



Research Article

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Factors Influencing Job Satisfaction of Promotion Girls

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Abstract: This study aims to demonstrate the factors influencing the job satisfaction of promotion girls (PGs). The study collected data from a survey of 288 PGs working in Ho Chi Minh City and Can Tho City, Vietnam. To test the research hypotheses, quantitative analysis methods such as Cronbach's alpha reliability test, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation modeling (SEM) were employed. The results of the study confirmed that the job satisfaction of PGs is influenced by six factors: job nature, work environment, income and benefits, relationships with colleagues, training and development, and recognition and rewards. Among these, recognition and rewards were identified as the most significant factors, exerting the most impact on PGs' job satisfaction.

Keywords: *job satisfaction, promotion girl, business*

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INTRODUCTION

Human resources are considered the most essential asset in an organization, emphasizing the crucial role of human resource management (Hai, 2018). Research on employee job satisfaction plays a vital role in HR management (Abdullah *et al.*, 2009; Hussain, 2012) and contributes to enhancing employee loyalty, improving productivity, and strengthening organizational commitment (Fisher, 2003; Saari & Judge, 2004; Lam *et al.*, 2001; Abdullah *et al.*, 2009). In the economic integration and increasing market competition context, marketing strategies are considered essential in gaining market share. Promotion girls (PGs) become integral in promoting brand image and boosting sales for businesses. Although the job of PGs is not overly complex, it involves frequent relocation to different work locations. Besides, PGs often work evenings and weekends, resulting in limited rest time. This leads to fatigue and monotony in the work process, making it challenging for PGs to establish a long-term connection with the organization. Moreover, PGs are required to wear high heels and stand for extended periods, leading to muscle pains. Besides health-related challenges, PGs also face societal stereotypes, affecting their psychological well-being, emotions, and work motivation. This study is conducted to demonstrate the factors influencing the job satisfaction of PGs, providing insights for managers to enhance their job satisfaction.

THEORETICAL FRAMEWORK AND RESEARCH HYPOTHESES

Theoretical framework

According to Vroom (1964), job satisfaction is a state in which employees have a clear and effective orientation towards their work in the organization, genuinely enjoying their job. Examining job satisfaction through employee expressions, it is an attitude toward work manifested through the perceptions, beliefs, and behaviors of employees, work-related stress, employee absenteeism, job turnover, and employee resignation (Fielden *et al.*, 2000; Weiss, 2002; Amarungta *et al.*, 2006). In a study in 2003, Küskü suggested that employee job satisfaction reflects the extent to which employees' needs and desires are met and perceived by other employees. According to Schermerhorn *et al.* (2011), job satisfaction is the degree to which individuals feel positive or negative about their work. Robbins (2013) stated that job satisfaction is a positive perception of the outcomes of a job based on the evaluation of its characteristics.

Research hypotheses

According to Smith *et al.* (1969), employee job satisfaction is influenced by job characteristics, supervisors, salary, training and advancement opportunities, and colleagues. Luddy (2005) emphasizes that factors affecting job satisfaction include job position, supervision by superiors, relationships with colleagues, job content, treatment, and rewards. When

employees receive attention from colleagues, higher income, care, and support from leadership, and an attractive job, job satisfaction is higher (Giannikis & Mihail, 2011). In other words, when the work environment is more comfortable and the job is more interesting, employee job satisfaction increases (Yee *et al.*, 2010). As presented by Waqas *et al.* (2014), employee job satisfaction is influenced by the work environment, rewards, and recognition.

In Vietnam, Khoi & Nghi (2014) identified five factors influencing the job satisfaction of healthcare employees, including the work environment, tools, salary, colleagues, and training and development. Loc *et al.* (2015) indicated that six factors positively influence job satisfaction in the communication industry: work environment, colleagues, training and promotion opportunities, income, benefits, and job nature. According to Hai (2018), the job satisfaction of auditors is influenced by factors such as relationships with colleagues and leaders, job nature, benefits, rewards and recognition, salary policies, as well as opportunities for promotion and career development. Chung (2018) has revealed that the job satisfaction of office employees is influenced by three factors: financial and work environment, relationships with colleagues, and relationships with superiors. Among these, the influence

of the financial and work environment is the greatest. Phuong & Nghi (2020) argued and demonstrated that positive factors influencing the job satisfaction of construction workers include working conditions, work environment, job nature, salary and rewards, benefits, and leadership style. The research results of Anh & Hien (2023) showed that factors influencing the job satisfaction of employees in the healthcare industry include job nature, training and development, relationships with colleagues and leaders, salary policies, rewards, and benefits.

Based on the literature review and theoretical foundation, the study proposes six factors that are likely to influence the job satisfaction of PGs. These factors are job nature, work environment, income and benefits, colleague relationships, training and development, and recognition and rewards. Consequently, the research hypotheses are formulated as follows: H1: Job nature positively influences the job satisfaction of PGs. H2: Work environment positively impacts the job satisfaction of PGs. H3: Income and benefits positively influence the job satisfaction of PGs. H4: Relationships with colleagues positively affect the job satisfaction of PGs. H5: Training and development positively affect the job satisfaction of PGs. H6: Recognition and rewards have a positive impact on the job satisfaction of PGs.

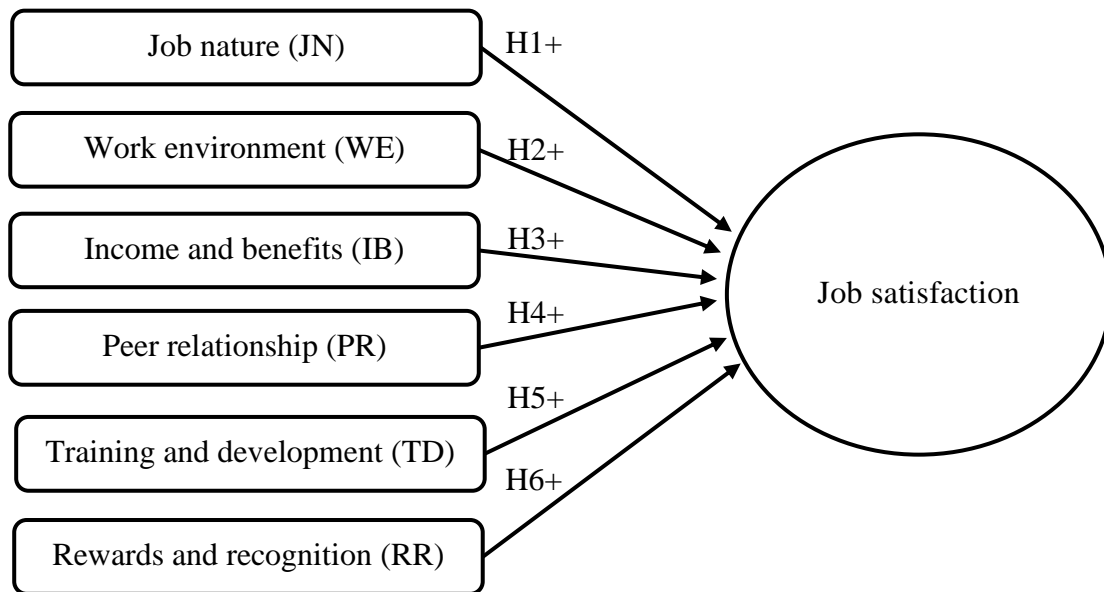


Figure 1: Proposed research model

RESEARCH METHODOLOGY

Research scale

The measurement scales for the concepts in the study were referenced from related studies and adjusted to fit the context of this research. The job nature measurement scale was updated from the research of Dung (2005) and Loc *et al.* (2015) with 4 observed variables. The work environment measurement scale was adapted from Gesell *et al.* (2007) and Gould-Williams (2007) with 4 observed variables. The income and

benefits measurement scale was updated from the studies of Loc *et al.* (2015) and Yalabik *et al.* (2017) with 3 observed variables. The relationship with colleagues measurement scale was updated from Gesell *et al.* (2007) and Loc *et al.* (2015) with 4 observed variables. The training and development measurement scale was updated from the studies of Lin & Liu (2016) and Ensour *et al.* (2018) with 4 observed variables. The rewards and recognition measurement scale was updated from the research of Robinson *et al.* (2004) and Nam & Lan (2021) with 3 observed variables. Lastly, the job

satisfaction measurement scale was updated from the research of Greenhaus (1990) and Koç *et al.* (2014) with 4 observed variables. All measurement scales in the research model were assessed using a 5-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5).

Analytical Method

The study employed a mixed-methods approach, combining qualitative and quantitative research methods to validate the research hypotheses. For qualitative research, the study conducted group interviews and consulted expert opinions to refine and improve the question content as well as construct the measurement system. For quantitative research, the following quantitative analyses were utilized: Reliability testing of measurement scales using Cronbach’s alpha coefficient, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation modeling (SEM).

Research data

To ensure reliability in testing the appropriateness of the SEM model, a reasonable sample size must reach a minimum of 200 observations (Hoelter, 1983). The study conducted a formal survey to collect research data from July 2023 to August 2023. The survey participants were PGs working in Ho Chi Minh City and Can Tho City. These are two major cities centrally located in Vietnam. To enhance the representativeness of the

research sample, quota sampling was employed to collect data. The grouping criteria were selected based on the demographic characteristics of the respondents (age, education level, experience, etc.). After eliminating inappropriate survey responses (lack of reliability), a total of 288 valid survey responses were used to test the research hypotheses.

RESEARCH RESULTS AND DISCUSSION

Evaluating scale reliability

To assess the reliability of the measurement scales, the study conducted a scale test with 7 factors, and the results showed that the Cronbach’s alpha values of all scales met the requirements (>0.8) (Nunnally & Bernstein, 1994), and the item-total correlation values also met the requirements (>0.3) (Nunnally, 1978; Peterson, 1994; Slater, 1995). Thus, the measurement scales met the requirements for consistency and correlation between observed variables, with no variables excluded. Next, the study used the “Principal Axis Factoring” method with Promax rotation in the exploratory factor analysis (EFA). The analysis result showed that all factor loading coefficients were greater than 0.5, and the average variance extracted was greater than 0.5 (Fornell & Larcker, 1981; Hair *et al.*, 1998). Consequently, 7 factors were formed from 26 observed variables, and there was no variable disturbance between factors.

Table 1: Scale reliability evaluation result

Observed variable	Factor loading	Cronbach’s alpha	Composite reliability (CR)	Average Variance Extracted (AVE)
Job nature (JN)		0.886	0.864	0.614
JN1	0.661			
JN2	0.863			
JN3	0.803			
JN4	0.715			
Work environment (WE)		0.868	0.869	0.624
WE1	0.890			
WE2	0.738			
WE3	0.732			
WE4	0.763			
Income and benefits (IB)		0.833	0.835	0.628
IB1	0.881			
IB2	0.772			
IB3	0.647			
Peer relationship (PR)		0.885	0.887	0.661
PR1	0.726			
PR2	0.827			
PR3	0.714			
PR4	0.908			
Training and development (TD)		0.895	0.896	0.683
TD1	0.869			
TD2	0.783			
TD3	0.786			
TD4	0.821			
Rewards and recognition (RR)		0.807	0.809	0.587
RR1	0.698			

RR2	0.815			
RR3	0.755			
Job satisfaction (JS)		0.871	0.871	0.629
JS1	0.689			
JS2	0.751			
JS3	0.804			
JS4	0.689			

According to the Confirmatory Factor Analysis (CFA) result, the statistical indices meet the following conditions: Chi-square/df = 1.330 < 2; TLI and CFI indices have values of 0.975 and 0.979, respectively, both > 0.9; RMSEA = 0.034 < 0.08 (Bentler & Bonett, 1980; Anderson & Gerbing, 1988). This indicates that the model fits the market data and ensures unidimensionality. The CFA results also indicate that the p-values of the unstandardized regression weights are statistically significant (p-value < 0.05), and the standardized regression weights are all greater than 0.5. Therefore, it can be concluded that the measurement scales maintain good convergent validity. Reliability is also ensured because all observed variables have Cronbach’s alpha values > 0.8, CR > 0.8, and AVE > 0.5. Addition to this, the correlation test result achieves discriminant validity (Fornell & Larcker, 1981). In summary, the research data is consistent with market data, demonstrating convergent validity, unidirectionality, discriminant validity, and reliability.

Table 2: Correlation matrix between conceptual constructs

	TD	PR	WE	RR	JN	IB	JS
TD	0.826						
PR	0.574 ***	0.813					
WE	0.314 ***	0.491 ***	0.790				
RR	0.380 ***	0.470 ***	0.418 ***	0.766			
JN	0.596 ***	0.524 ***	0.362 ***	0.401 ***	0.783		
IB	0.427 ***	0.568 ***	0.450 ***	0.503 ***	0.567 ***	0.792	
JS	0.618 ***	0.694 ***	0.569 ***	0.592 ***	0.659 ***	0.662 ***	0.793

Research hypothesis test

Structural Equation Modeling (SEM) was employed to test the research hypotheses. Based on the test result in Table 3, all hypotheses are accepted with a 99% confidence level. This indicates that the job satisfaction of PGs is influenced by factors such as job nature, work environment, income and benefits,

relationships with colleagues, training and development, as well as rewards and recognition.

Table 3: Research hypothesis test

Relationship	Standardized estimated value	Significance	Hypothesis
JN → JS	0.207	0.002	H1: accepted
WE → JS	0.180	0.001	H2: accepted
IB → JS	0.181	0.008	H3: accepted
PR → JS	0.212	0.002	H4: accepted
TD → JS	0.172	0.006	H5: accepted
RR → JS	0.178	0.003	H6: accepted

DISCUSSION

The estimation result in Table 3 reveals a positive relationship between job nature and job satisfaction. This implies that when jobs are arranged and organized to align with the skills and preferences of PGs, their job satisfaction increases. Indeed, proper jobs will tap into the potential of employees, enhance labor productivity, and make employees feel comfortable with the tasks they perform (Chung, 2018). The study results also indicate that the work environment positively influences the job satisfaction of PGs. The work environment is a significant factor affecting the job satisfaction of PGs. When PGs are equipped with the necessary tools and equipment for their work, their satisfaction is greatly improved. Additionally, a clean, fresh, and pleasant working environment contributes to higher job satisfaction for PGs. Indeed, the work environment plays a crucial role in bringing job satisfaction to employees (Raju & Sarang, 2015).

The test result in Table 3 reveals that there is a positive relationship between income and benefits and job satisfaction of PGs. If the income and benefits for PGs are higher, their job satisfaction will also increase. The research results confirm that the intrinsic cause of job satisfaction is related to salary and job-related rewards (Mulinge & Mullier, 1998). In reality, income and benefits are essential for employee motivation and satisfaction (Hoonakker *et al.*, 2013; Phuong & Nghi, 2020). The result in Table 3 also demonstrates that the relationship with colleagues positively influences the job satisfaction of PGs. Most importantly, the relationship with colleagues has the most impact on PGs’ job satisfaction. This indicates that when PGs have good relationships with colleagues and superiors, their job satisfaction will be better. The care and support of colleagues and superiors contribute to employee satisfaction with their work (Chaturvedi,

2010; Phuong & Nghi, 2020), thereby enhancing work efficiency and organizational commitment (Yalabik *et al.*, 2017).

Based on Table 3, training and development positively impact the job satisfaction of PGs. If PGs participate in suitable training programs and have clear career development directions, their job satisfaction will improve. Indeed, when employees have a positive perception of training opportunities, promotions, and personal development, they can easily overcome obstacles and reduce work pressure (Kim, 2005), thereby improving job satisfaction (Amisshah *et al.*, 2016). Additionally, the research result indicates that rewards and recognition positively influence the job satisfaction of PGs. When PGs receive encouragement through appropriate rewards and recognition, their job satisfaction improves even more. The study finding confirms that rewards and recognition are important tools to enhance employee job satisfaction (Danish & Usman, 2010) and increase employee commitment to the organization (Zain *et al.*, 2009).

CONCLUSION

The research results have shown that job satisfaction of Promotion Girls is influenced by factors such as job nature, work environment, income and benefits, relationships with colleagues, training and development, as well as rewards and recognition. All these factors positively affect the job satisfaction of PGs. Among them, rewards and recognition are the most important factors, exerting the strongest influence on the job satisfaction of PGs. The research results contribute to providing insights for managers to enhance the job satisfaction of PGs. However, the study still has some limitations: Firstly, it did not analyze the differences in job satisfaction levels based on the demographic characteristics of PGs; Secondly, it did not examine the role of moderating variables influencing the job satisfaction of PGs. It is hoped that future studies will address these limitations to improve the explanatory power of PGs' job satisfaction.

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