
**FACTORS IMPACTING EMPLOYEES' JOB MOTIVATION: A CASE OF
COMMERCIAL BANKS IN CAN THO CITY**

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ABSTRACT: *Vietnam is accelerating the process of industrialization and modernization of integration into the international market. The biggest strength of Vietnam in relation to other countries is the abundant human resources, able to quickly acquire technology. However, in the context of the Industrial Revolution 4.0, Vietnam's labor productivity is still low. Therefore, it is important for commercial banks to ensure the competitiveness. The study objective is to find out the determinants affecting the employees' job motivation of Commercial Banks in Can Tho City. The researchers' surveyed 400 employees working for commercial banks and answered 28 questions but 370 employees processed. The primary sources of data collected from November 2018 to May 2019 in Can Tho City. Simple random sampling technique. The Data analyzed Cronbach's Alpha and the exploratory factor analysis (EFA), which used for multiple linear regression and using partial least squares method. Employees' responses measured through an adapted questionnaire on a 5-point Likert scale. In addition, the findings of the study have six factors affecting the employees' job motivation of Commercial Banks in Can Tho City with significance level 0.05.*

KEYWORDS: Motivation, job, employee, commercial banks and TDU.

INTRODUCTION

In the trend of the world entering the Industrial Revolution 4.0, focusing mainly on smart production, high-quality human resources increasingly show a decisive role in the country's socio-economic development and commercial banks. Thus, human resources are the main resource that determines the process of socio-economic growth and the development of commercial banks. Determinant of the exploitation using protection and regeneration of other resources. In recent years, Vietnam has accelerated the process of industrialization and modernization to quickly integrate into the international market. The biggest strength of Vietnam in relation to other countries is the abundant source of young labor, which is the most receptive force in technology and science.

However, in the context of the Industrial Revolution 4.0 exploded with the widespread application of IT and automation achievements, Vietnam's labor productivity has not kept pace with the requirements. Although, Vietnam is in the period of golden population, there is a high proportion of people in working age, but the labor productivity in Vietnam is still low, especially commercial banks (Wright, F, 2003).

It is interesting that now, other countries have self-consciously improved and developed the economy in the context of globalization with very elaborate projects in the fields of education, production, bank and services... With the primary goal is to improve the quality of the workforce, if Vietnam does not focus on this goal, the gap with other countries in the region and the world will be widened. In many reasons, the productivity of labor in Vietnam is still low, it can be mentioned the following four reasons: Low technical and technological level; The proportion of labor in agriculture, forestry and fishery is still high; The quality of human resources is still low; Basic remuneration for workers is low... Above mentioned things, the researchers studying factors impacting employees' job motivation: a case of commercial banks in Can Tho City.

LITERATURE REVIEW

Job Motivation (JM)

It is the desire and willingness of man to increase the effort to achieve a specific goal or result (In other words, motivation includes all the reasons that make people act). Motivation is also influenced by many factors, these factors are always changing and elusive. As all activities that an Enterprise, an enterprise can perform to its employees, impact on the ability to work in a spirit of working attitude to bring about high efficiency in labor (Wang Y, 2004). Job motivation associated with benefits or in other words is the benefit that creates motivation in labor. But to what extent is the dynamics created, how it depends on the specific mechanism to use it as a factor for social development. Wanting the benefits to create motivation must affect it, stimulating it to increase the effective activity of labor in work, in professional or in specific functions (Abeysekera, R, 2007).

Interesting work (IW)

Interesting work: According to (Boyens, M, 2007), a job will bring employees general satisfaction and create good work efficiency. To have satisfaction, employees have to get a job that is appropriate to their ability. A job being suitable to ability represents diversification, creativeness to create the chance for employees to use and prove their ability as well as personal skills (Obeidat, O., & AL_Dwairi, K. H, 2015).

Hypothesis H1: Interesting work has a positive impact on the employees' job motivation of commercial banks in Can Tho City.

Full appreciation of work done (AW)

Full appreciation of work done: Appreciation is to recognize, certify the contribution of one person through high evaluation or award for completing missions or to recognize good achievements (Gilstrap, D. L, 2013). (Gilstrap, D. L, 2013) added that when a person is awarded for his achievements, appreciation factor must be presented. Whereas some researchers founded out that employees hope their leaders or colleagues acknowledge their achievements and stated that good work or doing work with high quality is not often recognized. According to (Hui MK, Au K, Fock H, 2004), it is resulted from traditional management, bureaucracy system, lack of interpersonal skills in management.

Hypothesis H2: Full appreciation of work done has a positive impact on the employees' job motivation of commercial banks in Can Tho City.

Sense of autonomy at work (SA)

Sense of autonomy at work: Sense of autonomy at work means employees have the right to control and they are responsible for their work, being encouraged to participate in decisions related to work or bringing out innovative ideas. When employees have autonomy at work, it shall impulse, create motivation, which help them to get good results (Laequddin, D.T, 2010).

Hypothesis H3: Sense of autonomy at work has a positive impact on the employees' job motivation of commercial banks in Can Tho City.

Job security (JS)

Job security: The stability and safety in work are always one of the most indispensable factors for all people. The insecure work situation has large impact on work efficiency, spirit and confidence of employees (Royle, M., & Hall, A, 2012).

When employees feel that their work not being threaten by losing job or assured to have long-term job, or they see a good vision of company in the future; then it certainly has positive effect on their working (Meyer, J. P, 2012).

Hypothesis H4: Job security has a positive impact on the employees' job motivation of commercial banks in Can Tho City.

Good wages (GW)

Good wages: Income includes salary and financial benefits. This factor refers to all kinds of bonuses that a person can get when exchanging his labor power. Work motivation of employees enhanced quickly through administration policies and compensation policies. (Laequddin, D.T, 2010) discovered that senior managers boost their employees strongly by financial rewards. The researches affirmed that high income of employees has connection to work motivation. Therefore, when senior managers have effective salary and compensation policies, it will largely contribute to increasing working motivation of employees.

Hypothesis H5: Good wages have a positive impact on the employees' job motivation of commercial banks in Can Tho City.

Promotion and career development (PD)

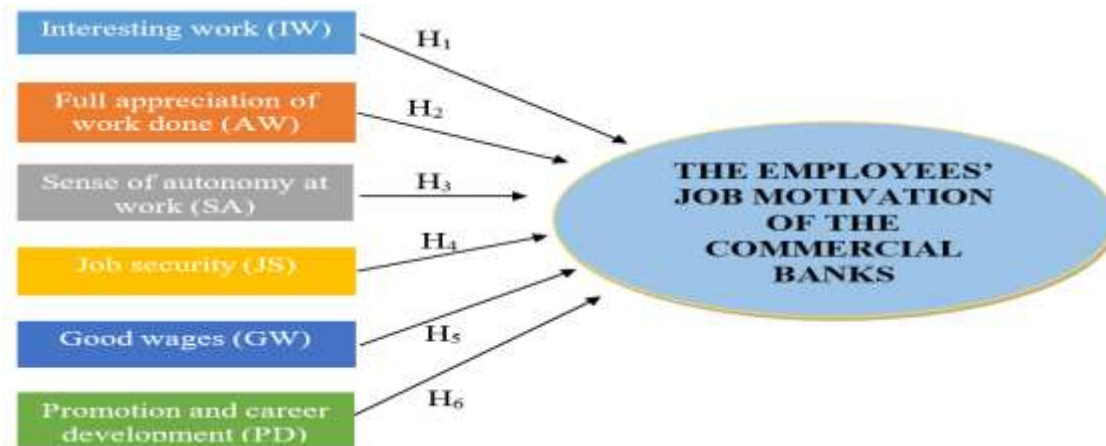
Promotion and career development: Job promotion is a crucial need to any kinds of organizations. The fact that whether a society exists or not depends on its meet to the change.

In accordance to (Zameer, H., Ali, S., Nisar, W., & Amir, M, 2014), promotion in work means the development. It is the factor to create working motivation, and therefore it seemed as the factor forming motivation at high degree. His research depicts that this factor combines meaningfully to

dissatisfaction of employees. Both the satisfaction of work position and promotion chance affect the working process of employees, especially in case of senior managers (Kiura, J, 2010).

Hypothesis H6: Promotion and career development has a positive impact on the employees' job motivation of commercial banks in Can Tho City.

Research model for factors affecting the employees' job motivation of commercial banks in Can Tho City.

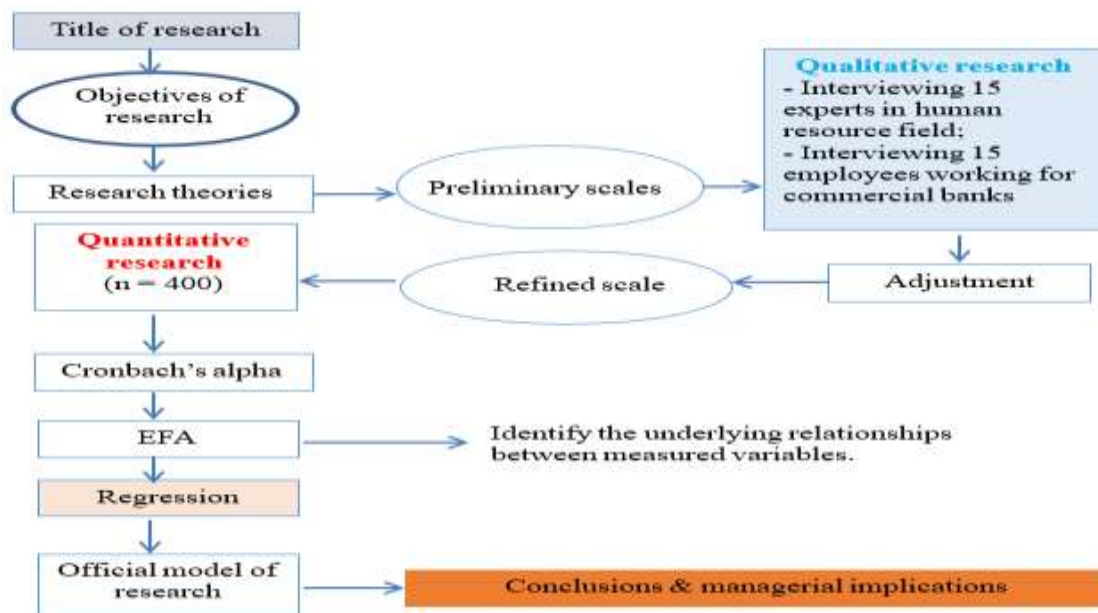


(Source: Researchers proposed)

Figure 1: Research model for factors affecting the employees' job motivation of commercial banks in Can Tho City

METHODS OF RESEARCH

The paper aims to introduce research methods with statistical analysis tools to evaluate scales, concepts in research and test hypotheses outlined in the model. This section includes: (1) qualitative research, (2) quantitative research. Through the article, the authors have the research process for factors affecting the employees' job motivation of commercial banks in Can Tho City that having two phases following.



(Source: Researchers proposed)

Figure 2: Research process for factors affecting the employees' job motivation of commercial banks in Can Tho City

Phase 1: We applied the expert methodology and based on 15 experts' consultation and based 15 employees as group discussions are to improve the scale and design of the questionnaire. The results of surveying 15 experts and 15 employees agreed that all of factors affecting the employees' job motivation of commercial banks in Can Tho City. We created a list of possible factors gathered from the literature reviews as mentioned in the above studies. Phase 2: We 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 400 employees surveyed at commercial banks in Can Tho City among more than 1.000 employees. 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 0.7 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, the least squares method and multiple linear regression used (Hair, Anderson, Tatham, & Black, 1998). The least squares method is a form of mathematical regression analysis that finds the line of best fit for a set of data, providing a visual demonstration of the relationship between the data points. Each point of data is representative of the relationship between a known independent variable and an unknown dependent variable (Hair, B. B., & Anderson, 2010).

RESEARCH RESULTS

The scale reliability tests for factors affecting the employees' job motivation of commercial banks in Can Tho City

Table 1: The scale reliability tests for factors of the employees' job motivation of commercial banks in Can Tho City

Items	Cronbach's Alpha if Item Deleted
IW1: Your work at the bank helps you to promote your personal capability	.971
IW2: Your work is diversified and requires creativity	.967
IW3: Your work has many challenges that You want to conquer	.964
IW4: You can finish the job without depending on others	.972
IW5: You are proud to talk about your work	.971
Cronbach's Alpha for Interesting work (IW)	0.975
AW1: You usually get compliment when having the work done well	.899
AW2: During your work at bank, your achievement is recognized	.890
AW3: You know the exact work expectation from higher management	.856
AW4: The superior gives credit to your work	.876
Cronbach's Alpha for full appreciation of work done (AW)	0.908
SA1: You know exactly your duty	.776
SA2: You are encouraged to participate in decision making related to work	.882
SA3: You are encouraged to contribute ideas, initiatives, and improvement	.859

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

Table 1. Continued

Cronbach's Alpha for sense of autonomy at work (SA)	0.887
JS1: You signed with the bank a long-term contract	.903
JS2: Having a stable job is important to you	.934
JS3: You don't have to worry about unemployment working at bank	.919
JS4: Your work is the path to success in the future	.907
Cronbach's Alpha for job security (JS)	0.936
GW1: Remuneration is equivalent to work performance.	.907
GW2: The salary can guarantee personal living	.894
GW3: You get bonuses or pay raise upon good work performance	.887
GW4: Salary raise decision at the Bank that is fair	.888
GW5: Basic salary and overtime pay are reasonable	.900
Cronbach's Alpha for good wages (GW)	0.915
PD1: You have many opportunities to be trained for necessary knowledge for your job	.890
PD2: You know clearly bank's conditions to be promoted	.911
PD3: The bank helps you to build a specific training and career development plan	.882
PD4: The bank facilitates your promotion and development	.890
Cronbach's Alpha for promotion and career development (PD)	0.918
JM1: The interesting work and full appreciation of work done affecting the employees' job motivation	.612
JM2: Sense of autonomy at work and job security affecting the employees' job motivation	.586
JM3: Good wages and promotion and career development affecting the employees' job motivation	.528
Cronbach's alpha for employees' job motivation (JM)	0.671

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

Table 1 showed that all of 28 variables surveyed Corrected Item-Total Correlation greater than 0.3 and Cronbach's Alpha if Item deleted greater than 0.7. Cronbach's Alpha for employees' job motivation (JM) is 0.671, This can be acceptable and this is dependent variable. 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: Model Summary of the employees' job motivation at commercial banks in Can Tho City

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765 ^a	.585	.578	.64947198

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	216.460	6	36.077	85.527	.000 ^b
	Residual	153.540	364	.422		
	Total	370.000	370			

(Source: The researchers' collecting data and SPSS)

Table 3: Coefficients of the employees' job motivation at commercial banks in Can Tho City

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	0.00	.034		.000	1.000		
IW	.126	.035	.126	3.549	.000	.907	1.103
GW	.356	.038	.356	9.412	.000	.798	1.254
JS	.339	.036	.339	9.349	.000	.867	1.153
PD	.380	.036	.380	10.678	.000	.900	1.112
AW	.185	.037	.185	4.986	.000	.826	1.211
SA	.133	.038	.133	3.481	.001	.779	1.284

a. Dependent Variable: the employees' job motivation (JM)

(Source: The researchers' collecting data and SPSS)

Table 3 showed that column "Sig" < 0.05 with significance level 0.05. This means conclusion: H1: supported; H2: supported; H3: supported; H4: supported; H5: supported and H6: supported. Standardized coefficients of six factors affecting the employees' job motivation at commercial banks in Can Tho City with significance level 0.05. Six factors following: Interesting work ($\beta = 0.126$), Full appreciation of work done ($\beta = 0.185$), Sense of autonomy at work ($\beta = 0.133$), Job security ($\beta = 0.339$), Good wages ($\beta = 0.356$) and Promotion and career development ($\beta = 0.380$).

CONCLUSIONS & MANAGERIAL IMPLICATIONS

Conclusions

Human resources are a key factor to create profits for commercial banks. Human resources ensure all creative sources in the organization. Only people create goods and services and check the production and business process. Besides, this study is to find out the Promotion and career development ($\beta = 0.380$) affected strongest in six factors with significance level 0.05. The researchers surveyed 400 employees working for commercial banks and answered 28 questions but 370 employees processed. The primary sources of data collected from November 2018 to May 2019 in Can Tho City. Simple random sampling technique. The Data analyzed Cronbach's Alpha and the exploratory factor analysis (EFA), which used for multiple linear regression and using partial least squares method. 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). In addition, the findings of the study have six factors affecting the employees' job motivation of Commercial Banks in Can Tho City with significance level 0.05. The researchers had managerial implications policymaker of commercial banks continued to improve the quality of human resources.

Managerial implications

Researching the employees' job motivation at commercial banks in Can Tho City that is very important, but proposing managerial implications to improve the quality of human resources that is even more meaningful. Therefore, some Managerial implications that commercial banks need to implement to improve the employees' job motivation. Human resource is the decisive factor for the success or failure of the business. Therefore, organizations, units in general and commercial banks in particular during their operation always seek to exploit and use human resources effectively. This requirement can be done by many different ways, but finding a way to improve the motivation of employees' positiveness is always paid more attention. Motivational improvement is understood as the overall management policies, measures, tools and arts affecting employees in order to motivate them, be more enthusiastic and voluntary when working to accomplish their goal.

1. Promotion and career development: The training and development of human resources as well as the promotion and opportunities meet the needs of self-improvement and the respected needs of employees. Thereby Managers of the banks promoting their work motivation. These methods are very diverse, the choice depends greatly on the creativity of the administrator and the specific context of each business.

2. Good wages: For workers, wages play an important role to reproduce labor. Wages have a direct relationship and a decisive significance for fostering physical strength and mental strength and stimulating the positive and self-awareness of workers. Wages are one of the forms of stimulating material benefits for workers.

Wages only become motivators for workers when:

- + Reasonable wage policy
- + Salary payment is established with scientific basis

- + Relative salary structure
- + Appropriate payment forms

Work itself: It is an important element to motivate employees. Hackman and Oldham believe that the work itself has its essential characteristics. These characteristics will likely make the job itself an internal motivation, and workers will be encouraged to increase their productivity depending on the job itself.

3. Job security: In addition to the material factors that are concerned by most workers, the mental factor is also considered to be the driving force for workers. The point of view of mental activity as a tool to promote motivation is also derived from the application of higher demands than physical needs in the scale of Maslow's needs, applying the second motivating factor Two-factor theory of Herzberg. The mental factor that satisfies will make the employee work with all enthusiasm. From a business perspective, mental activity is all about the human psychological state, cannot be quantified as an effort or laziness, excitement or excitement, good effort. stagnation, enthusiasm to work or deal, sacrifice or deal at work.

Improving the work motivation of employees by mental factors are measures to satisfy mental needs such as caring, caring, motivating, praising and rewarding; use cultural movements; building a cultural environment; inheriting and promoting the unit's fine traditions; set a good example in work... to improve positivity in psychological state. Thereby creating the working ability of workers.

4. Full appreciation of work done: Evaluating employee performance is the process of assessing the extent to which employees complete work according to the goals set in a certain period. This is also the assessment of work results. Performance evaluation includes the identification: evaluation objectives; evaluation criteria; evaluation methods; the object of the evaluation; time and cost assessment. Performance evaluation aims to improve the performance of employees and help business leaders make the right personnel decisions such as training and development, remuneration, promotion...

5. Sense of autonomy at work: The working environment is the place where workers stick together during the working time, where the process of performing the work of the workers takes place, including: working conditions, promotion opportunities

6. Interesting work: Human resource training has great significance for businesses in general and commercial banks in particular in organizing and managing labor in a scientific and effective way. It is the driving force for workers to work better, which is the key to benefit banks and workers. To train to achieve high results, the bank must: Determine the ability of the current qualifications of the employees, perform work analysis to know the job requirements, identify the bank's development strategy, objectives and strategies for developing human resources of the bank.

Conclusion, improving work motivation of employees plays an important role in using and developing the human resources of the bank effectively. Therefore, commercial banks need to create work motivation for employees so that they can work hard, cooperate and stay with the organization for a long time.

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