



KMO and Bartlett's Test for Components of Workers' Working Motivation and Loyalty at Enterprises in Dong Nai Province of Vietnam

Nguyen Thi Phuong Thao^{1*}, Nguyen Van Tan² and Mai Thi Anh Tuyet²

¹Dong Nai University (DNU), VIETNAM.

²Lac Hong University (LHU), VIETNAM.

*Corresponding Author (Email: nguyenthiphuongthao24783@gmail.com).

Paper ID: 13A10M

Volume 13 Issue 10

Received 05 April 2022

Received in revised from 05 July 2022

Accepted 12 July 2022

Available online 19 July 2022

Keywords:

Working; Motivation; Loyalty; Enterprises; Business; Salary and benefits; Training and development; Support from leaders and colleagues; Corporate culture; Work environment and evaluation of work results.

Abstract

Motivating employees is the use of measures to stimulate employees to work by allowing them to realize the goals of the enterprise. In addition, leaders and managers must build an organization's culture. This is the culture of behavior and communication in the organization. Where there is an excellent cultural atmosphere, there will be a high spirit of solidarity, more accessible work, working with enthusiasm and joy, and officers and employees care about each other even in work and life. Evaluating performance seriously is an important human resource management activity and always exists in every organization. Performance evaluation activities determine the level of work that employees have performed to consider reward or discipline levels, and through the evaluation, also consider the employee's capacity, achievements, and prospects from which to make relevant personnel decisions. Assessment results also affect each person's psycho-emotional, so if the assessment is inaccurate, it can lead to undesirable consequences. Thus, the authors applied KMO and Bartlett's Test for components of workers' working motivation and loyalty at enterprises in Dong Nai province, Vietnam. The authors got data from 200 workers working at enterprises in Dong Nai province, Vietnam.

Discipline: Management (Working Motivation, Loyalty & Enterprises).

©2022 INT TRANS J ENG MANAG SCI TECH.

Cite This Article:

Thao, N. T. P., Tan, N. V; Tuyet, M. T. A (2022). KMO and Bartlett's Test for Components of Workers' Working Motivation and Loyalty at Enterprises in Dong Nai Province of Vietnam. *International Transaction Journal of Engineering, Management, & Applied Sciences & Technologies*, 13(10), 13A10M, 1-13. <http://TUENGR.COM/V13/13A10M.pdf> DOI: 10.14456/ITJEMAST.2022.202

1 Introduction

To create work motivation for employees, leaders and managers need to find out what goals employees work to achieve, thereby promoting labor motivation and motivating employees. The

main objectives of that employee are (1) income, which is the most crucial goal to make employees work because revenue helps workers to cover their own and their families lives and ensure their survival and development. (2) the opportunity for training and personal development. This is the goal employees want to improve themselves through training, development, and social and cultural activities. This goal is enhanced and more focused when employees have enough income to ensure their lives. (3) the working environment is the need to participate in social activities to assert themselves. When the above two goals have been met, employees pay more attention to the need to satisfy social activities. (4) the relationship between colleagues and superiors. Leaders and managers must create favorable conditions at work to help employees realize that their work is suitable for their expertise and skills and can help them develop in their work careers and future. At the same time, it makes employees feel they are an essential link, an element of the organization. Leaders and managers should pull all employees into the organization's critical activities. Then they will love the organization and work harder. (5) evaluate work results. Voting must be very accurate, fair, and reasonable. Recognizing work results or awarding awards must be solemn and practical. Reward information must be publicly disclosed to all employees, partners, and especially the rewarding family and ensure widespread in society. (6) organizational culture has a close relationship with employees' motivation. Many enterprises have known to use organizational culture as an effective tool to influence employees' motivation, thereby improving productivity and creating competitive advantages. Finally, social responsibility (CSR) has a positive influence on the work motivation of employees. Employees and stakeholders of the enterprise will feel connected and satisfied with the enterprise when they have a positive perception of the business activities of that enterprise. CSR activities promote employee engagement and loyalty to the enterprise because these activities increase employees' positive perception of the organization. With the problems analyzed above, the authors applied KMO and Bartlett's Test for components of workers' working motivation and loyalty at enterprises in Dong Nai province of Vietnam.

2 Literature Review

2.1 Motivation and Loyalty

According to Abzari & Sadri (2011), motivation has many interpretations. Motivation is the reason for performing a behavior, or motivation is what motivates people to do or not to do something. However, in much literature on human resource management or organizational behavior, motivation is understood as a person's desire and willingness to achieve a particular goal or result. Motivation is the internal factor that stimulates people to work hard in permissible conditions, creating high productivity and efficiency (Abzari & Sadri, 2011).

According to Adedeji & Ugwumadu (2018), loyalty always creates motivation from within the individual to meet unsatisfied needs. Employee loyalty is the willingness to demonstrate a high degree of effort towards organizational goals. On the condition that some personal needs are satisfied according to their efforts, they become loyal employees, agreeing with the business.

According to Edlund & Nilsson (2013), loyalty is also reflected in job satisfaction and dedication to work.

2.2 Components of Motivation and Loyalty

Salary and benefits (LPL): Gupta (2020) argues that salary and benefits are considered one of the rights of employees under the protection of the law and the State. Hitka et al. (2019) also believe that salary and benefits show that employees receive a salary commensurate with work results, a compensation that ensures personal life, and is rewarded or increased when they work a good job. All employees want to be awarded for their contributions or contributions in specific ways. Wages are commensurate with employees' work results (LPL1). Workers can live entirely on salary (LPL2). Wages are paid fairly, clearly, and helpfully (LPL3), and I receive good benefits in addition to my wages, such as insurance, travel expenses, and travel (LPL4).

Training and development (DTPT): Jarratt & Neill (2002) argue that human resource training and development is an organized activity carried out over a certain period. This activity aims to improve the staff's professional skills, overcome shortcomings, and improve work productivity (Adams, 1965). You are trained in professional development (DTPT1). Besides, the company gives you many opportunities for personal development (DTPT2). There are many advancement opportunities in the company (DTPT3). Similarly, a clear, transparent, and fair promotion policy (DTPT4).

Working environment (MTLV): Javed et al. (2020) believe that the working environment is necessary for employees to complete work quickly and efficiently. The working environment is always a concern for employees because it is related to personal convenience, but at the same time, it is also a factor that helps them complete their tasks well. The functional area of each department should be fully equipped with equipment for the job. You are not under pressure at work (MTLV1). Besides, the workplace is guaranteed according to the principles of occupational safety (MTLV2). You are entitled to participate in yearly occupational safety training (MTLV3). You are provided adequate equipment and tools for labor protection in the workplace (MTLV4).

Performance appraisal (DGKQ): Kovach (1987) argues that performance appraisal is an important human resource management activity and always exists in every organization. Performance evaluation activities determine the level of work that employees have performed to consider rewards or disciplinary levels, and through the evaluation, also consider each employee's capacity, achievements, and prospects. Employees from which to make relevant personnel decisions (Dona & Luque, 2020; Alderfer, 1969). Enterprises have criteria to evaluate work results and accurately reflect the work results of employees (DGKQ1). Enterprises consider work results fairly, openly, and objectively (DGKQ2). The enterprise always organizes to give suggestions on work performance and the consequences of work completion (DGKQ3).

Leadership and colleague support (LDDN): Karimah et al. (2021) researched that in the corporate environment, the close relationship with leaders and colleagues is the connecting link that helps employees understand and coordinate smoothly at work. The more engaged employees

are with their colleagues, the longer they stay at the company. In addition, Irena (2012) states that the support of leaders and colleagues shows that employees are always respected, trusted, and essential members of the organization. Business leaders always care, support, and help employees with difficulties (LDDN1). Business leaders always listen to the views and thoughts of employees (LDDN2). Business leaders are skillful and tactful when giving criticism to employees (LDDN3). Colleagues are often willing to help and support each other (LDDN4). Colleagues are amiable and work well together (LDDN5).

Corporate culture (VHDN): Herzberg (1968) believes that corporate culture forms and develops in parallel with the development of enterprises, not only a communication culture but also includes core values, rules, regulations, management style, business method, and attitude of all enterprise members.

Harry & Nugroho (2021) argue that once the company has a strong culture and is consistent with the long-term goals and strategies that the business has set, it creates employees' pride in the business (Anjam & Ali, 2016). Karimah et al. (2021) researched that work motivation is an internal force that helps motivate and direct employees' actions toward accomplishing individual and organizational goals. Motivating employees play a crucial role for the employees themselves as well as for the development of the organization. Enterprises determine the core values of the business: mission, vision, and goals (VHDN1). Announce and communicate corporate culture to all employees (VHDN2). Employees are empowered and creative at work (VHDN3).

Social responsibility (TNXH): Hanaysha & Majid (2018) study the safety or development of each individual is closely linked to the safety of the whole community; Community responsibility and solidarity were activated, and businesses cannot succeed alone when surrounded by failures. Ferreira et al. (2014) argue that companies cannot stand aside in implementing social responsibilities. Enterprises always aim to improve the better working environment (TNXH1). Besides, businesses always provide truthful information to customers (TNXH2). The company always supports local sports and cultural activities (TNXH3). Local and other community-based projects (TNXH4).

Management capacity (NLQT): Drucker (1954) and Denison (2010) believe that management capacity is the knowledge and experience gained through the process of cultivating and training to successfully complete tasks in management positions. However, David's (2013) governance capacity is also assessed and recognized through the implementation of actual activities and required studies. Denibutun (2012) says that the issue of how to attract and retain talent and promote employees' full potential is a top concern of businesses. The competition for enterprises possessing high-quality human resources in the knowledge-based economy has become fiercer than ever. This inadvertently makes it increasingly difficult for companies to manage and retain good employees for a long time. Leaders have a strategic vision and create a good working environment (NLQT1). Leadership inspires and motivates employees (NLQT2). Solve problems quickly and efficiently (NLQT3). Leaders know how to use human resources effectively (NLQT4).

3 Method

The research method of the article is a combination of qualitative and quantitative research methods.

Qualitative research methods: Qualitative research refers to theoretical foundations of work motivation, loyalty, and previous studies at home and abroad. The authors selected and identified factors affecting the working motivation of workers. From the influencing factors identified according to the proposed research model, the authors applied the scales from previous studies and adjusted them to suit the working environment of employees at enterprises in Dong Nai province to produce the preliminary questionnaire. Group discussions were conducted with 30 experts who are business managers with extensive experience in human resource management and long-term business directors (over 10 years) in Dong Nai province. The paper explores the factors affecting employees' work motivation and loyalty in enterprises in Dong Nai province (Hair et al., 2010).

Quantitative research methods: Data for this research method were collected through survey questionnaires. Quantitative research was conducted with an expected sample size of 200 employees working in enterprises in Dong Nai province, selected by a convenient sampling method. Data collection is done through face-to-face interviews with a questionnaire designed based on the results of the qualitative research step. The author used the data collected from the survey using SPSS 20.0 software to test the reliability of the scales by Cronbach's Alpha reliability coefficient and descriptive statistics analysis (Hair et al., 2010). Based on the above results from the in-depth interview, check the completeness and suitability of the elements and adjust the scale. The research model will be changed to discover new factors suggested by many opinions different from the original model.

4 Result and Discussion

Organizations rely heavily on employee motivation and loyalty; It is crucial for the organization's success. In the past, there was still the concept of 'lifetime employment, where employers offer job guarantees for commitment and loyalty. Today, employers are under pressure from shareholders to perform well and, as a result, do not always provide job security. No wonder some companies lose about a third of their employees yearly. Employee loyalty can feel like something of the past with numbers like that.

Many business leaders worry about rotating too many employees, especially young ones. They see disloyalty in the young generation as the cause. Young people have grown up with diverse information flows, and connected to apps like Twitter and Facebook, they are constantly informed by the network about new job opportunities. All businesses will eventually need to hire millennials to keep them afloat, and when they do, they must do whatever they can to create the necessary loyalty to keep them going on their feet.

In addition to the inadequacy of hiring a replacement, replacing that employee costs about 20% of the average employee's salary. There's nothing worse than hiring someone new, training them to be excellent at what they do, and leaving and using their good skills for a competitive

business. If this happens too often, your company could essentially become a training ground for your competitors, meaning they don't have to go through the training procedures, leaving you with any problems with great benefit.

4.1 Salary and Benefits (LPL)

Stabilizing employees' incomes and building a scientific and reasonable method of income distribution for employees as a lever to stimulate productivity and efficiency are always big tasks for each enterprise. To improve employees' work motivation through salary, the salary distribution method must ensure the following principles: pay according to work results; salary based on the job position. Based on the work evaluation results, it is necessary to distribute benefits fairly, encouraging everyone to strive to improve their qualifications in all aspects to enjoy good welfare regimes. Because the evaluation results will partly reflect the sense of responsibility, the level of dedication, and the attitude at work of each employee.

Table 1: KMO and Bartlett's Test for elements of salary and benefits (LPL)

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.				0.842		
Bartlett's Test of Sphericity	Approx. Chi-Square			525.005		
	df			6		
	Sig.			0.000		
Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.184	79.588	79.588	3.184	79.588	79.588
2	0.387	9.680	89.268			
3	0.244	6.101	95.368			
4	0.185	4.632	100.000			
Component Matrix ^a						
Code	Component					
	1					
LPL4	0.922					
LPL3	0.920					
LPL2	0.867					
LPL1	0.857					

Table 1 testing Component Matrix has four items divided into one component. Table 1 shows salary and benefits (LPL) elements with KMO and Bartlett's Test is 0.842 (>0.6), Total variance explained is 79.588 (> 60%). This result proves that the scale is consistent with actual survey data at enterprises in Dong Nai province. This is scientifically evident for continuing to explore salary and benefits (LPL).

4.2 Training and Development (DTPT)

Training and development (DTPT) helps employees have the necessary skills for promotion opportunities and replace essential managers and professionals to satisfy employees' training and development needs.

Table 2: KMO and Bartlett's Test for training and developing (DTPT)

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					0.686	
Bartlett's Test of Sphericity	Approx. Chi-Square					304.667
	df					6
	Sig.					0.000
Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.615	65.381	65.381	2.615	65.381	65.381
2	0.763	19.070	84.451			
3	0.364	9.112	93.563			
4	0.257	6.437	100.000			
Component Matrix ^a						
Code	Component					
	1					
DTPT2	0.821					
DTPT4	0.815					
DTPT3	0.802					
DTPT1	0.797					

Table 2 shows training and developing (DTPT) elements with KMO and Bartlett's Test is 0.686 (>0.6), Total variance explained is 65.381 (> 60%). Component Matrix has four items divided into one component of training and developing (DTPT).

4.3 Working Environment (MTLV)

Table 3 shows that the working environment (MTLV) elements with KMO and Bartlett's Test is 0.835 (>0.6), Total variance explained is 81.758 (> 60%). Component Matrix has four items divided into one component: the working environment (MTLV).

Table 3: KMO and Bartlett's Test for working environment (MTLV)

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					0.835	
Bartlett's Test of Sphericity	Approx. Chi-Square					578.306
	df					6
	Sig.					0.000
Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.270	81.758	81.758	3.270	81.758	81.758
2	0.328	8.211	89.969			
3	0.240	5.999	95.968			
4	0.161	4.032	100.000			
Component Matrix ^a						
Code	Component					
	1					
MTLV3	0.928					
MTLV1	0.913					
MTLV2	0.888					
MTLV4	0.887					

4.4 Performance Appraisal (DGKQ)

Table 4 shows that the performance appraisal (DGKQ) elements with KMO and Bartlett's Test is 0.703 (>0.6), Total variance explained is 73.586 (> 60%). Component Matrix has three items divided into one component: the performance appraisal (DGKQ).

Table 4: KMO and Bartlett's Test for performance appraisal (DGKQ)

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.				0.703		
Bartlett's Test of Sphericity	Approx. Chi-Square			201.267		
	df			3		
	Sig.			0.000		
Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.208	73.586	73.586	2.208	73.586	73.586
2	0.479	15.980	89.567			
3	0.313	10.433	100.000			
Component Matrix ^a						
Code	Component					
	1					
DGKQ1	0.879					
DGKQ2	0.878					
DGKQ3	0.815					

4.5 Leadership and Colleague Support (LDDN)

Table 5: KMO and Bartlett's Test for elements of leadership and colleague support (LDDN)

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.				0.711		
Bartlett's Test of Sphericity	Approx. Chi-Square			373.132		
	df			10		
	Sig.			0.000		
Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.858	57.154	57.154	2.858	57.154	57.154
2	.916	18.327	75.481			
3	.618	12.363	87.844			
4	.419	8.384	96.228			
5	.189	3.772	100.000			
Component Matrix ^a						
Code	Component					
	1					
LDDN4	0.891					
LDDN5	0.803					
LDDN2	0.780					
LDDN1	0.643					
LDDN3	0.632					

Table 5 shows that the leadership and colleague support (LDDN) elements with KMO and Bartlett's Test are 0.711 (>0.6), Total variance explained is 57.154 (> 50%). Component Matrix has five items divided into one component: leadership and colleague support (LDDN).

Table 6: KMO and Bartlett's Test for corporate culture (VHDN)

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					0.692	
Bartlett's Test of Sphericity	Approx. Chi-Square					248.016
	df					3
	Sig.					0.000
Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.303	76.766	76.766	2.303	76.766	76.766
2	0.449	14.980	91.746			
3	0.248	8.254	100.000			
Component Matrix ^a						
Code	Component					
	1					
VHDN2	0.918					
VHDN1	0.856					
VHDN3	0.853					

Table 6 testing Component Matrix has three items divided into one component, the corporate culture (VHDN). Table 6 shows that the corporate culture (VHDN) elements with KMO and Bartlett's Test is 0.692 (>0.6), Total variance explained is 76.766 (> 60%). This result proves that the scale is consistent with actual survey data at enterprises in Dong Nai province. This is scientifically evident for continuing to explore the corporate culture (VHDN).

Table 7: KMO and Bartlett's Test for social responsibility (TNXH)

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					0.858	
Bartlett's Test of Sphericity	Approx. Chi-Square					554.056
	df					6
	Sig.					0.000
Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.257	81.437	81.437	3.257	81.437	81.437
2	0.297	7.418	88.855			
3	0.246	6.155	95.010			
4	0.200	4.990	100.000			
Component Matrix ^a						
Code	Component					
	1					
TNXH1	0.919					
TNXH3	0.905					
TNXH4	0.904					
TNXH2	0.881					

Table 7 testing Component Matrix has four items divided into one component: social responsibility (TNXH). Table 7 shows that the social responsibility (TNXH) elements with KMO and Bartlett's Test is 0.858 (>0.6), Total variance explained is 81.437 (> 60%). This result proves that the

scale is consistent with actual survey data at enterprises in Dong Nai province. This is scientifically evident for continuing to explore social responsibility (TNXH).

Table 8: KMO and Bartlett's Test for management capacity (NLQT)

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					0.745	
Bartlett's Test of Sphericity					138.846	
Approx. Chi-Square					6	
df					0.000	
Sig.						
Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.187	54.680	54.680	2.187	54.680	54.680
2	0.680	16.993	71.673			
3	0.653	16.332	88.005			
4	0.480	11.995	100.000			
Component Matrix ^a						
Code	Component					
	1					
NLQT4	0.790					
NLQT1	0.777					
NLQT2	0.701					
NLQT3	0.685					

Table 8 testing Component Matrix has four items divided into one component, named the management capacity (NLQT). Table 8 shows that the management capacity (NLQT) elements with KMO and Bartlett's Test is 0.745 (>0.6), Total variance explained is 54.680 (> 60%). This result proves that the scale is consistent with actual survey data at enterprises in Dong Nai province.

Table 9: Total variance explained for components of motivation and loyalty

Com.	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	4.744	15.302	15.302	4.744	15.302	15.302	3.845
2	3.897	12.572	27.874	3.897	12.572	27.874	3.464
3	3.282	10.588	38.462	3.282	10.588	38.462	3.482
4	2.591	8.358	46.820	2.591	8.358	46.820	3.386
5	2.332	7.524	54.344	2.332	7.524	54.344	2.767
6	2.156	6.955	61.299	2.156	6.955	61.299	2.903
7	1.831	5.908	67.207	1.831	5.908	67.207	2.519
8	1.662	5.360	72.567	1.662	5.360	72.567	2.378
9	0.996	3.212	75.780				
...				
31	0.058	0.187	100.000				

Component Matrix has 31 items divided into 8 components. Table 9 shows that the components of motivation and loyalty elements with KMO and Bartlett's Test are 0.667 (>0.6), Total variance explained is 72.567 (> 60%). This result proves that the scale is consistent with actual survey data at enterprises in Dong Nai province. This is scientifically evident for continuing to explore the components of motivation and loyalty.

5 Conclusion

As mentioned, work motivation and loyalty are the internal force that helps motivate and direct employees' actions towards accomplishing individual and organizational goals. Motivating and loyalty play crucial roles for the employees and the organization's development.

Work motivation helps employees orient themselves to essential goals. Based on the common goals set by the organization, each employee will individually set specific goals. The pressure from the employees, not the organization, helps employees feel more comfortable and more conscious in voluntarily arranging work to accomplish the set goals.

For the organization: Employee motivation is a critical factor for the organization's existence in the condition that the elements of the business environment change constantly. Work motivation helps employees self-assess and adjust themselves. Based on realizing the personal goals set by themselves, employees evaluate their advantages and limitations to take measures to promote strengths and overcome weaknesses to discover the next is now more efficient. Motivation to work thereby helps employees to improve themselves more and more. The impact of employee motivation can be seen working force of the organization as follows.

Work motivation helps minimize the negative impacts arising in the organization's operation. When employees are motivated to work, there are fewer occupational accidents, ethical issues, or disciplinary violations. Motivating employees thus help the organization save costs by overcoming risks in the operation process, increasing employee engagement, and creating conditions to accomplish long-term goals. Work motivation helps to increase job satisfaction and employee engagement with the organization, so the organization's human resources will be stable. This not only facilitates the implementation of the organization's long-term goals but also contributes to enhancing the organization's image in the labor market.

6 Availability of Data and Material

Data can be made available by contacting the corresponding author.

7 Acknowledgment

The authors would like to thank the board of directors of Lac Hong University and Dong Nai University for encouraging and supporting us throughout this research.

8 References

- Abzari & Sadri (2011). Factors affecting staff motivation in Isfahan. *International Journal of Business and Social Science*, 2(1), 298-304
- Abzari, M., & Sadri, H. (2011). Factors affecting employee motivation in Isfahan electricity distribution company. *Proceedings*, 8(19), 23-33.
- Adams, J. S. (1965). *Inequity in Social Exchanges*. L. Berkowitz, Advances in Experimental Social Psychology, New York, Academic Press.
- Adedeji, A. O., & Ugwumadu, O. C. (2018). Factors Motivating Employee Loyalty and Employee Retention in Deposit Money Banks in Nigeria. *International Journal of Human Resource Studies*, 8(3), 12-24.

- Alderfer, C. P. (1969). An empirical test of a new theory of human needs. *Organizational Behavior and Human Performance*, 4(2), 142-175.
- Anjam, M., & Ali, T. Y. (2016). Impact of leadership style on employee's loyalty. *Gulf-Pacific Journal of Business Administration*, 1(2), 164-177.
- David, M. C. (2013). *Human Motivation Theory*. Mind Tools, Ltd. Retrieved.
- Denibutun. (2012). Work motivation: a theoretical framework. *Management Scientific Research Journal*, 5(6), 67-78.
- Denison. (2010). Organizational culture & employee engagement: What's the relationship? *Organizational Dynamics*, 16(4), 4-21.
- Dona, T. L., & Luque, M. T. (2020). How loyal can a graduate ever be? The influence of motivation and employment on student loyalty. *Studies in Higher Education*, 45(2), 353-374.
- Drucker, P. F. (1954). *The Practice of Management*. New York: HarperCollins. P. xii. ISBN 978-0-7506-2691-0.
- Edlund, M., & Nilsson, H. (2013). Employee motivation in medium-sized manufacturing enterprises: two case studies from northern Sweden. *Managerial Auditing Journal*, 16(2), 234-245.
- Ferreira, P. Y., Real, E., & Oliveira, D. (2014). Does corporate social responsibility impact employee engagement? *Journal of Workplace Learning*, 26(4), 232-248.
- Gupta, V. (2020). Relationships between leadership, motivation and employee-level innovation: evidence from India. *Personnel Review*, 49(7), 1363-1379.
- Hair, J., Black W., Babin, B., & Anderson, R. (2010). *Multivariate Data Analysis*. Upper Saddle River, New Jersey: Prentice-Hall.
- Hanaysha, J. R., & Majid, M. (2018). Employee motivation and its role in improving productivity and organizational commitment at higher education institutions. *Journal of Entrepreneurship and Business*, 6(1), 17-28.
- Harry, S., & Nugroho, J. S. (2021). Organizational culture and employee loyalty: mediation impact of organizational commitment. *Journal of Archaeology of Egypt/Egyptology*, 18(1), 704-717.
- Herzberg, F. (1968). One more time: how do you motivate employees? *Harvard Business Review*, 46(1), 53-62.
- Hitka, M., Rozsa, Z., Potkany, M., & Lizbetinova, L. (2019). Factors forming employee motivation are influenced by regional and age-related differences. *Journal of Business Economic Management*, 20(4), 674-693.
- Irena, K. (2012). The analysis of organizational culture with the Denison model. *European Scientific Journal*, 3(2), 362-368.
- Jarratt, D., & Neill, G. (2002). The effect of organizational culture on business-to-business relationship management practice and performance. *Australasian Journal of Marketing*, 1(3), 21-40.
- Javed, K., Sana, M., Siddique, W. A., & Aziz, A. (2020). Determining the Influences of the Employee's Loyalty in the Organizational Setting. *Reviews of Management Sciences*, 2(1), 74-85.
- Karimah, R. P., Abdullah S., Setiadi, R. (2021). Analysis of factors affecting employee loyalty of PT X in the Jakarta region. *Journal of Physics*, 17(5), 1-9.



Nguyen Thi Phuong Thao is a Lecturer at Dong Nai University, Vietnam. I have studied motivation and loyalty for many years at the small and medium enterprises of Bien Hoa City in Dong Nai province. Besides, She is interested in Enterprise Motivation, Human Resource Management, Enterprise Operations, and Human Development Policy.
Email: nguyenthiphuongthao24783@ gmail.com.



Dr. Nguyen Van Tan is Dean of the Faculty of Administration and International Economics at Lac Hong University (LHU), Vietnam. His works encompass Economics, Research Methods, and Macroeconomics, Human Resources Development. Besides, he established scale measures affecting enterprises success of small and medium enterprises in Southeast-Vietnam. Email: tannv@ lhu.edu.vn.



Dr. Mai Thi Anh Tuyet is a Lecturer at the Faculty of Postgraduate Studies at Lac Hong University (LHU). Her works involve Human Resource Management Theories, Research Methods, and Development Economics. Besides, being a Vietnamese politician, she is a member of the 14th National Assembly of Vietnam for the 2016-2021 term, the An Giang Provincial National Assembly Delegation, the National Assembly's Economic Committee, and Vice President of the Provincial Union of Science and Technology Associations, An Giang province.
Email: maياتuyet@ gmail.com.
