

Determinants of Employee Work Motivation During Digital Banking Transformation in Vietnam

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Abstract: Digital transformation is reshaping the banking industry by introducing new technologies, changing work processes, and creating increasing demands for employee adaptability. In this context, maintaining employee work motivation has become a critical challenge for commercial banks seeking sustainable performance and competitive advantage. This study investigates the determinants of employee work motivation during digital transformation using empirical evidence from the Vietnamese banking sector.

Drawing upon Herzberg's Two-Factor Theory, Human Capital Theory, and Digital Human Resource Management literature, the study examines the effects of salary and benefits, training and promotion opportunities, working environment and conditions, relationship with supervisors, relationship with colleagues, and job empowerment on employee work motivation.

Data were collected from 122 employees working at HDBank's Tien Giang Branch Cluster and analyzed using Cronbach's Alpha, Exploratory Factor Analysis (EFA), Pearson correlation analysis, and multiple regression analysis. The findings indicate that all six factors positively influence employee work motivation. Salary and benefits emerged as the strongest predictor, followed by training and promotion opportunities, working environment and conditions, relationship with supervisors, job empowerment, and relationship with colleagues. The proposed model explains 68.2% of the variance in employee work motivation.

The study contributes to the growing literature on employee motivation in digitally transforming organizations and provides practical implications for managers seeking to enhance workforce engagement and organizational effectiveness. The findings suggest that successful digital transformation requires not only technological investment but also strategic attention to employee development, empowerment, and workplace support systems.

Keywords: Employee Motivation; Digital Transformation; Banking Industry; Human Resource Management; Employee Empowerment; Vietnam.

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I. INTRODUCTION

The rapid development of digital technologies has transformed the global banking industry. Technologies such as artificial intelligence, big data analytics, cloud computing, robotic process automation, and digital banking platforms have fundamentally changed how financial institutions operate and deliver services. As competition intensifies and customer expectations continue to evolve, digital transformation has become a strategic priority for commercial banks worldwide.

In Vietnam, digital transformation has accelerated significantly over the last decade. Commercial banks have invested heavily in online banking systems, mobile applications, digital payment platforms, and customer relationship management technologies. These initiatives have improved operational efficiency and customer convenience while creating new opportunities for innovation and business growth. However, digital transformation also imposes considerable challenges on employees who must continuously adapt to new technologies, changing job requirements, and evolving organizational expectations.

While technology is often viewed as the primary driver of digital transformation, the success of transformation initiatives ultimately depends on people. Employees serve as the key actors responsible for implementing digital strategies, interacting with customers, and creating value from technological investments. Consequently, employee work motivation has become a crucial factor influencing organizational performance during digital transformation.

Motivated employees are more likely to embrace change, acquire new digital competencies, and contribute positively to organizational objectives. Conversely, employees who experience low levels of motivation may resist technological change, demonstrate lower productivity, and exhibit reduced organizational commitment. Therefore, understanding the factors that influence employee motivation in digitally transforming organizations has become increasingly important for both researchers and practitioners.

The banking sector presents a particularly relevant context for examining employee motivation. Bank employees face increasing pressure to achieve performance targets, adapt to digital systems, and meet rising customer expectations. Furthermore, the integration of digital technologies has transformed traditional job roles, requiring employees to continuously update their skills and competencies. These developments raise important questions regarding how organizations can sustain employee motivation in a rapidly changing work environment.

Although employee motivation has been extensively studied in management and organizational behavior literature, relatively limited research has focused on employee motivation within the context of digital transformation in emerging economies. Existing studies have primarily examined traditional motivational factors such as compensation, leadership, and working conditions. Less attention has been devoted to understanding how these factors operate within organizations undergoing significant technological change.

To address this gap, this study investigates the determinants of employee work motivation during digital transformation in the Vietnamese banking industry. Specifically, the study examines the influence of salary and benefits, training and promotion opportunities, working environment and conditions, relationship with supervisors, relationship with colleagues, and job empowerment on employee work motivation.

The findings provide both theoretical and practical contributions. From a theoretical perspective, the study extends employee motivation research into the context of digital transformation. From a practical perspective, the study offers valuable insights for bank managers seeking to strengthen employee engagement, improve workforce effectiveness, and enhance the success of digital transformation initiatives.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

➤ *Employee Work Motivation*

Employee motivation has long been recognized as one of the most important determinants of individual performance and organizational effectiveness. Motivation refers to the internal and external forces that initiate, direct, and sustain human behavior toward achieving specific goals. Within organizational contexts, employee motivation influences productivity, job satisfaction, organizational commitment, innovation, and retention.

The concept of work motivation has been extensively examined through various theoretical perspectives. Maslow's Hierarchy of Needs proposes that individuals are motivated by a series of needs ranging from physiological requirements to self-actualization. Herzberg's Two-Factor Theory further distinguishes between hygiene factors and motivational factors. Hygiene factors such as salary, benefits, and working conditions prevent dissatisfaction, whereas motivational factors such as achievement, responsibility, recognition, and career advancement generate higher levels of satisfaction and motivation.

More recently, Self-Determination Theory (SDT) argues that employee motivation is influenced by the fulfillment of three fundamental psychological needs: autonomy, competence, and relatedness. Employees are more likely to demonstrate higher motivation when they feel empowered to make decisions, possess the competencies required to perform effectively, and experience positive social relationships within the workplace.

In the context of digital transformation, employee motivation has become increasingly complex. Technological innovation continuously changes job requirements, creates new skill demands, and alters traditional organizational structures. Consequently, organizations must identify the factors that sustain employee motivation while supporting adaptation to technological change.

➤ *Digital Transformation and Human Resource Management*

Digital transformation refers to the integration of digital technologies into organizational processes, business models, and workplace practices. In the banking industry, digital transformation encompasses the implementation of online banking platforms, artificial intelligence applications, mobile financial services, cloud computing, big data analytics, and automated customer service systems.

While digital transformation generates numerous organizational benefits, it also creates challenges for employees. New technologies require employees to acquire digital competencies, adapt to revised work processes, and respond to increasing performance expectations. Employees may experience uncertainty, technological stress, and concerns

regarding job security. Consequently, human resource management plays a critical role in facilitating successful digital transformation.

Digital Human Resource Management (Digital HRM) emphasizes the strategic management of employees in technology-intensive environments. Digital HRM practices focus not only on workforce productivity but also on employee development, engagement, empowerment, and adaptability. Previous studies suggest that employee motivation represents a key success factor for digital transformation because motivated employees are more willing to embrace technological change and contribute to organizational innovation.

Therefore, identifying the determinants of employee motivation in digitally transforming organizations has become an important research priority.

➤ *Salary and Benefits*

Salary and benefits represent one of the most fundamental determinants of employee motivation. Compensation provides employees with financial security while simultaneously serving as a signal of organizational recognition and appreciation. According to Equity Theory, employees continuously compare their contributions and rewards with those of others. Perceived fairness in compensation contributes positively to motivation, whereas perceptions of inequity may reduce employee engagement and performance.

Within the banking sector, compensation systems are particularly important because employees often face demanding performance targets, customer service pressures, and continuous adaptation to technological change. Competitive salary structures and attractive benefits packages may therefore strengthen employees' willingness to contribute to organizational objectives.

Previous studies consistently report a positive relationship between compensation and employee motivation. Employees who perceive their compensation as fair and competitive are more likely to demonstrate higher levels of commitment, satisfaction, and work effort.

Therefore, the following hypothesis is proposed:

H1: Salary and benefits positively influence employee work motivation.

➤ *Training and Promotion Opportunities*

Continuous learning and career development opportunities have become increasingly important in modern organizations. Human Capital Theory suggests that investments in employee knowledge, skills, and competencies enhance both individual performance and organizational competitiveness.

Digital transformation requires employees to continuously acquire new technological competencies. Consequently, organizations that provide training programs, professional

development opportunities, and transparent promotion pathways are more likely to maintain a motivated workforce. Employees who perceive opportunities for career advancement often demonstrate stronger organizational commitment and greater willingness to invest effort in their work.

Within the banking industry, digital technologies continuously reshape job requirements and create new career opportunities. Training programs that support digital skill development may therefore strengthen employee confidence, competence, and motivation.

Accordingly, the following hypothesis is proposed:

H2: Training and promotion opportunities positively influence employee work motivation.

➤ *Working Environment and Conditions*

The working environment encompasses both physical and psychological aspects of the workplace. A supportive working environment provides employees with adequate resources, comfortable facilities, technological support, and a positive organizational climate.

According to Herzberg's Two-Factor Theory, working conditions represent a critical hygiene factor influencing employee satisfaction and motivation. Employees who work in safe, supportive, and resource-rich environments are more likely to maintain positive attitudes toward their jobs.

In digitally transforming organizations, working environments increasingly include digital infrastructure, technological support systems, and flexible work arrangements. Employees who have access to modern technological tools and organizational support may experience lower levels of stress and higher levels of job satisfaction.

Previous empirical studies consistently demonstrate that favorable working conditions contribute positively to employee motivation and performance.

Therefore, the following hypothesis is proposed:

H3: Working environment and conditions positively influence employee work motivation.

➤ *Relationship with Supervisors*

Leadership remains one of the most influential factors affecting employee attitudes and behaviors. Supervisors play a crucial role in providing direction, feedback, support, and recognition. Effective leaders can reduce uncertainty, strengthen employee confidence, and facilitate organizational change.

Leader-Member Exchange (LMX) Theory suggests that high-quality relationships between supervisors and employees contribute to trust, mutual respect, and organizational commitment. Employees who perceive supportive relationships

with supervisors are more likely to experience higher levels of motivation and engagement.

The importance of leadership becomes particularly evident during digital transformation initiatives. Employees frequently encounter uncertainty associated with technological change, making leadership support essential for maintaining morale and motivation.

Previous studies indicate that supportive leadership positively influences employee motivation across various industries and organizational contexts.

Therefore, the following hypothesis is proposed:

H4: Relationship with supervisors positively influences employee work motivation.

➤ *Relationship with Colleagues*

Positive relationships among coworkers contribute significantly to workplace satisfaction and organizational effectiveness. Social Exchange Theory suggests that employees develop reciprocal attitudes and behaviors based on the quality of interpersonal relationships within the organization.

Collaborative relationships facilitate communication, knowledge sharing, emotional support, and teamwork. In digitally transforming organizations, employees often rely on colleagues to acquire new technological knowledge and adapt to changing work processes.

Positive coworker relationships may reduce workplace stress while simultaneously fostering a sense of belonging and organizational attachment. Employees who experience supportive interactions with colleagues are therefore more likely to remain motivated and engaged.

Based on previous empirical evidence, the following hypothesis is proposed:

H5: Relationship with colleagues positively influences employee work motivation.

➤ *Job Empowerment*

Employee empowerment refers to the extent to which employees possess autonomy, authority, and discretion in performing their work. Empowerment allows employees to make decisions, solve problems, and take responsibility for outcomes.

Self-Determination Theory identifies autonomy as a fundamental psychological need that enhances intrinsic motivation. Employees who experience greater autonomy often demonstrate higher levels of creativity, engagement, and organizational commitment.

Digital transformation increasingly requires employees to make rapid decisions, adapt to changing customer needs, and utilize digital technologies independently. Consequently,

empowerment becomes an important mechanism for enhancing employee responsiveness and motivation.

Previous studies consistently report positive relationships between empowerment and employee motivation. Empowered employees tend to exhibit stronger ownership of their work and greater willingness to contribute to organizational success.

Accordingly, the following hypothesis is proposed:

H6: Job empowerment positively influences employee work motivation.

➤ *Conceptual Framework*

Based on the literature review and theoretical foundations discussed above, the proposed research model includes six independent variables: Salary and Benefits (SB), Training and Promotion Opportunities (TP), Working Environment and Conditions (WE), Relationship with Supervisors (RS), Relationship with Colleagues (RC), and Job Empowerment (JE). These factors are hypothesized to positively influence Employee Work Motivation (WM) in the context of digital banking transformation.

III. METHODOLOGY

➤ *Research Design*

This study adopted a quantitative research approach to examine the determinants of employee work motivation during digital transformation in the Vietnamese banking sector. A structured questionnaire was developed based on established measurement scales from previous studies and adapted to the context of digital banking transformation.

The proposed research model consists of six independent variables, including Salary and Benefits (SB), Training and Promotion Opportunities (TP), Working Environment and Conditions (WE), Relationship with Supervisors (RS), Relationship with Colleagues (RC), and Job Empowerment (JE). Employee Work Motivation (WM) serves as the dependent variable.

➤ *Data Collection and Sample*

Data were collected from employees working at HDBank's Tien Giang Branch Cluster in Vietnam. The banking industry was selected because it represents one of the sectors most significantly affected by digital transformation. Employees in this sector are required to continuously adapt to technological innovations, revised operational procedures, and evolving customer expectations.

A total of 130 questionnaires were distributed. After eliminating incomplete responses and invalid questionnaires, 122 valid responses were retained for analysis, resulting in an effective response rate of approximately 93.8%. The sample size satisfies the minimum requirements for Exploratory Factor Analysis (EFA) and multiple regression analysis.

The respondents represented different departments and job positions within the bank, providing a comprehensive perspective on employee motivation in the context of digital transformation.

➤ *Measurement Scales*

All constructs were measured using multiple items adapted from established literature on employee motivation and human resource management. Responses were recorded using a five-point Likert scale ranging from 1 (“Strongly Disagree”) to 5 (“Strongly Agree”).

The measurement scales included:

- Salary and Benefits (SB)
- Training and Promotion Opportunities (TP)
- Working Environment and Conditions (WE)
- Relationship with Supervisors (RS)
- Relationship with Colleagues (RC)
- Job Empowerment (JE)
- Employee Work Motivation (WM)

Before conducting the main analysis, the reliability and validity of the scales were assessed using Cronbach’s Alpha and Exploratory Factor Analysis.

➤ *Data Analysis Techniques*

Data analysis was conducted using SPSS software.

The analytical procedures included:

- Descriptive statistics.
- Reliability analysis using Cronbach’s Alpha.
- Exploratory Factor Analysis (EFA).
- Pearson correlation analysis.
- Multiple linear regression analysis.

Cronbach’s Alpha values above 0.70 were considered acceptable for reliability assessment. Factor loadings greater than 0.50 were considered acceptable for factor extraction. Multiple regression analysis was employed to test the proposed hypotheses and evaluate the relative influence of each determinant on employee work motivation.

IV. RESULTS

➤ *Reliability and Validity Assessment*

Prior to hypothesis testing, the reliability and validity of the measurement scales were assessed using Cronbach’s Alpha and Exploratory Factor Analysis (EFA).

Table 1. Reliability Analysis of Measurement Scales

Construct	Number of Items	Cronbach’s Alpha
Salary and Benefits (SB)	4	0.840
Training and Promotion Opportunities (TP)	4	0.831
Working Environment and Conditions (WE)	4	0.815
Relationship with Supervisors (RS)	4	0.804
Relationship with Colleagues (RC)	3	0.788
Job Empowerment (JE)	3	0.792
Work Motivation (WM)	4	0.826

The reliability analysis indicates satisfactory internal consistency across all constructs. Cronbach’s Alpha coefficients ranged from 0.788 to 0.840, exceeding the recommended threshold of 0.70. Two measurement items (DN4 and TQ3) were removed during the reliability assessment process due to low item-total correlations. After purification, all scales demonstrated acceptable reliability and were retained for subsequent analyses.

To further examine construct validity, Exploratory Factor Analysis was conducted.

Table 2. Exploratory Factor Analysis Results

Indicator	Value
KMO Measure	0.830
Bartlett’s Test (Sig.)	0.000
Number of Factors Extracted	6
Total Variance Explained	68.628%

The KMO value of 0.830 and the significant Bartlett’s Test of Sphericity indicate that the dataset was suitable for factor analysis. Six factors were extracted, corresponding to the proposed conceptual framework. Collectively, these factors explained 68.628% of the total variance, demonstrating satisfactory construct validity and supporting the dimensional structure of the measurement model.

➤ *Multiple Regression Analysis*

Following the reliability and validity assessments, multiple regression analysis was performed to evaluate the effects of the six proposed determinants on employee work motivation.

Table 3. Multiple Regression Results

Independent Variable	Standardized Beta	Significance
Salary and Benefits (SB)	0.339	0.000
Training and Promotion Opportunities (TP)	0.246	0.000
Working Environment and Conditions (WE)	0.217	0.000
Relationship with Supervisors (RS)	0.165	0.004
Job Empowerment (JE)	0.142	0.012
Relationship with Colleagues (RC)	0.128	0.021

Table 4. Model Statistics

Indicator	Value
Adjusted R ²	0.682
Durbin–Watson	1.880
F-test Significance	0.000

The regression model exhibited strong explanatory power, with an adjusted R² of 0.682, indicating that approximately 68.2% of the variance in employee work motivation could be explained by the six determinants included in the model. The overall model was statistically significant ($p < 0.001$), confirming the suitability of the proposed framework.

The Durbin–Watson statistic of 1.880 suggests that autocorrelation was not a concern. Furthermore, Variance Inflation Factor (VIF) values ranged from 1.286 to 1.563, indicating the absence of multicollinearity among the independent variables.

The results reveal that all six determinants exert significant positive effects on employee work motivation. Salary and Benefits emerged as the strongest predictor ($\beta = 0.339$), followed by Training and Promotion Opportunities ($\beta = 0.246$) and Working Environment and Conditions ($\beta = 0.217$). These findings indicate that while financial rewards remain highly influential, developmental opportunities and supportive work environments have become increasingly important within digitally transforming banking organizations.

Relationship with Supervisors ($\beta = 0.165$), Job Empowerment ($\beta = 0.142$), and Relationship with Colleagues

($\beta = 0.128$) also demonstrated significant positive effects. Although their relative influence was lower, these factors contribute meaningfully to employee motivation by fostering organizational support, autonomy, and social connectedness.

• *Standardized Regression Equation*

Based on the standardized regression coefficients, the regression equation can be expressed as follows:

$$WM = 0.339SB + 0.246TP + 0.217WE + 0.165RS + 0.142JE + 0.128RC$$

where WM represents Employee Work Motivation; SB denotes Salary and Benefits; TP denotes Training and Promotion Opportunities; WE denotes Working Environment and Conditions; RS denotes Relationship with Supervisors; JE denotes Job Empowerment; and RC denotes Relationship with Colleagues.

➤ *Hypothesis Testing*

Based on the regression results, all proposed hypotheses were supported.

Table 5. Summary of Hypothesis Testing

Hypothesis	Relationship	Result
H1	SB → WM	Supported
H2	TP → WM	Supported
H3	WE → WM	Supported
H4	RS → WM	Supported
H5	RC → WM	Supported
H6	JE → WM	Supported

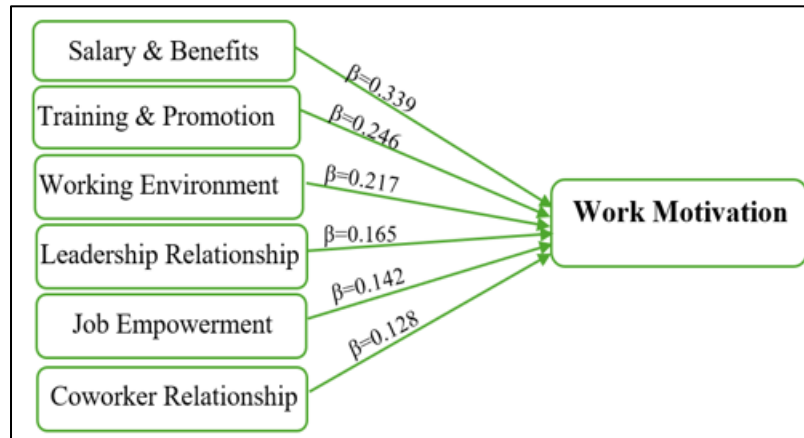


Fig 1. Final Research Model

Source: Authors' calculation based on survey data.

Overall, the findings suggest that employee motivation during digital transformation is shaped by a combination of economic, developmental, organizational, and relational factors. While compensation remains the strongest determinant, opportunities for learning, supportive leadership, empowerment, and positive workplace relationships collectively contribute to workforce engagement and organizational effectiveness.

V. DISCUSSION

This study investigated the determinants of employee work motivation in the context of digital transformation within the Vietnamese banking industry. The findings reveal that all six proposed factors significantly influence employee motivation, highlighting the multidimensional nature of workforce engagement in technology-driven organizations.

Among all determinants, Salary and Benefits emerged as the most influential predictor of employee motivation. This finding confirms the continuing relevance of Herzberg's hygiene factors and supports previous studies suggesting that compensation remains a fundamental source of employee motivation, particularly in emerging economies. Although digital transformation has transformed organizational structures and work processes, employees continue to evaluate their employment relationship through the lens of financial rewards and perceived organizational fairness.

The finding is particularly relevant within the banking sector, where employees face increasing performance pressure, continuous technological adaptation, and evolving customer expectations. Competitive compensation therefore functions not only as a source of financial security but also as a signal of organizational recognition and appreciation.

The second strongest determinant was Training and Promotion Opportunities. This result reflects the increasing importance of human capital development in digitally

transforming organizations. Unlike traditional work environments, digital transformation requires employees to continuously update their knowledge and acquire new competencies. Consequently, opportunities for learning and career advancement become critical motivational mechanisms.

The significant impact of Working Environment and Conditions further highlights the importance of organizational support during digital transformation. Modern employees increasingly value technology-enabled workplaces that provide adequate resources, flexibility, and psychological comfort. A supportive work environment helps employees adapt more effectively to technological change while reducing uncertainty and work-related stress.

Relationship with Supervisors also demonstrated a significant positive influence on employee motivation. This finding supports Leader-Member Exchange Theory, which emphasizes the importance of trust, communication, and support between supervisors and subordinates. During periods of organizational transformation, supportive leadership can reduce employee anxiety and foster confidence in organizational change initiatives.

Job Empowerment was another significant determinant of employee motivation. Consistent with Self-Determination Theory, employees who experience greater autonomy and participation in decision-making processes tend to demonstrate stronger intrinsic motivation. Digital transformation often requires rapid problem-solving and proactive behavior, making empowerment increasingly important for organizational effectiveness.

Finally, Relationship with Colleagues positively influenced employee motivation. Although its impact was relatively smaller compared with other determinants, this finding confirms the continuing importance of social support and teamwork in organizational settings. Digital technologies may change how employees interact, but positive interpersonal

relationships remain essential for collaboration, knowledge sharing, and emotional well-being.

Overall, the findings suggest that employee motivation during digital transformation should be viewed as a strategic organizational capability rather than merely an individual psychological outcome. While compensation remains the primary motivational foundation, developmental opportunities, supportive leadership, empowerment, and positive workplace environments collectively contribute to sustainable workforce engagement.

Therefore, successful digital transformation requires organizations to balance technological investments with comprehensive human resource management practices that address both economic and psychological employ.

VI. THEORETICAL CONTRIBUTIONS

This study contributes to the literature in several important ways.

First, the study extends employee motivation research into the context of digital transformation within the banking sector. While previous motivation studies have largely focused on traditional organizational settings, this research demonstrates that employee motivation remains a critical determinant of organizational success during technological transformation.

Second, the study integrates Herzberg's Two-Factor Theory, Human Capital Theory, Self-Determination Theory, and Digital Human Resource Management perspectives into a unified framework. The findings demonstrate that employee motivation is influenced simultaneously by economic rewards, developmental opportunities, workplace conditions, leadership support, social relationships, and empowerment.

Third, the findings contribute to the growing literature on digital transformation by emphasizing the human dimension of organizational change. The results suggest that technological investments alone cannot ensure successful transformation outcomes unless employees remain motivated and engaged.

Fourth, the study provides empirical evidence from Vietnam, an emerging economy that remains relatively underrepresented in the international literature on employee motivation and digital transformation. The findings therefore contribute to the contextual diversification of existing theories and provide insights applicable to other developing economies undergoing similar transformation processes.

Finally, the study demonstrates that compensation continues to play a dominant role in employee motivation even within digitally transforming organizations. This finding challenges assumptions that technological change automatically shifts employee priorities away from traditional motivational factors and highlights the continuing relevance of

compensation systems in contemporary human resource management.

VII. PRACTICAL IMPLICATIONS

The findings of this study provide several practical implications for banking managers, human resource professionals, and organizations undergoing digital transformation.

First, bank executives should recognize that employee motivation remains a critical success factor during digital transformation. Although substantial investments are often allocated to technological infrastructure and digital platforms, the effectiveness of transformation initiatives ultimately depends on employees' willingness and ability to adapt to change. Therefore, organizations should adopt a balanced approach that combines technological investments with employee-centered human resource strategies.

Second, the findings indicate that Salary and Benefits remain the most influential determinant of employee motivation. Consequently, banking organizations should continuously review and improve their compensation systems to ensure internal equity and external competitiveness. Compensation policies should not only reward performance outcomes but also recognize employees' efforts in acquiring digital competencies and adapting to new technologies.

Third, Training and Promotion Opportunities emerged as the second strongest predictor of employee motivation. This finding highlights the importance of continuous learning in digitally transforming organizations. Human resource managers should invest in structured training programs, digital skill development initiatives, and transparent career advancement pathways. Such programs can strengthen employees' confidence, improve their adaptability, and increase their long-term commitment to the organization.

Fourth, organizations should focus on creating supportive and technology-enabled working environments. Employees are more likely to remain motivated when they have access to adequate technological resources, flexible working arrangements, and supportive organizational systems. Investments in workplace infrastructure should therefore be viewed not only as operational expenditures but also as strategic investments in workforce engagement and productivity.

Fifth, leadership plays a crucial role in sustaining employee motivation during organizational transformation. Managers should communicate organizational goals clearly, provide constructive feedback, and support employees throughout the change process. Leadership development programs that emphasize coaching, mentoring, and transformational leadership competencies may contribute significantly to workforce motivation.

Finally, organizations should promote employee empowerment and strengthen workplace relationships. Employees who are granted greater autonomy and participation in decision-making processes tend to demonstrate stronger motivation and organizational commitment. Likewise, fostering collaboration, teamwork, and knowledge-sharing cultures can help employees adapt more effectively to technological change and maintain positive workplace experiences.

Overall, the findings suggest that successful digital transformation requires not only technological innovation but also comprehensive human resource management practices that support employee development, engagement, and well-being.

VIII. CONCLUSION

Digital transformation has become a defining characteristic of the contemporary banking industry, creating both opportunities and challenges for organizations and employees. As banks increasingly adopt digital technologies, understanding the factors that influence employee motivation has become essential for ensuring organizational effectiveness and sustainable competitive advantage.

This study examined the determinants of employee work motivation in the context of digital transformation using empirical evidence from HDBank's Tien Giang Branch Cluster in Vietnam. The findings reveal that Salary and Benefits, Training and Promotion Opportunities, Working Environment and Conditions, Relationship with Supervisors, Relationship with Colleagues, and Job Empowerment all exert significant positive effects on employee work motivation.

Among these determinants, Salary and Benefits emerged as the strongest predictor, followed by Training and Promotion Opportunities and Working Environment and Conditions. These findings indicate that while compensation remains the primary motivational foundation, developmental opportunities, supportive work environments, leadership support, empowerment, and positive workplace relationships collectively contribute to sustainable employee engagement.

The study contributes to the literature by extending employee motivation research into the context of digital transformation and highlighting the continued importance of human resource management practices in technology-driven organizations. The findings further emphasize that successful digital transformation should be viewed not merely as a technological initiative but as an organizational change process that requires active employee participation and support.

Despite its contributions, this study has several limitations. The research was conducted within a single banking organization and employed a cross-sectional design, which may limit the generalizability of the findings. Future studies may expand the research scope by examining multiple

organizations, incorporating longitudinal data, or exploring additional variables such as digital competencies, organizational culture, employee engagement, and leadership styles.

In conclusion, employee motivation remains a strategic organizational resource during digital transformation. Banks seeking long-term success should balance investments in technology with investments in people, recognizing that motivated employees are essential drivers of innovation, adaptability, and sustainable organizational performance.

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