

FACTORS AFFECTING THE WORK MOTIVATION OF EMPLOYEES AT F&FALCON VIETNAM WOOD FURNITURE PRODUCTION CO.,LTD

● TRAN VU QUANG

ABSTRACT:

By surveying 205 employees working at F&Falcon Vietnam Wood Furniture Production Co.,Ltd (F&Falcon Vietnam), this study explores the factors affecting the work motivation of employees at this company. The study's results show that there are six factors affecting the work motivation of employees at F&Falcon Vietnam. These factors, listed in descending order of impacting level, are Colleague relationship; Income; Promotion opportunities; Working conditions; Welfare; and Recognition.

Keywords: work motivation, employee engagement, F & Falcon Vietnam.

1. Introduction

In the current period, the organization's human resources play a very important role, which is the decisive factor for the success or failure of the organization. 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. To get employees motivated to work, you must find a way to create that motivation.

The objective of the study is to determine the factors affecting the work motivation of employees at F & Falcon Vietnam Co., Ltd. and propose appropriate management implications to promote employee motivation. labor force to improve labor productivity.

2. Concepts and literature review

2.1. Concepts

Work motivation is defined as the set of forces originating from within or outside of an individual that create, direct, and maintain people's work-related behavior (Pinder, 1998) or motivation. Work 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.

According to Campel & Pritchard (1976), work motivation consists of a diverse set of dependent and independent relationships that explain direction, skills, understanding of tasks, and activities. actions 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.

Work motivation, there are many different interpretations of motivation. (1) "Motivation is the reason to perform a behavior" or "Motivation is what motivates people to do or not to do something" (2). However, in many literatures on human resource management or organizational behavior, motivation is understood as a person's desire and willingness to achieve a particular goal or result.

Motivation comes from the person's self. When

people are in different positions, with different psychological characteristics, there will be different desired goals. Because the motivation of each person is different, managers need to have different ways of influencing to achieve management goals.

Thus, there are many different views on work motivation, but it is clear that work motivation is a relationship between the individual and the organization. Individual achievements and organizational goals are independent processes linked by individual work motivation. Individuals who push themselves to meet organizational goals are also aligned with their personal goals. That is, the goals of the organization are immediately aligned with the goals of the individual (Robbins, 1998).

2.2. Literature review

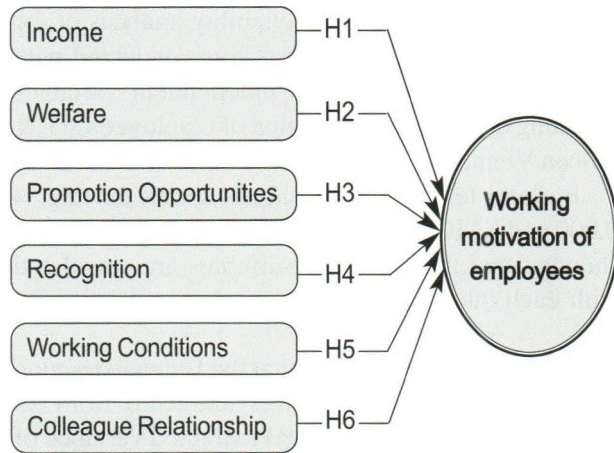
Khan et al. (2012) analyzes the working motivation of employees working at commercial banks in Pakistan. The author's research model uses factors such as salary and bonus, benefits, promotion opportunities and recognition to represent the factors affecting the work motivation of the employees in the sample. assist. The results of the study show that all four factors of salary, bonus, welfare, promotion opportunities and recognition have a positive impact on the work motivation of employees at the 1% significance level.

Mahazril'Aini et al. (2012) analyzed the factors affecting the work motivation of employees working in the public sector in Malaysia. The authors' research model uses factors such as reward and recognition, work relationship, working environment, job description to represent factors affecting work motivation. of employees in the sample. Research results have found that all four factors of reward and recognition, work relationship, working environment, job description have a positive impact on the work motivation of employees.

3. Proposing research model

The research model proposed in this article is the model of Khan et al. (2012) and references the research results of Mahazril'Aini et al. (2012). There are 6 factors affecting the factors affecting the working motivation of employees at F & Falcon Vietnam Co., Ltd. as follows: Income; Welfare; Promotion opportunities; Recognition; Working conditions; Colleague relationship affect working motivation of employees.

Picture 1: Research model proposed by the author



Source: Author's compilation and recommendation, 2022

4. Research sample

According to Hair et al. (1998), in order to choose the sample size suitable for the EFA exploratory multivariate analysis, the minimum sample size is $N > 5 * X$ (X is the total number of observed seas). Within the scope of the topic, analyze 6 independent variables and 1 dependent variable with 34 observed variables, so the minimum number of survey samples applicable to the above formula will be: $N = (32 * 5) = 168$ samples. To ensure satisfactory data collection rate, the author issued 205 votes, the number of valid votes collected was 195. Survey subjects are employees working at F & Falcon Vietnam Co., Ltd.

5. Research Methods

Quantitative research method through regression analysis, multiple regression model is a linear regression model for unadjusted β 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 0.797) 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 29 observed variables of 6 independent variables affecting on working motivation of employees at F & Falcon Vietnam Co., Ltd.

Barlett's test in factor analysis shows that sig. = 0.000 and KMO coefficient = 0.901 ($0.5 < 0.901 > 1$), 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 level > 1 , there are 6 factors extracted from 29 observed variables with a total extracted variance of 68,204% i.e the ability to use this factor to explain the observed variable is 68,20% (50% higher than specified level), able to explain 68,20% of data variation.

6.2.2. Dependent variable

The results of factor analysis to explore the dependent variable show that KMO coefficient = 0.704 and Bartlett's coefficient with significance level = 0.000 (< 0.5), extracted variance 63,684%, 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 1 shows that the Pearson correlation coefficient between the dependent variable (EA) and the independent variables (IC, WF, PO, RN, WC, CR) are all 0.3 or higher (specifically, the lowest correlation coefficient is 0.450, and the highest is 0.643). At the 1% significance level, it was

initially found that the variables CO, TD, RR, TW, CW and OP could be included in the model to explain the work motivation of employees at F & Falcon Vietnam Co., Ltd.

Besides, the independent variables (CO, TD, RR, TW, CW, OP) are also highly correlated (the lowest correlation coefficient between the independent variables is 0.310).

6.3.2. Evaluate and test the fit of the model

Table 2 shows the value of $F = 51.662$ 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, six independent variables are entered simultaneously to determine which is acceptable. Test values are presented in the analysis in Table 3.

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 3 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 4, the coefficient of determination R^2 is 0.637, and the adjusted R^2 is 0.628, which means

Table 1. Correlations

	IC	WF	PO	RN	WC	CR	WP
IC	1						
WF	0.328**	1					
PO	0.414**	0.474**	1				
RN	0.341**	0.340**	0.387**	1			
WC	0.309**	0.420**	0.510**	0.389**	1		
CR	0.385**	0.476**	0.541**	0.439**	0.569**	1	
WP	0.495**	0.467**	0.593**	0.451**	0.516**	0.633**	1

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

Table 2. ANOVA

Model		Sum of Squares	df	Mean Squares	F	Sig.
1	Regression	33.276	6	6.213	51.662	0.000b
	Residual	29.799	243	0.123		
	Total	67.075	243			

Table 3. The results of multiple regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF	
	B	Std. Error	Beta				
1	Constant	0.538	0.165		4.258	0.000	
	IC	0.127	0.029	0.187	3.833	0.000	1.319
	WF	0.168	0.035	0.170	1.333	0.006	1.452
	PO	0.176	0.049	0.186	3.301	0.001	1.767
	RN	0.121	0.039	0.140	2.749	0.005	1.320
	WC	0.147	0.042	0.179	1.502	0.009	1.690
	CR	0.272	0.050	0.345	5.873	0.000	1.841

Table 4. Criteria to evaluate the fit of the model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.798	0.637	0.628	0.34196	1.932

that the linear regression model was built appropriately; the independent variables in the model explained 62,8% (> 50%) of the Variation of the dependent variable.

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 1.932 (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:

$$WP = 0.345*CR + 0.187*IC + 0.186*PO + 0.179*WC + 0.170*WF + 0.140*RN$$

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 30 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 F & Falcon Vietnam Co., Ltd. The order of impacts is arranged in descending order as follows: (1) Colleague Relationship ($\beta = 0.345$); (2) Income ($\beta = 0.187$); (3) Promotion Opportunities ($\beta = 0.186$); (4) Working Conditions ($\beta = 0.179$); (5) Welfare ($\beta = 0.170$); (6) Recognition ($\beta = 0.140$).

7.2. Management Implications

7.2.1. Colleague Relationship

The factor of co-worker relations has the fourth strongest influence on the working motivation of employees at F & Falcon Vietnam Co., Ltd. Therefore, managers at F & Falcon Vietnam Co., Ltd. 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. Income

Income factor is the factor that has the strongest impact on the working motivation of employees working at F & Falcon Vietnam Co., Ltd. In which, F & Falcon Vietnam Co., Ltd. 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 F & Falcon Vietnam Co., Ltd. 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.

7.2.3. 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 F & Falcon Vietnam Co., Ltd., contributing to refresh the work, creating conditions for employees to grasp new knowledge.

7.2.4. Working Conditions

Work efficiency depends a lot on whether the facilities and working conditions are good or not. In fact, F & Falcon Vietnam Co., Ltd. always focuses on investing in facilities and best working conditions to serve the work of officials and employees. However, it is required from practice that it is necessary to have a policy to upgrade and build transaction offices to suit the size of personnel and workload for each appropriate time.

Welfare

Always pay attention to the spiritual life of officials and employees because banking is an area with a lot of pressure. Organizing tourism, sightseeing, promoting cultural and artistic activities, physical training and sports. Continuing to maintain and develop the relationship between leaders and employees, which is the basis for creating effective motivation for the staff and employees in the company. Regularly organize emulation movements between departments, stimulating active competition among employees, between groups and collectives.

7.2.5. Recognition

When an individual in the unit completes a job well, the unit recognizes the employee's contribution to the completion of the unit's plan, and the employee is promptly rewarded by the manager from the manager. Policies on recognition of achievements such as rewards, commissions, policies on salary increase and bonus conditions are very important to promote the working spirit of individuals. Policies on reward and recognition, if properly implemented, will promote the role of motivation for individuals and employees. Employees will not be motivated to work if management or organization does not acknowledge their performance. When individuals are not fully recognized for their achievements and rewarded, they will not put in the effort to work ■

REFERENCES:

1. Campbell, J. P., & Pritchard, R. D. (1976). Motivation theory in industrial and organizational psychology. In M. D. Dunnette (Ed.). *Handbook of industrial and organizational psychology* (pp. 63-130). Chicago: Rand McNally.
2. Hair, J. F. Jr., Anderson, R. E., Tatham, R. L. and Black, W. C. (1998). *Multivariate Data Analysis* (5th ed). New Jersey, Prentice-Hall.
3. Muhammad Iqbal Khan, Syed Haider Ali Shah, Aftab Haider, Shahab Aziz, Munaza Kazmi. (2012). The Role of Supervisor Support on Work-Family Conflict and Employee Turnover Intentions in the Workplace with Mediating Effect of Affective Commitment in Twin Cities in the Banking Industry, Pakistan. *International Review of Management and Marketing*, 10(6), 42-50.
4. Pinder, C. C. (1998). *Work motivation in organizational behavior*. USA: Prentice Hall.
5. Robbins SP (1998). *Organizational Behavior, 8th Ed*. New Jersey, USA: Prentice Hall.
6. Terence R. Mitchell. (1982). Motivation: New Directions for Theory, Research, and Practice. *Academy of Management Review*, 7(1), 80-88.
7. Y. Mahazril Aini, H.A.K.Hafizah, Y.Zuraini. (2012). Factors Affecting Cooperatives' Performance in Relation to Strategic Planning and Members' Participation. *Procedia - Social and Behavioral Sciences*, 65, 100-105.

Received date: Oct 5, 2022

Reviewed date: Oct 12, 2022

Accepted date: Oct 15, 2022

Author Information:

TRAN VU QUANG

Ngoc Ha Accounting Co.,Ltd

CÁC NHÂN TỐ TÁC ĐỘNG ĐẾN ĐỘNG LỰC LÀM VIỆC CỦA NHÂN VIÊN TẠI CÔNG TY TNHH SẢN XUẤT ĐỒ GỖ NỘI THẤT F&FALCON VIỆT NAM

● **TRẦN VŨ QUANG**

Công ty TNHH Kế toán Ngọc Hà

TÓM TẮT:

Thông qua việc khảo sát 205 nhân viên đang làm việc tại Công ty TNHH Sản xuất Đồ gỗ Nội thất F&Falcon Việt Nam (F&Falcon Vietnam), nghiên cứu này tiến hành xem xét các yếu tố ảnh hưởng đến động lực làm việc của nhân viên tại Công ty. Kết quả nghiên cứu cho thấy có 6 yếu tố ảnh hưởng đến động lực làm việc của nhân viên tại F&Falcon Vietnam. Các yếu tố này được sắp xếp theo thứ tự giảm dần của mức độ tác động, gồm: Mối quan hệ với đồng nghiệp; Thu nhập; Cơ hội thăng tiến; Điều kiện làm việc; Phúc lợi; và Sự công nhận.

Từ khóa: động lực làm việc, gắn kết nhân viên, F&Falcon Việt Nam.