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Abstract

Purpose: This study was conducted to explore the influence of factors that lead to employee motivation at Vietnam commercial banks.

Methodology: Using the PLS-SEM linear structural model analysis method from 245 samples of workers working at commercial banks.

Findings: Research results show that five factors all have a positive impact on the work motivation of employees in commercial joint stock banks and, in order of decreasing impact, are: Income and welfare (INC) with coefficient $\beta = 0.453$; Working conditions (CON) with coefficient $\beta = 0.319$; Training and advancement (TRA) with coefficient $\beta = 0.290$; Nature of work (NOW) with coefficient $\beta = 0.191$ and finally Relations with colleagues (REL) with coefficient $\beta = 0.173$. Therefore, commercial banking industry employees are expected to be more motivated to work when employees feel that the income and welfare they receive from the organization are considered high and this is more important than the remaining factors and employees will tend to work with higher efficiency and be more engaged to the bank when the research factors are satisfied.

Unique Contribution to Theory, Practice and Policy: The article has contributed to strengthening the theory about the relationship between factors on employee motivation. First, managers need to build a salary and bonus system suitable to the nature of work, ensuring fairness and accurately reflecting the employees' abilities and work results. Second, for employees to reduce pressure on their personal lives and focus more on accumulating experience and knowledge at work, this accumulation will help reduce many risks for the bank or to gain new initiatives to reap success for itself. Third, training to update knowledge is a necessary factor to equip employees with more effective working skills and it is necessary to design appropriate training courses for each subject as well as the nature of the work of each department or division. Fourth, the nature of work and relationships with colleagues in an organization is not only expressed in solidarity, support and help for each other at work, but also in aspects of sharing thoughts, each individual's feelings in life.

Keywords: Work Motivation, Employees, Commercial Banks

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INTRODUCTION

A common current situation in Joint Stock Commercial Banks is that there is a large number of employees quitting their jobs to transfer to other banks as well as the staff's work efficiency not meeting the requirements that the banks expect and are mostly good employees with many years of experience, who hold management positions in departments in Branches/Transaction Offices, this shows a great influence on operations and the common goal of joint stock commercial banks in particular and the entire banking system of the country in general. Therefore, working motivation is an extremely important factor, contributing to the sustainable development of the system of joint stock commercial banks as well as aiming to maintain the brand and compete with each other among banks in the sector.

Previously, through analysis and exploration, the author found that there are many studies on work motivation as well as learning about employee satisfaction with organizations and banks that are very diverse such as: Research by Tran Thi Diem Thuy and Nguyen Thi Phuong (2021) on factors affecting the work motivation of bank employees, another study by Adekunle and Alalade (2015) whose research aims to explore factors creating motivation for bank employees in Nigeria. However, in determining the influencing factor components as well as at each experimental organizations and at each different time point of these behavioral studies, the author believes that there is still a gap necessary to be exploited and filled.

Research by Tran Thi Diem Thuy and Nguyen Thi Phuong has proposed a linear regression model to analyze work motivation at joint stock commercial banks in An Giang province, Vietnam. Thereby, six factors were proposed: Working conditions, Income and benefits, Self-expression needs, Training and advancement, Corporate culture and Leadership style. However, the limitation of this study is that it only conducted surveys and analyzed dynamics in one province of Vietnam. Therefore, it does not represent or reflect the general nature of the working dynamics of the commercial banking industry in Vietnam in the current context. Thus, it is necessary to explore a model of work motivation of employees in the commercial banking industry in Vietnam that includes factors considered appropriate as well as a widely conducted survey more.

In the context of the commercial banking in Vietnam today, the number of workers quitting their jobs to move to another commercial bank is a practical issue that needs to be resolved to stabilize the labor market in this industry. Therefore, the research results will contribute to suggesting implications to help managers have an overview and come up with effective employee retention policies to stabilize growth. stated sales volume.

Theoretical Basis and Research Model

Research Concepts

Work motivation, according to Lawler and Suttle (1973), defines work motivation as each individual's desire and willingness to work. Work motivation is a psychological process orienting individuals toward a certain purpose (Kreitner and Kinicki, 2009). In addition, according to Higgins (1994), the concept of motivation is a push from within the individual to meet unsatisfied needs.

Theoretical Framework

According to Maslow's theory regarding the need hierarchy (1943), human needs are divided into five levels from low to high such as: biology, safety, social relationships, respect and self-affirmation. The theory asserted that each individual must satisfy lower-level deficit needs

before satisfying higher-level growth needs in Maslow's hierarchy of needs. However, author later clarified that satisfying needs does not have to follow a certain order. In the context of commercial banking workers in Vietnam, applying this theory to explore and understand the aspirations of employees here is appropriate. Equity theory according to Adams (1963) is a theory of employee motivation with the basic content of behaving in a certain way to cause others to change their inputs or outputs. The basic content of this theory is that workers always compare what they put into their work with what they receive when completing that job and also compare this ratio with others. Therefore, this equity doctrine is considered a popular tool used to evaluate and improve the quality of employees' work. When you understand the theory of balance, time management and work can be shortened.

A related theory is Herzberg's two-factor theory (1959) has proposed a group of maintenance factors including (1) external factors, belonging to external satisfaction to prevent dissatisfaction of employees and (2) a group of motivating factors so-called as intrinsic satisfaction factors causing employees satisfied. In addition, Herzberg's two-factors theory also suggests that there are two groups of factors that affect employee motivation at work; are maintenance factors and motivating factors. At the same time, maintenance factors are factors that cause dissatisfaction in the workplace. They are external or job-independent factors; and is related to things like wages, job stability (the ability of employees to keep their jobs, not get fired), corporate policies, working conditions, leadership capabilities, and relationships between supervisors, subordinates and co-workers. Therefore, the author believes that commercial banks in Vietnam in the current context need to apply this relationship to explore the relationship between research concepts. Thus, management implications will be provided to help human resource managers have more appropriate policies for employees in the banking industry, an industry that is currently receiving attention from employees as well as employees. Training schools provide future career orientation for the students they are training.

Briefly Review Related Previous Studies

There are many domestic and foreign studies aimed at exploring and understanding the relationship and level of impact on workers' work motivation, as in a study by Islam and colleagues (2015) have explored the factors creating employee motivation at private commercial banks in Bangladesh by inheriting Herzberg's two-factor theory (1968), research results show that salary policy, Management policies and working environment are factors that affect the motivation of employees at banks in this country. In addition, Alalade (2015) whose research aimed to explore the factors creating the work motivation of bank employees in Nigeria, the results of this study showed the factors: reward evaluation, working environment, leadership style and salary, in which reward evaluation is the factor that has the strongest impact on the working motivation of bank employees in this country.

Domestically, there are case studies such as the research of Nguyen Thi Thuy Quynh (2017) to explore the work motivation of employees at Saigon Thuong Tin Commercial Joint Stock Bank by conducting a survey of 225 employees at the bank and the results showed that there are six factors impacting employee motivation, including: nature of work, salary and benefits, working environment, reward assessment, development prospects and leadership style, in addition, research results also show that the nature of work factor is a strongest influencing factor influencing on employee motivation at Saigon Thuong Tin Commercial Joint Stock Bank. In addition, in the study of factors affecting the work motivation of employees at joint stock commercial banks in Long Xuyen city, An Giang province by Tran Thi Diem Thuy and Nguyen Thi Phuong (2021) using the progressive method conducting a survey of over 170 respondents

who are officials and employees working at joint stock commercial banks in Long Xuyen city, An Giang province. The results showed that employee work motivation is influenced by 6 factors: working conditions, income and benefits, self-expression needs, training and advancement, corporate culture and leadership style. A limitation of previous studies through the author's review is that there are two limitations: first, the study only evaluated one situation at a specific bank (Nguyen Thi Thuy Quynh, 2017). savings at Sacombank. In addition, Tran Thi Diem Thuy and Nguyen Thi Phuong (2021) only reviewed banks in An Giang province. Thus, a representative survey and analysis for the entire banking industry in Vietnam has not been explored further.

Proposed Research Model and Hypothesis

Based on theoretical research model: Maslow's need theory (1943), Herzberg's two-factor theory (1959), Adams' equity theory (1963) and previous domestic and foreign experimental research results, the author inherits and proposes the following model: The research model includes 5 factors affecting the work motivation of employees at joint stock commercial banks, as shown in Figure 1:

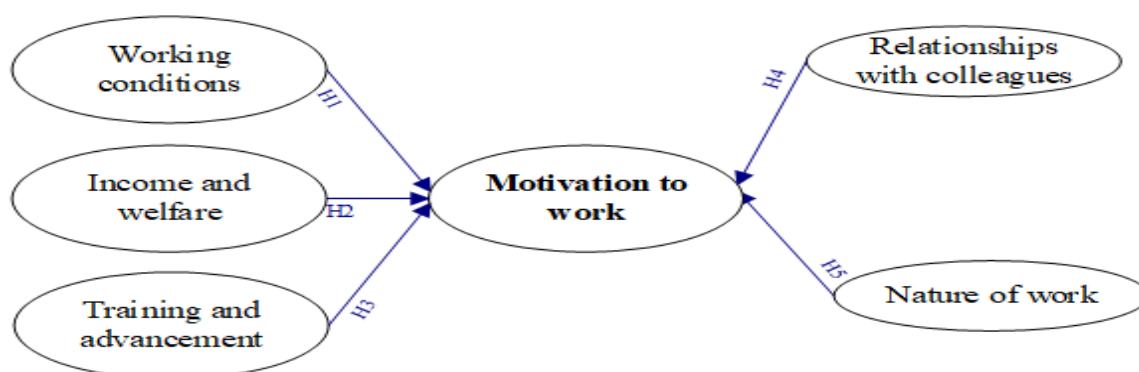


Figure 1: Proposed Research Model

Source: Author

Proposed Research Hypothesis

Working conditions: Working conditions, full of necessary information to work, and a friendly working environment will help employees be happy. If the working environment is good, everything around is good, the employees will work better. For such the reason, the author would like to propose the following hypothesis:

Hypothesis H₁: Working conditions have a positive influence on employees' work motivation

Income and welfare: salaries, non-salary bonuses and employee welfare. Employees receive bonuses when they complete the bank's tasks well and excellently. Should the bank has a full, clear, fair and transparent employee reward policy, employee motivation will also increase. Therefore, the following hypothesis is proposed as follows:

Hypothesis H₂: Income and welfare have a positive influence on employees' work motivation

Training and advancement: Improving professional qualifications and working skills along with many advancement opportunities and fair advancement policies. In addition, the Bank has good training policies for employees and appropriate advancement policies for talented people who achieve excellent results, the working motivation of employees is increased also. From these observations, the authors propose the following hypothesis:

Hypothesis H₃: Training and advancement have a positive influence on employees' work motivation

Relationships with colleagues: Colleagues are people who work together and interact with each other in daily work. Colleagues who care and support each other as well as care, respect, and treat them fairly and reliably will inspire employees to work and increase their motivation. Therefore, the following hypothesis is proposed:

Hypothesis H₄: Relationships with colleagues have a positive influence on employees' work motivation

Nature of work: Favorite profession matches the abilities, job assignment, and work pressure. Employees are arranged and assigned to work in accordance with their abilities and strengths, increasing employee motivation. From these observations, the following hypothesis is proposed by the authors:

Hypothesis H₅: Nature of work has a positive influence on employees' work motivation

The research model proposed by the author includes six research concepts and five hypotheses expressing the relationship between the proposed concepts. Using the linear structural model analysis method with partial least squares technique applied by the author. In addition, the research was conducted using convenient sampling techniques in both face-to-face and online forms to reach respondents. Regarding sample size and methods of testing the measurement model and testing the structural model according to the standards of Hair et al. (2017).

Scale of factors: The author summarizes the scale of factors, detailed in Table 1:

Table 1: Summary of Scales of Factors

No.	Encode	Observed variables	Source
Working conditions			
1	CON1	You are supported with full working tools and equipment to complete the job	Kovach (1995)
2	CON2	The job does not require regular overtime	
3	CON3	The workplace ensures safety and comfort	
Income and welfare			
4	INC1	Your salary is appropriate to your abilities	Simons and Enz (1995)
5	INC2	The bank handles well, with full benefits for sickness, maternity, leave...	Artz (2008)
6	INC3	The bank has an attractive welfare policy for employees	
Training and advancement			
7	TRA1	You are fully trained and knowledgeable to perform the job	Tran Kim Dung (2009)
8	TRA2	The Bank creates conditions for you to study and improve your professional knowledge	
9	TRA3	The bank has an advancement policy for qualified employees	
Nature of work			
10	NOW1	The job is suitable to your abilities	Hackman and Oldham (1974)
11	NOW2	Challenging and interesting work	
12	NOW3	You clearly understand your engaged work	
13	NOW4	Your work is important to the bank	
Relationships with colleagues			
14	REL1	Colleagues are ready to support you as so necessary	Lindsay et al (2008)
15	REL2	Colleagues have professional knowledge support at work	
16	REL3	Colleagues in the bank are close and friendly	
17	REL4	Colleagues are dedicated and enthusiastic at work	
Motivation to work			
18	MOT1	In general, you are satisfied with your job at the bank	Brooks (2007)
19	MOT2	You are ready to complete any task required by the bank	
20	MOT3	You don't want to leave the bank, you want to stay with the bank for a long time	

Source: Author

RESULTS

Descriptive Statistics

The sample was selected using a non-probability method in a convenient form. The survey was conducted by questionnaire sent online to employees currently working at Branches and Transaction Offices of Joint Stock Commercial Banks in Vietnam. The time to collect, analyze and process research data is from August to the end of November 2023. After collecting and

eliminating invalid survey questionnaires, 245 valid questionnaires were processed and analyzed.

Check the Scale: Reliability and Validity

Table 2: Summary Results of Coefficients in the PLS-SEM Model

Factor	Indicator	Loading factor of indicators	R ² Factor Correction	Cronbach's Alpha (CA)	Composite reliability (CR)	Average Variance Extracted (AVE)	Multicollinearity (VIF)
Working conditions	CON1	0.703		0.750	0.808	0.607	1.403
	CON2	0.801					1.523
	CON3	0.790					1.991
Income and welfare	INC1	0.836		0.813	0.850	0.662	3.805
	INC2	0.821					3.981
	INC3	0.845					3.810
Training and advancement	TRA1	0.805		0.794	0.925	0.702	1.745
	TRA2	0.803					1.978
	TRA3	0.807					2.726
Nature of work	NOW1	0.813		0.814	0.870	0.714	1.609
	NOW2	0.903					2.567
	NOW3	0.838					2.532
Relationships with colleagues	REL1	0.872		0.822	0.907	0.756	2.459
	REL2	0.901					2.217
	REL3	0.841					1.908
Motivation to work	MOT1	0.762		0.804	0.905	0.735	2.165
	MOT2	0.801	0.542				2.524
	MOT3	0.853					2.308

Source: Analysis Results on Smart PLS 3.0

Checking the reliability of the scale: Through Cronbach's Alpha (CA) test, the analysis results of Table 2 show that all factors are reliable with CA coefficient > 0.7. Thus, the scale reliability of all variables is appropriate. In addition, in consideration of the composite reliability (CR), the analysis results show that the CR index for each construct is > 0.8. Therefore, it has demonstrated that the scale has good internal consistency reliability.

Evaluate the convergent validity of the scale: The results show that the average variance extracted (AVE) coefficient of all factors is > 0.5, meeting the testing requirements. Thus, each construct exhibits good convergent validity.

Evaluate the discriminant value: In SmartPLS, the study is estimated using the Heterotrait - Monotrait (HTMT) index method, the results show that the HTMT indexes for all pairs of research variables of the first-order factor are less than 0.9, satisfies the standard conditions (shown in Table 3):

Table 3: Discriminant Value According to the HTMT Index Method

	CON	INC	NOW	REL	MOT
CON					
INC	0.762				
TRA	0.851	0.858			
NOW	0.828	0.708	0.821		
REL	0.787	0.812	0.880	0.806	
MOT	0.754	0.786	0.877	0.742	

Source: Author

From the analysis results, the author can conclude that the scales used in the research model have achieved very good reliability and validity.

Check the Structural Model: Multicollinearity and Model Suitability

Check for multicollinearity issues: The analysis results of table 2 show that the VIF results are all below the threshold of 5 and > 0.2 , indicating that the latent variables do not have multicollinearity.

Check the model's suitability: The suitability of the model is tested by the R^2 value. The analysis results show that the adjusted R^2 of the work motivation model meets the statistical standard of model suitability at a moderate level, shown in Table 2.

Check the Research Model and Hypotheses

Table 4: Check Results of the Relationship between Variables

Hypothesis	Relationship	Impact coefficient (β coefficient)	f^2	P Values	Result
H ₁	CON \rightarrow MOT	0.319	0.151	0.000	Accept
H ₂	INC \rightarrow MOT	0.453	0.242	0.000	Accept
H ₃	TRA \rightarrow MOT	0.290	0.132	0.005	Accept
H ₄	NOW \rightarrow MOT	0.191	0.125	0.025	Accept
H ₅	REL \rightarrow MOT	0.173	0.109	0.001	Accept

Source: Author

In conclusion, all hypotheses are accepted at 95% confidence level and are statistically significant (p-value < 0.05).

Discussion

Research results show that five factors all have a positive impact on the work motivation of employees in commercial joint stock banks and, in order of decreasing impact, are: Income and welfare (INC) with coefficient $\beta = 0.453$; Working conditions (CON) with coefficient $\beta = 0.319$; Training and advancement (TRA) with coefficient $\beta = 0.290$; Nature of work (NOW) with coefficient $\beta = 0.191$ and finally Relations with colleagues (REL) with coefficient $\beta = 0.173$. Therefore, commercial banking industry employees are expected to be more motivated to work when employees feel that the income and welfare they receive from the organization are considered high and this is more important than the remaining factors and employees will tend to work with higher efficiency and be more engaged to the bank when the research factors are satisfied.

In addition, the results of this study are quite similar to previous studies (Islam et al., 2015). However, an important discovery of this study has shown that income and welfare factors are the factors covering the strongest impact on employee motivation in the banking industry context of our country presently.

Management Implications

The article has contributed to strengthening the theory about the relationship between factors on employee motivation. In terms of practice, from the research results, the author proposes a number of solutions for bank managers as references to improve work motivation, create long-term employee engagement and achieve efficiency in its operations:

First, managers need to build a salary and bonus system suitable to the nature of work, ensuring fairness and accurately reflecting the employees' abilities and work results. In addition, to motivate employees, banks need to pay attention to other subsidies and benefits.

Second, for employees to reduce pressure on their personal lives and focus more on accumulating experience and knowledge at work, this accumulation will help reduce many risks for the bank or to gain new initiatives to reap success for itself. Thereby, it will create strength to help the bank adapt and minimize risks that may occur in operations, then employees need managers to create conditions for them to work conveniently, creatively and pay more attention to efficiency as well as properly evaluate the work nature of each employee position.

Third, training to update knowledge is a necessary factor to equip employees with more effective working skills and it is necessary to design appropriate training courses for each subject as well as the nature of the work of each department or division. Simultaneously, a policy of prioritizing internal appointments for long-term employees who work effectively with specific orientation criteria must be set forth.

Fourth, the nature of work and relationships with colleagues in an organization is not only expressed in solidarity, support and help for each other at work, but also in aspects of sharing thoughts, each individual's feelings in life. Therefore, in order for employees to increase their motivation to work with the bank, they must first create effective work coordination processes and create a culture of supporting each other at work.

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