hợp lý cho công việc tôi làm.	1	2	3	4	5	6	7
41	Tôi nhận được lợi ích đầy đủ như hầu hết các công ty khác cung cấp.	1	2	3	4	5	6	7
42	Tôi yêu thích công việc tôi đang làm.	1	2	3	4	5	6	7