

# FACTORS AFFECTING THE WORK MOTIVATION OF EMPLOYEES AT LONG AN UNIVERSITY OF ECONOMICS AND INDUSTRY

● PHAM QUOC THAM

## ABSTRACT:

This study assesses the factors affecting the working motivation of lecturers at Long An University of Economics and Industry (LAU) through a survey with pre-made questions and SPSS statistical processing software. The study's results show that there are five factors affecting the working motivation of lecturers. These factors listed in descending order of impacting level are Colleague relationship; Promotion opportunities; Income; Leader; and Work environment. Based on the study's findings, some solutions are proposed to help the university enhance the work motivation of its lecturers.

**Keywords:** work motivation, employee engagement, LAU.

## 1. Introduction

In the current period, the organization's human resources play a very important role, the core factor for the organization's existence and development. The issue of motivation at work is one of the important contents of human resource management, it motivates employees to work enthusiastically to improve work efficiency. Long An University of Economics and Industry has 10 functional departments, 4 specialized faculties and 3 training centers. In order to achieve the goals in the development strategy of the school, the goal of improving the working motivation of employees is one of those goals.

This study aims to determine the factors affecting the work motivation of lecturers at LAU and propose appropriate management implications to promote the work motivation of employees.

## 2. Concepts and literature review

### 2.1. Concepts

There are many different views on work motivation. Pinder (1998) argues that work motivation is a set of forces originating from within

or outside of an individual, creating, leading and maintaining human work-related behavior. Or, work motivation is the willingness to demonstrate a high degree of effort toward organizational goals on the basis of satisfying individual needs (Robbins, 1998). According to Mitchell (1982), motivation represents the psychological process that creates awakening, orientation, and persistence in performing voluntary activities to achieve goals.

Campel & Pritchard (1976) argue that work motivation consists of a diverse set of dependent and independent relationships that explain direction, skills, understanding of tasks, and activities that individuals are reluctant to perform in the work environment. Work motivation also refers to the basic psychological state that leads to the behavior and behavior of individuals.

### 2.2. Literature review

Research by Kovach (1987), Work motivation: What workers and supervisors need to show, 10 factors motivate workers including: Interesting work; recognition of achievements; sense of personal role; Job security; high salary; training and

developing; good working condition; attachment of superiors; Skillful discipline criticism and help from superiors to solve personal problems. The study has limitations such as not mentioning co-worker relationships, benefits - factors that later studies have proven to affect workers' work motivation.

Taguchi (2015), Factors shaping work motivation in Japan. The study was conducted with many survey subjects in Japan, the research results have discovered 9 factors affecting the work motivation of Japanese workers: Employee evaluation; the company's goals; promotion opportunities; income; relationships within the organization; job characteristics; workplace conditions; organizational structure, work-life balance.

Bui Thi Minh Thu and Le Nguyen Doan Khoi (2014), Research on factors affecting the working motivation of employees directly in production at Vietnam Machinery Erection Corporation (Lilama). The research has identified 7 factors affecting the work motivation of Lilama's direct production employees: Salary and welfare regime; corporate culture; relationships with colleagues; working conditions; relationship with leadership; autonomy at work; training and development opportunities.

Nguyen Tien Dung et al (2021), Factors affecting the working motivation of office workers at Metal Structures and Petroleum Machinery Installation Joint Stock Company - Vung Tau city. The study was conducted to determine the factors affecting the work motivation of office workers with 187 survey samples. The results identified six factors that have a positive impact on work motivation, according to the decreasing level of impact as follows: Leadership; Work environment; Nature of work with; Peers; Training and promotion; Salary, bonus and benefits.

**3. Proposing research model**

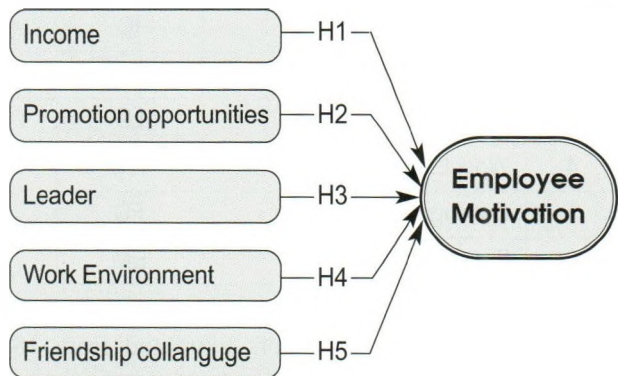
Based on the above studies and results, the author proposes the following model:

**4. Research sample**

Since it is known that the total number of employees working at LAU is 135 people, the sample size is calculated according to Slovin's (1960) formula as follows:  $n = N / (1 + N \times e^2) \geq n = 135 / (1 + 135 \times 0.05^2) = 100.9$ . Where, n is the number of selected elements; N is the total; e is the significance level of the model (with a significance level of 95%,  $e = 0.05$ ).

To ensure research, the minimum number of samples to survey according to Slovin's (1960)

**Picture 1: Research model proposed by the author**



formula is 100.9. Therefore, the number of suitable survey samples is 129. The sample is selected based on the distribution of the number by departments, at random convenience. Survey subjects are employees working at LAU.

**5. Research Methods**

Quantitative research method through regression analysis, multiple regression model is a linear regression model for unadjusted  $\beta$  coefficient of the form:

$$Y = \beta_0 + \beta_1 * X_1 + \beta_2 * X_2 + \beta_3 * X_3 + \beta_4 * X_4 + \beta_5 * X_5 + \beta_6 * X_6$$

**6. Research results and discussion**

**6.1. Scale test results**

The results of Cronbach's Alpha test show that the scale of 6 factors affecting on the working motivation of employees is reliable. The Cronbach's Alpha coefficient of the scales are all greater than 0.6 (the lowest Cronbach's Alpha coefficient is 0.828) and at the same time, the total correlation coefficient is greater than 0.3, so all observed variables of the scales are measured keep in the next step.

**6.2. Exploratory factor analysis results**

**6.2.1. Independent variables**

From the results of the reliability analysis of the scale above, the EFA analysis was conducted with 18 observed variables of 5 independent variables affecting on working motivation of employees at LAU.

Barlett's test in factor analysis shows that sig. = 0.000 and KMO coefficient = 0.862 ( $0.5 < 0.862 < 1$ ), showing that the observed variables are correlated with each other and are completely consistent with EFA.

The EFA results show that at the Eigen extraction

**Table 1. Cronbach's Alpha factor Organizational support**

No	Observed variables	Symbol	Cronbach's Alpha	Min. Corrected Item-Total Correlation
1	Income	IC	0.877	0.688
2	Promotion Opportunities	PO	0.828	0.649
3	Leader	LD	0.971	0.914
4	Work Environment	WE	0.931	0.831
5	Colleague relationship	FC	0.852	0.653
6	Employee Motivation	EM	0.748	0.517

level > 1, there are 5 factors extracted from 18 observed variables with a total extracted variance of 80,212% ie the ability to use this factor to explain the observed variable is 80,212% (50% higher than specified level), able to explain 80,212% of data variation.

**6.2.2. Dependent variable**

The results of factor analysis to explore the dependent variable show that KMO coefficient = 0.678 and Bartlett's coefficient with significance level = 0.000 (< 0.5), extracted variance 66,531%, and all observed variables have factor loading coefficients greater than 0.5.

**6.3. Linear regression between the independent variables and the dependent variable**

**6.3.1. Pearson correlation coefficient**

Table 2 shows that the Pearson correlation coefficient between the dependent variable (EA) and the independent variables (IC, PO, LD, WE, FC) are all 0.3 or higher (specifically, the lowest correlation coefficient is 0.448, and the highest is 0.693). At the 1% significance level, it was initially found that the variables IC, PO, LD, WE, and FC could be included in the model to explain the work motivation of employees at LAU.

**Table 2. Correlations**

	IC	PO	LD	WE	FC	EM
IC	1					
PO	0.474**	1				
LD	0.326**	0.321**	1			
WE	0.367**	0.523**	0.386**	1		
FC	0.587**	0.478**	0.303**	0.402**	1	
EM	0.644**	0.655**	0.448**	0.549**	0.693**	1

Note: \*\* Correlation is significant at 1% level.

Besides, the independent variables (IC, PO, LD, WE, FC) are also highly correlated (the lowest correlation coefficient between the independent variables is 0.303).

**6.3.2. Evaluate and test the fit of the model**

Table 3 shows the value of F = 56.425 at very small significance level (sig. = 0.000 < 0.05). Therefore, we can conclude that the independent variables are related to the dependent variable and explain the change of the dependent variable.

Multivariable linear regression has the primary function as a tool to describe and confirm/reject stated research hypotheses and predict the degree of association between variables at the overall level, not just stop at the sample. By the Enter method, five independent variables are entered simultaneously to determine which is acceptable. Test values are presented in the analysis in Table 4.

The results show that the independent variables all have a statistically significant impact (Sig. < 0.05) on the dependent variable.

**6.3.3. Multicollinearity test**

The results from Table 4 also show that the variables' coefficients of variance exaggeration VIF are all less than 3, so there is no multicollinearity phenomenon. Thus, the relationship between the independent variables does not affect the interpretation of multiple linear regression models.

**6.3.4. Check the fit of the model**

From Table 5, the coefficient of determination R<sup>2</sup> is 0.696, and the adjusted R<sup>2</sup> is 0.648, which means that the linear regression model was built appropriately; the independent variables in the model explained 64,8% (>50%) of the Variation of the dependent variable.

Table 3. ANOVA

Model		Sum of Squares	df	Mean Squares	F	Sig.
1	Regression	31.308	5	6.262	56.425	0.000b
	Residual	13.650	123	0.111		
	Total	44.958	128			

Table 4. The results of multiple regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
1	Constant	0.289	0.215		1.347	0.181
	IC	0.198	0.058	0.220	3.407	0.001
	PO	0.273	0.060	0.292	4.579	0.000
	LD	0.105	0.044	0.132	2.377	0.019
	WE	0.097	0.046	0.131	2.137	0.035
	FC	0.304	0.059	0.331	5.116	0.000

Table 5. Criteria to evaluate the fit of the model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.834 <sup>a</sup>	0.696	0.684	0.33313	2.135

6.3.5. Check residual assumptions

Assumption of no correlation between residuals: this assumption is tested by the Durbin-Watson statistic,  $1 < \text{Durbin-Watson} < 3$  is in the acceptance region. The results show that the Durbin-Watson coefficient is 2.135 (suitable), so there is no correlation between the residuals.

The test results show that the regression model is suitable and statistically significant. The regression model with normalized beta coefficient is:

$$EM = 0.304*FC + 0.292*PO + 0.220*IC + 0.132*LD + 0.131*WE$$

7. Conclusions and recommendations

7.1. Conclusion

The study is a combination of theory and practice to clarify the cause-effect relationship when conducting a survey with 18 independent variables. Through the regression results, it has been determined that there is a positive relationship between the factors affecting the work motivation of employees at LAU. The order of impacts is arranged in descending order as follows: (1) Colleague relationship ( $\beta = 0.304$ ); (2) Promotion opportunities ( $\beta = 0.292$ ); (3) Income ( $\beta$

$= 0.220$ ); (4) Leader ( $\beta = 0.132$ ); (5) Work Environment ( $\beta = 0.131$ ).

7.2. Management Implications

7.2.1. Colleague relationship

The factor of colleague relationship has the first strongest influence on the working motivation of employees LAU. Therefore, managers at LAU need to pay attention to connecting employees both inside and outside of work to create a spirit of solidarity among employees of the units. positions in the Company together. At the same time, increasing the spirit of teamwork, supporting each other to complete the work well, this contributes to improved co-worker relationships and leads to an increase in employee engagement with the Company. A working atmosphere of harmony, cooperation, mutual respect, willingness to share experiences and support each other, when necessary, in the collective of employees will create a cohesive culture for the team in the units. create a comfortable, clear working atmosphere and increase employee's work motivation.

The need for fairness is more emphasized in organizations with highly qualified workforce, who

are very sensitive and easily feel unfairness. When employees perceive unfairness in management policies, they often feel discouraged, inhibited and tend to leave the organization. Equity is an essential element when developing management policies to motivate and motivate employees because employees often expect their efforts and performance results to be evaluated and commended. rewards are commensurate with their efforts and efforts. If superiors treat them fairly, it will help employees see that their efforts, hard work and good job performance will be rewarded, they will work harder to achieve higher results in the future. the work they undertake. Moreover, internal fairness will create positive psychology, job satisfaction and increase work motivation, build a good relationship between employees, enhance cooperation, work spirit. group work to promote collective strength.

### 7.2.2. Promotion Opportunities

Create opportunities for advancement and career development for employees. Along with the process of assigning jobs, it is necessary to regularly check, monitor and monitor the performance of management positions and make timely assessments. The creation of opportunities for promotion, career development or position rotation for employees, especially capable young people, will contribute to spreading youth, creativity and professionalism in management work. management as well as business at LAU, contributing to refresh the work, creating conditions for employees to grasp new knowledge.

### 7.2.3. Income

Income factor is the factor that has the strongest impact on the working motivation of employees working at LAU. In which, LAU always creates

favorable conditions to increase income for employees and is highly appreciated by employees, showing that employees are satisfied with the salary policy of the company.

Therefore, the leaders of LAU may be interested in recognizing income for employees in a manner commensurate with the work results that employees create. In addition, it is necessary to provide evaluation criteria to control the working results of employees, thereby making appropriate salary and bonus policies.

### 7.2.4. Leader

Always keep a close relationship with employees, if employees do something wrong, slowly correct them, avoid pressing, yelling, etc., creating unnecessary distances between employees and leaders. Leaders need to recognize the contributions of subordinates so that they can reward or punish the right people. Always listen to suggestions about methods to do work, trust employees, exchange ideas with them before making decisions at work; always be exemplary at work, creating trust of employees in management and administration at LAU.

### 7.2.5. Work Environment

Building a good working environment is one of the content, the task the top that the company must pay attention to perform; Have a good working environment each new employee has the opportunity to work good deeds, develop their abilities, join hands to carry out the mission of the Company. In addition, the Company needs to create necessary conditions for employees to access with the external environment in terms of qualifications technology, science - engineering,... in order to keep up with the economic and social situation is growing day by day ■

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## **CÁC YẾU TỐ ẢNH HƯỞNG ĐẾN ĐỘNG LỰC LÀM VIỆC CỦA GIÁNG VIÊN TẠI TRƯỜNG ĐẠI HỌC KINH TẾ CÔNG NGHIỆP LONG AN**

**● PHẠM QUỐC THẠM**

Trường Đại học Kinh tế Công nghiệp Long An

### **TÓM TẮT:**

Nghiên cứu này đánh giá các yếu tố ảnh hưởng đến động lực làm việc của giảng viên đang công tác tại trường Đại học Kinh tế Công nghiệp Long An (LAU) dựa trên kết quả khảo sát với các câu hỏi đã được lập sẵn và dữ liệu khảo sát được xử lý bằng phần mềm thống kê SPSS. Kết quả nghiên cứu cho thấy có 5 yếu tố ảnh hưởng đến động lực làm việc của giảng viên tại trường Đại học Kinh tế Công nghiệp Long An. Các yếu tố này được sắp xếp theo thứ tự giảm dần tác động, gồm: Mối quan hệ với đồng nghiệp; Cơ hội thăng tiến; Thu nhập; Lãnh đạo; và Môi trường làm việc. Dựa trên các kết quả này, nghiên cứu đề xuất một số giải pháp với lãnh đạo trường Đại học Kinh tế Công nghiệp Long An nhằm nâng cao động lực làm việc của giảng viên.

**Từ khoá:** động lực làm việc, sự gắn bó của nhân viên, Đại học Kinh tế Công nghiệp Long An (LAU).