

## Factors affecting job satisfaction of accountant and auditors at Hanoi auditing firms

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### CHRONICLE

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### ABSTRACT

The article analyzes factors affecting job satisfaction of accountant and auditors at Hanoi auditing firms. For quantitative research methods, it is conducted through the collection of questionnaire survey data and processed by SPSS software to analyze data using the following techniques: Descriptive analysis, Cronbach's Alpha test, EFA exploratory analysis, multiple regression analysis. The research results show that the nature of work, relationships with leaders in the working process are the most influencing factors on the satisfaction of accountants and auditors in Auditing firms in Hanoi. From the research results of factors affecting the job satisfaction of accountants and auditors at auditing firms in Ha Noi, the author gives some recommendations to improve the level of job satisfaction, thereby improving the work quality of the accountants and auditors at the Hanoi auditing firms.

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## 1. Introduction

In the context of today's increasingly extensive integration, one of the most important factors on the existence and development of an enterprise is to attract, build and maintain a team of high-quality, capable, enthusiastic and long-term employees. However, the phenomenon of “talent bleeding” has been happening in many businesses, the cause may be that the enterprises themselves cannot create job satisfaction for employees or the enticement of the enterprises. This is a problem that auditing firms in Hanoi are facing and facing many difficulties. The stabilization of human resources will help organizations and enterprises save costs such as training, recruitment, etc. and minimize possible professional errors, ensuring continuous development customs, stable and consistent, build trust and shape corporate culture (Yadav & Dabhade, 2013). Several studies have shown that employee's job satisfaction has a positive effect on job performance (Iaffaldano & Muchinsky, 1985), contributing to promoting employee's attachment to the team (Bowling et al., 2010). Furthermore, job satisfaction has a positive impact on employees' working attitude (Testa, 2001) and work motivation (Alam, 2012). Therefore, the analysis of factors affecting the employee's job satisfaction is very necessary for organizations and enterprises to develop and adjust personnel policies in the most appropriate way. The Vietnamese economy is integrating deeply, including the integration of a skilled workforce. Accordingly, foreign accounting and auditing specialists directly participate in Vietnam's accounting and auditing services more and more and easily, especially with the support of digital technology. Industry 4.0 also created the shift of information from books to digitalization, requiring each accountant and auditor to supplement and cultivate knowledge to match the digital movement of the whole platform economy. Therefore, auditing firms in Hanoi need to have a reasonable personnel policy to maintain high quality human resources, create job satisfaction for a long-term stay with the company. Stemming from the practical and essential needs of the

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above problem, this study aims to analyze the factors affecting job satisfaction of accountants-auditors at auditing companies in Hanoi to provide an analytical framework and suggest suggestions for human resource policy adjustments at an audit firm in Hanoi.

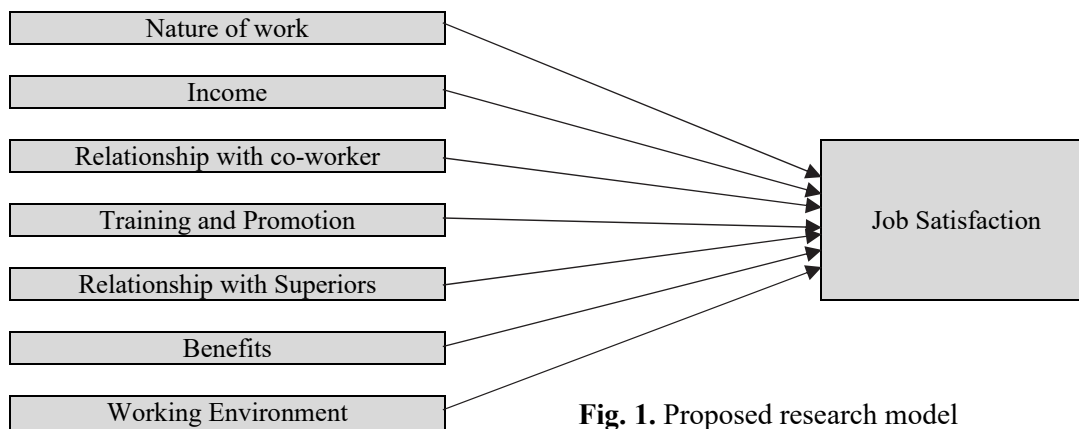
## 2. Literature Review and research hypotheses

### 2.1. Literature Review

The study of employee satisfaction plays an important effect on the performance and profitability of the organization. One of the most popular and widely applied studies in many fields is the Job Descriptive Index (JDI) model by Smith et al. (1969). This scale includes 5 factors: Job nature, Training and advancement opportunities, Leadership, Co-workers, and Salary. However, the JDI model also has some limitations such as: use of questionnaires with 72 questionnaires considered too long, making it difficult to investigate and collect data; The question-answer format in the original JDI model was Yes - No, so it is difficult to evaluate different levels of employee satisfaction; There is no question to assess overall employee satisfaction (Spector, 1997). Weiss et al. (1967), proposed the MSQ (Minnesota Satisfaction Questionnaire) model using one of two measures: the long scale, with 100 factors, each factor is measured by 5 variables; The table is shorter, with 20 factors assessing the overall satisfaction level of each aspect. However, the biggest disadvantage of MSQ is similar to JDI model is that the questionnaire is too long, if using a short table with 20 questions, the deviation is large and does not reflect the perception of staff. Spector (1997) built a separate JSS (Job Satisfaction Survey) model for employees in the service sector, including 9 factors for assessment of satisfaction and attitudes such as: Salary, Promotion opportunities, Working conditions, Supervision, Colleagues, Love Work, Communication, Surprise Rewards, and Benefits. In the study of the education sector at Community Universities in Pakistan, Malik et al. (2010) looked at the relationship between the components of job satisfaction and the degree of organizational engagement. The research results show that factors including Job Nature, Supervisory Quality, and Salary affect employees' job satisfaction and have a positive relationship with the degree of organizational engagement of employees. Staff. Parvin and Kabir (2011) built a research model on employee job satisfaction in the Medicine and Pharmacy industry including 7 influencing factors: Working conditions, Salary, Promotion, Career stability, Employment Equity, Relationship with Colleagues, and Relationship with Superiors. In Vietnam, Tran Kim Dung (2005) conducted a study to measure job satisfaction in Vietnamese conditions using Smith's job description index (JDI) and plus (1969), at the same time added two factors "Company welfare" and "Working conditions" to suit the specific situation in Vietnam. In the study on job satisfaction of employees in commercial banks in Hue, Phan Thi Minh Ly (2011) also pointed out the factors affecting job satisfaction. Including Nature and Working Pressure, Income and Remuneration, Relationships and Treatment, Bank Development Prospects and Leadership, Working Conditions, and Training and Promotion Opportunities.

### 2.2. Research hypothesis

This research model is designed based on the JDI model of Smith et al. (1969) combined with the studies of Spector (1997) and Tran Kim Dung (2005). In addition, through qualitative research (in-depth interviews and group discussions), the author proposes to add two new elements "Benefits" and "Working Environment" to the research model. Therefore, the article proposes the initial research model including the elements shown in Fig. 1.



**Fig. 1.** Proposed research model

From the research model, the author gives hypotheses from  $H_1$  to  $H_7$  as follows:

$H_1$ : The nature of work positively affects employees' job satisfaction.

- H<sub>2</sub>: Income has a positive relationship with the employee's job satisfaction.  
 H<sub>3</sub>: The co-worker factor contributes to increase employee's job satisfaction.  
 H<sub>4</sub>: Training and promotion opportunities help to improve employee's job satisfaction.  
 H<sub>5</sub>: Superiors factor has an impact on employee's job satisfaction.  
 H<sub>6</sub>: Benefits contribute to increased employee's job satisfaction.  
 H<sub>7</sub>: The working environment has a positive relationship with the employee's job satisfaction.

### 3. Research method

#### 3.1 Research data

The author has conducted a sample survey by issuing 330 questionnaires to the officers and employees currently working in the above auditing companies, branches. Hanoi city area. The results obtained 316 votes. After performing the checking and removal of unsatisfactory survey forms, there are 310 valid surveys, meeting the size of the research sample. Factors as well as questionnaires are designed based on different research results at home and abroad in recent years; At the same time, receiving the advice and suggestions of 10 experts who are managers at audit companies, audit lecturers at universities. The scale in the study is a 5-point Likert scale from disagree to completely agree (1 point corresponds to the answer is Totally disagree; 2 points corresponding to the answer is disagree; 3 points for Normal / neutral answer; 4 points for Agree; 5 points for Strongly agree) for questions related to 07 Factors: job nature, income, coworkers factor, training and promotion opportunities, Relationship with Superiors, benefits, work environment.

#### 3.2 Research method

In this study, the author applies a mixed research method combining qualitative and quantitative research. In which, qualitative research is a method of in-depth interview by discussion with qualified and experienced experts. For quantitative research methods, it is conducted through the collection of questionnaire survey data and processed by SPSS software to analyze data using the following techniques: Descriptive analysis, Cronbach's Alpha test, EFA exploratory analysis, multiple regression analysis.

Dependent variable: Job satisfaction of officials and employees currently working in audit firms in Hanoi.

Independent variables: Relevant factors as shown in Fig. 1.

Research model:  $SAT = a_0 + a_1X_1 + a_2X_2 + \dots + a_7X_7 + e_i$ ,

where, SAT: General satisfaction of public officials staff currently working at audit firms in Hanoi;  $X = \{X_1, \dots, X_7\}$ : Factors scale variables affecting SAT;  $a = \{a_0, \dots, a_7\}$ : Regression coefficient affects the SAT;  $e_i$ : error.

### 4. Research Results

#### 4.1. Scale test

The results of evaluating the reliability of the scale by Cronbach's Alpha showed that all scales had reliability greater than 0.6 and total variable correlation coefficient greater than 0.3. All scales satisfy the conditions to analyze discovery factors EFA. The reliability of the scales is summed up in the table below.

**Table 1**

Test results of the scale

No.	Variable name	Symbols	Number of observed variables	Cronbach's Alpha	Coefficient total variable correlation coefficient
1	Job nature	WO	4	0.786 (min)	0.540
2	Income	IN	4	0.880	0.675
3	Co-workers	CO	4	0.894	0.698
4	Work environment	EN	4	0.740	0.513
5	Benefits	BE	4	0.872	0.688
6	Relationship with Superiors	SU	4	0.729	0.468
7	Training and advancement opportunities	PR	4	0.741	0.503
8	Job satisfaction	SA	3	0.739	0.500

#### 4.2. Explore factor analysis EFA

Factor analysis was performed with Principle Component extraction, Varimax rotation for the dependent observed variable. The results showed that the coefficient KMO = 0.808 (meet the condition > 0.5); Significance level and Bartlett test = 0.000 (< 0.05) shows that the EFA analysis is appropriate. The total extracted variance is 67.989% > 50%; and factor load factors are greater than 0.5 should meet the requirements. The official scale after handling EFA includes 24 observed variables as proposed.

**Table 2**

Results of factor analysis to discover EFA independent variables

	Factor					
	1	2	3	4	5	6
CO4	0.837					
CO2	0.825					
CO3	0.778					
CO1	0.770					
BE3		0.760				
BE4		0.757				
BE1		0.824				
BE2		0.812				
EN1			0.729			
EN2			0.714			
EN3			0.704			
EN4			0.619			
IN4				0.903		
IN3				0.825		
IN2				0.818		
IN1				0.797		
SU3					0.840	
SU1					0.663	
SU2					0.740	
SU4					0.576	
WO1						0.785
WO3						0.722
WO2						0.695
WO4						0.671
PR1						0.601
PR4						0.701
PR3						0.824
PR2						0.738

Results analysis of the correlation matrix Pearson shows the correlation coefficients are standard statistical significance (Sig. <0.01). Therefore, all variables will be used in regression analysis.

#### 4.3. Regression analysis

**Table 3**

The results of statistical values of factors affecting job satisfaction of employees' accountant, auditors

Model	R	R-Square	R-Squared adjusted	Sai estimate of standard deviation	coefficient Durbin - Watson
1	0821	0673	0666	0.53417	1714

a. Predictors: (Constant), Training and Promotion Opportunities, Co-worker, Income, Nature of Work, Work Environment, Benefits, Relationship with Superiors

b. Dependent Variable: Job satisfaction

R-squared adjustment reflects the degree of influence of the independent variables on the variation of the dependent variable, in this case 7 factors (Training and advancement opportunities, Co-workers, Income, Nature of work, Work environment, Benefits, Relationship with Superiors) affects 66.6% of job satisfaction. Factors other than the model and random error affect 33.4% on the factor of job satisfaction. The Durbin-Watson coefficient lies at 1.714, in the range from 1.5 to 2.5, so there is no first order sequence autocorrelation. In order to check whether this regression model is suitable for the collected data set and has application significance, the author continues to test the model's suitability through ANOVA test as follows:

**Table 4**

Suitability test (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	177.638	7	25.377	88.937	0.000
	Residual	86.171	302	0.285		
	Total	263.808	309			

a. Dependent Variable: Satisfied with job

b. Predictors: (Constant), Training and Promotion Opportunities, Co-workers, Income, Nature of Work, Working Environment, Benefits, Relationship with Superiors

Sig accredited  $F = 0.000 < 0.05$  so the regression model evaluates the degree of influence of 7 factors (Training and promotion opportunities, Co-workers, Income, Nature of work, Work environment, benefits), to the satisfaction of accountants, audit. The

model's F-statistic has the value Sig. = 0.000 < 0.05 indicates that the model is suitable for the data set and can be deduced overall. VIF coefficients are all less than 2, so there is no multicollinearity phenomenon between the components that does not appear in the research model. The regression results show that the influence of 7 factors on the satisfaction of accountants and auditors at auditing firms in Hanoi is shown in the table below:

**Table 5**  
Results of multiple regression with partial regression coefficients in the model

Model		Unstandardized		Standardized	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.010	0.235		0.043	0.965		
	Nature of Work	0.143	0.048		3.557	0.000	0.172	1.500
	Income	0.031	0.037			0.000	0.031	1.265
	Co-worker	0.869	0.040	0.104	2.164	0.000		0.087
	Work environment	0.082	0.049	0.068	1.683	0.000	0.654	1.530
	Benefits	0.005	0.055	0.004	0.089	0.000	0.956	1.193
	Relationship with Superiors	0.098	0.122	0.157	2.168	0.000	0.726	1.937
	Training and promotion	0.116		0.013	0.140	0.000		0.016

a. Dependent Variable: Job satisfaction

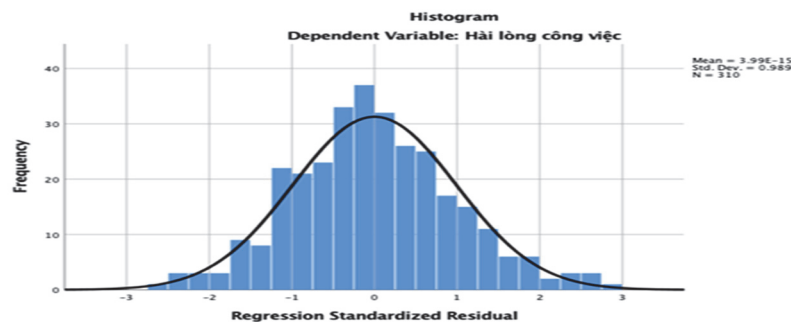
The regression model is written as:

$$Y = 0.01 + 0.143X_1 + 0.031X_2 + 0.104X_3 + 0.068X_4 + 0.004X_5 + 0.157X_6 + 0.013X_7 + e$$

In which: Y is the satisfaction with the job

$X_1$ : The nature of the job;  $X_2$ : Income;  $X_3$ : Colleagues;  $X_4$ : Working environment;  $X_5$ : Benefits;  $X_6$ : Leadership;  $X_7$ : Training and promotion opportunities; E: Residual

Fig. 1 shows the histogram of normalized residual frequency chart where the mean is very small mean close to 0 (Mean = 3.99 E - 15) and standard deviation is also close to 1 (0.989). Thus, the normal distribution of the remainder is not violated.



**Fig. 1.** Distribution of residuals

## 5. Discussion and recommendations

### 5.1. Discussion

Based on the results of quantitative research on factors affecting job satisfaction of accountants and auditors at auditing firms in Hanoi, some conclusions can be drawn. Following:

Multiple linear regression equation extracted according to normalized Beta coefficient shows that leadership factor has higher standardized Beta coefficient (0.157) than all other factors. The standardized Beta coefficients of the remaining factor are: Job nature (0.143), Income (0.031), Co-worker (0.104), Work environment (0.068), welfare (0.004), opportunity Training and promotion (0.013). Thus, the nature of work, relationships with leaders in the working process are the most influencing factors on the satisfaction of accountants and auditors in Auditing firms in Hanoi. This may explain that, for the specifics of the audit, the nature of the work; Strict compliance with the audit program, the direction of the unit's leadership is very important. The assignment and direction clearly, transparently, and fairly will create comfort and greatly affect the satisfaction of employees in the working process, which directly affects the quality of the public job.

### 5.2. Recommendation

From the research results of factors affecting the job satisfaction of accountants and auditors at auditing firms in Ha Noi, the author gives some recommendations to improve the level of job satisfaction, thereby improving the work quality of the accountants and auditors at the Hanoi auditing firms as follows:

Regarding the working environment: to improve the quality of the working environment Job, auditing firms need to reduce work pressure and appropriately allocate personnel to each job, develop adequate supportive policies and rewards. Improving the quality of the working environment plays an essential role in the satisfaction, quality of work and long-term ability to stay with the company.

Relationship with co-worker: Auditing companies need to create a friendly and fair working environment, policies to encourage employees to work and coordinate together to complete their jobs.

Regarding training and promotion opportunities: Auditing companies need to pay attention to training and career advancement for employees. Because, when receiving vocational training, skills and knowledge, employees will feel they are concerned and trusted and that is the driving force for them to become more and more satisfied and engaged with the organization.

Income: To improve income, auditing firms need to develop a fair and reasonable salary, bonus and allowance policy. Increase income and promotion opportunities for employees based on years of experience and dedication.

With the characteristics of audit, the necessary and most important condition to improve service quality and reputation, the brand of the unit is the human issue, the staff. Once the staff of the unit is satisfied with the job, productivity and efficiency, the quality of the unit's work will constantly increase.

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