ISSN 1816-6075 (Print), 1818-0523 (Online)
Journal of System and Management Sciences
Vol. 14 (2024) No. 4, pp. 175-190
DOI:10.33168/JSMS.2024.0412

The Influence of Work Motivation on Job Cohesion: A Study of Bank Employees in Vietnam

Vu Truc Phuc [1], Tran Quang Canh[2], Thang Quyet Nguyen[3*]

[1]Hong Bang International University, Vietnam

[2]University of Economics and Finance Ho Chi Minh City, Vietnam

[3]Faculty of Tourism & Hospitality management, HUTECH University, Ho Chi Minh City, Vietnam

vutrucphuc357@gmail.com, canhtq@uef.edu.vn, nq.thang@hutech.edu.vn (Corresponding author)

Abstract. Objective of this experimental study is to identify and measure the factors affecting Work motivation and Cohesion of bank employees. The study has inheritied previous studies and designed an appropriate scale of the relationship between Work motivation and Cohesion with the actual conditions at the joint stock commercial banks in Vietnam. The research method combines qualitative and quantitative with Embedded designs. Research using the generalized structured component analysis method with GSCA Pro software 1.1.8. Sample selection is used by convenient and quota method with 424 observed variables at 24 Joint stock commercial banks in Ho Chi Minh City, Vietnam. The research results indicate that the measured variables have statistical significance, and Work motivation is influenced by seven factors, with the top three factors in order of impact being: Leadership style, Working environment conditions, and Income. And at that point, Cohesion is influenced by Work Motivation and six other factors. Among them, the three factors with the greatest impact are: Ready for worker, Work safety, Benefits. Thereby making recommendations to bank leaders on policies in human resource management.

Keywords: Work motivation, Work cohesion; Bank employees; joint stock commercial banks, Ho Chi Minh City, Vietnam

1. Introduction

In recent years, Vietnam's economy has made remarkable changes in terms of economic structure and business environment (GSO, 2022; Vietnam Government, 2023). According to the World Bank (2022), Vietnam is a successful development story. Economic reforms since 1986 combined with favorable global trends have rapidly helped Vietnam grow from one of the poorest countries in the world to a low-middle-income country within a short period of time. generation. From 2002 to 2020, GDP per capita increased by 3.6 times, reaching nearly 3,700 USD (Worldbank, 2022). The quality of growth and the business investment environment in Vietnam have been continuously improved, and newly established businesses have increased sharply. The macroeconomic foundation has been consolidated and gradually strengthened. Unemployment and underemployment rates tend to decrease gradually. Social security is concerned with implementation (Vietnam Government, 2023). Along with the economic development, the banking system in Vietnam has also developed very quickly, including joint stock commercial banks (State Bank of Vietnam, 2022; Tuyen, 2021).

The research site was chosen in Ho Chi Minh City, which is the largest city in Vietnam, an important political, economic, cultural and scientific center of Vietnam. The territory of the city stretches in the direction of Northwest - Southeast and lies between 10º22'13" - 11º22'17" North latitude and 106º01'25" - 107º01'10" East longitude. Ho Chi Minh City is the most populous city, as well as an economic locomotive and an important cultural and educational center of Vietnam (HCMC Statistical Office, 2023; GSO, 2022). According to the statistics of the State Bank of Vietnam (2022) up to now, Ho Chi Minh city has 31 banks and branches of joint-stock commercial banks operating, including many banks with more than 20 years of operation. such as Joint Stock Commercial Bank for Foreign Trade of Vietnam – VCB; Viet Nam Technological and Commercial Joint Stock Bank – Techcombank; Ho Chi Minh city Development Joint Stock Commercial Bank – HDBank; Vietnam Joint Stock Commercial Bank of Industry and Trade etc…;

Joint stock commercial (JSC) banks in Vietnam are usually large in size and have significant influence on the financial market (Phuc & Nhut, 2021; Tuyen, 2021). This enables them to offer a rich range of financial products and services to their customers such as loans, savings, transfers, credit cards, e-banking services and many other forms of payment. Customers can take advantage of these services to meet their personal and business financial needs (Phuc & Nhut, 2021; State Bank of Vietnam, 2022). To be stable in the market and capture the hearts and minds of customers, joint-stock commercial banks in Vietnam must constantly have the best strategies and solutions to strongly develop their position in the market. economic school today. In addition to relying on the synergy from financial resources, science and technology, the human resource factor is the final factor that creates the power triangle to position the brand and the strength of the banks today ((Phuc & Nhut, 2021; Tuyen, 2021; State Bank of Vietnam, 2022; Son, 2019). Therefore, in the human resource factor, joint stock commercial banks in Vietnam need to pay attention to many factors affecting the improvement of human resource quality, in which the influence of working motivation affects the quality of human resources. to the work engagement of bank employees should be given the strongest consideration.

Domestic and foreign scholars have studied the relationship between work motivation and cohesion in many subjects. The evidence shows that cohesion at work is always based on the motivation of employees and employees. Employees with higher work motivation will be more engaged with the organization. And motivated and engaged employees often lead to higher work efficiency (Schaufeli et al., 2002; Bakker et al., 2004).

In the context of international integration, Vietnamese banks are required to always improve the quality and performance of their employees, and they need to quickly adapt to international standards and regulations on banking operations. The phenomenon of "brain drain" (State Bank, 2022) occurs a lot at banks. When employees move to other organizations to work, which means the organization's performance is affected and a number of Customer information is also transferred to another place.

Bank managers have recognized the importance of improving work motivation and engagement with the organization to ensure success in the period of international integration.

The focus of today's management (turned attention) is on the workforce, promoting the adaptation of workers to the constant changes in the environment, developing new strategies for talent management, and encouraging innovative behaviors (Ababneh, 2015; Kim et al., 2013b; Phuc & Nhut, 2021) Organizations need employees who are adaptable to change, proactive, dynamic, creative, and persistent in challenging times (Ababneh, 2015). Managers are also pressured to devise methods, meaningful scales, and effective measurement techniques to recruit and retain an adequately talented workforce (Shuck & Wollard, 2010). It is becoming increasingly popular to build a scale of employee cohesion to boost labor productivity, stay competitive in a global economy, maintain competitiveness in globalization, and achieve organizational success (Ababneh, 2015; Phuc & Nhut, 2021). The conclusions of many researchers and managers show that cohesion plays an essential role in improving organizational productivity, employee retention, customer satisfaction, and achieving competitive advantage (Kim et al., 2013b)). There have been many studies on cohesion, but there is no consensus on the concept of cohesion among researchers or managers (Maslach, 2011).

In this context, many factors have been identified and measured that influence employee engagement. This study aims to specifically determine the participation of Vietnamese commercial bank employees in the international integration process by building a valuable research scale appropriate to the current specific situation. The research aims to solve the following problems:

1) Develop a scale that is reliable and suitable to the practical situation at Vietnamese joint stock commercial banks on work motivation and cohesion at work of employees.

2) Use the general structured component analysis method to determine the importance of work motivation and cohesion factors. Assessing the impact of work motivation on employee cohesion at work in the current context of Vietnamese joint stock commercial banks.

The results of this empirical research contribute to the scientific argument on appropriate orientations and policies for building and developing human resources at organizations that are Vietnamese joint stock commercial banks. The study was conducted in Ho Chi Minh City, Vietnam, from June 2022 to October 2022.

2. Literature Reviews

2.1. Literature Reviews

2.1.1. Motivation and cohesion

Domestic and foreign scholars have studied the relationship between work motivation and cohesion in many subjects. The evidence shows that cohesion at work is always based on the motivation of employees and employees. Because only work motivation will help them create more love and attachment to their work and improve operational results, according to Garg et al. (2018), motivation at work will lead to higher employee performance.

Motivation is like fuel for individuals to achieve their goals. Intelligent leaders should know that there is a direct connection between motivating employees to complete assigned tasks and the success of that unit (Blasingame, 2015). There are many different concepts of motivation. According to (Schmidt et al., 2013), motivation is the psychological process that underlies the direction, strength, and persistence of behavior or thought. Motivation is inferred from a person's behavior or associated outcomes with the behavior. Motivation is considered one of the four essential tools of individual behavior and performance (Kinicki & Fugate, 2016). Work motivation is the psychologically determining (or energizing) process for their work-related actions' direction, strength, and persistence (Kanfer et al., 2008). Work motivation has a positive effect and significantly affects employee performance (Astuti et al., 2020; Pancasila et al., 2020). Furthermore, employees with high work

motivation will have high work performance and desire to engage with their work. (Agusta, 2019; Saleh et al.,2020).

2.1.2. Motivation and cohesion

Research by Ghoddousi et al., (2014) on the factors affecting the working motivation of bank employees in Tehran, Iran. The author has explored the significant relationship between ten work-related factors and work motivation. These factors have been ranked in descending order of significance: social needs, job satisfaction, salary, power, communication, work performance, job promotion, job preferences, and personal needs.

Research by (Chowdhury et al., 2014) also on the factors affecting the work motivation of employees in the banking sector of Pakistan. Research results show that there are eight factors affecting employee motivation, including (1) Fair salary and promotion, (2) Health and other services, (3) Environment work, (4) Job characteristics, (4) Personal needs, (5) Management policies and styles, (6) non-monetary benefits (except salary), (7) Sports, (8) Set and define goals. Research by Aguinis (2019) suggests that to increase employee motivation, leaders need to create a sense of cohesion for employees and trust employees expressed through empowering employees in performing work. The research results of Bulto & Markos (2017) show that the employee performance evaluation system is a management practice that has a positive and significant influence on employee motivation.

According to author (Kefey, 2016), non-financial factors contributing to work motivation include training and development, recognition, and effective promotion.

Research by Wahyono et al., (2020) shows that promotion does not significantly affect employee motivation. In contrast, emotional intelligence has a positive and significant impact on the motivation of workers.

2.1.3. Cohesion Scale

The definition of cohesion has been controversial and lacks consensus among managers and academics. (Kahn, 1990a) gave the earliest definition of employee cohesion in his academic research. (Kahn, 1990a) defines cohesion as "the self-exploitation of organizational members into their job roles; when engaged, people actively use and express themselves physically, cognitively, and emotionally in their work." (Kahn, 1990a) argues that meaning, security, benefits, and availability are the main areas that explain why individuals engage with work. Meaning is defined as the individual's self-investment in performing his or her role, helping to promote a positive sense of self-expression. Safety is the ability to express an individual's self without adverse consequences or damage to self-image, career, or status. Benefits refer to remuneration in tangible or intangible form that employees receive. Readiness is an individual's sense of belonging to have the emotional, physical, and psychological resources needed to complete a task.

2.2. Proposed model

According to (Chiang & Jang, 2008), motivation is based on employees' level of effort, work quality, productivity, and level of work cohesion. Furthermore, (Chua & Ayoko, 2021) discovered that motivation (intrinsic and autonomous) are related to higher levels of employee cohesion.

Based on previous studies and discussion results of 9 experts working at the bank, the author builds a scale related to work motivation (Motivation MT) as follows:

Income (IC), money that is earned from doing work or received from investments (*Welfare*, 2023), statements to determine this factor include: IC1: Income is paid commensurate with working capacity; IC2: Income is paid commensurate with employee contributions; IC3: Current employee's income level is consistent with the scope of work and assigned responsibilities..

Assumption H1: Income (IC) affects the same direction to work motivation (MT).

Welfare (WF), help given, especially by the state or an organization, to people who need it, especially because they do not have enough money statements (*Welfare*, 2023), to identify this factor

include: WF1: Fully insured company; WF2: The company organizes periodic tours; WF3: The Company's welfare policy is complete and satisfying; WF4: The company organizes periodic health checks.

Assumption H2: Welfare (WF) affects the same direction to work motivation (MT).

Relationship with colleagues (RL), the professional connections one have with colleagues in your place of work (ca.indeed., 2022), statements to determine this factor include RL1: Colleagues are always friendly and sociable; RL2: Colleagues have high internal solidarity; RL3: Colleagues always support, help, and encourage each other at work; RL4: Very reliable co-workers.

Assumption H3: Relationship with colleagues (RL), affects the same direction to work motivation.

Reward policy (RP), official statement on behalf of the company that says that employees/teams who deliver exceptional performance and contribute to the company's well-being (factohr, 2023), statements to determine this factor include: RP1: The company has a reward policy commensurate with its capacity; RP2: Company rewards when employees exceed targets; RP3: The company recognizes employees' contributions.

Assumption H4: Reward policy (RP), affects the same direction to work motivation (MT).

Working environment conditions (WE), The working environment is made up of all factors that can affect the daily productivity of people, including when, where and how to work (Indeed.com, 2023), statements to identify this factor include: WE1: Clean, hygienic, and relaxed working environment; WE2: The company is fully equipped with labor protection at the workplace; WE3: The company is always interested in improving the working environment and facilities for employees; WE4: The company arranges reasonable working time.

Assumption H5: Working environment conditions (WE), affects the same direction to work motivation (MT).

Training and development (TD), an ongoing educational process in which a human resources department helps employees improve their skill sets, learn new concepts and gain more knowledge about their specific job or function to improve their work and overall performance (Indeed.com, 2022a), statement to identify this factor include TD1: The company regularly has training and development programs for employees; TD2: The company always creates conditions for employees to develop skills and improve working skills; TD3: Employees have many promotion opportunities with a clear promotion policy; TD4: The company regularly has training and development programs for employees.

Assumption H6: Training and development (TD), affects the same direction to work motivation (MT).

Leading style (LD), act of guiding a team or individual to achieve a certain goal through direction and motivation. Leaders encourage others to take the actions they need to succeed (Indeed.com, 2022b), statements to identify this factor include: LD1: Managers always respect the values of traditional culture (beliefs, customs, social hierarchy, etc.), contributing to improving the morale of employees and working together to build and develop; LD2: Employees are trusted and empowered by their superiors at work; LD3: The superior always supports when necessary for employees to achieve the set goals; LD4: Superiors always recognize employees' contributions to the company. Among these factors, LD1 is a newly proposed factor by experts based on the context in Vietnam

Assumption H7: Leading style (LD), affects the same direction to work motivation (MT).

Building on the work of (Kahn, 1990a), (Maslach & Leiter, 2008b) emphasize the concept of a positive psychological state. Meaningful, valuable, and challenging work provides the foundation for increased cohesion, while the absence of these traits leads to a negative state of burnout. (Schaufeli et al., 2002) define cohesion as a positive, satisfying act and state of mind related to work by enthusiasm. Pick, dedicate and pay attention. With similar views, (Bakker et al., 2014) proposed that work and personal resources are identified as the axiomatic key to cohesion, while job requirements are

considered significant predictors of burnout. (Harter et al., 2002) used the Gallup Workplace Audit (GWA) to measure cohesion and defined cohesion as "personal cohesion and satisfaction and enthusiasm for with work." The coherence scale is given different names based on the authors' definitions of coherence. Cohesion with work is called 'work cohesion' (referring to individuals' relationship with their actual work (Schaufeli et al., 2002), 'employment cohesion' (Rich et al., 2010), and 'employee cohesion' (Macey & Schneider, 2008).

From the arguments of the authors mentioned above, it is possible to draw a definition of cohesion with work (work cohesion): Employees' mental and emotional connection to the job (Maslach & Leiter, 2008a); (Schaufeli et al., 2002); (Saks, 2006) based on job-related conditions (Schaufeli et al., 2002), their significance, safety, benefits, and availability (Kahn, 1990b); (Schaufeli et al., 2002) to orient their mission performance towards achieving organizational goals (Kim et al., 2013a).

From the definition of work cohesion in previous studies, the cohesion scale of research organizations: Quantum Workplace, Gallup, Willis Towers Watson, Aon Hewitt (smarp, 2021), the analysis shows the scale. SurveyMonkey's cohesion (SurveyMonkey Enterprise, 2021) has many elements close to the job cohesion definition. Through discussions with lecturers of the Faculty of Management and managers at banks, the author inherits the scales of previous studies and adjusts them according to the reality of employees working in commercial banks. From there, we give the component scales of the scale of cohesion (CH) as follows:

Work conditions (WC), refers to the working environment in which one works, as influenced by factors such as working hours, physical aspects, legal rights and responsibilities, etc (Turanlıgil & Farooq, 2019), questions to determine this factor include WC1: Employees in my company actively help others when needed; WC2: Communication between leaders and employees in my company is excellent; WC3: My supervisor and I have a good working relationship; WC4: Employees in my company treat each other with respect (SurveyMonkey Enterprise, 2021); WC5: I am provided with all the necessary equipment for my work (Bakker et al., 2014). This factor affects the same direction to work motivation.

Assumption H8: Work conditions (WC), affects the same direction to cohesion (CH).

Meaning of work (MW), the concept of work centrality suggests that the meaningfulness of work is related to how important work is in relation to other aspects of a person’s life (Buszka & Ewest, 2020), questions to determine this factor include MW1: I am inspired at work; MW2: The right company for my career; MW3: I am satisfied with my retirement plan while working here; MW4: I understand how my work impacts the company's goals; MW5: My company is socially responsible (SurveyMonkey Enterprise, 2021). This factor affects the same direction to work motivation.

Assumption H9: Meaning of work (MW), affects the same direction to cohesion (CH).

Work safety (WS), refers to the working environment at a company and encompasses all factors that impact the safety, health, and well-being of employees. This can include environmental hazards, unsafe working conditions or processes, drug and alcohol abuse, and workplace violence (Editorial, n.d.). The questions to determine this factor include: WS1: I can make decisions that affect my work; WS2: My company has a safe work environment; WS3: I am satisfied with my job security; WS4: My organization's financial situation is stable; WS5: I am satisfied with my workplace culture (SurveyMonkey Enterprise, 2021). This factor affects the same direction to work motivation.

Assumption H10: Work safety (WS), affects the same direction to cohesion (CH).

Benefits from work (BW), compensation that employers give to their employees to incentivize working for them (indeed.com, 2023). The questions to determine this factor include BW1: I am satisfied with my income at the company; BW2: I am paid a fair wage relative to the labor market; BW3: Income associated with the performance of assigned work (author's proposal); BW4: My earnings are paid in full and on time (author suggested); BW5: I am satisfied with the non-salary benefits provided

by the company (recommended by the author). This factor affects the same direction to work motivation.

Assumption H11: Benefits from work (BW), affects the same direction to cohesion (CH).

The ready of workers (RW), the quality or state of being prepared to do job (Scivicque, 2017). This factor includes the following elements: RW1: I am satisfied that I have the opportunity to apply my talents and expertise; RW2: I am so involved in my work that a workday goes by very quickly; RW3: In my company, employees adapt quickly to challenging situations; RW4: Employees in my company proactively identify future challenges and opportunities; RW5: Employees in my company are willing to accept change (SurveyMonkey Enterprise, 2021). This factor affects the same direction to work motivation.

Assumption H12: The ready of workers (RW), affects the same direction to cohesion (CH).

With the above research hypotheses, the authors propose the research model of factors affecting work cohesion, as shown in Figure 1 below.

In which, MT: Motivation at work; LD: Leading style; TD: Training and development; RP: Reward policy; WE: Working environment conditions; RL: Relationship with colleagues; WF: Welfare; IC: Income.

WC: Conditions related to work; MW: Meaning of work; WS: Job safety; BW: Benefits brought by the job; RW: Availability of workers; CH: Cohesion with work.

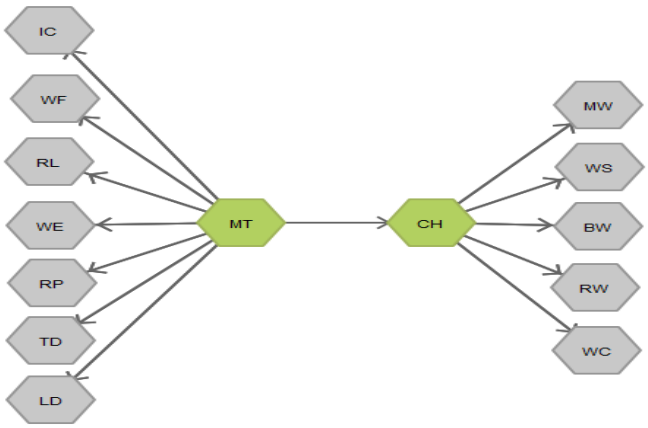

Fig.1. Research model
(Source: Proposed by the authors, 2022)

3. Research method

3.1. Research method

The article uses mixed research methods including qualitative and quantitative methods. Qualitative method through discussion with experts working at the bank. Quantitative research using the General Structured Component Analysis method with GSCA Pro 1.1.8 software.

3.2. Research data

The research sample is officers, employees, and employees of joint-stock commercial banks in Vietnam. The author collected the research sample through a survey sent to 24 joint stock commercial banks in Vietnam. After the qualitative research process, the authors adjusted and added variables to suit the characteristics, formed a preliminary questionnaire, issued a trial survey, then adjusted it into a survey official. The study sample after cleaning remained 424 observations. The scale used is the Likert scale (Likert, 1932) with 05 levels.

3.3. Analytical methods

The study uses the Generalized Structured Component Analysis approach using GSCA Pro software

1.1.8. In order to research achieve reliability, the following tests are performed:

Quality of observed variables (indicators)

Quality of observed variables was assessed through the outer loading coefficient of the observed variables indicates the association between the observed variable and the latent variable. The threshold of 0.7 was the most commonly used in most cases. An observed variable with an external load factor of less than 0.7 should be removed, and the model reanalyzed. Outer Loading ≥ 0.7 (Wong, 2019; Hair et al., 2017)

Reliability scale

Scale reliability was assessed through Cronbach's alpha and rho_A. If a scale does not reach the confidence threshold, removing each observed variable with the lowest outer loading is necessary to improve reliability. In this study, the evaluation threshold used by the authors is as follows: Cronbach's Alpha ≥ 0.7 (DeVellis & Thorpe, 2021) and Rho ≥ 0.7 (Wong, 2019).

Model fit

The relevance of the model towards the validity and reliability of the research tool. The measures of model fit used in this study include: FIT, AFIT, GFI, and SRMR (Cho et al., 2020) with GFI ≥ 0.9, SRMR ≤ 0.85

The FIT shows the sum of the variances of all variables (indicators and components) explained by the model. Like R squared in linear regression, the values of FIT range from 0 to 1. The larger this value, the more variance there is in the variables calculated by the specified model. For example, FIT = 0.50 indicates that the model explains 50% of the total variance of all variables. There are no empirical rules for minimum thresholds for FITs to assess acceptable model fit.

The FITS shows the cumulative sum of the variances of all the scales explained by the structural model. FITS values range from 0 to 1: the larger this value, the more significant the portion of variance retained in the model.

The FITM shows the sum of the variances of all the observed variables explained by the measurement model. The values of FITM range from 0 to 1. The larger this value, the more significant the portion of variance retained in the model.

GFI (goodness-of-fit index) and SRMR (standardized root mean squared residual). Both are proportional to the difference between the sample covariance and the covariance reproduced by the GSCA parametric estimates. A recent study suggested empirical rule-limiting criteria for GFI and SRMR in GSCA (Cho et al., 2020). When sample size > 100, GFI ≥ 0.93, or SRMR ≤ 0.08 indicates acceptable concordance. In this case, there is no preference for one index over the other or a combination of indexes rather than using them individually. The recommended cutoff value of each index can be used independently to assess model fit.

PVE (Proportion of Interpreted Variance) is the mean of the sum of variances of the indices explained by their respective components, as in principal components analysis. If a single component explains 70% or more of the total variance of a scale, this could be indicative of the scale's unidirectionality (Jolliffe & Cadima, 2016). Alpha indicates Cronbach's alpha. Rho is Dillon-Goldstein's rho or composite reliability not conforming to GSCA.

In this paper, the authors use the GSCA analysis method. Since GSCA is not based on the assumption of a normal distribution, some of the testing criteria commonly used by CB-SEM and Pls-SEM are not used.

4. Empirical Results

4.1. Descriptive statistics

In this research sample (Table 1), there were 235 females, accounting for 55.4%, and 189 males, accounting for 44.6%. Regarding educational attainment, there were 75 individuals with education

below the university level, accounting for 17.7%; 249 individuals with a university degree, accounting for 58.7%; and 100 individuals with postgraduate education, accounting for 23.6%. In terms of age, the research sample included 144 individuals under 30 years old, accounting for 34%; 137 individuals aged between 30 and 40, accounting for 32.3%; and 143 individuals above 40 years old, accounting for 33.7%

Table 1: Respondents' demographic profile

Dimension	Frequency (n)	Percentage (%)
Gender		
Male	189	44.6%
Female	235	55.4%
Age		
18 – 30	144	34%
31 - 40	137	32.3%
Over 40	143	33.7%
Working time at the bank		
Under 3 years	61	14.39%
3 to under 10 years	198	46.70%
10 to under 20 years	116	27.36%
Above 20 years	49	11.55%
Average monthly income (million VND)		
Under 15	58	13.68%
15 to under 25	158	37.26%
25 to under 50	180	42.46%
Above 50	28	6.60%
Note: 01 USD = 20,000 VND		

Source: GSCA analysis results, 2023

The statistical data on working time at the bank shows that the largest proportion is from 3 years to 10 years, with 198 individuals, accounting for 46.7%; the lowest proportion is over 20 years, with 49 individuals, accounting for 11.55%. In terms of income, the highest number is in the range of 25 million VND to under 50 million VND, accounting for 42.46%; the number of individuals with income below 15 million VND is 58, accounting for 13.68%; and there are 28 individuals with income above 50 million VND, accounting for 6.6%.

4.2. Quality of observed variables

Quality of observed variables (indicators) have Outer Loading ≥ 0.7, 95%CI does not contain value 0 (Table 1). Therefore, it can be concluded that observations are of statistical significance and good quality.

Table 2. Scale loading factor

Variables	Estimate	SE	95%CI		Variables	Estimate	SE	95%CI	
IC					**LD**				
IC1	0.896	0.014	0.871	0.918	LD1	0.903	0.014	0.869	0.929
IC2	0.883	0.013	0.856	0.91	LD2	0.898	0.015	0.873	0.929
IC3	0.888	0.015	0.862	0.913	LD3	0.878	0.016	0.843	0.909

Variables	Estimate	SE	95%CI		Variables	Estimate	SE	95%CI	
IC4	0.914	0.011	0.889	0.931	LD4	0.899	0.011	0.873	0.92
WF					**MW**				
WF1	0.892	0.013	0.865	0.917	MW1	0.926	0.009	0.905	0.942
WF2	0.894	0.013	0.869	0.916	MW2	0.945	0.007	0.93	0.957
WF3	0.903	0.012	0.879	0.923	MW3	0.895	0.01	0.875	0.911
WF4	0.902	0.011	0.874	0.919	MW4	0.941	0.006	0.927	0.951
RL					MW5	0.91	0.017	0.872	0.937
RL1	0.905	0.013	0.878	0.927	**WS**				
RL2	0.876	0.017	0.833	0.908	WS1	0.924	0.01	0.905	0.94
RL3	0.903	0.012	0.881	0.924	WS2	0.922	0.009	0.898	0.939
RL4	0.885	0.017	0.848	0.915	WS3	0.923	0.012	0.896	0.945
WE					WS4	0.911	0.011	0.886	0.931
WE1	0.89	0.015	0.852	0.917	**BW**				
WE2	0.895	0.013	0.868	0.923	BW1	0.884	0.016	0.857	0.917
WE3	0.881	0.014	0.851	0.909	BW2	0.918	0.009	0.899	0.938
WE4	0.895	0.014	0.862	0.924	BW3	0.91	0.01	0.891	0.93
RP					BW4	0.896	0.012	0.873	0.921
RP1	0.891	0.013	0.867	0.917	BW5	0.861	0.021	0.818	0.901
RP2	0.901	0.015	0.869	0.926	**RW**				
RP3	0.909	0.01	0.885	0.93	RW1	0.87	0.02	0.823	0.909
RP4	0.905	0.013	0.875	0.931	RW2	0.947	0.006	0.932	0.956
TD					RW3	0.933	0.008	0.914	0.947
TD1	0.866	0.019	0.818	0.898	RW4	0.918	0.01	0.896	0.936
TD2	0.887	0.015	0.856	0.913	RW5	0.905	0.011	0.881	0.922
TD3	0.907	0.011	0.879	0.927	**WC**				
TD4	0.874	0.02	0.828	0.909	WC1	0.877	0.018	0.845	0.908
					WC2	0.902	0.012	0.876	0.922
					WC3	0.849	0.023	0.804	0.895
					WC4	0.89	0.014	0.861	0.919
					WC5	0.862	0.019	0.82	0.892

Source: GSCA analysis results, 2023

4.3. Validity and reliability

The PVE, Alpha, and Rho indexes are all > 0.7 (Table 2). The authors have a foundation for the conclusion: the construction scale is valid.

Table 3. Scale validity

	IC	WF	RL	WE	RP	TD	LD	MW	WS	BW	RW	WC
PVE	0.801	0.806	0.796	0.792	0.813	0.781	0.801	0.853	0.846	0.8	0.837	0.768
Alpha	0.917	0.92	0.915	0.913	0.923	0.906	0.917	0.957	0.94	0.937	0.951	0.925
Rho	0.942	0.943	0.94	0.939	0.945	0.934	0.941	0.967	0.957	0.952	0.963	0.943

Source: GSCA analysis results

4.4. Model fit

The analysis results showed that FIT = 0.761 indicates that the model explains 76.1% of the total variance of all variables. GFI = 0.996 > 0.93, SRMR = 0.03 < 0.8 (Table 3) show that the model fits the analyzed data.

Table 4. Model fit value

FIT	AFIT	FITs	FITm	GFI	SRMR
0.761	0.76	0.586	0.808	0.996	0.03

Source: GSCA analysis results,2023

In addition, the FITs value = 0.586, FITm = 0.808 (Table 3), the structural model explained 58.6% of the variance, and the measurement model explained 80.8% of the variance of the latent variable. The research results show that the assumptions from H1 to H5 mentioned above are appropriate.

Table 5. Path coefficient of the model

	Estimate	SE	95%CI	
MT→IC	0.697	0.024	0.65	0.742
MT→WF	0.678	0.033	0.621	0.731
MT→RL	0.67	0.03	0.607	0.714
MT→WE	0.702	0.027	0.644	0.749
MT→RP	0.672	0.03	0.618	0.73
MT→TD	0.687	0.03	0.626	0.747
MT→LD	0.718	0.029	0.661	0.772
CH→MW	0.926	0.01	0.906	0.949
CH→WS	0.922	0.01	0.905	0.937
CH→BW	0.826	0.027	0.756	0.871
CH→RW	0.923	0.009	0.904	0.94
CH→WC	0.949	0.007	0.934	0.959
MT→CH	0.854	0.019	0.817	0.885

Source: GSCA analysis results,2023

5. Conclusions and management implications

5.1. Conclusions

From the research results and data analysis, the author makes some conclusions as follows:

- *First*, the study shows the impact of all 7 factors on work motivation, respectively: Leading style

(β = 0.718); Working environment conditions (β = 0.702); Income (β = 0.697); Training and development (β = 0.687); Welfare (β = 0.678); Reward policy (β = 0.672) and Relationship with colleagues (β = 0.670). Although the level of influence is different, the positive impact between the factors in this study on work motivation is completely consistent with the conclusions from previous studies such as Ghoddousi et al., (2014), Chowdhury et al. (2014), Aguinis (2019), Wahyono et al. (2020). Research also shows that Leading style and Working environment conditions are always the top concern of employees at Vietnamese commercial banks. This is quite consistent with the psychology and working culture of Vietnamese people in particular and Asians in general. Particularly, in this study, the variable LD1 has significant meaning. This is a novel finding of the research, indicating that a leadership style that respects traditional culture will be highly valued and foster trust among employees. These results differ from the current reality and trends taking place in an emerging country like Vietnam. In this context, a significant portion of managers believe that they need to follow the modern style of developed countries (such as Europe, the United States, etc.) in order to be correct, and they do not prioritize traditional culture elements. Therefore, we consider this to be a significant contribution of this research.

- *Second*, Work cohesion is affected by 5 factors, in which Work conditions and the Meaning of work in the bank have the most significant influence. The effects of the remaining factors are: The ready for workers (β = 0.923); Work safety (β = 0.922) and Benefits from work (β = 0.826). The results reflected consistent inheritance from elements of previous studies such as Schaufeli et al. (2002), Kahn (1990); Schaufeli et al. (2002), Kim et al. (2013) on working conditions in Vietnam.

- *Third*, the results of also confirmed the relationship between Motivation at work and Cohesion with work with a rather significant impact coefficient 95%. Since then, the study further solidifies the theoretical basis of the relationship between these two factors to serve as a basis for future expansion studies in this field.

- *Fourth*, this study uses general structural composition analysis with GSCA Pro software 1.1.8. This is a new research tool that allows to test complex correlations with high accuracy, creating a good and reliable premise for future studies.

5.2. Management implications

From the conclusions drawn from the study, the author proposes a number of implications to build work motivation and create employee engagement for work at Vietnamese banks as follows:

- Firstly, leading style and working environment have the strongest impact on work motivation. Therefore, managers need to focus on building a personal image in parallel with creating a suitable and friendly working environment. Managers are the persons who lead and are responsible for the work results of all employees. Flexible response style, highly specialized knowledge, personal style, and work management and administration style will need to be focused on building. Particularly, managers need to establish a leadership style that consistently respects traditional cultural values (beliefs, customs, social hierarchy, etc.). This will instill trust among employees and foster a sense of cohesion to collectively build and develop the organization.

- *Secondly*, training and promotion are also key factors to help motivate employees. Managers need to focus on building training courses and improving professional skills for employees. Periodic inspections can be organized to regularly evaluate staff capacity, both as an opportunity to detect and create promotion opportunities for excellent employees. Employees will increase their motivation and engagement at work when their contributions are recognized appropriately by the organization.

- *Third*, working conditions and the meaning of work reflect the level of employee engagement. Vietnamese commercial banks need to focus on employee support policies to create the best working conditions (for example: Safety at work is reflected in regulations with clear responsibilities and authority to handle work, and other benefits such as and other benefits such as policies for taking care of disadvantaged families, for pregnant women, support for employees with chronic diseases,...).

Besides, it is necessary to organize many overtime activities, volunteer activities to help connect employees, connect the community and create a good meaning for employees' work.

- *Finally*, the development of human resource management strategies, long-term policies and perfection of an ecosystem in the enterprise should be focused on by managers. Motivation and employee engagement to retain employees does not only focus on a few factors but also the interaction of many factors from mental to physical factors. Therefore, it is necessary to build specific plans on work aspects according to the process, focusing on both physical and mental development so that bank employees always feel safe, well-being and happy to work long term.

References

Ababneh, O. M. A. (2015). Conceptualizing and measuring employee engagement, and examining the antecedents of leadership styles and personality attributes *Thesis, Auckland University of Technology*. https://openrepository.aut.ac.nz/handle/10292/9651 (online 16/10/2022)

Aguinis, H. (2019). Performance management (4th ed.). *Chicago, IL: Chicago Business Press*

Agusta, R. (2019). *The Effect of the Reward System on Work Engagement at PT. SVU with Procedural Justice as Control Variable.* Publication Manuscript of the Professional Psychology Masters Study Program Mercubuana University Yogyakarta.

Astuti, S. D., Shodikin, A., & Ud-din, M. (2020). Islamic Leadership, Islamic Work Culture, and Employee Performance: The Mediating Role of Work Motivation and Job Satisfaction. The *Journal of Asian Finance, Economics, and Business*, 7(11), 1059–1068. https://doi.org/10.13106/jafeb.2020.vol7.no11.1059

Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and Work Engagement: The JD–R Approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 389–411.

Blasingame, J. (2015). Motivating employees is good business. *Forbes; Entrepreneurs.*

Bulto, L., & Markos, S. (2017). Effect of performance appraisal system on employee motivation. *Prestige International Journal of Management & IT-Sanchayan*, 6(2), 25–36.

Buszka, S. G., & Ewest, T. (2020). The Meaning of Work. In S. G. Buszka & T. Ewest (Eds.), Integrating Christian Faith and Work: Individual, Occupational, and Organizational Influences and Strategies (pp. 27–47). *Springer International Publishing.* https://doi.org/10.1007/978-3-030-22914-6_3

ca.indeed. (2022). 11 Types of Relationships at Work and Why They're Important. *Indeed Career Guide.* https://ca.indeed.com/career-advice/career-development/relationships-at-work (Online 18/10/2022)

Chiang, C.-F., & Jang, S. S. (2008). An expectancy theory model for hotel employee motivation. *International Journal of Hospitality Management*, 27(2), 313–322.

Cho, G., Hwang, H., Sarstedt, M., & Ringle, C. M. (2020). Cutoff criteria for overall model fit indexes in generalized structured component analysis. *Journal of Marketing Analytics*, 8(4), 189–202.

Chowdhury, M., Alam, Z., & Ahmed, S. (2014). Understanding Employee Motivation; The case of Non-Teaching Staff of a Public University. *British Journal of Marketing Studies*, 2(6), 17–24.

Chua, J., & Ayoko, O. B. (2021). Employees' self-determined motivation, transformational leadership and work engagement. *Journal of Management & Organization*, 27(3), 523–543.

DeVellis, R. F., & Thorpe, C. T. (2021). Scale development: Theory and applications. *Sage publications.*

Editorial, I. (n.d.). Workplace Safety. Inc.Com. Retrieved 11 March 2023, from https://www.inc.com/encyclopedia/workplace-safety.html (Online 18/10/2022)

factohr. (2023). Employee Recognition and Reward. *Facto HR*. https://factohr.com/policy/employee-recognition-and-reward/ (Online 18/10/2022)

Garg, K., Dar, I. A., & Mishra, M. (2018). Job satisfaction and work engagement: A study using private sector bank managers. *Advances in Developing Human Resources*, 20(1), 58–71.

Ghoddousi, P., Bahrami, N., Chileshe, N., & Hosseini, M. R. (2014). Mapping site-based construction workers' motivation: Expectancy theory approach. *Australasian Journal of Construction Economics and Building*, The, 14(1), 60–77.

General Statistics Office of Vietnam - GSO (2022), .Data summary report on the economic, society situation 2021, Ha Noi: *Report of General Statistics Office of Vietnam* (Vietnamese)

Hair, J., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*,* 2nd edition, *Sage Publications Inc*

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268–279. https://doi.org/10.1037/0021-9010.87.2.268

HCMC Statistical Office (2023). *Report the situation to the social-economic development of Ho Chi Minh City (HCMC) in 2022.* Ho Chi Minh: HCMC Statistical Office publishing (Vietnamese).

Indeed.com. (2022a). How To Create Great Training and Development Plans | Indeed.com. Indeed Career Guide. https://www.indeed.com/career-advice/career-development/training-and-development-plans

Indeed.com. (2022b). What Does Leadership Mean? | Indeed.com. Indeed Career Guide. https://www.indeed.com/career-advice/career-development/what-does-leadership-mean (Online 18/5/2023)

Indeed.com. (2023). 5 Types of Work Environments (And How To Find the One for You) | Indeed.com. Indeed Career Guide. https://www.indeed.com/career-advice/finding-a-job/types-of-work-environments (Online 18/5/2023)

indeed.com. (2023). What are Workplace Benefits? (18 Examples of Benefits). Indeed Career Guide. https://www.indeed.com/career-advice/career-development/workplace-benefits (Online 18/5/2023)

Jolliffe, I. T., & Cadima, J. (2016). Principal component analysis: A review and recent developments. *Philosophical Transactions of the Royal Society A: Mathematical, Physical and Engineering Sciences,* 374(2065), 20150202.

Kahn, W. A. (1990a). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.

Kahn, W. A. (1990b). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal,* 33(4), 692–724.

Kanfer, R., Chen, G., & Pritchard, R. D. (2008). Work motivation: Past, present and future. *Routledge.*

Kefey, A. K. (2016). Streetism Onsets, Challenges and Roles Played by Stakeholders to Care the Street Children: A Case Study of Street Children in Mekelle City. *International Journal of Sciences: Basic and Applied Research* (IJSBAR), 5(1), 243–253.

Kim, W., Kolb, J. A., & Kim, T. (2013a). The relationship between work engagement and performance: A review of empirical literature and a proposed research agenda. *Human Resource Development Review*, 12(3), 248–276.

Kim, W., Kolb, J. A., & Kim, T. (2013b, September 1). The Relationship Between Work Engagement and Performance: A Review of Empirical Literature and a Proposed Research Agenda. *Human Resource Development Review*, 12(3), 248–276.

Kinicki, A., & Fugate, M. (2016). Organizational behavior*: A practical, problem-solving approach* (Vol. 2). *McGraw-Hill Education New York, NY*.

Likert, R. (1932). A technique for the measurement of attitudes. *Archives of Psychology*, 22 140, 55–55.

Macey, W. H., & Schneider, B. (2008). The Meaning of Employee Engagement. *Industrial and Organizational Psychology*, 1(1), 3–30. https://doi.org/10.1111/j.1754-9434.2007.0002.x

Maslach, C. (2011, February 1). Engagement research: Some thoughts from a burnout perspective. *European Journal of Work and Organizational Psychology*, 20(1), 47–52.

Maslach, C., & Leiter, M. P. (2008a). *The truth about burnout: How organizations cause personal stress and what to do about it*. John Wiley & Sons.

Maslach, C., & Leiter, M. P. (2008b). *The Truth About Burnout: How Organizations Cause Personal Stress and What to Do About It*. John Wiley & Sons.

Pancasila, I., Haryono, S., & Sulistyo, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *The Journal of Asian Finance, Economics, and Business,* 7(6), 387–397. https://doi.org/10.13106/jafeb.2020.vol7.no6.387

Phuc, V, T., & Nhut, P, L, M., (2021). Motivation of employees in state-owned commercial banks in Ninh Thuan province. Vietnam trade and industry review, 25(11/2021), 360 – 366 (Vietnamese).

Purcell, J. (2014). Disengaging from engagement. *Human Resource Management Journal*, 24(3), 241–254.

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job Engagement: Antecedents and Effects on Job Performance. *Academy of Management Journal*, 53(3), 617–635. https://doi.org/10.5465/amj.2010.51468988

Saleh, C., Hayat, H., Sumartono, S., & Pratiwi, R. N. (2020). Moderating of Religiosity on Reward and Engagement: Empirical Study in Indonesia Public Service. *The Journal of Asian Finance, Economics, and Business,* 7(6), 287–296. https://doi.org/10.13106/jafeb.2020.vol7.no6.287

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*. 21, 600-619

Schaufeli, W. B., Salanova, M., González-romá, V., & Bakker, A. B. (2002, March 1). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies,* 3(1), 71–92.

Schmidt, A. M., Beck, J. W., & Gillespie, J. Z. (2013).Motivation. In I. B. Weiner, N. W. Schmitt, & S.Highhouse (Eds.), *Handbook of psychology:Industrial and organizational psychology* (2nd edn,Vol. 12, pp. 311–340). Hoboken, New Jersey: JohnWiley & Sons, Inc.

Scivicque, C. (2017, May 9). Career Success A to Z: W is for Willingness. Eat Your Career. https://eatyourcareer.com/2017/05/career-success-z-w-willingness/ (Online 18/5/2023)

Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89–110.

smarp. (2021, January 4). 8 Employee Engagement Statistics You Need to Know in 2021. https://blog.smarp.com/employee-engagement-8-statistics-you-need-to-know. (Online 18/5/2023)

State Bank of Vietnam (2022). *Report on the development of the banking system in Vietnam*, Ha Noi: Report of State Bank of Vietnam (Vietnamese)

Son, T, Đ., (2019). Factors that create motivation for employees in commercial banks, *Review of Finance,* https://tapchinganhang.gov.vn/yeu-to-tao-dong-luc-lam-viec-cho-nhan-vien-cac-ngan-hang-thuong-mai.htm (Online 12/12/2022) (Vietnamese)

SurveyMonkey Enterprise. (2021). SurveyMonkey Enterprise. SurveyMonkey. https://www.surveymonkey.com/welcome/enterprise/. (Online 18/5/2023)

Turanlıgil, F. G., & Farooq, M. (2019). Work-Life Balance in Tourism Industry [Chapter]. *Contemporary Human Resources Management in the Tourism Industry*; IGI Global. https://doi.org/10.4018/978-1-5225-5760-9.ch010

Tuyen, V, N., (2021). Factors influencing employee engagement in commercial banks in Ho Chi Minh City. *Review of Finance,* 1(9/2021), 42- 48 (Vietnamese)

Vietnam Government (2023). Report on the results of implementing the economic and social development plan for 2022; economic and social development plan for 2023. *Ha Noi: Report of Vietnam Government (Vietnamese)*

Wahyono, T., Zaman, B., Saifudin, S., & Hartono, R. (2020). Analysis of Factors Affecting BRI Bank Employee Performance. *Journal of the Social Sciences*, 48(3), 3.

Welfare. (2023, March 8). https://dictionary.cambridge.org/us/dictionary/english/welfare (Online 18/5/2023).

Wong, K. K.-K. (2019). *Mastering partial least squares structural equation modeling (PLS-Sem) with Smartpls in 38 Hours.* Bloomington, IN: **iUniverse**.

Worldbank (2022). *Overview of Vietnam's economy*, https://www.worldbank.org/en/country/vietnam/overview (online 14/9/2022)