DETERMINANTS OF WORKING MOTIVATION AND LOYALTY OF WORKERS: A CASE STUDY OF ENTERPRISES IN DONG NAI PROVINCE

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Purpose: The article aims to determine factors affecting employees' work motivation and loyalty in enterprises in Dong Nai province.

Theoretical framework: Research theory on work motivation and employee loyalty. Work motivation is the motivation of people to work enthusiastically, helping them promote their inner potential and overcome challenges and difficulties to complete the work in the best way.

Design/Methodology/Approach: The research method of this study is a combination of qualitative research methods and quantitative research methods. Qualitative research: group discussions were conducted with 30 business experts with extensive experience in human resource management and longtime business directors in Dong Nai. Quantitative analysis was carried out with an expected sample size of 1000 enterprises in enterprises, selected by convenient sampling method.

Findings: The study contributes to a new survey of the factors affecting the work motivation and loyalty of employees in enterprises in Dong Nai province as a reference for academic studies and other in the field of human resource management.

Research, practical & social implications: The research results of the research paper serve as a scientific basis for business leaders in Dong Nai province to propose reasonable policies to improve employees' work motivation and loyalty at enterprises in Dong Nai province.

Originality/Value: The paper's originality and value help managers contribute to the study to add a suitable work motivation and loyalty model for today's Vietnamese business leaders.

DETERMINANTES DA MOTIVAÇÃO NO TRABALHO E LEALDADE DOS TRABALHADORES: UM ESTUDO DE CASO DE EMPRESAS NA PROVÍNCIA DE DONG NAI

RESUMO

Objetivo: O artigo tem como objetivo determinar os fatores que afetam a motivação e a lealdade no trabalho dos funcionários em empresas da província de Dong Nai.

Enquadramento teórico: Teoria de investigação sobre motivação no trabalho e lealdade dos colaboradores. A motivação para o trabalho é a motivação das pessoas para trabalhar com entusiasmo, ajudando-as a promover o seu potencial interior e a superar desafios e dificuldades para concluir o trabalho da melhor forma.

Desenho/Metodologia/Abordagem: O método de pesquisa deste estudo é uma combinação de métodos de pesquisa qualitativos e métodos de pesquisa quantitativos. Pesquisa qualitativa: discussões em grupo foram conduzidas com 30 especialistas em negócios com ampla experiência em gestão de recursos humanos e diretores

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de negócios de longa data em Dong Nai. A análise quantitativa foi realizada com um tamanho de amostra esperado de 1000 empresas em empresas, selecionadas pelo método de amostragem conveniente.

Resultados: O estudo contribui para um novo levantamento dos fatores que afetam a motivação para o trabalho e a lealdade dos funcionários nas empresas da província de Dong Nai como referência para estudos acadêmicos e outros no campo da gestão de recursos humanos.

Implicações de pesquisa, práticas e sociais: Os resultados da pesquisa do trabalho de pesquisa servem como base científica para os líderes empresariais na província de Dong Nai proporem políticas razoáveis para melhorar a motivação e a lealdade no trabalho dos funcionários nas empresas da província de Dong Nai.

Originalidade/Valor: a originalidade e o valor do jornal ajudam os gerentes a contribuir com o estudo para adicionar um modelo adequado de motivação e lealdade no trabalho para os líderes empresariais vietnamitas de hoje.

Palavras-chave: Trabalho, Motivação, Lealdade, Empreendimentos, Salário, Benefícios, Treinamento, Desenvolvimento.

DETERMINANTES DE LA MOTIVACIÓN EN EL TRABAJO Y LEALTAD DE LOS TRABAJADORES: UN ESTUDIO DE CASO DE EMPRESAS EN LA PROVINCIA DE DONG NAI

RESUMEN

Objetivo: El artículo pretende determinar los factores que inciden en la motivación y lealtad de los empleados en el trabajo en las empresas de la provincia de Dong Nai.

Marco teórico: Teoría de la investigación sobre la motivación en el trabajo y la lealtad de los empleados. La motivación laboral es la motivación de las personas para trabajar con entusiasmo, ayudándolas a realizar su potencial interno y a superar desafíos y dificultades para completar el trabajo de la mejor manera.

Diseño/Metodología/Enfoque: El método de investigación de este estudio es una combinación de métodos de investigación cualitativos y métodos de investigación cuantitativos. Investigación cualitativa: Se llevaron a cabo discusiones de grupos focales con 30 expertos en negocios con amplia experiencia en gestión de recursos humanos y directores comerciales de larga data en Dong Nai. El análisis cuantitativo se realizó con un tamaño de muestra esperado de 1000 empresas en empresas, seleccionadas por método de muestreo conveniente.

Resultados: el estudio contribuye a una nueva encuesta sobre los factores que afectan la motivación y la lealtad de los empleados en las empresas de la provincia de Dong Nai como referencia para estudios académicos y de otro tipo en el campo de la gestión de recursos humanos.

Implicaciones sociales, prácticas y de investigación: Los resultados de la investigación del trabajo de investigación sirven como base científica para que los líderes empresariales de la provincia de Dong Nai propongan políticas razonables para mejorar la motivación de los empleados y la lealtad al trabajo en las empresas de la provincia de Dong Nai.

Originalidad/VALOR: la originalidad y el valor del periódico ayudan a los gerentes a contribuir al estudio para agregar un modelo adecuado de motivación y lealtad en el trabajo para los líderes empresariales vietnamitas de hoy.

Palabras clave: Trabajo, Motivación, Lealtad, Empresas, Salario, Beneficios, Capacitación, Desarrollo.

INTRODUCTION

Up to this point, the Covid-19 epidemic has affected many aspects of the province's socio-economic fields, especially deeply affecting businesses (enterprises) and employees. Ensuring social security continues for the management agencies, who need appropriate solutions and support policies to encourage and help enterprises to quickly return to production and trade after the lockdown society, contributing to job creation for employees. Over the years, Vietnamese enterprises have made many significant contributions to the country's economic development: accounting for over 80% of the GDP and creating jobs for about 62% of the

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country's workforce. Enterprises play a massive role in the economic growth of many countries or regions, both in developed and developing countries. Enterprises operating in all fields of the national economy, from industrial production, construction, trade, and services... meet consumers' increasingly diverse and abundant demands.

Besides, in the market economy, competition is a critical issue that is decisive for any business. In the current situation, stemming from the actual competitive case, the question is how companies in Dong Nai province can survive and develop in a harsh and meaningful competitive environment this survival. It is a question with many different answers. However, the answer lies in the competitiveness of each enterprise. Enterprises' role is shown to various degrees in economies with varying development characteristics. But the reality shows that the importance of businesses increases when the scope of activities is expanding.

Dong Nai currently has over 30,000 enterprises (enterprises), of which small and medium enterprises account for over 86%. During the recent Covid-19 Pandemic, enterprises in general, and small and medium-sized enterprises in particular, struggled even more. To promote the development of the business community, the Provincial People's Committee is developing a project to support small and medium-sized enterprises until 2025. The scheme receives comments for completion before submitting them to the Provincial People's Council for consideration and approval at the next meeting.

Enterprises in Dong Nai province not only have a large number but are also a dynamic economic component and increasingly make essential contributions to the province's socio-economic development. Thus, creating work motivation for employees is using measures to stimulate employees to work by allowing them to realize the enterprise's goals. In addition, leaders and managers must build an organization's culture, which is the culture of behavior and communication. Where there is an excellent cultural atmosphere, there will be a high spirit of solidarity, more accessible work, and working with enthusiasm and joy; officers and employees know how to care for each other even in the workplace work and in life.

Evaluating performance seriously is an important human resource management activity and always exists in every organization. Performance evaluation determines the level of work that employees have performed to consider reward or discipline levels, and through the assessment, it also considers the capacity, achievements, and prospects of the employee from which to make relevant personnel decisions (Dangol, 2021; Gupta, 2021). The results also affect each person's emotional psychology, so if the assessment is inaccurate, it can lead to undesirable consequences.

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THEORETICAL FRAMEWORK

Theories of the Working Motivation (DLLV)

Motivation is what drives people to do or not to do something. However, in many kinds of literature on human resource management or organizational behavior, motivation is understood as a person's desire and willingness to achieve a specific goal or outcome. Motivation is the internal factor that stimulates people to work hard in permissible conditions, creating high productivity and efficiency (Denibutun, 2012; Dona & Luque, 2021; Irena, 2012). The motivation to work comes from each person's self. When people are in different positions with different psychological characteristics, there will be other desired goals. Because each person's motivation is extra, experts need different ways of impacting to achieve management goals (Odukah, 2016; Simons, 2018).

Theories of Loyalty (LTT)

Employee loyalty is the willingness to show high effort toward the organization's goals. Loyalty always motivates individuals from within to meet unmet needs. When many personal needs are satisfied according to their ability to make efforts, they become loyal employees, agreeing with the business. Loyalty is also reflected in job satisfaction and is always dedicated to work (Simons, 2018; ShaemiBarzoki et al., 2012; Soomro & Shah, 2019). The loyalty of employees in the enterprise is reflected in the working environment related to the feeling of the working atmosphere, working culture, and working style in the enterprise. Operational conditions include resources and facilities in the enterprise. Besides, promotion is an opportunity for advancement and personal development in the business. Training relates to employees' awareness of training opportunities and individual capacity development. Leadership is concerned with the relationships between employees and immediate superiors, support from managers, leadership style, and leadership's ability to perform administrative functions in the organization (Susanto et al., 2022; Vroom, 1964; Michael & Robyn, 2016; Kovach, 1987).

Factors Affecting Working Motivation and the Loyalty

Salary and benefits (LPL)

Salary and benefits are considered one of the rights of employees under the protection of the law and the state. Compensation help shows that employees receive a salary commensurate with their work results, which ensures their personal life and is rewarded or

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increased when they work a good job. All employees want to be awarded for their contributions or contributions in specific ways. Therefore, improving wages and benefits must be directed toward satisfying the individual needs of workers. If the reward does not create a sense of fairness in the workers, having suitable activities for them is challenging (Massaras et al., 2014; Alderfer, 1969; Edlund & Nilsson, 2013). Based on the above analysis, the authors propose hypotheses H1 and H2:

H1: Salary and benefits have a positive impact on working motivation.
H2: Salary and benefits have a positive impact on loyalty.

Training and development (DTPT)

Human resource training and development is an organized activity carried out over a certain period. This activity aims to improve the staff's professional skills, overcome shortcomings, and improve work productivity. Besides, training and development help employees update new skills and knowledge to successfully apply changes in technology and techniques in the business and help them with the necessary skills for promotion opportunities and replacement for managers. Besides, the expertise required to satisfy training and development needs for employees will stimulate employees to perform their jobs better, achieve more, want to be given more challenging tasks, and have more opportunities for advancement (Harry & Nugroho, 2022; Hitka et al., 2019; Javed et al., 2021). Based on the above analysis, the authors proposed the hypothesis H3 and H4:

H3: Training and development have a positive impact on working motivation.
H4: Training and development have a positive impact on loyalty.

Work environment (MTLV)

The working environment is necessary for employees to complete work quickly and efficiently. The working environment is always a concern for employees because it is related to personal convenience, but at the same time, it is also a factor that helps them complete their tasks well. Workers do not like dangerous, unfavorable, and inconvenient working conditions. Temperature, light, noise, and other working environment factors must be appropriate. The active area of each department should be fully equipped with equipment for the job.

Moreover, many workers prefer to work close to home, with clean, modern working facilities and suitable equipment. The company is fully equipped with facilities for each type of work. The equipment and tools of labor protection are always adequate to ensure the health

and safety of employees when working (Abzari and Sadri, 2011; Naghshbandi et al., 2012; Rainlall, 2004; Ritchie, 2000). Based on the above analysis, the authors propose the hypothesis H5 and H6:

>*H5: Work environment has a positive impact on working motivation.*
>*H6: Work environment has a positive impact on loyalty.*

Evaluation of work results (DGKQ)

Performance appraisal is an important human resource management activity and always exists in every organization. Performance evaluation activities determine the level of work that employees have performed to consider rewards or disciplinary levels, and through the evaluation, also consider each employee's capacity, achievements, and prospects from which to make relevant personnel decisions. The assessment results also affect the emotional psychology of each person, so if the assessment is not accurate, it can lead to undesirable consequences. The job performance evaluation is a systematic and formal assessment of the employee's performance based on comparing actual work results and established standards developed in advance and providing feedback on assessment results. The evaluated work results show recognition of good job completion and honor of contributing to the success of the business (William et al., 1996; Perdhana et al., 2022). Therefore, the first hypothesis that the authors propose for this study is hypothesis H7 and H8 follows:

>*H7: Evaluation of work results have a positive impact on working motivation.*
>*H8: Evaluation of work results have a positive impact on loyalty.*

Support from leaders and colleagues (LDDN)

In the corporate environment, the close relationship with leaders and colleagues is the connecting link that helps employees understand and coordinate smoothly at work. Employees more engaged with their colleagues are more likely to stay at the company for a long time. In addition, the support of leaders and colleagues shows that employees are always respected, trusted, and essential members of the organization. The attention and support of superiors in solving personal problems and difficulties of employees. Colleagues play a crucial role in the work of every employee. When having a good relationship with colleagues, employees will not feel depressed whenever they come to work. It also motivates them to love their work more because these relationships will help encourage them to work together moral, moral

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encouragement when working (Maartje & Jozef, 2021). Based on the above analysis, the authors propose hypotheses H9 and H10 as follows:

H9: Support from leaders and colleagues positively impacts working motivation.

H10: Support from leaders and colleagues has a positive impact on loyalty.

Corporate culture (VHDN)

The corporate culture forms and develops in parallel with the development of enterprises; it is not only a communication culture but also includes core values, rules, regulations, management style, business method, and behavior and attitude of all members of the enterprise. The company has a strong culture and is consistent with the long-term goals and strategies the business has set; it creates employees' pride in the business. Since then, everyone has always lived, strived, and fought hard for the common goal of the enterprise voluntarily, making it easier for leaders to manage the company, making employees comfortable and more proactive in orienting their way of thinking and doing, creating a competitive advantage for businesses (Perdhana et al., 2022; Susanto et al., 2022). With the problems analyzed above, the authors propose the research hypotheses H11 and H12 as follows:

H11: Corporate culture has a positive impact on working motivation.

H12: Corporate culture has a positive impact on loyalty.

Social responsibility (TNXH)

During the Covid-19 Pandemic, the safety or development of each individual is closely linked to the safety of the whole community; Community responsibility and solidarity were activated. Businesses cannot succeed alone when surrounded by failures and argue that companies cannot stand aside in implementing social responsibilities. Businesses must realize that fulfilling corporate social responsibilities are not only an extra job to contribute to the community but must also recognize its role and meaning. It is a strategy to develop and meet the needs of workers in the new era. Because a transformative economy requires businesses to sell products and services, value and responsibility (Perdhana et al., 2022; Susanto et al., 2022). From the theoretical bases of this factor, the authors proposed hypotheses H13 and H14 follows.

H13: Social responsibility has a positive impact on working motivation.

H14: Social responsibility has a positive impact on loyalty.

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Management capacity (NLQT)

The knowledge and experience gained through cultivating and training to successfully complete tasks in management positions. However, the governance capacity is also assessed and recognized by implementing actual activities and required studies. In the knowledge-based economy, enterprises' competition with high-quality human resources has become fiercer than ever. The issue of attracting and retaining talents and bringing out the full potential of employees is a top concern of enterprises (Perdhana et al., 2022; Susanto et al., 2022; Maartje & Jozef, 2021). This inadvertently makes it increasingly difficult for businesses to manage and retain good employees for a long time. From the theoretical bases of this factor, the authors propose hypotheses H15 and H16 as follows:

H15: Social responsibility has a positive impact on working motivation.

H16: Social responsibility has a positive impact on loyalty.

H17: Work motivation has a positive impact on employee loyalty in enterprises in Dong Nai province

RESEARCH METHODS

The research process consists of the following main parts: (1) research procedure, (2) qualitative method, (3) primary quantitative method, and (4) formal quantitative method. Here, the authors use the research process shown through the main stages as follows:

Step 1: Research problem: the authors identified a research problem related to work motivation and employee loyalty.

Step 2: Research objective: the author's group has determined the aim was to evaluate the factors affecting the work motivation and loyalty of employees at enterprises in Dong Nai province, and based on that, the authors propose managerial implications to improve the work motivation and commitment of employees in enterprises in Dong Nai province.

Step 3: Theoretical basis and research related to work motivation and loyalty: the authors continue to refer to related theories and research, and build variables to measure through analysis at home and abroad, specialized books, newspapers, and magazines (Hair et al., 2021).

Step 4: Original scale: In this step, there are two specific tasks: synthesizing the original scales from previous studies and adjusting and supplementing the scale of already-scaled concepts. Building variables of the scale of new ideas included in the model, namely the scale of corporate culture, social responsibility, and governance capacity (Hair et al., 2021).

Step 5: Group discussion of 30 experts: the author group consulted with 30 experts in human resource management and divided into three groups: group 1 is 10 employees who have worked for more than 10 years and have Knowledge and experience in human resource management. Group 2 is 10 deputies, head of the enterprises' human resource management department in Dong Nai province. Group 3 is 10 directors and deputy directors of enterprises in Dong Nai province.

Step 6: Adjust the scale: after consulting 30 experts, the authors adjust the scale to suit the reality of enterprises in Dong Nai province.

Step 7: Official scale: after completing step 6, the authors check the scale information and correct, supplement, and achieve the official ranking. To see if the content is difficult to understand, the author group has a preliminary survey of 15 employees to see how they respond and continue to add and correct, if any.

Step 8: Data collection: After a full scale, before the official investigation, the authors continue to collect data through preliminary quantification. In the primary research, adjust and supplement the original scales and check the correlation of Cronbach's alpha variable, EFA. The actual scale is changed and is called the second adjustment scale, if any. In step 8, the authors conduct preliminary quantitative research using previously built questionnaires sent to each employee. The sample size to collect is n = 200 employees working at enterprises in Dong Nai province.

Step 9: Test the reliability of Cronbach's Alpha, EFA: Preliminary scale assessment by Cronbach's alpha reliability coefficient and EFA analysis on the data collected in step 8. These scales are adjusted through the main techniques: (1) Cronbach's alpha reliability coefficient method and (2) exploratory factor analysis method (EFA), if any. The adjusted scale is evaluated through preliminary quantitative research with a sample of n = 200 workers.

Step 10: Exploratory and confirmatory factor analysis through formal quantification of 1000 employees: the authors continue to collect data: In this step, the authors carry out quantitative legal research with n = 1000 employees at enterprises in Dong Nai province. The survey subjects to collect data are employees working at enterprises in Dong Nai province. The information collection method is a prepared questionnaire sent to each employee working at enterprises in Dong Nai province. Probabilistic charge sampling method, random sampling technique, convenient to evaluate. After the data is collected, it is put into coding, data entry, cleaning, and data analysis with SPSS version 20.0; AMOS software (Hair et al., 2021).

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Step 11: Analysis of the linear structural model (SEM): after evaluating the scale's reliability by Cronbach's alpha, EFA, and CFA based on the data collected in step 10. In this step, the author re-tests the scales' reliability by evaluating Cronbach's alpha, EFA, and CFA coefficients based on the data collected in the official research and finally analyzes the linear structural model (SEM).

Step 12: ANOVA analysis: after the authors determine the standard scale, analyze the SEM structure to test the model and research hypotheses. The SEM structural analysis method is used to test the adaptability of the theoretical model and the research hypotheses built, thereby analyzing the ANOVA according to the employees' demographic information (Hair et al., 2021).

Step 13: Based on model testing results, the authors make conclusions and suggest managerial implications that contribute to improving work motivation and loyalty. The research process detailed in the 13 steps above can be generalized into two detailed contents, including (1) qualitative research methods and (2) qualitative research. The amount used in the study is presented in the next section.

EMPIRICAL RESULT

An Overview of the Socio-economic Situation of Dong Nai Province Over Two Years, 2020-2022

In 2021, the 4th Covid-19 Pandemic will develop very complicatedly, significantly affecting production, business, and social life, disrupting the economy's supply chains, and shrinking the total supply and aggregate demand, severely affecting the production, business and social life of the country in general and Dong Nai province in particular.

In Dong Nai province, the 4th outbreak of the Covid-19 Pandemic at the end of June this year has severely affected all socio-economic activities and people's lives. After nearly 3 months of implementing social distancing According to Directive No. 16/CT-TTg of the Prime Minister and Directive 15/CT-UBND dated July 8, 2021, of the People's Committee of Dong Nai Province. Since the beginning of October 2021, the Covid-19 epidemic in the province of Dong Nai has been controlled, moving to the new normal stage; Most production, business, commercial, hotel, restaurant, service, and entertainment activities have been allowed to resume operations.

Faced with that situation, the Provincial People's Committee has directed all levels and branches to fiercely focus on the whole political system and join forces and consensus, the

entire Party, the people, and the business community to strictly implement the Directives and Resolutions, decisions of the Party and Government. Promote the implementation of measures to prevent the Covid-19 epidemic while stabilizing production and business, adapting safely and flexibly, focusing on epidemic prevention and control, and maintaining production and economic development; Cultural activities culture, society, and social security policies continue to pay attention to implementation, achieving meaningful results. The results achieved in many critical areas are as follows.

Gross domestic product (GRDP) in the province in 2022 (2010 constant price) is estimated at 214,372.92 billion VND, an increase of 2.15% over the same period (not meeting the target set by the Provincial Party Committee's NQR of 8.5%.). Which: Agriculture, forestry, and fishery increased by 3.01%; Industry-construction increased by 3.21%; Services decreased by 1.6% and Product Tax increased by 4.11%. This is the year with the lowest increase compared to previous years. However, in the context that the Covid-19 Pandemic has seriously affected all socio-economic aspects, achieving such growth is an excellent success for Dong Nai in realizing the dual goal of disease prevention and development economic development.

Analysis of Regression Coefficients in the SEM Model

The authors have surveyed 1,000 employees working in enterprises in Dong Nai province. Specifically, the authors surveyed 4 districts: Long Thanh, Nhon Trach, Vinh Cuu, Trang Pump, and Bien Hoa City. Each area has 200 employees working at enterprises in Dong Nai province. However, the data was processed, and only 920 votes were left, corresponding to 920 workers surveyed; due to missing information and 80 invalid votes, the pass rate was 92.0 percent. The following shows the results of some information about employees working at enterprises.

Table 1: Descriptive statistics on demographics

Gender and marital status	Employees	Percent	Valid percent	Cumulative percent
Male	389	42.3	42.3	42.3
Female	531	57.7	57.7	100.0
Total	920	100.0	100.0	
Marital status	Employees	Percent	Valid percent	Cumulative percent
Single	345	37.5	37.5	37.5
Married	575	62.5	62.5	100.0
Total	920	100.0	100.0	

Source: Prepared by the authors (2023)

The results show a gender difference but not much. Table 1 shows that 389 male employees account for 42.3% and 57.7%, respectively. The remaining are female employees

out of 920 valid votes. Table 2 shows that single employees account for 37.5%, respectively 345 people. Next, married workers accounted for 62.5%, equivalent to 575 people. The results show a big difference in marital status but not much.

Table 2: Cronbach's Alpha of factors

Code	Factors	Cronbach's Alpha
LPL	Salary and benefits	0.940
DTPT	Training and developing	0.860
MTLV	Work environment	0.943
DGKQ	Evaluation of work results	0.905
LDDN	Support from leaders and colleagues	0.918
VHDN	Corporate culture	0.875
TNXH	Social responsibility	0.931
NLQT	Management capacity	0.925
DLLV	Working motivation	0.889
LTT	Loyalty	0.833

Source: Prepared by the authors (2023)

Table 2 shows the results of testing 8 factors (independent variables) with 32 variables. The authors do not have any variables, and these variables are used in the entire study. Next, the authors test the scale of work motivation and employee loyalty. This is an essential factor affecting the existence and development of any business.

Work motivation is significant for every business and is considered an essential element in human resource management to encourage people to give their best performance and help achieve the business's goals. A robust positive work motivation will help increase the employee's work efficiency, while a negative basis will reduce their performance. Motivation plays a critical role in a person's life. Whether it's about self-improvement or organizational performance. Motivated workers don't need to be told how to get things done. They take the initiative, are eager to take on additional responsibilities, are innovative, and are always at the forefront.

Table 3: Sample descriptive statistics about dependent factors

Code	Employees	Minimum	Maximum	Mean	Std. Deviation
LPL1	920	1.00	5.00	3.0054	1.02895
LPL2	920	1.00	5.00	3.0663	1.00540
LPL3	920	1.00	5.00	3.0946	0.97676
LPL4	920	1.00	5.00	3.0652	1.01248
DTPT1	920	1.00	5.00	3.3902	0.88200
DTPT2	920	1.00	5.00	3.5152	0.97397
DTPT3	920	1.00	5.00	3.3293	0.98917
DTPT4	920	1.00	5.00	3.3924	0.91615
MTLV1	920	1.00	5.00	3.0076	0.98572
MTLV2	920	1.00	5.00	3.0446	0.98695
MTLV3	920	1.00	5.00	3.0913	0.94709
MTLV4	920	1.00	5.00	3.0620	0.98159

TNXH1	920	1.00	5.00	3.0543	0.99360
TNXH2	920	1.00	5.00	3.0315	1.01248
TNXH3	920	1.00	5.00	2.9946	1.00973
TNXH4	920	1.00	5.00	3.0391	1.00195
NLQT1	920	1.00	5.00	2.4630	0.80176
NLQT2	920	1.00	5.00	2.5446	0.80543
NLQT3	920	1.00	5.00	2.4978	0.78755
NLQT4	920	1.00	5.00	2.4989	0.82797
VHDN1	920	1.00	5.00	2.3565	0.65066
VHDN2	920	1.00	5.00	2.4413	0.66535
VHDN3	920	1.00	5.00	2.4011	0.66385
VHDN4	920	1.00	5.00	2.4696	0.71905
LDDN1	920	1.00	5.00	2.3587	0.65613
LDDN2	920	1.00	5.00	2.4250	0.67347
LDDN3	920	1.00	4.00	2.3891	0.64531
LDDN4	920	1.00	5.00	2.4380	0.70012
LDDN5	920	1.00	5.00	2.4761	0.74748
DGKQ1	920	1.00	5.00	3.3326	0.98643
DGKQ2	920	1.00	5.00	3.3402	0.95521
DGKQ3	920	1.00	5.00	3.2413	1.00944

Source: Prepared by the authors (2023)

Table 3 shows that the number of workers with the lowest answer is 1.0, and the highest is 5.0. There is not much difference between the variables. The mean between the variables is around 3.0 and is less than 1.0 apart. The standard deviation of the data is approximately 1.0.

Table 4: CFA test results for all scales

Indicators	Value	Standard	Result
CMIN/DF	4.710	< 5.0	Good
GFI	0.855	> 0.8	Good
TLI	0.907	> 0.9	Good
CFI	0.919	> 0.9	Good
RMSEA	0.064	< 0.08	Good
Sig value	0.000	< 0.05	Good

Source: Prepared by the authors (2023)

RMSEA is satisfactory. Table 4 shows the model goodness of fit indicators such as chi-square, chi-square adjusted for degrees of freedom (CMIN/df), CFI comparability index, TLI index, and the index. A model is considered appropriate when the chi-squared test has a p-value less than < 0.05. Thus, the above results are consistent with the research data set.

Table 5: Results for testing the structural equation model

The relationship between the factors			Unstandardized Coefficients	Standardized Coefficients	Std. Error	C.R	P-value
DLLV	<---	DTPT	0.133	0.143	0.028	4.784	***
DLLV	<---	DGKQ	0.079	0.052	0.029	2.698	0.007
DLLV	<---	LDDN	0.160	0.104	0.042	3.802	***
DLLV	<---	TNXH	0.496	0.566	0.029	16.996	***
DLLV	<---	MTLV	0.068	0.081	0.024	2.863	0.004
DLLV	<---	LPL	0.087	0.108	0.023	3.787	***
DLLV	<---	NLQT	0.087	0.061	0.031	2.770	0.006

DLLV	<---	VHDN	0.150	0.086	0.048	3.108	0.002
LTT	<---	LDDN	0.095	0.097	0.029	3.327	***
LTT	<---	TNXH	0.187	0.336	0.022	8.410	***
LTT	<---	MTLV	0.053	0.099	0.016	3.266	0.001
LTT	<---	LPL	0.051	0.101	0.015	3.320	***
LTT	<---	NLQT	0.060	0.066	0.021	2.815	0.005
LTT	<---	VHDN	0.114	0.102	0.033	3.445	***
LTT	<---	DTPT	0.063	0.105	0.019	3.365	***
LTT	<---	DGKQ	0.053	0.055	0.020	2.686	0.007
LTT	<---	DLLV	0.211	0.331	0.027	7.935	***

Source: Prepared by the authors (2023)

Table 5 shows that the SEM model test results are satisfactory. The values of the regression coefficients are positive and statistically significant because the column P value is less than 0.05. Column P is the significance level of the relationship of effects from factors. If this value is less than 5%, the hypothesis is accepted. The case ***, as in Table 5, is because this value is less than 0.001, which is better because it is less than 5%. Thus, all hypotheses of the model are accepted at the significance level of 5%.

SEM analysis results for the value are CMIN/DF = 3.730; GFI = 0.883; TLI = 0.931; CFI = 0.942; RMSEA = 0.055. The above results all meet the requirements of CMIN/DF < 5.0; TLI, GFI, and CFI at 0.8 to 0.95; RMSEA ≤ 0.08. Thus, the model fits the data to reality to an acceptable degree. The results of the estimation (normalization) of the main parameters in the research model are presented in table 6.

Table 6: Testing the research model by Bootstrap method

The relationship between the factors			SE	SE-SE	Mean	Bias	SE-Bias
DLLV	<---	DTPT	0.032	0.001	0.132	-0.001	0.001
DLLV	<---	DGKQ	0.033	0.001	0.074	-0.003	0.002
DLLV	<---	LDDN	0.041	0.001	0.154	-0.004	0.005
DLLV	<---	TNXH	0.038	0.001	0.494	-0.002	0.001
DLLV	<---	MTLV	0.024	0.001	0.064	-0.004	0.003
DLLV	<---	LPL	0.022	0.000	0.081	-0.005	0.004
DLLV	<---	NLQT	0.041	0.001	0.073	-0.003	0.003
DLLV	<---	VHDN	0.081	0.002	0.116	-0.004	0.003
LTT	<---	LDDN	0.032	0.001	0.097	-0.002	0.005
LTT	<---	TNXH	0.023	0.001	0.183	-0.004	0.003
LTT	<---	MTLV	0.023	0.001	0.052	-0.001	0.001
LTT	<---	LPL	0.022	0.000	0.047	-0.004	0.003
LTT	<---	NLQT	0.028	0.001	0.059	0.000	0.001
LTT	<---	VHDN	0.065	0.001	0.106	-0.006	0.005
LTT	<---	DTPT	0.019	0.000	0.058	-0.005	0.003
LTT	<---	DGKQ	0.024	0.001	0.044	-0.004	0.003
LTT	<---	DLLV	0.029	0.001	0.213	0.003	0.002

Source: Prepared by the authors (2023)

Table 6 shows satisfactory results of testing the SEM model through estimation by the Bootstrap method with N = 5,000. The values of the regression coefficients are positive and statistically significant due to the column "Bias" minimal. It can be said that the bias is small and statistically significant at the 95% confidence level. Result column C.R < 1.96, infer p-value > 5%, reject Ha, accept H0, conclude non-zero deviation has no statistical significance at 95% confidence level, and thus the authors conclude that the estimated model can be trusted.

After running the SEM model, the authors rely on multivariable linear regression statistics in SPSS for analysis. That is also based on the p-value coefficients to evaluate whether the hypothesis is successful. Thus, the purpose of analyzing the SEM results is mainly to assess the hypothesis, whether it is successful or not, and at the same time to evaluate the strong/weak impact of that relationship. Here are some model results.

The impact of salary and benefits (LPL) on employees' working motivation and loyalty in enterprises in Dong Nai province has a weight of 0.087 with a deviation of 0.023 (p = 0.000). That is, salary and benefits (LPL) positively impact employees' working motivation in enterprises in Dong Nai province. The above results show that hypothesis H1 and H2: Salary and benefits (LPL) has a positive relationship and is accepted by the research data. Thus, this study's results are consistent with those (Perdhana et al., 2022; Susanto et al., 2022).

The impact of training and development (DTPT) on employees' working motivation and loyalty in enterprises in Dong Nai province has a weight of 0.133 with a deviation of 0.028 (p = 0.000). That is, training and development positively impact employees' working motivation in enterprises in Dong Nai province. The above results show that hypothesis H3 and H4: Training and Development (DTPT) has a positive relationship with employees' work motivation and is accepted by the research data. Thus, this study's results are consistent with those (Perdhana et al., 2022; Susanto et al., 2022), arguing that training and development present opportunities for advancement and development in the employee's organization. Training and promotion opportunities relate to employees' perceptions of training, personal development, and organizational advancement opportunities.

The impact of the working environment (MTLV) on employees' working motivation and loyalty in enterprises in Dong Nai province has a weight of 0.068 with a deviation of 0.024 (p = 0.000). That is, the working environment (MTLV) positively impacts the operational motivation of employees in enterprises in Dong Nai province. The above results show that hypotheses H5 and H6: Working environment (MTLV) has a positive relationship with employees' work motivation and is accepted by the research data. Thus, this study's results are

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consistent with those (Kovach, 1987; Simons, 2018; Perdhana et al., 2022; Susanto et al., 2022) said that the working environment represents the issue of safety, hygiene, and working time.

Job performance assessment (DGKQ) positively impacts employees' work motivation in enterprises in Dong Nai province. The impact of job performance assessment (DGKQ) on employees' work motivation and loyalty in enterprises in Dong Nai province has a weight of 0.079 with a deviation of 0.029 (p = 0.000). The above results show that hypotheses H7 and H8: Performance appraisal (DGKQ) has a positive relationship with employee work motivation and is accepted by research data. Thus, the results of this study are consistent with the results argues that performance appraisal represents the recognition of a job well done, a recognition that contributes to the success of the organization (Kovach, 1987; Simons, 2018; Perdhana et al., 2022; Susanto et al., 2022).

The impact of support from leaders and colleagues (LDDN) on employees' work motivation and loyalty in enterprises in Dong Nai province has a weight of 0.160 with a deviation of 0.042 (p = 0.000). That is, the support of leaders and colleagues (LDDN) positively impacts employees' working motivation in enterprises in Dong Nai province. The above results show that hypotheses H9 and H10: Support from leaders and colleagues (LDDN) has a positive relationship with employees' work motivation and is accepted by the research data. Thus, the results of this study are consistent with the results of Hanaysha and Majid (2018); Rajeh (2019); Kovach (1987); Simons (2018), who believes that the support of leaders and colleagues shows that employees are always respected, trusted and an essential member of the organization.

The impact of corporate culture factors on employees' work motivation and loyalty in enterprises in Dong Nai province has a weight of 0.150 with a deviation of 0.048 (p = 0.002). That is, the factor of corporate culture (corporate culture) has a positive impact on the working motivation of employees in enterprises in Dong Nai province. The above results show that the hypothesis H11 and H12: Corporate culture factor has a positive relationship with employees' work motivation and is accepted by the research data. Thus, the results of this study are consistent with the results (Kovach, 1987; Simons, 2018; Perdhana et al., 2022; Susanto et al., 2022) said that the corporate culture factor is an intangible asset of the enterprise, contributing to the great strength of the enterprise. Corporate culture is deeply rooted in trust, so it is essential to implement the organization's goals and tasks.

The impact of the social responsibility (CSR) factor on the working motivation and loyalty of employees in enterprises in Dong Nai province has a weight of 0.496 with a deviation of 0.029 (p = 0.000). That is, the factor of social responsibility (CSR) positively impacts

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employees' working motivation in enterprises in Dong Nai province. The above results show that the hypothesis H13 and H14: Factor of social responsibility has a positive relationship with employees' work motivation and is accepted by the research data. Thus, the results of this study are consistent with the results (Kovach, 1987; Simons, 2018; Perdhana et al., 2022; Susanto et al., 2022), argue that the corporate social responsibility factor contributes to improving the quality, brand value and reputation of enterprises. Social responsibility can help businesses increase brand value and importance significantly. Prestige allows companies to increase revenue and attract partners, investors, and employees.

The impact of the factor of management capacity on the work motivation and loyalty of employees in enterprises in Dong Nai province has a weight of 0.087 with a deviation of 0.031 (p = 0.006). That is, management capacity positively impacts employees' working motivation in enterprises in Dong Nai province. The above results show that the hypothesis H15 and H16: Management capacity has a positive relationship with employees' work motivation and is accepted by the research data. Thus, this study's results are consistent with those (Michael & Robyn, 2016; Gupta, 2021), arguing that business leaders have a strategic vision and create a good working environment for employees. Business leaders always inspire and motivate employees. The impact of the work motivation factor (DLLV) on employee loyalty in enterprises in Dong Nai province has a weight of 0.211 with a deviation of 0.0027 (p = 0.000). That is, work motivation has a positive impact on the loyalty of employees in enterprises in Dong Nai province. The above results show hypothesis H17: Work motivation has a positive relationship with employee loyalty and is accepted by the data.

CONCLUSION

Work motivation is one of the important issues that enterprises should pay the first attention to because it promotes labor productivity, improves the quality of human resources, and connects employees with the company organization. Besides, motivating employees will help motivate employees to work with peace of mind and make the long-term dedication, which is also a decisive factor for the sustainable development of an enterprise. Besides, the linear structural model results show that all eight factors mentioned above positively influence the work motivation and loyalty of employees at enterprises in Dong Nai province with a significance level of 5. %. In addition, the work motivation factor also affects the loyalty of employees. The eight influencing factors include (1) Support from leaders and colleagues, (2) Social responsibility, (3) Working environment, (4) Salary and benefits, (5) Competency

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management, (6) Corporate culture, (7) Training and development, and (8) Performance appraisal. However, the factor of social responsibility, prioritizing implementation due to the standardized estimation coefficient, has the largest value. Finally, the factor evaluating work results is due to the low value of the standardized estimation coefficient, especially when carrying out the managerial implication.

Limitations of the research and suggestions for further study: Firstly, the research paper was only tested with 1,000 representative employees, which is still modest compared to the total number of employees of all enterprises in Dong Nai province. Second, although the study has solved the set research objectives, it still has some limitations, such as the convenient, convenient, and integrated random sampling method. Representative results are also not high. From the study's rules, the study proposes some suggestions for the following topics: Firstly, research on work motivation and employee loyalty needs to be carried out for each specific profession and research object in different regions and localities to improve the applicability of the model image. Second, the following research needs to re-test the components of the model of work motivation and employee loyalty in other spheres of influence or compare with other models of motivation.

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