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Assessing the reliability for determinants affecting employee job motivation and loyalty at enterprises in dong nai province

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Abstract

The issue of creating work motivation for human resources in general and employees in an organization, in particular, has been studied by many scientists. Job motivation is the application of a system of policies, measures, and management methods to employees to make employees motivated at motivate them to be more satisfied with their work and want to contribute to the organization and business. So how to keep them and prevent them from leaving because they are always loyal to the organization. The research explores the factors affecting employees' loyalty at enterprises in Dong Nai province which had implemented from June 2021 to November 2021. The results showed five elements, including relationships in the organization; fascinating job; salary, bonus, and benefits; training and promotion, and performance evaluation, affect employee loyalty at enterprises in Dong Nai province with 5% significance. Since then, the author has given several recommendations to attract and retain talented people in the enterprise.

Keywords: Employee, motivation, loyalty, enterprise, and DNU

Introduction

When job satisfaction had achieved, employees will be more motivated to work, leading to higher work performance and efficiency. Voluntary work motivation depends mainly on the employees themselves. Employees often actively work when they do not feel any pressure or pressure when they are allowed to work independently. They actively and voluntarily can achieve the best labor productivity by Aon H. (2016) ^[1]. Therefore, the goal of leaders and managers is to create motivation so that employees can work with the highest efficiency to serve the organization. To motivate employees to work, leaders and managers need to determine what goals employees work to achieve, promoting labor motivation and creating motivation for employees. The main objectives of the employee are: Firstly, income, this is the most crucial goal to make employees work because revenue helps workers to cover their own and their families lives, ensure their survival and development. Second, the opportunity for training and personal development. This factor is employees want to improve themselves through training, development, and social and cultural activities. This goal is enhanced, more focused when the employees have enough income to ensure their lives. Third, the working environment needs to participate in social activities to assert itself. When the author had met the above two goals, employees paid more attention to the need to satisfy social activities. Fourth, the relationship between colleagues and superiors.

Leaders and managers must create favorable conditions to help employees see that their work is suitable for their expertise and skills and can help them develop in their work career and future. At the same time, it makes employees feel that they are an important "link, an element" of the organization. Leaders and managers should "pull" all their employees into all organization's critical activities. Then they will love the organization and work harder. The study of the model of factors affecting the motivation and loyalty of employees plays a significant role and will be applicable in practice. The author chooses the topic from the factors mentioned: assessing the reliability for determinants affecting employee motivation and loyalty at enterprises in Dong Nai province such as paper.

Literature review

Loyalty (Loy)

Employee loyalty and efforts are topics of interest to many national and international scholars.

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Research on employee loyalty to enterprises is the study of employees' attitudes and behavior and the relationship between the employee's behavior and attitude. According to Kali G. M. (2019) ^[10], the author had expressed loyalty in the employee's intention to stay with the organization for a long time, even when receiving more attractive salaries from other organizations. Therefore, the fundamental theory to study employee loyalty to the enterprise is the theory of organizational behavior by Threeman R. B. (2020) ^[19]. According to Simons T. (2018) ^[13], the employee's loyalty can be considered a job motivation attitude and a sense of loyalty and trust with the enterprise. When the attitude and sense of loyalty and trust are enhanced, the commitment to the organization will be higher, reducing the stress and pressure at work. Increasing motivation, confidence with the organization, and predisposition direction of disorganization are lower with different views and concepts about the loyalty of researchers so that each study has various components to measure employee loyalty to the organization.

Motivation (Mot)

Encourage employees to increase the efficiency of human resource management in the enterprise. Research on factors affecting work motivation will allow managers to determine which factors strongly impact employees' work motivation, creating a premise for building an incentive mechanism. Managers want to motivate their employees. According to Sundaray K. B. (2017) ^[15], the satisfaction of individual needs begins with the lowest requirements. The softer conditions are satisfied, then the upper needs appear. The manager must first understand where that employee is in the hierarchy of needs and then orientate them to fulfill that need. Motivational policies achieve the highest results. According to Rajeh M. (2019) ^[12], job motivation is the degree to which employees feel and have a positive orientation to employment in the organization or the emotional response of a person due to comparing the actual results that the person has achieved with what they want, predict and deserve. When the employee feels happy and happy at work, we can say they are satisfied with the job. In general, the employees' job motivation is understood as their state of motivation, favorite feelings, passion, and work through different evaluation criteria of each individual. Motivation with employees' jobs had conceptualized and measured in both aspects: general motivation with the job and motivation according to job elements. General motivation expresses a shared emotion across all component aspects of Slovenia K, and Trump J. (2017) ^[14].

Leadership (Lea)

Leadership is the process of influencing people to work voluntarily for the common goals of an organization or business. The role of a leader is not to stand behind to urge employees but to motivate, encourage, orient, and support employees to achieve the set goals. In this study, the leading factor is the employee's immediate boss. Leadership brings motivation and trust to employees through communication, care, pay attention to their subordinate workers by Oshagbami T. (2018) ^[11]. In addition, leadership protects employees when necessary, demonstrating leadership, expertise, and freedom of work for subordinates by Groothoff J. W. (2018) ^[6]. In addition, employees' motivation and confidence in leadership is also through fair

treatment, sincere recognition, and trust in their abilities and abilities through employees' contributions.

Relationship (Rel)

The relationship with colleagues in the office environment is always one of the issues that many people are concerned about today. Good relationships with colleagues significantly influence each individual's work results. According to Gautam M. K. (2016) ^[5], the relationship with colleagues shows that superiors often motivate and motivate employees to work to create a friendly feeling between managers and employees. As a target to strive, employees strive to work harder to match the attention and help of my superiors. Therefore, the support and service from colleagues when needed to employees also plays an important role. Employees will see superiors as relatives. When they find a comfortable, friendly work or the relationship between employees is always relaxed and open, they will coordinate well at work by Tan T. (2019) ^[16].

Working conditions (Wor)

Today, with the development of the social economy, besides retaining employees with good income and benefits, working environment conditions are also one of the reasons for employees to stick around for a long time and business. According to Entonic J. A. and Tony B. (2018) ^[3], Working conditions are always concerned because working conditions are related to personal convenience. Still, at the same time, it is also a factor that helps employees fulfill their tasks. Workers do not like to work in dangerous, unfavorable, and inconvenient places. Temperature, light, noise, and other environmental factors should be appropriate. Furthermore, many workers like to work mentally, with clean, modern working facilities and suitable facilities. This study considers the working conditions, including good workplace facilities, safe working spaces, and fully equipped staff by Gadzirayi C. T. (2019) ^[4].

Income (Inc)

In the context of the increasingly developed society, workers' living standards are increasingly improving, so the consumption demand in the community also increases accordingly. Workers are paid and spend most of their wages on consumption. Most employees rely on a monthly salary to pay for their living expenses, but employees' salaries sometimes cannot guarantee living expenses. According to Arnolds C. A. (2017) ^[2], income is the employee's remuneration from their job at the enterprise. In this study, income is understood as the income that employees get from salaries, allowances, bonuses, and benefits that must be commensurate with the employee's capacity and effort to contribute. If the income is inadequate, it can create demotivation, reduce the income work effort and reduce motivation for employees. But suppose managers know how to please employees by paying fair wages, matching the employee's performance and the actual capabilities of the employee. With the staff, the staff will make more effort at work. In that case, it may increase the engagement with the organization by Hooi L. W. (2019) ^[2].

Training and promotion opportunities (Tra)

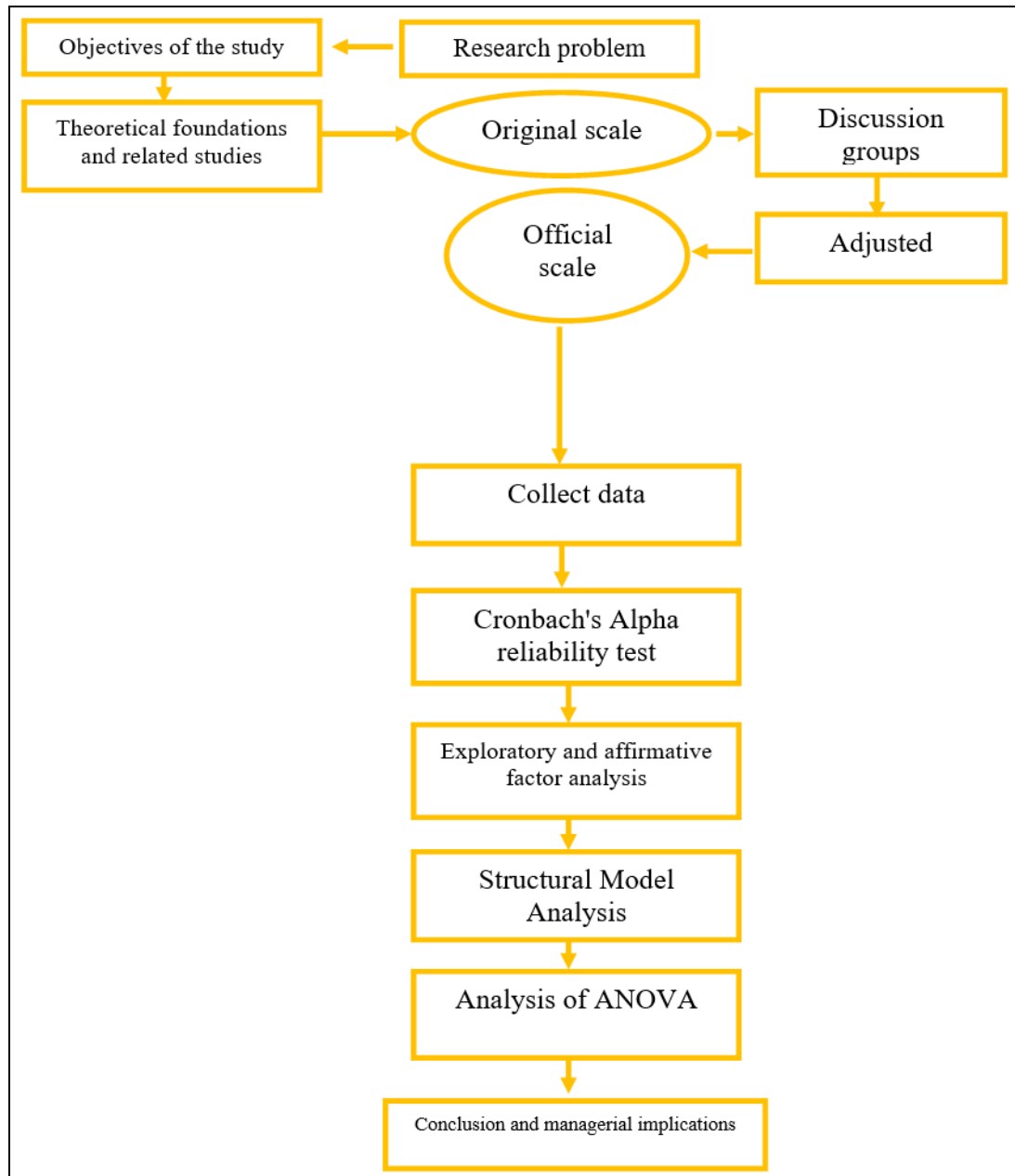
With the play developed quickly prompt the foundation of health and the technology as the current date, special is

under the background 4.0. Virtually all businesses now are likely newcomer assessment location knowledge and improve high technical performance by Thiu R. K (2019)^[18]. Look at seeing these businesses now pay importance to education created and play development staff members collected on the high and considerably more. According to Jungran K. (2018)^[9], training and advancement opportunities in the job have grown. It is a factor creating cohesion with the organization. Therefore, this factor should be considered a factor that made motivation at the level height. Training is the process of learning the skills needed

to serve a particular job. Promotion is the move to a higher position in the working system of the employee. In this topic, training and promotion had grouped in the same factor due to their common cause and effect relationship by Tarvin M. K. (2017)^[17].

Methods of research

The research method of the topic is a combination of qualitative research methods and quantitative research methods.



Source: The author proposed

Fig 1: The research process for assessing the reliability for determinants affecting employee motivation and loyalty

Phase 1: the author applied the qualitative research: Overview of theoretical bases and related studies to provide research models and design initial scales to identify factors influencing loyalty through the motivation of employees at enterprises in Dong Nai province. Next, the author conducted group discussions with 15 managers with extensive experience in human resource management to

explore factors to evaluate faculty loyalty and motivation. Based on the results of qualitative research, the author adjusted the model and scale to suit the research context by Hair, J., Anderson, R., Tatham, R., & Black, W. (2010)^[7]. Phase 2: the author applied quantitative research: Data for this method had collected through survey questionnaires. The quantitative study had performed with an expected

sample size of $n = 450$ employees who have been working for enterprises in Dong Nai province, selected by the convenient sampling method, but 425 samples were processed. Data collection had done through direct interviews with questionnaires designed based on the results of qualitative research. The data collected from the survey had used by the author using SPSS software to test the reliability of the scales by Cronbach's Alpha's confidence coefficient, EFA discovery factor analysis, confirmation factor analysis.

Questionnaires with observed variables had measured using a 5-point Likert scale: one strongly disagreed, and five strongly agreed. The author surveyed 450 employees who

have been working for enterprises in Dong Nai province. The data collection time is from June 2021 to November 2021. According to the conventional method by Hair, J., Anderson, R., Tatham, R., & Black, W. (2010)^[7]. Besides, the author collected data processed through SPSS 20.0 software with descriptive statistical tools, scale testing with Cronbach's Alpha, Cronbach's alpha is the most common measure of internal consistency. Having multiple Likert questions in a survey/questionnaire form a scale, and the author wanted to confirm the view that the scale has reliable or not. Finally, the author had conclusions and managerial implications by Hair, J., Anderson, R., Tatham, R., & Black, W. (2010)^[7].

Research results

Table 1: Testing of Cronbach's alpha for job motivation

| Items | | Cronbach's alpha |
|-------------------------|---|------------------|
| Motivation (Mot) | | 0.837 |
| Mot1 | Employees feel good about telling others about the organization | 0.798 |
| Mot2 | Employees feel interested in the current job | 0.773 |
| Mot3 | Employees think that work is meaningful | 0.822 |
| Mot4 | Employees feel that they will work at the enterprise for the long run | 0.774 |

Source: Data processed by SPSS 20.0

Table 1 shows that all Cronbach's Alpha values of the research components meet this technique's requirements. Specifically, Cronbach's Alpha value of motivation is more than 0.6. Work motivation is a complicated concept to grasp and define precisely. Work motivation is still a topic that

appears a lot in the research on employee behavior in the organization. Work motivation is the voluntary work, desire, and effort to work that helps employees achieve personal goals following the organization's goals.

Table 2: Testing of Cronbach's alpha for employees' loyalty

| Items | | Cronbach's alpha |
|---------------------------------|---|------------------|
| Employees' loyalty (Loy) | | 0.939 |
| Loy1 | The employee will stay with the team despite the changes or better opportunities | 0.918 |
| Loy2 | The employee is willing and able to dedicate yourself to the organization for a long time | 0.913 |
| Loy3 | The employee believes this is the best place to work for you | 0.935 |
| Loy4 | Because of the organization, the employee is willing to do more than what is required | 0.913 |

Source: Data processed by SPSS 20.0

Table 2 shows the scale reliability for employees' loyalty at enterprises in Dong Nai province. Cronbach's Alpha values are more than 0.6.

Table 3: Testing of Cronbach's alpha for factors affecting job motivation and employees' loyalty

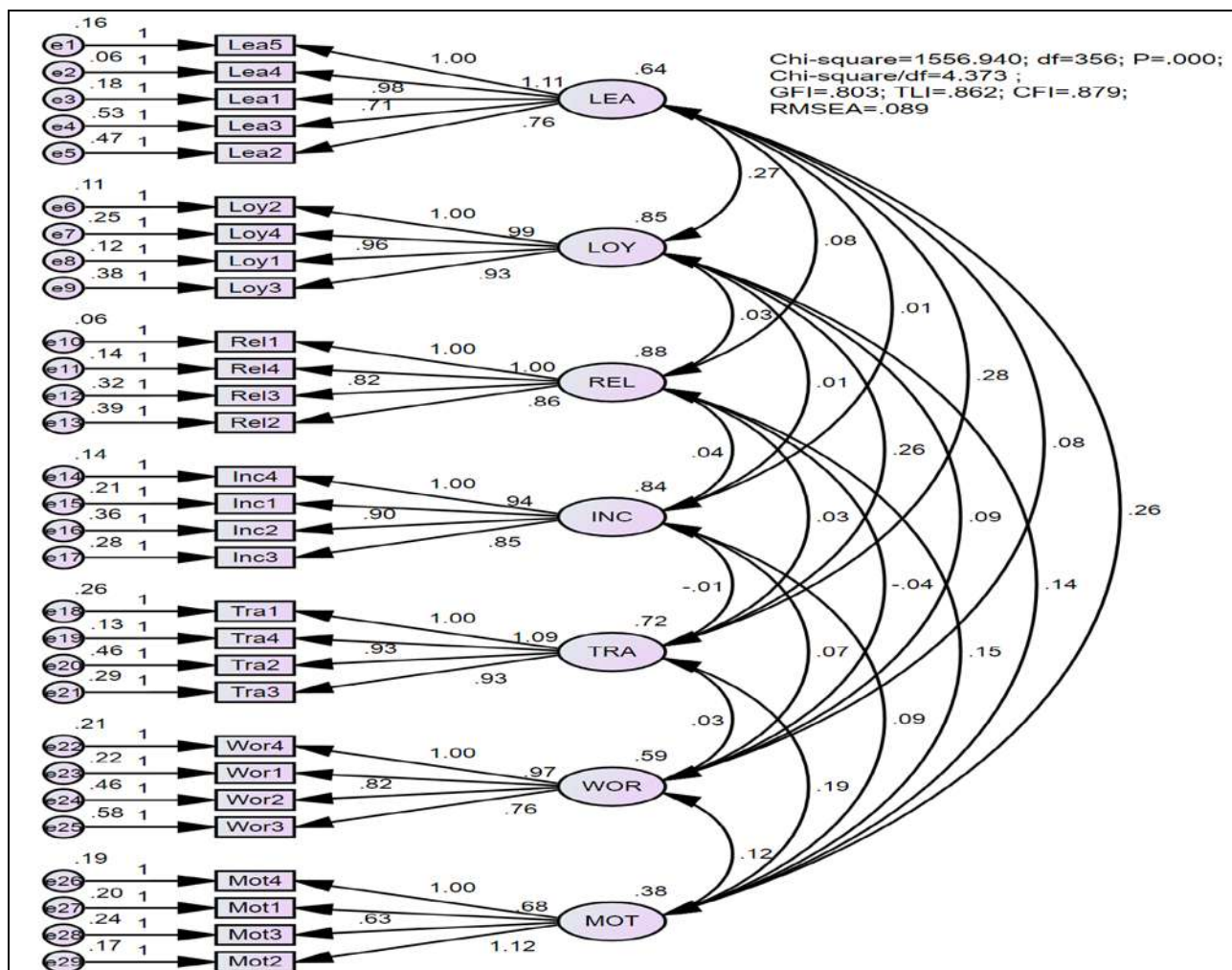
| No. | Items | Cronbach's alpha |
|--|--|------------------|
| 1. Leadership (Lea) | | 0.914 |
| Lea1 | At enterprise, leaders have timely attention, support, and help when employees encounter complex problems | 0.883 |
| Lea2 | At enterprise, leaders always listen to employees' points of view | 0.900 |
| Lea3 | At enterprise, skillful and tactful leadership when criticizing employees | 0.909 |
| Lea4 | At enterprise, workers are treated fairly and comfortably when communicating with superiors | 0.883 |
| Lea5 | At enterprise, employees are respected and trusted by the leaders in their work | 0.896 |
| 2. Relationship with colleagues (Rel) | | 0.928 |
| Rel1 | Employee has good relationship with colleagues is respected | 0.883 |
| Rel2 | Relations in the organization are amicable and close to each other at work | 0.926 |
| Rel3 | The employee has good colleagues in the organization support and often help to deal with problems when facing difficulties | 0.921 |
| Rel4 | The employee has good colleagues share ideas to improve work and quality of life | 0.894 |
| 3. Working conditions (Wor) | | 0.841 |
| Wor1 | The employee has suitable Fully equipped with equipment and working tools for employees | 0.795 |
| Wor2 | The organization is always interested in a clean and calm working environment | 0.794 |
| Wor3 | The organization is thrilled and friendly to build a colleague culture | 0.824 |
| Wor4 | The employee has good working time and rest time of employees regulated | 0.784 |
| 4. Income (Inc) | | 0.919 |

| | | |
|--|--|--------------|
| Inc1 | The employee has a good salary is commensurate with the nature of the work and the capacity of the employee | 0.889 |
| Inc2 | The organization that pays the wages to the workers distributed relatively and reasonably | 0.909 |
| Inc3 | The organization ensures income for workers to ensure life | 0.905 |
| Inc4 | The employee has good organize the implementation of the reward policy in a timely, transparent, and reasonable manner | 0.877 |
| 5. Training and promotion opportunities (Tra) | | 0.907 |
| Tra1 | Employees focused on training and career development at enterprise | 0.873 |
| Tra2 | Employees are always facilitated for learning and improving their working knowledge and skills at enterprise | 0.904 |
| Tra3 | Employees are entitled to policies of professional capacity development at enterprise | 0.888 |
| Tra4 | Employees have many development opportunities at work at the enterprise | 0.855 |

Source: Data processed by SPSS 20.0

Table 3 showed that all of (1) Leadership, (2) Relationships with colleagues; (3) Working conditions; (4) Income, (5)

Training and promotion opportunities. Cronbach's alpha is higher than 0.6.



Source: Data processed by SPSS 20.0 and Amos

Fig 1: Testing CFA for factors affecting job motivation and employees' loyalty

Figure 1 showed that the assessment of the CFA for factors affecting job motivation and employees' loyalty includes the following elements: CMIN/DF = 4.373 (<5.0), GFI = 0.803 (>0.8), TLI = 0.862 (>0.8) and CFI = 0.879 (> 0.8).

Conclusions and managerial implications

Conclusions

Through the analysis of domestic and foreign studies on work motivation and factors affecting work motivation, the study has systematized five factors related to the encouragement and loyalty of employees. This study provides essential arguments for developing policies to

encourage and motivate employees to work hard, especially for salespeople at supermarkets. Always under a lot of pressure due to frequent contact with customers. The author will announce the extent and direction of these factors on the work motivation of sales staff at supermarkets. The following study research results had based on survey results from 450 employees at enterprises in Dong Nai province. After evaluating the scale's reliability through Cronbach's alpha coefficients and confirmation factor analysis. The results show that five factors positively related to motivation and loyalty at enterprises in Dong Nai province with the significance level of 1%. Five factors include leadership,

relationship with colleagues, working conditions, training and promotion opportunities, and income.

In addition, the results are also scientific evidence and essential for researchers and workers policy-makers at enterprises in Dong Nai province to apply research results for development. Development of human resources in the future. With the research objectives outlined above, the author proposes governance implications for the leaders of enterprises in Dong Nai province. The impact of management values is arranged from high to low, decreasing according to the degree of influence below. Based on the research results, the author proposes six governance implications that contribute to improving loyalty to the organization through the motivation of employees at Enterprises in Dong Nai province. In the coming time. The paper contributes a new study on the factors affecting work motivation and employee loyalty in enterprises in Dong Nai province as a reference for other academic studies in the field of human resource management

Managerial implications

To increase staff work performance and work effort in the context of integration had the competition for human resources with domestic and foreign enterprises, salary is not the main factor. The most crucial factor is the attractiveness-opportunities for career advancement and adequate facilities and working conditions for employees. Working environment factors and leadership style also need to be noted and improved.

However, to retain employees and avoid "brain drain," the salary-benefit factor plays the most important role, followed by attractiveness-promotion opportunities at work, working conditions, environment, leadership, and training. Some tools in each element that businesses can consider are Salary-benefits: In addition to ensuring a high salary, companies need to ensure that wages are paid relatively, commensurate with the level of contribution, and have activities that care for employees. For the nature and promotion of the job, the enterprise needs to ensure the arrangement of the right people and the right jobs; have appropriate tools to evaluate job performance, arrange challenging and creative jobs if possible, and clearly state the necessary conditions for employees. Regarding the environment and working atmosphere at enterprises which need to ensure a polite and gentle working atmosphere; fair treatment, creating a sense of mutual trust at work; ensure prompt and timely working style. Regarding working conditions, including computers, internet connection, that play a vital role at businesses need to provide the requirements for machinery and equipment to promote their work role of human resources. Training and leadership tools are not crucial for employees in Dong Nai province, possibly because workers in this field value getting the right job through work rather than private training. Therefore, they generally do not need someone to "handle the work" but can operate relatively independently when assigned work with precise quality and schedule requirements.

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