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**ANALYZING FACTORS INFLUENCING EMPLOYEES WORKING  
MOTIVATION AT AN KHE- KA NAK HYDROPOWER COMPANY**

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**Abstract**

The motivation of workers is a decision factor to the productivity and efficiency of business production of enterprises. Thesis "Analyzing factors influencing employees working motivation at An Khe- Ka Nak Hydropower Company" is carried out to identify and evaluate the impact of factors affecting employees working motivation at An Khe- Ka Nak Hydropower Company.

The results of Cronbach's Alpha analysis, EFA factor analysis, multiples regression analysis, its show that 06 factors have positive impact on working motivation; Sort by decreasing impact level as follows: variable income and benefits have the most powerful impact ( $\beta_1=0,306$ ), followed by a working condition variable ( $\beta_4=0,236$ ), relationship with coworker ( $\beta_6=0,225$ ), turning influence of Leadership ( $\beta_5=0,197$ ), the work Nature variable ( $\beta_2=0,170$ ), the low impact is variable training and promotion ( $\beta_3=0,165$ ).

From the results of the research, the author has given some governance implications to increase the motivation of working for employees at An Khe- Ka Nak Hydropower Company, contributing to increase productivity, bring production efficiency. In addition, the author has given a limited number of topics and proposals for subsequent research in the future.

**Keywords:** Work motivation, Workers, An Khe –Ka Nak Hydropower.

**Introduction**

Positive changes in the Vietnamese economy cause the labor market being hot, due to an increase in foreign investors into Vietnam. Therefore, employment opportunities have increased throughout the country. Fields with the most available jobs included sales, telecommunications, marketing and engineering positions. Because Vietnam is just a young developing country, the highly skilled labor force is identified at the high demand. Although Vietnamese government has presented many reforming policies of the market labor through programs of the capacity building, this is just a temporary solution to solve a short term. As a result, many foreign companies must hire the skilled labors from abroad. Consequently, the competitive advantage of Vietnam against neighbor countries is depreciated, and lost chances to attract foreign investors.

Under the given circumstance, we do need to know what factors help keeping the employees, and make them more working motivations to their companies.

To provide employee a good working environment and make the employees working motivation to their companies is the purpose of this article.

## **2. Theoretical perspective**

Employee working motivation is defined as a combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives (Cranny et al. 1992). Therefore, the organizations should try to supply the employee expectations in order to approach the employee motivation.

Locke et al. (1969) describes employee working motivation a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. According to this, employee satisfaction is a “function of the perceived relationship between what one wants from one’s job and what one perceives it as offering”.

Cranny et al., (1992), suggests that employee working motivation includes a lot of different facets. Hence overall employee satisfaction describes a person’s overall affective reaction to the set of work and work-related factors whereas the facets of job satisfaction involve workers’ feelings toward different dimensions of the work and working environment.

Miller (2006) states that employees need to change their behaviors in order to execute their duties more effectively to gain greater motivation. Having good relationships with the colleagues, high salary, good working environment, training and career opportunities, career developments, good leadership or any other benefits may be related with the increasing of employee satisfaction. When investigating the employee satisfaction, it should be known that an employee may be more satisfied by a satisfying item, whereas the other employee may be less satisfied with the same item. Because of this, analyzing the employee motivation from a large perspective will be better.

To investigate what the employees are motivation in working and measuring the employee satisfaction in the workplace is critical to the success and increases the profitability of the organization for having competitive advantage (Kelley, 2005). Therefore, researching the employee motivation in terms of different factors and, on various areas (such as manufacturing industry, service industry, etc.) will enrich the literature and contribute to organizations.

## **3. Research model**

Employee working motivation is affected by working environment. Employees are more loyal and productive when they are satisfied (Hunter & Tietjen, 1997), and these satisfied employees affect the consumer satisfaction and organizational productivity (Potterfield, 1999). Hence, the employee working motivation done by the company in case are income and benefits; working condition; co-worker relationship; Leadership; the work environment; training and promotion (Falk and Fehr, 2003; Hamermesh, 2001, Dessler, 2000; Antonakis, 2006).

**Income and benefit** refers to all forms of pay or rewards going to employees and arising from their employment. An employee will be loyal to company if they feel satisfied with their compensation. Some authors mentioned that a compensation of an employee consists of mainly components such as paid fairly, wage competitive, and business costs meet the expectations of employees (Borjas, 1979; Freeman, 1978). The importance of payment fairness in labor markets rests largely on experiments examining the behavior of workers. How worker productivity or the effort number varies with the wage competitive, type of wage contract offered, or who determines the wage is of primary interest (Falk and Fehr, 2003). As a result, the relationship between payment and job satisfaction is concerned to find out in this research. Consequently, the more payment concerned by the organization the more job satisfaction is received by the employee.

**Working environment** is related to basic individual characteristics, and that these relationships lend themselves to intuitive economic explanations. Some people claim they work well in a high-stress environment. They mentioned that their productivity is highest when they are fully relaxed. Good working environment includes working room standards, safe working environment, and working conditions. Consequently an increase in consideration in the working environment enhances the employee motivation

**Training and promotion** mentioned that employees look back on their careers they knowing that what they might have achieved they did achieve, and that their career hopes were fulfilled. Short training in foreign countries, going abroad for study, and short training in local country. Nowadays, career opportunities are more likely to be driven by the person, not the organization reinvented by the person from time to time as the person and the environment change (Otte and Hutcheson, 1992). This means that if the company concerns and implements the building capacity programs, such as sending employee for training programs including in local and foreign country, the employees can get more motivation, because they think they can get more knowledge for future.

**Leadership** is an important factor for the work motivation of employees. Management of employers is called leadership skills. The good leadership related to leader's friendly and open-hearted, taking care of individual's talent, strong leadership skills, stimulating individual's creation, and active responses of managers to employees. The organization may lose or gain in the market because of its own leadership ability. For Hunt (2004), leadership is an influencing process between leaders and the employees and sometimes the roles are changed between the employees and the leaders, where the employees also may legitimize and influence the leaders, so it is not only a top-down process but also exercised sideways, diagonally, and down-up throughout an organizational hierarchy (Antonakis, 2006). An easy avenue for employees to discuss problems with upper management should be maintained and carefully monitored. Even if management cannot meet all the demands of employees, showing workers that they are being heard and putting honest dedication into compromising will often help to improve morale.

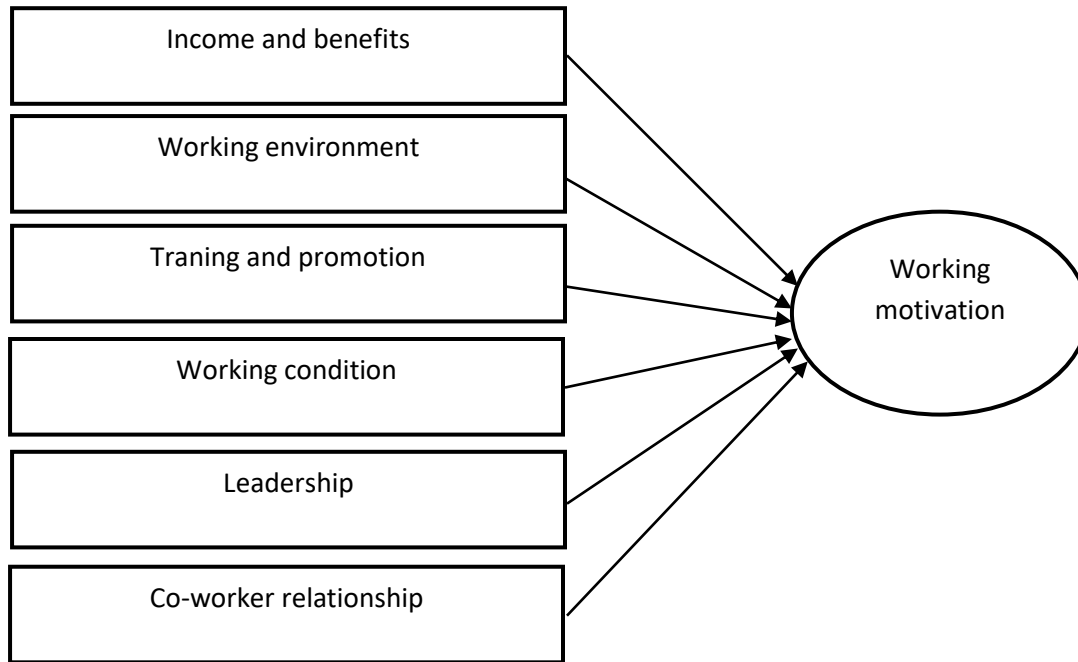


Figure 1: Research model

Source: Moderated by authors

#### 4. Results and discussion

##### 4.1 The sample

In order to use factor analysis, Hair et al, (2006) argue that the following conditions should be fulfilled: variables should be metric, sample size should be at least 50, but for better results a sample size of 100 -200 is recommended. The study should comprise at least five times as many observations as the number of variables to be analyzed, and the more acceptable sample size should have a 10:1 ratio (Hair et al., 2006). The sample size of 163 is sufficient.

##### 4.2 Exploratory Factor Analysis (EFA) and Empirical Results

Exploratory Factor Analysis (EFA) is applied in this session with the sample size of 163. Initially there are 26 variables designed in the method. On the basis of Bartlett test (Sig. = 0.00), and Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) (0.816) (Table 1), we confirmed that there are underlying factors in the variables, which needs to be extracted by factor analysis. In order to make further sense of the individual item scores, the Likert scale data were subject to principle components analysis (PCA).

Table 1: KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.816
	Approx. Chi-Square	286.451
Bartlett's Test of Sphericity	df	10
	Sig.	.000

By using explanatory factor analysis, with combination of three factor retention criteria (i.e. latent root criterion, scree test and percentage of variance criterion), four factors or components are selected resulted, due to all those factors or components have Eigenvalues above 1. Total variance of those five factors accounts for 60.107%, this is a good result due to those four factors are strongly representative for the sample. The method used to rotate the factor is Varimax with Kaiser Normalization. As a result, each factor with different variables is presented as follow.

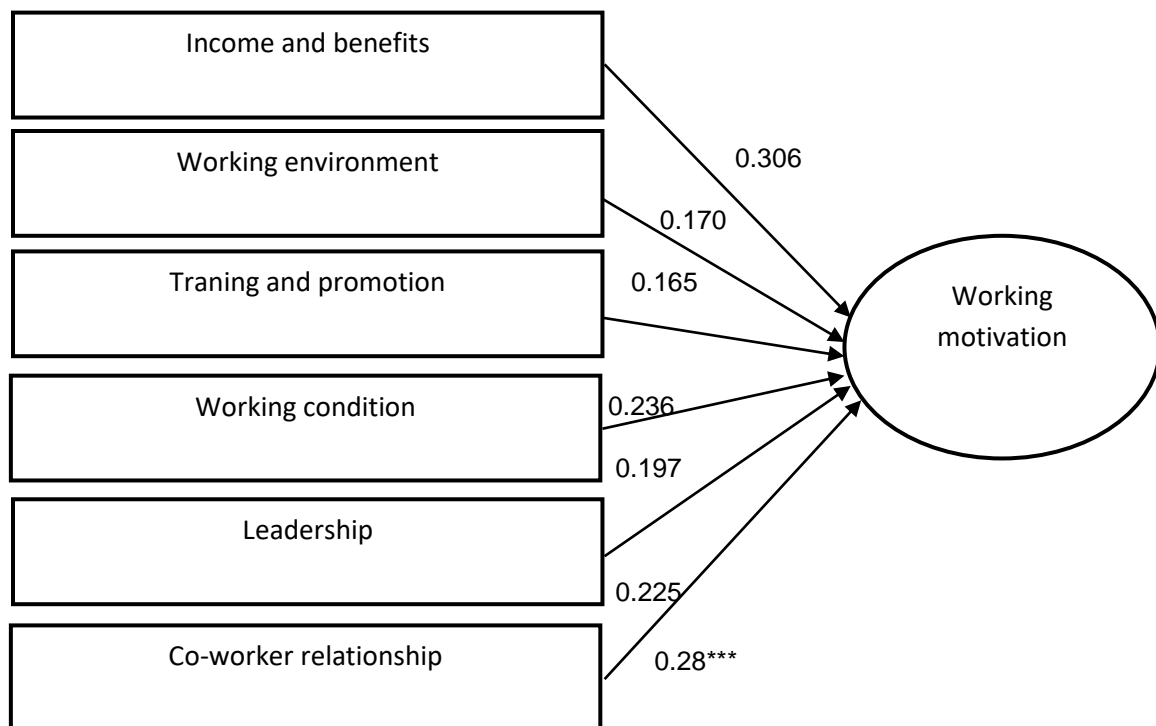


Figure 2: Result of employee working motivation

Source: Data analysis 2019

## **5. Conclusion**

This research shown that positive perception of individual employees on the factors affecting to working motivation.

We found that income and benefits is the best impact on the working motivation. Obviously, the benefits have the major impact on the behaviour of employee working motivation and consequently on how well they contribute to the company. The company's managers have to think how to manage the company and they must also think how the lead the employees who work for company to optimize their benefits. Employee working motivation impacts the outcome and is largely determined by employee day-to-day interactions with co-workers. Therefore, the company can improve to impact employee working motivation by improving the effectiveness of the working conditions.

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