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碩士論文

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Master Thesis

員工參與、員工激勵與工作環境對工作績效的影響

—以工作滿意度為中介變數

The Effect of Employee Participation, Employee Motivation and

Working Environment on Job Performance

--Taking Job Satisfaction as Mediation Variable

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碩士學位論文

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The Effect of Employee Participation, Employee Motivation and Working Environment on Job Performance-- Taking Job Satisfaction as Mediation Variable

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# MBA RECOMMEND LETTER

## Letter of Recommendation for ABT Masters

Hoang Thi Thao Ly, a student of NHU Master Program for Business Administration for 3 years, has completed all of the courses and theses required for graduation.

1. In terms of studies, Hoang Thi Thao Ly has acquired 36 credits, passed all of the obligatory subjects such as Research Methods, Management Science, Seminar on Marketing Management, Seminar on Business Ethics, etc. (Please refer to transcript.)
2. In terms of theses, Hoang Thi Thao Ly has completed the following:
  - i. Master thesis : The Effect of Employee Participation, Employee Motivation and Working Environment on Job Performance - Taking Job Satisfaction as Mediation Variable
  - ii. Journal:

I believe that Hoang Thi Thao Ly has already received full formative education of NHU Master Program for Business Management and is qualified to apply for Master's Degree Examination. Therefore, I hereby recommend his preliminary paper, The Effect of Employee Participation, Employee Motivation and Working Environment on Job Performance - Taking Job Satisfaction as Mediation Variable, for the oral defense.

Academic Advisor:

Date: 11/21/06/06

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In a blink of an eye, the three-year postgraduate life is coming to the end. I still remember that I couldn't understand the thesis at the beginning, and now I was about to finish my thesis writing. During these days, there have been ups and downs, and I have experienced some difficulties. I would like to thank many people have helped me through these processes and I would not be where I am today without you.

First of all, I would like to thank is my advisor Dr. Shu-Hung Hsu, thank you for always urging me, constantly meeting with me and provided a lot of valuable advice when I encounter difficulties, and assisted me in completing the thesis writing, thank you for your guidance and teaching. In addition, I would also like to thank the two oral examination committee proffessor, Dr. Kuo-Chung Huang and Dr. Yu-Jia Hu, for giving me many valuable opinions on the thesis, so that my thesis can be more completed.

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Hoang Thi Thao Ly

June 2023

111 學年度第 2 學期碩士論文摘要

論文題目：員工參與、員工激勵與工作環境對工作績效的影響－以工作滿意度為中介變數

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**論文摘要內容：**

為了有效地管理與運用人作為人力資源，對河內企業來說人力資源管理是重要且必需的。員工績效降低的分析成為需要了解的一個要因，且需要提升，為了提升員工績效可透過增加員工的數量、價值、有效性和忠誠度來執行其主要職責和職能的專業工作表現。即便如此，仍然需要“催化劑”，那就是工作幸福感，透過人力資源（HR）發揮其本身的能力，來貢獻公司的成長。除了工作滿意度之外，工作場所氛圍也會影響員工對人力資源政策和法規的採用。每個組織都有獨特的企業文化。

本研究敘述有關於績效、工作滿意度和組織氛圍等議題的研究缺口。因此，本研究驗證員工參與透過工作滿意度對工作績效的影響，員工激勵透過工作滿意度對工作績效的影響，工作環境透過工作滿意度對工作績效的影響。本研究的目的是探討如員工參與、員工動機和工作環境為工作績效影響的因素。

本研究包含河內企業中 234 名員工完成填答有關他們的工作績效問卷。本研究採用統計軟體（SPSS 22.0）來對數據進行分析。結果顯示員工參與度、員工激勵、工作環境對工作滿意度具有正向影響，且

工作滿意度對工作績效具有正向影響。工作滿意度對員工參與、員工動機、工作環境與工作績效中具有中介效果。

綜合上述研究結果，企業應建立良好的工作環境，讓員工參與決策，激勵員工，使員工在工作中快樂，從而改善和提高工作績效。因此，它可以被視為未來更具體研究和更廣泛研究的參考文獻。

**關鍵詞：**員工參與、員工激勵、工作環境、工作滿意度、工作績效



Title of Thesis: The Effect of Employee Participation, Employee Motivation and Working Environment on Job Performance--Taking Job Satisfaction as Mediation Variable

Department: Master Program in Management Sciences, Department of Business Administration, Nanhua University

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Name of Student: Hoang Thi Thao Ly

Advisor: Shu-Hung Hsu, Ph. D

## **ABSTRACT**

To effectively manage and use people as human resources, human resource management was essential and required for the Hanoi offices. Understanding the analysis of declining employee performance becomes a factor that needs to be enhanced in order to increase employee performance by increasing employee amount, value, effectiveness, and loyalty in performing the main responsibilities and functions that call for professional work performance. Even so, the "catalyst" was required, and that was work happiness, to allow for human resources (HR) to realize their abilities and contribute to the company's growth. Workplace atmosphere influences employees' adoption of HR policies and regulations in addition to job satisfaction. Each organization has a unique corporate culture.

It was decided that research that addresses these issues was necessary to close the knowledge gap on a number of phenomena related to performance, job satisfaction, and the atmosphere of an organization. For this reason, this study examined the effects of employee participation on job performance, employee motivation on job performance, and work environment on job performance through job satisfaction. The objective of this study was to

investigate the influence of factors such as employee participation, employee motivation, and work environment on job performance.

This study included 234 employees working in Hanoi offices who completed a survey about their job performance at the company. The study used statistical software (SPSS 22.0) to analyze the data. The results showed that employee participation, employee motivation, and working environment had a positive impact on job satisfaction, and job satisfaction had a positive impact on job performance. Job satisfaction mediated the relationship among employee participation, employee motivation, the working environment, and job performance.

In conclusion of the above research results, it was shown that a company should establish a good working environment, allow employees to participate in decisions, and motivate employees to make employees happy at work, thereby improving and increasing working performance. Thence, it can be considered a reference document for more specific studies and broader later.

**Keywords: Employee Participation, Employee Motivation, Working Environment, Job Satisfaction, Job Performance**



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# CHAPTER ONE

## INTRODUCTION

### 1.1. Research Background and Research Problems

Human resources (HR) were critical and must be controlled and utilized in all organizations, but especially in state-owned enterprises, in order to achieve organizational goals in the face of increasing difficulties and fiercer job competition. The goal of implementing human resource management was to ensure that every employee in a business upheld the vision, mission, major duties, and values they had agreed to in order for the business to grow and prosper (Gahlawat & Kundu, 2019). In order to accomplish corporate goals, the management of human resources has become increasingly crucial, and it was crucial to consider and develop it. To effectively managed and used people as human resources, human resource management was essential and required for the Hanoi offices. Employees' creativity and enthusiasm, on the other hand, are always limited.

Therefore, managers must had regulations in place to make employees feel pleased and continue to boost their creative work capacity as well as job satisfaction, such as affection for and devotion to their jobs, coworkers, and working environment. Among the factors of engagement, employee emotional attachment plays a very important role in maintaining an enterprise's workforce. According to some studies in Vietnam and in countries with Eastern cultures, many people stay in businesses because they have emotional attachments rather than other attachments. This was a powerful lever for increasing workforce productivity while also ensuring strategic and long-term growth.

Statistics show that currently, Vietnamese businesses used on average only about 40% of the productivity of the human resources they own, and this

percentage may be even lower in the group of office workers. Currently, the majority of employees who quit their jobs are under the control of the enterprises; for example, the working environment was not good, the job orientation was not clear, the employees were not allowed to participate in the orientation of the company, etc.

The importance of human resources to the company cannot be overstated. They served as the foundation for developing the enterprise's values and as a yardstick for evaluating the success of the company. However, a "catalyst," which is job satisfaction, is required for human resources to realize their potential and contribute to the company. Among the most important aspects of human resource management and the conduct of organizations was job satisfaction. Due to the things that affect it, one might had job satisfaction. People might have various opinions about their work depending on a number of circumstances (Harisman et al., 2021; Mardhiah et al., 2021; Rahmitasari etnppp al., 2021; Suryanti et al., 2021).

According to Bhatti and Qureshi's (2007) research, employee participation has a favorable effect on job satisfaction, staff productivity, and employee commitment. Employee participation has a positive and significant influence on employee work satisfaction, showing that employee participation can assist in improving job performance. The findings of motivational research had a positive impact on job satisfaction and performance, according to Chen and Wu's (2020) research.

Prior studies had examined the impact of motivation on job satisfaction and performance (Zhao et al., 2016). The results show that motivation significantly and positively influences employee performance through job satisfaction. Organizational climate also had an impact on how HR practices and policies are viewed by the organization's employees, in addition to job satisfaction. Please be aware that the corporate environment will vary



depending on the organization. The range of occupations generated inside the business or the characteristics of the people themselves mirrored these variances. Undoubtedly, each firm had a unique approach to human resource management. There have not been any previous foreign studies on employee participation in job satisfaction, how employee motivation affects job satisfaction, or how the work environment affects job satisfaction. There was no specific study in Vietnam that fully synthesized factors affecting job satisfaction and performance, and rear study has been reported that is related to this issue.

For this reason, this study more fully assessed the factors (employee participation, employee motivation, and working environment) affecting employee satisfaction and performance in the Hanoi office sector. The study researcher hoped that employees could bring out the best in the organization by understanding the factors that affect performance. Therefore, there is a gap, and it was worth it for the researcher to do the study. Furthermore, this study made new contributions to the Vietnamese context. The study researcher hopes this research can generate ideas for businesses to improve job performance.

## **1.2. Research Objective**

This study mainly investigated whether factors have a direct effect on job performance through job satisfaction and how employee job performance will affect the organization through job satisfaction through the above factors. The five objectives of this study are outlined below:

1. To investigate how employee participation affects on job satisfaction and job performance.
2. To investigate how employee motivation affects on job satisfaction and job performance.

3. To investigate how working environment affects on job satisfaction and job performance.

4. To investigate the relationship between job satisfaction and job performance.

5. To investigate whether employee participation affects on job performance, employee motivation affects on job performance, working environment affects on job performance, through job satisfaction.

### **1.3. Definition of terms**

#### ***1.3.1. Employee Participation***

1. Theoretical Definition: Employee participation refers to people's direct involvement in choices relevant to their immediate work environment, as well as indirect participation by representatives in an organization (Agrawal, 2005). Employee participation referred to people's direct participation in choices affecting their immediate work environment, as well as indirect participation in decision-making through representatives in an organization (Khalid & Nawab, 2018).
2. Operational Definition: This research focused on employee participation of "Direct participation" and "Indirect participation". The two dimensions of employee participation was used that Khalid and Nawab (2018) mentioned standards as the operational definition of this study.

#### ***1.3.2. Employee Motivation***

1. Theoretical Definition: According to Carragher et al. (2006), employee motivation was an efficient compensation structure that should be in place to achieve top employees in companies, and the payout should be proportional to their performance. According to Shah (2010), motivation was explained as motivating others to work hard, either by themselves or in groups, in sequence to obtain the finest outcomes.

2. Operational Definition: This research focuses on employee motivation of “Intrinsic motivation” and “Extrinsic motivation”. The two dimensions of employee motivation was used that Biswarka and Sharma (2015) mentioned standards as the operational definition of this study.

### ***1.3.3. Working Environment***

1. Theoretical Definition: According to Mehboob and Bhutto (2012), extensive research has been done on the physical, psychological, and social aspects that make up the working environment. The things that affect and are affected by a worker's body and mind are all included in the work environment.
2. Operational Definition: This research focuses on working environment of “Physical conditions”, “Psychological conditions” and “Social working conditions”. The three dimensions of working environment was used that Mehboob and Bhutto (2012) mentioned standards as the operational definition of this study.

### ***1.3.4. Job Satisfaction***

1. Theoretical Definition: The term "job satisfaction" refers to the employee's mood about their work in general. Job satisfaction was often characterized as a comprehensive concept that incorporates employee attitudes about a wide range of intrinsic and extrinsic job variables. A comparison between what workers encounter and generate and what is expected of them, how they want, and what is thought to belong to them properly leads to the subjective concept of job satisfaction (Hu et al., 2019).
2. Operational Definition: This research focuses on job satisfaction of “Salary”, “Work itself”, “Promotion opportunities”, “Supervision” and “Coworker”. The five dimensions of job satisfaction was used that

Luthan (2016) mentioned standards as the operational definition of this study.

### **1.3.5. Job Performance**

1. Theoretical Definition: Job performance, according to Morrow et al. (2012), has an impact on employee emotions, behavior, and organizational commitment. Employee performance and organizational outcomes including productivity, company development, and firm success have previously been reported (Ubeda et al., 2013; Sadikoglu & Zehir, 2010).
2. Operational Definition: This research focuses on job performance of “Speed”, “Accuracy”, “Cooperation” and “Quality of work”. The four dimensions of job performance was used that Kasma and Riantij (2022) mentioned standards as the operational definition of this study.

### **1.4. Delimitation and Scope**

**Delimitation:** Research focuses on understanding the factors influencing job performance, including: employee participation, employee motivation, work environment, employee satisfaction.

**Scope:** To be limited to office staff working in Hanoi city, Viet Nam, but not in the scope of all provinces and cities nationwide.

### **1.5. The Structure of Research**

The research was divided into five chapters based on the different characters which are mentioned below:

#### Chapter 1: Introduction

This chapter described the background and motivation, the purpose of the research and the aim of the thesis also are discussed.

#### Chapter 2: Literature Review

This Literature Review presented the literature review related to employee participation, employee motivation, working environment, job

satisfaction, and job performance. From the review of previous studies, including evaluating the important features of each factor, defining the definition, and research variables.

### Chapter 3: Methodology

In this chapter, the author introduced the research methods, the research process, and how to collect data to test models research which applied in Hanoi city. From that foundation, the author designed a suitable questionnaire for scale. The study described the research process, and implementation methods to assess the scale. Topics using quantitative research methods.

### Chapter 4: Analysis and Result

In this chapter, after checking the reliability questionnaire and analysis of research data, results include factor loading analysis; Cronbach's Alpha value; multiple regression analysis, all results were presented in depth in the outcomes.

### Chapter 5: Conclusion and Suggestions

The last chapter of the thesis was the conclusion for the whole research of implementing the analysis and the survey data results explanation.

The whole structure of the research was recapitulated in Figure 1.1 below:

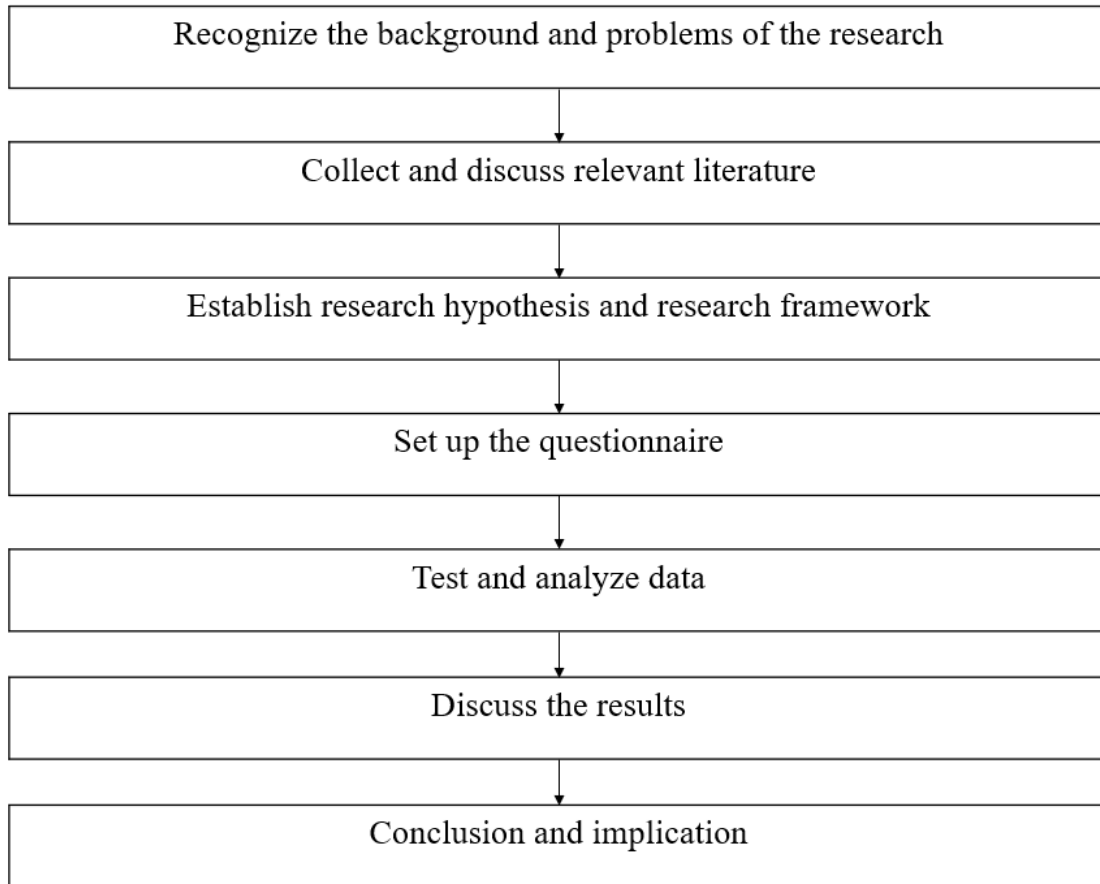


Figure 1-1: Flow Chart of the Research Process.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

This chapter discussed previous studies of the five constructs and related theories include employee participation, employee motivation, working environment, job satisfaction and job performance. Then the hypothesis was displayed.

#### **2.1. Human resources management (HRM)**

Human Resource Management was all those activities associated with the management of employee relationship in the firm (Boxal & Purcell, 2003). Human resources include people's information, abilities, connections, and energy, as well as their psychological and physical well-being, intellectual prowess, personalities, and goals (Boxal, 2007). Haslinda (2009) asserted that the best way to understand human resource management is as the "process of managing human talents to accomplish an organization's goal.". According to Amstrong et al. (2014), human resource management is an organized process that includes the efficient hiring and training of highly motivated and competent personnel to help the organization reach its goals. In order to achieve the human performance that the business requires, HRM is then used to develop the workforce (Boxal & Purcell, 2016). Human resources are resources that have a reason, sentiments, wants, talents, expertise, encouragement, and the ability to generate work for the firm, according to Arianty et al. in their 2016 book. Employees who are capable, prepared, and aware of how to meet corporate goals are considered human resources (Andreas, 2022).

#### **2.2. Employee Participation**

In the human resource management (HRM) literature, participation was defined as involvement in the decision-making process and it means being

able to voice your views or opinions (Litwin, Locke & Schweiger, 1979). Employee participation refers to people's direct involvement in choices relevant to their immediate work environment, as well as indirect participation by representatives in an organization (Agrawal, 2005).

An employer's endeavor to shape employees into a team that works together to achieve a shared objective is referred to as employee engagement in management. In a group situation, a person's mental and emotional participation motivates them to assist in objectives and share responsibilities. As a consequence, employee participation may be described as the process of including employees in the firm's decision-making ( Wikhamn et al., 2021).

According to Strauss (2006), employee participation is an approach that gives employees the capacity to influence choices that have a direct effect on their working circumstances. Throughout this procedure, judgments about duties were made in collaboration between employees and their bosses. Corporations may lessen the difference in the hierarchy between employees and managers, according to Pereira and Osburn's (2007) metaanalysis on employee engagement, by distributing power and authority. Examples of each type of employee participation include employee representatives, work allocation and consultation, employee assistance, and jointly owned plans. Employee involvement initiatives promoted fair opportunities and offered incentives that boosted engagement as well as retention among workers (Allen, 2015).

By pursuing the common objectives of supervisors, employee participation in judgment has gained acceptance as a managerial tactic for enhancing organizational performance (Ojokuku & Sajuyigbe, 2014). One of the key components of employee participation, which several management experts have identified as a "growing management idea", was employee engagement in decision-making. This issue has gained substantial attention in



human resources (HRM) (Ojokuku & Sajuyigbe, 2014). Employee participation refers to people's direct participation in choices affecting their immediate work environment, as well as indirect participation in decision-making through representatives in an organization (Khalid & Nawab, 2018). In this study, employee participation was defined that the participation of employees in decisions that have a direct impact on their work.

### **2.3. Employee Motivation**

In domains ranging from administration to psychology and related sciences, a variety of motivation concepts were presented. Page (2008) defined motivation as the strategy that allows for the participant's degree, direction, in his article on well before at work, and persistence of effort to obtaining a goal. According to Lindner (2004), motivation was a crucial mechanism that gives actions significance, reason, and motivation. According to Robbins (2005), who mentioned employee motivation means "the desire to spend enormous sums to achieve corporate goals was balanced by the activity's potential to satisfy some human need." According to Robbins (2005), motivation was a state of mind that makes specific events appear enticing, and an unsatisfied request causes stress, which stimulates drive in an individual.

These impulses create search behavior in order to locate objectives that, if reached, will satisfy the desire and reduce stress (Robbins, 2005). According to Carraher et al. (2006), employee motivation was an efficient compensation structure that should be in place to achieve top employees in companies, and the payout should be proportional to their performance. According to Shah (2010), motivation was explained as motivating others to work hard, either by themselves or in groups, in sequence to obtain the finest outcomes. It continues, "Motivation is a comprehensive term that incorporates all drives, desires, requirements, desires, and similar elements." Managers inspire their subordinates, according to Shah (2010), by doing things that they

believe would fulfill these feelings and desires while also encouraging subordinates to perform in the way they intended.

Many approaches have been proposed in order to investigate the aspects that influence employee motivation at work. This motivation was significant because they explain why individuals are motivated the way they are. If these principles are properly applied, they can lead to more motivated employees and higher company productivity (McCullagh, 2005). Extrinsic and intrinsic motivators can explain employment retention in both the public and private sectors, according to Biswarka and Sharma (2015) and Samuel and Chipunza (2009). Some of the intrinsic motivation components described by Samuel and Chipunza (2009) that impact job loyalty include training and development, a sense of community in the organization, employment security, challenging assignments, and mobility for creative thinking.

According to Biswarka and Sharma (2015), compensation was the key extrinsic incentive element influencing job retention, hence organizations that offer a competitive package are more likely to keep skilled people. The individual motivation was influenced by both intrinsic and extrinsic factors, in addition to employee efforts. Employees that are intrinsically or inwardly driven do not require external benefits (such as cash or recognition) to perform effectively in their jobs (Armstrong, 2006). Employees that were externally motivated despise their jobs but are pushed to do well by some type of incentives, such as money, development, praise, or the absence of any unpleasant consequences (Armstrong, 2006). As a result, in the current study, the researcher defined employee motivation as the attitude, energy, activity, and driving force that an employee utilizes to attain personal and/or organizational goals. If the employee's personal desires, interests, and goals were met as a result of this process, he or she will be motivated to perform, and he or she will direct his or her behavior appropriately (Armstrong, 2006).

The process through which a person's strength (intensity), direction, as well as tenacity in pursuing objectives was described (Robbins, 2016). An individual was motivated by experience requires which compels them to take several actions that advance a specific objective (Schunk & DiBenedetto, 2020). According to Changgriawan (2017), it was possible to evaluate and determine a person's level of motivation for work using the self-determination principle. The self-determination study was a multifaceted view of motivation while defining various motivational types. Bauman et al. (2020) defined motivation as a set of principles and ideas that influence people to take certain activities in line with their individual goals. Motivation and direction were crucial to a person's success, according to Su and Swanson (2019). Aligning an employee's or organization's interests in a way that behavior contributes to employee success while also achieving organizational objectives requires skill. The achievement of employee goals and organizational objectives can occur concurrently with skill in leading groups and companies to work effectively (Katzenbach & Smith, 2008).

The urge to do a task in order to feel satisfied or perform well is referred to as motivation (Padave et al., 2021). A person's motivation may be defined as a goal that drives them to do or as a factor that underlies or contributes to their behavior. Strong desires or needs that propel a person who works were known as motivation (Hajiali, Kessi, Budiandriani, Prihatin & Sufri, 2022). A might be motivated by an instinct that comes from inside or from the outside, which can inspire them to work hard. According to Herzberg and Frederick (2011), both are two categories of incentives that motivate people to work toward achieving contentment and separating themselves from unhappiness. The motivational factor (intrinsic factor) as well as the factor of cleanliness serve as markers for gauging motivation (extrinsic factors). Three components make up intrinsic motivation: emotions of

accomplishment (work performance), acknowledgment (recognition), and ultimate impact (increased responsibility). A notion known as "views and understanding" refers to the factors that employees possess and which may both originate and influence behavior. The desire to contribute as much as possible to the achievement of corporate goals is what motivates people (Siagian, 2016). According to Biswarka and Sharma (2015) and Samuel and Chipunza (2009), who discovered intrinsic and extrinsic motivating variables that explain job loyalty among employees including both employees and managers. In this study, employee motivation is defined as the requirements and desires of employees including internal motivation and extrinsic motivation.

#### **2.4. Working Environment**

The two most important components of the working environment were job and environment. Job includes how that is performed and concluded, as well as duties such as operationalized training, the ability to oversee employee actions, an impression of success at work, job variety, and intrinsic value for a task. The relevance of intrinsic job pleasure has been emphasized in several research. The findings suggest that the workplace had a positive influence on job satisfaction's intrinsic component. In addition, they selected context, which includes both psychological and physical features of an office environment, as the second determinant in job happiness (Sousa-Poza, 2000; Gazioglu & Tanselb, 2006; Skalli, Theodossiou & Vasileiou, 2008).

According to Spector (1997), the majority of businesses overlook their working environment, leading to a negative impact on job performance. They notes that a positive working environment includes factors like employee safety, job stability, strong connections with colleagues, recognition for outstanding performance, motivation to succeed, and participation in the company's judgment process (Raziq & Maulabakhsh, 2014). The researchers

went on to say that employees would be much more committed and engaged in their jobs if they understood how important they were to the corporate organization. Pay, hours worked, employee agency, company policies, and interactions between staff and management can all have an influence on job satisfaction (Lane, Esser, Holte & Anne, 2010). Most employees in organizations, according to Arnetz (1999), have issues with their supervisors, who don't even treat employees with respect. Because of their superiors' negative attitudes, employees were reluctant to spread positive and creative thoughts to their bosses. According to the study, top management restricted employees professional careers to instill a sense of responsibility in them by forcing them to work in teams to achieve extreme performance. The research also underlines how, in order for the business's operations to run smoothly, information must be shared accurately and in a timely manner. It's tough to achieve the company's objectives when teammates differ (Arnetz, 1999).

The majority of organizations today focus on the need for employees. They make an effort to create a happy and satisfying work environment for the employees. They hold the view that happier employees will result in more delighted customers (Mehboob & Bhutto 2012). According to Mehboob and Bhutto (2012), extensive research had been done on the physical, psychological, and social aspects that make up the working environment. The things that affect and were affected by a worker's body and mind are all included in the work environment. An important factor in encouraging workers to complete their assigned tasks was the workplace environment (Chandrasekar, 2010). The following were the factors that affect the working environment: 1) Facilities and room required to complete the task, 2) Workplace interactions with managers, 3) Treating everyone equally at work, 4) Working system of communication, 5) Environmental actors that are conducive to work, and 6) Strategies for locating and minimizing risks

(Chandrasekar, 2010). Wallgren (2011) noted that the following factors affect a positive work environment: 1) a variety of tasks, 2) job autonomy, 3) recognition for a job well done, 4) the opportunity to learn new skills, and 5) a feeling of accomplishment. Workplace is the setting in which people perform their jobs (Mehboob & Bhutto, 2012). For instance, it is a very broad category that encompasses the physical surroundings (like noise, tools, heat), the fundamentals of the job itself (like workload, task, complexity), extensive business features (like culture, history), and even more business background (like industry setting, workers relation). The workplace environment possesses the following characteristics: (1) Clear and forthcoming communication, (2) a stable work-life balance, (3) objectivity, and (4) consistency and predictability of the situation. In this study, the term "work environment" refers to a component of an organization that has an impact on how well employees perform their duties. Workplace space and amenities, workplace rules and procedures, the climate of communication, and fair treatment are all considered when evaluating the work environment (Pitaloka & Sofia, 2014).

## **2.5. Job Satisfaction**

Employees will feel disconnected from the organization, according to Clark (1997), if they were dissatisfied with their work, are unaware of their rights, work conditions are dangerous, coworkers are uncooperative, superiors do not respect, and they are not taken into account in decision-making. Furthermore, he claimed that within the current economy, companies are able disgruntled employees since they will fail to meet their supervisor's standards or expectations and would be fired, leading firms to pay additional costs in employing new staff (Clark, 1997). As kind of a consequence, it was beneficial for businesses to give their workers a flexible working environment in which they feel appreciated and a part of the company.

Employment satisfaction refers to an employee's overall attitude about his or her job. Job satisfaction was often characterized as a comprehensive concept that incorporates employee attitudes about a wide range of intrinsic and extrinsic job variables.

Cognitive job satisfaction was a more objectively reasonable measure of all aspects of the workplace (Moorman, 1993). If only one aspect of the job was studied, such as remuneration or maternity leave, cognitive job satisfaction can be unidimensional, or multimodal if several facets of the job are looked at simultaneously. Cognitive job satisfaction assesses the sensitivity by which these job characteristics are perceived as adequate by the employee in relation to their own objectives or other employment (Moorman, 1993). It does not measure the delight or for from specific job components, and thus the scope to which such job characteristics are perceived as adequate in relation to the job recipient's own objectives or other employment. While cognitive work satisfaction can impact affective job satisfaction, the two are different domains with unique antecedents and outcomes (Moorman, 1993).

A comparison between what workers encounter and generate and what is expected of them, how they want, and what is thought to belong to them properly leads to the subjective concept of job satisfaction (Hu et al., 2019). Common topics covered include supervisors, current salaries, chances for advancement, and coworker relations (Rustiarini et al., 2019). These factors were each given a value on a chapter scale in order to determine the overall job satisfaction scoring rate (Granziera & Perera, 2019). Additionally, organizational efficiency, motivating employees extra, and giving them work that meets their needs all help employees feel more satisfied with their jobs. When workers' needs are satisfied, they might be motivated in ways that will motivate them to operate safely and productively. Motivation and job

satisfaction positively correlated (Ayalew et al., 2019; Kadir & Amalia, 2017).

As a consequence of a review of the workplace, job satisfaction was defined as an employee's favorable attitude toward their employment (Robbins, 2014). An enjoyable workplace will arise if the character and nature of the job to be done align with the goals and values of the personnel. As a result, satisfied workers value their working conditions more than unsatisfied workers, who dislike them. Job satisfaction was the initial objective to be attained before a worker was dedicated to the company. Job satisfaction, in accordance with Rivai (2005), everyone should act honestly and productively, producing work that was in line with their job duties within the organization. Job satisfaction, according to Robbins (2014), was the discrepancy between an employee's rewards and what they feel they should receive.

According to Bintaro and Daryanto (2017), job satisfaction was a general attitude that results from a number of factors, such as work factors and self-adjustment. According to Sutrisno (2009), there were two factors that affect employee job satisfaction: Extrinsic factors were those that come from sources other than the employee, such as the environment at work, contacts with colleagues, the payment, etc. Intrinsic factors were those that each employee had brought with them since beginning to work at their workplace. Meanwhile, Luthans (2016) asserts that job satisfaction is influenced by five factors, including the work itself, pay, opportunities for advancement, supervisory supervision, and coworkers. Job satisfaction was a crucial factor to gain the attention of the business, which can had an impact on employee discipline. At least the employees will be aware of how and to what extent their supervisors or assessment team rate their job satisfaction. Hasibuan (2012) asserts that a worker's job satisfaction can be gauged by a number of



factors, including his enjoyment of and love for his work, as well as his positive attitude toward his coworkers, work ethic, and output. Other measures of job satisfaction, Anwar et al. (2019) mention such as 1) the actual work, which entails accountability (accountability), interest (interest), and development, 2) The required level of supervision, which includes social and technical support (social support), 3) Interactions among coworkers, which feature social harmony and respect, 4) Growth potential, including opportunities for development, and 5) A sense of justice for others and payment coverage (adequate pay) as compensation (perceived equity toward others). In this study, job satisfaction is a combination of internal conditions such as intrinsic motivation and external conditions such as environment to increase employee satisfaction and increase work positivity.

## **2.6. Job Performance**

The quality of a person's work determines not whether they perform well. Human resource management includes job performance, which is studied academically as a branch of organizational behavior. The success and achievements of an organization were strongly based on performance. Several studies support the individual performance idea and have verified the association between employee performance and other variables. A career plateau, according to Lentz and Allen (2009), was strongly related to a reduction in job performance. Job performance, according to Morrow et al. (2012), has an impact on employee emotions, behavior, and organizational commitment. Employee performance and organizational outcomes including productivity, company development, and firm success have previously been reported (Ubeda et al., 2013; Sadikoglu & Zehir, 2010).

The company's overall expectation was based on an independent attitude sample of every employee over a set period of time (Motowidlo, 2003). Job performance refers to a person's collection of actions related to his

job, or the optimization of resources achieved as a result of the individual's occupation (training, production, or customer care) (Rashidpoor, 2000).

Performance was an embodiment created by employees and frequently the basis for employee evaluation. It was essential to raise employee performance because it is a necessary step in achieving organizational goals. Success in an organization was primarily determined by how well it manages its current resources. The word "performance" was the root of the phrase "employee performance." In an organization, performance as a result of work or work performance was explained by Tsai et al. (2010). The emphasis on performance, according to Dessler (2017), necessitates that something was quantified. It was possible to conclude that performance is the outcome of work completed by employees over a predetermined period of time (based on their respective jobs). Employee performance was divided into three categories: efficiency, effectiveness, and quality (Lee et al., 1999; Tsai, 2010).

Performance was the staff or responsibility center's capacity to achieve the strategic objectives that have been established while acting in an expected manner. The organization was structured into more manageable work units with a distinct labor dividend, work systems, and mechanism structure in order to accomplish organizational goals and objectives (Tampubolon, 2015). In order for employees to work effectively and contribute to the achievement of organizational goals, an organization's human resources are crucial. The organization must choose the best strategy, specifically by considering how to manage employees in order to accomplish the company's predetermined goals, in order to get the best performance out of the presence of employees in the organization. Jufrizen and Rahmadhani (2020) assert that a person's or a group's performance was a sign of their success or failure in completing actual work that has been assigned by an organization.

Mangkunegara (2017) contends that the worker's amount and quality of effort expended in completing his obligations in line with the tasks allocated to him resulted in efficiency. Numerous determining elements do a benchmark for whether employee performance was high or low in the pursuit of high performance. Mangkunegara (2016) asserts that motivational and ability-related factors are factors that influence employee performance. Work skills, work quality, responsibility, initiative, discipline, cooperation, and quantity of work were among the indicators that can boost employee performance (Wirawan, 2010).

Performance was the end result of the amount and quality of work completed by an employee who followed the instructions provided to him (Kasma & Rianti, 2022). Kasma and Riantij (2022) measurement norms were stated the execution of actions comprised in 4 things, namely: 1) Speed, 2) Accuracy, 3) Cooperation, and 4) Quality of work. Furthermore, in the performance assessment, they measurement norms were stated the execution of actions comprised in 3 items, namely: 1) the volume to be finished, 2) the standard of the finished product, and 3) promptly (Ahral et al., 2021; Amrullah et al., 2021; Debby et al., 2021; Fitria et al., 2021; Harma et al., 2021; Kusiani et al., 2021; Masrullah et al., 2021; Tenrisanna et al., 2021). Therefore, in this study, job performance was the quality of work based on the results that employees achieve when performing assigned tasks.

## **2.7. The Relationship between Employee Participation and Job Satisfaction**

According to Bhatti and Qureshi's (2007) research, employee participation has a favorable effect on job satisfaction, staff productivity, and employee commitment. Employee participation in decision making has a positive and significant influence on employee work satisfaction, showing that employee participation in decision making can assist to improve employees' performance. Similarly, Pearson (1991) discovered that workers'

self-actualization demands are met by their participation, which leads in strong employee motivation, satisfaction, and job performance.

According to Yammarino and Naughton (1992), Ladd and Marshall (2004), described that employee participation promotes shared viewpoints, which effectively impacts job satisfaction. Participatory decision making increased both productivity and job satisfaction.

The results show a trustworthy relationship between job satisfaction and employee participation, showing that, for instance, satisfaction rises as participation rises and vice versa. Employee participation had been regarded as an independent variable and Job satisfaction as a dependent variable (Pathak & Reeta, 2012). The results demonstrate that the Khuzestan Agricultural Bank employees value inclusive decision-making because it allows them to feel more engaged in their work. Naturally, one of the ways that promote employee job satisfaction is through participatory decision-making.

Khezerloo et al. (2016) explored "the study examining the causal impact of participation in decisions on dedication to work and job satisfaction." The results show a positive and significant relationship between participation and job commitment. In other words, people who had a strong sense of job characteristics and a strong sense of decision-making characteristics are highly committed to their organizations. Saha and Kumar (2017) conducted a research investigation on the "have an effect on of participation in decisions on job satisfaction, collaborative behavior, and group devotion." The conclusion demonstrates that involvement in decision-making had a significant and enormous relationship with job satisfaction. Participation also had a big influence on group learning but had no effect on group commitment. According to the findings, it was extremely desirable for workers to participate in the selection process since it boosts their sense of

commitment to their individual firms. The study's findings were covered thoroughly and were relevant to those in charge of major public-sector undertakings. (Mohsen & Sharif, 2020).

According to a study on the impact of participatory decision-making on job satisfaction, participation is one of the most important factors that both, directly and indirectly, influence job satisfaction. Ebli et al. (2014) and Omar, Uzel, and Ibue (2007) examined how employee satisfaction was affected by participatory decision-making. According to the findings, work happiness had an average high-quality link with activity autonomy, but employee empowerment and transformational management had an important beneficial connection with employee satisfaction. Employee engagement and job satisfaction were the subjects of a study by Amin, Hossain, and Nasimuzzaman (2012). The results demonstrate that excessive levels of activity satisfaction are positively correlated with managers' utilization of participative management techniques and staff impressions of participatory strategic planning procedures.

Employee satisfaction had long been a critical concern for businesses. Few practices (and even fewer corporations) have made job satisfaction a priority, maybe due to a failure to recognize the enormous opportunity which lies ahead of them. Employees that were happy in their employment are more productive, inventive, and committed to their organizations.

The results show a trustworthy relationship between job satisfaction and employee participation, showing that, for instance, satisfaction rises as participation rises and vice versa.

Thus, the hypothesis H1 can be proposed:

*H1: Employee participation had a significant positive effect on job satisfaction.*

## **2.8. The Relationship between Employee Motivation and Job Satisfaction**

The relationship between employee motivation and job satisfaction was investigated. Employee motivation and job satisfaction should be studied independently, according to several academics (Heneman, Greenberger, & Strasser, 1988; Pool, 1997), so that elements of effect may be more easily discovered and better understood. Internal motivators (e.g., accomplishment, acknowledgment, and the work itself) were distinguished from external hygiene aspects in Herzberg's (2003) motivation-hygiene theory (for example, corporate administration, leadership, and salary). These motivators, in Herzberg's view, result in employee satisfaction by satisfying a person's need for self-actualization (Maslow, 1954; Tietjen & Myers, 1998). The expectation hypothesis, put forth by Porter and Lawler in 1968, hypothesizes how a compensation structure affects job satisfaction (Ferris, 1977; Igalens & Roussel, 1999).

According to research by Pool (1997), job satisfaction and staff motivation had a strong association. This finding suggests that as employee motivation increases, so does job satisfaction. Extrinsic motivation and job satisfaction have been found to be positively correlated, as well (Moynihan & Pandey, 2007; Wright & Kim, 2004). While it had long been assumed that extrinsic motivation and job satisfaction are linked, Frey (1997) claims that there is a "phasing" effect. Job improvement initiatives that improve workplace morale might help to raise intrinsic motivation (Frey, 1997). Extrinsic motivation might be undermined when individuals like their employment more (Frey, 1997). Pay may promote intrinsic motivation by increasing employee independence and self-determination, according to proponents of the organizations are able hypothesis (Deci & Ryan, 2008; Gagne & Deci, 2005). Employee motivation was defined as the effort put out to attain organizational goals. Employee motivation was defined by Robbins

and Coulter (1996) as the capacity of an action to fulfill an employee's personal requirements determines an employee's desire to put in some effort or engage in some activity in attaining organizational goals.

It has been demonstrated that motivation, which was a force or force that motivates someone to do their best more while simultaneously being content with the job, had a substantial influence on employee job satisfaction (Al-Douri, Aldabbagh, Mohammad & Qawasmeh, 2020). Satisfaction was viewed as the outcome of motivation by one school of organizational psychologists. The key takeaway from this was that an extremely inspired employee is assumed to operate in the same way in order to forward organizational goals and, in reality, was content with his or her accomplishments and rewards for doing so; as a result, the motivation of the person is strongly correlated with job satisfaction (Ahmad et al., 2014; Kian et al., 2014; Khan & Parveen, 2014; Yaya et al., 2016; Idiegbeyan-ose, 2018).

The majority of empirical studies found a positive correlation between motivation and job satisfaction, while hostile working conditions were thought to be a demotivating factor at work (Babalola & Nwalo, 2013; Kian et al., 2014; Oni-Ojo et al., 2015). In their investigation regarding staff job satisfaction and managing wages in Nigeria, Adeoye and Fields (2014) found that compensation oversight affected job satisfaction (motivation), monetary compensation, monetary compensation, and workers' job satisfaction. This suggests that important factors in determining an employee's job satisfaction contain both financial and non-financial motivation, or a great work environment and respect, among others, as well as financial incentives like compensation, frequent advancement, and other perks.

Thus, the hypothesis H2 was suggested:

*H2: Employee motivation had a significant positive effect on job satisfaction.*

## **2.9. The Relationship between Working Environment and Job Satisfaction**

According to Roelofsen (2002), working environment influences job satisfaction. A pleasant working environment reduced complaints and absenteeism among employees who are happy with their jobs. Organizations must be capable of creating a pleasant working environment. Job happiness was not merely based on financial rewards; it is also influenced by the company's culture of candid debate and productive socializing.

A conducive workplace, according to Mokaya et al. (2013), had a cheerful and enjoyable environment, decorations that were colorful and pleasant, appropriate facility arrangement, and sufficient working space, all of which have significant effects on job satisfaction. Employees were more likely to achieve their work and organizational goals when their work environment is in good shape. It also makes the workplace more attractive, which promotes job satisfaction. According to Jain and Kaur (2014), job satisfaction was boosted by good working conditions, refreshments and entertainment, health and safety, and workplace fun. Workload, stress, overtime, exhaustion, and boredom, on the other hand, are some of the elements that contribute to job discontent.

Effective human resource management and the preservation of a progressive work environment will affect job satisfaction and performance, in addition to the financial situation as a whole. According to Bakoti and Babic (2013)'s empirical research, employees who work in regular working circumstances and those who work in challenging working conditions have similar levels of overall job satisfaction. Employees who work in typical settings are happier than those who work in tough environments. Good working circumstances should be supplied by the organization, as this will improve their overall job satisfaction and performance (Inayat & Jahanzeb, 2021).



Among the most challenging difficulties for a company is to keep its workers happy, especially in light of today's fast-paced work environment. Raziq and Maulabakhsh (2015) established a link between job satisfaction and the work environment. According to Agbozo et al. (2017) revealed that the physical conditions, psychological conditions and social conditions of the work environment had a substantial influence on job satisfaction. Positive work environment characteristics, physical and emotional conditions, processes, structures, connections, and norms, according to Singh et al. (2011), have a favorable influence on employees' satisfaction, and job performance.

Thus, the hypothesis H3 can be proposed:

*H3: Working environment had a significant positive effect on job satisfaction.*

## **2.10. The Relationship between Job Satisfaction and Job Performance**

In a variety of organizational situations, the link between job satisfaction and performance has been thoroughly researched. The outcomes of these investigations were mixed. Job satisfaction and performance have been found to have a positive relationship in several research. According to Ahmad et al. (2010), the level of satisfaction of employees working in the firm and the employees' lack of desire to leave the organization was used to measure job satisfaction. Job happiness and performance have a complicated relationship. Several scholars focused on their connection in the 1930s, examining the assumption that a satisfied employee is a valuable employee. There was a weak and maybe negative relationship between job satisfaction and job performance at the time, but Iaffaldano and Muchinsky (1985) proved that there was a connection between job performance and job happiness. All conducted studies found a link between job satisfaction and job performance (Chen & Colin, 2008; Lee, Javalgi & Olivia, 2010; Dizgah et al, 2012).

Job satisfaction, according to Locke (1976), was described as an assessment of one's occupation or skills in terms of pleasant feelings or enjoyment at work, as well as people's feelings at work (Spector, 1997). These definitions cover individual feelings that are likely to contribute to being more effective, creative, and dedicated to a profession. Job satisfaction, which might be tied to the job itself, is also a factor in employee happiness. Employee happiness is an essential source of incentive for employees.

There were numerous studies that look into employee performance and satisfaction. The claim that job satisfaction positively influences organizational commitment and subsequently performance is supported by Falkenburg and Schyns (2007). Perera et al. (2014) used structural equation modeling to examine the connection between job performance and job satisfaction in Sri Lanka's apparel industry. According to the research, job satisfaction significantly improves job performance. The majority of the managers in their study reported feeling unsatisfied and uncommitted to their jobs, as well as a lack of variety and autonomy at work. Unsurprisingly, work redesign and job satisfaction were shown to be impacted by a high-turnover intentions.

According to De Menezes (2012), job satisfaction and job enrichment were positively correlated. Job satisfaction had a significant and overwhelmingly positive relationship with skill variety, task importance, and task identity. Significantly and favorably correlated with extrinsic motivation were task identity and work feedback.

In the experimental investigation of the connections between organizational commitment and work satisfaction and job performance, Kertabudi and Aripin (2015) found that job satisfaction in the company should be greatly increased. The findings of studies conducted by Osiokalu, Pngunleye, and Effiong (2015) and Al-Ajouni (2015) to examine the link

between job satisfaction and job performance showed that there was a strong and positive association between the two.

Job satisfaction was associated with motivator factors, whereas job unhappiness was related to hygiene factors. Several studies on employee satisfaction and performance have been undertaken. Job satisfaction enhances employee effectiveness and hence performance, according to Falkenburg and Schyns (2007). Employee satisfaction had a beneficial impact on several elements of work, according to Antoncic (2011) (overall job satisfaction; employee connections; compensation, benefits, and company culture). Organizational, non-organizational, and personal factors all affect job satisfaction.

In organizations, employee satisfaction was influenced by a variety of factors, including workplace perks, the working environment, employment laws, human relationships, and supervision style (Dessler, 2015). Jufrizen (2017), Syahputra and Jufrizen (2019), Adhan et al. (2020), Jufrizen et al. (2017, 2018), and Arda (2017) all found that job satisfaction has a positive and significant impact on performance. As a result, the growth of businesses is positively impacted by this effect.

Thus, the hypothesis H4 was recommended:

*H4: Job satisfaction had a significant positive effect on job performance.*

## **2.11. The Effect of Employee Participation, Employee Motivation, Working Environmental on Job Performance through Job Satisfaction**

According to Bhatti and Qureshi's (2007) research, employee participation has a favorable effect on job satisfaction, staff productivity, and employee commitment. Employee participation in decision-making had a positive and significant influence on employee work satisfaction, showing that employee participation in decision-making can assist in improving

employees' performance. Job satisfaction and perceived job quality are related, and task identity quality was determined by an individual's evaluation of all the economic or noneconomic parts of the work (Di Paolo, 2016). Therefore, it was frequently understood as a person's emotional reaction to the perceived fulfillment of important job values. If these values were upheld, the enjoyable emotion of satisfaction was felt; if not, the unpleasant emotion of dissatisfaction is felt (Bednarska and Szczyt, 2015). Additionally, few studies have demonstrated a direct connection between manager-led initiatives and businesses that enhance employee performance (Al-Dalahmeh, Khalaf, & Obeidat, 2018). Because of its correlation with various work-related behaviors, job satisfaction can be seen as a mediating variable in this study.

According to Silalahi and Sembiring (2020), motivation had a positive and significant effect on job performance. This suggests that job performance will improve with any increase in motivation. Employee performance was significantly and favorably impacted by motivation. A higher or lower level of motivation has an impact on the level of employee performance (Anggraini et al., 2019). Simbolon et al. (2020), however, claim that employee performance was not significantly impacted by motivation. These findings contradict earlier research that found a causal relationship between employee motivation and performance. However, Pratama et al. (2019) and Mahardika et al. (2019) support the findings of other studies that link motivation to performance. According to them, employee performance was positively and significantly impacted by motivation. Employees will feel satisfied with their jobs if aspects of the job and aspects of themselves can be encouraged, and vice versa, according to Staempfli and Lamarche (2020). Employees will feel unsatisfied if these aspects are not encouraged.

Performance was impacted by both hardware and software, according to the descriptive analysis of the responses from the respondents (Abbas et al.,

2014). Guan (2018) argued that due to technological limitations or coordination needs, employees cannot be more productive. The efforts and output of coworkers on the team or production line also influence an individual's performance. Workplace motivation had a favorable and significant impact on employee performance, according to Heryanto (2019). This was consistent with other empirical findings that performance and work motivation are related (Rubel et al., 2020). Research by Staempfli and Lamarche (2020) also indicates that employee performance was influenced by motivation. According to the study's findings, motivation at work has an impact on output. The following hypotheses are proposed. (Padave et al., 2021) define motivation as the urge to carry out a step in order to discover satisfaction and performance.

Employee satisfaction, according to Antoncic (2011), has a beneficial impact on several scales of the job (overall job satisfaction; employee relationships; wages, perks, and company culture; and customer loyalty). Employees were more likely to achieve their work and organizational goals when their work environment is in good shape. It also makes the workplace more enjoyable, which promotes job satisfaction. According to Singh et al. (2011), physical and psychological environments, procedures, structures, connections, and rules that favorably impact employees' satisfaction, motivation, and performance at work are examples of characteristics of a healthy work environment characteristics. Workplaces, as well as job satisfaction, have a direct impact on performance, according to Harlina et al. (2013). Job satisfaction functions as an intermediary variable between the work environment and performance.

Therefore, after synthesizing discussions from different scholars, it is found that employee participation, employee motivation, and the work environment had a significant influence on job satisfaction and job

performance. If companies create a good working environment, motivate employees, and make employees feel that their participation had a certain role in the organization, they will improve job satisfaction, and job performance will also increase effectively.

*Therefore, the following hypotheses can be proposed:*

*H5: Job Satisfaction had a mediating effect on employee participation and job performance.*

*H6: Job satisfaction had a mediating effect on employee motivation, and job performance.*

*H7: Job satisfaction had a mediating effect on working environment and job performance.*

## **2.12. Research Framework and Research Hypothesis**

### **1.1.1.1. Research Framework**

There were five variables in this study, namely employee participation, employee motivation, work environment, job satisfaction and job performance. The study of theoretical framework is a combination of Khalid and Nawab (2018) theory for employee participation; Biswarka and Sharma (2015) theory for employee motivation; Mehboob and Bhutto (2012) theory for working environment; Luthans (2016) theory for the job satisfaction and Kasma and Rianti (2022) theory for job performance serve as the rationale for this study. On the architecture, as shown in Figure 3.1. And based on this theoretical framework, make research hypotheses and explore the relationships between employee participation, employee motivation, work environment, job satisfaction and job performance.

This research emphasizes two types of employee participation: 1) Direct participation and 2) Indirect participation (Khalid & Nawab,2018). Employee motivation emphasizes on two types : 1) Intrinsic motivation, and 2) Extrinsic motivation (Biswarka & Sharma, 2015). Working environment

emphasizes on three types: 1) Physical conditons, 2) Psychological conditons and 3) Social working conditions (Mehboob & Bhutto ,2012). Job satisfaction emphasizes on four types: 1) Salary, 2) Work itself, 3) Promotion Oppotunities, 4) Supervision, and 5) Coworker (Luthans, 2016). Job performance emphasizes on four types: 1) Speed, 2) Accuracy, 3) Cooperation, and 4) Quality of work (Kasma & Rianti, 2022).

Based on the results from all the hypotheses evaluated in chapter two, this study developed a research framework model, as shown in Figure 3-1 below.

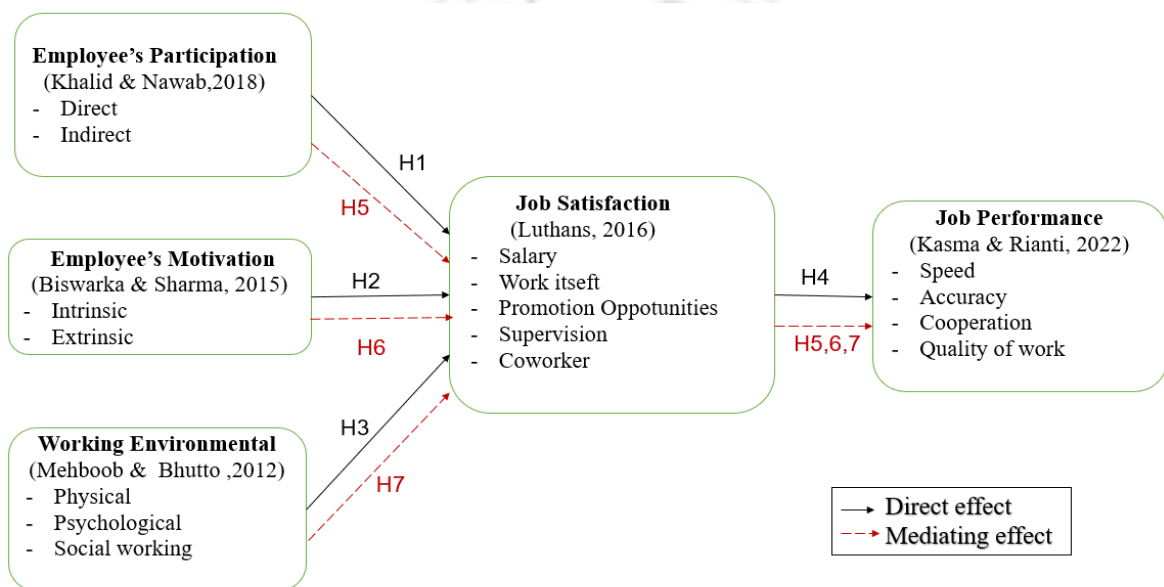


Figure 2-1 Research framework

Source: This study

### 1.1.1.2. Research Hypothesis

According to the motivation and purpose of this study, and based on the literature review, the hypothesis established in this study is as follows:

H1: Employee participation had a significant positive effect on job satisfaction

H2: Employee motivation had a significant positive effect on job satisfaction.

H3: Working environment had a significant positive effect on job satisfaction.

H4: Job satisfaction had a significant positive effect on job performance.

H5: Job Satisfaction had a mediating effect on employee participation and job performance.

H6: Job satisfaction had a mediating effect on employee motivation, and job performance.

H7: Job satisfaction had a mediating effect on working environment and job performance.





## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter proposes research hypotheses, defines the research dimensions, and then designs a questionnaire according to the research structure to collect empirical evidence data to test whether the research hypothesis holds. The content of this chapter was divided into five sections, the first section explained research hypothesis and researched structure of this study; the second section was the design of the questionnaire tool; the third section was the question Pre-test; the fourth section was the research object and sampling; the fifth section was the method of narrating data analysis.

#### **3.1. Sampling and Data Collection**

Building on previous chapters, this study aims to explore employee engagement, employee motivation, work environment, job satisfaction, job performance. Formal questionnaires will be distributed in this study and returned and analyzed for scores to verify relationships between variables. The following will describe the study matrix and sampling design of this study and collect data.

The target population of this study were employees working in offices in the north of Vietnam (Hanoi City). This study applies a convenient sampling method to conduct the survey by questionnaire, using an online questionnaire in Hanoi city. The author had sent an online questionnaire to employees working at the office in Hanoi city.

Convenience sampling was used for the data in this study, with staff in Hanoi City as the matrix. For employees in Hanoi working in the office, fill out the form Questionnaire scheduled for 2022.

##### ***3.1.1. Inclusion Criteria of Sampling***

1. The companies were located in Hanoi area.

2. The companies with average annual sales.
3. The companies listed in government newspaper ratings.
4. The companies annual sales between \$50 million to \$200 million.

### ***3.1.2. Exclusion Criteria of Sampling***

1. The companies were not located in Hanoi area.
2. The companies with low or too high annual revenue.
3. The companies annual sales were not between \$50 million to \$200 million or too low/high.

### **3.2. Instrumentation**

Based on the literature discussed in the previous chapter and compiled by previous experts and scholars, this research questionnaire was divided into five parts: employee participation, employee motivation, working environment, job satisfaction, and job performance. Part 1: Employee participation, employee participation was based on what Khalid and Nawab (2018) refers to as the direct participation and indirect participation of individuals in decision-making. Part 2: Employee Motivation, according to Biswarka and Sharma (2015), who discovered intrinsic and extrinsic motivating variables that explain job loyalty among employees including both employees and managers. Part 3: Working Environment, the concept of "work environment" is wide, according to Mehboob and Bhutto (2012), and includes physical, psychological, and social aspects of working circumstances. Part 4: Job satisfaction, defined job satisfaction by Luthans (2016) as an integrated combination of salary, work itself, promotion opportunities and supervision that drive people to express pleasure with their occupations. Part 5: Job performance, Kasma and Rianti (2022) defined work performance as speed, accuracy, cooperation and quality of work.

The questionnaire content of this research is divided into two parts. The first part adopts the five-point Likert scale. The scale has the following

options: "Strongly agree," "Agree," "No opinion," "Disagree," and "Strongly disagree." The second part is the basic information about the sample object. There are five options to evaluate each dimension.

### 3.2.1. *Employee Participation*

Based on the literature review, the study researcher summarized the theoretical and operational definitions of employee participation, which are explained as follows:

Theoretical definition of Employee Participation:

1. The impact of employee participation in decision-making on job satisfaction, group learning, and group commitment was studied by Saha and Kumar (2017). The results demonstrate that employee decision-making participation had a significant and enormous relationship with job satisfaction.

2. Employee participation refers to people' direct participation in choices affecting their immediate work environment, as well as indirect participation in decision making through representatives in an organization (Khalid & Nawab, 2018).

Table 3.1. Definition of employee participation

Dimension	Definition of employee's participation	References
Direct Participation	Individuals' direct participation in decisions affecting their immediate work organization	Khalid and Nawab (2018).
Indirect Participation	Indirect participation in decision-making via representatives in an organization	

Operational definition of Employee Participation:

This research focuses on employee participation of "Direct participation" and "Indirect participation". The two dimensions of employee participation were used Khalid and Nawab (2018) mentioned standards as the

operational definition of this study.

The question of employee participation was raised in the research of Bayraktar, Araci, Karacay and Calisir (2017). The content of the questionnaire was modified according to the theme of this research. The design questionnaire has a total of 4 questions, as shown in Table 3.2.

Table 3.2. Questionnaire of Employee Participation

Dimension	Question Observed Variables	References
Direct Participation	1. Opportunities are presented to learn new things and develop skills.	Bayraktar, Araci, Karacay & Calisir (2017)
	2. An employee has the power to judge and determine issues related to his or her own job.	
Indirect Participation	3. Participation of issue-related employees in decisions is ensured.	
	4. My boss is available for me to discuss my concerns or worries or suggestions.	

### 3.2.2. *Employee Motivation*

Dependent on the literature review, the study researcher summarized the theoretical and operational definitions of employee motivation, which are explained as follows:

Theoretical definition of Employee Motivation :

1. According to Biswarka and Sharma (2015) and Samuel and Chipunza (2009), who discovered intrinsic and extrinsic motivating variables that explain job loyalty among employees including both employees and managers.

2. Employees that are intrinsically or inwardly driven do not require external benefits (such as cash or recognition) to perform effectively in their jobs, according to Armstrong (2006). Employees who are externally motivated are individuals that dislike their occupations but are encouraged to do well by a monetary incentive, advancement, praise, or the avoidance of negative consequences.

Table 3.3. Definition of Employee Motivation

Dimension	Definition of Employee Motivation	References
Intrinsic Motivation	Employees that are self-motivated and do not require outside incentives (such as money or recognition) to succeed in their employment.	Biswarka and
Extrinsic Motivation	Employees who are externally driven are individuals who do not enjoy their employment but are motivated to do well by a monetary incentive, advancement, recognition, or the avoidance of unfavorable repercussions.	Sharma, (2015)

Operational definition of Employee Motivation:

This research focuses on employee motivation of “Intrinsic Motivation” and “Extrinsic Motivation”. The two dimensions of employee motivation were used Biswarka and Sharma, (2015) mentioned standards as the operational definition of this study.

The question of employee motivation was raised in the research by Riyanto, Endri and Herlisha (2021). The content of the questionnaire was modified according to the theme of this research. The design questionnaire has a total of 7 questions, as shown in Table 3.4.

Table 3.4. Questionnaire of Employee Motivation

Dimension	Question Observed Variables	References
Intrinsic	5. I feel safe at work.	
Motivation	6. An opportunity to participate in determining the company's goals	
	7. I get along well with colleagues.	Riyanto, Endri
	8. I want to wish to participate in every office event together.	and Herlisha, (2021)
Extrinsic	9. Salary is sufficient for employee needs.	
Motivation	10. Employees' duties are assigned based on their abilities.	
	11. There is an award for the best-performing employee.	

### 3.2.3. Working Environmental

Based on the literature review, the study researcher summarized the theoretical and operational definitions of working environment, which are explained as follows:

Theoretical definition of Working environment :

1. Job satisfaction may be affected by wages, working hours, autonomy for staff members, structure of the organization, and relationships between staff members and management (Lane, Esser, Holte & Anne, 2010).

2. All factors that influence an employee's body and mind are included in the work environment. An important factor in encouraging workers to complete their assigned tasks is the workplace environment (Chandrasekar, 2010).

Table 3.5. Definition of Working Environment

Dimension	Definition of Working Enviroment	References
Physical Conditions	including external conditions such as: workspace, office design, auxiliary equipment for work, etc.	
Psychological Conditions.	such as workplace social contact (including interactions with coworkers, managers, and employees), business culture, methods, and attitudes - organizational working spirit, .	Mehboob and Bhutto, (2012)
Social Working Conditions.	Social benefits such as insurance, welfare, salary, maternity leave, etc.	

Operational definition of Working Environment:

This research focuses on working environment of “Physical conditions”, “Psychological conditions” and “Social working conditions”. The three dimensions of working environment were used Mehboob and Bhutto (2012) mentioned standards as the operational definition of this study.

The question of working environment was raised in the research of Raziq and Maulabakhsh (2015). The content of the questionnaire was modified according to the theme of this research. The design questionnaire has a total of 9 questions. As shown in Table 3.6.

Table 3.6. Questionnaire of Working Environment

Dimension	Question Observed Variables	References
Physical Conditions	12.I'm satisfied with physical working conditions.	
	13.I'm satisfied with the current maintenance of the building.	
	14.Hygiene is always maintained in the organization.	
Psychological Conditions.	15. I'm satisfied with the present set of working hours.	Raziq and Maulabakhsh (2015)
	16. My supervisor provides me with sufficient information related to work.	
	17. The work activities are compared to your skills and the opportunities for improving your competence level.	
Social Working Conditions.	18. Employees' trust in general.	
	19. Conflict resolution skills of the immediate supervisor.	
	20. Possibilities for receiving assistance from coworkers when required.	

### 3.2.2. Job Satisfaction

Based on the literature review, the study researcher summarized the theoretical and operational definitions of job satisfaction, which are explained as follows:

Theoretical definition of Job Satisfaction :

1. Job satisfaction, according to Bintaro and Daryanto (2017), was a



broad attitude that results from a number of specific attitudes, such as work-related considerations, personality, and personal social interactions outside of the workplace.

2. Job satisfaction was defined as an employee's positive attitude toward their work that results from an evaluation of the work environment (Robbins, 2014).

Table 3.7. Definition of Job Satisfaction

Dimension	Definition of Job Satisfaction	References
Salary	is a fixed amount of money or compensation paid to an employee by an employer in return for work performed	Luthan (2016)
Work Itself	encourages every employee to execute organizational strategy by eliminating fake work and focusing on real work.	
Promotion Opportunities	is the process of moving a person up the corporate ladder to a position with a better compensation, a higher level job title, and frequently more and more complex work duties.	
Supervision	is a process that involves a manager meeting regularly and interacting with worker(s) to review their work.	
Coworker	a person who you work with, especially someone with a similar job or level of responsibility.	

Operational definition of Job Satisfaction:

This research focuses on job satisfaction of “Salary”, “Work itself”,

“Promotion Opportunities”, “Supervision” and “Coworker”. The five dimensions of job satisfaction were used Luthan (2016) mentioned standards as the operational definition of this study.

The question of job satisfaction was raised in the research combine of Lee, Yang and Li (2017); Riyanto, Endri and Herlisha (2021).The content of the questionnaire was modified according to the theme of this research. The design questionnaire has a total of 8 questions.

As shown in Table 3.8.

Table 3.8. Questionnaire of Job Satisfaction

Dimension	Question Observed Variables	References
Salary	21.Salary according to job	
Work Itself	22.My office space is very comfortable. 23.Complete equipment and tools for work.	Lee, Yang and Li (2017); Riyanto, Endri
Promotion Opportunities	24. I feel satisfied about the welfare of the company in the same industry. 25.I feel satisfied with my promotion opportunity	and Herlisha (2021)
Supervision	26.My superior is fair to subordinates.	
Coworker	27.I am satisfied with the way in which colleagues deal with each other in the company. 28.My role in the team can be recognized and have a positive influence.	

### **3.2.3. Job Performance**

Based on the literature review, the study researcher summarized the

theoretical definition and operation of job performance, which are explained as follow:

Theoretical definition of Job Performance:

1. Mangkunegara (2017) claimed that an employee's performance (or "work achievement") is the end result of the quality and quantity of work he or she completes while carrying out the duties assigned to him.

2. Jufrizen and Rahmadhani (2020) asserted that a person's or a group's performance was a sign of their success or failure in completing actual work that has been assigned by an organization.

Table 3.9. Definition of Job Performance

Dimension	Definition of Job Performance	References
Speed	this means a employee that complete work tasks faster.	Kasma and Riantij (2022)
Accuracy	is the easiest performance metric to understand, and it simply measures the proportion of correctly predicted observations to all observations.	
Cooperation	is a procedure whereby workers or their representatives work with management to resolve problems of shared interest through consultation and discussion.	
Quality of Work	refers to work that meets and exceeds client or company expectations.	

Operational definition of Job Performance:

This research focuses on job performance of “Speed”, “Accuracy”, “Cooperation” and “Quality of work”. The four dimensions of job performance were used Kasma and Riantij (2022) mentioned standards as the

operational definition of this study.

The question of job performance was raised in the research of GRiyanto, Endri and Herlisha (2021). The content of the questionnaire was modified according to the theme of this research. The design questionnaire has a total of 4 questions, as shown in Table 3.10.

Table 3.10. Questionnaire of Job Performance

Dimension	Question Observed Variables	References
Speed	29. I've completed my work according to the company's quality standards.	Riyanto, Endri and Herlisha (2021)
Accuracy	30. I am always present on time at work.	
Cooperation	31. I can adjust quickly to any changes in the work environment.	
Quality of Work	32. Responsible for the results of work	

### 3.3. Questionnaire Pre-test

Before this study, the questionnaires were distributed to the researcher's relatives and friends who work in office. A total of 54 questionnaires were distributed, 4 questionnaires were excluded due to incomplete answers, and a total of 50 valid questionnaires were recovered. The questionnaire response rate was 80%. The reliability of the questionnaire was analyzed, and the analysis results were Cronbach's alpha coefficient of employee participation, employee motivation, working environment, job satisfaction and job performance are 0.766; 0.854; 0.902; 0.884; 0.783. As shown in Table 3.11:

Table 3.11 Reliability Analysis of Pre-test Questionnaire Items

Research Variable	Cronbach' $\alpha$
Employee Participation	0.766
Employee Motivation	0.854
Working Environment	0.902
Job Satisfaction	0.884
Job Performance	0.783

### 3.4. Questionnaire Translation

This study was conducted in Vietnam with respondents who are employees in Vietnam. Therefore, Vietnamese plays an important role in data collection. First, the survey questionnaire was designed in English then translated into Vietnamese by a professional translation company in Hanoi, Vietnam. The questionnaire was then translated back into English to check for corrections, incorrect words were deleted, and the final version was completed. The final version of the questionnaire in Vietnamese was completed after careful discussion and revision (see Appendix A and Appendix B). The questions have been translated into the Vietnamese version so the respondent can better understand and answer the questions carefully. The benefits of translation help respondents understand the meaning and structure of the answers. The definition of the question and the structure have been checked by the translator to match between the English and Vietnamese versions.

### 3.5. Data Analysis Method

This study will adopt quantitative and statistical methods to verify and understand the relationship between variables according to the research purpose and various hypotheses. After the questionnaire is collected, the statistical package software SPSS 22.0 will be used for analysis. The study used descriptive statistics, reliability analysis, validity analysis, correlation

analysis and regression analysis to analyze the variables. They were described as follows:

1. Descriptive Statistics were used to describe the structure of the sample data. According to the recovered samples, the basic data, including gender, age, education level, etc., are analyzed for demographic variables. In order to understand the characteristics and characteristics of the sample structure in this study, as well as the distribution of sample attributes.
2. Reliability and Validity Analysis: Reliability refers to the reliability of the collected samples and was used to detect the internal consistency of each variable. This study used Cronbach's alpha coefficient to measure the internal consistency of the scale, and the higher the  $\alpha$  value, the higher the internal consistency. Generally speaking, the value of the  $\alpha$  coefficient should be at least greater than 0.6, and a value above 0.7 is considered high reliability (Xiao Wenlong, Min 96). Validity refers to judging whether the content of the questionnaire can truly measure the item to be measured.
3. Correlation Analysis was used to verify the correlation between two or more continuous variables. The correlation measurement value should be between -1 and +1. Correlation and significant negative correlation. This study used Pearson product-difference correlation analysis to reflect the correlation between variables. In this study H1, H2, H3, H4, the Pearson product-difference correlation was used to verify whether the hypothesis H1~H4 holds.
4. Regression analysis was utilized to clarify and forecast the link among the dependent and independent variables. In contrast to the prediction function, which utilizes established independent factors to forecast unknown dependent variables, regression analysis aims to

determine the amount and pattern of each independent variable's influence on the dependent variable. This study used multiple regression analysis to test whether the mediation hypothesis holds. In this study, H5, H6, and H7 were used to verify whether the assumptions H5-H7 were established using multiple regression.

The fourth chapter was used the above-mentioned data analysis methods to analyze the formal questionnaire samples collected by this research to verify whether the hypotheses are valid.



## CHAPTER FOUR

### ANALYSIS AND RESULTS

According to the previous research hypothesis, this chapter will effectively recover the sample data, use SPSS statistical method to process and analyze the sample data, to verify whether the hypothesis of this research is true, and to explain and discuss the results.

#### 4.1. Descriptive Statistics

This study applies convenient sampling method with employees working in offices in Hanoi. It has been distributed since mid-October 2022. Data was collected through gmail to complete the survey. Statistics on questionnaire recall were completed by mid-November 2022. A total of 250 questionnaires were distributed, and 243 were recovered, with a recovery rate of 97.2%. 9 questionnaires were excluded due to incomplete answers, and a total of 234 valid survey results were attained, with a recovery rate of 93.6% as show table 4.1:

Table 4.1 The Information of Respondents (N=250)

Sample	Amount	Percentage
Valid Surveys	234	93.6%
Invalid surveys	9	3.6%
Not receipt	7	2.8%

Source: Compiled by this study

Random sampling was carried out according to the research subject to obtain valid questionnaire samples. The analysis of sample characteristics was shown in Table 4.2. The table includes sample characteristics, categories, number of people and valid percentages. The analysis results were described as follows:



### 1. Gender:

The number of males was less than the number of females, 108 males, accounting for 46.2% of the total sample; and 126 females, accounting for 53.8% of the total sample.

### 2. Age:

The maximum age group from 20-29 is 200 people, accounting for 85.5% of the total sample; 22 people were aged 30-39, accounting for 9.4% of the total sample; 12 people were aged 40-49, representing 5.1% of the total sample, and none were over 50 years old.

### 3. Education:

University had the most 188 people, accounting for 80.3% of the total sample; followed by high school with 44 people, accounting for 18.8% of the total sample; 2 masters, accounting for 0.9% of the total sample.

### 4. Income:

In the total of people, with 65 people with incomes below 5 million (27.8%), 58 earners 5.1-7 million Vietnamese dong (VND) (accounting for 24.8%), 49 earners 7.1 -10 million VND (20.9%), 2 people with income 10.1 to 12 million VND (0.9%), 60 people earning more than 12 million VND (25.6%)

The information were summarized as the table 4.2 below:

Table 4.2. The Information of Respondents (N=234)

Items	Categories	Frequency	Percentage (%)
Gender	Male	108	46.2%
	Female	126	53.8%
Age	20-29	200	85.5%
	30-39	22	9.4%
	40-49	12	5.1%
	Above 50	0	0
Education	High school	44	18.8%
	College school	0	0
	Bachelor degree	188	80.3%
	After Bachelor	2	0.9%
Income	Under 5M	65	27.8%
	5.1M-7M	58	24.8%
	7.1M-10M	49	20.9%
	10.1M-12M	2	0.9%
	More than 12M	60	25.6%

*Source: Compiled by this study*

#### **4.2. Reliability Analysis**

Reliability refers to the reliability of the collected samples and is used to detect the internal consistency of each variable. This study used Cronbach's alpha coefficient to measure the internal consistency of the scale, and the higher the  $\alpha$  value, the higher the internal consistency. Generally speaking, the value of the  $\alpha$  coefficient should be at least greater than 0.6, and a value above 0.7 is considered high reliability (Wenlong, 2007).

As shown in Table 4.3, the Cronbach's $\alpha$  value of employee participation is 0.746; the Cronbach's $\alpha$  value of employee motivation is 0.798; the Cronbach's $\alpha$  value of working environment is 0.889; the Cronbach's $\alpha$  value of job satisfaction is 0.879; The Cronbach's $\alpha$  value of job performance was 0.732, and its reliability was above 0.6, indicating that the questionnaire had internal consistency.

Table 4.3. The Reliability of each Research Variable

Research Variable	Cronbach' $\alpha$
Employee Participation	0.744
Employee Motivation	0.853
Working Environment	0.889
Job Satisfaction	0.879
Job Performance	0.732

*Source: Compiled by this study*

### **4.3. Validity Analysis**

Validity is the evaluation of whether the information provided in the survey can actually measure the items to be tested. The greater the validity, the more accurately the measurement findings can reflect the properties of the thing being measured. This study uses factor analysis to obtain the construction effect of the scale degree, retaining variables with eigenvalues greater than 1 and factor loadings greater than 0.6 to explain the variables. In order to identify the dimensionalities and reliability of the research constructs, the measurement items' purification procedure is conducted as necessary. The purification progress includes factor analysis that contains factor loading, cumulative explained variance, eigenvalue, and communality of the factors derived from the measurement items. After factor analysis, to identify the internal consistency and reliability of the construct measurement, the item-to-total correlation, Cronbach's $\alpha$ , and correlation matrix are calculated. The

criteria adapted from former research (Hair et al., 1998) are also described as follows:

- Factor loading higher than 0.6: any of the factor loadings which is less than 0.6 is deleted until all the existing factor with factor loading is equal or larger than 0.6. It means that the item really belongs to the factor and is highly correlated;
- Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) higher than 0.5;
- Eigen value higher than 1;
- Explained variance (accumulative) equal or higher 0.5 (50%);
- Criterion for the reliability test: Item-to-total correlation equal or higher than 0.5; Cronbach’s Alpha equal or higher than 0.6. Hair et al., (1998) stated that criteria of reaching item-to-total  $\geq 0.5$  stands for a high degree of internal consistency of items under each dimension.

#### **4.3.1. Factors Analysis of Employee Participation**

In this study, employee participation is tested for validity. The KMO value of the employee participation scale is 0.592, which is greater than 0.5, indicating that the suitability of the factor analysis belongs to the moderate level, and the Bartlett spherical test values all reach a significant level ( $P < 0.05$ ), indicating that employee participation is suitable for factor analysis, as shown in table 4.4.

Table 4.4. KMO Value and Bartlett’s Test of Employee Participation

Variable	KMO value	Bartlett’s test		
		Chi-square	df	Sig.
Employee Participation	.592	315.150	6	.000

After analyzing the factors of the 4 items of employee participation, the eigenvalues were 1.012, which is greater than 1, and the Cronbach's  $\alpha$  value was greater than 0.6, showing that there is internal consistency among the factors, and the factor loadings of each item are also greater than 0.5. According to the results of employee participation factor analysis, the cumulative variance explained is 82.295% (more than 50%), which means that the factors extracted by factor analysis can explain this facet to a high degree, as shown in Table 4.5.

Table 4.5. Factor Loading of Employee Participation

Research Constructs	Research Items	Cronbach' $\alpha$	Factor loading	Eigenvalues	Accumulative Explained (%)
Employee Participation	EP4	0.744	.897	1.102	82.295
	EP1		.771		
	EP3		.952		
	EP2		.719		

#### ***4.3.2. Factor Analysis of Employee Motivation***

In this study, employee motivation is tested for validity. The KMO value of the employee motivation scale is 0.588, which is greater than 0.5, indicating that the suitability of the factor analysis belongs to the moderate level, and Bartlett's test values all reach a significant level (  $P < 0.05$ ), indicating that employee motivation is suitable for factor analysis, as shown in Table 4.6.

Table 4.6. KMO value and Bartlett's test of Employee Motivation

Variable	KMO value	Bartlett's test		
		Chi-square	df	Sig.
Employee Motivation	0.588	1467.873	21	.000

After analyzing the factors of the 7 items of employee motivation, according to the meaning of the question, the eigenvalue was 1.500, which is greater than 1, and the Cronbach's $\alpha$  value was greater than 0.6, showing that there is internal consistency among the factors, and the factor loadings of each item are also greater than 0.5. According to the results of employee motivation factor analysis, the cumulative variance explained is 77.476 (more than 50%), which means that the factor extracted by factor analysis can explain this facet to a high degree, as shown in Table 4.7.

Table 4.7. Factor Loading of Employee Motivation

Constructs	Items	Cronbach's $\alpha$	Factor loading	Eigenvalues	Accumulative Explained (%)
Employee Motivation	EM11	0.853	.930	1.500	77.476
	EM8		.912		
	EM7		.883		
	EM5		.691		
	EM6		.932		
	EM10		.784		
	EM9		.619		

#### 4.3.3. Factor Analysis of Working Environment

In this study, the working environment is tested for validity. The KMO value scale is 0.531, which is greater than 0.5, indicating that the suitability

of the factor analysis belongs to the moderate (Middling) level, and Bartlett's test values all reach a significant level (  $P < 0.05$ ), indicating that working environment is suitable for factor analysis, as shown in Table 4.8.

Table 4.8. KMO value and Bartlett's of Working Environment

Variable	KMO value	Bartlett's test		
		Chi-square	df	Sig.
Working Environment	0.531	2785.766	36	.000

After analyzing the factors of the 9 items of working environment, according to the meaning of the question, the eigenvalue was 1.711, which is greater than 1, and the Cronbach's  $\alpha$  value was greater than 0.6, showing that there is internal consistency among the factors, and the factor loadings of each item are also greater than 0.5. According to the results of working environment factor analysis, the cumulative variance explained was 76.624% (more than 50%), which means that the factors extracted by factor analysis can explain this facet to a high degree, as shown in Table 4.9.

Table 4.9. Factor Loading of Working Environment

Constructs	Items	Cronbach'α	Factor loading	Eigenvalues	Accumulative Explained (%)
Working Environment	WE17	0.889	.847	1.711	76.624
	WE13		.844		
	WE14		.837		
	WE19		.677		
	WE18		.909		
	WE12		.875		
	WE20		.843		
	WE16		.687		
	WE15		.651		

#### 4.3.4. Factor Analysis of Job Satisfaction

In this study, job satisfaction is tested for validity. The KMO value of the job satisfaction scale is 0.639, which is greater than 0.5, indicating that the suitability of the factor analysis belongs to the moderate (Middling) level, and Bartlett's test values all reach a significant level (  $P < 0.05$ ), indicating that job satisfaction is suitable for factor analysis, as shown in Table 4.10.

Table 4.10. KMO value and Bartlett's Test of Job Satisfaction

Variable	KMO value	Bartlett's test		
		Chi-square	df	Sig.
Job Satisfaction	0.639	1936.882	28	.000

After factor analysis of the eight items of job satisfaction. Its eigenvalue is 1.106, which is greater than 1, and Cronbach's alpha value for it



is 0.879, indicating that it has consistent content. The loading factor of each item is also greater than 0.5. For the factor analysis of job satisfaction, the explained cumulative variance was 88.200% (greater than 50%), suggesting that eight items of job satisfaction could account for this aspect at high levels, as shown in Table 4.11.

Table 4.11. Factor Loading of Job Satisfaction

Constructs	Items	Cronbach's $\alpha$	Factor loading	Eigenvalues	Accumulative Explained (%)
Job Satisfaction	JS23	0.879	.928	1.106	88.200
	JS25		.822		
	JS28		.737		
	JS26		.702		
	JS21		.847		
	JS24		.824		
	JS22		.801		
	JS27		.942		

#### 4.3.5. Factor Analysis of Job Performance

In this study, the validity of job performance was examined. The KMO value of the job performance scale is 0.657, greater than 0.6, indicating that its factor analysis is in the mean (Mean) and Bartlett sphere test values, all of which were significant ( $P < 0.05$ ), indicating a suitable level of job performance for factor analysis, as shown in Table 4.12.

Table 4.12. KMO Values and Bartlett's Test of Job Performance

Variable	KMO value	Bartlett's test		
		Chi-square	df	Sig.
Job Performance	0.657	230.394	6	.000

*Source: Compiled by this study*

After factor analysis of the 4 items of job performance, the eigenvalue is 2.229, which is greater than 1, and the Cronbach's alpha value of it is 0.732, indicating that it has consistent content. The loading factor of each item is also greater than 0.5. For the factor analysis of job performance, the explained cumulative variance was 55.727% (greater than 50%), suggesting that four factors of job performance could account for this aspect at high levels, as shown in Table 4.13.

Table 4.13. Factor Loading of Job Performance

Constructs	Items	Cronbach'α	Factor loading	Eigenvalues	Accumulative Explained (%)
Job Performance	JP30	0.732	.817	2.229	55.727
	JP29		.786		
	JP31		.731		
	JP32		.640		

*Source: Compiled by this study*

#### 4.4. Correlation Analysis

In bivariate correlation data, if two variables are continuous variables, Pearson product-difference correlation can be used to find out the degree of pairwise correlation, and the correlation value should be between -1 and +1. Close to both sides are represented as significant positive correlation and significant negative correlation. Correlation analysis not only shows whether it is significant, but also shows the size of the correlation coefficient. The

square of the correlation coefficient is the coefficient of determination, which can explain the amount of variation. This study uses the statistical method of Pearson's cumulative difference correlation to explore whether there is a significant positive impact among variables such as employee participation, employee motivation, working environment, job satisfaction, and job performance. The results of the H1~H4 analysis are explained separately as follows:

H1: Employee participation has a significant positive effect on job satisfaction

From Table 4.14, the correlation analysis table between employee participation and job satisfaction, it can be seen that the correlation coefficient between "direct participation" and "job satisfaction" is 0.624, showing a positive impact and reaching a significant level (P value: 0.00\*\*\*), showing that employees being directly involved in decisions affecting their direct work will lead to a higher level of job satisfaction. The correlation coefficient between "indirect" and "job satisfaction" is 0, which represents a positive influence reaching significance (P value: 0.00\*\*\*), which means being indirectly involved. Involved in organizational decisions, the higher the employee's identity in the organization, the higher the level of job satisfaction will be.

According to the correlation analysis between employee participation and job satisfaction mentioned above, direct participation in job decisions or indirect participation in organizational decisions through representation have a direct correlation with job satisfaction. As a result, employee participation had a significant positive effect, and H1 was established.

Table 4.14. Correlation Analysis of Employee Participation and Job Satisfaction

Constructs		Direct Participation	Indirect Participation	Job Satisfaction
Direct Participation	Correlation	1		
	Sig.			
Indirect Participation	Correlation	.717***	1	
	Sig.	.000		
Job Satisfaction	Correlation	.624***	.534***	1
	Sig.	.000	.000	

Note: \*p< 0.05, \*\*p<0.01, \*\*\* p < 0.001

H2: Employee motivation has a significant positive effect on job satisfaction.

From Table 4.15, the correlation analysis table between employee motivation and job satisfaction, it can be seen that the correlation coefficient between "intrinsic motivation" and "job satisfaction" is 0.679, which shows a positive influence and reaches the significance level (P value: 0.00 \*\*\*), showing that intrinsic factors also affect job satisfaction without being affected by other factors. Outside, the correlation coefficient between "extrinsic motivation" and "satisfaction at work" is 0.613, showing a positive impact and reaching the significance level (P value: 0.00\*\*\*), showing that the motivation of employees depends on external factors from which job satisfaction increases.

According to the analysis of the correlation between employee motivation and job satisfaction mentioned above, intrinsic motivation and extrinsic influences both have a significant influence on job satisfaction. As a

result, employee motivation has a significant positive effect, and H2 was established.

Table 4.15. Correlation Analysis of Employee Motivation and Job Satisfaction

Constructs		Intrinsic Motivation	Extrinsic Motivation	Job Satisfaction
Intrinsic Motivation	Correlation	1		
	Sig.			
Extrinsic Motivation	Correlation	.871***	1	
	Sig.	.000		
Job Satisfaction	Correlation	.679***	.613***	1
	Sig.	.000	.000	

Note: \*p< 0.05, \*\*p<0.01, \*\*\* p < 0.001

H3: Working environment has a significant positive effect on job satisfaction.

According to Table 4.16, the correlation analysis table between working environment and job satisfaction, the correlation coefficient between "physical conditions" and "job satisfaction" is 0.588, indicating a positive and significant effect (P value: 0.00 \*\*\*), indicating that working in a comfortable working environment increases employees' job satisfaction. The correlation coefficient between "psychological conditions" and "job satisfaction" is 0.901, showing a positive impact and reaching a significant level (P value: 0.00\*\*\*), showing that the interaction of employees in an organization, organizational culture, or organizational spirit also affect job satisfaction; The correlation coefficient between "social working conditions" and "job satisfaction" is 0.816, which indicates a positive effect reaching a significant level (P-value: 0.00\*\*\*), which means that when employees are fully covered by social

benefits such as insurance, salary, etc., the job satisfaction level will also be higher.

According to the analysis of the correlation between working environment and job satisfaction mentioned above, physical conditions, psychological conditions, and social working conditions all affect the job satisfaction of employees at work. Therefore, working environment has a significant positive effect on job satisfaction, and H3 has been established.

Table 4.16. Correlation Analysis of Working Environment and Job Satisfaction

Constructs		Physical Conditions	Psychological Conditions	Social Working Conditions	Job Satisfaction
Physical Conditions	Correlation	1			
	Sig.				
Psychological Conditions	Correlation	.749***	1		
	Sig.	.000			
Social working Conditions	Correlation	.614***	.897***	1	
	Sig.	.000	.000		
Job Satisfaction	Correlation	.588***	.901***	.816***	1
	Sig.	.000	.000	.000	

Note: \*p< 0.05, \*\*p<0.01, \*\*\* p < 0.001

H4: Job satisfaction has a significant positive effect on job performance.

From Table 4.17, the correlation analysis table between job satisfaction and job performance, it can be seen that the correlation coefficient between the two factors is 0.871, showing a positive influence and reaching a significant level (P value: 0.00 \*\*\*), indicating that increased employee satisfaction will increase job performance.

According to the analysis of the correlation between job satisfaction and job performance, when employees have fully met the conditions that make job satisfaction increase, the efficiency of the job also increases. Working efficiency has increased. Therefore, job satisfaction has a positive effect on job performance, and H4 has been established.

Table 4.17. Correlation Analysis of Job Satisfaction and Job Performance

Constructs	Job Satisfaction	Job Performance
Job Satisfaction	Correlation 1 Sig.	
Job Performance	Correlation .871*** Sig. .000	1

Note: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\*  $p < 0.001$

In order to better understand the strength of the correlation coefficient of each facet, the correlation analysis table of the large facets is sorted out. As shown in Table 4.18, employee participation, employee motivation, working environment, and job satisfaction are significantly positively correlated (correlation coefficients of 0.632, 0.674, and 0.845); there is a significant positive correlation between job satisfaction and job performance (the correlation coefficient is 0.474). H1, H2, H3, and H4 are all established based on the correlation analysis of employee participation and job performance (Table 4.14), the correlation analysis of employee motivation and job satisfaction (Table 4.15), the correlation analysis of working environment and job satisfaction (Table 4.16), the correlation analysis of job satisfaction and job performance (Table 4.17), and the correlation analysis of each dimension (Table 4.18).

Table 4.18. Correlation Analysis Table of Job Satisfaction and Job Performance

Constructs		Employee Participation	Employee Motivation	Working Environment	Job Satisfaction	Job Performance
Employee Participation	Correlation	1				
	Sig.					
Employee Motivation	Correlation	.768***	1			
	Sig.	.000				
Working Environment	Correlation	.819***	.816***	1		
	Sig.	.000	.000			
Job Satisfaction	Correlation	.632***	.674***	.845***	1	
	Sig.	.000	.000	.000		
Job Performance	Correlation	.369***	.391***	.357***	.474***	1
	Sig.	.000	.000	.000	.000	

Note: \*p< 0.05, \*\*p<0.01, \*\*\* p < 0.001

#### 4.5. Regression Analysis

From the correlation analysis results in the previous chapter, we can know that there is a certain correlation among the variables in this study. Therefore, this study uses regression analysis to further understand the influence relationship between variables and verify the research hypothesis. The results of H5~H7 regression analysis are as follows:

H5: Job Satisfaction had a mediating effect on employee participation and job performance.

First, a multiple regression analysis with employee participation as the independent variable and job performance as the dependent variable. Its multiple regression model is significant ( $F = 48.119$ ,  $p = 0.000$ ), and the explanatory change is 17.2%, indicating that employee participation has a very significant effect on job performance, so the more employees are engaged and valued at work, the more their performance will also increase



accordingly, and the normalized  $\beta$  coefficient of employee is 0.414, as shown in Table 4.19.

Table 4.19. Simple Regression Model of Employee Participation and Job Performance.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Adjusted R square	F	Sig.
	B	Std. Error	Beta					
(Constant)	2.433	.211		11.541	.000	.172	48.119	.000
Employee Participation	.355	.051	.414	6.937	.000			

Note: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\*  $p < 0.001$

Then, for multiple regression analysis, use employee participation as the independent variable and job satisfaction as the dependent variable. The multiple regression model is significant ( $F=162.610$ ,  $p=.000$ ), and the explained variation is 41.2%. The standardization of employee participation The  $\beta$  coefficient is 0.642, as shown in Table 4.20.

Finally, multiple regression analysis was performed with employee participation and job satisfaction as independent variables and job performance as dependent variables. The multiple regression model was significant ( $F=37.480$ ,  $p=.000$ ), and the explained variation was 24.5%. The standardized  $\beta$  coefficients of employee participation and job satisfaction are 0.188 and 0.353 respectively, as shown in Table 4.21. Among them, employee participation affects job performance through job satisfaction as an intermediary, and its standardized  $\beta$  coefficient becomes significantly smaller ( $0.188 < 0.414$ ), indicating that there was a partial intermediary effect. Therefore, employee participation had an intermediary effect on job performance through job satisfaction, and H5 was established.

Table 4.20. Simple Regression Model of Employee Participation and Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Adjusted R square	F value	Sig.
	B	Std. Error						
(Constant)	1.917	.150		12.754	.000	.412	162.610	.000
Employee Participation	.466	.037	.642	12.752	.000			

Note: \*p< 0.05, \*\*p<0.01, \*\*\* p < 0.001

Table 4.21. Regression Analysis of Employee Participation and Job Satisfaction on Job Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Adjusted R square	F value	Sig.F
	B	Std. Error						
(Constant)	1.633	.263		6.209	.000	.245	37.480	.000
Employee Participation	.161	.064	.188	2.520	.012			
Job Satisfaction	.417	.088	.353	4.733	.000			

Note: \*p< 0.05, \*\*p<0.01, \*\*\* p < 0.001

H6: Job satisfaction had a mediating effect on employee motivation, and job performance

First, multiple regression analysis with employee motivation as the independent variable and job performance as the dependent variable. Its multiple regression model is very significant (F=52.149, p=000) and the explanatory change is 18.4%, showing that employee motivation had a very significant impact on job performance, so the higher the employee's work

motivation at work, the higher the job performance, and the normalized  $\beta$  coefficient of employee motivation is 0.428, as shown in Table 4.22.

Table 4.22. Simple Regression Model of Employee Motivation and Job Performance.

Model	Unstandardized Coefficients		Standardized Beta	t	Sig.	Adjusted R square	F	Sig.
	B	Std. Error						
(Constant)	2.126	.245		8.687	.000	.184	52.149	.000
Employee Motivation	.445	.062	.428	7.221	.000			

Note: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\*  $p < 0.001$

Then, for multiple regression analysis, use employee motivation as the independent variable and job satisfaction as the dependent variable. The multiple regression model was significant ( $F=222.368$ ,  $p=.000$ ), and the explained variation is 48.9%. The standardization of employee motivation the  $\beta$  coefficient is 0.700, as shown in Table 4.23.

Finally, multiple regression analysis was performed with employee motivation and job satisfaction as independent variables and job performance as dependent variables. The multiple regression model was significant ( $F=37.018$ ,  $p=.000$ ), and the explained variation was 24.3%. The standardized  $\beta$  coefficients of employee motivation and job satisfaction are 0.190 and 0.340 respectively, as shown in Table 4.24. Among them, employee motivation affects job performance through job satisfaction as an intermediary, and its standardized  $\beta$  coefficient becomes significantly smaller ( $0.190 < 0.428$ ), indicating that there is a partial intermediary effect. Therefore, employee motivation has an intermediary effect on job performance through job satisfaction, and H6 was established.

Table 4.23. Simple Regression Model of Employee Motivation and Job Satisfaction.

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Adjusted R square	F value	Sig.
	B	Std. Error						
	(Constant)	1.390	.164		8.487	.000	.489	222.368
Employee Motivation	.615	.041	.700	14.912	.000			

Note: \*p< 0.05, \*\*p<0.01, \*\*\* p < 0.001

Table 4.24. Regression Analysis of Employee Motivation and Job Satisfaction on Job Performance

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Adjusted R square	F value	Sig.
	B	Std. Error						
	(Constant)	1.567	.270		5.795	.000	.243	37.018
Employee Motivation	.198	.083	.190	2.374	.018			
Job Satisfaction	.402	.095	.340	4.374	.000			

Note: \*p< 0.05, \*\*p<0.01, \*\*\* p < 0.001

H7: Job satisfaction had a mediating effect on working environment and job performance.

First, multiple regression analysis with working environment as the independent variable and job performance as the dependent variable. Its multiple regression model was very significant (F=59.275, p=000) and the explanatory change is 20.4%, showing that employee motivation had a very significant impact on job performance, so the higher the employee's work

motivation at work, the higher the job performance, and the normalized  $\beta$  coefficient of working environment is 0.451, as shown in Table 4.25.

Table 4.25. Simple Regression Model of Working Environment and Job Performance.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Adjusted R square	F value	Sig.
	B	Std. Error	Beta					
(Constant)	1.986	.248		8.015	.000	.204	59.275	.000
Working Environment	.490	.064	.451	7.699	.000			

Note: \* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\*  $p < 0.001$

Then take working environment as the independent variable and job satisfaction as the dependent variable to conduct multiple regression analysis. The multiple regression model is significant ( $F=411.991$ ,  $p=.000$ ), and the explained variation is 64.0%. The standardization of employee participation The  $\beta$  coefficient is 0.800, as shown in Table 4.26.

Finally, multiple regression analysis was performed with working environment and job satisfaction as independent variables and job performance as dependent variables. The multiple regression model was significant ( $F=36.228$ ,  $p=.000$ ), and the explained variation was 23.9%. The standardized  $\beta$  coefficients of working environment and job satisfaction are 0.201 and 0.313 respectively, as shown in Table 4.27. Among them, working environment affects job performance through job satisfaction as an intermediary, and its standardized  $\beta$  coefficient becomes significantly smaller ( $0.201 < 0.451$ ), indicating that there was a partial intermediary effect. Therefore, working environment had an intermediary effect on job performance through job satisfaction, and H7 was established.

Table 4.26. Simple Regression Model of Working Environment and Job Satisfaction.

Model	Unstandardized Coefficients		Standardized Beta	t	Sig.	Adjusted R square	F value	Sig.
	B	Std. Error						
	(Constant)	.973						
Working Environment	.735	.036	.800	20.298	.000			

Note: \*p< 0.05, \*\*p<0.01, \*\*\* p < 0.001

Table 4.27. Regression Analysis of Working Environment and Job Satisfaction on Job Performance.

Model	Unstandardized Coefficients		Standardized Beta	t	Sig.	Adjusted R square	F value	Sig.
	B	Std. Error						
	(Constant)	1.620						
Working Environment	.218	.104	.201	2.100	.037			
Job Satisfaction	.370	.113	.313	3.271	.001			

Note: \*p< 0.05, \*\*p<0.01, \*\*\* p < 0.001

#### 4.6. Research Results

The results of the above empirical analysis were summarized in Table 4.28. This study assumes that H1~H4 had a significant positive impact, that is: H1: Employee participation had a significant positive impact on job satisfaction (correlation coefficient: 0.632, p<0.01), H2: Employee motivation had a significant positive impact on job satisfaction (correlation coefficient: 0.674, p<0.01), H3: Working environment had a significant positive effect on job satisfaction (correlation coefficient: 0.845, p<0.01), H4: Job satisfaction

had a significant positive impact on job performance (correlation coefficient: 0.474,  $p < 0.01$ ), so H1~H4 were all established. H5: Job satisfaction had a mediating effect on employee participation and job performance. H6: Job satisfaction had a mediating effect on employee motivation, and job performance. H7: Job satisfaction had a mediating effect on working environment and job performance.

Table 4.28. Result of the Tested Hypotheses

Hypothesis	Result
H1: Employee participation had a significant positive effect on job satisfaction	Supported
H2: Employee motivation had a significant positive effect on job satisfaction.	Supported
H3: The working environment had a significant positive effect on job satisfaction.	Supported
H4: Job satisfaction had a significant positive effect on job performance.	Supported
H5: Job Satisfaction had a mediating effect on employee participation and job performance.	Partial mediated
H6: Job satisfaction had a mediating effect on employee motivation, and job performance.	Partial mediated
H7: Job satisfaction had a mediating effect on working environment and job performance.	Partial mediated

## **CHAPTER FIVE**

### **CONCLUSION AND SUGGESTION**

This chapter will conduct relevant discussions based on the results of the statistical analysis of the data in Chapter Four, and propose conclusions and suggestions for this study, as a reference for relevant industries and subsequent researchers. The content of this chapter is divided into three sections, the first section was the research conclusion; the second section was the research limitations; the third section was the follow-up research suggestions.

#### **5.1. Conclusion**

This study mainly explores the relationship and influence among the five dimensions of employee participation, employee motivation, working environment, job satisfaction and job performance. Based on the job performance of employees who work at offices in Hanoi, the results obtained through a questionnaire survey, according to the data analysis results, the conclusions obtained in this study are as follows:

1. From the empirical research results in the previous chapter, we can know that employee participation and job satisfaction had a significant positive effect. That means, in an organization, employees was involved in decisions directly or indirectly at work, which makes employees feel they have a certain importance in the company, from that makes employees feel satisfied at work. Therefore, in order to create employee satisfaction, the organization should also pay attention to the opinions or contributions of employees, thereby creating high performance at work.
2. From the empirical research results in the previous chapter, we can know that employee motivation and job satisfaction had a significant



positive impact. That means, in an organization, employees were met with personal requirements to create motivation, the satisfaction of employees from there also increases. Therefore, organizations need to come up with solutions to improve employee morale that can help improve motivation, thereby improving satisfaction.

3. From the empirical research results in the previous chapter, we can know that the environment and job satisfaction had a significant positive impact. It means that, within the company, environmental conditions had an effect on the working status of employees. A company with a comfortable working environment will increase employee satisfaction, increased job satisfaction will also improve job performance.
4. From the experimental research results in the previous chapter, we can know that there was a very close relationship between employee participation, employee motivation, working environment, job satisfaction and job performance. When a company values employee participation in decisions, meets the individual requirements of employees, and creates a comfortable working environment to work in, helps employees feel comfortable and job satisfaction. When employees feel comfortable with the working environment and were motivated to work, their productivity will be high, and they will stay for a long time and stick with the company for a long time.

## **5.2. Contribution**

Employee participation in job satisfaction, how employee motivation impacts job satisfaction, or how the work environment influences job satisfaction have not been previously studied in other countries. There were no particular study that thoroughly summarizes the variables influencing job satisfaction and performance in Vietnam, and rear study linked to this

problem has been presented. Because of this, this study will more thoroughly evaluate the variables influencing employee happiness and productivity in the Hanoi office sector. Employees should be able to maximize the potential of the company if they are aware of the elements influencing performance.

### **5.3. Research Discussions and Implications**

Research results have shown that employee participation, employee motivation, and work environment pass through job satisfaction and impact job performance. This means that companies that want to improve employee performance should pay attention to the factors that affect job satisfaction. Companies that had a comfortable working environment or companies that offer methods to encourage employee motivation or appreciate employee suggestions will make employees feel that they are respected and that their participation was valued, increasing their satisfaction with the job and the company's profitability. When employees were satisfied with their work, they will be ready to devote their energy and intelligence to it, thereby increasing work efficiency and developing more.

### **5.4. Research Limitations and Future Research Suggestions**

Due to environmental, personal, time and other factors, there were some limitations in the course of the research, which makes this research still incomplete. This study had several limitations. Firstly, due to time constraints and geographical distance, the survey questionnaire was only conducted and sampled through an online survey (sent by mail). Secondly, the survey was only carried out in companies in Hanoi, and the number of surveys were only a small part of the total, not covering all companies.

This study had the following recommendations:

1. Research object: this study only sampled the employees working in the office in Hanoi; it was suggested that the following studies can

expand the research on the subjects of labor in other places such as workshops, factories, etc.

2. Research variables: this study explores the impact of employee engagement, employee motivation, and working environment on work performance through job satisfaction. If other variables were added or other factors that increase employee satisfaction can be discovered, different research results will be generated.
3. Statistical analysis method: this study only used correlation analysis and regression analysis to verify the correctness of the research hypothesis. It was recommended that subsequent researchers used analytical methods other than statistical analysis such as univariate analysis or the T-test to explore whether different demographic attributes (name, age, place of residence, distance, means of transport, occupation, etc.) have differences in employee participation, employee motivation, work environment, job satisfaction, and job performance.

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## **Appendix A: English Questionnaire.**

Hello, dear interviewee:

I am a graduate student at the Graduate School of Management at Nanhua University.

This questionnaire aims to investigate the satisfaction of employees when they work in an office environment. So we can't wait to better understand those issues. From there, we can come up with some solutions to increase employee satisfaction.

This questionnaire is written anonymously. All information is for academic research purposes only. Please feel free to fill it out.

Your participation is the key to the success of this research, and I sincerely appreciate your enthusiastic assistance. Thank you!

Best wishes for good health.

### **Section 1: Personal Information**

Q1: Gender

1. Male
2. Female

Q2: Age

1. 20-29
2. 30-39
3. 40-49
4. Above 50

Q3: Education

1. High school
2. College school
3. Bachelor degree
4. After Bachelor

Q4: Monthly Income (VND)

1. Under 5M
2. 5.1M-7M
3. 7.1M-10M
4. 10.1M-12M
5. More than 12M

**Section 2. Measurement of Variances**

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

**Employee Participation**

Questions	Measurement				
1. Opportunities are presented to learn new things and develop skills.	1	2	3	4	5
2. An employee has the power to judge and determine issues related to his or her own job.	1	2	3	4	5
3. Participation of issue-related employees in decisions is ensured.	1	2	3	4	5
4. My boss is available for me to discuss my concerns or worries or suggestions.	1	2	3	4	5

## Employee Motivation

Questions	Measurement				
5. I feel safe at work.	1	2	3	4	5
6. An opportunity to participate in determining the company's goals	1	2	3	4	5
7. I get along well with colleagues.	1	2	3	4	5
8. I want to wish to participate in every office event together.	1	2	3	4	5
9. Salary is sufficient for employee needs.	1	2	3	4	5
10. Employees' duties are assigned based on their abilities.	1	2	3	4	5
11. There is an award for the best-performing employee.	1	2	3	4	5

## Working Environment

Questions	Measurement				
12. I am satisfied with physical working conditions.	1	2	3	4	5
13. I am satisfied with the current maintenance of the building.	1	2	3	4	5
14. Hygiene is always maintained in the organization.	1	2	3	4	5
15. I'm satisfied with the present set of working hours.	1	2	3	4	5
16. My supervisor provides me with sufficient information related to work.	1	2	3	4	5
17. The work activities are compared to your skills and the opportunities for improving your competence level.	1	2	3	4	5
18. Employees' trust in general.	1	2	3	4	5

19. Conflict resolution skills of the immediate supervisor.	1	2	3	4	5
20. Possibilities for receiving assistance from coworkers when required.	1	2	3	4	5

### Job Satisfaction

Questions	Measurement				
21. Salary according to job	1	2	3	4	5
22. My office space is very comfortable.	1	2	3	4	5
23. Complete equipment and tools for work.	1	2	3	4	5
24. I feel satisfied about the welfare of the company in the same industry.	1	2	3	4	5
25. I feel satisfied with my promotion opportunity	1	2	3	4	5
26. My superior is fair to subordinates.	1	2	3	4	5
27. I am satisfied with the way in which colleagues deal with each other in the company.	1	2	3	4	5
28. My role in the team can be recognized and have a positive influence.	1	2	3	4	5

### Job Performance

Questions	Measurement				
29. I've completed my work according to the company's quality standards.	1	2	3	4	5
30. I am always present on time at work.	1	2	3	4	5
31. I can adjust quickly to any changes in the work environment.	1	2	3	4	5
32. Responsible for the results of work	1	2	3	4	5

## **Appendix B: Vietnamese Questionnaire.**

Xin chào, người được phỏng vấn thân mến:

Tôi là sinh viên tốt nghiệp Khoa Quản trị kinh doanh hệ Thạc sĩ tại Đại học Nam Hoa.

Bảng câu hỏi này nhằm điều tra sự hài lòng của nhân viên khi họ làm việc trong môi trường văn phòng. Vì vậy, chúng tôi rất nóng lòng để hiểu rõ hơn những vấn đề đó. Từ đó chúng ta có thể đưa ra một số giải pháp nhằm tăng sự hài lòng cho nhân viên.

Bảng câu hỏi này được viết ẩn danh. Tất cả thông tin chỉ dành cho mục đích nghiên cứu học thuật. Xin vui lòng điền vào nó.

Sự tham gia của bạn là chìa khóa thành công của nghiên cứu này và tôi xin chân thành đánh giá cao sự giúp đỡ nhiệt tình của bạn. Xin chân thành cảm ơn!

Xin gửi lời chúc sức khỏe tốt nhất đến bạn.

### **Phần 1: Thông tin cá nhân**

Q1: Giới tính

1. Nam
2. Nữ

Q2: Tuổi

1. 20-29
2. 30-39
3. 40-49
4. Trên 50

Q3: Giáo dục

1. Trường trung học phổ thông
2. Trường cao đẳng
3. Đại học
4. Sau Đại học

Q4: Thu nhập hàng tháng (VND)

1. Dưới 5 triệu
2. 5,1 triệu-7 triệu
3. 7,1 triệu-10 triệu
4. 10.1M-12M
5. Hơn 12 triệu

**Phần 2. Đo lường các phương sai**

1. Hoàn toàn không đồng ý
2. Không đồng ý
3. Trung lập
4. Đồng ý
5. Hoàn toàn đồng ý

Sự Tham gia của nhân viên

1. Có cơ hội được học hỏi và phát triển kỹ năng.
2. Một nhân viên có quyền phán xét và xác định các vấn đề liên quan đến công việc của mình.
3. Đảm bảo sự tham gia của nhân viên liên quan đến vấn đề trong các quyết định.
4. Sếp của tôi luôn sẵn sàng để tôi thảo luận về những mối quan tâm, lo lắng hoặc đề xuất của mình.

Môi trường làm việc

1. Tôi cảm thấy an toàn tại nơi làm việc.
2. Có cơ hội tham gia vào việc xác định các mục tiêu của công ty.
3. Tôi hòa thuận với đồng nghiệp
4. Tôi muốn mọi người cùng nhau tham gia tất cả sự kiện văn phòng.
5. Mức lương đủ cho nhu cầu của nhân viên.
6. Nhân viên được giao nhiệm vụ dựa trên khả năng của họ.
7. Có giải thưởng cho nhân viên có thành tích tốt nhất.



### Động lực nhân viên

8. Tôi hài lòng với điều kiện làm việc thể chất.
9. Tôi hài lòng với công tác bảo trì hiện tại của tòa nhà.
10. Vệ sinh luôn được giữ gìn trong tổ chức.
11. Tôi hài lòng với số giờ làm việc hiện tại.
12. Người giám sát cung cấp cho tôi đầy đủ thông tin liên quan đến công việc.
13. Các hoạt động công việc được so sánh với kỹ năng và cơ hội để nâng cao trình độ năng lực của bản thân.
14. Niềm tin giữa các nhân viên nói chung.
15. Kỹ năng giải quyết xung đột của cấp trên.
16. Khả năng nhận được sự hỗ trợ từ đồng nghiệp khi được yêu cầu.

### Sự hài lòng công việc

17. Lương theo công việc.
18. Môi trường làm việc thoải mái.
19. Trang thiết bị và dụng cụ đầy đủ cho công việc.
20. Tôi cảm thấy hài lòng về phúc lợi của công ty cùng ngành.
21. Tôi cảm thấy hài lòng với cơ hội thăng tiến của mình.
22. Cấp trên công bằng với cấp dưới.
23. Tôi hài lòng với cách mà các đồng nghiệp đối xử với nhau trong công ty.
24. Vai trò của tôi trong đội có thể được công nhận và có ảnh hưởng tích cực.

### Hiệu suất công việc

25. Tôi đã hoàn thành công việc của mình theo tiêu chuẩn chất lượng của công ty.
26. Tôi luôn đến đúng giờ.

27. Tôi có thể điều chỉnh nhanh chóng với bất kỳ thay đổi nào trong môi trường làm việc.
28. Có trách nhiệm với kết quả công việc.

