



# **IMPROVEMENT STRATEGIES OF JOB PERFORMANCE. A PERSPECTIVE ON NURSING PROFESSION IN VIETNAM**

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# ***MAIN CONTENT***

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1. Introduction
  2. Literature Review
  3. Methodology
  4. Data analysis
  5. Discussion
  6. Conclusion
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# ***1. INTRODUCTION***


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- **Motivation**

The increasingly important role of nurses in providing high quality care services, which has a close association with services quality and organizational outcomes.

- **Aim of research**

The identification of factors boosting job performance among nurses in Vietnamese hospitals.





# ***1. INTRODUCTION***

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- **Significance**

The consolidation of job performance theory to propose practical implications for the enhancement of nursing competencies, which in turn helps promote quality and safety in healthcare community.

- **Research questions**

Which factors affect nurses' job performance?

What are managerial procedures for today hospitals' authorities to enhance employees' productivity?





## ***2. LITERATURE REVIEW***

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### **PERCEIVED ORGANIZATIONAL SUPPORT, AFFECTIVE COMMITMENT, AND CONTINUANCE COMMITMENT**

- POS fulfills emotional needs for esteem, approval and partnership; Thus, affective commitment is its most commonly reported outcomes (Rhoades et al., 2001).
- Employees need to keep attached with the organization as they acknowledge the noticeable sacrifice on quitting job (Battistelli A., 2015; Shore & Tetrick, 1991).

**H1: Perceived organizational support has a significant direct effect on affective commitment.**

**H2: Perceived organizational support has a significant direct effect on continuance commitment**





## ***2. LITERATURE REVIEW***

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### **PSYCHOLOGICAL SAFETY AND AFFECTIVE COMMITMENT**

- Psychological safety can foster learning behavior, productive problem resolution as well as positive work experiences which lead to positive organizational outcomes and high level of work engagement (Baer & Frese, 2003; Kark & Carmeli, 2009).

**H3: Psychological safety has a significant direct effect on affective commitment.**





## ***2. LITERATURE REVIEW***

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### **JOB RESOURCES AND AFFECTIVE COMMITMENT**

- The provision of valued job resources leads to positive work outcomes like work engagement (Demerouti, 2001), to which workers are likely to respond with the higher level of affective commitment to the organization (Kirk-Brown & Van Dijk, 2016).

**H4: Job resources have a significant direct effect on affective commitment.**





## ***2. LITERATURE REVIEW***

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### **AFFECTIVE COMMITMENT, CONTINUANCE COMMITMENT, AND JOB PERFORMANCE**

- Recent studies revealed the significant correlation between organizational commitment and employees' job performance (Weihui Fu, 2013, Khan et al., 2010). Affective commitment and continuance commitment were found contributing better to the prediction of job performance (Darolia et al., 2010).

**H5: Continuance commitment has a significant direct effect on job performance.**

**H6: Affective commitment has a significant direct effect on job performance.**







## ***2. LITERATURE REVIEW***

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### **SELF-LEADERSHIP AND JOB PERFORMANCE**

- There is a close correlation between self-leadership and job performance of nurses (Seomun et al., 2006). Self-leadership appears as a facilitator to employees' effective goal-setting process resulting in the improvement of the whole organization performance (Christopher P. Neck, 2003).

**H7: Self-leadership has a significant direct effect on job performance.**





## ***2. LITERATURE REVIEW***

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### **COMMUNICATION COMPETENCE AND JOB PERFORMANCE**

- Enhanced communication competence is expected to foster job performance among nurses in healthcare organizations (Lim et al., 2012; Park et al., 2015; Bae, 2008). Employees provided with various training programs to build up communication ability would display more positive outcomes (Swain & Gale, 2014; Kwon, 2014).


**H8: Communication competence has a significant direct effect on job performance.**





## ***3. METHODOLOGY***

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- **Research method:** Quantitative research
  - **Sample size:** 366
  - **Survey period:** December 2017 – February 2018
  - **Instrument development:**
    - Demographic questions
    - Survey questions: 5-Likert scale for 36 items representing 8 factors and sub-factors.
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## 4. DATA ANALYSIS

### A. DEMOGRAPHIC CHARACTERISTICS

Characteristic	n = 366
	Percentage
<b>Gender</b>	
Male	40.9%
Female	59.1%
<b>Age</b>	
21 - 40	78.2%
Above 40	21.8%
<b>Experience</b>	
1 - 8 years	50.3%
Above 8 years	49.7%
<b>Number of hospital</b>	
Under 2 hospitals	96.0%
Above 2 hospitals	4.0%
<b>Number of working years in this hospital</b>	
Under 20 years	91.9%
Above 20 years	8.1%
<b>Average shifts per month</b>	
0 - 2 shifts	51.1%
Above 2 shifts	48.9%



## 4. DATA ANALYSIS

### B. RELIABILITY TEST

Variables	Measurement Items	Cronbach's Alpha
POS	POS1, POS2, POS3, POS4, POS5	0.871
AC	AC1, AC2, AC3, AC4, AC5	0.877
CCM	CCM1, CCM2, CCM3	0.801
PS	PS1, PS2, PS3	0.789
JR	JR2, JR3	0.637
SL	SL1, SL3, SL4	0.781
CCP	CCP1, CCP2, CCP3, CCP4	0.826
JP	JP1, JP2, JP3, JP4, JP5	0.866
	JP8, JP9	0.756

Notes. Items rejected include JP6, JP7, and JR1

- $KMO = 0.805 > 0.5$
  - Bartlett's Test of Sphericity
  - $P\text{-value} = 0.000 < 0.05$
  - Total Variance Explained:  $69.836\% > 50\%$
  - Remained factor loadings  $> 0$ .
- *Sample adequacy is accepted*
- *All variables are grouped together in factor as expected in proposed theoretical model*



## 4. DATA ANALYSIS

### C. EXPLORATORY FACTOR ANALYSIS

- $KMO = 0.805 > 0.5$
- Bartlett's Test of Sphericity
- $P\text{-value} = 0.000 < 0.05$
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- All remained factor loadings  $> 0.5$   
*(Notes: Items rejected include JP6, JP7, and JR1)*

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  - *All variables are grouped together in factor as expected in proposed theoretical model*
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## 4. DATA ANALYSIS

### D. CONFIRMATORY FACTOR ANALYSIS and STRUCTURAL EQUATION MODELING

Model fit indices	Thresholds	Results in CFA	Results in SEM
$\chi^2/df$	1-3	2.215	2.377
Root mean square error of approx. (RMSEA)	<0.08	0.058	0.061
Goodness-of-fit index (GFI)	$\geq 0.90$	0.863	-
Incremental fit index (IFI)	$\geq 0.90$	0.904	0.887
Comparative fit index (CFI)	$\geq 0.90$	0.903	0.886
Adjusted goodness-of-fit index (AGFI)	$\geq 0.80$	0.830	-

- All model fit indices are at good level to achieve the fitting index criteria.

## 4. DATA ANALYSIS

### ASSESSMENT OF CONSTRUCT VALIDITY

	CR	AVE	MSV	MaxR(H)	JPA	AC	JPC	POS	CCP	SL	CCM	PS	JR
JPA	0.830	0.710	0.224	0.841	0.842								
AC	0.879	0.594	0.256	0.928	0.250	0.771							
JPC	0.866	0.566	0.224	0.953	0.473	0.104	0.752						
POS	0.872	0.577	0.175	0.965	0.186	0.416	0.146	0.760					
CCP	0.830	0.552	0.130	0.971	0.156	0.360	0.160	0.320	0.743				
SL	0.786	0.554	0.135	0.974	0.367	0.183	0.281	0.166	0.126	0.745			
CCM	0.816	0.597	0.256	0.977	0.188	0.506	0.131	0.320	0.130	0.317	0.772		
PS	0.801	0.573	0.175	0.979	0.275	0.418	0.153	0.418	0.203	0.183	0.365	0.757	
JR	0.673	0.514	0.091	0.980	0.203	0.233	0.011	0.160	0.151	0.189	0.302	0.279	0.717

➤ Convergent validity:

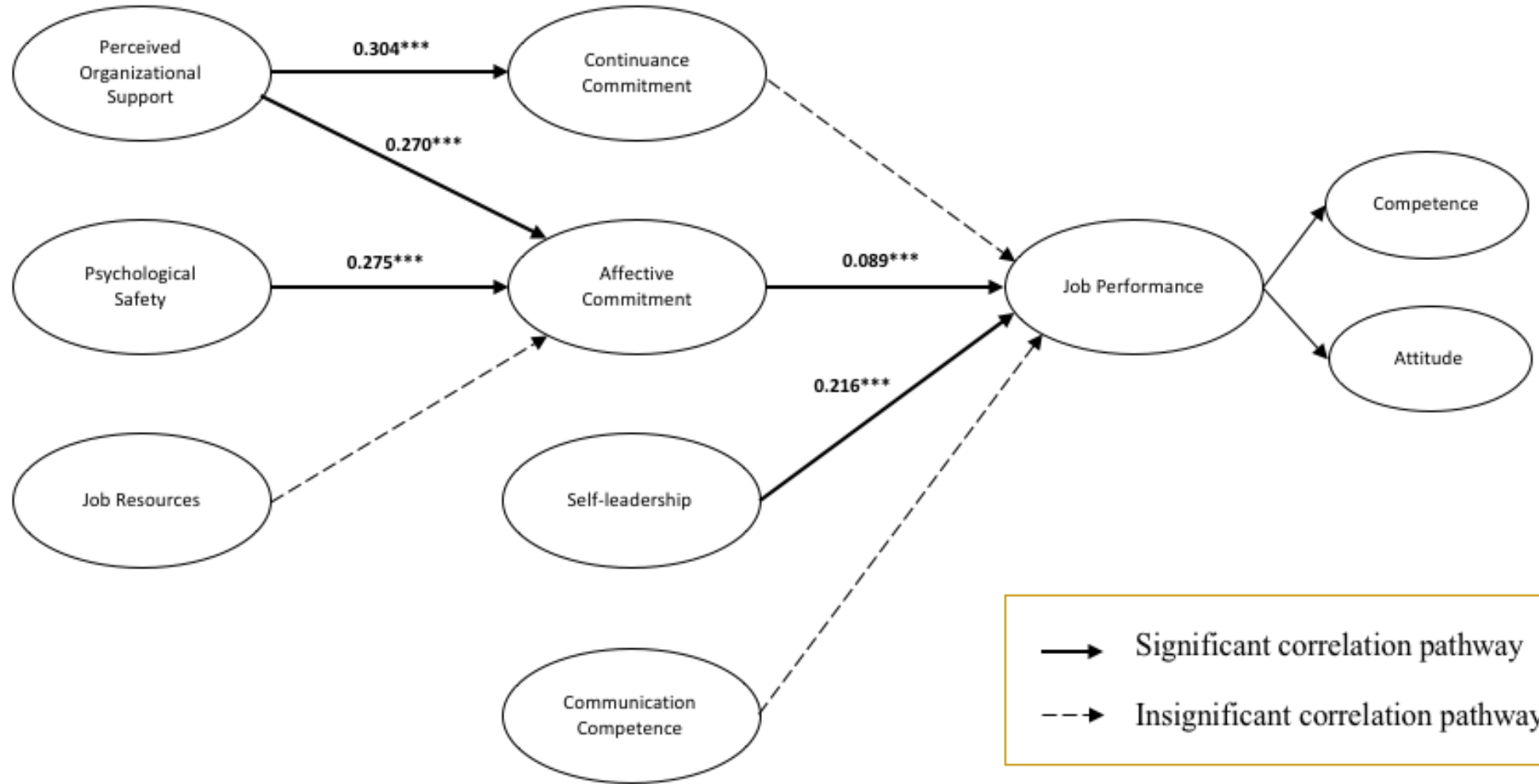
All CR and AVE indices exceed recommended level of 0.7 and 0.5 respectively (Hair et al., 2016)

➤ Discriminant validity: square root of AVE for each variable is higher than the highest correlation of that variable with any other variables, qualifying the discriminant validity (Gefen et al., 2000)



# 4. DATA ANALYSIS

## RESULT OF HYPOTHESIS TESTING



## ***5. DISCUSSION***

- Consistent with findings of Jaramillo et al. (2005), Weihui Fu (2013), Khan et al. (2010)
  - Affective commitment significantly influences job performance
  - Greater sense of emotional connection with workplace resulting in more concern in organization's welfare.
- Mediating role of affective commitment between psychological safety and job performance, in line with Kirk-Brown 2016.
- Mediating role of affective commitment between perceived organizational support and job performance (Darolia et al., 2010)
- Incompatible with the research of Salanova et al. (2005)
  - The provision of job resources in terms of job autonomy and job complexity do not induce higher level of affective commitment.


## ***5. DISCUSSION***

- Align with study of Gong et al. (2009), Schrock & Hughes (2016)
  - The immateriality of continuance commitment may be attributed to the low level of enthusiasm of nursing job in Vietnam healthcare industry.
- Inconsistent with previous findings of Lim et al. (2012), Yu and Ko (2017)
  - Communication competence has insignificant impact on job performance.
  - The development of communication competence may bring limited contribution to work outcome in Vietnamese nursing services.
- Support the research of Chang et al. (2006)
  - Self-leadership has the greatest contribution to the enhancement in nursing performance.
  - It is necessary to strengthen self-leadership among nurses through training programs and education, forming active working environment, or appropriate feedbacks.



## **6. CONCLUSION**

### **SOME OF THE USEFUL MEASUREMENT TO ENHANCE NURSES' PERFORMANCE**

- Building a working setting with inclusion, safety and mutual respect.
  - Rewarding policies should be applied.
  - Advanced management method with specific goals should be approached to achieve desired outcomes.
  - Reviewing process on individual and collective scale are needed to strive for better performance.
  - Proper education programs and training activities provided to different nursing departments.
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***THANK YOU***

