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Determinants of employee motivation at the Vietnam television center in Ho Chi Minh city

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Abstract
This paper examines the key factors influencing employee work motivation at the Vietnam Television Center in Ho Chi Minh City. Drawing on foundational and modern theories of work motivation, the study proposes a model comprising six determinants: work environment, leadership, salary and benefits, job arrangement, job attractiveness, and career development opportunities. Data were collected from 200 employees through a structured survey. Reliability and validity of the measurement scales were assessed using Cronbach's alpha and exploratory factor analysis, while the research hypotheses were tested using multiple regression analysis in SPSS. The results reveal that work environment and job attractiveness exert the strongest positive effects on employee motivation. Job arrangement, leadership, salary and benefits, and career development opportunities also contribute significantly, though to a lesser extent. These findings emphasize the importance of creating supportive working conditions, enriching job content, ensuring transparent and equitable HR policies, and expanding opportunities for professional growth. The study offers practical implications for strengthening human resource management at the Center and suggests directions for future research.

Keywords: Employee motivation, work environment, leadership, job attractiveness, human resource management, career development

1. Introduction
Motivating employees remains a critical challenge for organizations, especially in knowledge-intensive and high-pressure sectors like broadcasting. The Vietnam Television Center in Ho Chi Minh City, a regional branch of the national broadcaster, plays a strategic role in the dissemination of state media. Despite its importance, the Center has encountered persistent challenges in human resource management, particularly in maintaining employee motivation. Reports indicate shortcomings such as uncompetitive salary structures, high work pressure, ineffective training, and lack of transparency in performance evaluation. These factors may lead to declining morale and reduced organizational commitment.

Prior studies have confirmed that motivation is not solely driven by financial rewards. Herzberg's Two-Factor Theory and Vroom's Expectancy Theory suggest that intrinsic factors, such as recognition, meaningful work, and growth opportunities, play an equally important role in fostering motivation (Herzberg, 1966; Vroom, 1964) [9, 24]. Research on media professionals emphasizes the need for supportive environments and leadership (Nguyen, 2022; Le & Tran, 2021) [17, 13], but limited empirical data exists on public-sector media institutions in Vietnam. Addressing this gap, the present study examines the internal drivers of work motivation at the Vietnam Television Center.

The research aims to (i) identify factors that influence employee motivation, (ii) evaluate their relative impacts, and (iii) propose management strategies to enhance workforce engagement. Using a mixed-method approach, the study surveyed 200 employees and analyzed responses through established statistical tools. The findings contribute to both academic knowledge and practical improvements in HRM practices, supporting efforts to strengthen performance and retention in the public broadcasting sector.

2. Literature Review
2.1. Conceptual Background of Work Motivation
Work motivation is the internal force that initiates, directs, and sustains behavior toward organizational goals. In media organizations, where intellectual and creative input is central,

motivation significantly affects employee performance and retention. Motivation is generally classified into intrinsic and extrinsic forms. Intrinsic motivation refers to engagement in work for its inherent satisfaction and challenge, while extrinsic motivation involves external rewards such as salary and recognition. Both forms are relevant in workplace settings, but prior studies have shown that intrinsic motivation often yields more sustainable performance (Ryan & Deci, 2000) [19].

2.2. Theoretical Foundations

Several theories underpin the research model:

- Maslow's Hierarchy of Needs outlines five levels of human needs, from basic (physiological, safety) to advanced (esteem, self-actualization), suggesting that unmet lower needs impede higher-level motivation (Maslow, 1943) [15].
- Herzberg's Two-Factor Theory distinguishes between hygiene factors (e.g., salary, policies) that prevent dissatisfaction and motivators (e.g., recognition, achievement) that enhance satisfaction (Herzberg, 1966) [9].
- Vroom's Expectancy Theory explains motivation as a function of expectancy (effort leads to performance), instrumentality (performance leads to reward), and valence (value of reward) (Vroom, 1964) [24].
- Adams' Equity Theory argues that perceptions of fairness in input-output ratios influence motivation and behavior (Adams, 1965) [1].
- Skinner's Reinforcement Theory posits that behavior is shaped through reinforcement, both positive and negative (Skinner, 1953) [21].

2.3. Research Model and Hypotheses

Vietnamese studies highlight key motivational factors: leadership, compensation, development opportunities, and job interest (Nguyen & Pham, 2021) [18]. Intrinsic motivation has shown strong links to creativity, especially in sectors like automotive and media. International literature confirms the role of autonomy, fairness, and recognition across industries (Deci *et al*., 1989; Grant, 2008) [5, 7].

Building on theory and empirical findings, the study tests six hypotheses relating to motivation (DL) based on:

- **Hypothesis H1:** Work Environment (MT) has a positive relationship with employee work motivation (DL).
- **Hypothesis H2:** Supervisor/Leadership (LD) has a positive relationship with employee work motivation (DL).
- **Hypothesis H3:** Salary and Benefits (LT) have a positive relationship with employee work motivation (DL).
- **Hypothesis H4:** Job Placement and Arrangement (BT) has a positive relationship with employee work motivation (DL).
- **Hypothesis H5:** The Attractiveness of the Job Itself (HD) has a positive relationship with employee work motivation (DL).
- **Hypothesis H6:** Career Development and Promotion Opportunities (CH) have a positive relationship with employee work motivation (DL).

These relationships are presented in Figure 1, which illustrates the research model and its six proposed paths.

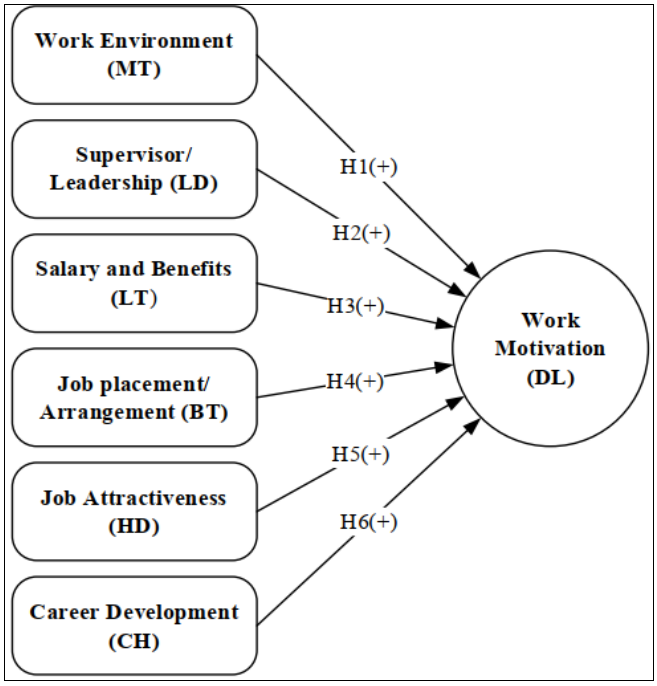

Fig 1: Proposed Research Model on Factors Influencing Employee Motivation

3. Research Methodology

3.1. Research Design

The study was conducted in two stages:

- **Preliminary Research (Qualitative):** This phase used group discussions and trial interviews with 5-10 employees to explore and adjust variables. A test questionnaire was administered to 30 staff to finalize item phrasing and model structure. The purpose was to refine the scale and ensure contextual relevance.
- **Formal Research (Quantitative):** Data collection was conducted via direct interviews using the finalized questionnaire. The aim was to test the proposed model and identify factors affecting employee motivation at the Center.

3.2. Population and Sample

Table 1: Summary of Sample Characteristics (N = 200)

Characteristic	Category	Frequency	Percentage (%)
Gender	Female	107	53.50%
	Male	93	46.50%
Age	Under 25 years	60	30.00%
	26-30 years	113	56.50%
	31-40 years	25	12.50%
	Over 40 years	2	1.00%
Tenure	Under 3 years	60	30.00%
	3-5 years	122	61.00%
	Over 5 years	18	9.00%
Job Title	Specialist/Staff	167	83.90%
	Department Head/Deputy	13	6.50%
	Team Leader	11	5.50%
	Director/Deputy Director	8	4.00%
Current Income	9-15 million VND	112	56.00%
	Over 15-20 million VND	62	31.00%
	Over 20 million VND	26	13.00%

- **Research Subject:** Employees currently working at the Vietnam Television Center in Ho Chi Minh City.

- **Sampling Method:** Non-probability sampling targeting the full staff population.
- **Sample Size:** The model included 35 observed variables across 7 constructs. Following the rule of 5:1 (5 observations per variable), the minimum sample size was 175.
- **Survey Distribution:** 211 questionnaires were distributed. After screening, 200 valid responses were used for analysis. The summary of characteristics of 200 valid observed samples used for analysis is presented in Table 1.

3.3. Data Collection Methods

- **Primary Data:** Obtained via structured questionnaires through direct interviews conducted from August to November 2023.
- **Secondary Data:** Collected from internal reports, academic publications, and media articles related to the research topic.
- Qualitative Data: Gathered through discussions and interviews with managers and staff to build and refine the measurement scales.

3.4. Data Analysis Techniques

All quantitative analysis was performed using **SPSS**. The techniques applied included:

- **Descriptive Statistics:** To describe sample characteristics and initial factor trends.
- **Reliability Analysis:** Using Cronbach's Alpha. Acceptable thresholds: $\alpha \geq 0.6$ and Corrected Item-Total Correlation ≥ 0.3.
- **Exploratory Factor Analysis (EFA):** Applied to validate the construct structure of both independent and dependent variables.
- **Correlation and Regression Analysis:** Ordinary Least Squares (OLS) method used to test hypotheses and evaluate the effect of independent variables on motivation.

3.5. Measurement Scale

The model included 7 constructs, measured using 35 observed variables on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). Scales were developed based on theoretical literature and adjusted through preliminary qualitative research (Table 2).

Table 2. Summary of measurement scales and observed variables

Factor	Code	Item description	Source	Notes
Work Environment (MT)	MT1	Good physical facilities at the workplace	Kovach (1987) [11]	MT1 Dropped during Cronbach's Alpha due to negative item-total correlation
	MT2	Employees are provided with necessary tools and equipment to work effectively		
	MT3	Reasonable working hours		
	MT4	Safe working environment		
	MT5	Reasonable daily workload		
	MT6	Employees actively cooperate with each other		
2. Supervisor/ Leadership (LD)	LD7	Managers provide detailed guidance	Kovach (1987) [11]	
	LD8	Managers treat employees fairly		
	LD9	Managers encourage employee suggestions		
	LD10	Managers foster a healthy competitive environment		
	LD11	Managers communicate the organization's mission and goals		
	LD12	Managers fairly evaluate employee performance		
3. Salary and Benefits (LT)	LT13	Salary is paid on time as committed	Kovach (1987) [11]	
	LT14	Salary receiving procedures are smooth		
	LT14	Salary is fair compared to effort		
	LT16	Employees are updated on salary and bonus policies		
	LT17	Welfare policies are effectively implemented		
4. Job placement/ Arrangement (BT)	BT18	Job matches the employee's academic major	Mc-Clelland (1961) [16]	
	BT19	Job matches the type of training received		
	BT20	Job matches employee's working strengths		Dropped during EFA due to low discriminant validity
	BT21	Job matches personal factors (e.g., health, family)		
	BT22	Work instructions from managers are consistent and non-overlapping		
5. Job Attractiveness (HD)	HD23	The job matches employee's interests	Amabile (1997) [2]	
	HD24	The job is not highly challenging		
	HD25	Employees are autonomous and responsible for their work		
	HD26	The job is balanced with personal life		
	HD27	The job offers limited creative opportunities		
6. Career Development (CH)	CH28	The organization provides quality training and development	Vroom (1964) [24]	
	CH29	Promotion criteria are clearly communicated		

	CH30	Employees gain valuable experience through work		
	CH31	Employees have opportunities for promotion		
	CH32	The organization creates personal development opportunities		
7. Work Motivation (DL)	DL1	I am satisfied with the motivational factors implemented by the organization	Locke (1968) [14]	
	DL2	I am committed to long-term engagement with the organization		
	DL3	I feel my work is meaningful and contributes to the organization's overall goal		In some EFA results, only DL1 and DL2 were retained for final analysis

4. Research Results

4.1. Reliability Testing (Cronbach's Alpha)

The reliability of each finalized scale (after item removal) was evaluated using Cronbach's Alpha and corrected item-total correlations (Table 3).

Table 3: Reliability Testing using Cronbach's Alpha

Items	Mean if Item Deleted	Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1. Work Environment (MT): Cronbach's alpha = 0.747				
MT2	11.900	12.915	0.623	0.772
MT3	11.580	13.341	0.516	0.803
MT4	11.930	12.869	0.640	0.768
MT5	11.990	12.352	0.594	0.781
MT6	11.850	12.081	0.650	0.763
2. Supervisor/Leadership (LD): Cronbach's alpha = 0.794				
LD7	18.400	15.286	0.515	0.770
LD8	18.320	14.751	0.591	0.751
LD9	18.490	15.598	0.514	0.770
LD10	18.190	16.044	0.510	0.771
LD11	18.410	15.499	0.564	0.759
LD12	18.420	15.139	0.587	0.753
3. Salary and Benefits (LT): Cronbach's alpha = 0.823				
LT13	13.770	7.344	0.680	0.769
LT14	13.720	7.921	0.550	0.807
LT15	13.920	7.807	0.617	0.788
LT16	13.730	7.256	0.593	0.797
LT17	13.910	7.530	0.654	0.778
4. Job Placement/Arrangement (BT): Cronbach's alpha = 0.772				
BT18	10.930	4.713	0.682	0.638
BT19	10.940	5.233	0.597	0.690
BT21	10.900	6.044	0.498	0.741
BT22	10.850	6.252	0.489	0.745
5. Job Attractiveness (HD): Cronbach's alpha = 0.775				
HD23	14.700	8.504	0.496	0.752
HD24	15.210	7.805	0.525	0.742
HD25	14.660	7.715	0.551	0.733
HD26	15.270	7.535	0.523	0.745
HD27	14.950	7.475	0.661	0.696
6. Career Development (CH): Cronbach's alpha = 0.806				
CH28	12.730	7.404	0.718	0.727
CH29	12.760	8.140	0.549	0.781
CH30	12.600	8.251	0.559	0.778
CH31	12.630	8.043	0.551	0.781
CH32	12.590	7.890	0.580	0.772
7. Work Motivation (DL): Cronbach's alpha = 0.783				
DL2	3.595	0.514	0.645	-
DL1	3.925	0.562	0.645	-
DL3	3.800	0.550	0.650	

4.2. Exploratory Factor Analysis (EFA)

Independent Variables

In the first run, the EFA extracted six factors from the original observed variables. The Kaiser-Meyer-Olkin (KMO) measure was 0.755, indicating a satisfactory sampling adequacy (threshold > 0.5). The Bartlett's Test of Sphericity was significant (Sig. = 0.000), confirming that correlations among variables were sufficient for factor analysis.

The total variance explained by the extracted factors was

59.465%, suggesting that these factors captured a substantial portion of the original data's information.

However, one item - BT20 - had a factor loading below 0.3 and showed low discriminant validity across factors. Based on criteria by Hair *et al*. (1998) [8] and Jabnoun & Al-Tamimi (2003) [10], this item was removed in subsequent analysis to improve model quality.

After excluding BT20, a second EFA was performed. The results indicated improved model performance:

- KMO = 0.762
- Bartlett's Test Sig. = 0.000
- Total Variance Explained = 56.953%
- Eigenvalue (lowest retained) = 1.530

All retained items loaded strongly (> 0.6) onto their respective factors, showing clear structure and alignment with theoretical expectations. According to Gerbing and Anderson (1988), both statistical validity and theoretical coherence are necessary conditions for EFA success, which were met in this case.

Table 4: Exploratory factor analysis of independent variables

Factor						
	1	**2**	**3**	**4**	**5**	**6**
	MT	**LD**	**LT**	**BT**	**HD**	**CH**
LT17	0.794					
LT13	0.792					
LT15	0.751					
LT16	0.750					
LT14	0.659					
MT6		0.787				
MT2		0.781				
MT5		0.766				
MT4		0.764				
MT3		0.652				
LD12			0.742			
LD8			0.739			
LD11			0.715			
LD7			0.695			
LD10			0.650			
LD9			0.642			
CH28				0.826		
CH32				0.722		
CH30				0.694		
	1	**2**	**3**	**4**	**5**	**6**
	MT	**LD**	**LT**	**BT**	**HD**	**CH**
CH31				0.670		
CH29				0.667		
HD27					0.815	
HD25					0.756	
HD24					0.663	
HD26					0.654	
HD23					0.647	
BT18						0.848
BT19						0.768
BT21						0.721
BT22						0.669
Test Indicators						
Kaiser-Meyer-Olkin (KMO) Value						0.7620
Significance Level (Bartlett's Test of Sphericity)						0.0000
Total Variance Explained						56.953
Eigenvalue(s)						1.5300

Note: Extraction method - Principal Axis Factoring (Exploratory Factor Analysis); Rotation method - Orthogonal Varimax Rotation with Kaiser Normalization.

Dependent Variables

The EFA results indicated that a single factor was extracted from the three observed variables DL1, DL2, and DL3. All three items demonstrated strong and consistent factor loadings. This confirms that all items contribute significantly to the underlying construct of Work Motivation (Table 5).

Table 5: Factor analysis results for the Work motivation component

Factor	
	Work Motivation
DL2	0.907
DL1	0.907
DL3	0.900
Test Indicators	
Kaiser-Meyer-Olkin (KMO) Value	0.500
Significance Level (Bartlett's Test of Sphericity)	0.000
Total Variance Explained	82.230
Eigenvalue(s)	1.645

Rotation method - Orthogonal Varimax with Kaiser Normalization.

4.3. Regression Analysis

Following the reliability and validity assessments of the official scales, a multivariate regression analysis was conducted to evaluate the influence of each independent factor on the dependent variable: Work Motivation (DL).

Table 6: Regression Results Overview

Hypothesis	**Expected Sign**	**Regression Coefficient (β)**	**Sig. Value**	**Conclusion**
H1: MT → DL	Positive	0.372	0.000	Accepted
H2: LD → DL	Positive	0.242	0.000	Accepted
H3: LT → DL	Positive	0.191	0.000	Accepted
H4: BT → DL	Positive	0.257	0.000	Accepted
H5: HD → DL	Positive	0.271	0.000	Accepted
H6: CH → DL	Positive	0.182	0.001	Accepted

Model statistics

- R-squared (R^2) = 0.569
- Adjusted R^2 = 0.555
- F-statistic (Sig.) = 0.000

These values indicate that the model explains approximately 57% of the variance in employee motivation, which is strong for behavioral research. All hypotheses H1 to H6 were supported, with all factors having a statistically significant positive effect.

- Work Environment (MT) had the strongest impact (β = 0.372), highlighting the critical role of physical conditions, workspace, and collaboration in motivating employees.
- Supervisor/Leadership (LD) (β = 0.242) significantly influenced motivation, emphasizing the value of supportive, fair, and communicative leadership.
- Job Attractiveness (HD) (β = 0.271) and Job Placement (BT) (β = 0.257) also had notable effects, suggesting that task alignment, autonomy, and job engagement enhance intrinsic motivation.

- Salary and Benefits (LT) (β = 0.191) showed a moderate but significant role, confirming that financial incentives, while not the most influential, remain essential.
- Career Development (CH) (β = 0.182) contributed positively, reinforcing the importance of clear advancement opportunities in sustaining long-term motivation.

4.4. Discussion of Research Findings

This study examined how six independent factors affect employee motivation (DL) at the Vietnam Television Center. The factors include Work Environment (MT), Supervisor/Leadership (LD), Salary and Benefits (LT), Job Placement (BT), Job Attractiveness (HD), and Career Development (CH).

- Work Environment (MT) had the strongest impact (β = 0.372), consistent with Wiley (1997) [25] and Tan & Waheed (2011) [22]. A safe, well-equipped, and collaborative environment boosts motivation. Organizations should prioritize improving workplace infrastructure and team spirit.
- Job Attractiveness (HD) ranked second (β = 0.271). When work aligns with employees' interests and offers appropriate challenge, it enhances intrinsic motivation. Brooks (2007) [4] emphasizes that meaningful and stimulating tasks foster creativity and drive.
- Job Placement (BT) showed a significant effect (β = 0.257). Clear and suitable task assignments based on individual capabilities improve motivation. Boeve (2007) [3] supports this, noting that role alignment helps employees perform at their best.
- Supervisor/Leadership (LD) had a strong influence (β = 0.242). Fairness, support, and encouragement from leaders are key motivators. This aligns with findings by Shaemi *et al*. (2012) [20], who highlight leadership as crucial in enabling effective work environments.
- Salary and Benefits (LT) had a moderate impact (β = 0.191). Although not the top factor, fair and timely compensation remains essential. Kukanja & Planinc (2012) [12] stress that reward systems must reflect employees' contributions to sustain motivation.
- Career Development (CH) had the smallest but still significant effect (β = 0.182). Transparent promotion paths and growth opportunities enhance motivation and commitment. This is supported by Trang (2013) [23], who noted that development prospects encourage long-term engagement.

5. Conclusion

This study provides meaningful insights into the key elements that drive employee motivation at the organization. Based on 200 valid responses, the research applied statistical tools such as Cronbach's Alpha, Exploratory Factor Analysis (EFA), and Multiple Linear Regression (OLS) to assess the relationships between independent variables and work motivation.

The regression analysis confirmed that all six independent factors positively and significantly affect employee motivation. Among them, the work environment (MT) emerged as the most influential factor (standardized coefficient β = 0.372), followed by the inherent attractiveness of the job (HD), job arrangement and assignment (BT), leadership (LD), salary and benefits (LT), and finally, career development opportunities (CH), which, although the least influential, still had a meaningful impact (β = 0.182). These findings underscore the importance of strategic human resource management, particularly in fostering a supportive work environment, fair compensation policies, and opportunities for growth, essential elements for enhancing motivation and organizational commitment, especially in the fast-evolving and creative media sector.

The study proposes several actionable recommendations based on the findings. Organizations should focus on improving the quality of the work environment by investing in facilities, ensuring workplace safety, and encouraging collaboration among employees. Job design should emphasize creativity, autonomy, and alignment with employee strengths to increase interest and engagement. While not the top driver, salary and benefits remain a critical motivator, requiring transparent and competitive compensation systems. Lastly, organizations should clearly define promotion criteria and provide professional development programs, enabling employees to see long-term value and growth within the organization.

Despite its valuable contributions, the study has limitations. First, it focuses solely on one branch of the Vietnam Television Center, thus limiting generalizability to the broader organization or the media industry. Second, the sample characteristics and size may not fully represent the entire workforce. Third, the exclusive use of quantitative surveys may limit depth and contextual understanding.

Future research should expand to multiple branches or media organizations to enhance external validity. It should also consider mixed-method approaches by integrating qualitative interviews to enrich the findings. Additional variables such as organizational culture, emerging technologies (e.g., AI and Big Data), and structural design could be explored to deepen understanding of motivational dynamics. Longitudinal studies are also recommended to track changes in work motivation over time and to assess the effectiveness of newly implemented HR policies.

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