

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

Nguyen Thi Anh Van<sup>1</sup>, Nguyen Khac Hieu<sup>1\*</sup>, Nguyen Thi Kim Ngan<sup>1</sup>

<sup>1</sup> Ho Chi Minh City University of Technology and Education, Vietnam

\* Corresponding author: Email: hieunk@hcmute.edu.vn

Received: March 26, 2025

Accepted: May 06, 2025

Published: July 25, 2025

DOI: 10.52932/jfmr.v3i2e.865

## Appendix 1. Measurable

Factors	Variables	Indicators		Sources
Service Quality	Reliability	RE1	FCM4 provides good service for the first time.	<i>Kang et al. (2002)</i>
		RE2	FCM4 provides accurate and necessary information.	<i>Lai et al. (2008)</i>
		RE3	FCM4 provides service on time as promised.	
		RE4	FCM4 shows a sincere interest in resolving the problems I encounter.	
		RE5	FCM4 provides service as promised.	
	Empathy	EM1	FCM4 devotes personal attention to me.	<i>Kang et al. (2002)</i>
		EM2	FCM4 always puts the interests of employees first.	<i>Akdere et al. (2018)</i>
		EM3	FCM4's service providing hours are convenient.	
		EM4	FCM4 understands my specific needs.	
	Assurance	AS1	FCM4 staff are courteous and polite.	<i>Lai et al. (2008)</i>
		AS2	FCM4 has sufficient knowledge to answer my questions.	<i>Akdere et al. (2018)</i>
		AS3	I feel secure when interacting with FCM4 staff	
		AS4	I am supported by FCM4 with the necessary services to perform my job well.	
	Tangibility	TA1	FCM4 employees have a neat, professional appearance.	<i>Akdere et al. (2018)</i>
		TA2	FCM4 provides modern facilities.	
		TA3	FCM4 provides highly aesthetic facilities.	
	Responsiveness	RS1	The responses from FCM4 are relevant and clear.	<i>Lai et al. (2008)</i>
		RS2	FCM4 provides prompt service to me.	<i>Akdere et al. (2018)</i>
		RS3	FCM4 is always ready to assist me.	
Employee Job Satisfaction		EJS1	I am satisfied with my current job.	<i>Ping et al. (2010)</i>
		EJS2	I am pleased with my colleagues.	
		EJS3	I feel happy coming to work every day.	

Factors	Variables	Indicators	Sources
<b>Employee Empowerment</b>	EE1	The management team believes in my problem-solving ability.	<i>Ping et al. (2010)</i>
	EE2	The management team assigns tasks and allows me to decide how to carry them out.	
	EE3	The management team gives me the freedom to do my job well.	

## Appendix 2. Profile of respondents

Item	Frequency	Percentage (%)
<b><i>Gender</i></b>		
Male	130	64.4
Female	72	35.6
<b><i>Age</i></b>		
18-25 years old	33	16.3
26-35 years old	108	53.5
36-45 years old	52	25.7
Above 45 years old	9	4.5%
<b><i>Position</i></b>		
Manager	8	4.0%
Junior Engineer/ Specialist	26	12.9%
Senior Engineer/ Specialist	61	30.2%
Operators	87	43.1%
Intern	20	9.9%
<b><i>Working experience</i></b>		
Less than 1 year	20	9.9%
1 to less than 3 years	26	12.9%
3 to less than 5 years	69	34.2%
5 years or more	87	43.1%
<b><i>Department</i></b>		
Manufacturing	102	50.5%
Quality	21	10.4%
Facility Management	23	11.4%
HR	12	5.9%
Technical Functions	22	10.9%
Others	22	10.9%