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Analysis of Factors Affecting Employees' Job Satisfaction at Thai Son Company Limited

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ABSTRACTS:

In today's economic development context, people are the core value, the brain of a business, helping that business create an advantage in the market. Human resources are currently a "hot" issue that companies are concerned about because they are an indispensable component of a company. Ninja Van is one of the largest logistics companies in Southeast Asia, so the labor source plays a very important role in the company's development. The research team based on the application of content approaches in satisfaction research to study factors affecting job satisfaction with the research subjects being warehouse employees working directly at the Company. Thai Son Company Limited. The survey results show that welfare factors (PL), salary (TL), working conditions (DK), promotion opportunities (TT), leadership (LD), and colleagues (DN) have an impact. positive impact while the factors job nature (BC) and training (DT) do not have an impact on the job satisfaction of employees at the company.

Keywords: *Job satisfaction, employees, Thai Son company*

1. INTRODUCTION

In the current competitive market economic situation, the role of employees in organizations is being highly appreciated by administrators in helping businesses create specific competitive advantages and improve efficiency. business performance as well as helping businesses develop more sustainably (Wright and McMahan, 1992; Caliskan, 2010). Therefore, in addition to competing on product quality, service, market share,... quality human resources are also the resources that businesses have. Accordingly, how to make an organization's employees satisfied, satisfied, and more connected to the organization has been a difficult problem for administrators in recent years.

Analyzing the factors that influence employee job satisfaction is important for organizations to understand the needs, desires, and motivations of employees. This not only helps improve the working environment but also enhances performance and retains quality personnel. Besides, analyzing factors that affect employee job satisfaction helps improve the working environment including work location, office design, comfort, natural light, and amenities. Helps increase stress levels, work pressure, promotion opportunities, and fairness in the management process. Management capacity, vision, communication ability, fairness and support; Transparency in job evaluation, encouragement of personal development. Welfare and Human Resources Policies; Salary and Bonus: Fair, true to job and labor market; Working policy: Flexible operations, health care, learning and development opportunities. Promotion opportunities:

Career development: Opportunities for advancement, training and skill development. Career and Main Job: Job compatibility: Ensure the job matches your personal skills and passions. Clear goals: Clearly define personal goals and how to evaluate performance.

Colleague relationships: Collaboration, peer support, and effective communication.

Organizational culture: Degree of alignment with personal values, diversity, and respect.

Work-Life Balance: Flexible working: Ability to self-manage time and work remotely. Flexible working policy: Leave, part-time work, job sharing. Fair opportunity: Fair treatment in providing opportunities and evaluating performance. Fair treatment: Preventing labor discrimination and harassment. Assessing and improving these factors not only creates good conditions for employees but also helps increase their commitment and contribution to the organization.

2. CONTENT

2.1. STUDY OVERVIEW

Herzberg (1958) in the two-factor theory asserts that there are two groups of factors that affect employee motivation at work: (1) motivating factors - belonging to internal satisfaction, (2) maintenance factor – external intrinsic satisfaction. Maintenance factors include salary, benefits, organizational policies, co-worker relationships, and leadership. If met, they will bring satisfaction to employees at work.

John Stacey Adams (1963) believes that organizational justice plays an important role in creating job satisfaction and employee motivation.

Hackman and Oldham (1976) proposed a research model on the influence of job characteristics (skill variety; task recognition; task importance; job autonomy; job satisfaction). job feedback) on job outcomes and satisfaction.

Smith, Kendall, and Hulin (1969) built a job description index to evaluate the level of job satisfaction of employees through 5 aspects of the job: salary; Promotion; Colleague; Supervision and nature of work.

Luddy (2005) used the job description index (JDI) to investigate the job satisfaction of Public Health workers in the Western Cape, South Africa. Luddy surveyed satisfaction in 5 aspects: Income, promotion, supervision by superiors, colleagues and work spirit.

Boeve (2007) conducted a study on the job satisfaction of physician assistant training faculty teaching at a medical university in the United States based on the use of the two-factor theory of Herberg and Smith, Kendall & Hulin job description index. Accordingly, job satisfaction factors are divided into two groups: internal factors include the nature of work and promotion opportunities and external factors include payment, supervisor support and relationships. friendship collanguge.

Research by Keith and John (2002) on job satisfaction of highly qualified people; v Gender roles, managers and comparisons with income have shown the following results: (1) The main factor affecting job satisfaction of highly qualified people is making money. , material conditions, health and other types of benefits. (2) Women have a greater level of job satisfaction than men. (3) There is an increase in satisfaction levels for managers. (4) Income plays an important role in job satisfaction.

Spector's (1997) research built a separate model for employees in the service sector, including 9 factors to evaluate satisfaction and attitudes such as: (1) Salary, (2) Promotion opportunities. advancement, (3) Working conditions, (4) Supervision, (5) Colleagues, (6) Enjoying work, (7) Information communication, (8) Unexpected rewards, (9) Welfare. This research was developed and applied mainly in human resources departments of service organizations and non-profit organizations.

Research by Nguyen Thi Thuy Quynh (2012): "Employee satisfaction at EXIMBANK Da Nang branch" says that employee satisfaction depends on the following factors: (1) work, (2) training promotion, (3) leadership, (4) colleagues, (5) salary, (6) benefits, (7) working conditions.

Research by Huynh Ngoc Dung and Luu Truong Van: "Identifying factors affecting job satisfaction of female construction industry workers in Vietnam" shows 5 factors affecting satisfaction (1) Working environment, (2) Management, leadership respect and sympathy, (3) Colleagues, (4) Work assignment and instructions, (5) Salary and rewards.

Research by Dao Trung Kien, Pham Van Manh and Vu Duc Nga (2013) uses a modified JDI model to evaluate job satisfaction of workers at Viettel Military Telecommunications Group. Research results show that from the initial 5 factors analyzed from experimental data, there are 4 factors that really affect job satisfaction: (1) training and promotion opportunities, (2) colleagues, (3) income and (4) leadership, the factor "nature of work" is not statistically significant.

2.2. RESEARCH MODEL AND RESEARCH HYPOTHESIS

Research models

Based on an overview of the authors' research works that have applied this theory, the authors propose a model of 8 factors affecting the job satisfaction of warehouse employees at Ninja Company. Hanoi branch valve is as shown in Figure 1

Proposed research hypothesis

H1: Working conditions have a positive influence on employee job satisfaction H2: Salary has a positive influence on employee job satisfaction

H3: Benefits have a positive influence on employee job satisfaction H4: Colleagues have a positive influence on employee job satisfaction

H5: Promotion opportunities have a positive influence on employee job satisfaction. H6: Leadership has a positive influence on employee job satisfaction

H7: The nature of work has a positive influence on employee job satisfaction. H8: Job training has a positive influence on employee job satisfaction.
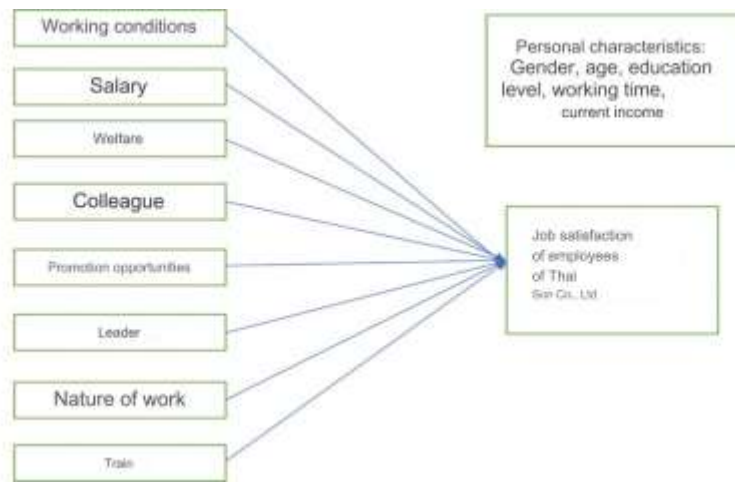
Figure 1. Model proposed by the research team

2.3. RESEARCH METHODS

The research uses quantitative research methods combined with SPSS - 20 data analysis software. Random sampling method

Research results conducted a survey on 177 observations during the period from March to April 2022. According to Hair et al. (2014), to be able to analyze exploratory factors, it is necessary to collect data and dimension The sample ratio is 5:1 or 10:1, so the number of samples needed is n=34x5=170 samples or more (34 initially observed variables).

The variable measurement scales were referenced and adjusted by the authors from the studies of previous authors to ensure accuracy. These scales were tested for reliability using Cronbach Alpha test and EFA exploratory factor analysis

2.4. RESEARCH RESULTS

Testing the reliability of the scale

Table 1. Cronbach's Alpha test

Observed variables	Variable description	Factor group								Cronbach's Alpha coefficient
		1	2	3	4	5	6	7	8	
TL3	Salary received as agreed	.829								0,843
TL1	Wages are paid fairly	.783								
TL4	Salaries are paid commensurate with work results	.705								
PL3	Good bonus policy		.829							
PL1	Appropriate social insurance and health insurance payment levels		.777							0,884
PL4	Good shift allowance policy		.746							

Code	Item								
PL5	Good salary policy when working overtime	.714							
LD4	A person with professional capacity		.755						
LD3	Take care of staff		.752						
LD1	Fair treatment among employees		.729						0,813
LD2	Listen to employee perspectives		.722						
BC2	The job is suitable for your level			.848					
BC3	Work helps develop one's abilities			.825					0,793
BC1	Very interesting work			.757					
TT3	The company has many advancement opportunities				.845				
TT1	Fair promotion policy				.791				0,836
TT2	The company has a clear promotion path				.720				
DT3	The level of training program is appropriate for each employee					.849			
DT2	The company organizes training for employees regularly according to a fixed schedule					.795			0.808
DT1	Basic training program meets job requirements					.744			
DK2	Safe workplace						.789		
DK4	The workplace has the necessary equipment to work						.788		0,814
DK1	Suitable working hours						.759		
DN3	Colleagues care about each other							.813	

DN2	Colleagues are willing to help at work							.769	0,778
DN1	Colleagues are friendly people							.760	
Eigenvalues		7.509	2.838	2.135	1.675	1.452	1.340	1.271	1.011	
Total variance extracted (%)		27.812	38.324	46.233	52.438	57.817	62.780	67.488	71.234	

Source: Research results of the author group

Test the research hypothesis using regression analysis

Table 2: Correlation between variables in the model

		HL	LD	TT	TL	PL	DK	DN	BC	DT
HL	Pearson Correlation	1	0,524	0,525	0,608	0,654	0,477	0,498	0,313	0,425
	Sig. (2tailed)		0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
	N	177	177	177	177	177	177	177	177	177

From the results obtained in Table 2, it can be seen that the Sig. (2-tailed) of the independent variables are all less than 0.05, so there is a correlation between the independent variables and the dependent variable. Besides, the correlation coefficients between the independent variables LD, TT, TL, PL, DK, DN, BC, DT are 0.524 respectively; 0.525; 0.608; 0.654; 0.477; 0.498; 0.313; 0.425. The highest correlation coefficient of the PL variable is 0.654, proving that Welfare has the highest correlation with employee satisfaction. In contrast, the variable BCCV (BC) has the lowest correlation coefficient of 0.313. At the same time, the results show the Sig value. (2tailed) of these factors are all less than 0.05. Therefore, all variables are eligible to be included in the regression model to explain employee satisfaction at work.

Table 3. Regression model results

Model	R	R2	R2 adjustment	Estimate the standard error	Durbin-Watson
1	0,841a	0,707	0,693	0,34942	2,042

(Source: Research results of the author group)
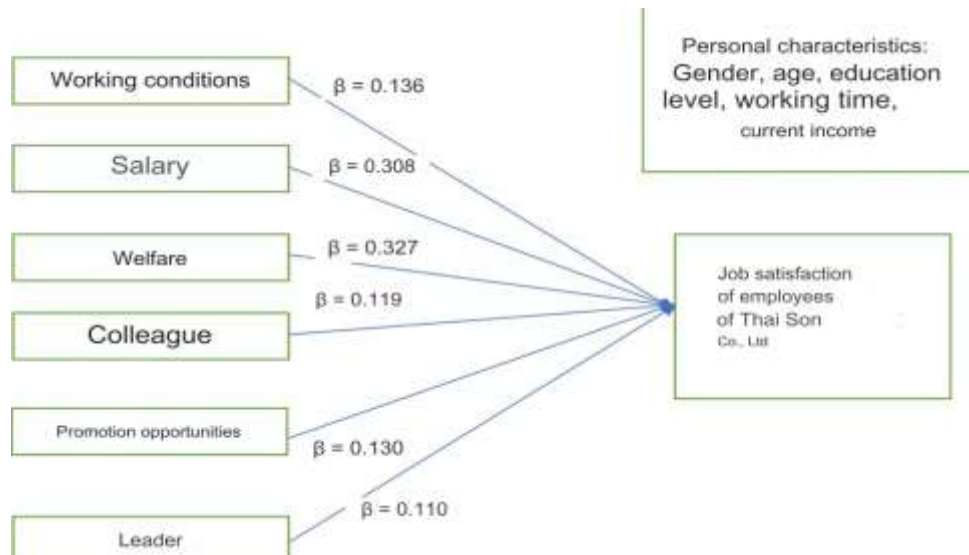
Factor		Regression coefficients are not standardized		Standardized regression coefficient		t	Sig.	Multicollinearity statistics	
		B	Standard deviation	Beta				Tolerance	VIF
1	Constant	.076	.213			.358	.721		
	LD	.091	.043	.110		2.104	.037	.641	1.560
	TT	.103	.041	.130		2.495	.014	.646	1.548
	TL	.237	.039	.308		6.142	.000	.695	1.439
	PL	.251	.040	.327		6.327	.000	.654	1.530
	DK	.109	.040	.136		2.704	.008	.692	1.446
	DN	.093	.039	.119		2.399	.018	.708	1.412
	BC	.055	.038	.067		1.418	.158	.786	1.271
	DT	.072	.042	.086		1.730	.085	.713	1.402

(Source: Research results of the author group)

The VIF coefficient of the independent variables is less than 2, so no multicollinearity occurs. Based on the above results table, there are 2 variables: Nature of work (BC) and Training (DT) with Sig value. greater than 0.05 (BC has a Sig. of 0.158; DT has a Sig. of 0.85), so these two factors do not have a statistically significant impact on the job satisfaction of workers. Hypothesis 7 and hypothesis 8 are rejected. The remaining independent variables (LD, TT, TL, PL, DK, DN) all have Sig values. less than 0.05, respectively, hypotheses 1, 2, 3, 4, 5, 6 are accepted.

2.6. COMMENT ON RESEARCH RESULTS AND PROPOSAL SOLUTIONS

Research results show that Welfare (PL) with a beta coefficient of 0.327 is the factor that has the greatest influence on employee job satisfaction, when the company fully implements welfare regimes. , showing concern for employees will increase job satisfaction. The average value of appropriate social insurance and health insurance premiums (PL1) is rated highest at 4.03; On the contrary, the criterion of good shift allowance policy (PL4) is evaluated the lowest with average value of 3.32. The Salary factor has the second largest influence, in which the current salary that ensures a living (TL2) is agreed upon by the most employees. Currently, the company has a working location in Long Bien, Hanoi, many workers from the countryside come to Hanoi city to work and live near the workplace. Therefore, a stable job that provides income to ensure their daily life is very important. Besides, the current basic salary the company pays to employees is higher than the minimum wage according to State regulations and higher than other companies in the same industry (6,000,000/26 working days). The company always wants to attract bright candidates, hoping they can stick with the company for a long time, want to work and devote their labor to the company. In contrast to factor TL2, the average value of the factor Fair wages (TL1) has the lowest value. Therefore, companies should focus on fairness and objectivity in paying salaries to each employee.

The Working Conditions factor (DK) is the third factor affecting employee job satisfaction with a beta coefficient of 0.136. The average value of DK1 (Appropriate working time) has an average value greater than 4 (4.02). In fact, the company has 3 working shifts so workers can choose to suit their time budget. The morning shift works from 8:00 a.m. to 5:00 p.m., the afternoon shift works from 3:00 p.m. to 11:00 p.m. (1 hour off), or from 1:00 p.m. to

10:00 p.m. (1 hour off). For the night shift, there will be three time frames from 7:00 p.m. - 3:00 a.m., 8:00 p.m. - 4:00 a.m., 10:00 p.m. - 6:00 a.m. Such flexible and diverse work shifts will meet the personal needs of employees. There are candidates who want to both study and work and will choose to work afternoon or night shifts to meet their wishes. self. Employees work directly at the indoor warehouse and do not have to move outside the company, so such continuous working hours will not hinder them.

The factor Promotion opportunities (TT) is the fourth influencing factor on employee job satisfaction with a beta coefficient of 0.130. "Fair promotion policy" (TT1) at the company with the highest average value (4.12), employees feel that the promotion policy at the company is fair. However, the promotion path and advancement opportunities are assessed at an average level. For warehouse employees, when they start working, they will be guided through the working process, but will not be told clearly what the promotion path is, or how long it will take for them to have the opportunity to be promoted and promoted. What is a lawsuit? For each shift, there will be a shift leader who directly monitors and guides employees. Employees will work in groups of 5-7 people. Due to the nature of the job, many warehouse staff are needed because of the large amount of goods, so there are opportunities to transfer. assigned to higher positions is still low.

Colleagues are the fifth factor affecting employee satisfaction with a beta coefficient of 0.119. Through the survey results, the three coworker variables all have an average coefficient greater than 4, in the order DN1, DN3, DN2 (4.07; 4.06; 4.02). Among them, the Friendly Colleagues factor is most agreed upon by many employees. In fact, manual workers often have honest, gentle, and simple personalities, most of whom come from the countryside, so they can easily communicate and get along with each other. However, because they have a close relationship, they will often rarely ask for help from their colleagues at work, so Enterprise 2's GTTB (Colleagues are willing to help each other at work) has GTTB is lower

Leadership (LD) is the final factor affecting employee satisfaction with a beta coefficient of 0.110. The average value of the observed variable LD3 (Caring for employees) has the lowest value (3.37). Therefore, leaders need to invest more time with their own employees, pay more attention to employees to fully and accurately grasp the necessary information about employees, which helps increase satisfaction. workers' hearts. In contrast, the factor "Listening to employees' opinions" (LD2) has an average score greater than 4 (4.18), which proves that employees evaluate leaders as people who know how to listen to employees' opinions and requests. . To manage their employees, leaders must be subtle, when to show power to employees, when to sit down and listen to employees, which helps employees feel respect for their superiors. and want to contribute more to the company.

"Nature of work" and "Training" are two factors that do not have a statistically significant influence on the job satisfaction of employees at the company (Sig. > 0.05). For warehouse workers, their daily job is to arrange and classify goods. In reality, the nature of the work is not really interesting enough to bring satisfaction to the employees. The company needs to carry out job redesign as well as rotation to increase interest, challenge, and improve the level of job satisfaction of employees. In addition to introductory training, companies need to redefine training needs, thereby having more appropriate training policies to improve job satisfaction for employees.

CONCLUDE

The research topic aims to find out the factors that affect the job satisfaction of warehouse staff at Ninja Van company, Hanoi branch, and at the same time evaluate the current level of satisfaction of warehouse staff. From the results obtained, timely measures and policies are proposed to improve the job satisfaction of warehouse employees. When employees feel satisfied, they will work more productively, they want to devote their best to be worthy of the values and benefits the company brings. Ninja Van Company in general and Ninja Van Company Hanoi branch in particular are leading and extremely strong courier companies with advanced technology, so human resources are an indispensable factor and the apparatus. Help the company operate and develop. The research results of the project help the company's leadership find directions to change the policies of factors that contribute to employee satisfaction. At the same time, the study is also a reference for future researchers when studying factors affecting employee job satisfaction in similar contexts.

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