



THE RELATIONSHIP BETWEEN EMPLOYEE EMPOWERMENT, SERVICE QUALITY AND EMPLOYEE JOB SATISFACTION: A CASE STUDY AT BOSCH VIETNAM CO., LTD

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ARTICLE INFO	ABSTRACT
<p>DOI: 10.52932/jfmr.v3i2e.865</p> <p><i>Received:</i> March 26, 2025</p> <p><i>Accepted:</i> June 05, 2025</p> <p><i>Published:</i> July 25, 2025</p> <p>Keywords: Employee empowerment; Job satisfaction; PLS-SEM; Service quality.</p> <p>JEL codes: L84, M12, M54</p>	<p>Employee job satisfaction plays a crucial role in organisational success, particularly in manufacturing industries. While service quality and employee empowerment are recognised as key drivers of job satisfaction, their interrelationship remains underexplored, especially in multinational manufacturing firms in Vietnam. Existing research predominantly focuses on service quality from a customer perspective, neglecting its impact on employee satisfaction. Additionally, the mediating role of empowerment in linking service quality to job satisfaction lacks sufficient empirical validation. This study addresses these gaps by analysing the direct impact of service quality on employee satisfaction and the indirect impact through the mediating role of employee empowerment. This study employs a quantitative approach using Structural Equation Modeling (SEM) via SmartPLS to analyse survey data from 202 employees at Bosch Vietnam Co., Ltd. The results reveal that service quality positively influences job satisfaction, with employee empowerment playing a crucial mediating role. Employees who receive strong internal service support feel more motivated and engaged. Empowerment also encourages independence, creativity, and the ability to solve problems, all of which make people happier at work. These findings contribute to the understanding of workplace dynamics by integrating service quality and empowerment into job satisfaction in the manufacturing industry.</p>

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1. Introduction

Service quality is an important factor enhancing customer and employee satisfaction. Parasuraman et al. (1985) define service quality by comparing customer expectations and actual service delivery. Coenen et al. (2013) demonstrated a strong link between internal service quality (ISQ) and internal customer satisfaction, emphasising that effective internal services contribute to improved workplace morale and productivity. Job satisfaction reflects employees' expectations and aligns with their actual experiences in the workplace (Sylvyani & Ramli, 2023). It is closely associated with positive workplace behaviours such as discipline, motivation, and performance (Ringo et al., 2023; Nemteanu & Dabija, 2021). High internal service quality contributes to employee satisfaction, increasing employee productivity and loyalty and improving customer experiences (Prakash & Srivastava, 2019).

Employee empowerment plays a crucial role in fostering job satisfaction within organisations (Yang & Lee, 2009). When employees are given autonomy and responsibility, they feel more engaged and committed, which enhances job satisfaction. Organisations face challenges to ensure that employees feel empowered, which has been linked to higher job satisfaction and performance. Pelit et al. (2011) emphasise that when employees are given more autonomy, they have greater motivation and dedication, leading to improved workplace productivity.

Although previous studies have explored the relationship between service quality and job satisfaction, limited research has examined how internal service quality influences employee perceptions, motivation, and overall job satisfaction. Additionally, while employee empowerment is widely acknowledged as a key factor in enhancing workplace engagement and performance, its role as a mediator between service quality and job satisfaction remains

unexplored. Furthermore, a few studies have been conducted on these relationships in the Vietnamese manufacturing sector, especially within multinational corporations. This study aims to fill these gaps by empirically investigating the mediating role of employee empowerment in the relationship between service quality and job satisfaction, providing new insights for academia and industry.

Vietnam has emerged as a significant industrial hub, rapidly expanding its manufacturing sector. Vu (2023) reports that Vietnam has over 2,000 manufacturing enterprises, employing more than 600,000 workers, with approximately 300 of these companies integrated into global supply chains. The automotive parts and components industry, in particular, has seen remarkable growth. Bosch Vietnam Co., Ltd., a leading multinational corporation in automotive industrial technology, has prioritised delivering high-quality services to its employees. By focusing on Bosch Vietnam's FCM4 department, it provides insights into how internal services support workplace operations. This study makes important contributions to management and organisational research. It explores how internal service quality and employee empowerment affect job satisfaction and performance in a multinational manufacturing company in Vietnam.

The structure of this study is as follows. The second chapter provides a theoretical foundation by reviewing relevant literature on service quality, employee empowerment, and job satisfaction. It also introduces the research model based on the findings from prior studies. The third chapter outlines the research methodology, detailing the study design, data collection process, and analytical techniques. The fourth chapter presents the empirical results, followed by an analysis of the key findings. The fifth chapter interprets the results and explores

their implications for management and policy. Finally, the concluding chapter summarises the study, highlights its limitations, and suggests directions for future research.

2. Literature review

2.1. Service quality

Services are intangible offerings provided by businesses or individuals designed to fulfil specific customer needs and enhance their satisfaction (Kotler et al., 2009). Unlike tangible products, services are characterised by several unique features such as variability, inseparability, and perishability, which create challenges in maintaining consistent quality (Kotler et al., 2009). These characteristics make it difficult to measure and control the quality of services. Services cannot be physically touched, owned, or stored, making it even more critical for organisations to deliver high-quality customer experiences to stay competitive and meet growing consumer expectations. In the broader context, quality has been defined in various ways across different disciplines (Van Nguyen et al., 2023). According to ISO 9000:2015 - Quality Management Systems, clause 3.6.2 states: "Quality is the degree to which a set of inherent characteristics of an object meets requirements" (International Organization for Standardization, 2015). Juran and Godfrey (1999) define quality as "fitness for use", emphasising that products or services must meet the needs and requirements of customers. Meanwhile, Ishikawa (1985) defined quality as being integrated into the design and processes of a service rather than inspected. These diverse perspectives on quality highlight the importance of designing services and processes that consistently meet customer needs. In the context of service quality, it is often assessed based on how well a service meets customer expectations (Parasuraman et al., 1985). The SERVQUAL model, developed

by Parasuraman et al. (1988), identifies five critical dimensions influencing service quality: reliability, responsiveness, assurance, empathy, and tangibles. Reliability refers to the ability to perform the promised service dependably and accurately. Responsiveness focuses on the willingness to help customers and provide prompt service. Assurance involves the service provider's knowledge, courtesy, and ability to inspire confidence. Empathy is about providing caring, individualised attention to customers, and tangibles concern the physical appearance of facilities, equipment, personnel, and communication materials. Managing these dimensions can enhance customer satisfaction, boost loyalty, and improve organisational performance.

2.2. Employee Job Satisfaction

Job satisfaction is defined as the fulfilment employees feel from completing tasks and gaining a sense of accomplishment in their work environment (Saba, 2011). According to Abraham (2012), a high level of job satisfaction is based on having more job responsibilities and a work environment that aligns with the employee's personal traits, needs, and values. Armstrong et al. (2015) classified job satisfaction into two main categories: intrinsic and extrinsic. Intrinsic factors pertain to personal fulfilment derived from the work, such as a sense of achievement or engagement in meaningful tasks. In contrast, extrinsic factors encompass external conditions like salary, job security, and workplace relationships (Baluyos et al., 2019). According to Eliyana et al. (2019), job satisfaction extends beyond the immediate work environment, encompassing employees' perceptions of professional growth. Employees who experience higher levels of job satisfaction are more likely to be committed to their roles, demonstrate better performance (Qureshi et al., 2019). Additionally, Yousef (2017) defines job satisfaction as the positive emotional state

resulting from an individual's appreciation of their role, work environment, and financial compensation.

2.3. Employee Empowerment

Employee empowerment enhances job attitudes, performance, and commitment across both service and manufacturing industries. By fostering autonomy, organisations help employees gain confidence in handling tasks and overcoming challenges (Ozbozkurt et al., 2021; Lin et al., 2017; Lee et al., 2016). Additionally, empowerment is a crucial factor in improving service quality and customer satisfaction (Saif & Saleh, 2013). Employee empowerment can be divided into two main categories: structural empowerment and psychological empowerment (Spreitzer, 1995). Employees who feel psychologically empowered tend to have higher motivation and job satisfaction (Al-Ababneh et al., 2018; Hanaysha & Tahir, 2016). Furthermore, leadership styles such as delegating authority, encouraging autonomy, and supporting decision-making promote empowerment. These leadership styles also enhance job satisfaction and organisational commitment (Arshad et al., 2022). When employees have higher levels of empowerment, they tend to be more satisfied with their jobs, leading to increased organisational loyalty and commitment (Bharadwaja & Tripathi, 2020). In conclusion, empowerment is vital in fostering job satisfaction and organisational success. Structural empowerment refers to organisational systems that enhance communication and enable employees to participate in decision-making (Monje-Amor et al., 2020; Asif et al., 2019). Psychological empowerment is often called employee empowerment (Idris et al., 2018). It fosters a sense of belonging and engagement in the workplace (Fock et al., 2011). This study uses psychological empowerment as the primary measure of employee empowerment.

2.4. Proposed research model and hypothesis development

Service Quality and Employee Job Satisfaction

Service quality (SQ) has been widely acknowledged as a significant factor influencing employee satisfaction. Some studies indicate that when employees perceive strong internal service quality, their job satisfaction improves. For example, Zeithaml et al. (1990) emphasised that internal service quality significantly impacts both external service quality and employees' job satisfaction. Lai et al. (2008) found that employees who feel valued and supported by their organisation report higher job satisfaction. Similarly, Osahon & Kingsley (2016) highlighted that employees' satisfaction increases when they perceive their organisation as professional and competent. Additionally, Goula et al. (2022) suggested that tangible workplace aspects, such as access to necessary resources, contribute significantly to job satisfaction. Another crucial element is responsiveness, which refers to an organisation's ability to effectively and promptly address employee concerns and needs, further reinforcing job satisfaction (Osahon & Kingsley, 2016). Therefore, this study hypothesises that organisations can create a more supportive work environment that enhances employees' job satisfaction by improving internal service quality.

Hypothesis H1: Service Quality positively affects Employee Job Satisfaction.

Employee Empowerment and Employee Job Satisfaction

Dahinten et al. (2016) emphasised that psychological empowerment positively impacts nurses' job satisfaction. Similarly, Widodo and Damayanti (2020) found that employees have greater satisfaction when they actively participate in decision-making. In the hospitality sector, Saban et al. (2020) observed that hotel employees reported higher job

satisfaction when they felt empowered. Mira et al. (2019) further noted that when employees perceive themselves as empowered, they exhibit higher motivation, commitment, and a sense of responsibility, ultimately enhancing job quality. In their research, Sadati (2012) also identified a strong positive relationship between empowerment and job satisfaction.

Empowerment enhances job satisfaction by ensuring employees access relevant information about their roles, performance, and objectives (Idris et al., 2018). Psychological empowerment strengthens employees' connections with their organisation, promoting a positive work attitude (Idris et al., 2018; Aziri, 2011). Furthermore, Fock et al. (2011) suggested that empowerment fosters open communication with managers and colleagues, encourages inclusive policies, and facilitates reliable responses to employee concerns. By promoting formal and informal information-sharing, active employee participation, self-confidence, and self-reliance, empowerment leads to enhanced job satisfaction, improved performance, and increased productivity (Yuliandi, 2019; Idris et al., 2018). Therefore, the study establishes the following hypothesis.

Hypothesis H2: Employee Empowerment positively affects Employee Job Satisfaction.

Service Quality and Employee Empowerment

Total Quality Management (TQM) fosters empowerment by creating a supportive social atmosphere, improving working conditions,

and recognising employee contributions (Nguyen et al., 2024). Moreover, TQM empowers employees by allowing them to take greater control of their daily decisions and directly influence their work. According to Han et al. (2019), customer empowerment mediates the relationship between service fairness and customer satisfaction. In particular, customer psychological empowerment entirely mediates the association between informational fairness and customer satisfaction. This empowerment gives customers more control over service outcomes and processes, increasing benefits. According to Qiu et al. (2021), customers' psychological empowerment mediates the relationship between the service environment and customer citizenship behaviour. Additionally, psychological empowerment partially mediates the influence of employees' service quality on customer behaviours. Employees' service quality encompasses not only the technical aspects, such as professional communication skills and expertise, but also soft skills, like courtesy, empathy, flexibility, friendliness, and adeptness in interactions with customers (Grobelna & Marciszewska, 2013). Based on these insights, the study proposes the following hypotheses:

Hypothesis H3: Service quality positively affects employee empowerment.

Hypothesis H4: Employee empowerment mediates the relationship between service quality and employee job satisfaction.

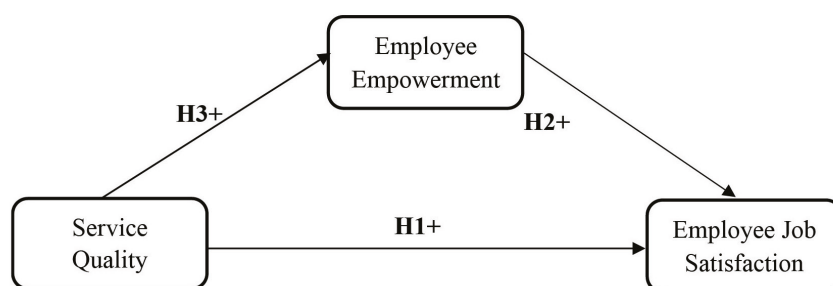


Figure 1. Proposed research model

3. Methodology

3.1. Data collection

This study employs a quantitative research approach using the partial least squares structural equation modeling (PLS-SEM) to evaluate the proposed model. Data was collected through an online and structured questionnaire, including a five-point Likert scale and categorical questions, to assess employees' perceptions of empowerment, service quality, and job satisfaction. A total of 202 employees at Bosch Vietnam Company – HcP participated in the survey, exceeding the minimum required sample size based on Hair et al. (2022) non-probability sampling method. Data collection occurred over two months (June – August 2024), ensuring completeness and reliability. The collected data was processed using Excel, analysed descriptively with SPSS 20, and further examined with SMART PLS 4.0 to evaluate the scale and test the proposed hypotheses.

3.2. Measure

The questionnaire has two main sections (see *Appendix 1 online*). The first section gathers demographic information of employees currently working at Bosch, including their department, position, and years of experience. The second section comprises 25 items measured on a five-point Likert scale (ranging from 1 = “strongly disagree” to 5 = “strongly agree”), focusing on service quality (SQ), employee job satisfaction (EJS), and employee empowerment (EE). Service quality (SQ) construct was measured using 19 items adapted from Akdere et al. (2018), Lai et al. (2008), and Kang et al. (2002). This study also adopted a modified version of the SERVQUAL model by Parasuraman et al. (1985), which defines service quality through five dimensions: reliability, tangibles, assurance, empathy, and responsiveness. In this framework, SQ is a second-order construct, which is represented

by five first-order constructs: Reliability (RE1–RE5), Empathy (EM1–EM4), Tangibility (TA1–TA3), Assurance (AS1–AS4), and Responsiveness (RS1–RS3). Employee job satisfaction (EJS) was assessed using three items (EJS1–EJS3) adapted from Ping et al. (2010). Employee empowerment (EE) was measured through three items (EE1–EE3), based on scales from Ping et al. (2010) (see *Appendix 1 online*).

3.3. Data analysis

This study employs partial least squares structural equation modeling (PLS-SEM) to analyse the proposed model, as it is more suitable for exploratory research than covariance-based SEM (CB-SEM). The evaluation process consists of two key stages: measurement model assessment and structural model assessment (Hair et al., 2022). In measurement model assessment, this study evaluates internal consistency reliability, convergent validity, and discriminant validity. The construct reliability is assessed using Cronbach's alpha (CA) and composite reliability (CR), both of which exceed 0.70 to indicate reliability (Hair et al., 2022). Convergent validity is confirmed when the average variance extracted (AVE) exceeds 0.5 (Henseler et al., 2015). Discriminant validity is assessed using the Fornell and Larcker (1981) criterion. Given the presence of second-order constructs, a two-step approach is applied (Nguyen et al., 2024). In the first step, first-order constructs are evaluated to establish their reliability and validity. In the second step, second-order constructs are calculated using composite scores derived from the first stage.

In the next stage, the structural model is examined to ensure the robustness of the research findings (Hair et al., 2022). This study calculates outer loading values, where indicators above 0.7 are retained. Multicollinearity is checked using the Variance Inflation Factor (VIF), with a threshold of 5 to ensure no collinearity issues exist. The significance of relationships

is tested through p-values, with values below 0.05 considered statistically significant, and standardised path coefficients are analysed to measure the strength and direction of relationships. Additionally, explanatory power is assessed using R^2 and adjusted R . Effect size (f^2) is also calculated to determine the impact of independent variables, classified as small (0.02-0.15), medium (0.15-0.35), or large (≥ 0.35).

4. Result

4.1. Measurement model assessment

To ensure the reliability and validity of the constructs and indicators, the author applied the following steps in the evaluation of the measurement model:

In the first step, we calculate the scores of first-order constructs and their consistent correlations by running a PLS path model that includes only first-order constructs. The model was assessed for reliability and convergent validity. This study calculates factor loadings, Cronbach's Alpha, CR, and AVE (*Table 1*). The factor loadings of the observed variables are all greater than 0.7, indicating the fulfilment of the convergent validity (Hair et al., 2022). In addition, the Cronbach's Alpha and CR values for all indicators meet the threshold of 0.6 and range from 0.678 to 0.876. All AVE values are above 0.5, ranging from 0.586 to 0.696. The results indicate that all the constructs are reliable and valid.

Table 1. Reliability and convergent validity results of first-order constructs

Factors	Indicators	Loadings	CA	CR	AVE
Service Quality					
Reliability	RE1	0.777	0.824	0.876	0.586
	RE2	0.777			
	RE3	0.752			
	RE4	0.735			
	RE5	0.787			
Empathy	EM1	0.773	0.770	0.853	0.592
	EM2	0.742			
	EM3	0.797			
	EM4	0.764			
Assurance	AS1	0.805	0.797	0.868	0.623
	AS2	0.851			
	AS3	0.791			
	AS4	0.705			
Tangibility	TA1	0.827	0.719	0.842	0.641
	TA2	0.798			
	TA3	0.775			
Responsiveness	RS1	0.854	0.782	0.873	0.696
	RS2	0.819			
	RS3	0.829			

Factors	Indicators	Loadings	CA	CR	AVE
Employee Job Satisfaction					
Job Satisfaction	EJS1	0.827	0.748	0.856	0.665
	EJS2	0.818			
	EJS3	0.801			
Employee Empowerment					
Empowerment	EE1	0.786	0.678	0.823	0.608
	EE2	0.805			
	EE3	0.747			

In the second step, the study also evaluates the measurement model for second-order constructs. Table 1 shows that Cronbach's Alpha (CA) values range from 0.678 to 0.945, while the CR values range from 0.823 to 0.958. Both CA and CR values meet the threshold criterion of 0.70 (Hair et al., 2022),

indicating that the factors are reliable. The scale's convergent validity is assessed through the AVE values. Table 2 demonstrates that the convergent validity is satisfied, as the AVE values exceed 0.608 and factor loadings are all greater than 0.748.

Table 2. Reliability and convergent validity results of second-order construct

Factors	Indicators	Loadings	CA	CR	AVE
Service Quality	RE	0.941	0.945	0.958	0.820
	EM	0.916			
	AS	0.898			
	TA	0.895			
	RS	0.878			
Employee Job Satisfaction	EJS1	0.827	0.748	0.856	0.665
	EJS2	0.817			
	EJS3	0.803			
Employee Empowerment	EE1	0.786	0.678	0.823	0.608
	EE2	0.806			
	EE3	0.748			

The discriminant validity of the factors is assessed by Fornell and Larcker values. Table 3 shows that the constructions ensure

discriminant validity when the square root of the AVE (SRQT) is greater than the remaining correlation coefficients.

Table 3. Fornell and Larcker's results

Constructs	EJS	SQ	EE
EJS	0.815		
SQ	0.654	0.906	
EE	0.696	0.620	0.780

4.2. Structural model assessment

Before evaluating the structural model, collinearity among variables was examined to ensure it did not affect the analysis. Although discriminant validity had been confirmed, collinearity could still lead to misleading results. As presented in Table 3, no collinearity concerns were found among the predictor variables ($VIF \leq 2.569$).

The structural model was tested using bootstrapping with 5000 resamples to estimate coefficients, standard errors, t-values, p-values, effect sizes, and R^2 . After verifying model fit, path analysis was conducted to assess the causal relationships between constructions. This analysis revealed both direct and indirect effects, highlighting the influence of service quality on job satisfaction and employee empowerment.

As shown in Table 4, all proposed hypotheses were accepted. The coefficients reflect the impact of Service Quality on Job Satisfaction (H1: $\beta = 0.654$, $t = 11.466$), while Employee

Empowerment is explained by the impact of Service Quality (H2: $\beta = 0.620$, $t = 10.911$), and Job Satisfaction is explained by the impact of Employee Empowerment (H3: $\beta = 0.472$, $t = 6.404$). Employee Empowerment mediates the relationship between Service Quality and Job Satisfaction (H4: $\beta = 0.293$, $t = 6.511$).

The data presented in Table 4 demonstrate that the proposed model is statistically significant. This is indicated by the determination coefficients (R^2) for the three constructs in the model, explaining a substantial proportion of variance ($R^2 = 0.561$ — Service Quality accounts for 56.1% of the variance in Job Satisfaction, $R^2 = 0.379$ — Service Quality accounts for 37.9% of the variance in Employee Empowerment). Additionally, the effect size coefficients (f^2), as reflected in Table 3, show that Service Quality has a strong impact on Employee Empowerment ($f^2 = 0.623$), while the impacts of Service Quality on Job Satisfaction and Employee Empowerment on Job Satisfaction are moderate ($f^2 = 0.184$ and $f^2 = 0.315$, respectively).

Table 4. Hypothesis testing results

Hypothesis	Path Coefficient	t-value	p-value	f2	R2	VIF	Decision
H1 Service Quality → Employee Job Satisfaction	0.654	11.466	0.000	0.184	0.561	1.623	Supported
H2 Employee Empowerment → Job Satisfaction	0.472	6.404	0.000	0.315		1.623	Supported
H3 Service Quality → Employee Empowerment	0.620	10.911	0.000	0.623	0.379	1.000	Supported
H4 Service Quality → Employee Empowerment → Job Satisfaction	0.293	6.511	0.000				Supported

5. Discussion and implications for management

5.1. Discussion

The first hypothesis suggests that Employee job satisfaction is directly influenced by the factor “Service Quality” (regression coefficient β

$= 0.654$, $P\text{-value} = 0.000 < 0.05$); thus, hypothesis H1 (Service quality has a direct impact on employee job satisfaction) is accepted. These results suggest that increased service quality leads to higher employee job satisfaction. This result is consistent with several studies

proving that service quality positively affects employee job satisfaction (Al-Ababneh et al., 2018; Osahon & Kingsley, 2016). This means that when the quality of internal services, such as the provision of uniforms, shoes, and office supplies, is improved, it demonstrates the company's meticulous care for the basic needs of employees. Having suitable uniforms and shoes makes employees feel more comfortable and confident while working, creating a professional and unified image for the entire team. Additionally, the adequate provision of office supplies and essential working tools facilitates employees' ability to perform their tasks efficiently and stay focused on their expertise. This activity not only enhances employees' work performance but also fosters a sense of pride in working for the company.

The second hypothesis suggests that Employee empowerment is directly influenced by the factor "Service Quality" (regression coefficient $\beta = 0.618$, P-value = $0.000 < 0.05$); thus, hypothesis H2 (Service quality has a direct impact on employee empowerment) is accepted. These results suggest that increased service quality leads to higher employee empowerment. Besides, employee empowerment plays a mediating role in the relationship between service quality and employee satisfaction (regression coefficient (β) = 0.293 , P-value = $0.000 < 0.05$; thus, hypothesis H4 (Employee empowerment mediates the relationship between service quality and employee job satisfaction) is accepted. These results indicate that higher service quality enhances employee empowerment and increases employee job satisfaction. This result is consistent with several studies that prove that service quality has a positive effect on employee empowerment and employee empowerment mediates the relationship between service quality and employee job satisfaction (Qiu et al, 2021; Han et al, 2019). This means that when internal service quality, such as the adequate provision

of uniforms, shoes, and office supplies, is improved, it not only creates favorable working conditions but also equips employees with the necessary resources and tools to handle their tasks proactively and effectively. As a result, management teams can recognise the employees' ability to handle issues effectively. High-quality services reduce work barriers, such as the lack of resources or necessary equipment. This helps employees feel more confident when facing tasks and challenges. When employees are confident and ready to work with the tools and resources provided, management is more willing to empower them, entrusting them with responsibilities and allowing them to decide how to accomplish tasks.

The third hypothesis suggests that employee job satisfaction is directly influenced by the factor "Employee Empowerment" (regression coefficient $\beta = 0.472$, P-value = $0.000 < 0.05$). Thus, hypothesis H3 (Employee empowerment directly impacts job satisfaction) is accepted. These results suggest that increased employee empowerment leads to higher employee satisfaction. This result is consistent with several studies proving that employee empowerment positively affects employee job satisfaction (Saban et al., 2020; Pelit et al., 2011). This result means that when employees are empowered, they perceive trust and respect from their superiors, making them feel more responsible and involved in decision-making. Having control over their work and the autonomy to perform tasks increases employees' confidence and proactivity. Empowerment enables employees to recognise their value and significance within the organisation. Furthermore, it helps foster positive relationships with management. Employees feel that their superiors highly regard their abilities and decisions, which boosts morale and motivates them to strive for better results. Employee empowerment not only brings about job satisfaction but also contributes to improved work performance

and creates a positive working environment where employees can maximise their potential.

5.2. Conclusion, limitations, and future study

This study clarifies the relationship between service quality at the FCM4 department, employee empowerment, and job satisfaction among employees at Bosch Vietnam Co., Ltd. The findings show that service quality positively impacts employee job satisfaction. Furthermore, employee empowerment mediates the relationship between service quality and job satisfaction. Providing high-quality, timely, and job-appropriate supplies such as safety shoes, uniforms, and stationery facilitates employees in completing their tasks efficiently. When basic needs are met, management has a foundation to enhance empowerment, allowing employees autonomy in decision-making and task execution in ways they deem most effective. This empowerment fosters independent thinking, creativity, and improved problem-solving skills, enhancing overall performance. From these findings, the research emphasises that maintaining and improving service quality at FCM4 is fundamental to promoting empowerment, motivating employees, and enhancing work performance. Bosch Vietnam Co., Ltd. should continue investing in delivering high-quality services and implementing effective empowerment policies to create sustainable competitive advantages and build a high-quality workforce in the long term.

This study identifies factors influencing employee satisfaction with service quality in the Facility Management sector, particularly services such as safety shoes, uniforms, and factory stationery supplies. As this is a relatively new research area, the measurement scales adapted from previous studies may not fully capture all potential factors. The convenience sampling (202 respondents) and the relatively short survey duration (just over two months) could introduce bias and reduce the generalizability of the results. Moreover, since the study was conducted at a fixed point in time, it does not assess changes in employee satisfaction levels over time. Another limitation lies in the qualitative research phase, which did not identify new variables that could further enrich the research model, potentially overlooking additional factors that impact employee satisfaction.

The authors propose some recommendations for future research. Future research should also explore additional factors influencing employee satisfaction, such as work environment, organisational culture, and career development opportunities, rather than focusing solely on service quality. Moreover, incorporating qualitative methods such as in-depth interviews and focus groups will provide deeper insights into employee perceptions and experiences. Researchers should perform more advanced data analyses to strengthen result reliability and uncover complex relationships between factors affecting job satisfaction.

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