

COMMON PERCEIVED PREDICTORS OF JOB SATISFACTION AMONG FILIPINO WORKERS IN VIETNAM

Revenio C. JALAGAT JR.

*Al-Zahra College for Women, Oman
revjalagatjr@gmail.com*

Perfecto G. AQUINO JR.

*Duy Tan University, Vietnam
jesusper186@gmail.com*

Abstract

This study primarily investigates the impact of motivational factors on job satisfaction of employees in the two manufacturing companies in Hanoi, Vietnam. It also examines the level of job satisfaction and the significant relationship between the respondents' demographic profile vis a vis job satisfaction. The study utilized the quantitative research method with survey questionnaires as a data-gathering instrument to a sample of 200 respondents selected through convenience sampling. Data were analyzed with the use of SPSS version 21. Key results revealed that motivational factors significantly influenced job satisfaction and variables such as promotion, salaries/benefits, work-itself, working conditions, and recognition are significant positive predictors while no significant relationship of personal growth, achievement, relationship with co-workers, and job security. On demographic variables, position, age, education, and years of service significantly influenced job satisfaction either positively and negatively. Based on these findings, recommendations suggest that top management should consider giving more attention to those factors or variables that significantly impact job satisfaction.

Keywords: Job Satisfaction; Security; Promotion; Reward; Salary; Motivation;

1. INTRODUCTION

One of the most topics relative to Human Resource Management deals with motivation and job satisfaction. In many types of research, job or work satisfaction had already been defined in different contexts where earlier definition by Locke (1976) as also cited in the study of Kermani (2013) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Kaliski (2007) as cited in the study of Aziri (2008) also defines job satisfaction as a worker's sense of achievement and success in a given work. Undeniably, attaining job satisfaction plays a very crucial role in an organization's success as researchers claimed that employees' performance generally depends on how contented they are with their respective jobs (El-Salibi, 2012; Jalagat, 2016). Moreover, tendencies brought by non-satisfied employees not only contribute to less competitiveness but organizational failures, hence; job satisfaction is one of the primary ingredients for the success of every organization (El-Salibi, 2012).

A considerable number of researches were endeavored to investigate the determinants of job satisfaction. For example, Sageer (2012) found several variables that influenced job satisfaction and had identified time spent by workers towards their jobs as the most important predictor along with other factors. Fundamentally stemmed from motivation theory, there were three major classifications of motivations as agreed in unison by many scholars and theorists and these include the content theory, reinforcement theory, and process theories (Kotler, & Keller, 2009; Luthans, 1998). The content theory is defined as the ways and means on how to satisfy mainly the workers' needs to productively perform their duties while reinforcement theory is described as the shaping of the individual behaviors through controlling the consequence of such behavior. Meanwhile, process theories emphasize the importance of human thinking which is controlled by the cognitive process that impacts how employees behave towards their jobs.

However; in this study, the focus is on the content theories that specifically utilized the model popularized by Herzberg (1959) commonly known as the Herzberg Two-Factor model that consists of two major factors namely: hygiene factors (dissatisfaction) and motivational factors (satisfaction). Hygiene Factors in the job context with the following components: Organizational policies; Quality of supervision; Working conditions,

Base wage on salary; Relationship with peers; Relationship with subordinates; and Status and Security. Motivational Factors in the job context include Achievement; Recognition; Work Itself; Responsibility; Advancement and Growth (Schermerhon, 2008). From the above-mentioned factors, the factors are streamlined into the following factors: salaries/benefits; working conditions; relationship w/Vo-workers; job security; recognition & rewards; promotion; achievement; personal growth; and, work itself.

Lots of studies about job satisfaction are linked to motivation, however; these were applied in healthcare, banking, and other service industry. Based on the researchers' knowledge, very limited studies had been conducted in the manufacturing industry especially in Vietnam. This study aimed at investigating the impact of motivation on the job satisfaction of Filipino workers in Vietnam and particularly in Hanoi. This place has been considered as the largest contingent of Filipino workers who are like other Overseas Filipino Workers (OFWs) who are searching for greener pasture. Although success stories are prevalent in Vietnam other stories are undesirable such as salary issues, maltreatment, unstable job conditions, job dissatisfaction, etc. Thus, the contradicting experience of the OFWs and the limited studies performed in the manufacturing industry has convinced the researchers to examine the level of satisfaction of the Filipino workers in Hanoi as well as their responses to the motivational factors. Another basis of this investigation stemmed from the study of Lorber and Savic (2012) that emphasized the need to evaluate the level and extent of job satisfaction of the workers in the manufacturing sector on annual basis. More importantly, the relationship of motivation on job satisfaction and the influence of certain demographic factors on job satisfaction.

Anchored on the problem identified in this study, this study ought to address the research questions framed from the research objectives as identified: (1) What is the demographic profile of the respondents in terms of age, gender, education, and years of service in Vietnam? (2) What is the level of job satisfaction of the respondents based on motivational factors such as salaries/benefits, working conditions, relationships with co-workers, job security, recognition and reward, promotion, achievement, personal growth, and work-itself? (3) Is there a significant relationship between the respondents' demographic profile and job satisfaction? (4) Is there a significant relationship between motivational factors and job satisfaction?

2. LITERATURE REVIEW

2.1. Theoretical Underpinnings of Motivation

2.1.1. Maslow's Hierarchy of Needs

Various motivation theories arise from different pioneers and theorists that influence job satisfaction. One of the models is that of *Maslow's Hierarchy of Needs* which emphasized the varying level of needs that ranges from the lowest to the highest level of needs. It was developed and popularized by Abraham Harold Maslow, an American pioneer psychologist in the 1940-the 50s. The five levels consist of physiological, safety, love, esteem, and self-actualization. This model presupposes that the needs of people will not proceed to the higher level unless first satisfying the lower-level needs (Maslow, 1943). Physiological needs resemble basic human needs such as food, water, shelter, sleep, etc. The second level of need is the security or safety needs that emphasized avoidance from harm, stability, and security from the workplace, freedom from emotional stresses, and is secured. The third level is belongingness or the need for affection from friends, people, peers, and colleagues, and others. Esteem needs that call for status, self-esteem, prestige, achievement, and others. And, self-actualization or self-fulfillment when personal needs are satisfied and are considered as the highest level of needs (Huczynski & Buchanan, 2013).

2.1.2. McClelland's Learned Needs Theory

The earlier theory introduced by McClelland (1980) defined needs as a unique necessity of individuals in the organization and this specifically concerns employees who are highly oriented and to people with higher life achievement. Later in the study of McClelland (1987), he emphasized that needs stemmed from the attainment of knowledge and practice. Three types of needs were introduced by McClelland which are: the power of needs, need for affiliation, and needs of achievement. The first type of need which is the *power needs* are further categorized into two types namely the personal power needs and the organizational power needs. The personal power needs encompass the individual's need to manage and direct the attitude or behavior of others while the organizational power needs dictate the employees with higher positions of the company to control their subordinates to attain organizational objectives. The *need for affiliation* refers to the goal of instituting a smooth

and harmonious workplace wherein employees work together in an ideal and good working relationship which also extends to the external stakeholders. And, the third need is the need for achievement which emphasizes the attainment of exceptional performance being combined with the conduct of individuals or the workers. This needs the employees to be frequently assessed for productive feedbacks to increase outcomes and at the same time attain excellent or superior performance.

2.1.3. Herzberg's Two-Factor Theory

Another popular theory that closely relates to the Hierarchy of Needs is the one introduced by Frederick Herzberg (1959) which is known as the Two-Factor Theory consisting of the motivators and hygiene factors. *Motivators* are factors that stemmed from internal feelings and it is also called intrinsic motivation where the workers' satisfaction emanates from their sense of fulfillment of what motivates them. These motivators comprised of achievement, responsibility, experience, changing status due to growth and advancement opportunities, the work itself, etc. On the other hand, the second factor is the *hygiene factors* also known as extrinsic motivation are those that produce extrinsic satisfaction and these are recognition, supervision, company policy, interpersonal relationship, management, promotion, job security, salaries and benefits, physical working conditions and status (Teck-Hong & Waheed, 2011).

In the study of Ghafoor (2012), he opined that motivators are major predictors of job satisfaction more than the hygiene factors due to the fact that workers are more inclined to execute them. Dissatisfaction occurs when employees were not given adequate motivation as consensus findings in studies. He added that hygiene factors are contributors to job dissatisfaction especially if the organization's management fails to address appropriately the needed motivation and thus, he concluded that hygiene factors have no effect on employee motivation. Moreover; Barnet and Simmering (2006) claimed that motivators enhance employees' drive to perform beyond expectations although they recognized that certain hygiene factors such as salaries, safety, and monetary benefits lead to employee satisfaction. Their strong proposition lies in their findings that motivators specifically promote autonomy, recognition, responsibility, skills, careers, and opportunities.

Conversely, criticisms were also developed on the Two-Factor Theory from Stello (2011) indicating the limitation of the model. One of the criticisms is on the difficulty to identify and apply satisfaction and dissatisfaction in the context of motivator-hygiene factors. The applicability of the theory is contextual in nature and for example, the extent of satisfaction and dissatisfaction depends between countries and on how holistic is the concept on responding to job satisfaction from varying desires and expectations of the employees. Thus, using the two-factor model is still subject to debates as to whether they are appropriate measures for job satisfaction along with other job performance measures.

2.2. Why use Herzberg's Two-Factor Theory?

Various models can be used to evaluate job performance, however; the Herzberg two-factor model had been widely used in researches about employee satisfaction. It was applied to the construction sector, hospitality, banking, and insurance companies, etc. For instance, Ruthankoon and Olu Ogunlana (2003) in their study in the construction industry in Thailand found out that the different motivators and hygiene factors are relevant to the different professions as a measure for employee satisfaction in the industry. Moreover; it is an appropriate model of job satisfaction in the insurance companies according to the study of Rahman et al. (2017) in the Pakistan context and much more in the hospitality industry wherein Hsiao et al. (2016) posit the importance of the model to measure and evaluate employee job performance. A most recent study conducted by Starnes (2021) titled, "Implementation of motivational strategies in the manufacturing industry" has utilized the two-factor theory where she pointed out the importance of the two-factor theory in motivating workers to meet organizational objectives and in directing them to individual and organizational decision-making. De Vito et al. (2016) strongly posit that the two-factor theory frames how executives enable their workers who yearn to pursue objectives within the firm. Based on these propositions and upon critical evaluation of the researchers on the relevance of the model from previous to recent studies, they adopted this model to address the research problem proposed.

2.3. Job Satisfaction

The importance of assessing job satisfaction remains to be one of the most relevant and central issues in human resource management as Hauff et al. (2015) considered it as focal to the human resource department's success. Pan (2015) stressed that evaluating job satisfaction remains complex because of variances in culture nationally, globally and the individual differences towards their jobs and personal needs. However; consensus from many authors agrees on the vitality of job satisfaction as one of the core elements of attaining individual and organizational performance, higher productivity, and low employee turnover (Ali, 2016; Huang and Su, 2016). They added that job satisfaction should be given emphasis by the management through developing and implementing policies towards increased job satisfaction for improved efficiency, production, and employee retention. One important consideration in using job satisfaction as a measure for performance is that it is subjective and person-specific (Pan, 2015). This means that what would be applicable to one worker may not work with another worker.

Pan (2015) added that the job satisfaction scale should also consider the task, environmental, and relational factors. For instance, De Beer et. al. (2016) emphasize the importance of building good relationships among employees in the workplace and suggested that the supervisor and employees' quality of relationship exchanges reinforce job satisfaction and increase job commitment that adds value to the employee and the company. Higher job satisfaction by employees' results in preserving their jobs, increased organizational commitment, increased customer retention, and reduces turnover intentions (Umamaheswari & Krishnan, 2015). Furthermore, Ali (2016) ironed out that although motivation and job satisfaction remain different they are interconnected. In design, job according to him for instance, company policies that focuses on motivation and empowerment of workers are important to increased satisfaction. Executives, administrators, and leaders can devise techniques and tools to build up job satisfaction and enhance employee motivation (De Beer et. al., 2016; Huang and Su, 2016; Pan, 2015).

2.4. Relationship between Herzberg's Two-Factor Theory and Job Satisfaction

Singh (2013) specified that motivators promote job satisfaction while hygiene factors lead to employee dissatisfaction. Motivator factors such as responsibility, achievement, growth, and advancement are predictors of job satisfaction. Dobre et al. (2017) used the two-factor theory to determine the influence of motivation on worker job classifications and they found out that the extent of employee motivation is largely based on their status or position in the company. They further claimed that both the motivators and hygiene factors have a positive relationship with the job performance of workers in the company based on the employees' position. Hur (2018) identified the rewards and incentives were the most influencing factors which include knowledge/training, wages, rewards, and responsibility. On one hand, Sageer, et. al. (2012) findings emphasized a safe and comfortable workplace such as availability of equipment, presence of guards, good parking, good ventilation, lighting, clean workplace, and facilities, etc. as contributory to job satisfaction which also holds with the work-itself.

In the manufacturing industry, Chiat and Panatik (2019) postulated that motivational factors enabled favorable outcomes and these are salaries, relationships with peers, disability benefits, and workload. In the study of Andersson (2017), he made a comparison using the motivation factors between the United States and Japan, and findings showed that there is a difference between these two countries based on individual and group emphasis in the following factors: responsibility, achievement, tasks, recognition, and advancement. Sell and Cleal (2011) ironed out the positive direct association among the variables security, work itself, and reward/recognition on job satisfaction while other motivational factors have no significant relationship. Raziq and Maulabakhsh (2015) however; found instead that two factors are high predictors of job satisfaction and these are working conditions and growth. On the other hand, Salaries and benefits also proved to be a strong significant predictor that can be supported by Asegid, et. al.'s (2013) study asserting that salary and benefits showed a positive and significant correlation on overall job satisfaction. Benefits that employees most likely consider according to Perry & Cho (2011) include paid holidays, vacation and paid-time-off, overtime, paid and unpaid leaves of absence, and financial and retirement planning that significantly affects job satisfaction.

3. RESEARCH METHODOLOGY

Primarily, this study made use of quantitative research with the survey questionnaire as the main gathering instrument. The use of quantitative research design is appropriate for researches that require hypothetical assumptions thereby identifying the independent and dependent variables (Babbie, 2010).

TABLE 1 - CRONBACH'S ALPHA OF THE CONSTRUCTS

Constructs	Cronbach's Alpha	N of Items
Salaries/Benefits	.801	8
Working Condition	.786	7
Relationship w/Co-Workers	.902	4
Job Security	.725	2
Recognition & Rewards	.836	3
Promotion	.910	3
Achievement	.913	3
Personal Growth	.878	4
Work Itself	.733	4
Job Satisfaction	.855	5
Total	.834	43

TABLE 2 - ITEMS, MEAN, CRONBACH'S ALPHA OF INSTRUMENT.

Factor	Items	\bar{x}	Ave. \bar{x}	Cronbach (α)
Salary/Benefits	My salary is satisfactory compared to other professional groups.	3.63	3.69	.801
	I feel I am being paid a fair amount for the work I do.	3.22		
	I feel satisfied with my chance for salary increase.	3.68		
	My salary is appropriate to the position I hold.	4.01		
	My salary is appropriate to the qualification I hold.	3.99		
	I always receive my salary on time.	3.55		
	I am satisfied with my housing allowance.	3.86		
	I am satisfied with my healthcare benefits.	3.58		
Working Condition	The area in which I work is safe from physical hazards.	3.12	3.68	.786
	Adequate equipment and supplies are available.	4.12		
	Workers have adequate personal space.	3.35		
	My work load is reasonable.	3.78		
	There is adequate number of staff in my work area.	4.25		
	I can keep a reasonable balance between work and personal life.	3.44		
	My manager praises me when I do a good job.	3.71		
Relationship with Co-Workers	Work and job assignments are fairly distributed in my work group.	3.25	3.14	.902
	I feel free to talk openly and honestly with members of the work group.	3.02		
	My group works well together to accomplish our organization's goals.	3.11		
	I feel accepted by my co-workers.	3.16		
Job Security	No one is likely to be terminated from the job.	3.22	3.12	.725
	I will not be affected by the changes in management structure.	3.05		
Recognition	I receive recognition when I do a good job.	3.48	3.66	.836
	Employees are recognized for good work performance.	3.65		
	Performance incentives are clearly linked to standards and goals.	3.84		
Promotion	The organization makes effort to fill vacancies from within.	3.29	3.81	.910
	There are opportunities for promotion in my organization.	3.90		
	I have established career with this organization.	4.23		
Achievement	My duties at work are varied and stimulating.	3.55	3.51	.913
	I am given challenging assignments that enhance my skills & abilities.	3.77		
	I feel good when given challenging and stimulating tasks.	3.21		
Personal Growth	My work at this organization develops my knowledge, skills & abilities.	3.88	3.62	.878
	I have opportunities to learn and grow.	3.91		
	I am given the chance to act up in a higher role.	3.47		
	I am satisfied with the opportunities for training and continuing education.	3.24		

Factor	Items	\bar{x}	Ave. \bar{x}	Cronbach (α)
Work Itself	I usually enjoy the type of work I do.	3.81	3.75	.733
	My job is important to the organization's success.	3.92		
	I find my work meaningful and fulfilling.	3.60		
	I am satisfied with my job and the kind of work I do.	3.67		
Job Satisfaction	The feeling of accomplishment I get from the job.	4.32	4.12	.855
	The way my job provides for steady employment.	4.23		
	Being able to do things that don't go against my conscience.	3.99		
	The chance to do different things from time to time.	3.93		
	The chance to do something that makes use of my abilities.	4.11		

*NS (1.00-1.49); SS (1.50-2.49); S (2.50-3.49); VS (3.50-4.49); ES (4.50-5.00)

Two manufacturing companies with a combined total population of 738 Filipino workers were endeavored out of which 200 samples were taken through convenience sampling. In terms of validity, face validity, convergent validity, and Kaiser-Meyer-Olkin (KMO) for sampling adequacy. For face validity, three experts were asked to check the question format, grammatical construction, and answerability. However; for convergent validity, the test was conducted and results revealed the inter-item correlation of more than zero, which means it is valid (Field, 2009) while Kaiser-Meyer-Olkin (KMO) test showed sampling adequacy with KMO= .823, p=0.000. Regarding reliability testing, the Cronbach Alpha of each construct showed values above 0.700, hence; internally consistent (Hair, Black, Babin, & Anderson, 2010). Ten constructs were utilized for the reliability test and findings displayed values ranging from 0.786-0.912 (See Table 1).

Furthermore, the instrument was divided into two parts wherein the first part includes the demographic profile of respondents such as age, gender, education, and years of service in Vietnam, and the second part consists of the scaled questionnaire of a total of 43 items as distributed: salaries/benefits, 8 items; working condition, 7 items; relationship with co-workers, 4 items; job security, 2 items; recognitions & rewards, 3 items; promotion, 3 items; achievement, 3 items; personal growth, 4 items; work itself, 4 items; and job satisfaction, 5 items. To analyze the data, SPSS version 21 was used to interpret the results from frequencies, percentages, mean values, correlation matrix, and regression (See Table 2). Likert 5-point scale with rating scores was used to obtain the responses with (1) not satisfied (NS), (1.00-1.49); (2) somewhat satisfied (SS), (1.50-2.49); (3) Satisfied (S), (2.50-3.49); (4) Very Satisfied (VS), (3.50-4.49), and (5) extremely satisfied (ES), (4.50-5.00).

4. RESULTS AND DISCUSSION

Highlights from the results of frequencies and percentages of demographic variables showed that most of the respondents were aged 31-40 years old (40%); male (94%); college graduate (65%); rank and file (46%), and serving for 6-10 years (34%). Conversely, the least results revealed that 12% belong to over 50 years old; female (6%); served as office personnel (13%); college level (10%), and had been in service for 16-20 years (11%). Furthermore, responses to the question: level of satisfaction on motivational factors displayed "very satisfied" and "satisfied" in all 9 constructs. Specifically, very satisfied responses were taken on salaries and benefits, working conditions, recognition & rewards, promotion, achievement, personal growth and work itself while satisfactory responses on the relationship with co-workers and job security.

TABLE 3 - CORRELATION MATRIX DEMOGRAPHIC VARIABLES AND JOB SATISFACTION

Variables	Ag	Gen	Edu	Pos	Yos	JS
Ag	1					
Gen	.119	1				
Edu	.060	.089	1			
Pos	.190	.102	.160	1		
YoS	.088	.225*	.064	.166	1	
JS	-.461**	.121	.377*	.548**	-.263*	1

*Age (Ag); Gender (Gen); Education (Edu); Position (Pos); Years of Service (Yos); Job Satisfaction (JS)

As shown in Table 3, the strongest positive relationship is observed between position and job satisfaction ($r = .548$) while a high negative correlation between age and job satisfaction ($r = -.461$). A positive relationship is also seen between education and job satisfaction ($r = .377$) while a negative correlation between years of service and job satisfaction ($r = -.263$). A positive significant relationship between position and job satisfaction further entails that, employees who have high positions are proven to be satisfied with their jobs. This satisfaction can be influenced by monetary and non-monetary benefits. Consequently, the higher the educational level of employees, they are inclined to achieve job satisfaction. Employees who have degrees have high tendencies of a higher position and better qualification especially if coupled with sufficient experience than those who don't possess such a fate.

On the other hand, the result of the negative significant relationship between age and job satisfaction implies that the younger the age of the employees, the higher their job satisfaction. Tendencies are that the expectations of employees who have older age focus on monetary benefits and higher salaries than those new employees. This result is further confirmed by the negative significant relationship between years of service and job satisfaction which means that the longer the years of service of employees, the lower their state of satisfaction towards their jobs.

TABLE 4 -REGRESSION ANALYSIS ON MOTIVATIONAL FACTORS AND JOB SATISFACTION

Variables	B	SE B	β	t	p
Constant	.238	.325	-	3.115	.000
Salaries/Benefits	.369	.092	.322	2.855	.012
Working Conditions	.291	.096	.265	2.366	.031
Relationship w/Co-Workers	.066	.084	.101	0.265	.126
Job Security	.133	.072	.121	0.169	.308
Recognition	.263	.089	.245	2.103	.042
Promotion	.333	.098	.324	3.623	.001
Achievement	.191	.068	.188	.604	.075
Personal Growth	.110	.076	.098	.444	.132
Work Itself	.252	.094	.267	2.338	.023

$R^2 = .620$ (n = 200), F = 30.265, Sig. = .000

**Significant at $p < .01$ level; *Significant at $p < .05$ level

Table 4 shows the relationship between motivational factors on job satisfaction. The R^2 accounts for 62% of the changes in job satisfaction that can be explained by the 9 constructs of motivational factors which means that 38% are attributed to other variables not mentioned in this study. The significance of $p=0.000$ indicates the suitability of the regression model. Further determining the significance of independent variables, the results revealed that promotion has the highest significance on job satisfaction ($p=0.001$) followed by a positive significant relationship of salaries/benefits. A third positive correlation was found on the work itself ($p=0.023$) and the fourth positive relationship on working conditions ($p=0.031$). Also, recognition positively correlates job satisfaction with $p=0.042$. Conversely, there were no significant relationships on variables relationship with co-workers, job security, achievement, and personal growth.

Framed from Baah and Amoako (2011), they postulated that motivational factors comprising of achievement, responsibility, career growth, advancement, promotion, work itself, and recognition promote higher job satisfaction. Similarly, the study of Sell and Cleal (2011) ironed out the positive direct association among the variables security, work itself, and reward/recognition on job satisfaction while other motivational factors have no significant relationship. Raziq and Maulabakhsh (2015) however; found instead that two factors are high predictors of job satisfaction and these are working conditions and growth. Most significant relationships were found in the study of Rahman, et. al. (2017) in an Islamic context with their article titled, "Factors affecting employee job satisfaction: A comparative study of conventional and Islamic insurance" were significant relationship between motivators such as advancement, personal growth, work-itself, achievement, and recognition and job satisfaction while hygiene factors that include salary, relationship with supervisors, company policy, working conditions, security, and relationship with peers significantly influenced job satisfaction.

The result of this study affirmed some of the variables used by Baah and Amoako (2011) especially the significant relationships of career growth, promotion, work itself, and recognition but not on other factors. While referring to the results of Sell and Cleal (2011), an affirmation of findings was found on work itself and recognition but other variables have no significant relationship. Two factors were considered significant in the study of Raziq and Maulabakhsh (2015) which are working conditions and growth but only working conditions produced the same result when referred to the study findings. However; the results of Rahman, et. al. (2017) produced a vast number of significant relationships with personal growth, work-itself, recognition, salary, working conditions, relationship with peers significantly influenced job satisfaction. Thus, results contextually differ in application.

Further interpretation of results dictates that regarding the relationship between demographic variables and job satisfaction, the strong significant positive relationship between position and job satisfaction underlies the fact that employees who have higher positions are satisfied with their present status having higher responsibility and accountability coupled with very satisfying compensation. While the responsibility is high, the employees believe that they are well-paid as commensuration of the amount of hard work well spent. Maholtra (2005) recognized the important influence of personal variables on job satisfaction where the position has been considered as one of the strong predictors. However, the negative relationship between age and job satisfaction signifies that as the age of employees increases, the job satisfaction declines which can happen because as the person gets older, tendencies are that he/she loses enthusiasm to work harder. This result affirms the study of El-Salibi (2012) who postulated that older employees are less satisfied with their jobs than the younger ones.

Moreover; education possessed a strong positive relationship with job satisfaction which can be interpreted that as the education of individual increases, instincts dictate that he likely possesses a better position or employment and thus, leading to higher satisfaction than those who have less education. However; this is not the case in this study, as previous results revealed that the majority of respondents are college graduates but landed as rank and file employees in the apportioned companies. And, years of service provided a significant negative relationship on job satisfaction which may imply that as the number of years of service of employees' increases, the rate of job satisfaction decreases which can be attributed to the daily routine jobs and the feeling of boredom having not experienced something new with the job. This finding once again confirmed with the results of El-Salibi (2012) and Maholtra (2005) depicting the similarity of results to age and job satisfaction where an increase in age decreases the rate of job satisfaction.

When assessing the relationship between motivational factors and job satisfaction, the positive significant relationship between recognition and promotion on job satisfaction was affirmed by Heindress (2013) but not on achievement. This means that when employees are given sufficient attention on recognizing best performance and merited with promotion, these employees would likely possess job satisfaction that would likely lead to better performance (Bakotic, and Babic, 2013; and, Jalagat, 2016). Salaries and benefits also proved to be a strong significant predictor that can be supported by Asegid, et. al.'s (2013) study asserting that salary and benefits showed a positive and significant correlation on overall job satisfaction. Benefits that employees most likely consider according to Perry & Cho (2011) include paid holidays, vacation and paid-time-off, overtime, paid and unpaid leaves of absence, and financial and retirement planning that significantly affects job satisfaction. Likewise, a positive significant relationship between working conditions and job satisfaction dictates that a good working condition positively affects job satisfaction while insufficient working conditions produced negative consequences. Wadha, et. al. (2011) has made it clear that workplaces with good and normal working conditions enable workers to do their job properly. Sageer, et. al. (2012) also seconded the findings by stating that having a safe and comfortable workplace such as availability of equipment, presence of guards, good parking, good ventilation, lighting, clean workplace, and facilities, etc. promotes job satisfaction which also holds with the work-itself.

5. CONCLUSIONS

This study primarily investigates the impact of motivational factors on the job satisfaction of employees in the two manufacturing companies in Hanoi, Vietnam. It also examines the level of job satisfaction and the significant relationship between the respondents' demographic profile vis a vis job satisfaction. The findings revealed that motivational factors significantly influenced job satisfaction and variables such as promotion,

salaries/benefits, work-itself, working conditions, and recognition are significant positive predictors while no significant relationship of personal growth, achievement, relationship with co-workers, and job security. Moreover; most responses on the level of job satisfaction are very satisfied and satisfied and with satisfaction ratings on the relationship with co-workers and job security while the rest are very satisfied ratings. On demographic variables, position, age, education, and years of service significantly influenced job performance either positively and negatively. The conclusion was reached that the higher the employee education and position, the higher the job satisfaction while the higher the age and the years of service, the lower the job satisfaction. Also, worth noting in this finding is the positive relationship of salaries/benefits and working conditions that are in contrast to Herzberg's Two-Factor Theory of motivation wherein he considered these variables as Hygiene factors, sources of job dissatisfaction. Therefore, this study concluded that motivator variables and demographic profiles based on the findings significantly impact job satisfaction although however; not all of the factors produced a relationship.

Based on these, recommendations can be offered that the top management should consider giving more attention to those factors or variables that significantly impact job satisfaction that serves as a guide in addressing issues relative to satisfying employees toward their job. Moreover, it is beneficial for the management to hire younger employees and retain those who serve in the company with considerable years of experience as results indicated that the older employees and long year of service causes decline in job satisfaction. To reiterate, management's action should be inclined with emphasizing these factors: salaries & benefits, working conditions, recognition, promotion, and work itself as significant predictors of job satisfaction. In order of priority, the most significant predictors of job satisfaction can be given preferential attention and simultaneously addressed the other needs based on the management's ability to cater to those needs. However; this study recognizes limitations and avenues for future researches. Firstly, the study was exclusively performed on Filipino workers in Hanoi and thus, generally ignores the plight of Filipinos in other places in Vietnam. Secondly, the Herzberg two-factor theory is the only model used while many other models can be considered to complement the results of this study. And, cultural differences may vary if the sample size in the study does not only limit to Filipino workers. Hence, it is recommended that this study can be expanded to include other places in Vietnam and include non-Filipinos as respondents to consider the cultural difference as an additional factor in the study context.

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