



A STUDY ON MILLENNIAL GENERATION IN VIETNAM ON THE FACTORS TO MOTIVATE EMPLOYEES

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ABSTRACT. In this paper, we will overview the most of theories in the field of motivation and retest the practical contexts in reality to tackle the questions of the ways to motivate employees. The test of this paper is expected to find out the factors which could upgrade the motivation index of employees in work environment. The model of contexts that influence the work motivation in special case of Vietnamese youngsters will perform and organize into 4 components: Organizational and team culture/ climate, Leadership/ Social relations, Organizational practice and policies and Work role and job demand/ design in the third chapter. Last but not least, the final sector would figure out the gap in this research in point out the direction for future research performances in the field of motivating employees.

1. INTRODUCTION

Nowadays, motivation is playing an important role in the fact of becoming increasingly prominent as a strategy for attempting to improve simultaneously the productivity, and the quality of the work optimization of employees is in contemporary organizations ([3]; [10]; [14]).

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In this paper, we will overview the most of theories in the field of motivation and retest the practical contexts in reality to tackle the questions: which extrinsic components will affect perspective of Millennials the most and which one does not have any relationship with total work motivation?

“Due to its geographic position, Vietnam occupies a privileged place in Asia, in the heart of a region that in the 1990s, was seen as a major pole of economic development between the European Continent and Pacific Asia” ([2]). Besides, the population of over 97 million citizens (in 2019), Vietnam has an exuberant workforce. In addition, “the Vietnamese are hard workers, energetic and disciplined. They also represent a large portion of consumers interested and enthusiastic about foreign products. This advantage attracted many investors to Vietnam.” However, motivation in workplace is perhaps one of the most important challenges that a large amount of managers is facing, especially in developing countries ([15]; [16]; [18])

Due to the fact of this problem, when it comes to this transform, the test of this paper is expected to find out the factors which could upgrade the motivation index of employees in work environment.

2. LITERATURE REVIEW

2.1 Research model and hypothesizes:

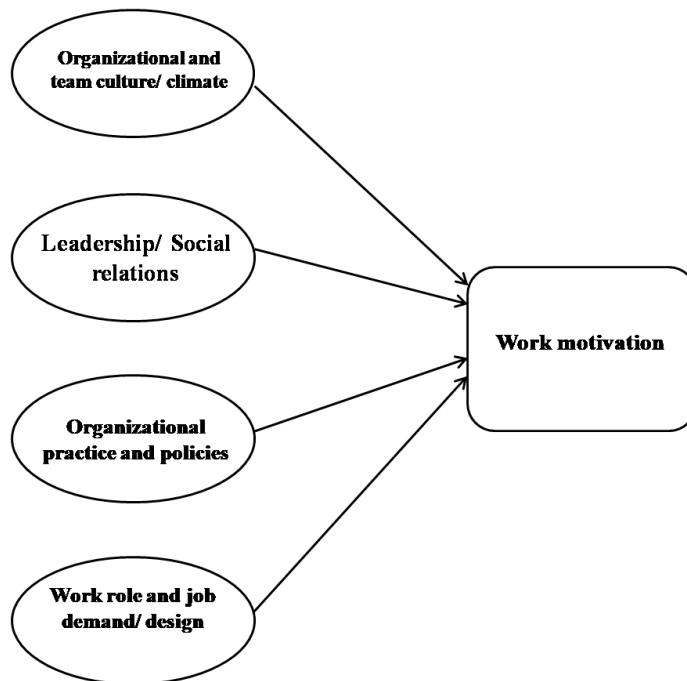


Figure 1: Research Model

H1: The organizational and team culture/ climate is positively related to work motivation.

H2: Leadership/Social Relation is positively related to work motivation.

H3: Organizational practice and policies is positively related to work motivation.

H4: Work role and job demand/ design is positively related to work motivation.

Maslow's Hierarchy Theory of Needs

First of all, the Maslow's theory would be introduced to give us a general concept of needs, in the earliest and most widespread version of Maslow's ([11]) hierarchy of basic needs, Maslow ([11]) has pointed out five main sets of goals. Besides, according to the opinion of McLeod ([13]), "we are motivated by the desire to achieve or maintain the various conditions upon which these basic satisfactions rest and by certain more intellectual desires".

The hierarchy of needs five-stage model includes

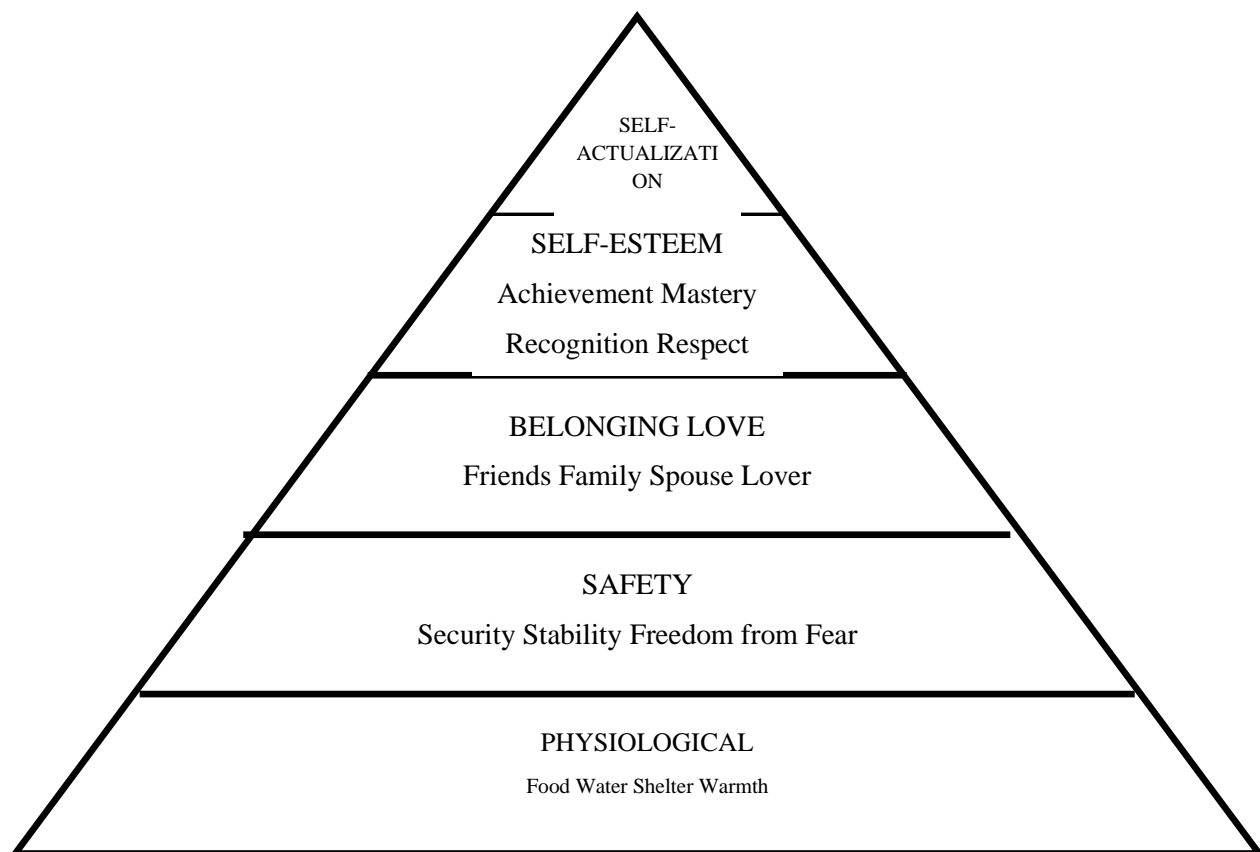


Figure 2: Maslow's Hierarchy Theory of Needs

The levels of needs have closed relationship and impact with each other, the position and order of them, perhaps, change based on the effect of national culture and norms ([30]; [31]; [32]; [33];

[34]; [36]). Moreover, according to Saul McLeod, the prepotency of goal will monopolize consciousness and will tend of itself to organize the recruitment of the various capacities of the organism. The needs which are not considered essential would be put less attention or maybe, be eliminated or rejected. However, if one needed exigency can be satisfied or achieved, this demand will not be a motivator anymore, in this situation the “higher” or “at the top Maslow’s pyramid” becomes emerge. Respectively, to dominate the conscious life and to serve as the center of organization of behavior, since gratified needs are not active motivators ([13]).

In conclusion, the principle of hierarchy often observes in fact of increasing proportions of non-satisfaction as we go up the hierarchy; and the reversals in middle order of this are sometimes observed. Furthermore, the research finds out that a person; perhaps, lose their higher demand/ motivators in some special conditions permanently ([37]; [38]; [39]; [40]; [41]; [42]). There are not only ordinarily multiple motivations for usual behavior, but in addition many determinants other than motives ([3]; [10]).

McGregor’s Theory X and Theory Y

In the landmark book called *The Human Side of Enterprise* ([12]), Douglas McGregor thinks that the pathway of practical management has already changed and the roles of managers and leaders play an important position in organize and support the employees.

Theory X: the traditional viewpoint of direction and control is based on the hypothesis below:

1. Individuals have tendency to avoid task or deny responsibility if they can.
2. Due to the fact dislike of work, majority of them must be directed, controlled and coerced; the strategy of management usually apply punishment to force them pay attention and effort to achieve the company’s targets.
3. The average human prefers to be guided clearly, hopes to avoid job and duty. With them, the secure and stable position is more attractive than ambitiousness.

Style of leadership or management for Theory X

People usually apply the form of autocratic leadership to behave with their subordinates; giving details and clearly guide step by step with each work task, threat by using punishment and higher payment are some illustration for this type of management. However, all of those

controlling can result in lack of loyalty and resentment from employee of these leaders. McGregor acknowledges that the 'carrot and stick' approach can have a place, but will not work when the needs of people are predominantly social and egoistic. Ultimately, the assumption that a manager's objective is to persuade people to be docile, to do what they are told in exchange for reward or escape from punishment, is presented as flawed and in need of re-evaluation ([14]; [15]).

Theory Y: the direction of each person and objectives of organization are based on the hypothesis below:

1. Based on the atmosphere in working environment, conducting and finishing job, perhaps satisfy or punish the one who take that task. Besides, the expenditure of physical and mental effort in work is as natural as play or rest. The average human being does not inherently dislike work.
2. Human will practice direct and control by themselves to which they are take responsibilities, therefore, the outside oversee or punishment are not all to bring the exertion for goals of company.
3. The most impressiveness of rewards... that is the satisfaction of ego and achievement of highest Maslow's need in pyramid (Self-actualization), they could be the directly persuade the efforts to get company's goals. In the other words, the commitment to objectives is a function of the rewards associated with their achievement.
4. The fact of avoid taking responsibility, deny ambitious behaviors or focus on stability is usually come from experience, not inherent human characteristics. With Theory Y, average people being learn, under proper conditions, not only to accept but to seek responsibility.
5. The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population.
6. Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized. Theory Y assumptions can lead to more cooperative relationships between managers and workers. A Theory Y

management style seeks to establish a working environment in which the personal needs and objectives of individuals can relate to, and harmonies with, the objectives of the organization.

Based on the concept of *The Human Side of Enterprise*, McGregor consumed that Theory Y was not a panacea for all ills and he wished that each managers have could apply suitable tools or techniques for Theory Y while have accepted the limiting assumptions of Theory X ([16]; [17]).

Herzberg's Two-Factor Theory

The theoretical formulation of Frederick Herzberg was popular and applied widely respected theories for explaining motivation and job satisfaction ([4]). There are two main components of factors in the research of Herzberg et al. [6] in the field of job satisfaction and performance in workplace.

The first element named "motivators" or "satisfiers", which is considered to lead to the satisfaction if being supplied enough typically. The satisfiers and satisfiers are usually belonging to internal factors: they are key component of content and are largely administered by the employee or the student.

By the other hand, the second one called "dissatisfiers" or "hygiene factor", this element could not bring the satisfaction if being give redundantly, however, it causes dissatisfaction when deficient. The hygiene or dissatisfier factors are typically external factors and are under the control of the managers, leaders or any other person rather than the employee or student ([19]; [20]; [21]; [22]; [23]). One of the most serious points of view in theory is that Herzberg did not define satisfaction and dissatisfaction as being at opposite ends of the same continuum in his paper. "The opposite of satisfaction is not dissatisfaction, but no satisfaction. The opposite of dissatisfaction is not satisfaction, but no dissatisfaction. The extrinsic factors affect job satisfaction and if not adequately fulfilled can cause dissatisfaction, even if the motivating factors themselves are addressed satisfactorily" ([4]).

Goal-Setting Theory

The goal-setting theory has already been developed by two authors Locke and Latham in the field of motivation. Paper gave a hand to predict and forecast that if the targets include enough details and challenges, they will bring back the highest effectiveness, when they are used to

evaluate performance and linked to feedback on results, and create commitment and acceptance. There are some factors could influence or impact the motivation of objectives like ability and self-efficacy, besides, deadlines also improve the effectiveness of goals. A learning goal orientation leads to higher performance than a performance goal orientation, and group goal-setting is as important as individual goalsetting.

According to Locke and Latham [9], goals impact pervasively on behavior and exertion in practicing organizations and management; in addition, most of recent companies have some specific form of goal setting in process. Management by objectives (MBO), high-performance work practices (HPWPs), management information systems (MIS), benchmarking, stretch targets, as well as systems thinking and strategic planning are some illustration for programs which cover the development of goals. Moreover, in lots of constructions such as Vroom's [35] VIE theory, Maslow's [11] or Herzberg's [6] motivation theories, Bandura's [1] social cognitive theory, or operant-based behaviorism ([28]), goal setting was used for explanation for nearly theories of work motivation. Managers widely accept goal setting as a means to improve and sustain performance ([5]). Based on hundreds of studies, the major finding of goal setting is that individuals who are provided with specific, difficult but attainable goals perform better than those given easy, nonspecific, or no goals at all. At the same time, however, the individuals must have sufficient ability, accept the goals, and receive feedback related to performance ([7]). In the definition of theory, values and intentions (goals) would be the cognitive determinants of behavior. Besides, they also simply defined a goal as a specific thing that the person is consciously trying to do. With Locke and Latham, goals guide the attention and action directly because one's values create a desire to do things consistent with them; goals also affect behavior (job performance) through other mechanisms. Also, Locke and Latham postulate that the form in which one experiences one's value judgments is emotional. Moreover, "challenging goals mobilize energy, lead to higher effort, and increase persistent effort. Goals motivate people to develop strategies that will enable them to perform at the required goal levels". Furthermore, achieving the final goal could bring back the fulfillment as well as motivation or disappointment, and decline motivation whether the goal is not accomplished ([24]; [25]).

2.2 Implications for Practice

- Goals Need to Be Specific
- Goals Must Be Difficult but Achievable
- Goals Must Be Accepted
- Feedback Must Be Provided on Goal Attainment
- Goals Are More Effective When They Are Used to Evaluate Performance
- Deadlines Improve the Effectiveness of Goals
- A Learning Goal Orientation Leads to Higher Performance than a Performance Goal Orientation
- Group Goal-Setting is as Important as Individual Goal-Setting

Expectancy Theory or Vroom's theory

Being published in the year of 1964, the Expectancy Theory of Professor Victor Vroom was considered as one of the Process Theories of motivation.

Vroom [35] instrumentality theory represents the first attempt to use cognitively-oriented assumptions as the basis for a general theory of work motivation ([8]). Motivation plays a role as the "force" to persuade an individual to perform a determined task, as figure out by the coloration of (a) the person's expectancy that his act will be followed by a particular outcome, and (b) the valence of that (first-level) outcome ([35]).

Based on the thinking of Stephan Robbins, the meaning of Expectancy Theory is that the strong point of a trend to conduct in a specific pathway is dependable to the strength of an expected willing if the action can be strictly done by a given result and on the attractiveness of that output to the person ([26]; [27]; [18]; [29]).

There are four components for an employee that matter him/her in motivation. These factors are: Individual effort (1), Individual performance (2), Organizational rewards/work outcomes (3) and Personal goals (4).

Similarly, there are connections based on these components:

1. Relationship between Efforts and Performance. This is known as Expectancy (E).

2. Relationship between Performance and Rewards/Work Outcomes. This relationship is called Instrumentality (I)
3. Relationship between Rewards/Work Outcomes and Personal goals. This is known as Valence (V)

Throughout the reward, benefits and outcomes, the organization can fulfill the personal goals of each individual, which is the thing employees want to achieve and also the reason they keep work for company. As consequences, the connection or relationship among organizational rewards/ work outcomes and personal goals is essential and important... to what extent organizational rewards satisfy an employee's personal goals and how attractive are those rewards to the employee. This relationship can also be expressed as the value the employee gives to the work outcomes. In addition, the personal performance of individual impacts on the organizational rewards/work outcomes. The level of belief that the employee's behavior and enforcement would lead to achievement of company's rewards and work outcomes needed put as much as attention. Last but not least, the perception of the chances by the individual employee that personal effort on his/her will lead to high performance is again important.

Therefore, The expectancy theory says that: $\text{Effort or motivation} = E \times I \times V$.

3. DATA ANALYSIS

3.1. Sample Demographic

Overall, there is a large amount of people (more than 320) that agree to do the questionnaire and most of them are belonging to the young generation.

The special point in Table 1 that is a separation into 2 groups in the age of responders, the first group was born from 1996 to 2000 (18-24 years old) and the second one was born from 1983-1995 (25-37 years old). This division could help us easy and convenient in interview the focus group or responders because the persons who were in first one are usually the students or the one having part-time job whereas the rest maybe official employee and intend to keep loyalty with their current organization.

Table 1: Respondents' Demographics

Variable	Items	n = 321	Scale
Gender	Male	180 (49.05)	Nominal
	Female	182 (49.59)	
	Other	5 (1.36)	
Age group	From 18 to 24	110 (29.97)	Nominal
	From 25 to 37	257 (70.03)	
Education	Secondary school	4 (1.09)	
	High School	18 (4.9)	
	College Level	99 (26.98)	
	Graduate Level	246 (67.03)	
Industry	IT	22	
	Information	8	
	Manufacturing	29	
	Medical and Bio	21	
	Contents and Culture	17	
	Educational Services	23	
	Fashion and Clothes	40	
	Retailing	22	
	Wholesale Trade	8	
	Agriculture/Fisheries/Forestry/ Hunting	6	
	Real Estate / Rental / Leasing	14	
	Travelling	18	
	Transportation / Warehousing	16	
	Finance and Insurance	24	
	Professional, Scientific, or Technical Services	11	
	Management of Companies and Enterprises	6	
	Health Care and Social Assistance	8	
	Arts, Entertainment, and Recreation	13	
	Accommodation and Food Services	35	
	Public Administration	5	
Other	21		

In addition, the education was also divided into four specific levels. From that, we would observe its difference in the ANOVA analysis through SPSS software.

3.2 Reliability Test and Validity Test

Based on the theory of Nguyen [14] every quantitative research has to be measured with the accuracy or dependability or reliability of measurement. The consistency of index over time would be tested by reliability measures; a reliability coefficient demonstrates whether the test designer was correct in expecting a certain collection of items to yield interpretable statements about individual differences.

Table 2: Cronbach's Alpha of Variables

Construct	Cronbach's Alpha	Item-total correlation	Cronbach's Alpha if Item Deleted	Items deleted
ORGANIZATIONAL AND TEAMCULTURE/ CLIMATE	0.868			none
LEADERSHIP/SOCIAL RELATIONS	0.890			none
ORGANIZATIONAL PRACTICE AND POLICIES	0.803			none
WORK ROLE AND JOB DEMAND/ DESIGN	0.968			none
WORKING MOTIVATION	0.902			none

According to the given data, we can recognize easily that all the Cronbach Alpha of sub components and variables are good enough to be kept (they was ≥ 0.6), so the instrument was reliable and valid (Table 2).

Table 3: KMO and Bartlett's Test

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.925
Approx. Chi-Square	6989.987
Bartlett's Test of Sphericity	df
	465
	Sig.
	0

In the first time running reliability testing, the KMO of independent components was shown at 0.925(>0.600) as well as the Bartlett's test of Sphericity is significant (Sig. = 0.000<0.05). Moreover, according to the table Rotated Component Matrix, all the sub-variables contributed just in one column which are respective with their main component (Table 3). Consequently, all the variables are valid enough and we could perform the next analysis to check to meaning of data.

After the test, there were no variables eliminated and still 31 ones remained, likes the beginning. All the remaining variables whose factor loadings were greater than 0.5 grouped into 4 factors as expected in proposed theoretical model.

Factor 1: O1, O2, O3, O4, O5, O6, O7, O8

Factor 2: L1, L2, L3, L4, L5, L6

Factor 3: P1, P2, P3, P4, P5, P6, P7

Factor 4: W1, W2, W3, W4, W5, W6, W7

Regression analysis

Multiple Linear Regression is a bivariate correlation's expansion. The result of regression is an equation show the relationship between independent variables and dependent variable (Table 4). The framework can be represented by the following equation:

$$I = \beta_0 + \beta_1H + \beta_2R + \beta_3O + \beta_4S + e$$

Table 4: Model Summary

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.913 ^a	0.833	0.831	0.155927

This multiple linear regression model, with four explanatory variables, now has an R squared value of 0.831 or 83.1 % of the variation in Working Motivation can be explained by this model.

Table 5: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.794	4	10.949	450.311	.000 ^b
	Residual	8.801	362	0.024		
	Total	52.595	366			

Table 6: Coefficients

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	2.57	0.141		18.245	0	
	O	-0.015	0.018	-0.018	-0.803	0.423	0.953
	L	0.053	0.013	0.088	3.968	0	0.933
	P	0.06	0.022	0.064	2.807	0.005	0.88
	W	0.386	0.01	0.904	40.164	0	0.913

Table 7: VIF

Coefficients ^a		
Model		Collinearity Statistics
		VIF
1	(Constant)	
	O	1.05
	L	1.072
	P	1.136
	W	1.095

Independent Variable: M

Based on the output of Tables 5, 6 and 7, the research has already figured out the Sig value of variables L, P, W and constant index that are lower than 0.05. This proved all of them are relevant with the model and have a deep effect on Motivation. On the other hands, the significant level of O (Sig=0.423) does not satisfy conditions to make the model right or have any closed intercommunion with dependent factor. Thus, in this Multiple Linear Regression test, scores of O would be deleted or rejected out of the equation. From the analysis above, a new detailing equation delineating the fluctuation of the dimensions which impact Motivation in work of labors is:

$$M = 0.088L + 0.064P + 0.904W + 0$$

In addition, the Variance Inflation Factor (VIF) measures the amount by which the variance of a parameter estimator is inflated due to predictor variables being correlated with each other, rather than being orthogonal ([16]). If value of VIFs are higher than 10, Regression violates multi-collinearity between independent factors; in reality, this index should lower than 2. Nevertheless, the regression model has satisfied the rules with large tolerances and small VIF scores of variables.

From the SPSS source, it informs that three in four factors (L, P, and W) have positive and direct effect on dependent one with the Standardized Coefficient Beta are 0.088, 0.064 and 0.904 respectively.

Hypothesis H1: Organizational Climate (O) of Millennials had not any direct relationship with the fact of Motivation (M). The Sig value of this item was higher than 0.05 (p-value = 0.423), therefore, this factor would be reject out of the final equation. Furthermore, the Beta of O is just about -0.018, this mean that it can just explain 1.8% the dependent Motivation negatively. As a result, Organizational climate/culture did not have direct relation with the factor Motivation in work of young generation.

Hypothesis H2: Leadership/Social relations (L) has considerable effects on their start-up intention. Owing to the similarity in Sig value of W ($p = 0$), Leadership is accepted in this assumption. Simultaneously, if Leadership relations improves in 1 unit, the job would motivate also raises 0.088 as a result of Standardized Beta. With its index, L is the second most influential factor.

Hypothesis H3: Organizational Policies has considerable effects on their Motivaton (M). The p-value ($\text{Sig}=.005<0.05$) is illustration of the acceptance of P variable in Regression Analysis. Subsequently, with a Standardized beta of this factor is 0.064, when the P increases by 1 unit, dependent value would increase by 6.4 percentages and it is the weakest component to influence M.

Hypothesis H4: Work design/ demand (W) of Millennials has considerable is the most concern on their willing to conduct the job. Factor W is easily recognized having the strongest impact with the significant p-value and the highest Beta; this means if the increasing of W is 1 unit, the M would increase by 0.904 unit.

4. DISCUSSIONS AND CONCLUSIONS

This research focuses on summarize some theories which cover method in the field of motivation such as Maslow's Hierarchy Theory of Needs ([11]), McGregor's Theory X and Theory Y ([12]) Herzberg's Two-Factor Theory ([6]), Goal-Setting Theory ([9]) Locke and Latham provide a well-developed goal-setting theory of motivation. The theory emphasizes the important relationship between goals and performance; the motivational impact of goals may be affected by moderators such as ability and self-efficacy that is illustration for this explanation.

Practical Implications

The target for implication of this report is that it can give the audiences the overview of subjects may be improved the willing and ambitiousness of employees while they are in a specific organization. The income, salary, bonus, benefits, commission and so on in someone's belief may directly have relationship with the inspiration of employees, and if those of benefits are given as high will lead to higher motivation and could force the workers put more enthusiasm in finishing the job. Nevertheless, there are a large amount of other factors more essential to pay attention if managers or owners of companies to inspire their workforce.

For example, with the circumstance of this report, the demand or design of the task is special significant (if the characteristic of the task is suitable with the demand of labour, 90 percent it is going to bring high effectiveness in finishing job). Not only Role of task but also

Leadership style, and Policies of organization are momentous to be care to, which if are appropriate with willing, norms, and beliefs of Millennials could positive upgrade the motivation and indirectly increase productivity as well efficiency. As understand the features of both assigns and employees, introduce as well as imply valid rules, regulations, strategies and leadership for each kinds of person, the managers can develop and add more value for labors' needs meaningfully.

Limitations and recommendations

One of limitations of this paper is that the collection of questionnaire was conducted mainly in Ho Chi Minh City due the fact of limited budget, financial capability and lack of time. As the results, the final conclusion of research hardly represents and expresses the thinking and comprehension of young generation in Vietnam.

Besides, the research pay attention to quantitative method while perform the survey instead of using both qualitative and quantitative one. If it could have conducted in both processes, it would have figure out deeper the thought and idea or understand insight needs of workforce.

One advice for future researches, that should considers apply both of method so that it finds all the aspects and problems such as using focus group, interview... if this difficult challenge might be solved, the core requirement can be satisfied.

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