

**MINISTRY OF EDUCATION & TRAINING
LAC HONG UNIVERSITY**



NGUYEN VAN NHUNG

**THE RELATIONSHIP BETWEEN JOB CHARACTERISTICS,
FAIRNESS AND WORK MOTIVATION OF LECTURERS OF
UNIVERSITIES IN THE MEKONG DELTA REGION**

SUMMARY OF THESIS OF DOCTOR OF PHILOSOPHY OF BUSINESS ADMINISTRATION

Dong Nai – 2023

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PUBLISHED RESEARCH WORKS OF THE AUTHOR

Scientific article:

1. Nguyen Van Nhung, Dinh Ba Hung Anh, Nguyen Hoang Tien, Phung The Vinh (2021), *Globalization and Socio-Economic Integration Process of Vietnam. Rethinking the Past and Looking for the Future*. Journal Of Critical Reviews, 8(1), 1129-1139.
2. Nguyen Van Nhung (2021), *The relationship between job characteristics, equity aspects to motivation of teachers of universities in the Mekong Delta region*. Journal Of Critical Reviews, 8(2), 618-623.
3. Nguyen Van Nhung (2021), *The relationship between job characteristics and fairness aspects to work motivation of teachers at universities in the Mekong Delta region. The effects of job characteristics and organizational equity on the work motivation of teachers in the Mekong Delta*, *Vietnam Trade and Industry Review*, 9(4), 295-300.

CHAPTER 1

OVERVIEW OF THE RESEARCH PROBLEM

1.1 Research context

Lecturers of universities play a particularly large role in Vietnamese society, being one of the main pillars to stabilize and improve the quality of university education in particular and the quality of the country's human resources in general. shared. In some undergraduate and other research programs, faculty play an increasingly important role in motivating students' attitudes toward learning. Raffini (1993) found that instructors' confidence in themselves and their professional training caused students to strive to learn. This affects students' attitudes toward learning. Goldhader and colleagues (1999) also showed that students will try to learn if the instructor wants them to work. Weak lecturers will have a huge impact on students, especially those with low professional qualifications.

The research project is expected to be conducted in the Mekong Delta, an area with many universities. Currently, according to a report from the Ministry of Education and Training in March 2016, the total number of universities and colleges in the Mekong Delta is 43/149 schools in the country, equivalent to 28.9% of schools. university in Vietnam. Those practical and theoretical reasons have highlighted the need to conduct research **"The relationship between job characteristics, fairness and work motivation of lecturers of universities in the Mekong Delta region"** to address the general and specific research objectives presented next.

1.2 Objectives of the study

The thesis needs to complete the following research objectives

- What is the relationship between job characteristics, fairness and work motivation of lecturers?
- Evaluate the moderating role of professional love on the relationships between job characteristics, fairness and work motivation of lecturers.
- Propose management implications to influence lecturers' work motivation.

1.3 Object and scope of the study

1.3.1 Research subjects

The relationship between job characteristics, fairness and work motivation of lecturers at universities in the Mekong Delta region.

1.3.2 Respondents

Through determining the research object, the author also identified the survey object to carry out the data collection process for the quantitative research phase, specifically: working lecturers. in the Mekong Delta region.

1.3.3 Interview subject

The interview method is used by the author in several steps of the research process. This method is used with the goal of adjusting the model and research hypotheses, and determining the scale components of the factors corresponding to the conceptual approach.

Number of samples: 945 lecturers were selected and invited to be interviewed, including the board of directors, vice deans and working lecturers of 12 universities in the Mekong Delta including:

Can Tho University, Can Tho University Can Tho University of Medicine and Pharmacy, Tien Giang University, Kien Giang University, An Giang University, Mekong University, Can Tho University of Engineering and Technology, Vinh Long University of Technical Education , Dong Thap University, Long An University of Industrial Economics, Western University of Construction, Bac Lieu University. This helps make the findings of this research phase current and relevant to the actual research context.

1.3.4 Research scope

1.3.4.1 Theoretical scope

This study focuses on determining the relationship between job characteristics, fairness and work motivation of lecturers by referring to previous related research, combined with theories to to explain for related issues.

1.3.4.2 Spatial range

The author researches universities in the Mekong Delta region, thereby focusing on researching universities operating within this space.

1.3.4.3 Time range

Secondary data for the thesis was collected from 2018 to 2022.

Primary data was collected from June to December 2022.

1.4. Research Methods

In order to achieve the stated objectives, this study follows the perspective and philosophy of the syncretism school. This is a research method that combines both qualitative and quantitative methods in an interwoven and flexible way to solve each research problem to achieve

the set goals. For each specific objective, the mixed research method is designed to be used through two design methods: exploratory mixed design and explanatory mixed design. However, mixed methods is still a combination of qualitative and quantitative research.

1.5 Structure of the thesis

The thesis is presented in the form of 5 chapters:

Chapter 1: Overview of the research problem

Chapter 2: Theoretical basis and research model

Chapter 3: Research design

Chapter 4: Research results and discussion

Chapter 5: Conclusion and management implications

CHAPTER 2

THEORETICAL BASE AND RESEARCH MODEL

- 2.1 Concept and role of work motivation
- 2.2 Theories about employee motivation
 - 2.2.1 Classic theories of work motivation
 - 2.2.1.1 Abraham Maslow's hierarchy of needs theory (1942)
 - 2.2.1.2 Herzberg's two-factor theory (1959)
 - 2.2.1.3 McClelland's motivation theory (1968)
 - 2.2.1.4 Goal setting theory of Locke and Latha (1960)
 - 2.2.1.5 Theory of motivation based on expectations
 - 2.2.2 Some contemporary theories on work motivation
 - 2.2.2.1 Theory of self-determination
 - 2.2.2.2 Theory of confidence
- 2.3 Some recent studies on factors affecting work motivation
 - 2.3.1 Research on factors affecting lecturers' work motivation
 - 2.3.2 Hackman and Oldham's job characteristics theory
 - 2.3.3 Studies on job characteristics and work motivation
- 2.4 Model and research hypotheses
 - 2.4.1 The relationship between job characteristics and work motivation
 - H1: Job characteristics have a positive impact on lecturers' work motivation
 - 2.4.2 The relationship between income fairness and work motivation

H2: Income fairness has a positive impact on lecturers' work motivation

2.4.3 The relationship between fairness in recognition and work motivation

H3: Fairness in recognition has a positive impact on lecturers' work motivation

2.4.4 The relationship between fairness in promotion opportunities and work motivation

H4: Fairness in promotion opportunities has a positive impact on lecturers' work motivation.

2.4.5 The relationship between fairness in relationships with colleagues and work motivation

H5: Fairness in relationships with colleagues has a positive impact on lecturers' work motivation

2.4.6 Love for the profession

After consulting experts, experts suggested adding the variable "love of the profession" as a moderating variable. Therefore, there will be the following hypotheses:

- H6: Love for the profession has a moderating role in the relationship between job characteristics and work motivation of lecturers

- H7: Love for the profession has a moderating role in the relationship between income fairness and work motivation of lecturers

- H8: Love for the profession has a moderating role in the relationship between fairness in recognition and work motivation of lecturers

- H9: Love for the profession has a moderating role in the relationship between fairness in promotion opportunities and lecturers' work motivation.

- H10: Love for one's profession has a moderating role in the relationship between fairness in relationships with colleagues and lecturers' work motivation.

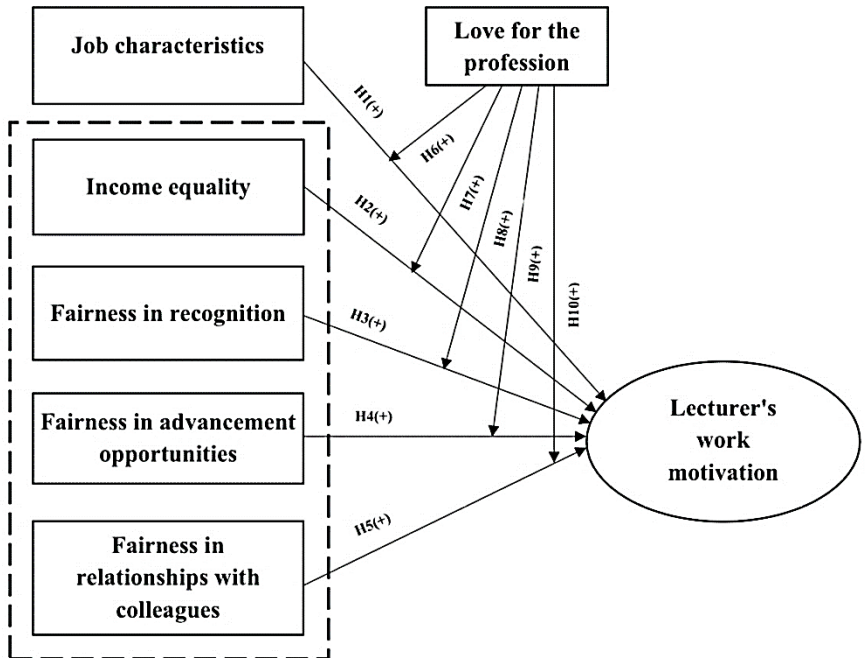


Figure 2.3: Proposed research model

CHAPTER 3 RESEARCH DESIGN

3.1 Research process

The research process is carried out through three stages, including a summary as shown in Figure 3.1

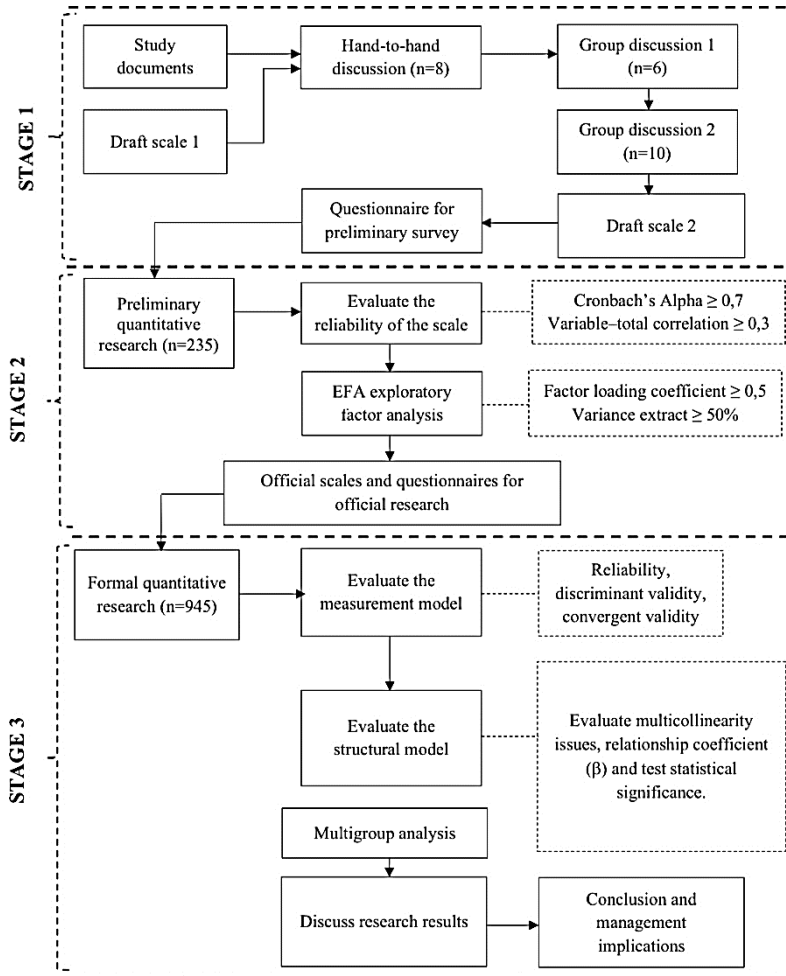


Figure 3.1: Research process

3.1.1 Step 1: Qualitative research

The author focuses on researching documents related to the thesis. Next, the author conducted qualitative research with expert interview techniques and hand-to-hand discussion to select factors to include in the research model and build a scale for the factors.

3.1.2 Step 2: Preliminary quantitative research

After having a preliminary scale, the author will test the scale through preliminary quantitative research with 235 observation samples. Variables that do not pass will require testing to be eliminated. Results for the official scale and included in the questionnaire used for official quantitative research. The obtained survey data were analyzed by SPSS 29 software

3.1.3 Step 3: Formal quantitative research

In this step, the author conducts a survey with a sample size of 945. Collected data will be analyzed and evaluated using SPSS 29 and SMART PLS 4 software. The scales are tested using Cronbach's Alpha reliability coefficient. and exploratory factor analysis. Variables that meet the requirements will continue to be tested for measurement models and structural models conducted according to the linear structural model method based on partial least squares (PLS-SEM) through software SmartPL 4.

CHAPTER 4

RESEARCH RESULTS AND DISCUSSION

4.1 General information about the survey sample

4.2 Results of testing the measurement model

Table of external load coefficients 2nd time

Symbol	CV	DL	DN	GN	LYN	TN	TT
CV1	0,921						
CV2	0,805						
CV3	0,770						
DL1		0,861					
DL2		0,875					
DL3		0,856					
DL4		0,743					
DN1			0,822				
DN2			0,962				
DN3			0,725				
GN1				0,851			
GN3				0,901			
GN4				0,894			
LYN1					0,704		
LYN2					0,813		
LYN3					0,931		
TN1						0,922	
TN2						0,926	
TN3						0,810	
TT1							0,895
TT2							0,906
TT3							0,909

Source: Processing results from author's survey data

Evaluate the convergence criteria of all scales

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CV	0,800	0,927	0,872	0,696
DL	0,854	0,853	0,902	0,698
DN	0,856	1,437	0,878	0,709
GN	0,861	0,899	0,913	0,779
LYN	0,797	1,046	0,860	0,675
TN	0,870	0,942	0,917	0,788
TT	0,887	0,894	0,930	0,816

4.3 Evaluate the structural model

Hypothesis testing results

Hypot thesis	Relationship	Factor origin	Factor Boostr aps	Standa rd deviati on	P Values	Conclud e
H1	Job characteristics (CV) x Work motivation (DL)	0,077	0,084	0,035	0,027	Accept
H2	Income fairness (TN) x Work motivation (DL)	0,051	0,052	0,031	0,098	Accept
H3	Fairness in recognition (GN) x Work motivation (DL)	0,054	0,058	0,032	0,090	Accept
H4	Fairness in promotion opportunities (TT) x Work	0,225	0,222	0,035	0,000	Accept

	motivation (DL)					
H5	Fairness in relationships with colleagues (DN) x Work motivation (DL)	0,076	0,081	0,030	0,010	Accept
H6	Love for work (LYN) x Job characteristics (CV) x Work motivation (DL)	0,067	0,062	0,041	0,098	Accept
H7	Love for work (LYN) x Fairness in income (TN) x Work motivation (DL)	-0,061	-0,056	0,036	0,087	Accept
H8	Love for work (LYN) x Fairness in recognition (GN) x Work motivation (DL)	-0,000	0,002	0,035	0,995	Rejected
H9	Love for the job (LYN) x Fairness in promotion opportunities (TT) x Work motivation (DL)	0,013	0,014	0,042	0,764	Rejected
H10	Love for work (LYN) x Fairness in relationships with colleagues (DN) x Work motivation (DL)	-0,051	-0,050	0,042	0,224	Rejected

Source: Processing results from author's survey data

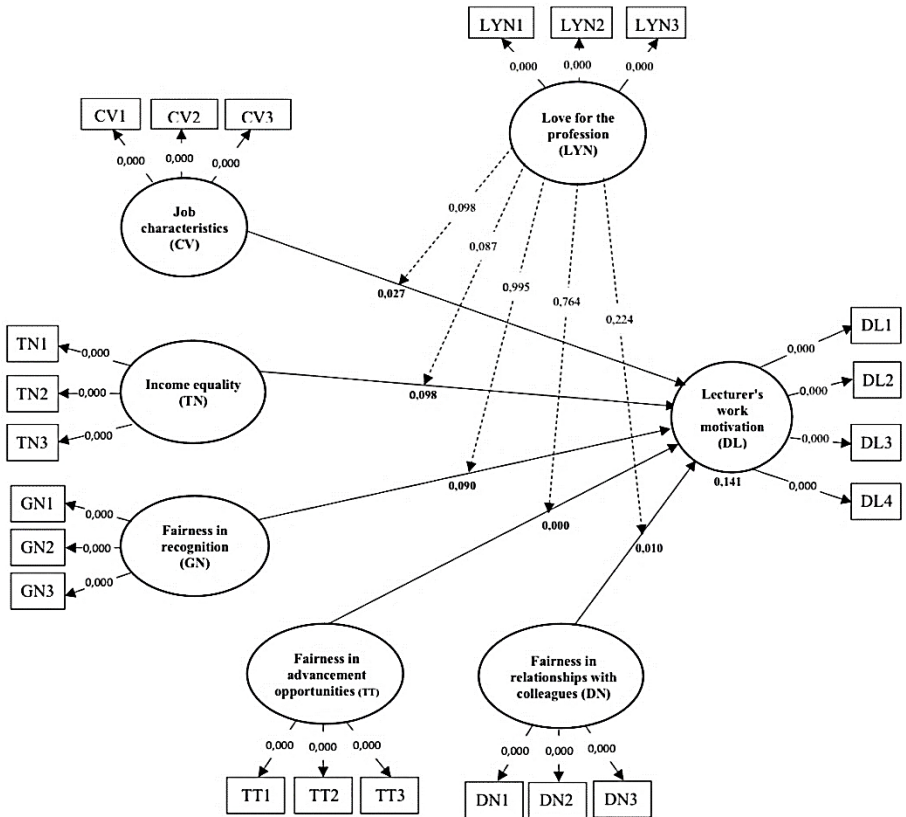


Figure 4.1: Structural model

Source: Processing results from author's survey data

4.4. Discuss research results

4.4.1. Discuss the relationship between job characteristics and work motivation

4.4.2. Discuss the relationship between income equity and work motivation

4.4.3. Discuss the relationship between fairness of recognition and work motivation

4.4.4. Discuss the relationship between fairness of promotion opportunities and work motivation

4.4.5. Discuss the relationship between fairness in relationships with colleagues and work motivation

4.4.6. Discuss the factor of career love that plays a moderating role in the relationship between job characteristics and work motivation of lecturers.

4.4.7: Discuss the factor of love of work that plays a moderating role in the relationship between income fairness and work motivation of lecturers

4.4.8: Discuss that the factor of professional love does not have a moderating role in the relationship between fairness in recognition and work motivation of lecturers

4.4.9: Discuss that the factor of career love does not have a moderating role in the relationship between fairness of promotion opportunities and lecturers' work motivation

4.4.10: Love for the profession does not have a moderating role in the relationship between fairness in relationships with colleagues and lecturers' work motivation

CHAPTER 5

CONCLUSION AND MANAGEMENT IMPLICATIONS

5.1 Conclusion

From the scales obtained in group discussion, with a total of 26 observed variables, preliminary quantitative research with 235 observations was conducted to preliminarily test the scale. The results of the preliminary quantitative research were used as the basis for designing a questionnaire for the official research with survey data of 945 lecturers in the Mekong Delta. The results of testing the official scale retain 7 first-order concepts with 26 observed variables.

The research results have explored and tested the measurement model in the Mekong Delta region. This study has further explored the role of the career love scale component as a moderating variable affecting the relationship between lecturers' job characteristics and lecturers' work motivation; At the same time, the scale measuring professional love also has the role of a moderating variable in the relationship between fairness in lecturers' income and lecturers' work motivation. Scales measuring job characteristics, fairness in income, fairness in recognition, fairness in advancement opportunities and fairness in relationships with colleagues meet the requirements of reliability and validity of the scale.

The results of testing the structural model show that among the 10 hypotheses of the proposed model, 7 hypotheses are accepted, including hypotheses H1, H2, H3, H4, H5, H6, and H7, which are accepted at the significant level. Statistical significance 10% ($p < 0.1$).

The three hypotheses that are not accepted in this study are hypotheses H8, H9 and H10.

5.3 Management implications

5.2.1 Implications from the test results impact the relationship between job characteristics and work motivation

Implications based on the results of testing the impact of job characteristics on work motivation. The results of hypothesis testing and standardized regression coefficients show that job characteristics (0.077) have a positive impact on lecturers' work motivation.

Instructors' job characteristics can include many factors such as number of students, difficulty of lectures, frequency of class sessions, training requirements, and updating knowledge. As job characteristics increase, faculty may feel more pressure and difficulty in completing their duties. However, if properly managed and supported, increased job specificity can bring many benefits to instructors, educational institutions, and students alike.

5.2.2 Implications from the results of testing the impact of the relationship between income fairness and work motivation

Implications based on the results of testing the impact of income fairness on work motivation. The results of hypothesis testing and standardized regression coefficients show that income equality (0.051) has a positive impact on lecturers' work motivation.

One of the factors that affect lecturers' motivation is their income. Salary is always the top concern of employees, this is an important factor affecting employee motivation in any environment. The need for high salaries still affects the work motivation of workers

in general and lecturers at universities in the Mekong Delta region in particular. To motivate lecturers to work and keep them participating long-term, schools need to pay attention to salary, bonus, allowance, and welfare policies for lecturers to ensure competitiveness in the market.

Income fairness is an important factor in motivating lecturers in universities. This affects lecturers' satisfaction and commitment to their work, thereby affecting the quality of teaching and the development of the university. A fair salary policy helps the university attract talented and highly qualified lecturers. High-quality lecturers often demand a satisfactory salary to meet their life needs and professional development.

If the salary is not suitable, lecturers may look for other jobs or lose the motivation to work hard and conscientiously. This will lead to a decline in teaching quality and affect the reputation and importance of the university.

5.2.3 Implications from the results of testing the impact of the relationship between recognition fairness and work motivation

Implications based on the results of testing the impact of recognition fairness on work motivation. The results of hypothesis testing and standardized regression coefficients show that fairness in recognition (0.054) has a positive impact on lecturers' work motivation.

Fairness in recognition is one of the important factors for lecturers to be motivated to work well and contribute to the

development of the university and the Mekong Delta region. To improve the work motivation of lecturers, universities need to have appropriate human resource management policies and strategies to create a fair working environment that respects and encourages the development of lecturers.

In the field of training, evaluation, and recognition of a lecturer's work performance, it is a comparison between the performance of the lecturer's duties and the requirements set forth by a school in terms of teaching, scientific research, and Perform other tasks as assigned by the School. The essence of evaluation and recognition is to compare the lecturer's own work performance with the school's requirements.

The results of lecturer evaluation on teaching, scientific research, and social service activities are the basis for managers to consider, evaluate and recognize a lecturer's comprehensive capacity and that is also is the basis for promotion and salary adjustment. At the same time, they also receive benefits such as: having a clear career development orientation, receiving appropriate training, knowing clearly their work efficiency and thereby identifying points that need improvement to improve their performance. increase efficiency and express ideas to improve working conditions... All of these benefits will give employees the motivation to work well because they receive the attention and encouragement of their employees. manage.

5.2.4 Implications from the results of testing the impact of the relationship between fairness on promotion opportunities and work motivation

Implications based on the results of testing the impact of fairness in promotion opportunities on work motivation. The results of hypothesis testing and standardized regression coefficients show that fairness in promotion opportunities (0.225) has a positive impact on lecturers' work motivation.

With the philosophy "people are the source", in recent years, school leaders have always had a policy of appreciating talented people, always creating conditions for lecturers to have the best learning and development opportunities. Promotion activities at the school are carried out openly and democratically. Staff appointment activities are regulated in the guidelines of the Managing Ministry and the University on appointment and dismissal, clearly defining the term, standards, and appointment process.

Promotion opportunities are an important factor affecting lecturers' work motivation. If faculty members feel that they have opportunities to advance their careers, they will be more motivated to work and will focus on developing their capabilities.

5.2.5 Implications from the results of testing the impact of the relationship between fairness on promotion opportunities and work motivation

Implications based on the results of testing the impact of fairness in promotion opportunities on work motivation. The results of hypothesis testing and standardized regression coefficients show

that fairness in promotion opportunities (0.225) has a positive impact on lecturers' work motivation.

Colleague relationships at universities in the Mekong Delta region are not too complicated due to the relative independence between individuals at work. However, lecturers feel more motivated to work when they are treated with friendly and respectful attitudes from colleagues, are considered members of a work group, are cared for by colleagues, and receive recognition for their achievements. in their expertise. Fairness in relationships with colleagues is an important factor affecting lecturers' work motivation, because if lecturers feel they are treated fairly in their relationships with colleagues, they will be more motivated. work harder and focus on your teaching and research. Fairness in relationships with colleagues requires universities to have appropriate policies and regulations to ensure fairness and transparency in the recruitment, training and promotion process. Evaluation standards and processes need to be public and transparent, helping lecturers clearly understand the university's requirements and goals and make assessments fair, objective and authentic.

Universities need to create a professional and comfortable working environment that encourages collaboration and information sharing among lecturers. This will help create a consensus and mutual understanding, helping lecturers feel fairly evaluated and motivated to develop their capabilities. When faculty feel treated fairly in their relationships with colleagues, they will feel more respected and appreciated, and will focus on improving the quality of their teaching

and research. They will also feel more comfortable exchanging experiences and collaborating with colleagues, thereby helping to improve the quality of education and research in the school.

5.2.6 Implications from the results of testing the impact of love of work as a moderator on the relationship between job characteristics and work motivation of lecturers

Implications based on the results of testing the impact of professional love has a moderating role on the relationship between job characteristics and work motivation of lecturers. Hypothesis testing results and standardized regression coefficient show that love of work has a moderating role in the relationship between job characteristics and work motivation of lecturers (0.067), which has a positive impact on motivation. lecturer's work.

In today's society, teaching and medicine are considered two professions that are respected by everyone and contribute a lot to the development of society. The medical profession contributes much to the health and development of society. Doctors not only care for and treat patients but also help people improve their quality of life and improve community health. In addition, physicians also participate in research and development activities, searching for new solutions in the field of medicine. Like the medical profession, the teaching profession is considered a noble profession and plays an important role in educating and training the young generation. Teachers not only impart professional knowledge, but also help students develop soft skills such as communication skills, self-study skills and the ability to handle difficult situations. In addition, teachers also convey moral and

cultural values, helping students become responsible and community-minded citizens.

University lecturers all realize the importance and meaning of their profession. Lecturers are responsible for the entire young generation of students; What they convey and teach affects the entire life of students later. In addition, during the process of teaching at school, many lecturers feel proud and love their work when they see students exchanging and discussing how to apply their lectures and knowledge in analysis. situations passionately; Through the questions the children asked, they seemed to see the results of their lecture.

5.2.7 Implications from the results of testing the impact of love of work as a moderator on the relationship between income fairness and work motivation of lecturers

In any organization or business, salaries are considered the most important factors that stimulate employees to work. It is not only the most basic part of a worker's income, helping to cover necessary expenses and services, but also affects their status in society. Therefore, a fair salary, along with reasonable salary calculation and payment methods, will motivate employees to study hard and improve their qualifications to contribute contribute to the maximum. organization.

5.3 Limitations of the topic and future research directions

Although certain results have been achieved, the thesis topic cannot avoid limitations. Therefore, some future research directions are also proposed to overcome the limitations of this study, specifically as follows:

First, this study only collects data on lecturers in the Mekong Delta region, lecturers in the Ho Chi Minh City area or the Central and Northern regions can more easily access work motivations. Therefore, future studies can use the thesis's set of scales or continue to develop new scales and do more research in the above areas to increase representativeness.

Second, the study only investigated the relationship between job characteristics, fairness aspects, and love of work on work motivation of lecturers at both public and private universities. Further studies can evaluate the impact of job characteristics, fairness aspects, and love of work on the work motivation of public and private university lecturers.