

FACTORS THAT AFFECT THE EMPLOYEES' ATTACHMENT TO GARMENT ENTERPRISES IN HANOI

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Abstract: This study aims to identify and evaluate the factors affecting the employees' attachment to garment enterprises. Subjects selected for the study are workers who are working at some garment enterprises in Hanoi. By surveying the opinions of 295 employees and using SPSS statistical software to verify the database based on the SEM linear structural model with 5 groups of factors affecting employees' attachment, the results have shown that there are 4/5 groups of factors affecting the employees' attachment with garment enterprises. The factors include employees' income; working environment and conditions; relationships at work; evaluation of job performance. The analysis and assessment of factors affecting the employees' attachment to garment enterprises contribute to limiting the employees' absenteeism and job abandonment, and at the same time, improving job satisfaction in the garment industry employees' work, creating work motivation, and bringing higher labor productivity.

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1. Introduction

For enterprises in the garment industry, which is considered to be labor intensive, human resources are always a decisive factor for the existence and development of enterprises. However, Vietnam's garment enterprises are facing the problem of large labor fluctuations due to the lack of attachment between workers and businesses. With its labor-intensive nature, employee retention and personnel stability are the top concerns of businesses. When employees are satisfied with their work, they

will love their work, attach to the business, and maximize their capacity and enthusiasm for the business. From there, the efficiency and effectiveness of employees will be higher, helping businesses not only exist but also develop in an increasingly competitive environment. So why is there a state of workers or layoffs? How to make employees more attached to the business? Which factors affect the employees' attachment to garment enterprises? How does each factor influence? What factors can motivate employees to work better and more passionately?

In the article, the authors have studied the basis of the employees' attachment to the organization, built a research model and questionnaire to collect employees' opinions, used SPSS software and SEM linear structural model to analyze the factors affecting the employees' attachment to the garment enterprise, thereby proposing some solutions to enhance the employees' attachment with businesses. This is also the basis for managers at garment enterprises to adjust human resource management policies, stabilize personnel and improve the competitiveness of enterprises in the period of international economic integration.

2. Theoretical basis, research model, and hypotheses

2.1. Theoretical basis

2.1.1. Employees' attachment to the organization

According to Porter et al. (1974), organizational attachment is a strong belief and acceptance of the organization's goals, a willingness to make their best effort for the organization, and a desire to remain a member of the organization. Organizational attachment is the willingness to be a member of the organization, the willingness to work for the organization and to support the goals and values of the organization.

Research by Mowday et al. (1979) mentioned the concept "Organizational attachment is the relative strength of employees' identification with the organization and the active participation of employees in an organization. According to Mowday's opinion, engagement includes identification, effort, and loyalty. It represents a positive relationship between employees and the organization that makes employees always willing to make efforts to improve their performance and contribute to the success and development of the organization.

According to Nhut and Trang (2015), the employees' attachment to the organization is seen as a result of the exchange relationship between the individual and the organization. Attachment is the personal relationship between employees and employers - the organization consists of 3 main components of organizational commitment, which are strong belief and acceptance of the organization's goals, willingness to try their best for the organization, and wish to remain a member of the organization.

Vuong and Chau (2020) believe that employees'

attachment to the organization is a psychological state that shows an individual's attachment to an organization, to a profession; it is the employees' loyalty and work enthusiasm for the organization; It is the willingness to try our best for the organization, always putting the interests of the organization above our own.

Thus, it can be said that the employees' attachment to the organization is the state of willingness to stay for a long time as a member of the organization, willing to make efforts for the organization and to support the goals organization's values.

2.1.2. Factors affecting employees' attachment to the organization

Hien (2012) did research on employees' attachment with a model consisting of 6 influencing factors: (1) job characteristics, (2) training and development opportunities, (3) empowerment, (4) pay and fairness, (5) reward and recognition of achievement, (6) support from superiors and peers, organizational standards.

Anh and Dao (2013), researching human resource management and employee attachment to the enterprise, tested four factors that affect employee attachment to the organization, including (1) Career development opportunities, (2) Performance evaluation, (3) Compensation and benefits, (4) Updated job description system.

Research by Thuy (2015) has shown that 7 factors affect employee attachment to the organization, including (1) Leadership, (2) Compensation - Welfare, (3) Training creation and promotion, (4) Colleagues, (5) Brand and supporting activities, (6) Nature of work, (7) Work pressure.

Research by Vuong & Chau (2020) examines the employee attachment to the enterprise based on 7 influencing factors, including (1) Income; (2) Reward and welfare; (3) Working environment; (4) Colleagues; (5) Direct manager; (6) promotion opportunities; (7) Organizational culture. Among these 7 factors, Income is the most influential factor, followed by reward and welfare, direct manager, working environment, colleagues, organizational culture, and finally, training and advancement.

Research by Hiep (2021) shows that there are 6 factors affecting employees' attachment to the organization, including (1) Income and fairness; (2) Training and development; (3) Empowerment;

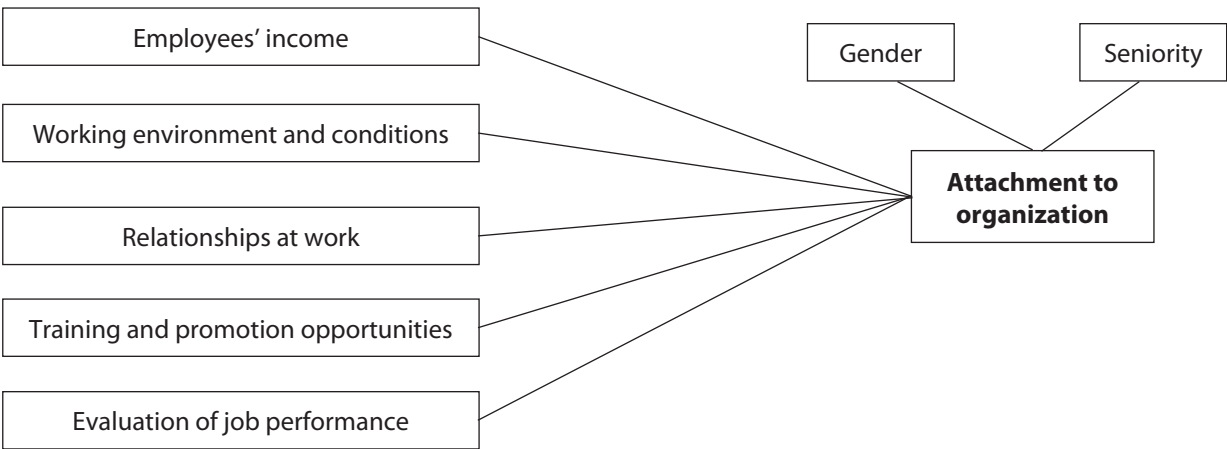
(4) Recognition; (5) Leadership style; (6) Working environment. The working environment has the strongest impact, followed by leadership style and empowerment, and the lowest influencing factors are income and fairness.

2.2. Research model and hypothesis

Inheriting and selecting a number of theoretical bases and studying the factor scales of previous studies with adjustments to suit the research objectives,

with the specific characteristics of the garment industry, the research model is designed. The design is based on a combination of factors measuring the willingness of employees to attach to enterprises in the garment industry, including (1) Employee income; (2) Working environment and conditions; (3) Relationships at work; (4) Training and promotion opportunities; (5) Evaluation of job performance. The research model is diagrammed as follows:

Figure 1. Proposed research model



Source: Proposal of the research team

Hypotheses for the proposed research model include:

- H1: Employee income has a positive influence on employees' attachment to garment enterprises.
- H2: Working environment and conditions have a positive influence on employee attachment to garment enterprises.
- H3: Relationships at work have a positive influence on employee attachment to garment enterprises.
- H4: Training and promotion opportunities have a positive influence on employee attachment to garment enterprises.

- H5: Performance evaluation has a positive influence on employee attachment to garment enterprises.
- H6: Employees of different genders will have different levels of attachment to garment enterprises
- H7: Employees with different seniority will have different levels of commitment to the enterprise

2.3. Research scale

On the basis of the synthesis of previous studies on the factors affecting employee attachment to the enterprise and the proposed research model, the research team built scales (observed variables) for representative factors.

Table 1. Summary of research scales

Representative factors	Coded	Observed variables	References
Employees' income (TN)	TN1	The income of employees in the company ensures an average standard of living.	Pham The Anh, Nguyen Thi Hong Dao (2013). Doan Thi Trang Hien (2012) Bui Nhat Vuong & Pham Ngoc Chau (2020)
	TN2	The salary level is decided on the basis of the employees' abilities.	
	TN3	The level of income of employees depends on specific work results.	
	TN4	The employees' income level is determined and paid fairly and on time.	

Representative factors	Coded	Observed variables	References
Working environment and conditions (MT)	MT1	You are not under too high work pressure during working time.	Nguyen Hoang Ngoc Thuy (2015) Nguyen Thi Kim Hiep (2021)
	MT2	The workplace is hygienic, clean, and cool.	
	MT3	Working equipment is adequate and suitable and ensures labor productivity.	
	MT4	The workplace ensures good working safety conditions.	
	MT5	Rules and regulations are clear and strict and ensure fairness between different job positions.	
Relationships at workplace (QH)	QH1	Colleagues are always friendly, open, and united	Pham The Anh, Nguyen Thi Hong Dao (2013). Bui Nhat Vuong & Pham Ngoc Chau (2020)
	QH2	Colleagues are willing to support each other at work.	
	QH3	The superiors are always willing to support employees in their work.	
	QH4	The superiors treat employees in friendly and fairly in different positions.	
	QH5	Leaders encourage employees to make decisions related to joint operations.	
Training and promotion opportunities (DT)	DT1	You have the opportunity to participate in training courses to improve your skills annually.	Doan Thi Trang Hien (2012) Nguyen Hoang Ngoc Thuy (2015) Bui Nhat Vuong & Pham Ngoc Chau (2020)
	DT2	The company regularly pays attention to training and fostering skills for employees.	
	DT3	The company always creates opportunities for employees to strive for promotion.	
	DT4	The company's promotion policy is fair to all employees.	
	DT5	You are satisfied with the company's training and promotion policy.	
Working performance evaluation (DG)	DG1	The company has a system of job descriptions that is regularly updated.	Pham The Anh, Nguyen Thi Hong Dao (2013) Nguyen Thi Kim Hiep (2021)
	DG2	The duties of each job are clearly identified.	
	DG3	Employee performance is evaluated based on specific criteria.	
	DG4	The performance evaluation system operates fairly and accurately.	
The attachment to enterprises (SGB)	SGB1	You will stay with the company even though there are other places with relatively more attractive salary offers.	Mowday et al. (1979) Pham The Anh, Nguyen Thi Hong Dao (2013);
	SGB2	You are glad to choose this company to work for.	
	SGB3	You are willing to sacrifice personal interests when necessary to help the company grow.	
	SGB4	You intend to stay with the company for a long time.	

Source: Synthesis of the research team

3. Research methods

3.1. Measure variables and select research samples

The research is conducted on the basis of a combination of qualitative and quantitative research. In the first step, the qualitative research method was used to conduct preliminary research; the author discussed 2 groups of employees, each group of 5 people working in distinct positions in 2 garment enterprises. Discuss using

a set of preliminary scales referenced from previous studies with factors affecting employees' attachment to the organization. The participants in the discussion were free to give their opinions on the aspects of the commitment to the enterprise raised. The preliminary study sample size is 10 ($n = 10$). Preliminary research results are used to complete the research questionnaire and research model.

Based on preliminary research results, the research team completed the questionnaire with 5-level Likert-scale questions to collect employees' opinions on the level of attachment to the enterprise. The surveyed subjects are workers working at a number of relatively large-scale garment enterprises in Hanoi, including My Anh Garment Company (Hoai Duc District); Viettex Garment Company (Dan Phuong District); Duc Giang Garment Company (Long Bien District); Chien Thang Garment Company (Ba Dinh District); Thanh Tri Garment Joint Stock Company (Thanh Tri District). The survey period is from January 2022 to May 2022, after Hanoi applies new normal conditions after the Covid-19 pandemic. Due to the brief survey time, the research team used a convenient sampling method. The sample size was determined according to the rule of Comrey and Lee (1992) and also refers to the rule of Hoang Trong & Chu Nguyen Mong Ngoc (2005). With 27 parameters (observed variables) to conduct factor analysis, the minimum number of samples needed is $27 \times 5 = 135$ observed samples. In view of collecting as many observed samples as possible to ensure the stability of the impact, based on the ability to collect samples, the research team decided to choose the number of observed samples as $n = 300$, and each enterprise is selected to take a minimum of 60-70 samples. To ensure the sample size, the author issued 310 survey questionnaires; the number of votes collected was 302 votes, of which 295 valid votes were included in the analysis.

3.2. Research data analysis

Research data after collected will be cleaned and analyzed with the support of SPSS 20.0 software with analytical techniques:

Descriptive statistics: Describe the characteristics of the research sample according to predefined distinguishing signs.

Check the reliability of the scale (Cronbach's Alpha): This method evaluates the reliability of the scale by Cronbach's Alpha coefficient and eliminates inappropriate variables. Variables with a total correlation coefficient of less than 0.3 will be excluded. Scales with Cronbach's Alpha from above 0.6 are usable.

EFA exploratory factor analysis: EFA factor analysis allows the reduction of many interrelated variables into representative factors. Using the test method (Kaiser-Meyer-Olkin) and Bartlett to

measure the compatibility of the surveyed sample. Factor analysis is significant when the KMO value > 0.5 and the sig value < 0.05 ; Factor loading factors must be > 0.5 ; In case the observable variable loads on both factors, the loading coefficients must differ > 0.3 and this observable variable is included in the factor that it uploads the highest with the condition that the factor loading > 0.5 is satisfied.

Confirmatory Factor Analysis (CFA): The purpose is to assess the fit of the model with research data, thereby providing convincing evidence of convergent validity.), and discriminant validity of the theoretical structure through the Model Fit indexes. According to Hair et al. (2010), Multivariate Data Analysis, 7th edition indicators considered to evaluate Model Fit include:

CMIN/df 3 is good, CMIN/df 5 is acceptable

CFI ≥ 0.9 is good, CFI ≥ 0.95 is very good, CFI ≥ 0.8 is acceptable

RMSEA 0.08 is good, RMSEA 0.03 is very good

Analysis of linear structural model SEM:

The SEM model combines all techniques, such as multivariate regression, factor analysis, and correlation analysis, allowing us to examine the complex relationship in the model. The SEM model allows us to simultaneously estimate the elements in the overall model, estimate the causal relationship between the latent concepts through indicators that combine both measurement and structure of the theoretical model stable (recursive) and non-recursive relationships, measure direct and indirect effects, including measurement error and residual correlation. With the confirmatory factor analysis (CFA) technique, the SEM model allows the flexibility to find the most suitable model in the proposed models. Similar to the CFA model, the SEM model also evaluates the linear structure through the Model Fit indexes.

Testing the differential impact of qualitative factors: using the Independence-Sample T-test and One-Way ANOVA test to examine the differential impact of qualitative factors such as gender, working seniority to the employees' attachment to the enterprises.

4. Research results

4.1. Introduction of the research sample

The subjects of the survey are employees who are working at a number of enterprises in the garment

industry in Hanoi. These businesses have different operating scales, but they are all long-time businesses in the garment industry. With 310 ballots sent out,

302 votes were collected, of which 295 valid votes were used for analysis. Some sample features are described as follows:

Table 2. Description of the study sample

		Quantity	Proportion (%)
Gender	Male	68	23.1
	Female	227	76.9
Seniority	Less than 3 years	46	15.6
	From 3 to 5 years	113	38.3
	From 5 to 10 years	94	31.9
	More than 10 years	42	14.2

Source: Survey results of the research team

Classification by gender shows that there is a large disparity between males and females due to the specificity of the garment industry. Of these, 23.1% are male, and 76.9% are female. Working time in the enterprise, the number of employees with a working time of 3-5 years accounted for 38.3%, from 5-10 years accounted for 31.9,% and over 10 years of working seniority was only 14.2 %

4.2. Testing the research's reliability scale

Testing results of the scale of reliability by Cronbach's Alpha coefficient show that the coefficients are all more than 0.7 (Table 2), and the correlation coefficients of the total variables of the observed variables in the factor are all more than 0.3. That shows that the study is relevant and reliable. In 6 factor groups with the initial number of observed variables $X_m = 27$ variables, no variables were excluded from the model.

Table 3. Testing results of the scale of reliability

Factors and coded	Number of observation variables			Cronbach's Alpha coefficient
	Before testing	After testing	Number of excluded variables	
Employees' income (TN)	4	4	0	0.830
Workplace (MT)	5	5	0	0.827
Relationships at workplace (QH)	5	5	0	0.812
Training and promotion opportunities (DT)	5	5	0	0.825
Working performance evaluation (DG)	4	4	0	0.813
The attachment to enterprises (SGB)	4	4	0	0.871
Total	27	27	0	

Sources: Testing results of the research team

4.3. EFA factor analysis

EFA analysis results, at Eigenvalue value greater than 1 with the variance extracted Principal Components and Promax rotation, factor analysis extracted 6 factors from 27 observed variables with the extracted variance of 63.5 % (greater than 50%)

meets the requirements. The KMO coefficient has a value of 0.890 (>0.5), meaning the analysis is significant. The value $\text{sig} = 0.000 < 0.05$ shows that the observed variables are correlated with each other in the population, and EFA factor analysis is appropriate.

Table 4. EFA factor analysis results

Pattern Matrix ^a						
	Component					
	1	2	3	4	5	6
MT2	.804					
MT1	.764					
MT4	.760					
MT3	.735					
MT5	.732					
DT3		.800				
DT2		.797				
DT4		.772				
DT5		.754				
DT1		.707				
QH1			.801			
QH3			.790			
QH2			.751			
QH4			.696			
QH5			.687			
SGB4				.882		
SGB3				.848		
SGB1				.819		
SGB2				.814		
TN2					.831	
TN4					.830	
TN1					.791	
TN3					.759	
DG4						.850
DG1						.789
DG2						.788
DG3						.773

Source: EFA test result of the research team

Thus, in the factor analysis process with the Eigenvalues of 1,552 (>1), 27 initially observed variables are converted into 6 groups of factors: Employees' income (TN); Working environment (MT); Relationships at Workplace (QH); Training and Promotion opportunities (DT); Performance Evaluation (DG); Attachment to business (SGB) with the total variance extracted is 63.5% ($> 50\%$), i.e., 63.5% variation of the data is explained by these factors.

4.4. Analyzing CFA confirmatory factor

The CFA test aims to determine the convergent validity and discriminant validity of the theoretical structure through the Model Fit indexes.

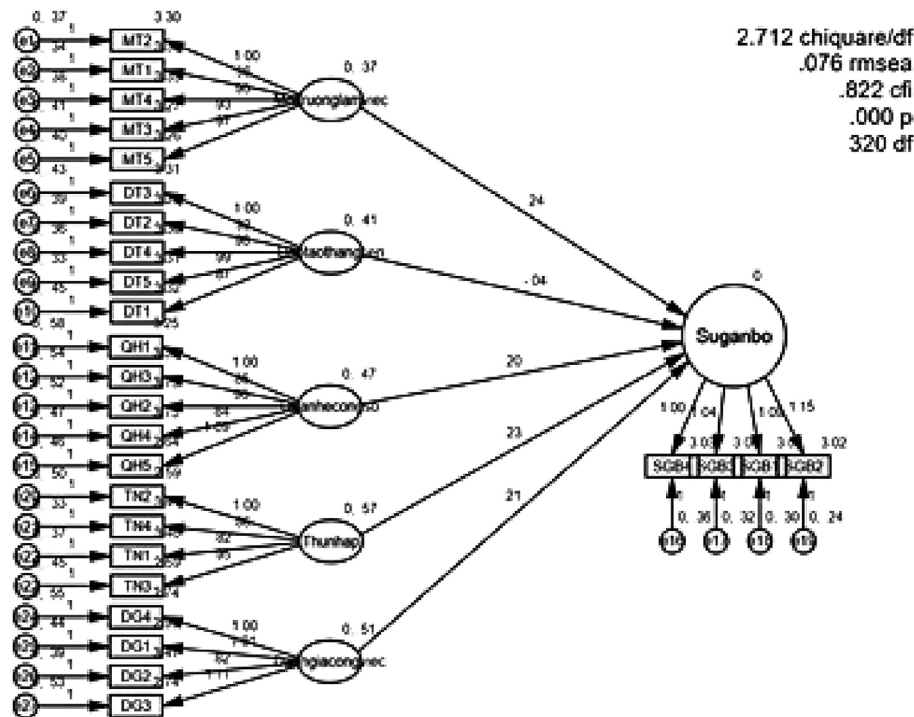
According to the test results, $CMIN/df = 1.052 \leq 3$

is good, $CFI = 0.995 > 0.8$ is good and $RMSEA = 0.013 \leq 0.03$ is very good. Thus, it can be seen that the observed variables have convergent validity on the representative variables, and at the same time, all variables have discriminant values; there is no autocorrelation phenomenon.

4.5. Tested by linear structural model SEM

Based on the results of the CFA confirmatory factor analysis, the research team builds a linear structural model SEM and performs verification steps. The SEM model test results show that the index $CMIN/df = 2.712 \leq 3$ is good, the index $CFI = 0.822 > 0.8$ is acceptable, and the index $RMSEA = 0.076 \leq 0.08$ is acceptable. SEM structural modeling is significant.

Figure 2. SEM structural testing results



Source: The testing result of the research team

Determining that the SEM structural model is significant, the research team continues to consider the significance level for the impact of the independent variable on the dependent variable (Table 5). The results show that the training and promotion factor has a P value = 0.197 > 0.05, so it can be concluded

that there is not enough statistical basis to show that the training and promotion factor has an impact on the employees' attachment to the enterprise; hypothesis H4 is rejected. The remaining factors all have p-value < 0.05, showing that the impact of these factors on the dependent factor is statistically significant.

Table 5. Identifying the significance level of the impact of the independent variable on the dependent variable

			Estimate	S.E.	C.R.	P value
Suganbo	<---	Moitruonglamviec	.238	.043	5.536	***
Suganbo	<---	Daotaothangtien	-.037	.029	-1.290	.197
Suganbo	<---	Quanhecongso	.197	.038	5.246	***
Suganbo	<---	Thunhap	.229	.038	6.020	***
Suganbo	<---	Danhgiacongviac	.207	.038	5.522	***

Source: The testing result of the research team

Considering the significant level of impact of independent factors on the employees' attachment to the enterprise by the standardized regression coefficient (Table 6), it shows that the employees' income factor has a positive impact on the employees' attachment to the enterprise with an impact of + 0.57; Environmental factors and working conditions have a positive impact on the employees'

attachment to the company with an impact level of + 0.48; The factor of relationships at work has a positive impact on the employees' attachment to the company with an impact level of + 0.447; The job performance evaluation factor has a positive impact on the employees' attachment to the company with an impact level of + 0.489; Hypotheses H1; H2; H3; H5 is accepted.

Table 6. Identifying the level of impact of factors

			Level of impact	The hypothesis is accepted.
Suganbo	<---	Thunhap	.570	H1
Suganbo	<---	Moitruonglamviec	.480	H2
Suganbo	<---	Quanhecongso	.447	H3
Suganbo	<---	Danhgiacongviac	.489	H5

Source: The testing result of the research team

5. Testing the differential impact of individual factors

Testing the difference of the gender factor: Since this is a factor with only 2 values, the Independence-Sample T-test can be used. The test results show that: The Sig value at Levene's Test = 0.186 > 0.05 shows that the variance between the 2 genders: Male

and Female, is the same; you can use the sig T-Test value in the Equal variances assumed row. At Equal variances, the assumed value Sig = 0.921 > 0.05, so it can be concluded: There is no statistically significant difference in the attachment to the business of employees of different genders; Hypothesis H6 was rejected.

Table 7. Independence-Sample T-test Testing result

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
SGB	Equal variances assumed	1.757	.186	.099	293	.921	.008	.082	-.153	.170
	Equal variances not assumed			.109	128.376	.914	.008	.075	-.140	.156

Source: The testing result of the research team

Testing the different effects between groups of employees with different working seniority on job satisfaction using the One-Way ANOVA test. In the test results, considering the value at the Test of Homogeneity of Variances table, the sig value of Levene Statistic = 0.777 > 0.05, so it can be concluded that there is no statistically significant difference in the attachment to business occupations of workers with different seniority; Hypothesis H7 is rejected.

6. Comments and recommendations

6.1. Comments

The research results show that the employees' attachment to the business in garment enterprises is affected by 4 factors: (1) Employees' income; (2) Working environment and conditions; (3) Relationships at work; (4) Evaluation of job performance.

The employees' income factor has a positive impact on the attachment to the enterprise, with an impact level of + 0.57. When the employees' income changes by 1 unit, the employees' attachment will change in the same direction by 0.57 units. This result is consistent with the research of Bui Nhat Vuong and Pham Ngoc Chau (2020), that income is the factor that has the strongest impact on employees' attachment to the business. Interviewing some workers at the garment company also shows that. Most of the interviewed workers have the first concern that their monthly income, including salary, allowance, and bonus, is how much; if the salary is high, they are willing to work long-term with the enterprise.

Next, the job performance evaluation factor has a positive impact on the employees' attachment to the enterprise, with an impact level of +0.489. This is the second level of impact among the research factors

and shows that when the job performance evaluation changes by 1 unit, the employees' attachment will change in the same direction by 0.489 units. This result is consistent with the research results of Hiep (2021) that the organization's recognition of the employees' work results has a positive impact on the employees' attachment behavior. The opinions of some interviewed workers also said that they would be satisfied and secure in their work when the results of their work were valued in a fair, democratic, and objective manner.

Environmental factors and working conditions have a positive impact on employees' attachment to the company, with an impact level of + 0.48. When the environment and working conditions change by 1 unit, the employees' attachment will change in the same direction by 0.48 units. This result is consistent with the research results of Nguyen Thi Kim Hiep (2021). The working environment and conditions have the strongest impact on the factors affecting the employees' attachment behavior. However, with the characteristics of the garment industry, the environment and working conditions are quite safe. Most workers do not have to work outdoors, but the work pressure is great, and they often have to work overtime, so in this study, environmental factors and working conditions are not the most influential factors.

The factor of relationships at work has a positive impact on the employees' attachment to the enterprise, with an impact level of +0.447. When relationships in the workplace change by 1 unit, employee attachment will change in the same direction by 0.447 units. This result is consistent with the research of Vuong and Chau (2020); the relationship with the direct manager and with colleagues is the factor that affects the employees' attachment to the enterprise. Interviewing some employees also shows that the time they spend at work is more than the time at home, so the relationship with their superiors and colleagues has a certain influence on the working psychology and motivation of employees.

The factor of training and promotion is not statistically significant in this study, which is also consistent with the research of Vuong and Chau (2020) and, in fact, the specifics of the garment industry. Most workers at garment companies are only trained as craftsmen. They are trained at vocational training institutions or directly at garment

enterprises and will become workers after training and being officially recruited. The opportunity to be trained and fostered to have the opportunity to advance in the working process is exceedingly difficult for them. Therefore, the survey answers are quite scattered and not statistically significant enough to consider.

6.2. Recommendations

The first characteristic of the garment industry is that it is labor intensive; Workers are not too demanding in terms of qualifications, but the issue of income is genuinely concerning. Therefore, in terms of salary and welfare regime, enterprises need to arrange and use workers appropriately, clearly define the level of workers and the complexity of the job to assign the right people, the right jobs for evaluating job performance, and paying accurate and fair wages according to labor results. At the same time, it further expands the welfare policy for employees.

The second is about performance evaluation activities, with the characteristics of the garment industry as tangible products that can be measured in order to accurately ensure the company needs to build clear and reasonable labor productivity norms, thereby quantifying and evaluating the work results of employees fairly and accurately. Allow workers to participate in self-assessment and the process of evaluating their own work performance so that they are properly and fully aware of the results of their own work.

Third, in terms of working environment and conditions, garment workers always have to work long hours and overtime in a dusty environment with many noisy machinery and equipment. Therefore, enterprises need to renew equipment or replace old, broken, or outdated equipment and working facilities so that employees can easily use and improve working efficiency. Only use overtime to work overtime in really necessary conditions and must comply with the law on overtime and overtime. Raise workers' awareness of law observance and internal regulations on occupational safety and hygiene to increase labor productivity, increase working capacity and ensure health and safety for workers and employees.

The fourth, regarding relationships at work, the company needs to develop and implement a democratic regulation at the unit, establish a reporting channel and enhance information exchange so that employees can easily share, promptly report, and

receive the attention and assistance of superiors to solve the work quickly as well as without difficulties in communicating and exchanging with the superiors. Regularly organize cultural, artistic, and sports exchanges between units and departments, thereby enhancing the solidarity and cohesion among employees while bringing a refreshing spirit, health, and better physical condition for workers. Build a friendly and cooperative working atmosphere among employees.

Fifth, in terms of training activities and promotion opportunities, with a labor-intensive industry like the garment industry, businesses need to focus on training and improving skills for workers. It is a fact that workers spend too much time on work but lack training activities to improve their skills. Creating conditions for capable workers to participate in promotion, clear and reasonable promotion policy, ensuring fairness among workers.

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