

FACTORS AFFECTING THE JOB SATISFACTION OF STAFF AND LECTURERS AT UNIVERSITIES IN HO CHI MINH CITY

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ABSTRACT

The main objective of the study is to determine factors affecting the job satisfaction of staff and lecturers at universities in Ho Chi Minh City. In order to achieve the research objectives, the author conducted direct interviews with 289 staff and lecturers at universities in Ho Chi Minh City through a prepared questionnaire. The results of testing the hypotheses of the research model have been shown that there are 07 independent variables arranged in descending order of impact that have a linear relationship with the dependent variable – The job satisfaction of staff and lecturers at universities in Ho Chi Minh City includes Job characteristics; Training and advancement; Colleague; Leader; Income; Benefit policy; Working Condition. Based on the research results, the author proposes some management implications to improve job satisfaction of staff and lecturers at universities in Ho Chi Minh City in the next time.

Keywords: Job satisfaction, staff and lecturers, factor analysis, universities in HCM city.

1. INTRODUCTION

Human resources are a living resource and at the same time a sustainable source of capital. The most valuable resource of today's society is a strategic resource and is one of the important factors determining the success or failure of an organization. Stability in the staff will help the organization save time on recruitment and training, reduce errors caused by new employees when they are not familiar with the new job, create trust and a spirit of solidarity within the agency. From there, employees will see the organization as an ideal place for them to develop their abilities and stay for a long time. Finally, most importantly, this stability will help the organization operate more effectively, creating trust from employees.

For universities, staff and lecturers play a very important role in carrying out the school's educational training mission. Any university with high quality staff and lecturers will have a competitive advantage over other universities in the region. However, practice shows that the salaries and incentives for staff and lecturers at universities in Ho Chi Minh City, especially state universities, are still low and not guaranteed. Therefore, they often have a psychological disconnection with their work and often leave their jobs to move to universities with higher salaries. From the perspective of human resource management, the phenomenon of employees quitting their jobs and leaving the organization is because they are not satisfied with their current job both physically and mentally, leading to lack of attachment to the organization and quitting their jobs. Therefore, the topic "Factors affecting job satisfaction of staff and lecturers at universities in Ho Chi Minh City" was conducted to find out the factors that affect job satisfaction of staff and lecturers at universities in Ho Chi Minh City, thereby proposing

solutions to improve job satisfaction and limit the turnover phenomenon of staff and lecturers at universities in Ho Chi Minh City.

2. THEORETICAL BASIS AND RESEARCH MODEL

Job characteristics

According to the job nature model of R. Hackman and G. Oldman (1974), a job will bring employees general satisfaction and create good work efficiency if Design a job that satisfies the following characteristics: uses different skills, employees clearly understand the beginning and end of the job, and the job has a certain importance to the overall production and business activities of the enterprise. ; that job allows the employee to exercise certain rights to complete his or her work and the employee will be responsible for his or her decisions; Work must have a mechanism for feedback and assessment from leaders on what employees have done to learn from experience for the next time. In addition, to be satisfied, employees need to do work that suits their abilities (Weiss et al., 1967; Bellingham, 2004).

Training and advancement

Training is the process of learning the necessary skills to perform a specific job. Promotion: Is moving to a more important position or job in an organization. Training in this topic is grouped together with promotion because training often has the ultimate goal of promoting or improving the employee's ability and working efficiency. Training has been highly appreciated by Schmidt (2007) for its importance in the company. His research results showed that satisfaction with job training has a clear relationship with overall job satisfaction. In this topic, we will survey the level of job training satisfaction of employees in aspects such as training to have enough skills to complete the job well, training to improve knowledge and working skills, the company's training programs are being applied.

Leader

A person in a higher position in a company or organization. In the semantics of this topic, a leader is a person who directly manages subordinates. Job satisfaction comes from relationship factors between leaders and their subordinates, including ease of communication with leaders (Ehlers, 2003), support when needed, and attention from employees. Leadership, protection of employees when necessary, quoted by, Leadership capacity, freedom of subordinates to perform work, recognition of employee contributions, fair treatment of employees subordinates (Schmidt, 2007).

Colleague

A person who works in the same business with you, who regularly exchanges and shares with each other about work. For most jobs, each employee spends more time working with his or her colleagues than he or she spends working with the Leader. Therefore, like the relationship with leaders, employees' relationships with colleagues also affect job satisfaction. Similar to the relationship with leaders, employees need to have the support and help of colleagues when necessary, and find friendly comfort when working with colleagues (Hill, 2008). At the same time, employees must find their colleagues dedicated to their work to achieve the best results (Bellingham, 2004). Finally, co-workers need to be trustworthy (Chami & Fullenkamp 2002).

Income

Income is the amount of money that individuals, organizations, regions, countries, etc. earn. obtained from employment, from investment, from business, etc. In the semantics of this research topic, income is the amount of money an individual receives from working for a business or organization; this income does not include income when they do other jobs. (not related to the business or organization they are working for). Accordingly, this income will include basic salary, allowances (if any), bonuses including periodic and non-recurring bonuses, commissions (if any) and equal benefits. Other money arises directly from your current main job. Particularly, social insurance, health insurance and other types of insurance that organizations pay for employees are included in company benefits, so they are not included in the income factor (salary).

Working Condition

Working Condition is the condition of the place where the employee works. For this research topic, working conditions are factors that affect the health and convenience of workers when working, including appropriate working hours (Skalli et al. 2007), safety and security. Completely comfortable at work (Durst, 1997), equipped with necessary equipment for work (Bellingham, 2004) and time spent commuting from home to work (Isacson, 2008).

Benefit policy

Benefit policy is the benefits that a person gets from his or her company in addition to the money that person earns. According to Artz (2008), benefits play an important role in determining job satisfaction. According to him, benefits affect job satisfaction. First, benefits are a component of the remuneration that the company pays to employees, and this remuneration affects job satisfaction. Second, benefits sometimes act as a substitute for wages. Benefits that are often of interest to employees include social insurance, health insurance, legal leave, sick and personal leave when needed, and union protection of employees' legitimate interests. employees, get to travel every year, have a stable long-term job at the company (without fear of losing your job), get support from the company to buy a house, have the right to buy company shares at preferential prices, etc. Working conditions and benefits are two factors added to the five factors of JDI by Smith and co-authors based on considering the specific situation of Vietnam and related studies on the effects of labor. These two factors contribute to job satisfaction.

Proposed research model

Through reviewing the documents and using the group discussion method and based on the research objectives of the topic, the author proposes a research model that still inherits the previous research models and adjusts the scales measured to suit the characteristics of the study area. The author proposes a research model "Factors affecting the job satisfaction of staff and lecturers at universities in Ho Chi Minh City" including 07 factors: Job characteristics; Training and advancement; Leader; Colleague; Income; Working Condition; Benefit policy.

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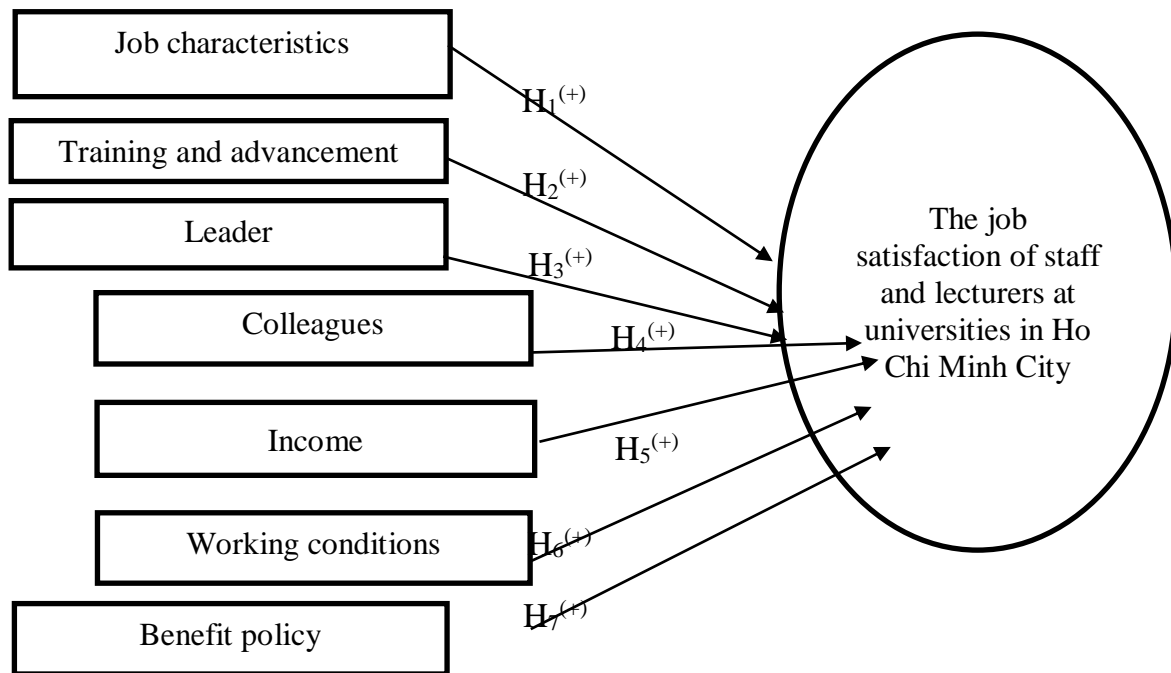


Figure 1. Proposed research model
Source: Author compiled, 2023

Hypotheses of the proposed research model

- Hypothesis H1: Job characteristics has a positive influence (+) on the job satisfaction of staff and lecturers at universities in Ho Chi Minh City.
- Hypothesis H2: Training and advancement have a positive influence (+) on the job satisfaction of staff and lecturers at universities in Ho Chi Minh City.
- Hypothesis H3: Leader has a positive influence (+) on the job satisfaction of staff and lecturers at universities in Ho Chi Minh City.
- Hypothesis H4: Colleagues have a positive influence (+) on the job satisfaction of staff and lecturers at universities in Ho Chi Minh City.
- Hypothesis H5: Income has a positive influence (+) on the job satisfaction of staff and lecturers at universities in Ho Chi Minh City.
- Hypothesis H6: Working conditions have a positive influence (+) on the job satisfaction of staff and lecturers at universities in Ho Chi Minh City.
- Hypothesis H7: Benefit policy has a positive influence (+) on the job satisfaction of staff and lecturers at universities in Ho Chi Minh City.

3. RESEARCH METHODS

The study uses qualitative and quantitative research methods.
Qualitative research method: It is conducted by discussing with a group of experts through open-

ended questions to determine the factors affecting the job satisfaction of staff and lecturers at universities in Ho Chi Minh City. The open-ended questionnaire was used for interviews and group discussions to adjust the scale and concepts accordingly.

Quantitative research method: Through surveys based on pre-designed questionnaires. The survey sample in the formal study was carried out using the non-probability convenience sampling method. Collected data is processed by SPSS 20.00 software to evaluate preliminary scales, exploratory factor analysis, correlation analysis, regression to clarify issues related to research hypothesis.

4. RESEARCH RESULTS

Describe the overall sample

In order to evaluate the factors affecting the job satisfaction of staff and lecturers at universities in Ho Chi Minh City, the authors surveyed 289 individual customers through a prepared questionnaire. Data after the survey collected, encoded, entered and cleaned, the number of valid survey questionnaires met the requirements of 289 questionnaires.

Evaluate the scale with Cronbach’s Alpha confidence coefficient

Table 1. Cronbach’s Alpha reliability coefficient

Observed variables	Number of Observed variables	Cronbach's Alpha coefficient	Cronbach's Alpha coefficient component variable - lowest total variable	Cronbach's Alpha coefficient if variable is eliminated
Job characteristics	4	0,751	0,515	0,683– 0,710
Training and advancement	6	0,857	0,613	0,822-0,839
Leader	5	0,810	0,572	0,772 – 0,781
Colleague	4	0,769	0,714	0,839 – 0,856
Income	4	0,876	0,551	0,696 – 0,724
Working conditions	4	0,721	0,674	0,819 – 0,834
Benefit policy	4	0,887	0,685	0,836 – 0,879
The job satisfaction of staff and lecturers at universities in Ho Chi Minh City	4	0,776	0,548	0,696 - 0,738

Source: Data analysis results, 2023

The results of testing the reliability of the scale in Table 1 show that Cronbach's Alpha coefficients total of 01 dependent variable with 04 observed variables and 07 independent variables with 31 observed variables have the component variable - total lowest variable correlation coefficient is greater than 0.3, so all are accepted. Thus, all 31 observed variables were used in exploratory factor analysis (EFA).

Factor Analysis (EFA)

Table 2. Results of factor analysis to discover independent variables

	Rotated Component Matrix ^a						
	Component						
	1	2	3	4	5	6	7
DTT5	0,812						
DTT3	0,777						
DTT2	0,765						
DTT6	0,750						
DTT4	0,735						
DTT1	0,730						
PL1		0,887					
PL4		0,886					
PL2		0,845					
PL3		0,817					
LD4			0,780				
LD1			0,763				
LD5			0,746				
LD3			0,737				
LD2			0,728				
TN2				0,857			
TN1				0,855			
TN3				0,844			
TN4				0,813			
DN4					0,788		
DN3					0,770		
DN1					0,754		
DN2					0,744		
CV2						0,760	
CV1						0,760	
CV4						0,759	
CV3						0,726	
DKLV1							0,781
DKLV3							0,751
DKLV4							0,710
DKLV2							0,697
Eigenvalues							
2,065							

Extracted 62,337		variance
Bartlett 0,000	test	significance level
KMO coefficient		0,752

Source: Data analysis results, 2023

The results were divided into 07 groups:

Group 1 includes 06 observed variables belonging to the Training and advancement factor group including DTTT5, DTTT3, DTTT2, DTTT6, DTTT4, DTTT1.

Group 2 includes 04 observed variables belonging to the Benefit policy factor group including PL1, PL4, PL2, PL3.

Group 3 includes 05 observed variables belonging to the Leader factor group including LD4, LD1, LD5, LD3, LD2.

Group 4 includes 04 observed variables belonging to the Income factor group including TN2, TN1, TN3, TN4.

Group 5 includes 04 observed variables belonging to the Colleague factor group including DN4, DN3, DN1, DN2.

Group 6 includes 04 observed variables belonging to the Job characteristics factor group including CV2, CV1, CV4, CV3.

Group 7 includes 04 observed variables belonging to the Working conditions factor group including DKLV1, DKLV3, DKLV4, DKLV2.

Analysis results of discovering factors for independent variables in table 2 showed that: KMO coefficient value is $0.752 > 0.5$; Bartlett's test with Sig significance level = $0,000 < 0.05$. This shows that the factor analysis ensures reliability and statistical significance. The variance extracted at the value of over 50% and equal to 62,337% shows that the factors given by the exploratory factor analysis in the independent variables explained 62,337% of the variation of the original survey data. The coefficient Eigenvalues represents convergence of the analysis, and this value for the last factor is $2,065 > 1$, which shows the high convergence of the factors given by the exploratory factor analysis in the independent variables.

Table 3. Results of KMO and Bartlett tests of the dependent variable

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0,751
Bartlett's Test of Sphericity	3379.72
	5
	465
	0,000

Source: Data analysis results, 2023

Analysis results of dependent variable EFA has value KMO coefficient is $0,751 > 0.5$ with significance level Sig. = $0,000 < 0.05$. This shows that the factor analysis of the dependent variable EFA ensures reliability and statistically significant. With standard Eigenvalue greater than 1 dependent variable is extracted into a factor as follows

Table 4. Results of factor analysis EFA dependent variable

Component Matrix ^a	
Observed variable	Factor load factor
	1
TMCV3	0,810
TMCV4	0,775
TMCV2	0,760
TMCV1	0,750

Source: Data analysis results, 2023

Table 5. Results of Total Variance Explained

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.397	59.917	59.917	2.397	59.917	59.917
2	.681	17.017	76.935			
3	.503	12.580	89.515			
4	.419	10.485	100.000			

Source: Data analysis results, 2023

The extracted variance is over 50%, and equal to 59,917%, showing that the factor given by the exploratory factor analysis in the dependent variable explained 59,917% of the variation of the original survey data. Eigenvalues coefficients represent convergence of the analysis, and this value is $2,397 > 1$, which shows the high convergence of factors given by exploratory factor analysis in the dependent variable. The results show that the dependent variable has 4 observed variables.

Regression analysis results and correlation analysis

Table 6. Pearson coefficient of correlation among variables

		TMCV	CV	DTTT	LD	DN	TN	DKLV	PL
TMCV	Pearson Correlation	1							
	Sig. (2-tailed)								
	N	289							
CV	Pearson Correlation	0,503**	1						
	Sig. (2-tailed)	0,000							
	N	289	289						
DTTT	Pearson Correlation	0,409**	.000	1					

	Sig. (2-tailed)	0,000	1.000						
	N	289	289	289					
LD	Pearson Correlation	0,321**	.000	.000	1				
	Sig. (2-tailed)	0,000	1.000	1.000					
	N	289	289	289	289				
DN	Pearson Correlation	0,405**	.000	.000	.000	1			
	Sig. (2-tailed)	0,000	1.000	1.000	1.000				
	N	289	289	289	289	289			
TN	Pearson Correlation	0,289**	.000	.000	.000	.000	1		
	Sig. (2-tailed)	0,000	1.000	1.000	1.000	1.000			
	N	289	289	289	289	289	289		
DKLV	Pearson Correlation	0,252**	.000	.000	.000	.000	.000	1	
	Sig. (2-tailed)	0,000	1.000	1.000	1.000	1.000	1.000		
	N	289	289	289	289	289	289	289	
PL	Pearson Correlation	0,279**	.000	.000	.000	.000	.000	.000	1
	Sig. (2-tailed)	0,000	1.000	1.000	1.000	1.000	1.000	1.000	
	N	289	289	289	289	289	289	289	289

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations

Source: Data analysis results, 2023

The analysis results in Table 6 show that the independent variables included in the analysis have a strong correlation with the dependent variable, with a Pearson coefficient from 0,252 to 0,503. This result is suitable for conducting multivariate regression analysis.

The results of Pearson correlation analysis in Table 6 show that there are 07 independent variables, namely Job characteristics; Training and advancement; Leader; Colleague; Income; Working Condition; Benefit policy are all sig=0,00 < 0.05, so the author concludes that these 07 independent variables have a linear relationship with the dependent variable. Therefore, in this study, the author will continue to include 07 independent variables that meet the conditions in the multiple linear regression analysis.

Table 7. Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0,955 ^a	0,911	0,909	0,30167086	2,128
a. Predictors: (Constant)					
b. Dependent Variable: Inte					

Source: Data analysis results, 2023

Table 8. ANOVA^a analytical results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	262,428	7	37,490	411,950	0,000 ^b
	Residual	25,572	281	0,091		
	Total	288,000	288			

Source: Data analysis results, 2023

Determination coefficient R² (Adjusted R Square) = 0.909, which means that 90,9% of the change on the job satisfaction of staff and lecturers at universities in Ho Chi Minh City is explained by independent variables included in the regression model in the study. In this study, the remaining percentage is due to other factors not included in the research model and random error. The Durbin-Watson coefficient of the model is 2.128, which is almost equal to 2 this shows that there is no correlation phenomenon between the independent variables in the regression model. In ANOVA analysis in Table 8, the value of Sig. = 0,000 < 0.05 so the ANOVA analysis results ensure statistical significance, from which the results of regression analysis ensure reliability. The VIF magnification coefficients of the variables in the model are all less than 2. Therefore, there is no multicollinearity phenomenon in the model.

Table 9. Summary of regression coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-2,990E-016	0,018		0,000	1,000		
	CV	0,503	0,018	0,503	28,293	0,000	1,000	1,000
	DTTT	0,409	0,018	0,409	22,988	0,000	1,000	1,000
	LD	0,321	0,018	0,321	18,056	0,000	1,000	1,000
	DN	0,405	0,018	0,405	22,765	0,000	1,000	1,000
	TN	0,289	0,018	0,289	16,256	0,000	1,000	1,000
	DKLV	0,252	0,018	0,252	14,164	0,000	1,000	1,000
	PL	0,279	0,018	0,279	15,669	0,000	1,000	1,000

Source: Data analysis results, 2023

The results of testing the hypotheses of the research model have shown that there are 07 independent variables have a linear relationship with the dependent variable – The job satisfaction of staff and lecturers at universities in Ho Chi Minh City includes Job characteristics has a positive influence (+) with Unstandardized Coefficients value is 0.503; Training and advancement has a positive influence (+) with Unstandardized Coefficients value is 0.409; Leader has a positive influence (+) with Unstandardized Coefficients value is 0.321; Colleague has a positive influence (+) with Unstandardized Coefficients value is 0.405; Income has a positive influence (+) with Unstandardized Coefficients value is 0.289.; Working Condition has a positive influence (+) with Unstandardized Coefficients value is 0.252; Benefit policy has a positive influence (+) with Unstandardized Coefficients value is 0.279.

5. CONCLUSIONS AND MANAGEMENT IMPLICATIONS

Conclusions

The main objective of the study is to determine factors affecting the job satisfaction of staff and lecturers at universities in Ho Chi Minh City. In order to achieve the research objectives, the author conducted direct interviews with 289 staff and lecturers at universities in Ho Chi Minh City through a prepared questionnaire. The results of testing the hypotheses of the research model have been shown that there are 07 independent variables arranged in descending order of impact that have a linear relationship with the dependent variable – The job satisfaction of staff and lecturers at universities in Ho Chi Minh City includes Job characteristics; Training and advancement; Colleague; Leader; Income; Benefit policy; Working Condition.

Management implications

Based on the research results, the author proposes some management implications to improve job satisfaction of staff and lecturers at universities in Ho Chi Minh City in the next time, specifically as follows:

Job characteristics

This is the factor that has the strongest influence on the job satisfaction of staff and lecturers at Ho Chi Minh City universities. For this factor, universities need to assign their employees jobs that suit their abilities and strengths, help them clearly understand the work they are doing, and show them its importance. of the work they are performing as well as allowing them the right to decide on some tasks that are within their capacity. In order for employees to do jobs that suit their abilities and strengths, the school needs to select the right people right from the employee assignment stage. During the interview process, you need to describe the job position in detail to the job applicant as much as possible. The competency and experience test must closely follow the requirements of the assigned job position.

Training and advancement

Training and advancement opportunities play a very important role for universities. Universities need to develop training programs to improve professional qualifications, soft skills, and scientific research skills for staff and lecturers. Once employees feel more satisfied with their work, they will try to complete their assigned work well. Employees who feel that the school

cares about and creates conditions for advanced learning will feel satisfied and that is the motivation for them to become more attached to the school. Training not only focuses on training professional knowledge but also must include training in management skills, communication, negotiation, problem solving, and time management. It not only helps employees complete their current job well, but also helps them work better, equipping them with the necessary knowledge to advance. Most employees want to be promoted or at least improve their working capacity after a certain period of time. Depending on each specific stage, the school needs to realize the training policy by organizing short-term training classes for a group of officials and lecturers or possibly supporting part of the tuition fee. Partially or completely for employees to choose to participate in knowledge training classes to serve their work.

Colleagues

Relationships between colleagues in different departments of the university are extremely important. Good relationships, closeness and friendliness between individuals and colleagues affect the level of job satisfaction. In order for staff and lecturers to have a good relationship with school administrators, it is necessary to build an ideal remuneration policy for staff. An ideal remuneration policy is understood as an environment where everyone gets along. , sincerely always care, help, share with each other both in work and life, and coordinate in work. In addition, schools need to pay more attention to internal communication because this issue plays a very important role, helping the organization limit conflicts and contribute to increasing team spirit. To achieve that, the board of directors as well as the leaders of each department should create conditions for employees to exchange information, interact, and learn about each other through meetings, birthday parties, and group activities. , picnics, entertainment, culture, arts and sports.

Leader

Statistical results from the sample show that leaders need to pay more attention to their employees, as well as protect them from others when necessary, along with recognizing their contributions and treating them fairly. with them. Employees generally appreciate their Leaders' abilities, but there are still many things Leaders can improve on their abilities and create more trust in their subordinates. In order for employees to feel cared for, leaders first need to better understand their employees. This research can be done outside of working hours such as meetings, parties, etc. Leaders need to discuss frankly and learn about employees' interests, strengths, and weaknesses at work and in their personal lives. Only when you understand your employees well can you show your concern appropriately. This concern will certainly be appreciated by employees. Along with truly caring about their employees, leaders also need to recognize employees' contributions when they achieve the set goals. Words of encouragement and praise will never be redundant when leaders want their employees to work better. Leaders should also not be biased in the treatment of subordinates just for personal reasons or for any other reason. Leaders need to properly evaluate employees' abilities and create conditions for them to complete tasks with high efficiency. Assessing the ability to perform work is a must, properly assessing the ability to perform the job of employees will help the organization increase productivity. Employees whose abilities are properly evaluated will be satisfied with being recognized and will therefore work more enthusiastically. However, this evaluation is quite

sensitive, so leaders need to be careful and not misevaluate because if errors occur, it will make employees unhappy, the risk of changing jobs will occur, and sometimes causing internal disunity. Subordinate employees only truly obey their Leaders when the Leaders truly have good leadership talent and professional knowledge. Therefore, managers and leaders need to constantly learn and improve both leadership capacity and professional knowledge. When necessary, show subordinates your talents.

Income

The fifth influencing factor on job satisfaction of employees and lectures is the income factor. The school needs to create more fairness in income distribution, develop reasonable salary and bonus policies, and allowances for staff and lecturers. However, the income factor needs to be considered thoroughly to meet the needs of students. Salary and bonus demands of staff and lecturers are in accordance with the provisions of law. To ensure fair income distribution, schools need to find ways to help staff and lecturers realize that they are paid fairly according to the law. In addition, schools must also be careful to avoid providing income incentives to relatives in the unit because this also affects the employee's sense of fairness. The purpose of bonuses is to pay income to people who work well to encourage them to work better. To receive a certain reward, employees must achieve a certain achievement at work. In order for employees and lecturers to be satisfied with bonuses, the school needs to build a clear and comprehensive bonus policy right from the beginning with specific bonus levels for each specific achievement according to laws. When it comes time to consider rewards, the reward must be based on what has been proposed. Work achievements are often the result of the collective, but there are often outstanding individuals, so in addition to collective rewards, the school needs to have rewards specifically for outstanding individuals to motivate and encourage. Encourage them to continue to be enthusiastic about their work.

Benefit policy

When talking about ideal benefit policies, people often think of working conditions; Salary, bonus and welfare regime; Open working style; Friendly and professional colleagues; Everyone is equal and there is no favoritism or bias towards anyone; Leaders always support and create conditions; Have chances to develop; Personal goals are associated with the school's development goals and strategies; Ideal working space... However, where benefits are higher, that place will attract many talented people to work. In order to retain good staff and lecturers to continue working and attract talented people from other place to work, the school needs to develop a salary, bonus, and remuneration policy that is truly more attractive than other schools.

Working Condition

Schools need to create a very friendly teaching and learning environment. Due to the specific nature of the job, there are cases where employees have to work overtime to ensure training and enrollment, so the school needs to ensure overtime allowances for employees according to regulations. , however, also limits the number of hours to ensure the health and life of the staff. In addition, the school needs to regularly check and ensure fire and explosion systems, labor safety, install security camera systems, clean hygienic environment, and arrange records neatly, orderly, and easily. Search, fully lit office, space for staff and students, modern air conditioning system,

does not make noise affecting the work of staff, lecturers and students. In addition, the school also needs to regularly provide and fully equip stationery on a monthly basis instead of quarterly, machinery and equipment including working computers with separate secure accounts, printers, Photocopiers, scanners, and paper shredders are shared, each part must be preserved, managed, and maintained to serve the work.

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