

The Determinants Affecting Employee Satisfaction with Extracurricular Activities in FPT Telecom JSC, Danang Branch

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Abstract

This study aims to analyze the factors affecting employee satisfaction with extracurricular activities held at FPT Telecom Joint Stock Company Da Nang Branch by interviewing 270 employees. We adjusted appropriately it through evaluated by Cronbach's Alpha tool, EFA exploratory factor analysis, correlation, and regression analysis.

Quantitative research results show that 5 factors of the proposed rational model have a positive impact on employee satisfaction with extracurricular activities organized at the company, decreasing in order: (1) Nature of extracurricular activities; (2) Rewards, Achievement; (3) Colleagues; (4) Value of extra-curricular activities; (5) Attention of leadership. Since then, the study proposes some administrative implications for the HR & Administration Department of the company to have policies to organize the right activities to maintain and improve employee satisfaction, promote the quality of employee work.

Keywords: employee satisfaction, extra-curricular activities

1. Introduction

In an increasingly developed society, commerce booms, and people are the decisive factor in that development. Therefore, pressure from life, work, etc. dominates people a lot. Since then to partly reduce the pressure and stress at work that people have to endure, people have thought of alternating extracurricular activities at work to help people feel relaxed, comfortable playing, entertainment. When the pressure is reduced, human productivity will go up.

FPT Telecom JSC is a member of the leading technology corporation in Vietnam FPT, is one of the reputable telecommunications and Internet service providers and is loved by customers in Vietnam and the region. To develop and bring back today's achievements is a significant contribution to the hardworking workforce. The company always puts the interests of customers and employees first, so it always tries to create the best environment for employees to work freely so that they can create quality products and services to the people's consumption.

We can see that employee satisfaction is one of the important factors determining the quality of a company's output. Therefore, improving and fostering a working environment will have a great impact on employee satisfaction. When extracurricular activities and entertainment are concerned and improved, it will partly help increase employee satisfaction. Currently, FPT Telecom, DN Branch has been doing well in implementing and organizing extracurricular activities for employees. But there are still some shortcomings that need to be researched and improved. Therefore, this study will help the company get feedback. Feedback and evaluation of the staff towards the company through their satisfaction levels, giving the company more background information to develop quality improvement policies for extracurricular activities.

2. Literature Review

2.1 Extracurricular Activities and Employees' Satisfaction

Extracurricular activities in the company are entertainment programs organized by the company for employees to improve the working spirit. Extracurricular programs are long-term organizational activities created to enhance the implementation of organizational activities and personal behaviors that are beneficial for maintaining or improving the mental and social-physiological health of employee associations (Wolfe & Parker, 1994). These extracurricular programs enhance employee morale to promote employee satisfaction (Akmal Fadzilah et al., 2012). In short,

extracurricular activities are physical activities or forms of entertainment created to raise morale and increase employee productivity.

It brought many concepts of employee satisfaction with and there is no agreement with each other. Spector (1997) argues that employee satisfaction at work is simply job interest, a love of job aspects, and job satisfaction as a behavioral variable. Or we consider job satisfaction to be because of the personal factors of an employee or the organization's affects on the individual, and the sense of the individual's work (Luddy, 2005). The paper summarizes these statements and suggests that employee satisfaction is a positive attitude of employees in assessing aspects of their work that may come from employees or provided by the organization.

2.2 Theories on Employees' Satisfaction

Herzberg thinks that there are factors that will bring job satisfaction to the motivation and the opposite will be the maintenance factors. And his motivational-maintenance theory argues that both these factors need to be focused on when building employee satisfaction. Clelland believes that people have three basic needs: the need for achievement, the need for alliances, the need for power. But besides that Maslow argues that the human needs tower has 5 levels from low to high: physiological needs, needs for safety, needs for society, needs to be valued and needs to express yourself. Therefore, managing human resources and satisfying employees is an issue that needs attention in many aspects. Creating diversity and creativity in the way we organize extracurricular activities will help meet those needs. To measure job satisfaction, a job description index model (JDI) was Smith et al. The introduction includes 5 elements: (1) The nature of the job, (2) Training and promotion opportunities, (3) Income, (4) Leadership, (5) Colleagues. There have been foreign studies such as those of Alireza Emadi et al. (2015) Studying the factors affecting job satisfaction of employees of Semnan health centers, Iran; Research by Mohammad Abdolshah et al. (2017) Research the factors influencing Job Satisfaction of Banking Sector Employees (The case study: Asgariyeh and MehrIran Banks in Qazvin and Alborz, Iran); Or domestic studies of Ha Nam Khanh Giao (2018) Studying factors affecting job satisfaction of employees of General Hospital of Soc Trang Province; Dau Hoang Hung (2018) Researching factors affecting the job satisfaction level of office workers: Empirical research at enterprises in Vung Ang Economic Zone, Ha Tinh Province; Nguyen Tien Thuc (2018) Researching factors affecting the job satisfaction of middle-level management staff in the Southeast Industrial Parks; ... There are 5 factors mentioned by the JDI model. There are currently no studies on employee satisfaction with extracurricular activities held at the company. So to create a measurement model for that problem, this study will propose a model of 5 factors based on the similarity of the JDI model.

Table 1. Summary table of research

Author	Topic	Factor
Phan Thi Minh Ly (2011)	Researching factors affecting job satisfaction of employees in commercial banks in Thua Thien - Hue province	<ul style="list-style-type: none"> • Nature and pressure of work • Income and remuneration • Relations and treatment • Banking prospects and development and leadership • Working conditions • Training and promotion opportunities
Nguyen Trong Dieu (2012)	Research job satisfaction of employees at Trung Hai Cement Company - Hai Duong	<ul style="list-style-type: none"> • Nature of work • Training, advancement • Income • Leader • Colleague • Working conditions
Dao Kien (2013)	Research factors affecting job satisfaction of office workers in Hanoi - Applied analysis by linear structure model	<ul style="list-style-type: none"> • Nature of work • Training and promotion opportunities • Leader • Colleague • Income

Ho Anh Vu (2017)	Research factors affecting employee's job satisfaction at the social insurance company of Quang Nam province	<ul style="list-style-type: none"> • Nature of work • Training, advancement • Superior • Colleague • Income • Working conditions
Ha Nam Khanh Giao (2018)	Research the factors affecting the job satisfaction of employees of General Hospital of Soc Trang Province	<ul style="list-style-type: none"> • Nature of work • Salary • Superior • Colleague • Training and promotion • Working conditions • Welfare
Dau Hoang Hung (2018)	Research the factors affecting the job satisfaction level of office workers: Empirical research at enterprises in Vung Ang Economic Zone, Ha Tinh Province	<ul style="list-style-type: none"> • Nature of work • Working conditions • Wages, benefits • Training, advancement • Commendation and discipline • Relationship with superiors • Relationship with colleagues
Nguyen Thuc (2018)	Study the factors affecting the job satisfaction of middle-level managers in the Southeast Industrial Parks	<ul style="list-style-type: none"> • Relationship with superiors • Relationship with colleagues • Income • Training • Job characteristics • Faith in the organization
Alireza Emadi et al. (2015)	Studying the factors affecting job satisfaction of employees of Semnan health centers	<ul style="list-style-type: none"> • Salary and benefits • Job stability • Cross-relation between Co-worker • Opportunities for growth and promotion • Supervision and leadership • Management policy • Environmental condition
Mohammad Abdolshah et al. (2017)	Factors Influencing Job Satisfaction of Banking Sector Employees (The case study: Asgariyeh and MehrIran Banks in Qazvin and Alborz, Iran)	<ul style="list-style-type: none"> • Direct responsible • Colleagues • Promotion • Compensation • Work conditions

2.3 Research Models

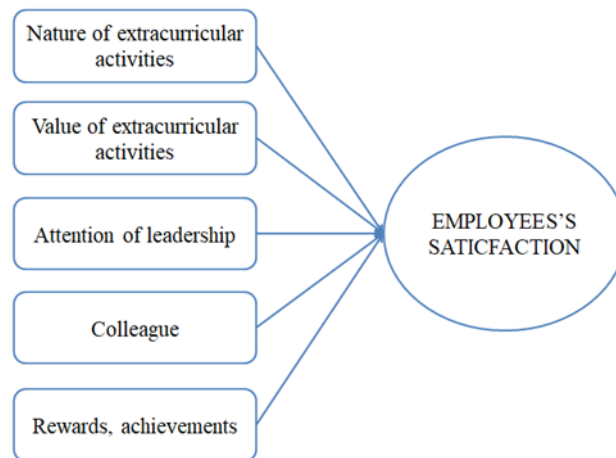


Figure 1. The research model

➤ Nature of extracurricular activities:

We built this factor through qualitative research and refers to the similarity with the Job nature factor in the study of employee satisfaction at work. This factor will address the characteristics of the activity, the appropriateness of the activity, and the comfort in the extracurricular activities.

➤ Hypothesis H1: Nature of extracurricular activities has a positive impact on employee satisfaction with extracurricular activities held at the company when Nature of extracurricular activities is high, employee satisfaction will high, and vice versa.

➤ Value of extracurricular activities:

This factor is built through qualitative research and referenced by the similarity with the factor training and advancement opportunities in employee satisfaction studies. This factor will address the perceived value of the activity and the opportunity to develop your skills when taking part in the activity.

Hypothesis H2: Value of extracurricular activities has a positive impact on employee satisfaction with extracurricular activities held at the company. The higher the Value of extracurricular activities, the higher the employee satisfaction will be, and vice versa.

➤ Attention of leadership:

This factor is built through qualitative research and referenced by the similarity with the Leadership factor in employee satisfaction studies. This factor refers to the support, interest, and management ability of the activities held for employees at the enterprise.

Hypothesis H3: Attention of leadership is positively affected by employee satisfaction on extracurricular activities held at the company. The higher Attention of Leadership the better the satisfaction of The higher the employee will be and vice versa.

➤ Colleague:

This factor is built through qualitative research and referenced by the similarity with the factor Colleagues in studies of employee satisfaction at work. This factor refers to behaviors among people of the same level when taking part in extracurricular activities.

Hypothesis H4: Colleagues have a positive impact on employee satisfaction with extracurricular activities organized at the company, the higher the colleague shows, the higher employee satisfaction and vice versa.

➤ Rewards, achievements:

This factor is built through qualitative research and refers to the similarity with the factor Salary, welfare of studies on employee satisfaction at work. This factor refers to the level of physical value received, fairness, and recognition while employees engage in extracurricular activities.

Hypothesis H5: Rewards, achievements have a positive impact on employee satisfaction with extracurricular activities organized at the company, the higher the Rewards, achievements, the higher the satisfaction of employees. The higher the tablet and vice versa.

3. Method

3.1 The General Research Process

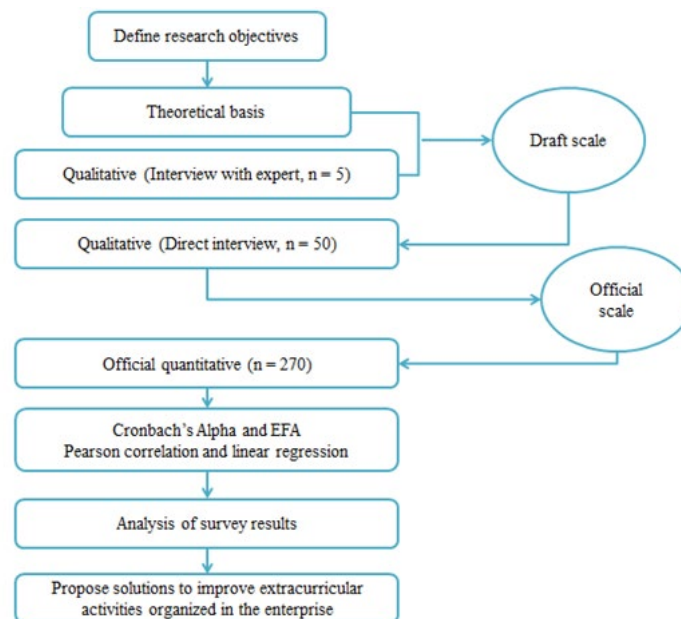


Figure 2. Research process

➤ **Qualitative research**

Qualitative research was conducted through hands-on discussion and expert group discussions. The qualitative preliminary study was conducted in expert group discussions (n = 5) and then hand-discussed with samples with size n = 50 samples.

Qualitative methods for finding new factors or eliminating factors that the author has developed in the proposed research model that employees think may affect their satisfaction with Extracurricular activities are organized within the company to complete the scales, questionnaires, and interviews.

➤ **Quantitative research**

This is done through quantitative research. The complete questionnaire designed with a Likert scale. After adjusting the questionnaire from the analysis results in the preliminary study, the author conducted an extensive survey study with a sample of n = 270 employees to collect employee opinions about the importance of factors affecting satisfaction with extracurricular activities organized within the company. (Building the sample size according to Tabachnick & Fidell (1996) with the formula of $n \geq 8m + 50$).

Table 2. Official scale

Encode	Variables
NATURE OF EXTRACURRICULAR ACTIVITIES	TC1 Activities with creative and diverse topics
	TC2 Activities with the appropriate venue
	TC3 Activities are organized in an attractive, professional manner
	TC4 Works well for everyone
VALUE OF EXTRACURRICULAR ACTIVITIES	HD1 Help relieve stress, improve health
	HD2 Bring entertainment space, entertainment
	HD3 Improving the spiritual value, corporate culture
	HD4 Contribute to the significance of the festival or anniversary
	HD5 Learn social skills for yourself
ATTENTION OF LEADERSHIP	LD1 Always pay attention to the effectiveness of activities
	LD2 Always monitor the organization of activities, and react promptly
	LD3 Always creating favorable conditions to organize activities
	LD4 Directly participate in activities
COLLEAGUE	DN1 Creating cohesion between people
	DN2 The relationship between people becomes reliable
	DN3 Relationship between people become friendly
	DN4 There is fair competition with each other
	DN5 Willing to help each other
REWARDS, ACHIEVEMENTS	PT1 There are many interesting prizes
	PT2 There are prizes of high value
	PT3 Get everyone's recognition of their skills
JOB SATISFACTION	HL1 Feel satisfied with the extracurricular activities of the company
	HL2 Willing to introduce the company as the best place to work
	HL3 Will always give to the company because of the spiritual values that the company brings

Analysic with SPSS 20.0

The purpose of this study is to affirm the groups of factors that influence employee satisfaction with extracurricular activities organized within the company through:

Assess the reliability of the scale with the reliability of Cronbach's alpha coefficient to check the correlation between questions in the same structure.

Analyze factors to minimize EFA and summary data to include in the multivariate analysis process by checking the compatibility of the scale with observed variables monitored for KMO value.

Correlation analysis to determine the correlation between independent and dependent variables.

Regression analysis and testing of the model's suitability, to identify factors that affect employee satisfaction with extracurricular activities.

4. Result

4.1 Characteristics

The entire sampling method, 300 questionnaires, was distributed to all employees working at the company, collecting 275 samples, eliminating 5 unsatisfactory tables because of leaving a lot of information blank, using 270 samples to observe.

Table 3. Descriptive statistics of demographic factors

		Frequency	Percent (%)
Sex	Male	195	72.2
	Female	75	27.8
	Total	270	100.0
Age	Under 26 years old	66	24.4
	From 26 years old to under 35 years old	174	64.4
	From 35 years old to under 45 years old	30	11.1
	Total	270	100.0
Department	Department of General Administration	27	10.0
	Business Department	87	32.2
	Customer service department	39	14.4
	Technical Department	117	43.3
	Total	270	100.0
Seniority	Less than 1 year	39	14.4
	From 1 year to under 3 years	165	61.1
	From 3 years to under 5 years	57	21.1
	Over 5 years	9	3.3
	Total	270	100.0

4.2 Assessing the Reliability of the Scale (Cronbach's Alpha)

The results showed that variables with Cronbach's coefficient 's alpha are greater than 0.6 and have a correlation coefficient of variables greater than 0.4. Variables are used in the subsequent EFA analysis.

Table 4. Summary table of Cronbach's Alpha coefficients of the scales

No	Items	N of Items	N of Items satisfying	Cronbach's Alpha
1	Nature of extracurricular activities	4	4	0.754
2	Value of extracurricular activities	5	5	0.847
3	Attention of leadership	4	4	0.857
4	Colleague	5	4	0.751
5	Rewards, achievements	3	3	0.780
6	Job Saticfaction	3	3	0.765

4.3 Exploratory Factor Analysis EFA

20 independent observation variables were included in the EFA factor analysis with the “Principal Component” method and the “Varimax” rotation. After analysis, Barlett test result with a sig.=0.000 is less than 0.005 and a KMO coefficient of 0.737 is greater than 0.5. For Eigenvalues > 1, the total variance extracted is 64.996% > 50% so it is possible to explain 64.996% variations of data. This suggests that the correlation observed variables are strong enough to run EFA. There are 5 groups of factors extracted.

Table 5. Results of the EFA analysis from independent observation variables

Items	Factor loading				
	1	2	3	4	5
HD5	0.850				
HD3	0.837				
HD4	0.770				
HD3	0.724				
HD1	0.674				
LD3		0.863			
LD4		0.843			
LD1		0.836			
LD2		0.736			
DN5			0.806		
DN3			0.763		
DN1			0.723		
DN4			0.670		
TC2				0.774	
TC3				0.736	
TC4				0.717	
TC1				0.653	
PT3					0.879
PT2					0.835
PT1					0.761
The coefficients satisfy the conditions					
Cronbach's Alpha	0.847	0.857	0.751	0.754	0.780
Eigenvalue	4.594	2.686	2.321	2.052	1.346
Cumulative %	64.996%				
KMO	0.737				
Barlett's Test	Sig. = 0.000				

Table 6. EFA analysis results for the dependent variables

	Factor Loading
	1
HL1	0.872
HL2	0.810
HL3	0.796
The coefficients satisfy the conditions	
Cronbach's Alpha	0.765
Eigenvalue	2.049
Cumulative %	68.305%
KMO	0.672
Barlett's Test	Sig. = 0.000

The EFA results show that the 3 observed variables are extracted into a dependent variable factor, all of which have factor loading factor > 0.5 with a total extraction variance of 68.305%, only KMO number is 0.672 good with significance level Sig. = 0.000 in the Barlett test, the quantity Eigenvalue = 2.049 satisfies the condition. Therefore, these observed variables are retained for further analysis.

4.4 Correlation Matrix

Table 7. Correlation between variables

		HL	PT	LD	TC	DN	HD
HL	Pearson Correlation	1	0.286**	0.313**	0.626**	0.309**	0.641**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000
	N	270	270	270	270	270	270
DN	Pearson Correlation	0.286**	1	0.025	0.118	0.065	-0.033
	Sig. (2-tailed)	0.000		0.683	0.053	0.289	0.586
	N	270	270	270	270	270	270
LD	Pearson Correlation	0.313**	0.025	1	0.239**	0.226**	0.182**
	Sig. (2-tailed)	0.000	0.683		0.000	0.000	0.003
	N	270	270	270	270	270	270
PT	Pearson Correlation	0.626**	0.118	0.239**	1	0.339**	0.367**
	Sig. (2-tailed)	0.000	0.053	0.000		0.000	0.000
	N	270	270	270	270	270	270
HD	Pearson Correlation	0.309**	0.065	0.226**	0.339**	1	0.074
	Sig. (2-tailed)	0.000	0.289	0.000	0.000		0.223
	N	270	270	270	270	270	270
TC	Pearson Correlation	0.641**	-0.033	0.182**	0.367**	0.074	1
	Sig. (2-tailed)	0.000	0.586	0.003	0.000	0.223	
	N	270	270	270	270	270	270

** . Correlation is significant at the 0.01 level (2-tailed)

According to the correlation matrix in the table above, there is a linear correlation between HL dependent variables with independent variables PT, LD, TC, DN, HD because of the Sig significance level less than 0.05. Thus, the use of these linear regression analysis variables is appropriate.

4.5 Multiple Regression Analysis

Table 8. Estimate the beta coefficient of the model by the Enter method

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	0.076	0.159		0.477	0.634		
DN	0.171	0.024	0.250	7.074	0.000	0.979	1.002
LD	0.069	0.024	0.107	2.915	0.004	0.907	1.103
PT	0.268	0.031	0.352	8.679	0.000	0.744	1.343
HD	0.081	0.027	0.113	2.984	0.003	0.858	1.166
TC	0.352	0.027	0.492	12.932	0.000	0.846	1.182

Adjusted R Square = 0.670;

F (ANOVA) = 110.293;

Sig. (ANOVA) = 0.000;

Dubrbin – Watson = 2.002.

ANOVA analysis results show that the statistical value $F = 110.293$ with the value $\text{sig} = 0.000$ proves that the regression model is suitable for the data set. Durbin-Watson is $1 < 2.002 < 3$, showing no correlation between variables in the model. VIF of all variables has value < 2 , it means that no collinearity phenomenon occurs. The adjusted R^2 coefficient is 0.670 which shows that 67% of the variation of the dependent variable is explained by the independent variables.

The standardized regression equation: $HL = 0.076 + 0.492TC + 0.352PT + 0.250DN + 0.113HD + 0.107LD$. The 5 factors that were originally set were accepted

4.6 Verification of Conformity of the Model

Scatterplot scatter plots show that the residual scattering randomly around the path passes through zero degrees and fluctuates much in the range of ± 1 , proving that the linear relation assumption is not violated. The histogram shows the standard distribution curve superimposed on the frequency chart, a very small mean value close to 0 (mean = $1.26E-15$), and a standard deviation near 1 (Std. Dev = 0.991), indicating the distribution of the approximate residual. The P-P plot also shows that the viewpoints do not disperse too far from the expected straight line, so it can be concluded that the residual distribution with standard distribution is not violated. Thus, the linear regression model above is a suitable model.

5. Discussion

Through the research process, the author has used a combination of qualitative and quantitative research methods, numerical processing, and analysis using SPSS 20.0 software to give the results to be able to identify 05 impact factors to employee satisfaction with extracurricular activities organized at the company, and those factors are arranged in descending order of impact as follows: Nature of extracurricular activities; Rewards, Achievement; Colleagues; Value of extra-curricular activities; Attention of leadership, and thereby propose a system of objective solutions.

5.1 Recommendations

Solution of Value of extracurricular activities

According to the research results, the factor “Nature of extracurricular activities” has the biggest impact on employee satisfaction. Therefore, this study proposes solutions that businesses need to pay attention to the theme of the activity, organize activities in appropriate places, have a professional organization team, and above all must be suitable for everyone.

Solutions about rewards and achievements

The results of the research show that the factor “Rewards and achievements” is also a very important factor in extracurricular activities. Employees will look forward to participating and want to become more involved knowing that the activity can provide them with a valuable reward or lessons about life skills when participating in the activity and of course they will want people to recognize their abilities when participating in extracurricular activities. Therefore, managers should plan to incorporate challenges and awards into extracurricular activities, so that employees can explore their capabilities and compete with each other for awards. For example, jogging contests, competitions to find musical talent, charity trips, environmental cleanup sessions, etc.

Solutions for Colleagues

Good relationships among colleagues will help employees have a healthy competitive work environment. Therefore, to build a healthy connection between employees, the company’s human resources managers must build highly coherent and connected extracurricular activities. Extracurricular activities organized in the form of Teambuilding or team-based programs will do a good job of connecting employees together.

Solution of Value of extracurricular activities

The study showed that the factor “The value of extracurricular activities” also has a significant impact on employee satisfaction. Participating in extracurricular activities at the company brings many mental benefits and useful skills that will help employees feel satisfied. Also, organizing extracurricular activities on holidays or anniversaries will be very meaningful to the staff. Therefore, managers should increase entertainment, comfort, for extracurricular activities at the company.

Solutions for Attention of leadership

According to the analysis of this research, the interest of leaders is also a key to make extracurricular activities to improve employee satisfaction. The leadership regularly monitors how well the extracurricular activities are organized, leadership supports the best conditions for extracurricular activities to occur, or leadership will directly participate in such extracurricular activities make employees feel that the connection between employees and leadership is stronger and closer. Therefore, the interest of leaders will make extracurricular activities achieve the goal of creating employee satisfaction.

5.2 Limitation

- Limitations 1: Limited research time is limited, so some of the content in the study has not been completed correctly, so the study does not have a solid theoretical basis. In addition, due to the short time, the interviews with experts, direct interviews, or after-room interviews are incomplete, so the results do not best reflect the research content.
- Limitations 2: The content of research subjects is quite narrow, and it is difficult to find studies that are close to the author’s research, so this research may not reflect the best results.
- Limitations 3: The method of sampling by random method, with a small denominator, therefore, the results of the analysis will have certain deviations, so the results of the study will be limited.

From the above limitations, it is necessary to continue to expand the scope of future research, to improve the qualitative research method, and to standardize the scale more appropriately for more accurate research.

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