

A STRUCTURAL EQUATION MODELING APPROACH TO EXAMINE FACTORS INFLUENCING JOB SATISFACTION: A CASE STUDY OF THAI NGUYEN GARMENT JOINT STOCK COMPANY

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ABSTRACT

This study was conducted to explore the impact of four organizational factors - working conditions, compensation and benefits, supervisor support, and career development - on employee job satisfaction. A quantitative survey was conducted with 240 employees serving as the respondents at a manufacturing enterprise in Vietnam, and data was collected and analyzed using Structural Equation Modeling (SEM). The results show that all of the four selected factors have a statistically significant and positive impact on job satisfaction. Among them, working conditions ranked as the most influential factor, following by career development, compensation and benefits, and supervisor support. The findings emphasize the importance of both tangible (physical environment, salary) and intangible (growth opportunities, leadership) factors in shaping employee satisfaction at work. The study provides practical implications for human resource managers to improve workplace satisfaction and employee loyalty in similar situations.

Keyword: *job satisfaction, working conditions, compensation, career development, SEM*

1. INTRODUCTION

In the contemporary Vietnamese garment sector, maintaining a stable and motivated workforce is crucial for sustaining productivity and competitiveness. Thai Nguyen Garment Joint Stock Company (TNG) operates multiple branches across Thai Nguyen Province, employing tens of thousands of sewing-line workers. Despite its scale, TNG has recently encountered significant challenges, notably high employee turnover and suboptimal productivity levels—a pressing concern for labor-intensive enterprises.

Turnover remains endemic in Vietnam's garment industry, with reported annual rates as high as 15%–40% (Ho & Pham, 2024). In particular, garment workers face considerable work–family conflict, low income satisfaction, high job demands, and limited job control—factors shown to strongly drive turnover intention among interprovincial migrant workers (Nguyen & Rowe, 2023). Moreover, empirical evidence from a northern Vietnam garment factory indicates that supervisor–subordinate relationships, benefit packages, and occupational safety significantly enhance job satisfaction, while compensation may

be less decisive in contexts with lower educational levels (Phan & Vu, 2025).

Extensive studies in Vietnam's textile and garment sector reinforce that job satisfaction correlates with key dimensions such as compensation, safety climate, job characteristics, spiritual well-being, and coworker relationships. These factors also exert a negative influence on turnover intention, with job satisfaction and organizational commitment acting as mediators (Le & Tran, 2022). Furthermore, higher job satisfaction has been linked to improved loyalty and organizational outcomes in foreign direct investment (FDI) enterprises in Vietnam (Nguyen & Pham, 2023).

Within this context, this study investigates the determinants of job satisfaction among garment workers at TNG, aiming to address the company's ongoing issues of turnover and productivity. The study adopts a quantitative approach using Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) to evaluate the effects of four latent constructs - working conditions, compensation and benefits, supervisor support,

and career development - on perceived job satisfaction.

The analysis is expected to identify actionable factors that foster employee retention and engagement at TNG. The findings will offer evidence-based recommendations to human resource practitioners and policy-makers to design targeted interventions - enhancing welfare, improving supervisor support, fostering career development, and ensuring safe, supportive working environments—that ultimately support workforce stabilization and productivity improvement. In doing so, this study contributes to the broader literature on job satisfaction and turnover in Vietnam's provincial garment industry under conditions of high labor turnover and rapid expansion.

2. LITERATURE REVIEW

- Job Satisfaction in the Garment Sector

Job satisfaction is a multidimensional construct encompassing cognitive and affective evaluations of one's work (Spector, 1997). In Vietnam's textile and garment industry, high turnover rates—reported at nearly 36% in some regions—have become a critical issue, leading to reduced productivity and increased recruitment costs (Le & Tran, 2022). This is particularly evident in labor-intensive firms such as Thai Nguyen Garment Joint Stock Company (TNG), where thousands of workers are employed under varying working conditions and contractual arrangements.

- Working Conditions

Working conditions play a crucial role in shaping job satisfaction, especially in industrial environments. A study conducted in garment enterprises in Binh Duong Province found that physical conditions such as workplace cleanliness, ventilation, lighting, and safety significantly impacted both job satisfaction and performance (Nguyen & Pham, 2023). Occupational safety and the adequacy of work equipment are essential in preventing fatigue and improving morale, particularly in production-line settings. Moreover, worker stress levels and job performance are closely linked to the adequacy of the work environment, including ergonomic factors and rest arrangements (Vo & Hoang, 2020).

- Compensation and Benefits

Compensation remains a foundational factor in job satisfaction theory. While some studies suggest that wages are not the most decisive element for low-skilled labor (Phan & Vu, 2025), others show that salary, benefits, and job security remain central to worker retention and satisfaction. Le and Tran (2022) found that compensation, job characteristics, and a fair reward system significantly reduce turnover intentions in garment enterprises. The availability of benefits such as transportation support, meal allowances, and social insurance directly influences perceived organizational support and employee loyalty (Nguyen & Pham, 2023).

- Supervisor Support

The role of direct supervisors is well-documented in influencing job satisfaction. Phan and Vu (2025) emphasized that respectful treatment, guidance, and constructive feedback from supervisors are strong predictors of positive job attitudes. Similarly, perceived supervisor support has been shown to mediate the relationship between organizational commitment and job performance (Nguyen & Rowe, 2023). In the context of the Vietnamese garment industry, the quality of vertical communication within factories plays a vital role in reducing absenteeism and turnover.

- Career Development Opportunities

Access to training and opportunities for advancement are key motivators for long-term employee engagement. In the Binh Duong industrial cluster, workers who perceived clear career pathways reported higher job satisfaction and organizational commitment (Nguyen & Pham, 2023). This is supported by the ILO (2025), which emphasizes that workforce upskilling in Vietnam's garment industry is essential not only for productivity but also for minimizing labor attrition. Providing chances for skill development and internal promotion creates a sense of belonging and future orientation among employees.

These four latent constructs - Working Conditions, Compensation and Benefits, Supervisor Support, and Career Development Opportunities - have been consistently identified in the literature as determinants of Job Satisfaction, particularly in labor-intensive manufacturing sectors. This study seeks to validate and quantify the influence of these factors in the context of TNG, where workforce stability is a strategic concern.

3. OBJECTIVES OF THE STUDY

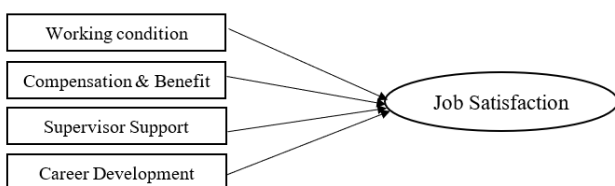
The primary objective of this study is to examine the factors influencing job satisfaction among garment workers at Thai Nguyen Garment Joint Stock Company (TNG), with a particular focus on four key constructs: working conditions, compensation and benefits, supervisor support, and career development. Amid ongoing challenges related to high turnover and low productivity, the study adopts a structural equation modeling (SEM) approach to evaluate both the measurement and structural models.

Specifically, the study aims to:

- 1) Assess the overall level of job satisfaction among employees at different branches of TNG in Thai Nguyen Province.
- 2) Validate the measurement model for the four latent constructs using confirmatory factor analysis (CFA).
- 3) Analyze the impact of each factor - working conditions, compensation and benefits, supervisor support, and career development - on job satisfaction using SEM.
- 4) Provide data-driven recommendations to improve human resource practices, enhance employee satisfaction, and reduce turnover..

4. CONCEPTUAL FRAMEWORK AND HYPOTHESES

Figure 1. Research Model and Hypothesized Relationships



Hypothesis:

- H1: Working conditions have a positive effect on job satisfaction among garment workers at TNG.
- H2: Compensation and benefits have a positive effect on job satisfaction among garment workers at TNG.
- H3: Supervisor support has a positive effect on job satisfaction among garment workers at TNG.

H4: Career development opportunities have a positive effect on job satisfaction among workers at TNG.

5. METHODOLOGY

5.1. Research Design: This study employed a quantitative explanatory research design to investigate the effects of four latent constructs—working conditions, compensation and benefits, supervisor support, and career development—on job satisfaction among employees of Thai Nguyen Garment Joint Stock Company (TNG). Structural Equation Modeling (SEM) was adopted to test both the measurement and structural models, providing insights into the strength and significance of relationships between the constructs.

5.2. Data Collection: Primary data were collected through structured survey questionnaires administered directly to employees of TNG. The questionnaire included multiple items measuring each latent variable, based on established scales from previous research. Respondents were asked to evaluate their perceptions of job satisfaction and related workplace factors, enabling the use of Confirmatory Factor Analysis (CFA) and SEM in the data analysis.

5.3. Sampling technique and sample size:

Due to the unknown population size, the sample size was determined using the formula $n = 50 + 8m$ as suggested by Tabachnick and Fidell (1996), where m is the number of observed variables. With 19 observed variables across five constructs, the minimum required sample size was 90. To ensure validity and generalizability, a total of 240 employees were randomly selected from 6 major factories across Thai Nguyen City and surrounding districts, with 40 questionnaires distributed per factory.

5.4. Scale measurement: All variables were measured using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

5.5. Data Analysis Techniques: The collected data were analyzed using descriptive statistics (frequency, mean), reliability analysis (Cronbach's alpha), Confirmatory Factor Analysis (CFA) to assess the validity of the measurement model, and Structural Equation Modeling (SEM) to examine the hypothesized relationships between the four independent constructs and job satisfaction.

6. RESULTS AND DISCUSSION

6.1. Demographic Profile of the Respondents

Table 01: Frequency and Percentage Distribution of Respondents by Demographic Characteristics

		Frequency (persons)	Percentage (%)
Gender	Male	34	14.2
	Female	206	85.8
	Total	240	100
Marital status	Single	167	69.6
	Married	73	30.4
	Total	240	100
Age	Up to 30 years	126	52.5
	From 31 to 40	82	34.2
	41 and above	32	13.3
	Total	240	100
Monthly income	Up to 6 million VND	85	35.4
	From 6 to 10 million VND	113	47.1
	More than 10 million VND	42	17.5
	Total	240	100
Education	Up to high school	154	64.2
	Higher than high school	86	35.8
	Total	240	100

Source: Survey, June 2025

Table 1 shows the demographic profile of the respondents of the study. As can be seen from this table, there were 240 employee working for TNG filling the structured questionnaires.

With regard to gender, the sample is heavily skewed toward females, with 206 respondents (85.8%), while males account for only 14.2% (34 respondents). This gender imbalance may reflect the specific characteristics of the industry or organization (e.g., garment industry, customer service sectors), where female employees tend to dominate.

In terms of marital Status, a majority of respondents are single (69.6%), while only 30.4% are married.

This suggests that the respondents are mostly young and possibly at the early stages of their careers.

In terms of age, 52.5% of respondents are under 30 years old, followed by 34.2% aged 31 to 40, and only 13.3% aged 41 and above. The data indicates a young workforce, which may influence their job expectations, preferences, and satisfaction levels.

With regard to monthly income, A large portion of respondents earn between 6 to 10 million VND/month (47.1%), followed by those earning less than 6 million VND/month (35.4%). Only 17.5% earn more than 10 million VND/month. This reflects a modest income level, typical of workers in operational roles or junior positions.

In terms of education, A significant portion of respondents, 64.2%, have an education level up to high school, while 35.8% have higher education. This indicates a relatively low educational attainment among the surveyed sample, which aligns with labor-intensive industries or entry-level jobs.

6.2. Means of the items rated by the respondents

Table 02: Job satisfaction levels rated by the respondents

CODE	Job-related variables	Mean	Std. Deviation
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WK1	The workplace is clean, safe, and well-ventilated.	3.72	0.87
WK2	I have access to necessary tools and equipment to do my job.	3.30	0.82
WK3	The lighting, noise, and temperature are acceptable for working.	3.24	0.85
WK4	My physical work environment supports my productivity.	3.77	0.88
WK	Working Conditions	3.51	0.70
CB1	I am satisfied with my current salary.	3.25	0.95
CB2	The company offers fair bonuses or performance-based incentives.	3.39	0.88
CB3	I receive sufficient support for meals, transportation, or accommodation.	4.11	1.01
CB4	I am satisfied with social insurance and other benefits provided.	3.38	0.96
CB	Compensation and Benefits	3.53	0.80
SS1	My supervisor listens to my concerns.	3.41	0.94
SS2	My supervisor treats workers fairly and respectfully	3.33	0.89
SS3	I receive helpful feedback and guidance from my supervisor.	3.28	0.94
SS4	My supervisor encourages and motivates me.	3.35	0.93
SS	Supervisor Support	3.34	0.79
CD1	I have opportunities to learn new skills at work.	3.74	0.99
CD2	I see potential for promotion or advancement in this company.	3.72	0.99
CD3	I am supported when I want to improve my qualifications.	3.45	0.84
CD4	My company provides training relevant to my job.	3.40	0.88
CD	Career Development	3.58	0.75
JS1	I am satisfied with my current job at the company.	3.50	0.59
JS2	I feel motivated to perform well in my job.	3.51	0.59
JS3	I would recommend this company to others as a good place to work.	3.50	0.59
JS	Job Satisfaction (JS)	3.50	0.58

Table 02 presents the descriptive statistics of 16 observed items measuring job satisfaction across four key factors: working conditions, compensation and benefits, supervisor support, and career development. Additionally, the overall job satisfaction is assessed through three specific items.

- With regard to factor working conditions, the respondents generally expressed a moderate to high level of satisfaction with their working conditions. Among the four items, the highest mean score was recorded for “My physical work environment supports my productivity” (WK4 = 3.77), followed closely by “The workplace is clean, safe, and well-ventilated” (WK1 = 3.72). Meanwhile, the lowest score was observed for “The lighting, noise, and temperature are acceptable for working” (WK3 = 3.24), suggesting that environmental comfort remains an issue for some employees.

- With regard to factor compensation and benefits, this factor received the highest overall satisfaction

score among the four dimensions. The most notable item is CB3 (“I receive sufficient support for meals, transportation, or accommodation”), which received the highest individual score of all items (Mean = 4.11). This suggests that tangible support provided by the company is well appreciated. However, salary satisfaction (CB1 = 3.25) remains modest, which may indicate room for improvement in basic compensation policies.

- In terms of factor supervisor support, this dimension received the lowest mean score among the four factors. The item “My supervisor treats workers fairly and respectfully” (SS2 = 3.33) and “My supervisor encourages and motivates me” (SS4 = 3.35) reflect a need to enhance interpersonal relationships and motivational strategies from supervisory staff. Although the differences among item means are not large, the consistently moderate scores suggest that supervisory support is perceived as insufficiently strong.

- In terms of factor career development, this is the most positively rated factor, slightly higher than Compensation and Benefits. Respondents show satisfaction with opportunities to learn new skills (CD1 = 3.74) and potential for promotion (CD2 = 3.72). These findings suggest that the organization provides a relatively supportive environment for professional growth and advancement.

The general level of job satisfaction is moderate and consistent across the three items. The uniform mean scores (3.50 or 3.51) indicate a balanced perception of job fulfillment, motivation, and willingness to recommend the workplace.

6.3 Results of Reliability Analysis

Table 03: Summary of Cronbach's Alpha of Factors

Coded factors	Names of factors	Cronbach's Alpha	No of Items
WK	Working Conditions	.839	4
CB	Compensation and Benefits	.863	4
SS	Supervisor Support	.878	4
CD	Career Development	.831	4

GS	Job Satisfaction	.984	3
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The reliability of the survey items was determined using Cronbach's alpha tests. All five factors yielded Cronbach's Alpha coefficients exceeding 0.7, and all 19 items showed Corrected Item-Total Correlations above 0.3. Thus, the results fall within acceptable thresholds, supporting their suitability for further analysis.

6.4. Results of Factor Analysis

Table 04: KMO and Bartlett's test

KMO and Bartlett's test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			.887
Bartlett's Test of Sphericity	Approx. Chi-Square	3218.774	
	Df	171	
	Sig.	0.000	

The KMO value of 0.887 satisfies the requirement that $0.5 < \text{KMO} < 1$, indicating sampling adequacy. Additionally, the significance level (Sig.) of 0.000 meets the condition of being less than 0.05. Therefore, it can be concluded that the data is appropriate for factor analysis.

Table 0.5: Total Variance Explained

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.022	36.957	36.957	7.022	36.957	36.957
2	2.660	13.999	50.956	2.660	13.999	50.956
3	1.967	10.355	61.311	1.967	10.355	61.311
4	1.505	7.920	69.231	1.505	7.920	69.231
5	1.009	5.309	74.540	1.009	5.309	74.540
6	.587	3.087	77.628			
...	.544	2.865	80.493			
Extraction Method: Principal Component Analysis.						

The results of the exploratory factor analysis reveal that five factors were extracted, with the lowest Eigenvalue being 1.009. Since all five factors have Eigenvalues greater than 1, the number of factors was confirmed to be five. Moreover, the total variance explained by these

factors is 74.54%, which exceeds the acceptable threshold of 50%, indicating a strong explanatory power.

Table 06: The Rotated Component Matrix

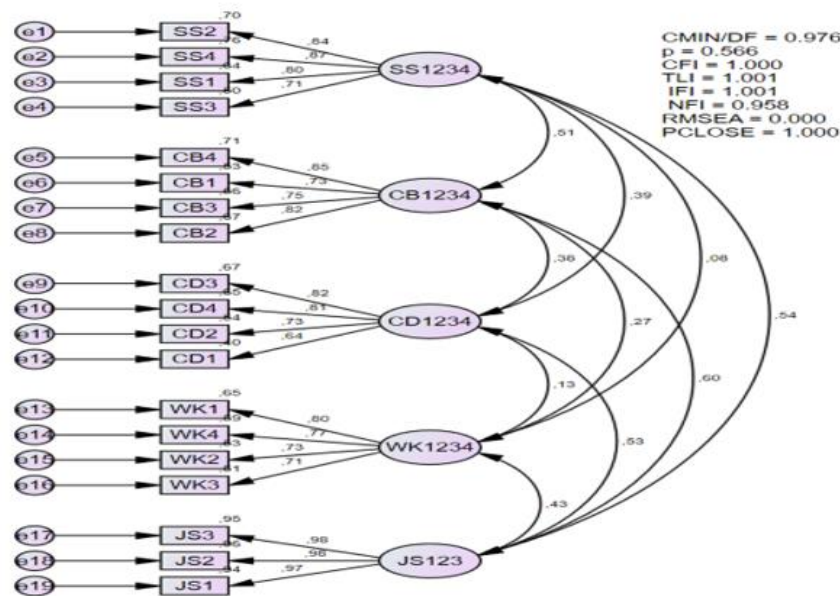
Coded Factors	Items	Components				
		1	2	3	4	5
SS	My supervisor treats workers fairly and respectfully	0.840				
	My supervisor encourages and motivates me.	0.833				
	My supervisor listens to my concerns.	0.815				
	I receive helpful feedback and guidance from my supervisor.	0.769				
CB	I am satisfied with social insurance and other benefits provided.		0.817			
	I am satisfied with my current salary.		0.786			
	I receive sufficient support for meals transportation,...		0.785			
	The company offers fair bonuses.		0.783			
CD	I am supported to improve my qualifications.			0.806		
	My company provides training related to my job.			0.796		
	I see potential for advancement in this company.			0.796		
	I have opportunities to learn new skills at work.			0.758		
WK	The workplace is clean, safe, and well-ventilated.				0.844	
	My physical work environment supports my productivity.				0.812	
	I have access to necessary tools and equipment to do my job.				0.808	
	The lighting and temperature are acceptable for working.				0.762	
JS	I would recommend this company to others.					0.840
	I feel motivated to perform well in my job.					0.835
	I am satisfied with my current job at the company.					0.813
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.						

Based on the data presented in Table 06, five factors were extracted from 19 items. Each item has a factor loading greater than 0.5, indicating that all variables are statistically significant and contribute meaningfully to the factor structure.

6.5. Confirmatory Factor Analysis (CFA)

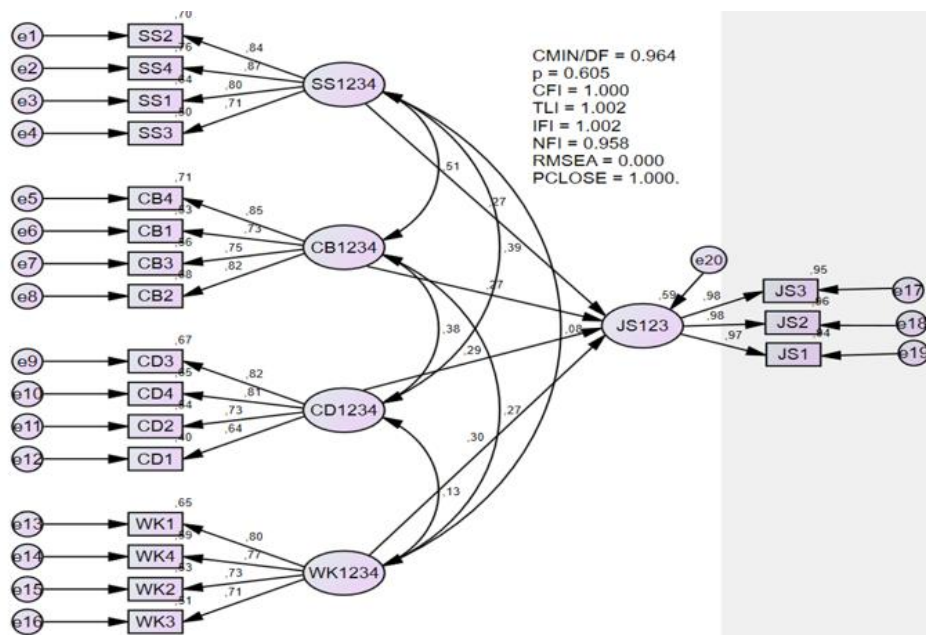
To assess the construct validity of the measurement model, a Confirmatory Factor Analysis (CFA) was conducted using AMOS. All fit indices met the recommended thresholds (Hu & Bentler, 1999), confirming an excellent model fit.

Figure 1 presents the CFA model with standardized factor loadings and key fit indices.”



Confirmatory Factor Analysis (CFA) Model for Job Satisfaction

Figure 2



All values fall within the acceptable or excellent thresholds recommended by Hu and Bentler (1999), indicating that the model fits the data very well.

Furthermore, all standardized factor loadings were statistically significant and exceeded the minimum threshold of 0.60, ranging from 0.65 to 0.97, demonstrating strong convergent validity.

These results confirm the factorial validity of the measurement model and support the use of these latent constructs in the structural model analysis.

6.6. Structural Model and Hypotheses Testing

The structural model was estimated using Structural Equation Modeling (SEM) in AMOS to test the hypothesized relationships between the

four selected dimensions of job-related factors and the employees' satisfaction.

Figure 3

Structural Equation Model for Job Satisfaction

The model fit indices meet the acceptable criteria suggested by Hu and Bentler (1999). All standardized path coefficients were positive and meaningful, providing support for the proposed

hypotheses. The strongest predictor of job satisfaction was working condition-WK ($\beta = 0.298$), followed by Career development-CD ($\beta = 0.285$), and Compensation and benefits-CB ($\beta = 0.269$). Supervisor supports had the similar effect to that of CB ($\beta = 0.268$).

Table 07

Standardized Regression Weights and Hypothesis Testing

Hypothesis	Path	Estimate (β)	p-value	Result
H1	Working condition \rightarrow Job Satisfaction	0.298	***	Supported
H2	Career development \rightarrow job Satisfaction	0.285	***	Supported
H3	Compensation and benefits \rightarrow Job Satisfaction	0.269	***	Supported
H4	Supervisor supports \rightarrow Job Satisfaction	0.268	***	supported

These findings confirm that all of the four selected job-related factors have a positive influence on the Table 07 presents the results of hypothesis testing using standardized regression weights (β) to examine the impact of four job-related factors on employee job satisfaction. All four hypotheses (H1 to H4) are statistically significant at the 0.001 level ($p < 0.001$), confirming that each factor has a positive and meaningful influence on job satisfaction.

Among the predictors, Working Conditions ($\beta = 0.298$) had the strongest effect on Job Satisfaction, suggesting that a clean, safe, and supportive physical work environment plays a critical role in shaping employees' overall satisfaction. Career Development followed closely ($\beta = 0.285$), indicating that opportunities for learning, advancement, and training are also highly valued. Compensation and Benefits ($\beta = 0.269$) and Supervisor Support ($\beta = 0.268$) had slightly lower but still substantial effects.

These findings reinforce the importance of a holistic approach to employee satisfaction, where both tangible (e.g., salary, environment) and intangible (e.g., support, growth opportunities) aspects must be addressed. Particularly, improving working conditions should be prioritized, as it emerged as the most influential predictor in this model.

7. DISCUSSION

The findings of this study confirm that all four examined factors—working conditions, career development, compensation and benefits, and supervisor support—have a positive and statistically significant impact on job satisfaction. These results are in line with recent empirical research and provide important implications for organizations aiming to improve employee retention and engagement.

Working conditions showed the strongest influence ($\beta = 0.298$), suggesting that the physical and psychological work environment plays a pivotal role in shaping employees' job satisfaction. This finding is supported by Awan et al. (2022), who demonstrated that safe, clean, and sound workspaces contribute significantly to employee satisfaction and well-being. Especially in labor-intensive industries, favorable environmental conditions are directly associated with higher morale and reduced stress levels.

Career development also demonstrated a strong effect ($\beta = 0.285$), indicating that employees are more satisfied when provided with learning opportunities, promotion prospects, and structured development pathways. Dhanpat et al. (2020) emphasized that professional development enhances employees' sense of value and fosters long-term commitment. Their study revealed that

career growth is one of the strongest predictors of satisfaction among younger employees in fast-changing industries.

Compensation and benefits ($\beta = 0.269$) remain critical, though not the dominant driver. Kim and Fernandez (2021) argue that while intrinsic factors like recognition and growth are important, fair compensation and adequate benefits still serve as fundamental expectations that must be met. Their study found that when employees perceive compensation practices as fair and transparent, they are more likely to report job satisfaction and organizational loyalty.

Supervisor support ($\beta = 0.268$) also showed a significant positive effect. According to Yoon et al. (2021), supportive leadership enhances psychological safety, motivation, and job satisfaction—particularly in high-stress or team-based work environments. Supervisors who provide regular feedback, recognize achievements, and treat employees with respect help foster a positive work climate.

In summary, these findings reinforce the view that job satisfaction is shaped by a combination of tangible (compensation, working conditions) and intangible (development, support) factors. Managers should focus on creating an enabling environment, ensuring fair and motivating compensation systems, and investing in employee development, while fostering strong leadership culture. This integrated approach is essential to sustaining workforce satisfaction and productivity in today's competitive labor market.

8. CONCLUSION AND RECOMMENDATIONS

This study examined the influence of four organizational factors—working conditions, compensation and benefits, supervisor support, and career development—on employee job satisfaction using Structural Equation Modeling (SEM). The findings confirmed that all four factors significantly and positively affect job satisfaction, with working conditions having the strongest impact, followed by career development, compensation and benefits, and supervisor support.

These results underscore the importance of a comprehensive approach to employee well-being. Organizations that provide a safe and comfortable work environment, offer fair and motivating compensation packages, support career

advancement, and foster strong supervisory relationships are more likely to retain a satisfied and engaged workforce.

From a practical standpoint, the study offers the following recommendations for organizational leaders and human resource managers:

Improve the physical work environment by ensuring cleanliness, safety, proper lighting, and ergonomic arrangements to enhance employee comfort and productivity.

Invest in structured career development programs, including training, mentorship, and promotion pathways, especially for younger employees seeking long-term growth.

Adopt a balanced compensation strategy that goes beyond salary to include benefits such as transportation, meals, and health support, tailored to employee needs.

Strengthen supervisor training to enhance interpersonal communication, fairness, and motivation, which are essential to building trust and psychological safety.

Although this study provides valuable insights, its findings are limited to a specific organizational context and based on cross-sectional, self-reported data. Future research could consider broader samples, longitudinal analysis, or explore mediating/moderating variables such as employee engagement or organizational culture.

In conclusion, job satisfaction is a multidimensional construct influenced by both tangible and relational aspects of the work environment. Addressing these factors strategically and systematically will not only enhance employee satisfaction but also drive organizational performance and sustainability.

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