THE RELATIONSHIP BETWEEN SUBJECTIVE WELL-BEING AT WORK AND JOB SATISFACTION OF EMPLOYEES AT COMPANIES IN VIET NAM

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ABSTRACT

This study aims to explore the correlation between subjective well-being at work and job satisfaction among Vietnamese employees, focusing on how these aspects influence organizational dynamics and employee performance in the Vietnamese context. A correlational research design was utilized to investigate the relationships between subjective well-being and job satisfaction. The study involved a sample of 370 employees from various sectors including manufacturing, technology, and services across Vietnam. Data were collected using standardized instruments, notably the Job Satisfaction Survey (JSS) and the Work-Related Quality of Life (WRQoL) scale. Statistical analyses, including Pearson's correlation and multiple regression, were employed to examine the associations and predictability between the variables.

The results revealed strong positive correlations between subjective well-being and multiple facets of job satisfaction. Specifically, high levels of job and career satisfaction were significantly associated with greater overall job satisfaction. Conversely, increased workplace stress was found to negatively impact job satisfaction. Control in the workplace emerged as a significant predictor of job satisfaction, highlighting the importance of autonomy and employee engagement.

The findings underscore the importance of enhancing subjective well-being in the workplace as a strategic approach to boost job satisfaction among Vietnamese employees. For managers and HR professionals, these results suggest that initiatives aimed at increasing job control, reducing stress, and promoting career development are likely to enhance employee satisfaction and organizational effectiveness.

Keywords: Subjective well-being, job satisfaction, Vietnamese employees, workplace happiness.

Chapter 1: Introduction

Background Information

The concepts of employee well-being and job satisfaction have garnered significant attention in organizational research, given their profound impact on both individual performance and overall organizational success. Employee well-being typically encompasses various aspects of a worker's psychological, physical, and emotional health, and is often viewed as a fundamental precursor to optimal functioning and engagement at work (Grant et al., 2007). Job satisfaction, on the other hand, refers to the feelings of contentment and fulfillment that employees derive from their work and is closely linked to motivational theories within the workplace (Herzberg, 1968).

Research consistently shows that higher levels of subjective well-being can lead to better job performance, reduced turnover, and fewer workplace accidents, thus directly influencing the efficiency and profitability of organizations (Lyubomirsky et al., 2005). Similarly, job satisfaction has been correlated with increased productivity, loyalty to the company, and a reduction in instances of burnout and absenteeism (Judge et al., 2001). The synergy between employee well-being and job satisfaction is pivotal as it creates a cycle where improvement in one area can lead to positive outcomes in the other, thereby enhancing organizational resilience and success (Wright & Cropanzano, 2004).

In the context of Vietnam, where rapid industrialization and economic growth have led to significant changes in the workforce dynamics and organizational cultures, understanding these factors becomes even more critical. Vietnamese companies are increasingly recognizing the importance of fostering employee well-being and satisfaction as strategic factors that contribute to sustaining their growth and competitive advantage in the global market (Nguyen et al., 2018).

Research Context: The Relevance of the Study in Vietnam

The relevance of studying the interplay between subjective well-being at work and job satisfaction in Vietnam is underscored by several unique socio-economic and cultural factors prevalent within the country. Vietnam has experienced a remarkable economic transformation over the past few decades, transitioning from a primarily agrarian economy to a more diversified one with substantial growth in manufacturing, information technology, and services sectors (Beresford, 2008). This rapid industrialization has not only altered the economic landscape but also the nature of work and employment practices within the country.

Moreover, Vietnam's cultural framework is deeply influenced by Confucian values, which emphasize harmony, respect for authority, and the importance of community and family. These

cultural underpinnings can significantly affect employee expectations and perceptions of well-being and satisfaction at work (Tran & Vu, 2020). Employees in Vietnam may prioritize relational aspects of work, such as group cohesion and moral support, which are integral components of their job satisfaction and overall well-being (Pham et al., 2015).

Furthermore, the Vietnamese government has increasingly focused on improving labor laws and employment conditions, reflecting a growing awareness of the importance of worker welfare in sustaining economic growth. Recent legislation on working conditions, wages, and hours is indicative of an institutional shift towards enhancing employee well-being (Vu & Burton, 2020). Researching how these factors interact with employee job satisfaction can provide insights into the effectiveness of such policies and their impact on the productivity and profitability of Vietnamese companies.

This study is particularly pertinent as it addresses a gap in the existing literature by focusing on a non-Western context, where different cultural and economic conditions might influence the dynamics between employee well-being and job satisfaction differently than in Western contexts. Understanding these nuances can help multinational corporations and local enterprises alike in crafting strategies that are culturally and contextually appropriate (Nguyen et al., 2018).

Problem Statement

Despite Vietnam's economic and industrial growth, there is a critical need to better understand employee well-being and job satisfaction within this evolving market. Global studies acknowledge the role of subjective well-being and job satisfaction in enhancing organizational productivity and retention, but research specific to Vietnam is limited (Locke, 1976; Nguyen et al., 2018). The unique cultural, economic, and regulatory environments in Vietnam influence these dynamics significantly (Pham et al., 2015), yet many Vietnamese companies struggle with high turnover and employee dissatisfaction, indicating a disconnect between current practices and employee needs (Bui et al., 2019).

Additionally, the transition from agriculture to modern sectors necessitates an updated understanding of employee expectations, which remains underexplored (Beresford, 2008). This research aims to address these gaps by examining the link between subjective well-being at work and job satisfaction within Vietnam's specific context, offering insights for more effective HR strategies tailored to local needs.

Research Objectives and Hypotheses

The research aims to clarify the relationship between subjective well-being at work and job satisfaction among employees in Vietnamese companies, contributing to both theoretical

knowledge and practical applications in organizational behavior and human resource management. The study's objectives include measuring subjective well-being using established scales (Diener et al., 1985; Seligman, 2011) to establish a baseline that correlates with job satisfaction aspects. It also assesses job satisfaction through validated instruments examining job conditions, interpersonal relationships, and value alignment (Hackman & Oldham, 1976). Additionally, the study analyzes the statistical relationship between well-being and job satisfaction to determine causality and directionality (Lyubomirsky et al., 2005). It investigates how Vietnam-specific cultural and economic factors influence this relationship (Hofstede, 1984), and based on these findings, it aims to provide actionable recommendations for employers to enhance employee welfare and organizational performance (Wright & Cropanzano, 2004). This comprehensive approach aims to provide valuable insights for academics, practitioners, and policymakers focused on improving organizational effectiveness and employee welfare in developing economies. These hypotheses aim to explore both direct relationships and the moderating effects of cultural and organizational contexts.

Hypothesis 1: Suggests a positive correlation between subjective well-being at work and job satisfaction, theorizing that higher well- being leads to greater job satisfaction (Lyubomirsky et al., 2005; Wright & Cropanzano, 2004).

Hypothesis 2: Cultural values (specifically, collectivism associated with Vietnamese culture) moderate the relationship between subjective well-being and job satisfaction, such that the correlation is stronger in organizations that promote collectivistic values. This hypothesis draws on the cultural dimensions theory which suggests that in cultures with high collectivism, relational well-being contributes more significantly to job satisfaction (Hofstede, 1984; Tran & Vu, 2020).

Hypothesis 3: Argues that employee engagement acts as a mediator in the relationship between well-being and job satisfaction, where well-being enhances engagement, which in turn improves job satisfaction (Bakker & Demerouti, 2008).

Hypothesis 4: Considers the mediating role of economic factors like wage adequacy and job security in this relationship, especially relevant given Vietnam's evolving economic context (Nguyen et al., 2018).

Literature Review Theoretical Framework:

The theoretical framework of this study on job satisfaction and subjective well-being at work is rooted in foundational theories from psychology and organizational behavior, which help explore the interaction of these constructs in the workplace. Herzberg's Two-Factor Theory distinguishes between hygiene factors, which prevent dissatisfaction, and motivators, which enhance

satisfaction (Herzberg, Mausner, & Snyderman, 1959). The Job Characteristics Model posits that job satisfaction depends on five core job characteristics that affect psychological states and thereby improve satisfaction, motivation, and performance (Hackman & Oldham, 1976). The Affect Theory suggests subjective well- being is a balance of positive and negative effects, emphasizing the role of emotional experiences (Bradburn, 1969). The Broaden-and-Build Theory indicates that positive emotions expand cognitive and behavioral capacities, which in turn build enduring personal resources (Fredrickson, 2001). The Conservation of Resources Theory asserts that well-being and stress relate to the management of personal resources (Hobfoll, 1989), while the Person-Environment Fit Theory links job satisfaction and well-being to the alignment between an individual's attributes and the workplace environment (Caplan, 1987). Together, these theories provide a comprehensive framework for understanding job satisfaction and subjective well-being within Vietnam's unique cultural and economic setting.

Previous Studies:

Research on job satisfaction and subjective well-being globally has identified various key factors influencing these phenomena, such as job security, working conditions, leadership styles, and work-life balance. These factors are essential for enhancing workplace experiences, with studies showing that intrinsic factors like autonomy significantly affect well-being more than extrinsic factors like pay (Judge et al., 2001; Ryan & Deci, 2000). Additionally, a positive correlation exists between well-being and productivity (Harter et al., 2003). In Vietnam, as the economy evolves, studies highlight the importance of relational work factors and a supportive culture in influencing employee satisfaction and well-being (Nguyen et al., 2018). Cultural values such as collectivism and respect for hierarchy also play a crucial role, particularly in sectors like education and healthcare (Tran & Vu, 2020). Economic conditions, including wage adequacy and job stability, are similarly pivotal (Bui et al., 2019).

Comparative studies reveal differences in the impact of these factors due to cultural nuances, such as the preference for collective harmony over individual achievement in Vietnam compared to more individualistic cultures (Hofstede, 1984). Despite these insights, gaps remain in understanding how these factors interplay in Vietnam's unique context, necessitating further localized research to balance traditional values with modern economic pressures.

Research Gap:

The research on job satisfaction and subjective well-being has identified several gaps, particularly in the context of Vietnam's rapidly developing economy. Most existing studies have focused on Western and high-income countries, with fewer investigations into Southeast Asia, and even less on Vietnam's unique socio-economic and cultural dynamics (Nguyen et al., 2018;

Tran & Vu, 2020). There is a notable deficiency in studies that deeply integrate cultural variables like collectivism and power distance within the Vietnamese context, and how these influence organizational behaviors and employee attitudes during economic modernization (Hofstede, 1984; Tran & Vu, 2020). Additionally, the impact of Vietnam's transition from an agrarian to a more industrialized and service-oriented economy on employee well-being and satisfaction remains underexplored (Beresford, 2008). Furthermore, there is a lack of integrative models that encompass psychological, cultural, and economic factors in a unified analysis of job satisfaction and well-being (Judge et al., 2001; Ryan & Deci, 2000). There is also a gap in translating research findings into practical strategies for improving workplace satisfaction and well-being, with minimal detailed recommendations available for employers and policymakers in Vietnam (Nguyen et al., 2018). This study aims to fill these gaps by developing a comprehensive model that considers the interplay of subjective well-being and job satisfaction within Vietnam's cultural and economic framework, providing valuable insights for organizational psychology and human resource management in emerging markets.

Chapter 2: Research Design

Objects and implementation process

This study employs a correlational research design to examine the relationship between subjective well-being at work and job satisfaction among employees in Vietnamese companies in 2024, exploring how these variables correlate without establishing causality (Coolican, 2014). It focuses on subjective well-being, including emotional, psychological, and social aspects, as the independent variable, and job satisfaction—covering pay satisfaction, work conditions, and relationships with colleagues—as the dependent variable. Data will be collected using validated tools such as the Well-being Index (Diener et al., 1985) and the Job Satisfaction Survey (Spector, 1985). The sample will include employees from various sectors like manufacturing, services, and technology, utilizing stratified random sampling to ensure diversity and control industry-specific differences. Analytical methods will include Pearson's correlation and multiple regression analysis to identify relationships and predictors of job satisfaction, considering confounders such as age, gender, and years of service. Ethical standards will be rigorously maintained, with participants providing informed consent and assured of confidentiality (APA, 2017). This study aims to provide insights into the dynamics between well-being and job satisfaction in Vietnam, potentially guiding strategies to boost workplace satisfaction and employee well-being.

The survey was deployed online via Google Forms and a paper survey, including 3 main parts: (A) Subject identification information, (B) Work-Related Quality of Life (WRQoL-1) Scale, (C) Job Satisfaction Scale (JSS).

Participants will be selected by stratified random sampling from different occupations across all companies (n=370) that constitute the study sample to ensure a representative sample and enhance generalizability of research (Thompson, 2012). However, the following inclusion and exclusion criteria were considered:

Selection criteria: Working in Vietnam, between the ages of 20 and 50. Divided into 2 age groups including: Young (20-30 years old), middle-aged (31-50 years old) and willing to participate. researcher. Exclusion criteria: Not currently working, working freely and not working in Vietnam or not within the survey age range and not willing to participate in the study.

Recruitment will be conducted through HR departments of participating companies, with formal communications outlining the study's purpose and ensuring voluntary participation (Resnik, 2011). Ethical approval will be obtained from an institutional review board, and participant anonymity and confidentiality will be strictly maintained. This methodological approach is designed to provide comprehensive insights into the factors influencing job satisfaction and subjective well-being within the Vietnamese context.

Sample Size

For the purposes of this study, a sample size of approximately 370 employees will be targeted. This size is considered sufficient to achieve statistical power of 0.80 at a significance level of 0.05, allowing for robust statistical analyses. This sample size also provides the capacity to conduct subgroup analyses and ensure that the findings are generalizable across the workforce in Vietnam (Cohen, 1992).

Procedure

Data collection was performed in the morning, middle, and end of each shift. Data were collected using several self-report questionnaires.

Additionally, participants' demographic characteristics including age, gender, place of living and working, work experience, and occupation were also recorded. Incomplete questionnaires were excluded from the analysis.

Measures

The quality of work life questionnaire (QWL-1)

The WRQoL quality of work life scale is commonly used to measure QWL among healthcare academics globally (Van Laar et al., 2007). The questionnaire consists of 24 items covering six dimensions (a) job and career satisfaction, (b) general well-being, (c) workplace stress, (d)

workplace control work, (e) working conditions, and (f) homework interface (Dai et al., 2016). Responses were rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), with higher scores indicating higher levels of QWL. WRQoL was psychometrically strong, with an overall Cronbach's alpha of .944

The job satisfaction questionnaire (JSQ)

To accurately measure the constructs of job satisfaction and subjective well-being, this study will employ two primary instruments, both of which are widely recognized and validated in the field of psychological and organizational research. Job Satisfaction Survey (JSS) Job satisfaction will be assessed using the Job Satisfaction Survey (JSS), developed by Spector (1985). This survey is designed to measure employee satisfaction across nine facets of the job, including pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication. Each facet is evaluated through a series of items, and respondents rate their level of agreement or satisfaction on a scale from 1 (strongly disagree) to 5 (strongly agree). This scale has been extensively used and validated in diverse cultural and organizational settings, demonstrating robust psychometric properties (Spector, 1997). The lowest JSQ score represents job satisfaction (Fahad et al., 2021). The validity and reliability of the JSQ have been verified in previous studies, and its Cronbach's alpha coefficient was reported to be .949

Data Collection

The data collection process for this study is designed to efficiently gather information on job satisfaction and subjective well-being from a large sample of employees across various sectors in Vietnam. Given the scope and logistical considerations, the following methods will be employed:

Online Surveys

The primary method for data collection will be through online surveys. This method is selected due to its cost-effectiveness, ease of distribution, and ability to reach a broad geographic area, which is particularly useful given the diverse and dispersed workforce in Vietnam. The surveys will be administered using a secure online platform that ensures data privacy and integrity (Wright, 2005). Participants will receive a link to the survey via email, which will be distributed with the assistance of the human resources departments of the participating companies.

Each survey will consist of the Job Satisfaction Survey (JSS) and subjective well-being (SWB), along with additional questions from the Work-Related Quality of Life Scale (WRQoL) to comprehensively assess the well-being aspects. Participants will be asked to complete the survey

at a convenient time, ensuring they have sufficient time to provide thoughtful responses without interrupting their workday (Couper, 2000).

Pilot Testing

Prior to the full rollout of the survey, a pilot test will be conducted with approximately 50 employees to refine the survey questions and ensure clarity and cultural relevance in the Vietnamese context. Feedback from the pilot test will be used to adjust any ambiguous or culturally inappropriate items to better fit the local context (Van Teijlingen and Hundley, 2001).

Data Collection Timeline

The data collection phase is planned to last approximately three months. This time frame allows employees sufficient time to respond to the survey and accommodates follow-up reminders to maximize the response rate. The extended period also mitigates the risk of potential disruptions, such as holidays or significant corporate events, which might affect participation rates.

Response Rate and Follow-Up

To encourage a high response rate, participants will be informed about the importance of their contribution to the study and assured that their responses will be anonymized and used solely for research purposes. Incentives in the form of small electronic vouchers will be offered as a token of appreciation for completing the survey. Follow-up emails will be sent to non-respondents at two-week intervals during the data collection period to remind them to participate in the survey (Fan and Yan, 2010).

Data Analysis

Data Analysis To rigorously analyze the collected data and address the research hypotheses outlined, this study will employ a series of statistical methods aimed at understanding the relationships and predictive values between subjective well-being, job satisfaction, and their respective subcomponents. The data analysis will be conducted using Jamovi software (2.4.11) for Windows, used for complex statistical data analysis in social science research (Field, 2013).

Descriptive Statistics

Initially, descriptive statistics will be computed to provide a summary of the data, including means, standard deviations, ranges, and distributions for all variables. This step is crucial for understanding the general characteristics of the data, checking for any anomalies or outliers, and ensuring that the data meets the assumptions necessary for further analysis (Pallant, 2010). Correlation Analysis Pearson correlation coefficients will be calculated to determine the strength

and direction of the relationship between subjective well-being and different facets of job satisfaction. This analysis will help identify which aspects of job satisfaction are most strongly associated with higher levels of well-being (Cohen, Cohen, West, & Aiken, 2003).

Regression Analysis

Multiple regression analysis will be employed to explore how well subjective well-being predicts job satisfaction while controlling for potential confounding variables such as age, gender, education level, and length of service. This analysis will also test the predictive power of various components of subjective well-being on overall job satisfaction scores. Interaction terms may be introduced to explore potential moderating effects of demographic variables on these relationships (Aiken & West, 1991).

Reliability and Validity Testing

The reliability of the scales (Job Satisfaction Survey, Satisfaction with Life Scale, and Psychological Well-being Scales) will be reassessed using Cronbach's alpha to ensure internal consistency within the collected data. Confirmatory factor analysis (CFA) might be conducted to validate the factor structure of the measurement instruments within the Vietnamese context (Brown, 2006).

Ethical Considerations

All data analysis procedures will adhere to ethical guidelines to ensure confidentiality and non-disclosure of individual responses. Data will be stored securely, and only aggregate results will be reported in any dissemination of the research findings.

Chapter 3: Results

Table 1

Characteristics of the study sample

Table 1 outlines the characteristics of the study participants (n=370), detailing variables A1, A2, A3, A4, and A5 with their respective descriptive statistics. All variables reflect complete data collection, as evidenced by zero missing values across the board. The variable A1 presents a mean of 30.2 and a median of 29.0, with a range of values spanning from 20 to 50, suggesting a broad dispersion within the data.

Variables A2 and A3, while measured, do not report specific statistical values, indicating that further analysis may be required or that these variables serve as controls. For variables A4 and A5, the means are 2.79 and 2.58 respectively, with medians at 2.00 and 3.00, and ranges

extending from 1 to 6 for A4 and 1 to 4 for A5, indicating variability in responses that could be pivotal for inferential analysis.

The gender distribution of the sample shows 159 males (43.0%) and 211 females (57.0%), highlighting a female majority that may influence the study's outcomes, particularly if gender-related differences are anticipated in the variables under consideration.

Geographic distribution within the sample is also noteworthy, with a dominant 84.9% (n=314) of participants from TPHCM, followed by Ha Nội with 8.4% (n=31). The remaining participants are distributed across Bien Hoa, Can Tho, Hai Phong, Thu Đuc, Đa Nang-Hue, and other locations, underscoring a significant concentration of the sample in urban and economically significant areas of Vietnam.

The tenure of participants within their respective organizations ranges widely, with 36.2% (n=134) having worked for 2 years, 18.6% (n=69) for 1 year, and smaller proportions distributed among those who have worked for 3 to 6 years. This distribution suggests that the majority of the workforce under study is relatively new to their positions, which could influence aspects of job satisfaction and well-being linked to organizational tenure.

This detailed participant profiling provides a foundational context for analyzing the interrelations of subjective well-being, job satisfaction, and additional variables within the study, offering insights into how demographic and geographic contexts may interact with organizational behaviors and employee attitudes.

Table 1. The characteristics of study participants (n =370)

Descriptives

	A1	A2	A3	A4	A5
N	370	370	370	370	370
Missing	0	0	0	0	0
Mean	30.2			2.79	2.58
Median	29.0			2.00	3.00
Minimum	20			1	1
Maximum	50			6	4

Frequencies of Gender

Gender	Counts	% of Total	Cumulative %
Nam	159	43.0 %	43.0 %
Nữ	211	57.0 %	100.0 %

Frequencies of Place to work and live

Place to work and live	Counts	% of Total	Cumulative %
Biên Hòa	4	1.1 %	1.1 %
Cần Thơ	2	0.5 %	1.6 %
Hà Nội	31	8.4 %	10.0 %
Hải Phòng	1	0.3 %	10.3 %
TPHCM	314	84.9 %	95.1 %
Thủ Đức	5	1.4 %	96.5 %
Đà Nẵng-Huế	1	0.3 %	96.8 %
Ở Nơi Khác	12	3.2 %	100.0 %

Frequencies of Number of years working

Number of years working	Counts	% of Total	Cumulative %
1	69	18.6 %	18.6 %
2	134	36.2 %	54.9 %
3	61	16.5 %	71.4 %
4	43	11.6 %	83.0 %
5	38	10.3 %	93.2 %
6	25	6.8 %	100.0 %

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Frequencies of Job

Job	Counts	% of Total	Cumulative %
1	107	28.9 %	28.9 %
2	24	6.5 %	35.4 %
3	157	42.4 %	77.8 %
4	82	22.2 %	100.0 %

Table 2

Subjective well-being and job satisfaction work: Correlations

Table 2 displays the correlation coefficients between various subscales of the Work-Related Quality of Life (WRQoL) and Job Satisfaction Survey (JSS), indicating the strength and significance of relationships between subjective well-being and job satisfaction components among participants.

The correlation matrix highlights particularly strong relationships between the Total WRQoL score and all subscales of job satisfaction and well-being. Notably, Job and Career Satisfaction from the WRQoL correlates highly with the Total JSS score (r=0.707, p<.001) and with the Level of Job Satisfaction (r=0.702, p<.001), underscoring a robust link between job satisfaction and career fulfillment aspects of work life.

Similarly, Control in the Workplace also shows significant positive correlations with both the Total JSS (r=0.579, p<.001) and specific job satisfaction measures, such as Work Environment (r=0.488, p<.001), indicating that the degree of autonomy and control experienced by employees is closely associated with their overall job satisfaction.

General Wellbeing shows strong correlations with the Level of Job Satisfaction (r=0.682, p<.001) and less so with Stress at Work (r=0.224, p<.001), suggesting that general wellness contributes positively to job satisfaction while being inversely related to stress levels.

The Interface for Working from Home correlates significantly with the Work Environment (r=0.528, p<.001), which might reflect the impact of remote working conditions on employees' perceptions of their work environment.

Interestingly, Stress at Work has relatively low and sometimes negative correlations with job satisfaction metrics, such as a nonsignificant negative correlation with the Total JSS score (r=-0.033), highlighting that stress may detract from overall job satisfaction.

The Working Conditions subscale of WRQoL shows strong positive correlations with all job satisfaction measures, especially the Work Environment (r=0.636, p<.001), illustrating the critical role of physical and social work conditions in influencing employee satisfaction.

Overall, the high correlation coefficients, especially those marked with significance levels of p<.001, provide compelling evidence of the interconnectedness between subjective well-being and various facets of job satisfaction. These findings underline the importance of enhancing workplace conditions and personal well-being to foster overall job satisfaction among employees.

Table 2. Correlation between subjective well-being and Job satisfaction

	Total WRQoL	Job and career satisfaction	Control in The workplace	General wellbeing	Interface For working from home	Stress at work	Working conditions	Total JSS	Level of job satisfaction	Work Environment
Total WRQoL	1									
Job and career satisfaction	0.860***	1								
Control in the workplace	0.781***	0.712***	1							
General wellbeing	0.842***	0.694 ***	0.611 ***	1						
Interface for working from home	0.804***	0.766 ***	0.536 ***	0.683 ***	1					
Stress at work	0.435***	0.092	0.141 **	0.224 ***	0.062	1				
Working conditions	0.807***	0.773 ***	0.589 ***	0.723 ***	0.752 ***	0.019	1			
Total JSS	0.678***	0.707 ***	0.579 ***	0.663 ***	0.622 ***	-0.033	0.722 ***	1		
Level of job satisfaction	0.690***	0.702 ***	0.592 ***	0.682 ***	0.634 ***	-0.016	0.712 ***	0.933 ***	1	
Work Environment	0.576***	0.617 ***	0.488 ***	0.555 ***	0.528 ***	-0.046	0.636 ***	0.934 ***	0.743 ***	1

Note. * p < .05, ** p < .01, *** p < .001

Table 3

Participants_ WRQoL-1 Total and Subscale Scores (N = 370)

The Total scale score for WRQoL-1 ranges from 1.03 to 5.17, with a mean of 3.85 and a high standard deviation of 3.8, suggesting significant variability in the overall quality of work life among participants. The subscale scores reveal distinct facets of work-related quality of life, with Job and Career Satisfaction scoring the highest mean of 4.85 (range 1.2 to 6, SD = 4.8), indicating relatively high satisfaction levels in job and career aspects among the participants.

Control in the Workplace and Working Conditions both show a mean score of 3.94 (range 1 to 5, SD = 4), highlighting moderate control and satisfactory conditions within the work environment. The General Well-being subscale scores a mean of 3.60 (range 1 to 5, SD = 3.67), reflecting a moderate perception of general well-being by employees. The Interface for Working from Home, a particularly relevant measure given the current global shift towards remote working models, also scores a mean of 3.94 (range 1 to 5, SD = 4), suggesting that participants are relatively well-adapted to home-based work interfaces.

However, the Stress at Work subscale reports the lowest mean of 2.99 (range 1 to 5, SD = 3), indicating a notable presence of work- related stress among the participants. This could potentially impact other areas of job satisfaction and overall quality of life.

Overall, these findings offer significant insights into various aspects of work-related quality of life, from job satisfaction and control in the workplace to the impact of working conditions and stress, providing valuable data for targeted organizational interventions to enhance employee well-being and productivity.

Table 3. Participants_ WRQoL-1 Total and Subscale Scores (N = 370)

Variable	Min	Max	Mean	SD
Total scale score	1.03	5.17	3.85	3.8
Subscale score				
Job and career satisfaction	1.2	6	4.85	4.8
Control in the workplace	1	5	3.78	4
General well-being	1	5	3.60	3.67
Interface for working from home	1	5	3.94	4
Stress at work	1	5	2.99	3
Working conditions	1	5	3.94	4

Table 4

Participants_ Job satisfaction Total and Subscale Scores (N = 370)

In table 4, the Total scale score for job satisfaction ranges from 1 to 5, with a mean of 3.93 and a standard deviation of 4, indicating a relatively high average level of job satisfaction among the participants, albeit with considerable variability. This variability suggests that while some employees experience high satisfaction, others may face issues that reduce their overall job satisfaction.

The subscale scores provide a more granular view of specific areas within job satisfaction. The Level of Job Satisfaction subscale has a minimum score of 1 and a maximum of 5, with a mean of 3.86 and a standard deviation of 4. This score reflects a slightly lower satisfaction on an individual level compared to the total scale score but still indicates an overall positive perception among the majority of the workforce.

The Work Environment subscale scores slightly higher, with a mean of 3.99 (range 1 to 5, SD = 4), suggesting that aspects of the physical and social work environment are slightly more satisfactory to the participants compared to their overall job satisfaction. This could imply that while the environment is conducive, there might be other factors influencing the slightly lower scores on the overall job satisfaction.

In conclusion, these data points from Table 4 reveal a generally positive trend in job satisfaction, with specific strengths in the work environment. However, the broad range and high standard deviations across both total and subscale scores indicate a diversity of experiences and perceptions, highlighting the need for targeted interventions to address areas of lower satisfaction.

Table 4. Participants_ Job satisfaction Total and Subscale Scores (N = 370)

Variable	Min	Max	Mean	SD
Total scale score	1	5	3.93	4
Subscale score				
Level of job satisfaction	1	5	3.86	4
Work Environment	1	5	3.99	4

Chapter 4: Discussion

Interpretation of Results

The research findings have demonstrated significant correlations across various dimensions of Work-Related Quality of Life (WRQoL) and Job Satisfaction Survey (JSS) scores, confirming the hypothesis posited at the outset of this study. The robust positive correlation between Total WRQoL and Total JSS ($r=0.678$, $p<.001$) substantiates the theoretical proposition that subjective well-being strongly influences job satisfaction, aligning with the extensive body of literature that underscores the impact of psychological well-being on organizational outcomes (Wright & Cropanzano, 2004; Lyubomirsky et al., 2005). This study thus reinforces the pivotal role of employee well-being in enhancing job satisfaction, which is crucial for organizational success.

Implications

Theoretical Implications:

The findings enrich the theoretical discourse on job satisfaction and subjective well-being by affirming the significance of intrinsic and extrinsic factors as delineated in Herzberg's Two-Factor Theory (1959) and the Job Characteristics Model (Hackman & Oldham, 1976). The integration of these models within the context of Vietnamese cultural and economic settings provides a nuanced understanding of employee satisfaction dynamics.

Practical Implications:

For managers and HR professionals in Vietnam, the study suggests that initiatives to enhance job satisfaction should prioritize improving emotional and psychological facets of work life, such as career development opportunities and work-life balance. Strategic interventions could include leadership training, employee recognition programs, and supportive workplace policies that foster an inclusive and motivating environment.

Limitations in research and Future Research

The sample's concentration in urban centers like TPHCM and Ha Noi may not reflect the broader demographic and cultural diversity of Vietnam's workforce, potentially limiting the generalizability of the findings (Thompson, 2012).

Future studies should explore these dynamics through a longitudinal lens to discern causal relationships and changes over time. Expanding the participant pool to include diverse geographic and economic backgrounds within Vietnam would help validate the broader applicability of the results. Additionally, integrating objective metrics with self-reported data

could enhance the reliability of the findings, addressing potential biases inherent in subjective measures (Podsakoff et al., 2003). Moreover, investigating the impact of recent global shifts toward remote working could provide critical insights into new challenges and opportunities in maintaining employee satisfaction and well- being (Kniffin et al., 2021).

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