

**THE DETERMINANTS AFFECTING THE EMPLOYEE MOTIVATION:
A CASE OF DONG NAI UNIVERSITY***Nguyễn Thị Phương Thảo¹**Nguyễn Việt Hùng²***ABSTRACT**

The purpose of this study is to explore the determinants affecting the employee motivation at Dong Nai University (DNU). The research result is a science evident for managers to improve the employee motivation. 250 participants working at DNU replied the questionnaire with 24 questions, but 202 questionnaires received were processed with SPSS 20.0. The primary sources of data collected from July 2017 to July 2018 at DNU using simple random sampling technique. The Data was analyzed with Cronbach's Alpha and the exploratory factor analysis (EFA), which was used for multiple linear regression and partial least squares method. Employees' responses were measured through an adapted questionnaire on a 5-point Likert scale. In addition, the findings of the study showed that five factors have influenced the employee motivation at DNU with significance level 0.05.

Keywords: Employee, motivation, Dong Nai, DNU

1. Introduction

Today, organization of leaders must face a macro-environment filled with an unprecedented level of active stressors e.g. technological advancement, increased globalization, nomadic workforce, economic shifts, increased competition, increase in overall pace, increased diversity. It is being routinely argued that the rate of change is increasing. The overall pace of this environment creates a constant feeling of being rushed and having to be on for longer periods. Temporal windows of downtime between acute stressor events appear to be shrinking and are placed in a context of chronic pressures to learn and adjust to day-by-day demands of technology and competitiveness in an increasingly global marketplace. Besides, many of the challenges organizational leaders face today are the

same as in past decades but the pace and complexity of changes are of a magnitude never before experienced.

Moreover, workers in any organization need something to keep them working. Most of the time, the salary of the employee is enough to keep him or her working for an organization. An employee must be motivated to work for an organization. If no motivation is present in an employee, then that employee's quality of work or all work in general will deteriorate. Thus, employees are the key driving force of any organization who gives endless effort to put an organization's decisions into action with a view to achieve the goals of the organization. Employees, therefore, regarded as an unsurpassed vital resource of organization, and the issue of employee's motivation has become

¹Trường Đại học Đồng Nai
Email:nguyenthiphuongthao24783@gmail.com

²Trường Đại học Lạc Hồng

an indispensable part of the human resource strategy of an organization. Motivation is the force that makes people chooses a particular job, stay with that job and work hard in that job. With the practical requirements of a manager in mind, this author had chosen: “**The determinants affecting the employee motivation: A case of Dong Nai University**” as a paper. This paper helps managers who apply the research results for improving policy on the management quality better in the future.

2. Literature review

Increasing employees’ motivation, commitment and engagement levels are key organizational aspects nowadays. The development of compensation policies has an important role in motivating workforce to deliver high levels of performance, discretionary effort and contribution. The process of motivation usually starts with someone recognizing an unsatisfied need. Then a goal is established to be reached and that way to satisfy the need. Rewards and incentives established for people to better accomplish the given goal. The social context also affects the motivation level [1]. This context consists of organizational values and culture but it also includes leaderships and management as well as the influence of the group or team in which a person works. Besides, motivation should begin with the definition of its subject matter. One may expect the motivational theories to be the perfect

place to look for a generally agreed upon definition. The inquisitive reader finds, however, that the field of motivation is characterized by an abundance of different theoretical frameworks and models that make it difficult, if not impossible, to identify similarities and differences. Most workers in the field of motivation define motivation in their own terms. As a result, individual research efforts overlap only little. Although viewing a particular phenomenon from many different perspectives may not be a drawback by itself, in the case of motivation research the point made that much of the research effort has not resulted in an increased understanding of motivated behavior.

Daljeet Singh Wadhwa proposed that the concept of motivation has to do with the choices made by persons or lower organisms among alternative forms of voluntary activity [2]. He views the motivation to work. A set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration. Other motivational theorists also operationalize motivation as the direction, effort, and persistence of behavior.

Intrinsic motivation. Intrinsic motivation refers to motivation that driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on

external pressures or a desire for reward. Intrinsic motivation studied since the early 1970s. The phenomenon of intrinsic motivation first acknowledged within experimental studies of animal behavior.

In these studies, it was evident that the organisms would engage in playful and curiosity driven behaviors in the absence of reward. Intrinsic motivation is a natural motivational tendency and is a critical element in cognitive, social, and physical development. Students who intrinsically motivated are more likely to engage in the task willingly as well as work to improve their skills, which increase their capabilities. Students are likely to be intrinsically motivated if they: attribute their educational results to factors under their own control, also known as autonomy believe they have the skills to be effective agents in reaching their desired goals, also known as self-efficacy beliefs are interested in mastering a topic, not just in achieving good grades.

Extrinsic motivation. Extrinsic motivation refers to the performance of an activity in order to attain an outcome, whether or not that activity is also intrinsically motivated. Extrinsic motivation comes from outside of the individual. Common extrinsic motivations are rewards (for example money or grades) for showing the desired behavior, and the threat of punishment following misbehavior. Competition is in an extrinsic

motivator because it encourages the performer to win and to beat others, not simply to enjoy the intrinsic rewards of the activity. A cheering crowd and the desire to win a trophy are also extrinsic incentives.

Employee motivation. Employee motivation refers to the forces and reasons that inspire employees to engage in their work. Research shows that motivated and productive employees contribute to the organization's profitability. Employers work to increase employee motivation because research indicates that motivated employees lead to increased work quality and improved attendance. What motivates employees varies depending on the individual. Many employees motivated by financial rewards, while others like a combination of recognition and financial rewards [3]. Managers must interact with each employee in order to determine what motivates each individual and then develop an individualized approach. Once managers find what motivates employees, they can use the information to reach organizational goals on a daily basis. For instance, the manager can tie rewards to the ability to meet customer perception levels [3]. When managers know what motivates employees, they can leverage that information so that the employees are effective. Although employee motivation varies from employee to employee, some motivators include money,

nonmonetary incentives, job promotions, paid time off, feedback and recognition. Managers also must consider how frequently they offer motivational items and the number of rewards offered at one time. Offering only one reward demotivates employees, according to research, who say that one reward only motivates existing top performers, instead of motivating underperformers.

2.1. Job security and development (JD)

Job security. Job security is another very important factor that may affect employee job satisfaction. Employees will often feel more secure if they believe they will not get fired.

Development. If employee see a path available to move up the position in the organization, they would be more satisfied with their existing job. Organization can persuade employees to learn sophisticated skills or to demonstrate them what they need to in order to be on a path to progression inside the organization [4].

Job called a group of homogeneous tasks related by similarity of functions. When performed by an employee in an exchange for pay, a job consists of duties, responsibilities, and tasks (performance elements) that are (1) defined and specific, and (2) can be accomplished, quantified, measured, and rated. From a wider perspective, a job is synonymous with a role and includes the physical and social aspects of a work environment. Often,

individuals identify themselves with their job or role (supervisor, engineer, etc.) and derive loyalty from its uniqueness or usefulness [5].

JD1: DNU has a policy of training and professional development for staffs.

JD2: DNU gives you the opportunity to develop personal ability.

JD3: DNU always creates advancement opportunities for qualified persons.

JD4: All employees have the opportunity to study and Job security at DNU.

JD5: You always get the enthusiastic from the helping of colleagues.

Hypothesis H1: Job security and development has a positive impact on the employee motivation.

2.2. Relationship (R)

Every employee seeks to be treated with respect by those they work with. If employees are in touch with supportive colleagues or peer, they can do their performance. The organization staffs are very courteous and considerate with customers [6].

R1: Your suggestions are respected by superiors at DNU.

R2: Superiors who are friendly and approachable.

R3: Superiors who support and often help you solve job.

R4: Superiors who commonly shared and help you about the difficulties.

Hypothesis H2: Relationship has a positive impact on the employee motivation.

2.3. Freedom (F)

Freedom or autonomy. It refers to the degree of freedom that workers have in their work. It means the level of control employees have timing and scheduling their work activities [7].

F1: Your job is very interesting and comfortable at DNU.

F2: You were given authority in accordance with their abilities at work.

F3: Your job is suitable for you and working time is freedom at DNU.

F4: Your job is creative and freedom at DNU.

Hypothesis H3: Freedom has a positive impact on the employee motivation.

2.4. Income and policy (IP)

Income. It is the consumption and savings opportunity gained by an entity within a specified timeframe, which generally expressed in monetary terms. However, for households and individuals, income is the sum of all the wages, salaries, profits, interest payments, rents and other forms of earnings received... in a given period of time.

Policy. It usually a documented set of broad guidelines, formulated after an analysis of all internal and external factors that can affect a firm's objectives, operations, and plans. The policy formulated by the firm's board of directors, corporate policy lays down the firm's response to known and knowable situations and circumstances.

It also determines the formulation and implementation of strategy, and directs and restricts the plans, decisions, and actions of the firm's officers in achievement of its objectives [8].

IP1: Your current salary is in line with your abilities at DNU.

IP2: Your salary commensurate with your salary the same position in another university.

IP3: DNU has good policy for studying and researching.

IP4: You are rewarded with the results of the working at DNU.

Hypothesis H4: Income and policy has a positive impact on the employee motivation.

2.5. Work environment (WE)

Work environment. It located where a task is completed. When pertaining to a place of employment, the work environment involves the physical geographical location as well as the immediate surroundings of the workplace such as a construction site or office building [9]. Factors relating to the place of employment, such as the quality of the air, noise level and additional perks and benefits of employment such as free child care or unlimited coffee, or adequate parking [10].

WE1: Working conditions is clean, cool and comfortable at DNU.

WE2: Working conditions where you provided a full range of vehicles and machinery needed for the job.

WE3: Working conditions make your job really become safe.

WE4: Working conditions were working time and your break is consistent.

Hypothesis H5: Work environment has a positive impact on the employee motivation.

Research model for factors affecting the employees' motivation

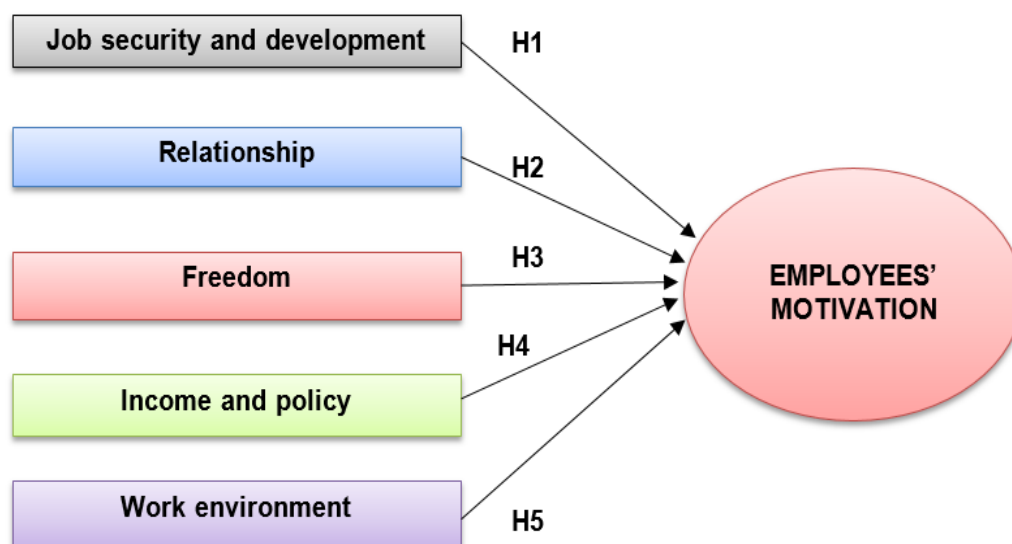


Figure 1: *Research model for factors affecting the employees' motivation at DNU*

(Source: Researchers proposed)

3. Methods of research

The research process for factors affecting the employees' motivation having two phases following. **Phase 1:** Researchers applied the expert methodology and based on 10 experts' consultation and based 10 lecturers as group discussions are to improve the scale and design of the questionnaire. The results of surveying 10 management experts and 10 lecturers showed that factors affecting the employees' motivation. Researchers created a list of possible factors gathered from the literature reviews as mentioned in the above studies. **Phase 2:** Researchers tested a reliability scale with Cronbach's Alpha coefficient and

exploratory factor analysis. Completed questionnaires were directly collected from the surveyed employees because it took them less than 15 minutes to finish the survey. There are 250 employees surveyed by hard copy distributed among more than 300 employees at DNU. All data collected from the questionnaire are coded, processed by SPSS 20.0. Any observational variables with a total correlation coefficient greater than 0.3 and Cronbach's Alpha coefficient greater than 0.6 would ensure reliability of the scale. This method is based on the Eigenvalue, the appropriate factorial analysis and the observed variables in the whole which

are correlated when Average Variance Extracted is $> 50\%$, the KMO coefficient is within 0.5 to 1, Sig coefficient $\leq 5\%$, the loading factors of all observed variables are > 0.5 . In addition, the researchers testing scale reliability with Cronbach's alpha coefficient and exploratory factor

analyses (EFA) were performed. Finally, multiple linear regression used [11].

4. Research results

Descriptive Statistics for factors affecting the employees' motivation at DNU

Table 1: *Descriptive statistics for the employees' motivation at DNU*

Code	N	Minimum	Maximum	Mean	Std. Deviation
JD1	202	1	5	2.83	0.933
JD2	202	1	5	2.91	0.890
JD3	202	1	5	2.85	0.870
JD4	202	1	5	2.85	0.915
JD5	202	1	5	2.85	0.841
R1	202	1	5	2.76	1.322
R2	202	1	5	2.74	1.294
R3	202	1	5	2.90	1.336
R4	202	1	5	2.82	1.341
F1	202	1	5	2.75	1.442
F2	202	1	5	2.92	1.334
F3	202	1	5	2.49	1.294
F4	202	1	5	2.69	1.302
IP1	202	1	5	3.11	1.033
IP2	202	1	5	3.17	1.084
IP3	202	1	5	3.26	1.015
IP4	202	1	5	3.08	0.961
WE1	202	2	5	4.07	0.919
WE2	202	1	5	3.40	1.107
WE3	202	2	5	3.73	1.280
WE4	202	1	5	3.47	1.313
EM1	202	2	5	3.27	0.590
EM2	202	2	5	3.25	0.752
EM3	202	2	5	3.39	0.677

(Source: The researchers' collecting data and SPSS 20.0)

Table 1 showed that the mean of items and Std. Deviation are around 3.0 and 1.0. The value of minimum is 1.0 and maximum is 5.0.

The scale reliability tests for factors affecting the employees' motivation at DNU

Table 2: *The scale reliability tests for factors affecting the employees' motivation at DNU*

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JD1	11.45	10.587	0.879	0.944
JD2	11.37	10.810	0.887	0.942
JD3	11.43	10.664	0.946	0.932
JD4	11.43	10.982	0.821	0.954
JD5	11.43	11.310	0.844	0.949
Cronbach's Alpha for Job security and development (JD)				0.955
R1	8.46	12.747	0.704	0.881
R2	8.48	12.569	0.751	0.864
R3	8.32	11.583	0.854	0.824
R4	8.40	12.380	0.737	0.869
Cronbach's Alpha for Relationship (R)				0.891
F1	8.10	12.100	0.860	0.862
F2	7.93	13.428	0.778	0.891
F3	8.36	13.982	0.739	0.904
F4	8.15	13.335	0.818	0.878
Cronbach's Alpha for Freedom (F)				0.911
IP1	9.51	7.803	0.754	0.899
IP2	9.46	7.354	0.798	0.884
IP3	9.37	7.567	0.828	0.873
IP4	9.54	7.911	0.811	0.880
Cronbach's Alpha for Income and Policy (IP)				0.910
WE1	10.60	11.346	0.871	0.893
WE2	11.27	10.756	0.771	0.913
WE3	10.94	9.350	0.842	0.891
WE4	11.21	9.151	0.845	0.892
Cronbach's Alpha for Work Environment (WE)				0.921
EM1	6.64	1.496	0.440	0.631
EM2	6.66	1.130	0.491	0.572
EM3	6.52	1.226	0.531	0.509
Cronbach's Alpha for The employees' motivation (EM)				0.670

(Source: The researchers' collecting data and SPSS 20.0)

Table 2 showed that all of 24 variables surveyed Corrected Item-Total Correlation greater than 0.3 and Cronbach's Alpha if Item deleted greater than 0.6 and Cronbach's Alpha is very reliability. Such observations make it eligible for the survey variables

after testing scale. This showed that data was suitable and reliability for researching. Table 2 showed that Cronbach's Alpha for Job security and development (JD) is 0.955; Cronbach's Alpha for Relationship (R) is 0.891; Cronbach's Alpha for Freedom (F) is

0.911; Cronbach's Alpha for Income and Policy (IP) is 0.910; Cronbach's Alpha for Work Environment (WE) is 0.921 and Cronbach's Alpha for The employees' motivation (EM) is 0.670. Mover, any

observational variables with a total correlation coefficient greater than 0.3 and Cronbach's Alpha coefficient greater than 0.6 would ensure reliability of the scale.

Table 3: *Coefficients from the multiple linear regression*

Relationships	Coefficient	Standardized Coefficient	S.E	T	Sig	Conclusion
EM <--- JD	0.112	0.175	0.031	3.649	0.000	H1: Supported
EM <--- WE	0.202	0.403	0.025	8.172	0.000	H5: Supported
EM <--- F	0.130	0.295	0.022	5.944	0.000	H3: Supported
EM <--- IP	0.255	0.442	0.027	9.304	0.000	H4: Supported
EM <--- R	0.093	0.204	0.023	3.973	0.000	H2: Supported

Note: Significant at 5 percent (All t-tests are one-tailed)

(Source: The researchers' collecting data and SPSS)

Table 3 showed that column "Sig" < 0.05 with significance level 0.05 and column "Conclusion" H1: supported; H2: supported; H3: supported; H4: supported and H5: supported. This showed that five factors affecting the employees' motivation at DNU with significance level 0.05.

5. Conclusions and managerial implications

5.1. Conclusions

This study found that five factors affecting the employees' motivation at DNU with significance level 0.05. Job security and development ($\beta = 0.175$), Relationship ($\beta = 0.204$), Freedom ($\beta = 0.295$), Income and policy ($\beta = 0.442$) and Work environment ($\beta = 0.403$).

This study is to find out the income and policy ($\beta = 0.442$) affected strongest in five factors with significance level 0.05. The researchers surveyed 250 employees (202 samples processed) and answered 24 items. Data collected from July 2017 to July 2018 at DNU. The Cronbach's Alpha had been analyzed, KMO test and the result of KMO analysis which used for multiple linear regression. Employees' responses measured through an adapted questionnaire on a 5-point Likert scale (Conventions: 1: Completely disagree, 2: Disagree, 3: Normal; 4: Agree; 5: completely agree). The researchers had managerial implications policymaker of DNU continued to improve the employees' motivation.

5.2. Managerial implications

Income and policy ($\beta = 0.442$) has the strongest impact on the employees' motivation at DNU with significance level 0.05.

DNU should continue to improve the staff income and policy following: DNU should continue to improve the income and remuneration that rewarded with the results of the working. DNU should continue to improve the current salary policy and remuneration to be in line with employees' job. Besides, DNU should continue to improve the income and remuneration that is enough money to ensure your life and the family. DNU should continue to improve the income and that is too commensurate with employees' salary and remuneration policy the same position in another university.

Work environment ($\beta = 0.403$) has the second impact on the employees' motivation at DNU with significance level 0.05.

DNU should continue to improve the working conditions following: DNU should continue to improve the working conditions where the work is clean, cool, useful and comfortable for employees to work at the DNU. DNU should continue to improve the working conditions where employees provided a full range of vehicles and machinery needed for the job at the DNU. DNU should continue to improve the working conditions where make the job really become safe, happy and powerful at working. In addition, DNU should

continue to improve the working conditions such as working time and break time is consistent for employees working at the DNU.

Freedom ($\beta = 0.295$) has the third impact on the employees' motivation at DNU with significance level 0.05. DNU should continue to improve the Freedom following: DNU should continue to improve the job that is very interesting, comfortable and wonderful for employees working. DNU should continue to give authority in accordance with employee's abilities at work. Besides, DNU should continue to have the division of working that is suitable for each position for each person at the DNU.

Relationship ($\beta = 0.204$) has the fourth impact on the employees' motivation at DNU with significance level 0.05.

DNU should continue to improve the relationship with employees following: DNU should continue to improve suitable policies for training and professional development of employees. Managers of DNU continued to improve the relationships such as the working of the collaboration and eat dinner with them.

Managers of DNU should continue to have good opportunities to develop personal ability in the job. Managers of DNU should continue to improve for employees to study and promote fair. Managers of DNU should continue to share and help employees get over the difficulties in working and life of workers.

Job security and development ($\beta = 0.175$) has the least impact on the employees' motivation at DNU with significance level 0.05.

DNU should continue to improve Job security and development when employees want to help. Managers of DNU should improve the Job security at the DNU. Managers of DNU continued to help colleagues to get the enthusiastic helping more and more. Besides,

managers of DNU continued to share the knowledge and skills for colleagues to work and to develop their skills at the DNU. DNU managers continued to listen to comments from colleagues and employees in order to develop suitable policies for the DNU. In addition, managers of DNU should continue to improve advancement opportunities for qualified persons in the life.

REFERENCES

1. Chung, W.Y., Brown, R. (2010), "Employee Turnover: Bad attitude or Poor Management", *Journal of Learning Science*, Volume 7, Issue 3, pp. 23-47
2. Daljeet Singh Wadhwa (2011), "A Study on Factors Influencing Employee Job Satisfaction: A Study in Cement Industry of Chhattisgarh", *International Journal of Business Management*, Volume 5, Issue 11, pp 213-222
3. Ellickson, M.C. & Logsdon, K. (2002), "Determinants of job satisfaction of municipal government employees", *State and Government Review*, Volume 33, Issue 3, pp.173-184
4. Karen S. Myers Giacometti (2005), "Factors affecting job satisfaction and retention of beginning teachers", *Journal of Operational Management*, Volume 14, Issue 2, pp 143-159
5. Rapeepun Piriyakul (2012), "Influencing factors to job satisfaction and organizational commitment in manufacturing organization, affect to turnover intention: A context of Thai fashion industry", *International Journal of Academic Research in Business and Social Science*, Volume 1, Issue 1, pp 35-58
6. Ofuani Mrs (2010), "An analysis of factors affecting job satisfaction of women in paid employment in Benin City", *Journal of Business Management*, Volume 6, Issue 4, pp 86-97
7. Nezenwakwelu, C. A (2017), "Determinants of Employee Motivation for Organisational Commitment", *IOSR Journal of Business and Management*, Volume 19, Issue 7, pp 01-09
8. Nishant Saxena (2011), "Employees' job satisfaction in power back-up industry: An analytical approach", *International Journal of Management & Business Studies*, Volume 12, Issue 2, pp 11-19
9. Saba Saleem (2013), "Determinants of job satisfaction among employees of banking industry at Bahawalpur", *Journal of Emerging Issues in Economics, Finance and Banking (JEIEFB)*, Volume 1, Issue 2, pp 150-161

10. Luddy, Nezaam (2005), "Job Satisfaction amongst Employees at a Public Health Institution in the Western Cape", *Journal of World Business*, Volume 20, Issue 5, pp 242-252

11. Hair, J., Anderson, R., Tatham, R., & Black, W. (1998), "Multivariate Data Analysis with Readings", US: Prentice-Hall: Upper Saddle River, NJ, USA

CÁC YẾU TỐ TÁC ĐỘNG ĐẾN ĐỘNG LỰC LÀM VIỆC CỦA NGƯỜI LAO ĐỘNG TẠI TRƯỜNG ĐẠI HỌC ĐỒNG NAI TÓM TẮT

Mục đích của nghiên cứu này là khám phá các yếu tố ảnh hưởng đến động lực làm việc của người lao động tại trường Đại học Đồng Nai (DNU). Kết quả nghiên cứu là một bằng chứng khoa học cho các nhà quản lý để cải thiện động lực của người lao động. Nhóm tác giả đã khảo sát 250 người lao động làm việc tại trường Đại học Đồng Nai và trả lời 24 câu hỏi, 202 người lao động trả lời hợp lệ và đã được xử lý bởi phần mềm SPSS 20.0. Các nguồn dữ liệu chính được thu thập từ tháng 7 năm 2017 đến tháng 7 năm 2018 tại trường Đại học Đồng Nai. Kỹ thuật lấy mẫu ngẫu nhiên đơn giản. Dữ liệu đã được phân tích Cronbach's Alpha và phân tích nhân tố khám phá (EFA), kết quả này được sử dụng cho phân tích hồi quy tuyến tính và sử dụng phương pháp bình phương tối thiểu. Các câu trả lời được đo lường thông qua bảng câu hỏi điều chỉnh theo thang đo Likert 5 điểm. Ngoài ra, những phát hiện của nghiên cứu có năm yếu tố ảnh hưởng đến động lực làm việc của người lao động tại trường Đại học Đồng Nai với mức ý nghĩa là 0,05.

Từ khóa: Người lao động, động lực, Đồng Nai, trường Đại học Đồng Nai

(Received: 9/1/2019, Revised: 11/2/2019, Accepted for publication: 7/5/2019)