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## The Impact of Teamwork on Job Satisfaction in Vietnam

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**ABSTRACT:** This study investigates the impact of teamwork on job satisfaction in Vietnam, employing qualitative methods to explore this dynamic within the Vietnamese workforce. The research, grounded in interviews and questionnaires, delves into how collective work dynamics influence employee contentment, particularly in a cultural setting where collectivism is deeply ingrained. A significant positive correlation between teamwork and job satisfaction is revealed through the study, highlighting the importance of collaborative work environments for employee satisfaction. This correlation is substantiated by the strong internal consistency in the reliability analysis of both Job Satisfaction and Teamwork scales. Additionally, the research discusses various factors, including Vietnam's cultural values, rapidly developing economy, and a blend of Asian and Western management styles, contributing to this relationship. The study's findings resonate with the work of several authors in the field, confirming the essential role of teamwork in fostering a satisfied and productive workforce. However, it also acknowledges limitations such as sample diversity and methodological constraints, suggesting a blend of qualitative and quantitative methods and broader industry representation for future research.

**KEYWORDS:** Teamwork, Job Satisfaction, Workplace Culture, Workforce Dynamics.

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### INTRODUCTION

Drawing from the insightful findings and recommendations of the study on the impact of teamwork on job satisfaction in Vietnam, this introduction aims to set the stage for a comprehensive exploration of how collaborative work dynamics influence employee contentment in the Vietnamese context. Recognizing the unique cultural and economic landscape of Vietnam, the research delves into the intricate relationship between teamwork and job satisfaction, employing qualitative methods such as interviews and questionnaires to capture the nuanced experiences of the Vietnamese workforce.

Central to this study is the understanding that teamwork, deeply rooted in Vietnam's collectivist culture, is not merely a corporate strategy but a reflection of societal values. The research hypothesizes that in an environment where group cohesion and harmony are highly valued, teamwork aligns naturally with employee expectations and social norms, thereby enhancing job satisfaction. This hypothesis is further strengthened by the observed rapid economic development in Vietnam, which necessitates adaptive and flexible work practices, with teamwork playing a key role in fostering innovation and problem-solving.

The methodology, focusing on qualitative analysis, aims to provide depth and context to the findings, while acknowledging potential limitations such as sample diversity and the inherent biases of subjective data collection methods. Future research directions are proposed to include a blend of qualitative and quantitative approaches, broader industry representation, and experimental designs to test specific hypotheses, thereby enriching the understanding of teamwork's impact on job satisfaction in varying professional contexts within Vietnam.

This introduction sets the groundwork for a detailed examination of the factors that contribute to job satisfaction in the Vietnamese workplace, with a particular focus on the role of teamwork, thereby offering valuable insights for both academics and practitioners in the field of organizational behavior and human resource management.

### LITERATURE REVIEW

#### Job satisfaction

Furnham, Eracleou, and Chamorro-Premuzic (2009) found that employee job satisfaction is a crucial factor. This concept is discussed in conjunction with the perspective that an individual feels satisfied at their workplace due to factors and conditions that motivate them there. Robbins (2006) emphasized that job satisfaction plays a pivotal role in enhancing work efficiency, especially in cases where rewards and achievements are highly valued.

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## Teamwork

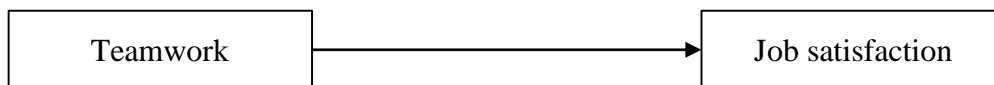
Damam (2015) analyzed that teamwork is a process through which ordinary individuals can achieve extraordinary accomplishments. According to Herujito (2016: 39), in a group with a common goal, efficiency and support among members can be enhanced, helping the group to achieve its objectives.

Despite limitations in the volume of research on the impact of teamwork on job satisfaction, existing studies indicate that nurses working in a multidisciplinary team environment often feel more satisfied with their jobs and are more inclined to continue working (Al Sabei et al., 2022; Ma et al., 2015; Rafferty et al., 2001). Additionally, a team working environment with high cooperation in nursing often results in high overall job satisfaction (Goh et al., 2020), as well as greater satisfaction with current roles and positions (Kalisch et al., 2010; Zeleníková et al., 2020). Nurses feel more satisfied with their jobs when they have high-quality communication with other team members (Trybou et al., 2015). Conversely, a deficit in low team spirit can lead to an increased risk of nurses' intention to leave (Estryn-Behar et al., 2007). In summary, the data indicate that team spirit plays a significant role in creating job satisfaction, thereby influencing employees' decisions in general about continuing or leaving their current job.

Robbins (2006) elucidated that teamwork is a process wherein all members collectively engage in communication and interaction to solve problems, aiming to achieve the highest efficiency. He also noted that the spirit of teamwork arises from the active and close coordination among team members.

The teamwork process significantly influences the level of employee job satisfaction. The level of cooperation among team members and its impact on employee satisfaction are pronounced. In this context, problem-solving is conducted collectively, thereby improving the effectiveness of solutions. Employee job satisfaction typically increases when they are part of an effective team within the organization. Employees often feel more satisfied with their jobs when they consistently and reliably execute tasks (Idris, 2019).

## THEORETICAL FRAMEWORK



## 2 RESEARCH METHODOLOGY

### 2.1 Research Methodology and Data Collection

This research employed qualitative methods, specifically interviews and questionnaires, to comprehensively explore facets related to job satisfaction of workers in Vietnam. The choice of qualitative methods was grounded in their efficacy in grasping subjective experiences, their alignment with the specific cultural and economic context of Vietnam, and their flexibility in data collection, enabling exploration of new topics. This methodological approach aimed to enhance the accuracy and reliability of the research in addressing the issues at hand.

A diverse sample of individuals involved in teamwork was purposefully selected, encompassing various industries, professional experiences, ages, genders, and residential locations. Data collection involved interviews and questionnaires that were developed based on existing literature and tailored to the Vietnamese context. These tools were meticulously crafted to capture detailed aspects of job satisfaction within the team dynamic.

The collected data underwent a comprehensive thematic analysis, utilizing both inductive and deductive coding methods to identify overarching themes and patterns. This analytical approach provided valuable insights into the interplay between teamwork and job satisfaction among workers in Vietnam. The findings contribute to a nuanced understanding of how collaborative efforts impact job satisfaction within the Vietnamese work environment.

### 2.2 Research Analysis

The data processing procedure, as meticulously and accurately conducted in our study, involves steps of completeness checking, filtering, and categorizing the collected data. Statistical analysis was carried out using the SPSS software, version 22. In this analysis, we applied descriptive statistical techniques for data synthesis, utilized Cronbach's Alpha to assess the reliability of the questionnaire, conducted initial factor analysis (EFA), and performed regression analysis to test the hypotheses that were proposed.

## 3 RESULTS AND DISCUSSION

### 3.1 Demographic Statics

The demographic statistics of the research offer a comprehensive view of the Gen Z workforce in Vietnam, focusing on aspects like gender, age, employment position, company size, geographical location, and educational background. Gender-wise, the study reveals a male majority with 74 male participants (55.6%), compared to 45 females (33.8%), and 1 identifying as other (0.8%). This gender distribution highlights a significant male presence in the Vietnamese Gen Z workforce. Age distribution shows a strong inclination towards younger individuals within Gen Z. There are 51 participants (38.3%) aged 18-20 years and 69 participants (51.9%) aged 21-25 years, indicating that the majority of the respondents are in the early stages of their professional careers. Regarding employment positions, a large segment of participants are interns with less than a year of experience (61 respondents,

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45.9%). This is followed by employees with 1-3 years of experience (40 respondents, 30.1%), showing a workforce predominantly at the start of their professional journey. Higher positions like managers are minimally represented, and 17 participants (12.8%) fall into other job categories. In terms of company size, participants work across a spectrum: from very small enterprises (under 10 employees) to large corporations (over 200 employees). Notably, many work in small (10-50 employees) and medium-sized companies (50-200 employees). There's also a significant portion (24 participants, 18.0%) who are currently not employed. Geographically, the study is heavily skewed towards the Northern region of Vietnam, with 103 respondents (77.4%) from this area. The Southern (15 respondents, 11.3%) and Central regions (1 respondent, 0.8%) are less represented, suggesting regional disparities in the Gen Z workforce. Educational qualifications of the participants are predominantly at the university level, with 118 holding university degrees (88.7%). Other educational backgrounds, such as associate degrees, college diplomas, and postgraduate qualifications, have minimal representation.

### 3.2 Reliability analysis results

Based on the research results, the variable has a Cronbach's Alpha coefficient of  $> 0.6$ , and the total variable correlation coefficients are  $> 0.3$  indicating that the scale is eligible.

**Table 1** | Cronbach's Alpha Coefficients

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Job satisfaction (TI): Cronbach's Alpha = 0.889				
JS1	24.69	20.882	.625	.878
JS2	24.80	20.529	.651	.876
JS3	24.60	21.018	.668	.874
JS4	25.03	19.988	.644	.877
JS5	24.98	20.645	.666	.874
JS6	24.99	20.505	.715	.870
JS7	24.80	20.228	.761	.865
JS8	24.57	21.430	.576	.883
Teamwork (TW): Cronbach' Alpha = 0.891				
TW1	18.73	11.445	.655	.880
TW2	18.50	11.134	.752	.865
TW3	18.60	11.405	.724	.869
TW4	18.74	11.590	.715	.871
TW5	18.72	11.278	.678	.876
TW6	18.67	10.654	.737	.867

**Source:** Data from author's team

The reliability analysis reveals strong internal consistency for both the Job Satisfaction (JS) and Teamwork (TW) scales. The Job Satisfaction scale demonstrates a high overall reliability, as reflected by a Cronbach's Alpha of 0.889. Each individual item (JS1 to JS8) contributes positively to this reliability, with Cronbach's Alpha values ranging from 0.865 to 0.883. This consistency suggests that all items in the Job Satisfaction scale align well with each other in measuring the construct.

Similarly, the Teamwork scale exhibits robust internal consistency, with a Cronbach's Alpha of 0.891. The individual items (TW1 to TW6) contribute positively to this overall reliability, with Cronbach's Alpha values ranging from 0.865 to 0.880. This coherence indicates that the items within the Teamwork scale are highly correlated, reinforcing the reliability of the scale in capturing the intended construct.

In summary, both the Job Satisfaction and Teamwork scales demonstrate commendable internal consistency, attested by the high Cronbach's Alpha values. This strengthens the confidence in using these scales as reliable measures to assess job satisfaction and teamwork within the studied context.

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**Table 2 |** Factor Analysis Pattern Matrix

Pattern Matrixa		Component	
Variable		1	2
My salary is entirely commensurate with the effort I put in.	JS1	.731	
I am adequately trained with the latest technological knowledge to work more productively.	JS2	.684	
I have all the necessary resources and equipment to complete my work.	JS3	.703	
I am not worried that technology will replace me.	JS4	.867	
My position is valued within the organization.	JS5	.776	
I am satisfied with the current working conditions.	JS6	.813	
I am willing to propose my job as a good option.	JS7	.805	
I take pride in achieving good results through the use of technology.	JS8	.538	
Members of my team have close relationships with each other.	TW1		.652
Each person in my team respects one another.	TW2		.834
Every member of my team works together to complete the job.	TW3		.892
Members of my team work efficiently together.	TW4		.882
Members of my team work diligently to complete the job.	TW5		.771
Everyone in my team always encourages each other to achieve good results.	TW6		.746

**Source:** Data from author's team

All variables related to Job Satisfaction consistently load onto Component 1, indicating a robust association with this factor. The factor loadings, ranging from .538 to .867, reveal the strength of these relationships, with higher values indicating a more significant association between each variable and the underlying factor. Notably, JS4 ("I am not worried that technology will replace me") stands out with the highest loading of .867, underscoring its substantial contribution to the identified factor. Similarly, all Teamwork variables load prominently on Component 2, demonstrating a strong connection with this factor. The factor loadings, ranging from .652 to .892, highlight the strength of these associations, with TW3 ("Every member of my team works together to complete the job") exhibiting the highest loading at .892, emphasizing its influential role in the identified factor. The identified components for Job Satisfaction encompass diverse aspects such as salary, training, resources, technology concerns, organizational value, working conditions, job proposition, and pride in achieving results through technology. Meanwhile, for Teamwork, the components center around team relationships, mutual respect, collaborative work, efficiency, diligence, and encouragement. These factor loadings provide valuable insights for researchers seeking to discern the varying contributions of each aspect to the overall constructs of Job Satisfaction and Teamwork in the dataset under analysis.

**Table 3 |** KMO and Bartlett's Test for Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.886
Bartlett's Test of Sphericity	Approx. Chi-Square	695.352
	df	91
	Sig.	.000

**Source:** Data from author's team

Table 3 displays the results of Bartlett's test of sphericity and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy from the factor analysis. The KMO value of 0.886 and the significant result of Bartlett's Test ( $p < 0.001$ ) collectively suggest that the dataset is suitable for factor analysis. The variables in the dataset exhibit substantial intercorrelations, providing confidence in the reliability of the relationships between variables and justifying the application of factor analysis techniques to explore underlying factors or dimensions within the data.

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**Table 4 |** Regression coefficient testing

Relationship	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	14.378	2.688		5.349	.000
H: TW ->JS	.624	.118	.482	5.279	.000

**Source:** Data from author’s team

Table 4 presents the regression analysis results. The regression equation suggests that, when Teamwork (TW) increases by one unit, Job Satisfaction (JS) is expected to increase by 0.624 units. The standardized coefficient (Beta) of 0.482 indicates the strength and direction of the relationship, suggesting a moderate positive impact of Teamwork on Job Satisfaction.

The t-statistic of 5.279 is associated with a p-value less than 0.001, indicating that the relationship between Teamwork and Job Satisfaction is statistically significant. Thus, there is evidence to reject the null hypothesis (H: TW -> JS) in favor of the alternative hypothesis, suggesting a significant predictive relationship between Teamwork and Job Satisfaction.

In summary, the regression analysis provides support for a positive and statistically significant relationship between Teamwork and Job Satisfaction, with Teamwork contributing to higher levels of Job Satisfaction.

## DISCUSSION

In discussing why the results in Vietnam indicate a strong positive relationship between teamwork and job satisfaction, several factors, specific to the Vietnamese cultural and corporate context, come into play.

Firstly, Vietnam's cultural values heavily emphasize collectivism, where group cohesion and harmony are highly prized. This cultural backdrop makes teamwork not just a corporate strategy but a natural extension of social behavior, leading to higher job satisfaction when employees work in teams. In such an environment, teamwork aligns with the intrinsic values and social norms of the employees, thus enhancing their workplace experience and satisfaction.

Secondly, Vietnam's rapidly developing economy and dynamic market conditions necessitate adaptive and flexible work practices. Teamwork, in this context, enables quicker problem-solving, innovation, and adaptability, which are crucial for success in such markets. Employees who engage in effective teamwork are likely to feel more competent and satisfied with their contributions to the organization's success.

Furthermore, the Vietnamese corporate culture, influenced by both Asian and Western management styles, fosters a unique environment where teamwork is encouraged and valued. This blend of management approaches often results in a supportive work environment that values collaboration and collective effort, contributing to higher job satisfaction among employees.

Additionally, in Vietnam's evolving corporate landscape, there is an increasing emphasis on employee well-being and engagement. Teamwork is often seen as a way to foster a more inclusive and supportive work environment, which can lead to improved job satisfaction. When employees feel supported by their colleagues and part of a cohesive team, their engagement and satisfaction with their job increase.

Lastly, the generational shift in the workforce, with a growing number of younger, more globally-connected Vietnamese entering the job market, also plays a role. This demographic tends to value collaborative and dynamic work environments, which teamwork offers. As a result, organizations that promote teamwork are likely to see higher levels of job satisfaction among these younger employees.

In summary, the positive relationship between teamwork and job satisfaction in Vietnam can be attributed to the country's cultural emphasis on collectivism, the demands of its dynamic economy, a unique blend of management styles, a growing focus on employee well-being, and the preferences of a younger workforce. These factors collectively create an environment where teamwork is not only beneficial but essential for job satisfaction.

## CONCLUSION

The research conducted in Vietnam explores the intricate relationship between teamwork and job satisfaction, utilizing a qualitative approach through interviews and questionnaires to delve into the Vietnamese workforce's experiences. Strong internal consistency in the reliability analysis of both Job Satisfaction and Teamwork scales underpins the study's robust methodology. Significantly, regression analysis reveals a statistically meaningful positive correlation between teamwork and job satisfaction, emphasizing the critical role of collaborative work environments in enhancing employee contentment. This finding is echoed by several authors in

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the field: Al Sabei et al. (2022) highlight the vitality of teamwork in job satisfaction, a sentiment further supported by Ma et al. (2015) and Rafferty et al. (2001) through their respective research. Robbins (2014) and Idris (2019) also contribute to this narrative, underscoring the pivotal importance of teamwork in not just improving job satisfaction but also in fostering a more engaged and harmonious workforce. The convergence of these studies with the current research illustrates a consistent theme across diverse contexts and timeframes: the indispensable value of teamwork in cultivating a satisfied and productive workforce.

### RECOMMENDATIONS

First of all, organizations should actively cultivate a culture that values and rewards teamwork. This can be achieved through team-building activities, collaborative projects, and recognition programs that acknowledge the achievements of teams rather than just individuals.

Secondly, invest in training leaders and managers to effectively manage and lead teams. This includes developing skills in conflict resolution, communication, and fostering a collaborative environment. Effective team leadership is crucial in maximizing the benefits of teamwork.

Thirdly, encourage a blend of management styles that cater to both traditional Vietnamese values and modern business practices. This approach should emphasize respect for hierarchy while promoting open communication and employee participation in decision-making.

Fourthly, create opportunities for employees from different departments to work together on projects. This not only enhances teamwork across the organization but also encourages innovation and a broader understanding of the business.

Fifthly, recognize that employee satisfaction is closely tied to their well-being. Implement programs that support mental and physical health, work-life balance, and a supportive work environment. This approach will enhance overall job satisfaction and team cohesion.

Sixthly, leverage technology to facilitate teamwork, especially in today's hybrid work environments. Tools that enable effective communication, project management, and collaboration can help teams work more efficiently and feel more connected.

Seventhly, establish regular feedback channels where employees can express their views on teamwork dynamics and job satisfaction. This feedback should be used to continuously improve team processes and address any issues promptly.

Eighthly, recognize that different teams may have unique needs and challenges. Customizing strategies to suit different team dynamics can lead to more effective teamwork and higher job satisfaction.

Ninthly, acknowledge the preferences of the younger workforce for collaborative and dynamic work environments. Tailor recruitment, retention, and development strategies to attract and engage this demographic.

### LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

The research on teamwork and job satisfaction in Vietnam, while insightful, encounters certain limitations and presents opportunities for future exploration. A primary limitation lies in the study's sample diversity; if the research focused mainly on specific industries or job roles, this could restrict the applicability of its findings to the wider Vietnamese workforce. Such a limited scope may not adequately represent the diverse sectors and job roles within the country, potentially affecting the generalizability of the conclusions drawn. Additionally, the study's reliance on qualitative methods like interviews and questionnaires introduces methodological constraints. While these methods provide in-depth insights, they are also prone to biases and subjectivity, which could impact the reliability and validity of the results.

To enhance the robustness of future research in this area, a blend of qualitative and quantitative methods is recommended. Incorporating advanced statistical analysis alongside qualitative approaches can provide a more comprehensive understanding of the dynamics between teamwork and job satisfaction. Experimental designs could also be employed to test specific hypotheses under controlled conditions, offering a clearer understanding of cause-and-effect relationships. Moreover, expanding the scope of research to include a broader range of industries and job roles would significantly contribute to the generalizability of the findings, making them more representative of the entire workforce in Vietnam. This approach would enable a more nuanced and inclusive understanding of how teamwork influences job satisfaction across different sectors and professional contexts within the country.

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