



Testing the Cronbach's Alpha for Components of Workers' Working Motivation and Loyalty at Enterprises in Dong Nai Province of Vietnam

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Abstract

The Covid-19 epidemic has affected many aspects of the socio-economic fields of the province, primarily deeply affecting businesses and employees. The task of ensuring social security continues to be set for the management agencies to have appropriate solutions and support policies to encourage and help enterprises to quickly return to production and business after the quarantine society, contributing to job creation for employees. Over the past years, Vietnamese enterprises have made many significant contributions to the country's economic development: accounting for over 80% of GDP and creating jobs for about 62% of the country's workforce. Enterprises play a considerable role in the economic growth of many countries or regions, both in developed and developing countries. Enterprises operating in all fields of the national economy, from industrial production, construction, trade, and services... meet consumers' increasingly diverse and abundant demands. Thus, the authors test Cronbach's Alpha 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.

Disciplinary: Management Science (HRM).

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1 Introduction

Dong Nai currently has over 30,000 small and medium enterprises accounting for over 86%. During the recent Covid-19 pandemic, enterprises in general, small and medium-sized enterprises in particular, were already struggling even more. To promote the development of the business

community, the Provincial People's Committee is developing a project to support small and medium-sized enterprises until 2025. The scheme receives comments for completion before submitting them to the Provincial People's Council for consideration and approval at the next meeting.

Enterprises in Dong Nai province not only have a large number but are also a dynamic economic component and increasingly make essential contributions to the province's socio-economic development (Thao et al., 2022). By the end of 2020, the business registration work is estimated at 3,850 newly registered enterprises, up 9.4% over the same period. The total registered capital is estimated at 34,000 billion VND. Up to now, the province has about 38,000 enterprises with a total registered capital of over 264,000 billion VND. Dong Nai has nearly 33,000 small and medium-sized enterprises with a total registered capital of over 107 thousand billion VND, accounting for over 40% of the total investment capital of the whole society and providing employees with an income of over 21,200 billion VND annually. According to the Provincial People's Committee, over the years, recognizing the significant role of private enterprises, the State has issued many policies to support and encourage development, including the Law on Support for Small and Medium Enterprises, which took effect in 2018. However, besides many advantages, enterprises face many difficulties, including difficulties in production space, in terms of capital... Those barriers are problems that many businesses themselves cannot yet pass. Vietnam's economy is currently integrating firmly, so to receive new opportunities from economic integration, support to promote business development must be a priority. With the problems analyzed above, the authors choose the topic of Testing Cronbach's Alpha 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 wage 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.

Table 1: Cronbach's Alpha from elements of salary and benefits (LPL)

Contents	Code	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Wages are commensurate with employees' work results	LPL1	9.4973	7.219	0.749	0.906	0.912
Workers can live entirely on salary	LPL2	9.3514	7.392	0.763	0.899	
Wages are paid fairly, clearly, and helpfully	LPL3	9.2757	7.440	0.848	0.872	
I receive good benefits in addition to salary such as insurance, travel expenses, travel	LPL4	9.3351	7.126	0.852	0.868	

Table 1 shows salary and benefits (LPL) elements with Cronbach's Alpha; if the Item is deleted, the lowest answer is 0.868, and the highest is 0.912. 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).

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).

Table 2: Cronbach's Alpha from training and developing (DTPT)

Contents	Code	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
You are trained, professional development	DTPT1	10.3676	5.408	0.626	0.787	0.823
The company gives you many opportunities for personal development	DTPT2	10.3135	4.890	0.670	0.766	
There are many advancement opportunities in the company	DTPT3	10.3838	4.944	0.644	0.779	
Clear, transparent, and fair promotion policy	DTPT4	10.3676	5.147	0.649	0.776	

This is scientifically evident for continuing to explore training and development (DTPT). Table 2 shows training and developing (DTPT) with Cronbach's Alpha if Item Deleted for the lowest answer is 0.776, and the highest is 0.823. This result proves that the scale is consistent with actual survey data at enterprises in Dong Nai province. At the same time, helping employees to have the

necessary skills for promotion opportunities and to replace essential managers and professionals to satisfy the training and development needs of employees.

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.

Table 3: Cronbach's Alpha from working environment (MTLV)

Contents	Code	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
You are not under pressure at work	MTLV1	9.4595	7.163	0.839	0.897	0.924
The workplace is guaranteed according to the principles of occupational safety	MTLV2	9.4162	7.190	0.799	0.911	
You are entitled to participate in occupational safety training every year	MTLV3	9.3946	7.414	0.865	0.890	
You are provided with adequate equipment and tools for labor protection in the workplace	MTLV4	9.4000	7.263	0.800	0.910	

Table 3 shows that the working environment (MTLV) with Cronbach's Alpha if Item Deleted for the lowest answer is 0.890, and the highest is 0.924. This is scientifically evident for continuing to explore the working environment (MTLV).

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).

Table 4: Cronbach's Alpha from performance appraisal (DGKQ)

Contents	Code	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Enterprises have criteria to evaluate work results and accurately reflect the work results of employees	DGKQ1	6.5351	3.185	0.704	0.717	0.816
Enterprises evaluate work results fairly, openly, and objectively	DGKQ2	6.6703	2.929	0.699	0.713	
The enterprise always organizes to give suggestions on the performance of work and the results of work completion	DGKQ3	6.8919	2.945	0.610	0.812	

Table 4 shows that performance appraisal (DGKQ) with Cronbach's Alpha if the Item deleted for the lowest answer is 0.713, and the highest is 0.816. This is scientifically evident for continuing to explore the performance appraisal (DGKQ).

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.

Table 5: Cronbach's Alpha from elements of leadership and colleague support (LDDN)

Contents	Code	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Business leaders always care, support, and help in times when employees have difficulties	LDDN1	10.0270	6.157	0.478	0.804	0.808
Business leaders always listen to the views and thoughts of employees	LDDN2	9.8649	5.226	0.614	0.766	
Business leaders are skillful and tactful when giving criticism to employees	LDDN3	9.9838	6.310	0.473	0.805	
Colleagues are often willing to help each other and support each other	LDDN4	9.9189	5.031	0.790	0.710	
Colleagues are amiable and work well together	LDDN5	9.8054	4.984	0.644	0.757	

Table 5 shows that leadership and colleague support (LDDN) with Cronbach's Alpha if Item deleted for the lowest answer is 0.710, and the highest is 0.808. This is scientifically evident for continuing to explore leadership and colleague support (LDDN).

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, and 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.

Table 6 shows that corporate culture (VHDN) with Cronbach's Alpha if Item deleted for the lowest answer is 0.708, and the highest is 0.847. This is scientifically evident for continuing to explore the corporate culture (VHDN).

Table 6: Cronbach's Alpha from corporate culture (VHDN)

Contents	Code	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Enterprises determine the core values of the business: mission, vision, and goals	VHDN1	6.6162	3.390	0.679	0.821	0.847
Announce and communicate corporate culture to all employees	VHDN2	6.7892	2.950	0.795	0.708	
Employees are empowered and creative at work	VHDN3	6.9081	3.117	0.678	0.825	

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.

Table 7: Cronbach's Alpha from social responsibility (TNXH)

Contents	Code	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Enterprises always aim to improve the better working environment	TNXH1	9.3243	7.416	0.850	0.891	0.923
Businesses always provide honest information to customers	TNXH2	9.3081	7.551	0.791	0.911	
The business always supports local sports and cultural activities	TNXH3	9.2378	7.824	0.827	0.899	
Local and other community-based projects	TNXH4	9.3459	7.217	0.826	0.899	

Table 7 shows that social responsibility (TNXH) with Cronbach's Alpha if Item deleted for the lowest answer is 0.891, and the highest is 0.923. This is scientifically evident for continuing to explore social responsibility (TNXH).

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 (2013) governance capacity is also assessed and recognized through the implementation of actual activities and required studies. Denibutun (2012) says that the issue of attracting and retaining talent and promoting 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.

Table 8: Cronbach's Alpha from management capacity (NLQT)

Contents	Code	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Leaders have a strategic vision and create a good working environment	NLQT1	7.3514	2.729	0.549	0.633	0.718
Leadership inspires and motivates employees	NLQT2	7.1081	2.564	0.470	0.685	
Solve problems quickly and efficiently	NLQT3	7.2595	2.911	0.452	0.687	
Leaders know how to use human resources effectively	NLQT4	7.3405	2.628	0.567	0.620	

Table 8 shows that social responsibility (TNXH) with Cronbach's Alpha if Item Deleted for the lowest answer is 0.620, and the highest is 0.718. This is scientifically evident for continuing to explore social responsibility (TNXH).

3 Method

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

3.1 Qualitative Research Methods

Through reference 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. Nai aims to explore the factors affecting employees' work motivation and loyalty in enterprises in Dong Nai province.

3.2 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

In the current period, the issue of creating work motivation in labor and work for employees is one of the critical contents of human resource management, motivating employees to work enthusiastically to improve their performance. High labor productivity is a decisive factor for the success of each agency and unit in successfully implementing the set goals and tasks.

Overall assessment of the situation of motivating employees at many enterprises, but the most commonalities are willingness, effort, passion for work, desire, and voluntariness of employees to steps towards a particular goal, a result of the organization as well as the employees themselves. Working Motivation is the motivation of people to work enthusiastically, helping them to promote their inner potential, overcome challenges and difficulties, and complete the work in the best way. Motivation explains why a person acts when he or she gets to work without coercion. Then, they can do more than what their superiors expect.

Since its establishment until now, many enterprises have promoted the spirit of continuous improvement and creativity. The company has many activities to motivate employees. Specifically:

- The salary fund is always maintained at a high level compared to the common ground.
- Developed reward and KPI regulations.
- Good observance of social insurance regime and periodical health check.
- Professional working environment, fully equipped, sociable and friendly.

Restrictions

- The policy on salary payment for employees is not really objective.
- No specific bonus for each job position has been established.
- Labor relations have not been focused on jobs.
- Ineffective training content.
- The company has not focused on creating its own culture and branding.

Reason

- The awareness of middle managers is not uniform. There is not a high consensus on how to assess the needs of employees.
- The unit has not given specific criteria to evaluate employees' work performance.
- Not yet boldly investing in finance for work related to motivation.
- Employees do not dare to meet their work requirements, rights, and responsibilities.

Table 9 shows that Human resources are a significant factor that determines the success or failure of each country, economy, organization, and enterprise. Many companies are no exception to that rule. In human resource management, it is necessary to motivate employees to stick around and devote themselves to the unit to own high-quality resources.

First, improve the policy on salary, bonuses, and allowances.

In the improvement process, it is necessary to ensure the following principles:

- Based on the production and business situation to build the planned salary fund
- Ensure fairness based on capacity and working conditions of each position.
- Develop a competitive salary policy.
- Diversify the form of rewards. In addition to money, you can also donate in kind or other services.
- The commendation must ensure fairness and avoid the level of value.
- Building seniority allowances for officials who have a long time with the company.

Table 9: Descriptive statistics for components of motivation and loyalty

Independent factors	N	Min	Max	Mean	SD
VHDN1	185	1.00	5.00	3.541	0.932
VHDN2	185	1.00	5.00	3.368	0.981
VHDN3	185	1.00	5.00	3.249	1.018
LPL1	185	1.00	5.00	2.989	1.058
LPL2	185	1.00	5.00	3.135	1.010
LPL3	185	1.00	5.00	3.211	0.929
LPL4	185	1.00	5.00	3.151	0.988
DTPT1	185	1.00	5.00	3.443	0.839
DTPT2	185	1.00	5.00	3.497	0.939
DTPT3	185	1.00	5.00	3.427	0.948
DTPT4	185	1.00	5.00	3.443	0.890
MTLV1	185	1.00	5.00	3.097	0.990
MTLV2	185	1.00	5.00	3.141	1.017
MTLV3	185	1.00	5.00	3.162	0.918
MTLV4	185	1.00	5.00	3.157	1.001
TNXH1	185	1.00	5.00	3.081	0.994
TNXH2	185	1.00	5.00	3.097	1.017
TNXH3	185	1.00	5.00	3.168	0.932
TNXH4	185	1.00	5.00	3.060	1.054
NLQT1	185	1.00	5.00	2.335	0.673
NLQT2	185	1.00	5.00	2.578	0.798
NLQT3	185	1.00	5.00	2.427	0.673
NLQT4	185	1.00	5.00	2.346	0.699
LDDN1	185	1.00	5.00	2.373	0.689
LDDN2	185	1.00	5.00	2.535	0.834
LDDN3	185	1.00	4.00	2.416	0.647
LDDN4	185	1.00	5.00	2.481	0.752
LDDN5	185	1.00	5.00	2.595	0.874
DGKQ1	185	1.00	5.00	3.514	0.891
DGKQ2	185	1.00	5.00	3.378	0.977
DGKQ3	185	1.00	5.00	3.157	1.044

Second, improve labor relations

- Organize seminars, strengthen dialogue with employees to better understand their aspirations, then absorb and give improvement ideas.
- Recognition of individual contributions. Timely reward outstanding individuals.
- Timely visit and encourage officials and employees who have difficulties in life.

Third, improve the working environment

The problem of "contamination" of smoke and food odors, plus very high temperatures in the kitchen, dramatically affects the health of chefs in the long run.

To improve working conditions, the Company needs to apply some measures as follows:

- Ensure working conditions and safety for employees.
- Keep the work area neat and tidy.
- Building a friendly working environment and developing team spirit will help employees feel attached to the organization. From there, each action and each employee's job will promote the company's benefits.

- Regularly communicate with employees to grasp the aspirations and actual situation.
- Arrange a rest area for employees to regenerate their labor. Cool uniform to create a comfortable feeling when working.

Build peer relationships

To build a good relationship, it is necessary to pay attention to the following issues:

- Respect each other, and know how to listen sincerely.
- Actively helping and always trusting. Trust is the basis for maintaining and developing any relationship.
- Praise employees at the right time for a job well done.

Fourth, build a promotion path for each position, promotion is one of the motivations that motivate employees to work. Developing a promotion roadmap should ensure:

- Ensure fairness and objectivity based on evaluation criteria, not on the subjective opinion of a manager.
- Training needs to be done professionally and methodically.
- Create favorable conditions for employees to pursue and explore career development options.
- Encourage employees to participate in the management process. Periodically evaluate and review the promotion roadmap.

The year is recognition of individual achievements. Whatever the company's approach, recognizing employees' efforts is extremely important.

4.1 Suggestions & Recommendations for Employee Management

Some suggestions for meeting this need of employees:

- Specific and fair regulations when evaluating employees.
- Develop mechanisms and policies to reward employees' contributions.
- Promote qualified personnel to a higher position or let them take on a position with a greater degree and scope of influence.

Some other recommendations, the company must improve production and business efficiency to ensure abundant financial resources. At the same time, continually continuously improve the professional qualifications of management staff. Because only when the human resource management team is qualified, then can it be possible to outline the most feasible and practical solutions.

Building corporate culture, giving employees a sense of pride when they are part of the Company, orienting the brand-building goals in the long term.

5 Conclusion

Motivation is a combination of measures and behaviors of organizations and managers to create the desire for dedication and voluntariness of employees, forcing them to strive and strive to achieve the objectives set by the organization. This process includes basic steps: Building, implementing, and evaluating motivational results. The motivational measures for each object will also not be the same because their needs and satisfaction are different. Human resources are precious assets for an enterprise, but such support will not bring advantages to enterprises in production and business activities if they are not effectively exploited. Work motivation is one of the most critical factors contributing to the effectiveness of human resources. Employees work with a strong motivation which is the strength for each individual to overcome his own difficulties and challenges to successfully complete the assigned tasks, thereby improving work efficiency and contributing to the employees' success enterprise's work. Therefore, work motivation and factors affecting employees' work motivation need to be studied scientifically and practically.

6 Availability of Data and Material

Data can be made available by contacting the corresponding author.

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