

Factors Affecting the Work Motivation of Employees at Viettel Corporation, Ba Ria Vung Tau Province

Le Si Tri; Tran Nha Ghi; Ngo Thi Tuyet

Abstract:- This study was conducted to assess the factors influencing the work motivation of employees at Viettel, Ba Ria Vung Tau province. By quantitative research methods, the study has surveyed 150 employees in departments of the company. The results show that there are 5 factors affecting work motivation of employees: (1) Leadership support ($\beta = 0.36$); (2) salary and welfare ($\beta = 0.33$); (3) co-worker bonding ($\beta = 0.26$); (4) development and promotion policy ($\beta = 0.18$); (5) working condition ($\beta = 0.15$).

Keywords:- Work Motivation of Employees.

I. INTRODUCTION

Theories X, Y and the theory of needs show that employee motivation has been concerned very early. These theories address ways of managers to motivate their workers.

With the rapid development of the economy, the competition among companies in the industry is also increasingly fierce. Besides, the knowledge-based economy is increasingly demanding more skilled and well-trained human resources. Therefore, the management of the company wishes to have a strong and skilled workforce to be a prerequisite for the development of the company in the future. It's essential that the process of human resource management must be really effective, to train good employees with passion in their works, to have the appropriate remuneration to retain talented people and, more importantly, to create the motivation for employees to strive to complete the assigned tasks. Therefore, this study was carried out with 3 main objectives: (1) identify the factors affecting the work motivation of employees in the company; (2) measure the impacts of these factors on work motivation; (3) propose management implications to increase the work motivation of employees.

II. LITERATURE REVIEW

A. Theories of Work Motivation of Employees

➤ Maslow's Theory of Needs

According to this theory, human needs appear in order from low to high. When lower demands are satisfied, the higher demands will appear. The very first needs are physiological ones, followed by the needs for safety, social bonding, self-respect and self-fulfillment.

➤ The Two-Factor Theory

This theory refers to job satisfaction that is called a motivating factor - an internal factor. Factors related to discontent are called maintenance factors - external factors. For motivating factors, if they are well resolved, they will create satisfaction and thereby encourage employees to work better. But if it is not solved well, it creates unsatisfactory situation, not necessarily dissatisfied. Meanwhile, for the maintenance factors, if the solution is not good, it will create dissatisfaction, but if it is solved well, it will not create a situation of dissatisfaction, not necessarily a satisfactory situation.

B. Research Model and Hypotheses

This study inherits factors from previous studies, such as development and promotion policy (Nguyen Thi Hong Tuoi, 2017), salary and welfare (Lam Son Tung, 2017), co-worker bonding (Nguyen Chi Cuong, 2017), leadership support (Nguyen Chi Cuong, 2017), working condition (Lam Son Tung, 2017). The research model proposed by the author consists of 05 independent variables: (1) development and promotion policy, (2) salary and welfare, (3) co-worker bonding, (4) leadership support, (5) working condition and dependent variable is work motivation of employees presented in Figure 1.

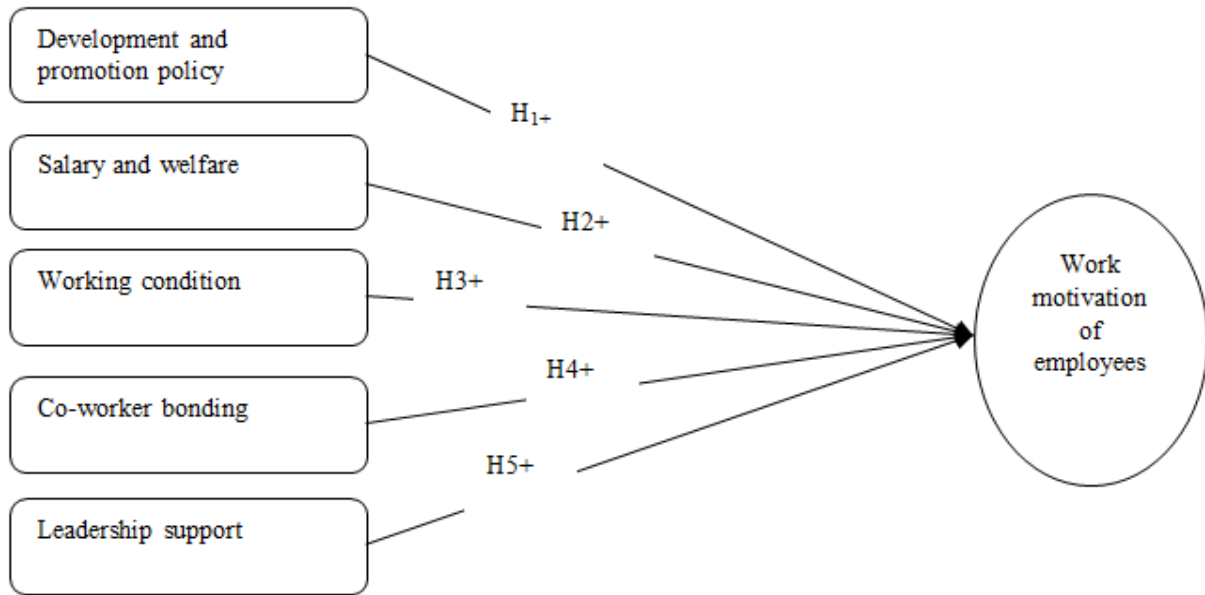


Fig 1:- Proposed Research Model

- *Hypothesis H1: Development and promotion policy has a positive impact on work motivation of employees;*
- *Hypothesis H2: Salary and welfare have a positive impact on work motivation of employees;*
- *Hypothesis H3: Working condition has a positive impact on work motivation of employees;*
- *Hypothesis H4: Co-worker bonding has a positive impact on work motivation of employees;*
- *Hypothesis H5: Leadership support has a positive impact on work motivation of employees*

III. RESEARCH METHODOLOGY

This study uses direct interview technique by a detailed questionnaire with 5-level Likert scale (from 1: completely disagree to 5: completely agree). Subjects of the survey are officials and employees working in departments of the company.

The quantitative research method has official sample of 150. This phase is conducted to test the model and research hypotheses by Structural Equation Model (SEM).

IV. RESEARCH FINDINGS

The results of verification of scales reliability are presented in Table 1.

Components	No. of observation	General reliability	Total variance extracted	Evaluate
Working condition (WCON)	4	0.86	0.62	Qualified
Salary and welfare (SWEL)	4	0.86	0.67	
Development and promotion policy (DPRO)	4	0.89	0.68	
Work motivation of employees (WMTV)	4	0.87	0.69	
Leadership support (LSUP)	3	0.83	0.69	
Co-worker bonding (BOND)	3	0.83	0.64	

Table 1:- Scale Test Results

CFA results show that the model has 194 degrees of freedom, Chi-square is 229,737 (p = 0.000); TLI = 0.971; CFI = 0.976 (TLI, CFI > 0.9); GFI = 0.859; $\chi^2/df = 1,184 < 2$; RMSEA = 0.039 < 0.08, the indicators are qualified. The CFA indicators of all observed variables is greater than 0.5, confirming the unidirectionality and convergent validity of the scales used in the research model. Therefore, the critical model achieves compatibility with market data.

SEM results show that the model has 194 degrees of freedom with $\chi^2 = 229,737$; p = 0.000. When adjusted by dividing the Chi-square value by the degrees of freedom, we have an indicator in the appropriate level (1,184 < 2). Other conformity assessment criteria are satisfactory (TLI = 0.971, CFI = 0.976 are greater than 0.9, GFI = 0.859; RMSEA = 0.039 < 0.08). Thus, the research model is relatively appropriate with data collected from the market. Heywood phenomenon does not appear in the process of estimating SEM so the model is suitable for market data.

Relationships			Unstandardized estimates	S.E.	Standardized estimates	C.R.	P
WMTV	<---	SWEL	0.39	0.09	0.33	4.23	***
WMTV	<---	DPRO	0.16	0.06	0.18	2.52	0.002
WMTV	<---	WCON	0.17	0.07	0.15	2.27	0.003
WMTV	<---	LSUP	0.37	0.07	0.36	4.72	***
WMTV	<---	BOND	0.32	0.10	0.26	3.2	0.001

Table 2:- Estimated Results from SEM Model

Standardized results of the SEM analysis show that there are 05 factors having positive impacts on work motivation of employees. Leadership support is the most powerful factor (standardized estimate is 0.36). The salary and welfare affect the work motivation in the second position (standardized estimate is 0.33). Co-worker bonding affects the work motivation in the 3rd position (standardized estimate is 0.26). Development and promotion policy affects work motivation in the 4th position (standardized estimate is 0.18). Finally, working condition affects the work motivation of employees with standardized estimate of 0.15. They are 5 factors affecting positively on work motivation of employees.

V. CONCLUSION AND MANAGEMENT IMPLICATIONS

A. Conclusion

This study has demonstrated the same directional factors to employees' work motivation. Research results are consistent with previous researches. The conclusion that developing and promotion policy influences work motivation in the same direction is consistent with the research of Nguyen Thi Hong Tuoi (2017). Salary and welfare factor and working condition factor positively affect work motivation, which are consistent with Lam Son Tung's research (2017). The factors of co-worker bonding and leadership support influence work motivation in the same direction, this result is similar to the findings of Nguyen Chi Cuong (2017).

B. Management Implications

➤ Improving Leadership Support Factor:

Leaders are people who inspire and support employees to work and need to understand employees both in terms of their feelings and strengths. In the distribution of work, leaders need to understand the staff to regulate the work, avoid overloading pressure and other pressures on employees. Leaders need to have rewarding policies and showing fairness for employees who work well. Leaders must be competent to assist employees in their work and to reduce errors when employees are overloaded with their work.

➤ Improving Salary and Welfare Factor:

Leaders need to have a reasonable salary and perks scheme in order to motivate employees to work. The company should apply KPIs to assess the effectiveness and pay reasonable wages. Every month, the company should organize emulation and vote for employees who have

completed well and excellently assigned targets. Such a mechanism will motivate emulation staff, not only to complete the work targets but also work at full capacity and exceed the plan. In addition, company leaders need to have allowance policies for overtime employees. Sometimes, employees have to sacrifice other jobs, family, and friendships to stay at work. The overtime allowance will satisfy the employees and make them feel that their efforts are compensated.

➤ Improving Co-Worker Bonding Factor:

Company leaders need to organize teamwork training and building. Working requires the participation of many employees in order to limit risks, increase accuracy, and solve promptly. It also creates opportunities for employees to learn from experience and mutual supports. It is necessary to organize teamwork and social activities, mobilize employees to participate to connect them together, build a solid team of employees, and work professionally for common development goals. Company leaders should create a friendly, enthusiastic and sociable working environment among colleagues.

➤ Improving Development and Promotion Policy:

The company needs to promulgate clear and transparent promotion policies, helping employees to have high motivation to complete their tasks. In addition, employees also strive in the future to be promoted at work. The company should create many promotion opportunities for employees, especially employees who complete the work well. The company creates good conditions for employees to have the opportunity to study, develop knowledge and skills in the field of their professions.

➤ Improving Working Condition Factor:

Appropriate working conditions affect the creation, working ability and working spirit of the employees. A working environment with favorable conditions will be the motivation for workers. The work places needs to be equipped with convenient working facilities, modern machines, working positions, relaxing space and suitable spaces for individual and group works.

C. Limitations and Directions for Further Research

The study has a small sample size of 150, so it is difficult to accurately reflect the research problem. Research results show that the model only explains 70.5% of the variation of work motivation of employees. This shows that there are other factors outside the model affecting the work motivation of employees which are not mentioned and evaluated in this research. In further studies in the future, it

is necessary to explore other factors to create an overall background of work motivation of employees.

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