



International Journal of Business and Globalisation

ISSN online: 1753-3635 - ISSN print: 1753-3627

<https://www.inderscience.com/ijbg>

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DOI: [10.1504/IJBG.2024.10068470](https://doi.org/10.1504/IJBG.2024.10068470)

Article History:

Received:	29 April 2021
Last revised:	15 July 2022
Accepted:	24 July 2022
Published online:	11 April 2025

Analysis of factors affecting job satisfaction of manual workers: a case study from a garment factory in Northern Vietnam

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Abstract: Numerical studies have been performed to investigate determinants of employees' job satisfaction in recent years. However, little is known about how blue-collar workers are satisfied with their job. Because manual workers are primary stakeholders who contribute to the success of a company, comprehending employee interest may help answer the question about the high or low levels of employee engagement in the workplace. Using the explanatory factor analysis framework, this study addresses the determinants of the job satisfaction of manual workers at a garment manufacturing company in northern Vietnam. The research result shows that superior-subordinate work relationships, benefits, and occupational safety encourage the job satisfaction of manual workers. The insignificance of compensation in this research could be explained by the low educational levels. More importantly, the study indicates that superiors should use their power constructively when interacting with workers and offer a benefits package to drive employee loyalty.

Keywords: job satisfaction; garment factory; exploratory factor analysis; EFA; Vietnam.

Reference to this paper should be made as follows: Thi, H.V., Thu, H.P., Thi, L.A.N. and Thu, T.L. (2025) 'Analysis of factors affecting job satisfaction of manual workers: a case study from a garment factory in Northern Vietnam', *Int. J. Business and Globalisation*, Vol. 39, No. 5, pp.1–16.

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1 Introduction

Human asset plays a vital role in enterprises' performance and organisational goal (Hidayati and Sunaryo, 2019). Henceforth, one of the human resources professionals' priorities is to keep employees satisfied. During the past decade, employee satisfaction has received an increasing amount of attention from scholars and practitioners. Levinson (1997) and Moser (1997) proved the correlation between job commitment and job satisfaction. Importantly, keeping workers happy would help lower turnover rate and boost productivity which enhances the company's overall success (SHRM, 2014; Seng and Wai, 2016; Tajpour et al., 2021).

Starting its renovation program (Doi Moi) in 1986, Vietnam has gained notable economic achievements. The strong economic growth rate averaged nearly 8% during the 2007–2018 period, particularly with a growing number of entrepreneurs operating under a multi-sector growth framework (Huy, 2016). After 35 years of implementing the open-door policy to attract FDI, Vietnam has witnessed the dynamics of FDI firms which help create new and better-paying jobs and improve working conditions in support of low-wage workers. The process of globalisation concurrently impacts every aspect of socio-economic life on an international scale. This demonstrates an opportunity for Vietnamese small businesses, which intrinsically dominate labour-intensive industries, to attract foreign investment (Dana, 1994; Tien et al., 2020ab).

At the moment, Vietnam is in the period of the golden age. The number of people entering the workforce (aged 15–64) reached roughly 54.61 million in January 2019 and continued to rise sustainably (GSO, 2019). This notion virtually stresses out the question of labour rights, which acquires the responsibility of both Vietnam authorities and foreign investors. One of the fundamentals of employee satisfaction is the motivating factors which drive employees to do at work. Blue-collar workers play a major workforce in the Vietnamese manufacturing sector. Therefore, human resources recognition in Vietnam is

required even with the lowest level of single workers (Tien et al., 2020a). Nonetheless, most employers seek to elaborate on white-collar workers' perception of job satisfaction rather than manual employees. The relationship between employees and superiors is based upon an autocratic leadership style and family-based management model, causing inconvenience and less democracy (Tien et al., 2021).

The study employed a case of a garment manufacturing company in northern Vietnam to examine different aspects of job satisfaction of manual workers, including work environment, work cohesion, compensation, benefits and occupational safety. Recruiting around 1,000 employees, this medium foreign-owned firm plays actively in Vietnam, where foreign-directed invested firms account for 60% of the country's total garment and textile export revenue. This paper is primary research in the sense that it used primary sources obtained by first-hand observation and investigation. Furthermore, the information was achieved from secondary sources such as the General Statistics Office of Vietnam (GSO) and the Society for Human Resource Management (SHRM).

The other goals are to suggest feasible recommendations for better employee satisfaction and propose future studies. In order to address the research problem, we develop the three main questions as follows:

- Question 1 What factors affect the job satisfaction of manual workers in the garment sector in northern Vietnam?
- Question 2 What are the recommendations to improve the job satisfaction of manual workers in the garment sector in northern Vietnam?
- Question 3 Which proposals can be created for future research?

The structure of the paper is as follows. Section 2 presents the literature review on job satisfaction; Section 3 introduces the research methodology. Section 4 describes the results and findings. Section 5 follows with discussion and gives recommendations, and Section 6 concludes the paper.

2 Literature review

There has not been an agreement among scholars on what job satisfaction is. Nevertheless, it was once articulated by Hoppock (1935) as any combination of psychological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. Employees may be satisfied with some aspects of their jobs while being dissatisfied with others. It is assumed that employees are able to balance the specific satisfactions against the specific dissatisfaction and arrive at a composite satisfaction with the job as a whole (Hoppock, 1935). In other words, job satisfaction is affected by external factors such as the work environment and internal ones as intrinsic characteristics of an employee.

Additionally, Vroom (1994) approached the concept of job satisfaction by examining the bond between personal expectations and different workplace variables. The fundamental of this theory is that if employees put more effort into improving their work performance, they will be compensated with well-deserved rewards. Therefore, dissatisfaction happens when the compensation is incompatible with their outcome. For instance, workers will feel dissatisfied if their rewards are less than what they expect.

Moreover, dissatisfaction also occurs when employees think they do not deserve the appraisal from their workplace. Vroom also cited that compensation could be illustrated by a non-finance variation such as benefits, job security, training and development.

Last but not least, one of the most comprehensive definitions is from Locke (1976), that defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. In other words, how satisfied an employee is with his job depends on how well it provides what he thinks is important. Employees, in practice, experience a sense of achievement, self-actualisation, recognition, responsibility and growth (Seng and Wai, 2016). People's perspective of their necessity varies, leading to their satisfaction in the workplace being correlated to each other. Henceforth, human resources managers need to balance the benefits among employees with different satisfaction expectations.

The role of job satisfaction towards job motivation has been amplified in different theories and researches. Job motivation is fundamental to building up Maslow's (1943) hierarchy of needs. The hierarchical ladders, in theory, are self-actualisation, esteem, love/belonging, safety, and physiological needs. When an individual feels satisfied with the tier he is currently in, he will not be motivated to move to the upper stage. Hence, it is evident that job satisfaction could majorly affect one's motivation in the workplace. Another notable satisfaction theory that is the basement for developing job motivation is the two-factor theory (Herzberg, 1987). The theory introduced job satisfaction under two segments – hygiene factors (status, job security, salary, benefits, work conditions, insurance) and motivators (challenging work, recognition, responsibility, opportunity, and involvement). Meanwhile, satisfaction with hygiene factors will keep employees from feeling dissatisfied, while satisfaction with motivators will further motivate them. Therefore, in order to produce job motivation for an employee, employers have to offer motivators that make them satisfied.

Aside from significant effects on job motivation, the importance of job satisfaction towards occupational and organisational psychology was stressed numerous times by researchers. The significant link between job commitment and job satisfaction was reinforced by Levinson (1997) and Moser (1997). Moreover, the quality of relationships between employees and the organisation determines their commitment to work (Hidayati and Sunaryo, 2019). The absence of job satisfaction often led to lethargy and reduced higher professional responsibility for efficacious in-service teachers. Correspondingly, lack of job satisfaction was considered as a predictor of quitting a job (Alexander et al., 1998; Jamal and Preena, 1998). As a result, job satisfaction could cause job migration as it triggers people to switch to different workplaces to heighten their pleasure.

Keeping workers happy would help lower the turnover rate, which eventually lower costs attributed to the human resource department (SHRM, 2014). Employees with higher job satisfaction tend to have higher productivity and are more loyal than others. Henceforth, high job satisfaction would boost sales, lower costs and increase the company's profit. Lack (2011) showed that job satisfaction strongly impacts occupational morale and absenteeism, which could majorly affect the performance of companies. Overall, researching job satisfaction and its determinations are highly vital as their result is the proposal for further research on job satisfaction with other elements.

With different concepts of job satisfaction, multiple elements could be used to determine employee satisfaction in the workplace. One of the most widely used models to measure job satisfaction is the Job Descriptive Index, first developed in 1969 by a team of researchers at Cornell University's Industrial Psychology Program and became the

‘gold standard’ for job satisfaction research. Since the original in 1969, several updates and replacements for the JDI have been made. The last update was the 2008 version, where JDI comprises five differentiable facets: the work itself, pay, the opportunity for promotion, supervision, and co-workers. Moreover, these indexes are also constrained under particular circumstances like age, race, marital status, and education to provide relevant information.

With that being said in rationale, most employers seek to elaborate on white-collar workers’ perception of job satisfaction rather than blue-collar employees. Hence, most studies focused on what factors influence the job satisfaction of knowledge workers and how to improve them. One of the few that paid attention to manual workers’ reports by Inkson (1997) investigated a sample of 383 male workers with four different jobs in New Zealand. Regarding research methods, the questionnaire was structured based on five facets of JDI. The result showed that pay and promotion play the most important in keeping manual workers satisfied. Meanwhile, the natures of the job and work relationships have a negative impact on job satisfaction.

Blue-collar workers are less satisfied with their work duties than white-collar workers partly because the work environment is different (STUC, 2018). Manual workers tend to work repetitively with less break time and a lack of health care treatment. As a result, work conditions, occupational safety and health are critical in determining job satisfaction.

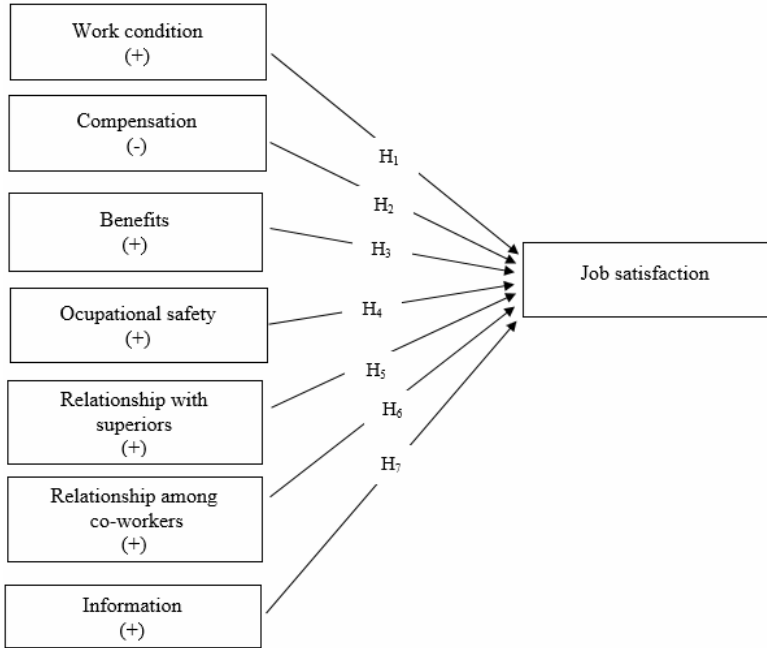
In other research about knowledge workers, pay is the main factor affecting job satisfaction. Asking 600 US employees to rate different job satisfaction aspects by their importance, the results showed that compensation was the most critical factor and followed by job security, opportunities to use skills and abilities, relationships with immediate supervisors and overall benefits (SHRM, 2014). Moreover, Lydon and Chevalier (2002) also emphasised the effect of wages on job satisfaction in relation to demographic backgrounds. Kadarisman (2012) showed top five factors affecting government employees’ job satisfaction are salary, benefits, work conditions, work cohesion, and development opportunities.

On the other side, other studies proved that work cohesion or relationship in the workplace is the most important facet. Rizwan and Khan (2016) demonstrated that leadership is vital in keeping employees satisfied. Good leadership helps employees have more belief in their organisational policies and inspires them to perform better. Moreover, teamwork is the most influencing factor, followed by the work environment, training, development, and rewards.

Most studies about job satisfaction were conducted based on the JDI of five facets with slight variation. The factors examined in this paper are also constructed on the same basis with a small twist. Firstly, because the subject matter of this research is manual workers in a garment factory in Vietnam, promotion is somewhat irrelevant to analysing job satisfaction. Therefore, promotion, training and development are excluded from the research. Next, based on previous studies, the facet of the work itself is divided into two differentiable factors – work conditions and occupational safety and health. Some studies also showed the different impacts of salary and benefits on the job satisfaction of employees (Abayomi and Ziska, 2014; Lee and Sabharwal, 2014). Henceforth, the factors examined in this study include work conditions, the relationship among co-workers, relationships with superiors, compensation, benefits, occupational safety and information.

These factors are also the seven independent variables which are represented in the table of hypotheses hereunder.

Figure 1 Hypothesised model



3 Research methodology

3.1 Data sample

The population in this research is around 1,000 manual employees working in a foreign-owned garment enterprise in northern Vietnam. We selected a random sample of 120 respondents to participate in a self-administered survey. The questionnaire was distributed among 120 manual workers in the company by direct and indirect methods. We have met 30 employees in person for interviewing and distributed questionnaires to 90 other employees. The response rate is 68.3%, corresponding to 83 out of 120 surveys sent. After examining, we reported that five responses were not qualified. Therefore, the number went down to 78 valid responses, which accounted for 65%.

Survey respondents are employees directly affected by the enterprise's policy and conditions. These people are villagers living around the workplace and most have just finished secondary and upper-secondary education. A few other employees working in the office were excluded from the sample as they were not the research subject.

3.2 Instruments and measures

The questionnaire includes two sections. Section 1 represents respondents' demographic background, which helps convey the information of manual employees about their age,

education, income, and work experience. Section 2 comprises factors expected to affect employee job satisfaction, such as work conditions, work cohesions, compensation, benefits, occupational safety and information. The questionnaire was constructed with 33 questions for independent variables and five questions for the dependent variable. All answers are measured with Linkert's five-point scale: 1 as strongly disagree, 2 as disagree, 3 as neutral, 4 as agree and 5 as strongly agree. The questionnaire result will be used as material for the subsequent quantitative analysis. After being collected, the information from valid responses was coded and entered into SPSS for quantitative analysis.

4 Research results

Before conducting a reliability analysis, we analysed the demographic characteristics of workers based on workers' age, education, experience, and income. The result showed that the percentage of females working in the garment factory is much higher than that of males, gaining at 77% and 23%, respectively. Most respondents are 25–40 years old, accounting for 54% of the sample size. Meanwhile, the workers under 25 are less common, followed by the upper ones, accounting for 30% and 17% respectively. In terms of education, the result somewhat illustrated the work nature of these employees when only about 20% of responses went to higher education. Most of them stopped studying after upper-secondary school with a percentage of approximately 64%, and the rest is in secondary education.

Moreover, the work experience varies among the respondents when half of them have been working here for 1 to 3 years. About 20% have been working for less than a year while the rest have more than three years of experience. Lastly, the proportions of income in each level correspond perfectly to the work experience when half of them are in the middle group, which is from 3.5 to 5 million VND. 20% of the interviewed workers earned less than 3.5 million due to lack of work experience, whereas the rest are compensated more than 5 million VND.

According to Table 1, the average job satisfaction of the total sample was 3.7, which was the same for both genders. However, job satisfaction was different among age groups. The table showed that workers younger than 25 years old had the lowest job satisfaction, which was 3.5 and it reversed in the group of more than 40 years old. It can be explained by the fact that younger people like to experience different jobs at different workplaces which may be far from home. In contrast, the older one tends to enjoy stable work which generates stable income and they are more satisfied with a job around their home.

In addition, the educational level had a negative effect on job satisfaction. Meanwhile, if a worker has more schooling years than others, he feels less satisfied with his job. It is reasonable as he could have more job opportunities compared to his co-workers.

Furthermore, people with income from 3.5 to 5.0 million VND had the same job satisfaction level at an average of 3.7. It meant that this scale of compensation was acceptable to manual workers. The satisfaction level of people with an income of more than 5.0 million VND was 4.2, much higher than the average one, revealing that they were the most satisfied. It could be explained by the fact that workers in industrial areas

with a lower level of education can have a stably good life standard when they earn more than 5.0 million VND per month.

Table 1 Job satisfaction analysis based on demographic factors

		<i>Average job satisfaction by groups</i>	<i>No. of observation</i>	<i>Average job satisfaction</i>	<i>Total observation</i>
Gender	Female	3.7	48	3.7	78
	Male	3.7	14		
Age	Less than 25	3.5	18	3.7	78
	From 25 to 40	3.8	34		
	More than 40	3.9	10		
Years of education	Secondary school	3.9	10	3.7	78
	Upper-secondary school	3.7	40		
	Higher education school	3.6	12		
Work experience (month)	Less than 12	3.3	14	3.7	78
	From 12 to 36	3.7	32		
	More than 36	4.2	16		
Income (million VND)	Less than 3.5	3.3	13	3.7	78
	From 3.5 to 5.0	3.7	36		
	More than 5.0	4.2	13		

4.1 Reliability analysis

The reliability analysis was conducted by using Cronbach's alpha test in SPSS and the results are presented in Table 2.

Table 2 Scale reliability of variables

<i>Construct</i>	<i>Cronbach's alpha</i>	<i>Number of items</i>	<i>Item deleted</i>
Work condition (MT)	0.756	5	MT1
Relationship with superior (QHT)	0.824	6	QHT5
Relationship among co-workers (QHD)	0.806	3	QHD2
Compensation (WC)	0.927	5	
Benefits (CC)	0.886	6	CC5
Occupational safety and health (ALTD)	0.832	4	
Information (TT)	0.585	4	
Job satisfaction (A)	0.768	5	

Cronbach's alpha coefficients of item deletion were higher than those of the total variables, therefore being excluded from the model.

4.2 Exploratory factor analysis

We then used the exploratory factor analysis (EFA) model to test six total factor variables covering 23 items. The result shows that all 6 variables were kept with the total extracted variance of 82.96% > 50% and eigenvalues of 1.287 > 1. KMO was 0.611 > 0.5 and p-value = 0.000 < 0.05 meant that all variable had correlation with others and were accepted in EFA. Varimax rotation was conducted with a transmission coefficient > 0.5 and no item was excluded after the analysis. There were two items: MT4 and CC4 were rotated to the wrong total variables while 21 other item variables were kept on their right total variables in Table 3.

Table 3 Rotated component matrix of independent variables

	<i>Component</i>					
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>
WC5	0.875					
WC2	0.782					
WC4	0.694					
WC3	0.687					
CC4	0.670					
WC1	0.631					
CC3		0.866				
CC1		0.840				
CC2		0.791				
CC6		0.730				
QHT3			0.820			
QHT2			0.784			
QHT6			0.761			
QHT1			0.747			
QHT4			0.685			
ATLD2				0.836		
ATLD1				0.762		
ATLD3				0.751		
MT4				0.519		
MT2					0.807	
MT3					0.794	
MT5					0.686	
QHD3						0.799

Because KMO = 0.700 which was larger than 0.5, p-value = 0.000 which was smaller than 0.05, four item variable extracted one component.

4.3 Regression model

4.3.1 Pearson correlation

Before doing the regression analysis, we tested the Pearson correlation between the independent and dependent variables. All variables correlated with others so that they were used in the regression model. The result was shown in Table 4.

Table 4 Pearson correlation of variables

		<i>F_A</i>	<i>F_MT</i>	<i>F_QHD</i>	<i>F_QHT</i>	<i>F_WC</i>	<i>F_CC</i>	<i>F_ATLD</i>
Pearson correlation	<i>F_A</i>	1.000						
	<i>F_MT</i>	0.656	1.000					
	<i>F_QHD</i>	0.429	0.307	1.000				
	<i>F_QHT</i>	0.664	0.282	0.446	1.000			
	<i>F_WC</i>	0.464	0.457	0.459	0.520	1.000		
	<i>F_CC</i>	0.540	0.405	0.301	0.325	0.682	1.000	
	<i>F_ATLD</i>	0.655	0.546	0.385	0.484	0.591	0.465	1.000

Table 5 Regression result

Model	Unstandardised coefficients		Standardised coefficients	t	Sig.	Collinearity statistics				
	B	Std. error	Beta			Tolerance		VIF		
(Constant)	−0.388	0.275		−1.414	0.162					
F_MT	0.355	0.060	0.402	5.944	0.000	0.660			1.515	
F_QHD	0.049	0.047	0.067	1.028	0.307	0.718			1.392	
F_QHT	0.567	0.079	0.494	7.158	0.000	0.636			1.572	
F_WC	−0.304	0.071	−0.386	−4.301	0.000	0.376			2.660	
F_CC	0.353	0.077	0.349	4.572	0.000	0.519			1.926	
F_ATLD	0.203	0.066	0.237	3.088	0.003	0.514			1.945	
Model	R	R square	Adjusted R square	Std. error of the estimate	Change statistics					Durbin-Watson
					R square change	F change	df1	df2	Sig. F change	
1	0.886 ^a	0.785	0.767	0.40764	0.785	43.261	6	71	0.000	2.641

4.3.2 Regression results

According to Table 5, variable *F_QHD* had a sig. value < 0.05. Therefore, *F_QHD* is statistically insignificant, or the relationship among co-workers has no impact on the job satisfaction of manual workers. Meanwhile, the value of variables *F_WC* is larger than two, which is unreliable. Eventually, variables *F_MT*, *F_QHT*, *F_CC* and *F_ATLD*, which all have sig. value < 0.05 and VIF < 2, will be valuable in the model. In other words, work conditions, relationship with superior, benefits and occupational safety positively impact employee satisfaction of manual workers. Relationships with superiors

have the strongest effect and followed by work conditions, benefits and occupational safety.

The regression equation:

$$Y = -0.388 + 0.355 * X_1 + 0.049 * X_2 + 0.567 * X_3 \\ - 0.304 * X_4 + 0.353 * X_5 + 0.203 * X_6$$

$$\begin{aligned} \text{Job satisfaction} = & -0.388 + 0.355 * \text{work conditions} + 0.049 \\ & * \text{relationship among co-workers} + 0.567 \\ & * \text{relationship with superior} - 0.304 * \text{compensation} \\ & + 0.353 * \text{benefits} + 0.203 * \text{occupational safety} \end{aligned}$$

Moreover, the coefficient of determinants of the model (adjusted R^2) was 0.767, meaning that factors explained 76.7% of job satisfaction in the model. In addition, the histogram and P-P plot chart showed that the mean of residential was 0, and the standard deviation was nearly equal to 1 (0.960), revealing that residential data had a normal distribution. Moreover, Durbin-Watson = 2.641 assured that the residential was independent of the model.

5 Discussion and recommendations

The relationships with superiors, work conditions, benefits, and occupational safety have a positive impact on the job satisfaction of manual workers. The findings concur with previous studies that if more opportunities are given to employees, they will be more likely to be engaged in their workplace (Tett and Meyer, 1993; Seng and Wai, 2016; Tajpour et al., 2021). It corresponds to previous studies that emphasise work cohesion as the most important factor (Resheske, 2001; Rizwan and Khan, 2016; Hidayati and Sunaryo, 2019). However, the result contradicts that of Inkson (1997), as he cited work relationships negatively impacting job satisfaction. Moreover, even though work cohesions are not the most important factors in other studies, they appeared to be necessary for ensuring employee satisfaction.

Meanwhile, the strong impact of work conditions and job safety are stressed by STUC (2008) and SHRM (2014), especially for manual employees. The factor was emphasised in different research papers as one of the most important facets. The work environment of blue-collar workers tends to be more safety-acquired and less liberal than white-collar workers. Therefore, a safe and comfortable work environment would prominently boost employee satisfaction.

Benefits have been stated in numerous studies about job satisfaction as one of the most important notions. In this research, particularly about manual workers, the impact of benefits is still significant. Most employees in the garment factory are villagers with low income and poor living conditions. Therefore, the company's small benefits like vehicle reimbursement or a good insurance policy could make them happy.

In general, the inconsistent results from different studies are sensible since many variables could affect consistency. Firstly, most of the studies are conducted in the field of white-collar workers. As a result, work conditions are not as significant to keep them satisfied as other factors. On the other hand, the insignificance of compensation in this research could be explained by the low educational levels of respondents. With low living

standards and knowledge limitations, manual workers tend to compromise with the payment amount their employers give them as long as they can afford their basic needs. While with knowledge workers, the impact of pay and compensation is higher due to their higher expenditure. In both areas of blue-collar and white-collar workers, leadership plays an important role in acquiring their satisfaction. With strong spiritual leadership, employees would feel more inspired to improve their work performance and feel more optimistic about their careers. Moreover, in a labour-intensive environment, the interaction between co-workers is less significant than in an office since they do not need much acknowledgement from colleagues to feel satisfied.

The findings summarised here have practical implications for superiors of firms in Vietnam as well as in other developing countries. First, improving the relationship with superiors includes superiors' professional and managerial capacity, effective interaction between workers and superiors, and benefits, including reward, recognition, and benefits of insurance and travel expense support or day off policy.

The industrial garment sector has its own characteristics, which require higher managerial skills. The fact is that garment companies in Vietnam do their work in textile and clothes mainly from July to October annually, in which the weather is unfavourable. In addition, as mentioned before, the workload in garment sectors focuses on the specific period of months, and workers have to work overtime during this intensive time. Therefore, superiors should encourage them by increasing compensation, benefits or rewards. Furthermore, managers need to improve their interpersonal skills to better communicate with workers as they are mainly lower educated in rural areas. Compared with knowledge workers, manual workers' esteem and attitude are greatly affected by external factors such as co-workers and superiors, making managers' roles much better.

Moreover, garment enterprises have more female workers than male ones, there are likely to occur several problems related to personal benefits or disagreements at work. Therefore, it is high time for managerial people to patiently listen to workers' opinions to feel more appreciated in their workplace, which directly increases their faithfulness to the company.

As a result, it is essential for industrial enterprises that need a high percentage of manual workers to build a strong tie between their employees and managers. Industrial enterprises, especially those having a large number of manual workers, should build up monthly or quarterly rewards for effective and hard-working employees to encourage them to devote to work.

Second, managers should raise workers' job satisfaction by improving work conditions, including working time and space, overall working environment, occupational safety and personal protective equipment. To reduce dissatisfaction with working time, enterprises should consider hiring temporary workers who can be villagers living around when they are free of work. Therefore, the full-time workers do not have to face overload, which affects their feeling at work. Moreover, it would be much better when workers could participate in field trips or team building held by the company during unpressured working time. If time shifts can be divided into shorter shifts followed by 5 to 10-minute breaks, employees would feel more relaxed, blowing the tiredness and stress away. It will improve the working environment as co-workers have more chances to share and help each other finish work.

The facility of the enterprises should be more concerned as it reflects the stable development strategy and substantial investment in repairs. A cleaning timeline and policy should be improved in which all workers have to tidy up their own spaces before

leaving the company. All unnecessary stuff should be moved to the warehouse. Materials and equipment should be scientifically and reasonably reorganised. In addition, if the company has strategies to expand its business, it is advisable to have an intensive plan for the development of infrastructure.

To increase occupational safety, enterprises need to build up a health and safety committee to provide annual health and safety training. Moreover, types of equipment such as fire alarm systems, smock detectors, and fire-fighting systems need checking annually. Drinking water tests and annual health checks should also be conducted and provided to ensure workers' health.

6 Conclusions

Job satisfaction is a critical component of organisational and occupational psychology. Nevertheless, most of them are confined to understanding the employee satisfaction of white-collar workers. Especially in business ethics, the job satisfaction of manual workers has not received enough attention from researchers and human resources personnel. This study was conducted to discover factors influencing the job satisfaction of manual workers in the case of a foreign-owned garment factory in Vietnam. The research states that a relationship with superiors is the most influencing facet of employee satisfaction, followed by work conditions, benefits, and occupational safety.

The study, however, reveals some limitations. Besides presenting an in-depth investigation of employee job satisfaction in an FDI garment and textile firm, the paper could not generalise findings from one case study to other settings. Due to variations in backgrounds such as regions, job nature, and demographics, the research model and result could not represent the overall job satisfaction of manual workers in Vietnam. Therefore, for future research, the authors propose expanding the concept of job satisfaction to different professions, regions, and relationships with job motivation, attitudes, and absenteeism.

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Appendix

Table A1 Survey questionnaire

Items	Variables		Questions
A	Job satisfaction	A1	I clearly understand my job requirements.
		A2	I think my workload is acceptable.
		A3	My mood at work is always happy and optimistic.
		A4	I am personally satisfied with my work performance.
		A5	I commit to working for the company in the long run.
MT	Work conditions	MT1	The company location is more convenient to competitors.
		MT2	The working hour in the company is more sensible compared with that of competitors.
		MT3	The working space is comfortable for me.
		MT4	I have no trouble using the company's equipment and facilities.
		MT5	The work environment is very friendly and united.
QHT	Relationship with superior	QHT1	I believe in my superior's professional capability.
		QHT2	My superior always welcomes my opinions relating to work.
		QHT3	I always receive encouragement from my superior.
		QHT4	My superior always gives approval to my success by intangible and tangible rewards.
		QHT5	My superiors know how to criticise me when I make mistakes.
		QHT6	My superior does not discriminate among his/her subordinates.
QHD	Relationship among co-workers	QHD1	I feel the reliability of my co-workers.
		QHD2	My colleagues always share their experiences and support me at work.
		QHD3	There is no contradiction among co-workers.
WC	Compensation	WC1	I think my compensation is well-deserved to my work performance.
		WC2	I receive compensation for this work better than other works that I can do.
		WC3	I am being paid in this company better than that of competitive companies.
		WC4	I think my company's pay rise policy is reasonable.
		WC5	I think my company's overtime pay is reasonable.

Table A1 Survey questionnaire (continued)

<i>Items</i>	<i>Variables</i>	<i>Questions</i>	
CC	Benefits	CC1	I think my company's insurance policy is reasonable.
		CC2	I think my company's vehicle reimbursement is reasonable.
		CC3	I think my company's sick leave is reasonable.
		CC4	I think my company's holidays pay is reasonable.
		CC5	I think my company's subsistence allowance is reasonable.
		CC6	I think my company's policy towards occupational accidents is reasonable.
ALTD	Occupational safety	ALTD1	I am facilitated with comprehensive protective equipment at work.
		ALTD2	I was fully instructed about health and safety at the workplace when I started to work at the company.
		ALTD3	I feel safe at my workplace
		ALTD4	The work environment in the factory is very sanitary.
TT	Information	TT1	My superiors always inform me of updates or changes in my work.
		TT2	I know who to talk to when there are work-related questions.
		TT3	I am allowed to be encountered in work discussions with my superiors.
		TT4	I know the company orientation of development.