Key Factors Influencing Employees' Job Motivation and Loyalty at Enterprises in Dong Nai Province in Vietnam

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Abstract

Background: Employee motivation and loyalty are essential elements that drive individuals to perform diligently, optimising productivity and efficiency within a business. Motivation manifests as the effort and dedication to achieving organisational and personal objectives. Thus, fostering job motivation is vital for enhancing labour productivity and encouraging employees to work more efficiently.

Objective: The research objective assesses the primary determinants of employee motivation and loyalty at enterprises in Dong Nai Province, Vietnam.

Methodology: The researcher used a descriptive survey research design for the study. The study used an official questionnaire to survey research subjects and was conducted on an official data set of 1.000 employees, but it was 920 valid. In the data analysis for the study, exploratory factor analysis, confirmatory factor analysis, and structural modelling model (SEM) were used, and the results were presented in tables.

Result: The results of the structural equation model showed that the key factors that influence employees' job motivation and loyalty at enterprises in Dong Nai province are (1) corporate social responsibility, (2) training and development, (3) salary and benefits, (4) support from leaders and colleagues, (5) corporate culture, (6) working environment, (7) management capacity, and (8) performance evaluation. In addition, job motivation also affects employees' loyalty, with a significance level of 5%.

Conclusion: Some factors, as identified above, influence employees' motivation and loyalty. Managers should take these factors seriously to encourage their workers to give their best.

Unique Contribution: This study has provided empirical data that could be beneficial in designing and implementing strategies for promoting employee loyalty.

Key Recommendation: Corporate social responsibility should be prioritized for implementation first because the standardised estimated coefficient has the highest value, and the last factor is the job performance evaluation factor because the standardized estimated coefficient has the lowest value when implemented, showing management implications. These factors should guide managers in their decisions.

Keywords: Managerial recommendation; job motivation; loyalty; enterprises; employee.

Introduction

Human resources play an important role in bringing success, creating competitive advantage, and sustainable development for any organisation or enterprise. Currently, as the world enters the era of the 4.0 industrial revolution, humans play a decisive role that cannot be denied. Motivation to work and creating satisfaction in employees are essential for any organisation or business. Motivation comes from the internal thinking of employees.

Employee motivation is manifested through the particular duties that each employee is engaged in and their disposition towards the organization. Employees in different roles may possess varying motivations to engage in more active work (Darmawan et al., 2020). Motivation refers to the internal reasons that drive individuals to engage in productive and

efficient work. Motivation is demonstrated by the display of desire, exertion, and enthusiasm in pursuing the objectives of both the business and its people. Labour motivation refers to a set of policies and management strategies that influence employees to feel motivated and engaged in their jobs.

The primary determinant of voluntary labour motivation is the employees themselves. Employees exhibit heightened enthusiasm and productivity when they are not burdened by work-related pressure. By working proactively and willingly, they may attain optimal levels of labour productivity. Hence, the objective of leaders and managers is to foster motivation in order to optimise employee performance in serving the firm (Karimah et al., 2021).

The research provided more insight into the relationship between work motivation, job satisfaction, and employee engagement. Their findings suggest that work motivation plays a crucial role in enhancing both job satisfaction and the level of employee engagement within a business, hence contributing to the overall effectiveness of the employee's human resources. The organisation will maintain a state of stability (Nadeak & Naibaho, 2021). This not only facilitates the achievement of the organisation's long-term objectives but also improves the organisation's reputation in the job market. Simultaneously, inspiring people to aid in cost savings for the firm to mitigate operational risks, enhance employee engagement, and provide favourable conditions for accomplishing long-term organisational objectives.

There are many different concepts about creating employee motivation, but there are the essential things in common, which are the willingness, effort, passion for work, desire, and voluntariness of employees to strive towards specific goals and results of the organisation as well as the employees themselves. Job motivation is the motivation for people to work enthusiastically, helping them develop their inner potential strength, overcome challenges and difficulties, and complete their work in the best way. Motivation explains why a person acts when that person starts working without coercion; then, they can do more than what their superiors expect (Rice et al., 2017).

Creating motivation for employees involves implementing strategies to incentivise and inspire people to actively pursue and accomplish the objectives of the organisation. Furthermore, it is important for leaders and managers to establish the organisational culture, including the behavioural and communicative norms inside the firm. In environments with a favourable cultural milieu, a strong sense of solidarity will prevail, resulting in increased efficiency and passion in work. Furthermore, individuals, including both officers and workers, will demonstrate a genuine concern for each other's well-being, both domestically and internationally. Work and personal life. The rigorous assessment of work outcomes is a crucial function of human resource management and is present in every firm.

Based on the abovementioned factors, the study aims to assess key factors affecting job motivation and employee loyalty at businesses in Dong Nai province, Vietnam. From the research results, the author proposes recommendations for improving work motivation and employee loyalty at firms in the future.

Literature Review
Job Motivation (DLLV)
Perdhana et al. (2022) presented many conceptualizations of motivation. Motivation is the underlying factor that drives individuals to engage in certain behaviors or abstain from them. Nevertheless, in most texts about human resource management or organizational behavior, motivation is commonly defined as the innate drive and determination of individuals to attain a certain objective or outcome. Motivation refers to the intrinsic reasons that drive individuals to exert significant effort within permissible circumstances, resulting in elevated levels of production and efficiency (Kim & Beehr, 2018).

Employee Loyalty (LTT)

Hitka et al. (2019) assert that loyalty consistently generates an intrinsic desire in individuals to fulfill unmet needs. Employee loyalty refers to the willingness of employees to exert significant effort in order to achieve the goals of the firm. If individuals meet their own requirements based on their capability and exertion, they will develop into devoted employees who are dedicated and empathetic towards the organisation. In the study, Dhir et al. (2020) examined the variables that influence employee loyalty in organizations, specifically focusing on the working environment, which encompasses aspects such as the working atmosphere, working culture, and working style within the realm of commerce (Aboobaker et al., 2020).

Salary and Benefits (LPL)

Albtoosh et al. (2022) studied salary and benefits to ensure that individuals may adequately support their personal and family lives while simultaneously decreasing stress levels. Therefore, the influence of wages and perks on employee motivation in firms is unequivocally favourable. The wage and benefits reflect employees being remunerated in accordance with their work performance, ensuring their financial stability, and receiving further compensation or salary increments for exemplary job completion. Compensation and perks are always the primary considerations for employees when choosing employment. This also serves as a source of inspiration for individuals to assess their willingness to make a long-term commitment to a firm (Dona & Luque, 2020).

Training and Development (DTPT)

Within an organisation, training and development are utilised to directly enhance individuals' job performance by addressing the unique and comprehensive demands of their roles (Hanaysha & Majid, 2018). Employees stay up-to-date with new skills and knowledge and avoid obsolete management practices through the direction of modern management methods that align with changes in technology processes and business environment strategies (Kassa & Tsigu, 2021).

Working Environment (MTLV)

A conducive working environment is crucial for businesses as it fosters favourable conditions that enhance employee productivity and facilitate the development of their professional ability and abilities. In addition, a favourable working environment will contribute to the development of a positive internal culture inside a company, which in turn will enhance its ability to recruit highly talented individuals. These candidates will be drawn not only by the financial rewards and advantages offered but also by the quality of the working environment. Proficient in business (Maartje & Jozef, 2021; Nga & Tam, 2023; Michael & Robyn, 2016).

Performance Evaluation (DGKQ)

Employees are the primary and crucial aspect of a business since the calibre of the personnel directly impacts the growth or decline of the firm. Hence, the assessment of every employee's job performance holds significant importance as it aids in addressing limits, enhancing strengths, augmenting professional knowledge, fostering professional skills, and making valuable contributions to the organisation (Yang & Kim, 2018).

Support from Leaders and Colleagues (LDDN)

Leaders and colleagues providing support will assist employees in developing the inclination and routine of sharing, enabling everyone in the organisation to feel more assured in conveying knowledge and articulating issues efficiently (Soomro & Shah, 2019). Specifically, this will enhance the leader's reputation among coworkers, garnering universal affection. While it is important to foster a supportive and helpful workplace culture, it is crucial for workers to avoid

excessive dependence on their colleagues. If individuals are unable to fulfill their responsibilities due to a lack of time management skills or laziness, it becomes the leader's duty to address the situation. It is unjust to assist them due to the workers and the company's right to be treated with respect (Puriwat & Tripopsakul, 2021).

Corporate Culture (VHDN)
Corporate culture is a significant aspect that impacts an organisation's capacity to innovate, compete, attract, and retain people and consumers (Khuwaja et al., 2020). Corporate culture encompasses the amalgamation of values, vision, mission, and daily elements of communication and interaction, resulting in a pervasive work environment. In addition, corporate culture is a comprehensive framework of ongoing norms and checks consistently upheld throughout the organisation's lifespan and among its personnel (Gupta, 2020).

Corporate Social Responsibility (TNXH)
According to the study, several company executives expressed the view that firms had a social obligation to engage in initiatives aimed at assisting vulnerable groups, such as those with disabilities, orphans, and housing construction (Escortell et al., 2020). Expressing thanks and providing assistance to individuals affected by floods and other natural catastrophes... While it is true that social actions are an essential aspect of a business's responsibilities, they alone are insufficient. Crucially, a business must possess the capability to forecast and assess the social and environmental consequences of its activities and establish strategies that mitigate adverse effects on customers and the workforce and work in the business (Adedeji & Ugwumadu, 2018).

Management Capacity (NLQT)
The development of organisations, particularly in the face of intensifying competition, is heavily influenced by the competence of their management. The presence and growth of a firm are contingent upon its managerial capabilities (Javed et al., 2020). In the absence of management activities, individuals inside the company will lack clarity on their tasks and deadlines, resulting in a disorderly workflow.

Theoretical Framework
Salary and Benefits (LPL), Job Motivation (DLLV) and Employee Loyalty (LTT)
The wages and benefits are considered fundamental entitlements for employees, safeguarded by legal provisions and the government. Every employee desires to be acknowledged and compensated for their specific efforts. The compensation and benefits serve as indicators of employees being remunerated in proportion to their job performance, ensuring their financial stability, and offering incentives such as bonuses or salary increments upon achievement. Well done (Aboobaker et al., 2020; Dona & Luque, 2020; Kim & Beehr, 2018). Given the aforementioned analytical concerns, the author puts forward hypotheses H1 and H2 in the following manner:

H1: Salary and Benefits (LPL) positively influence Job Motivation (DLLV).
H2: Salary and Benefits (LPL) positively influence Employee Loyalty (LTT).

Training and Development (DTPT), Job Motivation (DLLV) and Employee Loyalty (LTT)
Hitka et al. (2019) assert that human resource training and development is a structured endeavour that occurs over a certain duration. The objective of this activity is to enhance the professional competencies of the personnel and address any deficiencies in order to enhance job productivity. The authors desired to enhance my performance, accomplish greater goals,

seek more demanding assignments, and access increased prospects for career progression (Aboobaker et al., 2020; Kassa & Tsigu, 2021). Consequently, training is seen as an essential element in achieving the firm's strategic objectives. Training and development play a crucial role in enhancing employee motivation and loyalty in the present era. With the above analytical issues, the author proposes hypotheses H3 and H4 as follows:

H3: Training and Development (DTPT) positively influence Job Motivation (DLLV).
H4: Training and Development (DTPT) positively influence Employee Loyalty (LTT).

Working Environment (MTLV), Job Motivation (DLLV) and Employee Loyalty (LTT)
Maartje and Jozef (2021) asserted that the working environment is an important prerequisite for employees to accomplish tasks expeditiously and efficiently. The working environment must be suitable in terms of temperature, light, noise, and other aspects. In addition, a significant number of workers want to work in close proximity to their residences, in well-maintained, contemporary workspaces equipped with suitable tools and resources. The organisation is equipped with all the necessary facilities for every sort of task (Michael & Robyn, 2016; Nga & Tam, 2023). With the above analytical issues, the author proposes hypotheses H5 and H6 as follows:

H5: Working Environment (MTLV) positively influences Job Motivation (DLLV).
H6: Working Environment (MTLV) positively influences Employee Loyalty (LTT).

Performance Evaluation (DGKQ), Job Motivation (DLLV) and Employee Loyalty (LTT)
Yang and Kim (2018) showed that performance assessment is a crucial activity in human resource management and is present in every firm. Work performance evaluation activities assess the quality of workers' work to establish appropriate levels of rewards or disciplinary measures. Simultaneously, the evaluation also takes into account the aptitude, accomplishments, and future potential of each employee in order to make pertinent personnel choices. The outcomes of evaluations also have an impact on individuals' psyche and feelings. Therefore, if the evaluation is not precise, it might result in undesirable repercussions. The study on job performance assessment refers to the methodical and official evaluation of an employee's work performance by comparing their real work outcomes with predetermined criteria. This assessment is conducted in a timely manner and includes providing comments on the findings (Maartje & Jozef, 2021; Yang & Kim, 2018). With the above analytical issues, the author proposes hypotheses H7 and H8 as follows:

H7: Performance Evaluation (DGKQ) positively influences Job Motivation (DLLV).
H8: Performance Evaluation (DGKQ) positively influences Employee Loyalty (LTT).

Support from Leaders and Colleagues (LDDN), Job Motivation (DLLV) and Employee Loyalty (LTT)
Soomro and Shah (2019) suggested that personal ties between leaders and coworkers in a corporate environment act as a unifying factor that enhances employees' understanding and collaboration in the workplace. There is a direct relationship between the degree of interaction individuals have with their coworkers and their probability of staying with the company for a long duration. Furthermore, Puriwat and Tripopsakul (2021) discovered that leaders and colleagues offer support to guarantee that employees are continuously treated with respect, trust, and acknowledgment as esteemed members of the company (Maartje & Jozef, 2021). With the above analytical issues, the author proposes hypotheses H9 and H10 as follows:

H9: Support from Leaders and Colleagues (LDDN) positively influence Job Motivation

(DLLV).
H10: Support from Leaders and Colleagues (LDDN) positively influences Employee Loyalty (LTT).

Corporate Culture (VHDN), Job Motivation (DLLV) and Employee Loyalty (LTT)
Gupta (2020) argued that corporate culture evolves alongside the growth of a corporation, encompassing not just communication practices but also fundamental beliefs, norms, management style, business processes, and the conduct and attitude of all members of the organization. A company that establishes a strong culture aligned with its long-term goals and strategies will foster employee pride. This pride motivates individuals to consistently dedicate themselves to the common goals of the business, resulting in easier management for leaders and a more proactive and comfortable work environment for employees (Escortell et al., 2020). With the above analytical issues, the author proposes hypotheses H11 and H12 as follows:

H11: Corporate Culture (VHDN) positively influences Job Motivation (DLLV).
H12: Corporate Culture (VHDN) positively influences Employee Loyalty (LTT).

Corporate Social Responsibility (TNXH), Job Motivation (DLLV) and Employee Loyalty (LTT)
The safety and progress of each person during the Covid-19 pandemic are directly linked to the safety of the whole community. This has led to the promotion of communal responsibility and solidarity. The firms are unable to achieve success in isolation, while the businesses surrounding them are failing. Corporations are obligated to fulfill their social obligations and cannot avoid doing so. Maartje and Jozef (2021) argued that firms should understand that satisfying corporate social responsibility is not only an optional contribution to society but rather a crucial strategy for developing and meeting the requirements of workers in the modern period. With the above analytical issues, the author proposes hypotheses H13 and H14 as follows:

H13: Corporate Social Responsibility (TNXH) positively influences Job Motivation (DLLV).
H14: Corporate Social Responsibility (TNXH) positively influences Employee Loyalty (LTT).

Management Capacity (NLQT), Job Motivation (DLLV) and Employee Loyalty (LTT)
Management capacity refers to the expertise and skills acquired through training and practical application that enable individuals to effectively carry out managerial responsibilities. Nevertheless, the evaluation of managerial competence is also based on the execution of real operations and necessary duties (Escortell et al., 2020; Javed et al., 2020). In the era of the information economy, the rivalry among firms with highly skilled and talented employees is intensifying. With the above analytical issues, the author proposes hypotheses H15 and H16 as follows:

*H15: Management Capacity (NLQT) positively influences Job Motivation (DLLV).*
H16: Management Capacity (NLQT) positively influences Employee Loyalty (LTT).

Job Motivation (DLLV) affecting Employee Loyalty (LTT)
Human resources are seen as a valuable asset for enterprises. Studies and management experts have concluded that employee motivation is the primary determinant of loyalty. There is a strong correlation between employee loyalty and organizational loyalty, as supported by research (Perdhana et al., 2022; Aboobaker et al., 2020). The devotion of an employee to a reputable business will result in the reciprocal loyalty of a competent employee to the organization. Therefore, hypothesis H17 proposes the following:

H17: Job Motivation (DLLV) positively influences Employee Loyalty (LTT).

Based on the above-related studies, the author proposes a research model with eight factors influencing job motivation and employee loyalty; the author suggested the model below.
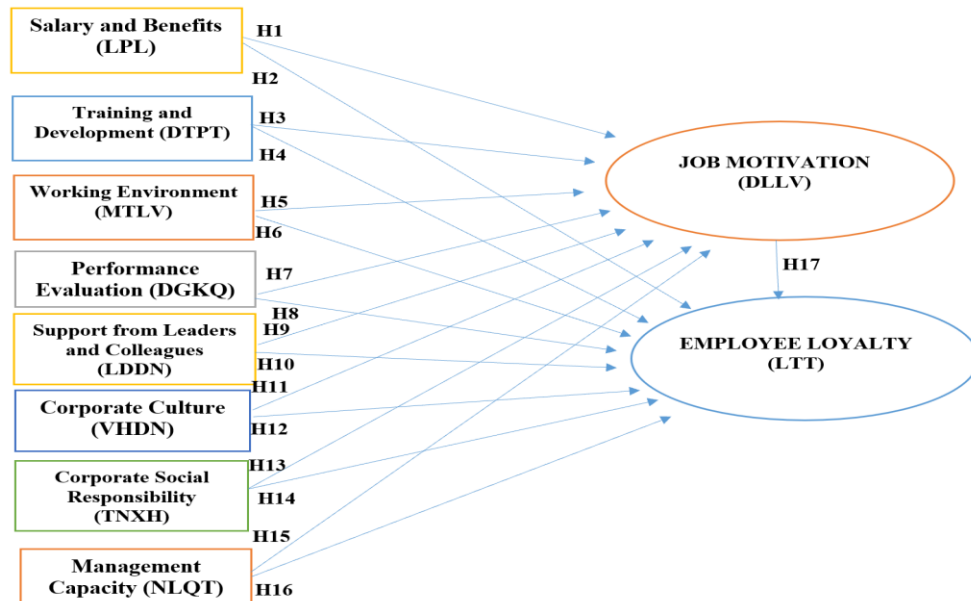
Source: The author proposed
Figure 1: *The model for key factors influencing job motivation and employee loyalty*

Figure 1 shows that there are eight factors influencing job motivation and employee loyalty, including (1) salary and benefits, (2) training and development, (3) working environment, (4) performance evaluation, (5) support from leaders and colleagues, (6) corporate culture, (7) corporate social responsibility, (8) management capacity.

Research Methods
The research method is a combination of qualitative research methods and quantitative research methods and organised the methodology with specific attention to the following: (1) Design of the study, (2) Population of the study, (3) Sample size, (4) Sampling technique, (5) Instrument for data collection, (6) Reliability of the instrument, (7) Validity, (8) Method of data collection, and (9) Method of data analysis.

(1) Design of the study: Designing this study involves outlining the framework and methodology for collecting, analysing, and interpreting data to answer your research questions. A qualitative research study involved conducting a group conversation with 30 managers who have substantial expertise in human resource management, including corporate managers and directors.

(2) Population of the study: there are 12.000 managers at businesses and 500.000 employees working at companies in Dong Nai province. This study paper employs a qualitative research methodology by analyzing the feedback of 30 human resource management managers, who are classified into three distinct groups. Group 1 consists of 10 experienced low-level managers. Over a decade of experience in human resource management, with extensive knowledge and expertise in the sector. Group 2 consists of 10 deputies and the heads of human resources management departments from firms located in Dong Nai province. Group 3 consists of 10 directors and deputy directors from various firms located in Dong Nai province. The

outcomes of the management group discussion indicate that the elements influencing employee motivation and employee loyalty are as follows.

(3) Sample size: Collecting information is to send questionnaires to 1.000 employees working at businesses in Dong Nai province. After discussing with the group of 30 managers, 30 managers agreed and corrected some details with the scales of staff and loyalty, including factors such as salary and benefits, training and development, and working environment, evaluating work results, support from leaders and colleagues, corporate culture, social responsibility, management capacity, staff, and loyalty. Results of group discussion: 30 managers agreed and added some detailed information with the scales in the qualitative result provided the clear questionnaire (Hair et al., 2018).

(4) Sampling technique: Upon obtaining clearance from the management, the author revised and finalized the questionnaire. Upon concluding the management phase, the author must make requisite modifications to ensure a well-crafted questionnaire. Adjustments are made to rectify mistakes that may arise from trial surveys or feedback provided by management. The research is carried out at enterprises located in Dong Nai province, spanning from March 2023 to June 2023 (Hair et al., 2018).

(5) Instrument for data collection: The author applied quantitative research for data collection. The main method of collecting information was to send questionnaires to 1.000 employees working at businesses in Dong Nai province according to a prepared questionnaire, but it was 920 valid.

(6) Reliability of the instrument: Ensuring the reliability of your data collection instrument is crucial to obtaining consistent and trustworthy results. Reliability refers to the consistency of a measure or the extent to which it produces the same results under consistent conditions. From the information and data collected, the accuracy and reliability of the scale are determined through Cronbach's Alpha coefficient, exploratory factor analysis (EFA), confirmatory factor analysis, and validation. Determine the linear structural model and test the suitability of the research model... Confirmatory factor analysis (CFA) is a common model in SEM (Structural Equation Model) analysis. CFA is different from exploratory factor analysis (EFA) in terms of method and assumptions. The relevant index evaluates the following fit indices: CFI (>0.8), TLI (>0.9), and RMSEA (<0.05). An adequate model is defined as one that yields a chi-square test with a p-value over 5% (or $p < 0.08$). If the result is less than 0.08, the model is considered acceptable (Hair et al., 2018). All of these data are processed using SPSS 20.0 and Amos software.

(7) Validity: To keep data objective and information truthful, research collects data directly from businesses and agencies. Therefore, to avoid erroneous response information, the study chose a random sampling method through convenience sampling. The most important issue is to ensure that the overall sample is able to represent the general population of the research problem. Therefore, the author chose a random, convenient, and simple sampling method. The author conducts Cronbach's alpha reliability analysis, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation model (SEM) to see the influence of the variables (Hair et al., 2018).

(8) Method of data collection: The author conducted surveys and questionnaires in four districts, namely Long Thanh, Nhon Trach, Vinh Cuu, Trang Bom, and Bien Hoa City. In each of these areas, 200 workers working in firms located in Dong Nai province were polled. This is the preliminary official investigation stage.

(9) Method of data analysis: Quantitative data analysis and bootstrap testing were conducted to check the model. Bootstrap is a resampling method with replacement in which the initial sample acts as the crowd (Hair et al., 2018). The Bootstrap method is performed with a number of repeated samples N times. Estimates from N samples are averaged, and this value tends to be close to the population estimate.

Study Results

Analysis of descriptive statistics, Cronbach's alpha, for eight factors

Table 1: *Testing descriptive statistics and Cronbach's alpha for eight factors*

| Code	Items	Cronbach's alpha	Mean	Std. Deviation
Salary and Benefits (LPL)		**0.940**	**3.058**	-
LPL1	Salary is commensurate with the employee's work results	0.926	3.005	1.029
LPL2	Employees can live entirely on salary	0.930	3.066	1.005
LPL3	Salaries are paid fairly, clearly and usefully	0.924	3.095	0.977
LPL4	Employees receive a range of additional perks in addition to their Wages, including insurance coverage and reimbursement for travel expenditures	0.906	3.065	1.012
Training and Development (DTPT)		**0.860**	**3.407**	-
DTPT1	Employees receive training and career development	0.813	3.390	0.882
DTPT2	The business gives employees many opportunities for development	0.816	3.515	0.974
DTPT3	Employees have many opportunities for advancement	0.848	3.329	0.989
DTPT4	Clear, transparent, and fair promotion policy	0.809	3.392	0.916
Working Environment (MTLV)		**0.943**	**3.051**	-
MTLV1	Employees are not under pressure at work	0.927	3.008	0.986
MTLV2	The workplace is guaranteed according to labor safety principles	0.930	3.045	0.987
MTLV3	Employees are eligible to participate in annual labor safety training	0.924	3.091	0.947
MTLV4	Employees are provided with full equipment and labor protection tools	0.922	3.062	0.982
Performance Evaluation (DGKQ)		**0.905**	**3.305**	-
DGKQ1	Enterprises have criteria for evaluating work results and accurately reflecting the work results of employees	0.896	3.333	0.986
DGKQ2	Enterprises evaluate work results fairly, openly, and objectively	0.798	3.340	0.955
DGKQ3	Enterprises always organize feedback on work implementation and work completion results	0.895	3.241	1.009
Support from Leaders and Colleagues (LDDN)		**0.918**	**2.417**	**-**
LDDN1	When employees need help, business leaders act quickly	0.909	2.359	0.656
LDDN2	Business executives always consider employee opinions	0.886	2.425	0.673
LDDN3	Employee criticism is handled delicately by business executives	0.907	2.389	0.645
LDDN4	Colleagues typically aid and encourage each other	0.875	2.438	0.700
LDDN5	Coworkers are pleasant and productive	0.889	2.476	0.747
Corporate Culture (VHDN)		**0.875**	**2.417**	-
VHDN1	Companies define their purpose, vision, and goals	0.840	2.357	0.651
VHDN2	Communicate business culture to all workers	0.808	2.441	0.665
VHDN3	Workers are creative and empowered	0.866	2.401	0.664
VHDN4	Enterprises foster leader-employee interactions	0.843	2.470	0.719
Corporate Social Responsibility (TNXH)		**0.931**	**3.030**	-
TNXH1	Companies continuously strive to enhance the workplace	0.891	3.054	0.994
TNXH2	Businesses always tell customers the truth	0.905	3.032	1.012
TNXH3	The company constantly supports local sports, culture, and community programs	0.926	2.995	1.010
TNXH4	Businesses consistently engage in philanthropic activities such as organizing local charities, providing assistance to the underprivileged, and making investments in infrastructure such as roads and schools	0.917	3.039	1.002
Management Capacity (NLQT)		**0.925**	**2.501**	-
NLQT1	Leaders have strategic vision and foster a productive workplace	0.902	2.463	0.802
NLQT2	Leadership drives workers	0.884	2.545	0.805
NLQT3	Quickly and effectively solve challenges	0.901	2.498	0.788
NLQT4	Leaders utilize human resources well.	0.924	2.499	0.828

Source: Data processed from SPSS 20.0

Table 1 shows that Cronbach's alpha for key factors affecting job motivation and employee loyalty is higher than 0.6. Eight factors include (1) salary and benefits, (2) training and development, (3) working environment, (4) performance evaluation, (5) support from leaders and colleagues, (6) corporate culture, (7) corporate social responsibility, (8) management capacity.

Table 2: *Testing descriptive statistics and Cronbach's alpha for job motivation and employee loyalty*

Code	Items	Cronbach's alpha	Mean	Std. Deviation
Job Motivation (DLLV)		**0.889**	**3.308**	-
DLLV1	Credit policies have specific orientations and strategies for each customer	0.875	3.296	1.012
DLLV2	Credit policies are diverse in terms of credit granting forms, industries, and lending fields	0.789	3.374	0.942
DLLV3	Credit policies are reviewed and adjusted to suit the economic situation	0.864	3.253	1.004
Employee Loyalty (LTT)		**0.833**	**2.374**	-
LTT1	Stable economic environment, including economic growth, inflation, politics	0.805	2.329	0.652
LTT2	State legal systems on credit, such as interest rates and exchange rates	0.731	2.419	0.668
LTT3	Information on monetary policy is complete and accurate	0.767	2.375	0.649

Source: Data processed from SPSS 20.0

Table 2 shows that Cronbach's alpha for the job motivation and employee loyalty is higher than 0.6. Two factors of dependents include (1) job motivation and (2) employee loyalty.
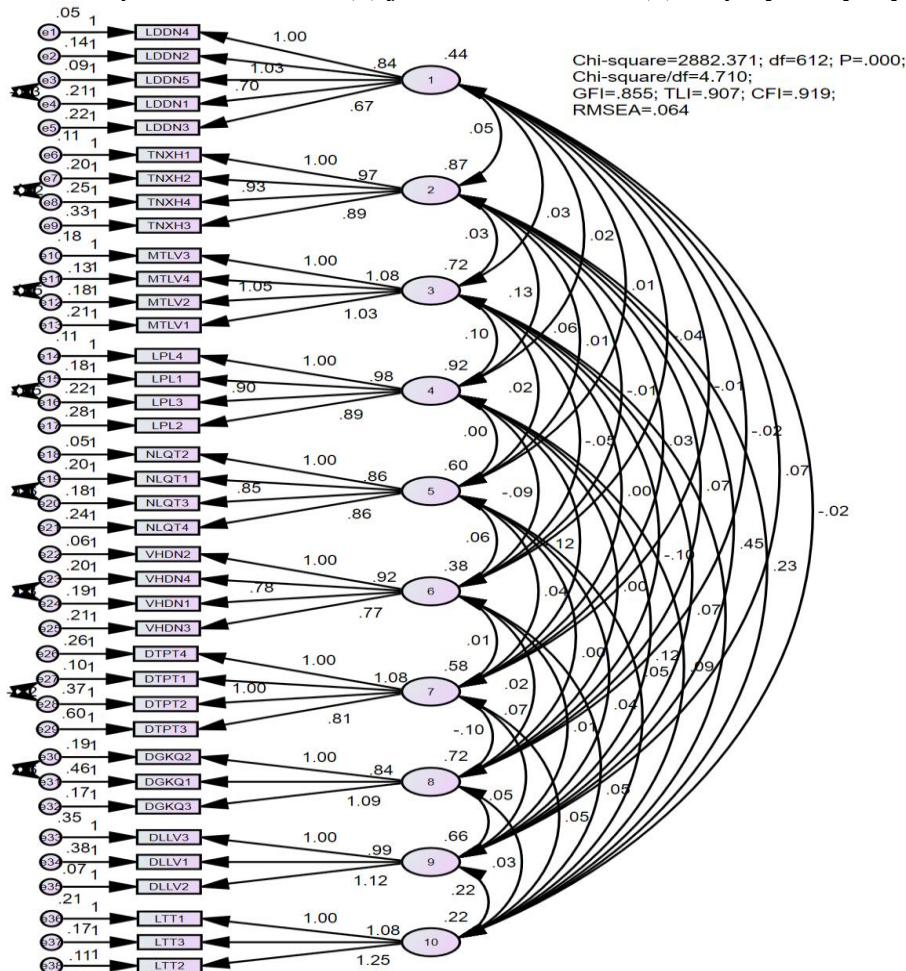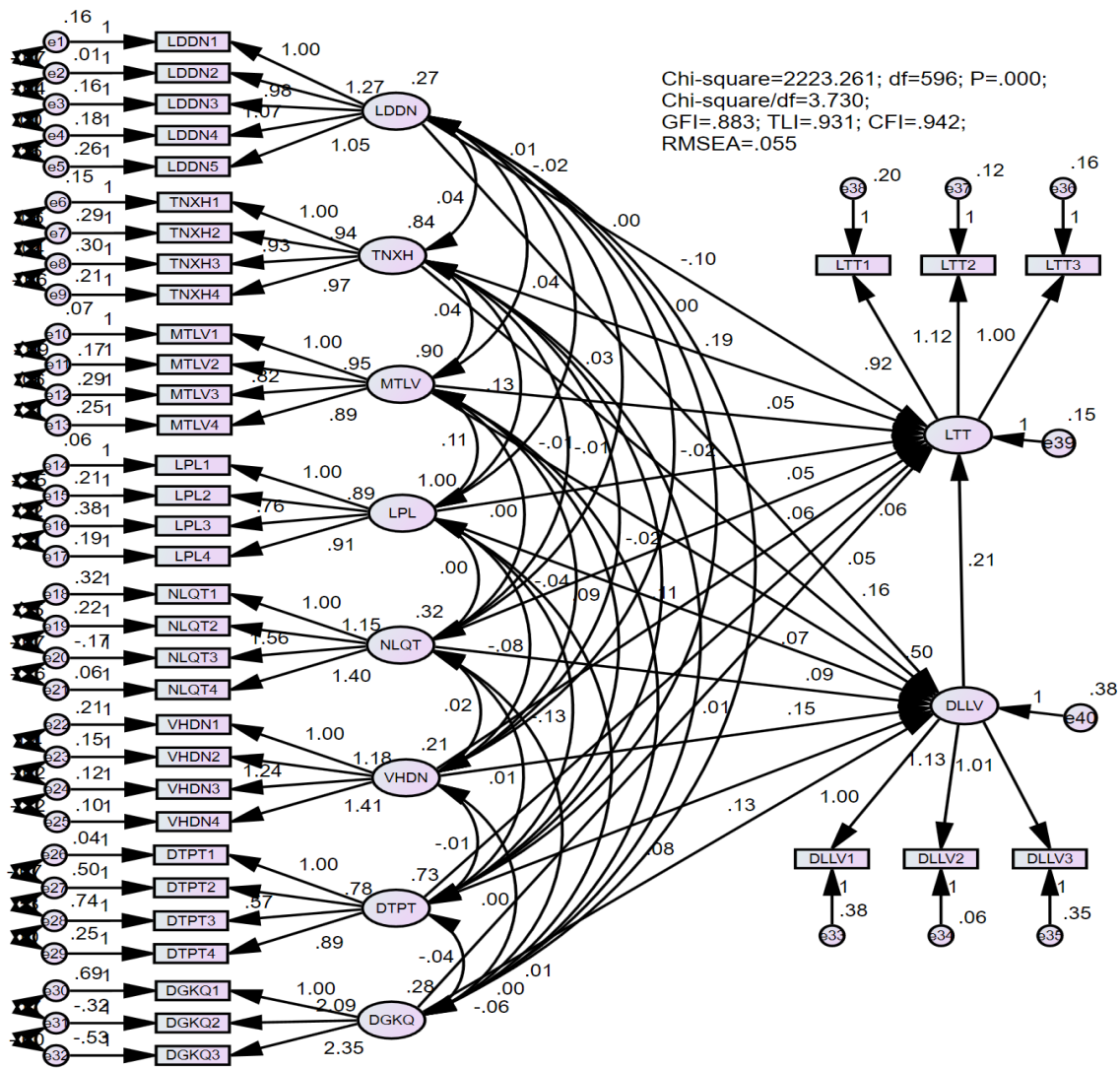

Source: The data processed by SPSS 20.0 and Amos

Figure 2: *The confirmatory factor analysis for five factors influencing job motivation and employee loyalty*

Figure 2 shows that the confirmatory factor analysis (CFA) is a test used for the overall fit of the data based on model fit indices such as Chi-square/df = 4.710 (< 5.0), CFI = 0.919 (> 0.9), TLI = 0.907 (> 0.9), GFI = 0.855 (> 0.8), RMSEA = 0.055 (< 0.08). Figure 2 also evaluated the

observed variables' quality, confirming factor structures.

Source: The data processed by SPSS 20.0 and Amos
Figure 3: Testing critical factors influencing job motivation and employee loyalty

Figure 3 showed that testing critical factors affecting job motivation and employee loyalty with the following results: the evaluate the overall fit of the data based on model fit indices such as Chi-square/df = 3.730 (< 5.0), CFI = 0.942 (> 0.9), TLI = 0.931 (> 0.9), GFI = 0.883 (> 0.8), RMSEA = 0.055 (< 0.08). Figure 3 tested eight factors affecting job motivation and employee loyalty at businesses in Dong Nai province in Vietnam, with a significance level of 0.01.

Figure 3 shows that employees are mostly people who focus on material life, so external forms of reward increase income, such as salary increases, bonuses, financial incentives, insurance policies... Or offering a menu format for employees to choose from is essential to satisfy their different material needs. Working conditions are also a basic factor; they are tangible, easy to identify, easy to evaluate, and easy to create employees' feelings towards the organization.

Table 3: *Testing five factors influencing the job motivation and employee loyalty*

Relationships			Standardized estimate	S.E	C.R	P value	Result
DLLV	<---	DTPT	0.143	0.028	4.784	***	Accepted H3
DLLV	<---	DGKQ	0.052	0.029	2.698	0.007	Accepted H7
DLLV	<---	LDDN	0.104	0.042	3.802	***	Accepted H9
DLLV	<---	TNXH	0.566	0.029	16.996	***	Accepted H13
DLLV	<---	MTLV	0.081	0.024	2.863	0.004	Accepted H5
DLLV	<---	LPL	0.108	0.023	3.787	***	Accepted H1
DLLV	<---	NLQT	0.061	0.031	2.770	0.006	Accepted H15
DLLV	<---	VHDN	0.086	0.048	3.108	0.002	Accepted H11
LTT	<---	LDDN	0.097	0.029	3.327	***	Accepted H10
LTT	<---	TNXH	0.336	0.022	8.410	***	Accepted H14
LTT	<---	MTLV	0.099	0.016	3.266	0.001	Accepted H6
LTT	<---	LPL	0.101	0.015	3.320	***	Accepted H2
LTT	<---	NLQT	0.066	0.021	2.815	0.005	Accepted H16
LTT	<---	VHDN	0.102	0.033	3.445	***	Accepted H12
LTT	<---	DTPT	0.105	0.019	3.365	***	Accepted H4
LTT	<---	DGKQ	0.055	0.020	2.686	0.007	Accepted H8
LTT	<---	DLLV	0.331	0.027	7.935	***	Accepted H17

Note: *** is significance 0.01; Source: Data processed from SPSS 20.0, Amos

Table 3 demonstrates that the SEM model has yielded good results. The regression coefficients exhibit positive values and are statistically significant, as indicated by the P value column being less than 0.05. Column P represents the significant degree of the link between the influence of the components. If the number is below 5%, the hypothesis is deemed acceptable. In the instance of ***, as shown in table 3, this number is less than 0.001, indicating a significant improvement as it is below the 5% threshold. Therefore, all hypotheses in the model are deemed valid at a significance level of 5%.

Table 4: *Testing average variance extracted for factors affecting job motivation and employee loyalty*

Indicators	CR	AVE	MSV	Results
DTPT	0.931	0.824	0.025	Good
DGKQ	0.911	0.669	0.072	Good
LDDN	0.965	0.872	0.364	Good
TNXH	0.966	0.873	0.045	Good
MTLV	0.957	0.853	0.068	Good
LPL	0.955	0.834	0.023	Good
NLQT	0.892	0.674	0.312	Good
VHDN	0.881	0.653	0.024	Good
DLLV	0.874	0.637	0.025	Good
LTT	0.941	0.837	0.362	Good

Source: Data processed from SPSS 20.0, Amos

Table 4 demonstrates that all CR results are above the threshold of 0.8, indicating that the

overall dependability of this scale is satisfactory and acceptable. All AVE values are more than 0.5. In order to guarantee the convergence of the scales, the Average Variance Extracted (AVE) must be equal to or greater than 0.5.

Table 5: *Testing Bootstrap 30.000 samples for factors affecting job motivation and employee loyalty*

Relationships			Bias	SE-Bias	C.R	Results
DLLV	<---	DTPT	0.0012	0.001	1.200	Good
DLLV	<---	DGKQ	0.0034	0.002	1.700	Good
DLLV	<---	LDDN	0.0045	0.005	0.900	Good
DLLV	<---	TNXH	0.0026	0.001	2.600	Good
DLLV	<---	MTLV	0.0045	0.003	1.500	Good
DLLV	<---	LPL	0.0054	0.004	1.350	Good
DLLV	<---	NLQT	0.0033	0.003	1.100	Good
DLLV	<---	VHDN	0.0042	0.003	1.400	Good
LTT	<---	LDDN	0.0021	0.005	0.420	Good
LTT	<---	TNXH	0.0041	0.003	1.367	Good
LTT	<---	MTLV	0.0013	0.001	1.300	Good
LTT	<---	LPL	0.0045	0.003	1.500	Good
LTT	<---	NLQT	0.0030	0.001	3.000	Good
LTT	<---	VHDN	0.0062	0.005	1.240	Good
LTT	<---	DTPT	0.0052	0.003	1.733	Good
LTT	<---	DGKQ	0.0043	0.003	1.433	Good
LTT	<---	DLLV	0.0032	0.002	1.600	Good

Source: Author collected and processed from SPSS 20.0, Amos

The results of testing the SEM model using the Bootstrap method with N = 30.000 are satisfactory, as indicated by Table 5. The regression coefficients have positive values and are statistically significant, as evidenced by the small "Bias" column. Therefore, it can be concluded that the bias is both small and statistically significant at the 95% confidence level. The result of column C.R. being less than 1.96 indicates that the p-value is more than 5%. This leads to the rejection of the alternative hypothesis (Ha) and the acceptance of the null hypothesis (H0). Consequently, it can be concluded that the deviation is not statistically significant at the 95% confidence level. Therefore, the author concludes that the estimates provided by the model may be believed.

Discussion of Findings

According to the findings of the study, a survey was conducted among 1.000 workers working in firms located in Dong Nai province. However, only 920 votes were considered genuine, which accounts for 92% of the total. The findings of the structural equation model indicate that all eight elements described above have a favorable impact on the work motivation and loyalty of employees at firms in Dong Nai province, with a significance level of 5%. The author simultaneously provided the conclusion and outlined eight managerial implications for enhancing work motivation and loyalty among employees in enterprises located in Dong Nai province. These implications include (1) salary and benefits, (2) training and development, (3) working environment, (4) performance evaluation, (5) support from leaders and colleagues, (6) corporate culture, (7) corporate social responsibility, and (8) management capacity. The research findings have practical relevance for corporate executives aiming to enhance organizational efficiency via the implementation of policies that inspire and encourage personnel. These conversations should be carried out simultaneously:

Firstly, salary and benefits: This factor affects job motivation and employee loyalty at a significance level of 0.01 in Table 3; there are the same results of studies (Aboobaker et al., 2020; Dona & Luque, 2020). Therefore, wages and bonuses can serve as incentives for employees to enhance labor productivity when they are remunerated based on their level of effort or, conversely, to hinder labor productivity, resulting in a slowdown in the production process. Enterprises must establish an appropriate compensation and bonus system to ensure the growth and progress of the organization.

Secondly, training and development: This factor affects job motivation and employee loyalty at a significance level of 0.01 in Table 3, the same as the results of previous studies (Aboobaker et al., 2020; Kassa & Tsigu, 2021). Therefore, in an enterprise, training and development are implemented to enhance employees' job performance directly by addressing unique and detailed job needs. Employees stay up-to-date with new skills and knowledge and avoid obsolete management practices by following new management methods that align with changes in technology processes and business environment strategies.

Thirdly, working environment: This factor affects job motivation and employee loyalty with a significance level of 0.01 in Table 3 and the same results as previous studies (Michael & Robyn, 2016; Nga & Tam, 2023). Therefore, for a business, An optimal working environment is a crucial aspect that fosters conducive settings for enhancing employee productivity and facilitating the growth of their professional capabilities and skills.

Fourthly, performance evaluation: This factor affects job motivation and employee loyalty with a significance level of 0.01 in Table 3, and the same results have been reported (Maartje & Jozef, 2021; Yang & Kim, 2018). Therefore, The assessment of each employee's work performance is crucial, as it helps to address limits, enhance strengths, augment professional knowledge, cultivate professional skills, and make significant contributions to the organization. When evaluating employee performance, assessors have the flexibility to use various criteria and standards, but they must prioritize objectivity in the review process.

Fifth, support from leaders and colleagues: This factor affects job motivation and employee loyalty at a significance level of 0.01 in Table 3, and the same results have been reported (Puriwat & Tripopsakul, 2021; Maartje & Jozef, 2021). Therefore, Business leaders need to listen to the views and thoughts of employees. Leaders need to recognize the efforts of their employees. As a leader, they need to give recognition to their employees for their work efficiency. Then, employees will see that they are appreciated and worthy of their achievements and the effort they put in. No one will give forever without receiving any recognition.

Sixth, corporate culture: This factor affects job motivation and employee loyalty at a significance level of 0.01 in Table 3, and the same results have been reported (Escortell et al., 2020; Gupta, 2020). Therefore, Corporate culture refers to the combination of values, vision, mission, and daily communication and interaction practices that shape the overall work environment. In addition, Corporate Culture is a comprehensive framework of ongoing norms and checks consistently upheld at every stage of the organization's existence and among its personnel. When recruiting new workers, a strong corporate culture may be appealing, but it is important that their motivation and aptitude for the position align with their desire to integrate into the business's culture.

Seventh, corporate social responsibility: This factor affects job motivation and employee loyalty at a significance level of 0.01 in Table 3, and the same results have been reported (Maartje & Jozef, 2021; Aboobaker et al., 2020; Dona & Luque, 2020). Therefore, The social responsibility of corporations entails actively engaging in initiatives aimed at assisting vulnerable populations, such as providing support to individuals with disabilities and orphans, constructing charitable residences, and aiding those affected by floods and other natural disasters. While it is true that social actions are an essential aspect of a business's responsibilities, they alone are insufficient.

Finally, management capacity: This factor affects job motivation and employee loyalty at a significance level of 0.01 in Table 3, and the same results have been reported (Escortell et al., 2020; Javed et al., 2020; Perdhana et al., 2022). Therefore, managerial capacity is crucial to the growth of companies, particularly in intensifying competition. The presence and growth of a firm are contingent upon its managerial capabilities. In the absence of management activities, individuals inside the company will lack clarity on their tasks and deadlines, resulting in a disorderly workflow. Leaders with strong managerial skills facilitate effective organizational operations and goal attainment by strategically organizing work and coordinating activities among individuals. If a leader possesses superior and more empirical managerial aptitude in a comparable scenario, the likelihood of attaining favorable outcomes will be greater. Leaders need to inspire and motivate employees.

Conclusion and Recommendations

The study has given research findings and structural equation model results indicating that all eight aforementioned elements have a positive impact on employee motivation and loyalty in firms located in Dong Nai province with a significance level of 5%. Furthermore, the employee factor also has an impact on employee loyalty, as evidenced by a poll conducted among 1.000 employees in various organizations. The survey yielded 920 valid votes, representing a 92% response rate. The findings of the linear structural model indicate that all eight factors listed above have a significant impact on employee motivation and loyalty in firms located in Dong Nai province. The direction of this impact is consistent and statistically significant at a 5% significance level. Furthermore, the presence of employees also has an impact on employee loyalty. Eight impact factors include: (1) Corporate social responsibility, (2) training and development, (3) salary and benefits, (4) support from leaders and colleagues, (5) corporate culture, (6) working environment, (7) management capacity, and (8) performance evaluation. However, the corporate social responsibility factor is prioritized first because the standardized estimated coefficient has the highest value, and the last factor is the job performance evaluation factor because the standardized estimated coefficient has a low value, especially when implementing management implications. Next, the author continues to propose management implications below:

(1) Improve corporate social responsibility: It is imperative for businesses to persist in providing assistance to local sports, cultural events, and other community programs. Furthermore, mass companies include social responsibility elements into their operations throughout the year to distribute, promote, and enhance employees' understanding of fundamental principles and the significance of social responsibility. Involvement in the unit's development. Meeting social obligations involves guaranteeing the integrity and clarity of information on the earnings that shareholders get, as well as properly carrying out the pledges made to them. This includes making charitable donations, establishing funds for environmental protection, and adhering to waste treatment rules. This will assist organizations in enhancing their image, augmenting their brand worth, and bolstering their reputation from the perspectives of regulators, partners, investors, shareholders, and customers.

(2) Improve training and development: Businesses must consistently provide suitable rules to provide employees more prospects for career progression. Currently, organizations are consistently prioritizing the issue of employee motivation. Boosting employee motivation is crucial for fostering their passionate engagement, ultimately determining the success or failure of an organization. In order to enhance job performance and facilitate workers' exposure to various phases, organizations must provide an environment that enables employees to get training and guidance throughout several stages, therefore enabling them to adapt to diverse roles consisting of many phases. Furthermore, the company also arranges complimentary instructional courses in other relevant fields to assist employees in enhancing their career prospects. These classes aim to equip them with the skills to independently rectify basic

machine malfunctions, enabling them to be more proactive in the repair and maintenance of their equipment. This not only reduces downtime but also minimally impacts job productivity.

(3) Improve salary and benefits: Businesses should prioritize supporting and facilitating workers' professional development. Enterprises must assess the proficiency level attained during the training process, as well as the amount, composition, and length of the training. Training outcomes are directly proportional to the specificity of the goals. By analyzing the company, work requirements, and people, it is important to establish the training objectives for the employees. This includes identifying the specific abilities that need to be developed through training and determining the desired degree of competency that should be achieved at the completion of the course. What is the duration of that task? Having a team of high-quality human resources is an essential requirement for organizations to thrive and grow in the long run.

(4) Improve support from leaders and colleagues: Business leaders must prioritize, endorse, and swiftly assist staff when they face challenges. Organizations could enhance their compensation schemes for newly hired employees who demonstrate exceptional accomplishments. The majority of recently recruited employees are young individuals who may feel disoriented and uncertain while starting a new job in an unfamiliar setting. Hence, it is crucial to foster and inspire these youthful workers to engage in their jobs with zeal and innovative thinking, as this serves as a fundamental prerequisite for inspiring employees in the long run. It is important for superiors to demonstrate an open and attentive mindset, actively listening to the input, ideas, and goals of their employees. This fosters a sense of respect and encourages employees to openly express their opinions on their job and the overall work environment.

(5) Improve corporate culture: Businesses must ascertain their fundamental business principles, which include their purpose, vision, and goals. Establishing a strong and consistent professional culture inside a corporation may have beneficial outcomes, such as recruiting and keeping highly skilled individuals. Employees demonstrate long-term loyalty to an organization when they are engaged in the corporate environment, experience a familiar setting, and have opportunities for personal growth and success. The necessity to oversee and control laws and regulations will diminish. When employees possess a clear understanding of their function within the team and grasp the core values of the organization, they will actively strive to achieve the goals and objectives.

(6) Improve working environment: Enterprises must establish conducive conditions for workers to effectively accomplish their tasks. Enterprises should provide a transparent and inclusive work atmosphere that encourages workers to openly share their personal views and opinions. This environment should provide the opportunity for employees to fully develop their professional skills and ensure that all perspectives are given equal consideration. Collaboratively determine the most appropriate overall direction for the group. Furthermore, it is imperative for businesses to cultivate a positive rapport within a conducive work setting, therefore fostering an environment where employees perceive the organization as a second home, a sanctuary that instills immense satisfaction and drive. Conquer obstacles encountered in the workplace.

(7) Improve management capacity: Business leaders must possess a strategic vision and establish a conducive working atmosphere for their staff. Business executives must establish a workforce, entice, motivate, and retain skilled individuals. This role is crucial since the administrator is directly responsible for working with their subordinates, possesses the deepest understanding of their staff, and must implement the most effective personnel management strategies. Leaders must develop strategic strategies for the department and effectively oversee the achievement of goals. This task is executed and supervised by managers at every level, following the guidance of senior executives. Consequently, it is imperative for them to enhance their proficiency in goal management, internal control, and meeting management. In addition,

enhance staff training proficiency.

(8) Improve performance evaluation: Enterprises require a system to manage and evaluate feedback on the execution and completion of job tasks. Leaders have always faced challenges when it comes to managing people. What strategies may employees utilize to achieve optimal efficiency in their work? Initially, supervisors must possess a comprehensive comprehension of the aptitudes and competencies possessed by each individual employee. Leaders do not need to possess exceptional qualities, but they must possess the most extensive competence and the most lucid comprehension of all matters. Effective leaders must possess a comprehensive understanding of the genuine capabilities of each individual in order to strategically allocate duties and enhance their abilities during the course of their employment. Individuals have unique aptitudes, so managers must exercise thoughtfulness and caution when assigning personnel to certain roles.

Limitations and future research: The research has successfully achieved the established research objectives. However, there are still certain limitations, such as the use of a random and convenient sampling technique, as well as the use of a simplistic sampling approach. The representative outcomes are likewise not substantial. Hence, it is necessary to perform research on employee motivation and loyalty for each distinct employment and study subject in various areas and places in order to enhance the model's applicability.

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