


MANAGERIAL IMPLICATIONS FOR ENHANCING WORKING MOTIVATION AND LOYALTY OF WORKERS OF ENTERPRISES IN DONG NAI PROVINCE

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| ARTICLE INFO | ABSTRACT |
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| <p>Article history:</p> <p>Received 14 April 2023</p> <p>Accepted 13 July 2023</p> | <p>Purpose: The article aims to assess the factors affecting employees' work motivation and loyalty in enterprises in Dong Nai province. On that basis, the authors propose managerial implications to improve employees' work motivation and loyalty at enterprises in Dong Nai province.</p> |
| <p>Keywords:</p> <p>Working; Motivation; Loyalty; Enterprises; Managerial; Implications; Training; Development.</p> | <p>Theoretical framework: Motivation and loyalty is reflected in the employee's intention to stay with the organization for a long time, even when receiving a more attractive salary offer from other organizations. Work refers to the positive effects of work on each person, related to the challenges at work, the opportunity to develop personal abilities, and the enjoyment of doing the job.</p> <p>Design/Methodology/Approach: Quantitative method was carried out through direct interviews with 1000 workers using a questionnaire designed based on the results of the qualitative research step. The data were processed by SPSS 20.0 and Amos software. The reliability of the scales was tested using Cronbach's Alpha reliability coefficient, EFA exploratory factor analysis, confirmatory factor analysis (CFA), and structural model analysis (SEM) in Dong Nai province from June 2022 to December 2022.</p> |
|  | <p>Findings: The study's contribution is to identify the factors of corporate culture, social responsibility, and management capacity to promote work motivation and employee loyalty.</p> <p>Research, practical & social implications: Classical theories are used to study work motivation, add 3 factors, find out the remaining problems, and propose management implications to improve the work motivation of employees' activities soon.</p> <p>Originality/Value: The results are also scientific evidence and are essential for researchers and policymakers for businesses to apply research results to improve employee motivation and loyalty of employees.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i7.2081</p> |

IMPLICAÇÕES GERENCIAIS PARA AUMENTAR A MOTIVAÇÃO NO TRABALHO E A LEALDADE DOS TRABALHADORES DE EMPRESAS NA PROVÍNCIA DE DONG NAI

RESUMO

Objetivo: O artigo tem como objetivo avaliar os fatores que afetam a motivação e a lealdade no trabalho dos funcionários em empresas da província de Dong Nai. Com base nisso, os autores propõem implicações gerenciais para melhorar a motivação e a lealdade no trabalho dos funcionários nas empresas da província de Dong Nai.

Referencial teórico: A motivação e a lealdade se refletem na intenção do funcionário em permanecer por muito tempo na organização, mesmo recebendo uma oferta salarial mais atrativa de outras organizações. O trabalho

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refere-se aos efeitos positivos do trabalho em cada pessoa, relacionados aos desafios do trabalho, à oportunidade de desenvolver habilidades pessoais e ao prazer de fazer o trabalho.

Desenho/Methodologia/Abordagem: O método quantitativo foi realizado por meio de entrevistas diretas com 1.000 trabalhadores por meio de um questionário elaborado com base nos resultados da etapa de pesquisa qualitativa. Os dados foram processados pelos softwares SPSS 20.0 e Amos. A confiabilidade das escalas foi testada usando o coeficiente de confiabilidade Alpha de Cronbach, análise fatorial exploratória EFA, análise fatorial confirmatória (CFA) e análise de modelo estrutural (SEM) na província de Dong Nai de junho de 2022 a dezembro de 2022.

Resultados: A contribuição do estudo é identificar os fatores de cultura corporativa, responsabilidade social e capacidade de gestão para promover a motivação no trabalho e a lealdade dos funcionários.

Implicações de pesquisa, práticas e sociais: As teorias clássicas são usadas para estudar a motivação no trabalho, adicionar 3 fatores, descobrir os problemas restantes e propor implicações de gerenciamento para melhorar a motivação do trabalho das atividades dos funcionários em breve.

Originalidade/Valor: Os resultados também são evidências científicas e são essenciais para pesquisadores e formuladores de políticas para que as empresas apliquem os resultados da pesquisa para melhorar a motivação e a lealdade dos funcionários.

Palavras-chave: Trabalho, Motivação, Lealdade, Empreendimentos, Gerenciais, Implicações, Treinamento, Desenvolvimento.

IMPPLICACIONES DE LA GESTIÓN PARA AUMENTAR LA MOTIVACIÓN LABORAL Y LA LEALTAD DE LOS TRABAJADORES DE LA EMPRESA EN LA PROVINCIA DE DONG NAI

RESUMEN

Objetivo: El artículo tiene como objetivo evaluar los factores que afectan la motivación y la lealtad de los empleados en el trabajo en las empresas de la provincia de Dong Nai. Sobre esta base, los autores proponen implicaciones gerenciales para mejorar la motivación de los empleados y la lealtad al trabajo en las empresas de la provincia de Dong Nai.

Marco teórico: La motivación y la lealtad se reflejan en la intención del empleado de permanecer en la organización por un tiempo prolongado, incluso recibiendo una oferta salarial más atractiva de otras organizaciones. El trabajo se refiere a los efectos positivos del trabajo en cada persona, relacionados con los desafíos del trabajo, la oportunidad de desarrollar habilidades personales y el placer de hacer el trabajo.

Diseño/Methodología/Aproximación: El método cuantitativo se llevó a cabo a través de entrevistas directas a 1.000 trabajadores a través de un cuestionario elaborado a partir de los resultados de la etapa de investigación cualitativa. Los datos se procesaron con el software SPSS 20.0 y Amos. La confiabilidad de las escalas se probó utilizando el coeficiente de confiabilidad alfa de Cronbach, el análisis factorial exploratorio EFA, el análisis factorial confirmatorio (CFA) y el análisis del modelo estructural (SEM) en la provincia de Dong Nai desde junio de 2022 hasta diciembre de 2022.

Resultados: El aporte del estudio es identificar los factores de la cultura empresarial, la responsabilidad social y la capacidad de gestión para promover la motivación en el trabajo y la fidelización de los empleados.

Implicaciones de investigación, prácticas y sociales: las teorías clásicas se utilizan para estudiar la motivación laboral, agregar 3 factores, descubrir los problemas restantes y proponer implicaciones de gestión para mejorar la motivación laboral de las actividades de los empleados en resumen.

Originalidad/Valor: Los resultados también son evidencia científica y son esenciales para que los investigadores y los responsables políticos de las empresas apliquen los resultados de la investigación para mejorar la motivación y la lealtad de los empleados.

Palabras clave: Trabajo, Motivación, Lealtad, Empresas, Gestión, Implicaciones, Formación, Desarrollo.

INTRODUCTION

By the end of 2021, business registration is estimated at 3,850 newly registered enterprises, up 9.4% over the same period. The total registered capital is estimated at 34,000 billion VND. The province has about 38,000 enterprises with a total registered capital of over

264,000 billion VND. Dong Nai has nearly 33,000 small and medium-sized enterprises with a total registered capital of over 107 thousand billion VND, accounting for over 40% of the total investment capital of the whole society and providing employees with an income of over 21,200 billion VND annually. According to the Provincial People's Committee, in recent years, recognizing the significant role of private enterprises, the State has issued many policies to support and encourage development, including the Law on Support for Small and Medium Enterprises, which took effect in 2018.

However, besides many advantages, enterprises face many difficulties, including production space, capital... These barriers are problems that many enterprises themselves cannot overcome. Vietnam's economy is currently in the current period, and the issue of creating work motivation in labor and work for employees is one of the critical contents of human resource management, motivating employees to work enthusiastically to improve their performance. High labor productivity is a decisive factor for the success of each agency and unit in successfully implementing the set goals and tasks (Harry & Nugroho, 2022; Kunz, 2021).

There are many different conceptions of employee motivation, but the most commonalities are employees' willingness, effort, passion for work, and voluntariness towards a specific goal, the result of the organization, and the employees themselves. Working motivation motivates people to work enthusiastically, helping them to promote their inner potential, overcome challenges and difficulties, and complete the work best. Motivation explains why a person acts when he or she goes to work without coercion, then they can do more than their superiors expect.

Work motivation depends mainly on the employees themselves; employees often actively work enthusiastically when they do not feel any pressure or pressure. When actively and voluntarily working, they can achieve the best labor productivity. Therefore, leaders and managers aim to create motivation so employees can work efficiently to serve the organization. To begin work motivation for employees, leaders, and managers need to find out what goals employees work to achieve, thereby promoting labor motivation and creating the basis for employees (Puriwat & Tripopsakul, 2021; Soomro & Shah, 2019).

Governance is reflected in working together and through individuals, groups, and other resources. Management is challenged and evaluated by achieving goals through organization and execution of various skills. First, experts need to have the management capabilities of leaders, such as understanding a specific knowledge of the legal and tax system in business,

marketing, corporate finance, production lines, and technology... This is a factor affecting the motivation of employees and the cooperation and participation of people in the operation process. In particular, one of the fundamental values is respecting people, creating conditions for members to fully develop materially and spiritually. Thus, the authors had managerial implications for enhancing the working motivation and loyalty of workers of enterprises in Dong Nai province.

THEORETICAL FRAMEWORK

Theories of the Working Motivation (DLLV)

Work motivation explains why a person acts. A motivated person is when he or she gets to work without coercion, then can do more than their superiors expect. Work motivation manifests itself in many aspects, such as enthusiasm, hard work, and persistence (Spector, 1997; Susanto et al., 2022; Odukah, 2016). Work motivation is understood as trying their best to devote more to work and the willingness to sacrifice personal interests when necessary to help the organization's successful job position; work motivation only focuses on measuring factors such as income, salary policy, bonus, working conditions, leadership relationship, suitable job... that affect work motivation (Jarratt & Neill, 2002; Anjam & Ali, 2016). In particular, the authors consider the new work motivation from the perspective of influencing factors, the current work motivation model, very few studies give the form of a linear structural model.

Theories of Loyalty (LTT)

Employee loyalty needs to consider the factors affecting the business and factors stemming from the employee's personal reasons. The reciprocal balance of business interests and meeting employee needs to improve employee loyalty. Employee loyalty is enhanced when individual needs are satisfied (Ferreira et al., 2014; Abzari & Sadri, 2011; Karimah et al., 2022). Once the requirement is met, they desire to be a companion for the company's benefit. However, the needs of employees are also very different, so in addition to the benefit factors, mental factors such as corporate culture, working environment, leadership evaluation, fairness, organizational structure, etc. promotion, and empowerment are equally important factors because of their effectiveness but the low cost (Michael & Robyn, 2016; Nejati & Ghasemi, 2013). A working environment that is always full of joy and friendliness among employees will create a feeling of enjoyment and refreshment, helping them to achieve high performance at work and, moreover, their loyalty stronger (Wan, 2013; Yang & Kim, 2018).

Factors Affecting Working Motivation and the Loyalty

Salary and benefits (LPL)

Salary and benefits show that employees receive a salary commensurate with their work results, a wage that ensures their personal life, and is rewarded or increased in salary when doing a good job. In addition, to motivate employees' efforts toward achieving organizational goals, wages and benefits must be associated with the results and effectiveness of task performance workers' services (Smith et al., 1969; ShaemiBarzoki et al., 2012; Maartje & Jozef, 2021). In addition, salary and welfare policies also give employees peace of mind and comfort at work, helping to increase productivity, work efficiency, and satisfaction by ensuring they and their families are protected and supported when needed. At the same time, the salary and welfare policies are a hidden tool for employers to attract and retain talents, employees with high qualifications and capabilities and contribute to promoting and developing the business; in other words, they will stick or be loyal to the company longer (Irena, 2012; Hanaysha & Majid, 2018). 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)

Training and development present opportunities for advancement and growth within the employee's organization. Training and promotion opportunities relate to employees' perceptions of training opportunities, personal development opportunities, and organizational advancement opportunities. Employees want information about the organization's promotion conditions, policies, and development opportunities (Javed et al., 2021; Massaras et al., 2014; Adedeji & Ugwumadu, 2018). At the same time, with the development of the 4.0 revolution and the trend of international economic integration, businesses also promote new technology training for employees. The application of process automation will make production more efficient, saving both operating costs and personnel costs. This is also one of the prerequisite goals of every business. Thus, training and development are critical in improving employees' work motivation and loyalty in the current period (Denison, 2010; Hosseini, 2014; Maznah et al., 2010). 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 represents the issue of safety, hygiene, and working time. In addition, the ideal working environment fully meets the facilities and is full of positive energy, always keeping employees excited and motivated to work (Nadeak & Naibaho, 2021; Hitka et al., 2019). The ideal working environment not only fully meets the facilities but also is a place full of positive energy, always maintaining for employees the excitement and motivation to work and the loyalty of employees. The working environment is one of the critical factors affecting the quality of work and productivity of employees in an enterprise (Muala et al., 2022; Rahman, 2018). 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 shows recognition of good job completion and award of contribution to the organization's success. The system evaluates the individual's work results on an annual basis to know the individual's work completion level, and this is also the basis for consideration of emulation, commendation, nomination, training, and retraining. Nurturing, promoting, and appointing help individuals see that their contributions are recognized and encouraged, increasing the motivation to contribute more to the organization to create value for the business (Rajeh, 2019; Sharma, 2017). Job performance positively impacts the work motivation and loyalty of employees in enterprises (Simons, 2018). 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)

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. The relationship between employees, leaders, and colleagues will be more favorable for exchanging experiences and helping each other at work. However, the conflict between employees will make them feel distant and have many difficulties in communicating with other members, significantly affecting employees'

productivity and loyalty to the company (Perdhana et al., 2022; Simons, 2018). 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)

Corporate culture is the thread that connects the members of the company together and has a decisive impact on the spirit, attitude, and motivation of employees. At the same time, the corporate culture also builds a healthy and progressive culture in the organization, ensures the development of each individual in the enterprise, attracts talents, strengthens employee engagement, and creates the possibility of sustainable development in the company. Therefore, it can be said that corporate culture is like a glue that binds members of the organization to help manage the organization by providing standards to guide what members should say and do. Corporate culture is also created to affirm organizational goals and guide and shape executive members' behaviors (Sharma, 2017; Soomro and Shah, 2019). 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)

Social responsibility (CSR) for employees shows that CSR for employees needs to come from compliance with the provisions of the law and, at the same time, in line with international standards in current global conditions. The content of social responsibility for employees includes the following principal contents: Performance of labor contracts, job security; guaranteed income and minimum wages; ensuring working time, and rest time, ensuring occupational safety and hygiene; creating opportunities to improve professional qualifications for employees (Kunz, 2021; Yang & Kim, 2018). 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.

Management capacity (NLQT)

The management capacity of leaders at the enterprise in motivating employees to stick with the enterprise is significant so that they can comfortably promote their spirit and be happy at work to achieve effective results highest fruit. In addition, motivating employees is an essential and necessary factor for leaders and businesses to own a quality human resource team. Sarika (2016) has shown that highly motivated employees are often effective, long-term, and have many creative solutions to problems. Therefore, creating work motivation to help employees have a positive attitude toward work is something experts cannot ignore (Anjam & Ali, 2016). 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 method of this paper is a combination of qualitative research methods and quantitative research methods.

Qualitative Method

Group discussions were conducted with 30 experts related to human resource management and business experts with extensive experience in human resource management and corporate directors. Long-term (over 10 years) in Dong Nai to explore the factors affecting work motivation and loyalty of employees in enterprises in Dong Nai province.

The detailed steps are as follows:

- Collect and synthesize theories related to the research topic;
- Design preliminary questions;
- Directly interview long-term employees and experts and adjust the questions;
- Develop a formal survey for the research topic.

In this study, the authors used qualitative research methods through comments from 30 experts in human resource management, divided into three groups: group 1 is 10 long-term employees with more than 10 years of human resource management knowledge and experience in the field of 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. The results of the expert group discussion show the factors affecting the work motivation and the loyalty of employees (Hair et al., 2021).

Quantitative Method

In formal quantitative research, the paper will conduct quantitative research. Using questionnaires sent to each employee working at enterprises in Dong Nai province for official research with a survey sample size of $n = 1.000$ employees working in enterprises in Dong Nai province with a random sampling method, incorporating a simple and convenient sampling method. The questionnaire for the formal research will also be adjusted based on removing the ineligible variables after the formal quantitative study.

The authors chose a sample size of 1.000 and plan to issue 1.000 questionnaires corresponding to 1.000 employees working at enterprises in Dong Nai province. Specifically, the authors surveyed 4 districts: Long Thanh, Nhon Trach, Vinh Cuu, and Bien Hoa City. Each area has 200 employees working in enterprises in the Dong Nai province survey, 5 areas mentioned above were surveyed with a sample size of 1.000 employees. These are large areas, so the sample's representativeness for the whole province is also relatively high (Hair et al., 2021).

Many researchers agree that when Cronbach's Alpha coefficient is from 0.8 or more to 1, a suitable scale, from 0.7 to close to 0.8, is usable. Some researchers suggest that Cronbach's Alpha of 0.6 or more can be used if the concept being measured is new or new to the respondents in the research context and the minimum of the coefficients. Cronbach's Alpha is 0.5. In exploratory factor analysis, researchers are often interested in several criteria: A considerable KMO value between 0.5 and 1 is a sufficient condition for factor analysis to be appropriate. If the KMO index is less than 0.5, the factor analysis will likely be inappropriate for the data.

To measure the Model's fit with the survey information, the studies often use criteria such as chi-square and chi-square adjusted for degrees of freedom (CMIN/df). Also used to measure the goodness of fit of the whole Model in more detail. Some authors suggest $1 < \chi^2/df < 3$; others indicated that χ^2 is as tiny as possible (Hair et al., 2021). and assume that $\chi^2/df < 3:1$ (Hair et al., 2021). In addition, in some actual studies, two cases are distinguished: $\chi^2/df < 5$ (with sample $N > 200$); or < 3 (when sample size $N < 200$), the Model is considered a good fit (Hair et al., 2021).

GFI: measure the absolute fit (without adjusting for degrees of freedom) of the structural Model and the measurement model with the survey dataset (Hair et al., 2021).

The appropriate index compares CFI (Comparative Fit Index), NFI (Normal Fit Index), RFI (Relative Fit Index), IFI (Incremental Fix Index), TLI (Tucker & Lewis Index), and index RMSEA (Root Mean Square Error Approximation). A model is considered appropriate when the chi-squared test has a p-value more significant than 5% (or $p < 0.05$). In the IS research journal, the authors said that with the required RMSEA, RMR index < 0.05 , the Model fits well. This value is sometimes < 0.08 accepted model (Hair et al., 2021).

EMPIRICAL RESULT

Analysis of Regression Coefficients in the SEM Model

The study has presented the research results. The results of the linear structural Model show that all eight factors mentioned above positively influence the work motivation and loyalty of employees in enterprises in Dong Nai province with a significance level of 5%. In addition, the work motivation factor also affects the loyalty of employees; from a survey of 1.000 employees working at enterprises, the number of valid votes is 920, reaching 92%. The results of the demographic analysis show that there is no difference in gender, marital status, age, income and type of business, and working time or seniority does not affect affects the working motivation and loyalty of employees in enterprises in Dong Nai province with the significance level of 5%. Research results have been processed from SPSS 20.0 and Amos software.

Table 1: 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 1 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. Thus, all Model hypotheses are accepted at the significance level of 5%. Table 1 shows that priority policies will be given when implementing the implication that governance improves employees' work motivation through a standardized regression coefficient from high to low in enterprises in Dong Nai province soon.

Social responsibility is increasingly becoming an essential factor that companies must consider in their sustainability strategy. Today, most businesses aspire to social responsibility because they realize that social responsibility can really increase influence over the public and employees and thereby increase revenue and profits for the business (Sarika, 2016; Ferreira et al., 2014; Abzari & Sadri, 2011; Karimah et al., 2022). The research results show that social responsibility has the highest standardized Beta coefficient of 0.566 among eight factors. Social responsibility has a positive relationship with employees' working motivation in enterprises in Dong Nai province, with a significance level of 5%. In addition, the scales in social responsibility have the average value arranged from low to high in the proposal process, implying that management needs to implement the following recommendations. Businesses should continue to support local sports, cultural activities, and other community projects. In addition, mass organizations also include social responsibility content in their actions during the year to disseminate, propagate and raise employees' awareness of core values as well as the role of social responsibility in the development of the unit. The full implementation of social obligations, such as ensuring the truthfulness and transparency of information in the dividends that shareholders are entitled to and fulfilling their commitments, charitable contributions, environmental protection funds, and waste treatment by regulations. This will help businesses improve their image, brand value, and reputation in the eyes of regulators, partners, investors, shareholders, and consumers. From there, supporting enterprises to carry out favorable investment procedures, increasing opportunities to access new markets. In addition, protecting the environment can also help businesses' business work more efficiently.

Employee training and development are terms often used interchangeably across disciplines and include different employee learning methods. More specifically, employee training involves programs that allow employees to learn specific skills or accumulate knowledge to improve job performance. Employee development is when managers and employees work together to create a growth plan. Research results, training, and development have a standardized Beta coefficient of 0.143, the second highest among the eight factors (Smith

et al., 1969; ShaemiBarzoki et al., 2012; Maartje & Jozef, 2021). Training and development have a positive relationship with employees' work motivation in enterprises in Dong Nai province, with a significance level of 5%. In addition, the scales in training and development with average values are arranged from low to high in the proposal process, implying that management should implement the following recommendations. Enterprises need to continue to offer appropriate policies for employees with many promotion opportunities. In the current period, the issue of motivating employees is always the top concern of enterprises. Motivating employees helps boost employees to work hard, which is a decisive factor for the success or failure of an enterprise. To improve working performance and create conditions for employees to try at different stages, enterprises need to create conditions for employees to be trained and guided in many steps to help them adapt to many positions at different stages. Besides, the Enterprise also organizes free training courses in other related professions to help employees increase their career opportunities; offer classes to help them fix basic errors on their own to be more proactive in repairing and maintaining their machines, saving waiting time and not affecting productivity in many jobs.

Building a salary system and implementing the correct payment of wages and benefits to employees by the Labor Law is very important for businesses, especially for companies with many workers, and the cost of payroll is often complex. The salary that enterprises pay employees more or less will depend on factors of labor productivity, qualifications or work experience, work efficiency, and evaluation of the labor process. Wages ensure fairness, commensurate with employees' efforts, and equal wages for the same workers. The salary reflects the contribution and shows the social value of each person's life. Enterprises ensure the most satisfaction for employees to work effectively and achieve high productivity (Javed et al., 2021; Massaras et al., 2014; Adedeji & Ugwumadu, 2018). Through the research results, salary and benefits have a standardized Beta coefficient of 0.108, the third highest among the eight factors. Salary and benefits have a positive relationship with employees' working motivation in enterprises in Dong Nai province, with a significance level of 5%. In addition, the scales in salary and benefits have the average value arranged from low to high in the proposal process, implying that management needs to implement the following recommendations. Enterprises need to continue to offer salary policies commensurate with the working results of employees. Improving the monetary policy through the improvement process, it is necessary to rely on the production and business situation to build the salary fund; ensure internal and external fairness; based on each position's capacity and working conditions. Develop a competitive remuneration

policy, diversify forms of incentives for employees, and money can also be paid in kind or other services. The promotion and reward must ensure fairness and avoid the level of value.

Building relationships with colleagues in the business is very necessary. To make a good relationship, paying attention to issues such as respecting each other and listening sincerely is essential. Leaders actively help and always trust employees. Trust is the basis for maintaining and developing any relationship. Praise employees at the right time for a job well done. In particular, competition is an effective form to increase solidarity and harmony among workers in a group so that they can win over other groups (Nadeak & Naibaho, 2021; Hitka et al., 2019). Through the research results, the support of leaders and colleagues has a standardized Beta coefficient of 0.104, the fourth highest among the eight factors. The support of leaders and colleagues has a positive relationship with employees' working motivation in enterprises in Dong Nai province, with a significance level of 5%. In addition, the scales supporting leaders and colleagues have average values arranged from low to high in the proposal process, implying that management needs to implement the following recommendations. Business leaders must pay attention, support, and help when employees have difficulties. Enterprises need to strengthen the reward policy for new employees with exemplary achievements. Most newly recruited employees are young, fresh, and surprised when working in a new environment and job. Therefore, it is crucial to encourage and motivate these young workers to work with an enthusiastic spirit and a creative mind, which is an essential premise in boosting employee labor later. The superiors should show an attitude of absorbing and listening to the contributions, thoughts, and aspirations of the employees so that they feel respected, thereby freely sharing their opinions about the work, about the working environment job.

Each business has its own culture, but it is not simple for the corporate culture to make a great contribution to the efficiency of production and business activities. Corporate culture has core values that are inseparable from the vision and mission of the business. Building corporate culture creates a competitive advantage, commercial advantage, and unique identity for the enterprise, improving employees' work motivation (Rajeh, 2019; Sharma, 2017). Through research results, corporate culture has a standardized Beta coefficient of 0.086, the fifth highest among eight factors. Corporate culture has a positive relationship with employees' working motivation in enterprises in Dong Nai province, with a significance level of 5%. In addition, the scales in corporate culture have the average value arranged from low to high in the proposal process, implying that management needs to implement the following recommendations. Enterprises must identify core corporate values: mission, vision, and goals.

An enterprise that builds a professional culture and transmits it consistently for employees to understand and follow will bring positive effects, attracting and retaining talent in the business. Employees will be loyal and stick with the company for a long time when they are interested in the corporate environment and the familiar atmosphere in the industry and can assert themselves for promotion. The need to manage principles and regulations will be reduced: When employees are clearly aware of their role in the collective and understand the values of the business, they will work for the purpose and shared goals, then they will voluntarily abide by the rules and regulations.

For an enterprise with a good working environment, it will be a factor in creating favorable conditions to promote employee productivity, enabling employees to develop their capacity and professional skills. The working environment includes physical conditions such as tools, auxiliary equipment, working space, and workplace arrangement. Regarding mental disorders such as social interaction in the working environment, company culture facilitates improving operating quality and teamwork spirit in the organization (Perdhana et al., 2022; Simons, 2018). Through the research results, the working environment has a standardized Beta coefficient of 0.081, the sixth highest among eight factors. The working environment has a positive relationship with employees' working motivation in enterprises in Dong Nai province, with a significance level of 5%. In addition, the scales in the working environment with the average value are arranged from low to high in the proposal process, implying that management should implement the following recommendations. Enterprises need to create conditions for employees to complete their work well. Enterprises need to build an open working environment where employees can freely express their personal views, create opportunities for employees to develop their full working ability, and create equality of all opinions to jointly come up with the most optimal common direction for the team. In addition, businesses need to build good relationships in a good working environment, so employees will feel the company is a second home that employees come to every day, a second place for employees. Lots of fun and motivation to overcome challenges at work. At the same time, the facilities are invested, and here are generally the best-equipped office equipment to fully meet the working needs of employees, such as computers; printers are essential items of a business regardless of industry.

When the operating environment is increasingly complex and constantly changing, businesses need to adapt in the way of management and administration. Correct identification of change and successful management is a significant challenge. Therefore, the current trend is that executives at all levels and within enterprises must actively improve their management

capacity (Sharma, 2017; Soomro and Shah, 2019). The research results show that management capacity has a standardized Beta coefficient of 0.061, the seventh highest among eight factors. Management capacity has a positive relationship with employees' working motivation in enterprises in Dong Nai province, with a significance level of 5%. In addition, the scales in governance capacity have the average value arranged from low to high in the proposal process, implying that management needs to implement the following recommendations. Business leaders must have a strategic vision and create a good working environment for employees. Business leaders must create work motivation and attract, encourage, and retain talented employees. This is an essential task because the administrator himself is the person who directly works with subordinates, understands his personnel best, and must have the best human resource management measures. Leaders need to develop plans for the department and manage goals. This is done and managed by managers at all levels under the direction of senior leadership. Therefore, they need to improve their goal management, internal control, and meeting management skills.

Performance evaluation is a review process so that leaders can have an overview and grasp the performance of employees in completing tasks. Therefore, leadership can gain a number of benefits as follows: Leadership recognizes employees' actual performance after a certain period of time. Control the progress of completing assigned work. There is a basis for planning the development of a work path for each employee. There is a timely plan adjustment to achieve the set goals (Kunz, 2021; Yang & Kim, 2018). The study's results found that job performance evaluation had the lowest standardized Beta coefficient of 0.052 out of eight factors. Evaluation of work results has a positive relationship with employees' work motivation in enterprises in Dong Nai province, with a significance level of 5%. In addition, the scales in job performance evaluation have an average value that is arranged from low to high in the proposal process, implying that management needs to implement the following recommendations. Enterprises need to organize comments on work performance and job completion results. Managing people is never a simple matter for leaders. How each employee can get maximum efficiency at work. Leaders need to understand the capacity of each employee. Leaders may not be the best, but they must have the most comprehensive ability and the best understanding of all issues. Leaders must know the actual capacity of each person to have the plan to assign work and improve each person's power in the working process. Each person has strengths, so managers must consider and be careful when arranging their staff in certain positions.

CONCLUSION

Work motivation and employee loyalty are two significant factors to stimulate people to work hard in conditions that allow the highest productivity, quality, and efficiency in the business. The expression of being motivated to work is the effort and hard work to achieve the enterprise's and employees' goals. Therefore, creating work motivation is very important in increasing labor productivity and motivating employees to work more effectively. Employees always have needs that need to be satisfied in both material aspects, such as wages, bonuses with tangible value, and value of spiritual benefits. Individuals and employees who are not motivated to work only work to complete the assigned work without creativity or trying to strive in labor. They just consider their work as a job obligation under the employment contract. Therefore, managers need to create motivation to promote creativity and the work capacity of employees. To help businesses in Dong Nai province realize the importance of work motivation and employee loyalty, companies will then have appropriate and effective policies for employees.

Limitations of the research and suggestions for further study: Research is being carried out in the context that enterprises in Dong Nai have difficulties in production and business. The research object is the employee who has ignored the specificity of each industry and field of activity. Therefore, further research should expand the study area and conduct on a specific occupation to increase the generality and variability of the sample in other province areas. Thus, the study can use many other sampling methods to be highly representative. In addition, investing more in investigation and survey work is necessary. The survey implementation needs to be closely monitored, supported, guided, and explained to the survey subjects to understand the survey contents as well as the results of the survey. By objectively answering the survey, the survey results will achieve higher accuracy.

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