

FACTORS AFFECTING EMPLOYEES' MOTIVATION AND PERFORMANCE: A CASE STUDY OF JOINT VENTURE ENTERPRISES IN MANUFACTURING SECTOR AT NGHI SON ECONOMIC ZONE

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Abstract: *The research has studied motivational aspect of employees and their performance at joint venture enterprises in manufacturing sector at Nghi Son Economic Zone. A research model was proposed with 3 determinants of Motivation, which may affect Work Performance; they are: Leadership, Organizational Support and Organizational Culture. With the primary data in questionnaire surveys from 250 employees, the results of theoretical model tests showed that all three components affect Work Motivation, especially Work Motivation affects Performance. The most influenced component of the Motivation is Organizational Support, followed by Leadership and finally is Organizational Culture. In order to enhance employees' motivation and performance, it is necessary to elicit passion in the work by well performing both physical and mental support. This is in line with the views of classical and modern researchers in this field.*

Keywords: *Motivation, Performance, Employees, Nghi Son Economic Zone, Joint venture enterprises, manufacturing.*

1. Introduction

Human resource is the source of the ability to create material and spiritual wealth for society in a certain quantity and quality at a given time. In the theory of economic development, people are considered as a factor to ensure sustainable economic growth; even people are considered to be a special source of capital for development - human capital (Bui Tat Thang, 2017). Therefore, motivating employees is all the activities that businesses should perform in order to affect the ability to work, the attitude of working in a positive way to bring about further high efficiency in their labor. The expression of enterprises with a working environment that creates many motivations for employees not only includes positive business results, high salaries, good remuneration, but also includes long-term employee engagement with business or not. In other words, the efficiency, working attitude and performance of workers is a good testament to the effectiveness of work motivation for employees.

Currently, in the industrial parks of Thanh Hoa province in general and Nghi Son Economic Zone in particular, the form of joint venture is becoming very popular because this is a form of business that really brings many advantages for both Vietnamese investors and foreign investors. For Vietnamese investors, when participating in joint venture enterprises, in addition to dividing profits according to their capital contribution ratio, Vietnamese investors also have access to modern technology, style and advanced economic management

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skills. For foreign parties, the advantage is to be guaranteed higher success due to the completely unfamiliar business and legal environment. However, the form of a joint venture also has the disadvantage of having close ties in a different legal entity between completely different parties, not only in language but also in tradition, customs and practices, business style, human resource management, so may raise conflicts that are not easily to be solved. Therefore, human resource management in general, and motivating employees to increase performance in particular is not a simple thing in these enterprises. From that point of view, this research worked on the issue of motivation, and its positive relationship to the performance of employees so that it can draw lessons and solutions to improve the motivation for employees of joint venture enterprises in today's business.

2. Literature Review and Research Model

2.1. Work Motivation

Work motivation relates to human desire and willingness to increase effort to achieve a specific goal or outcome. In other words, motivation includes all the reasons why people act. Research on motivation refers to the reason people think and act in certain circumstances. These actions are often studied in terms of the behavior of each individual person, cherished time of thinking about the action, the level of effort that people take action, the persistence of action and cognitive and emotional reactions in the course of action (Lycourgos H., 2012). According to authors of the Human Resource Management textbook by National Economic University publisher, "Labor motivation is the desire and willingness of workers to enhance efforts towards achieving the organization's goals" (Nguyen Van Diem & Nguyen Ngoc Quan, 2012). According to Hersey and Blanchard (1969), labor motivation is the desire and willingness of workers to increase efforts to aim at a certain goal and result. Labor dynamics are internal factors that motivate people to actively work in conditions that enable high productivity and efficiency. The expression of motivation is readiness, effort, passion for work to achieve the organization's goals as well as the employees themselves (Kovach, 1995). Thus, labor motivation is associated with stimulating factors that make employees voluntarily act for the organization's goals.

Scholars also agreed to divide motivation into two main areas: Intrinsic motivation and extrinsic motivation. As Deci observed in his research, the internal dynamics bring about energy and persistence in human action through self-satisfaction associated with effective action on will (Deci et.al, 1999). The intrinsic motivational part of the worker motivates them to work because of an internal satisfaction rather than a certain isolated result comparing to the external motivation. When a person is stimulated from within, the worker will work for joy, desiring to discover, the eagerness of the results of work or the desiring to conquer certain obstacles at work. The natural tendency of these actions of workers is an important part of their own cognitive, social and physical development as their natural needs develop along the knowledge and skills they have accumulated (Sun Joo Yoo et.al, 2012). In addition, the external motive force motivates workers to work because of outside work impacts such as rewards, work environments or work rules that require employees to comply (Vinay Chaitanya Ganta, 2014). Studies have suggested that when the peripheral motivations increase, the internal motivations of workers are somewhat reduced. Moreover, according to Ryan and Deci (2000), other components of the external motive force may also be external regulations that involve workers acting to satisfy external needs.

However, all these factors come from the perception of the external perceived locus of causality that workers have, so they are all considered peripheral motives.

2.2. Work Performance

According to Rothman and Coetzer (2003), performance is the result of achieving results, goals or standards based on the expectations established by the organization. Employees will be assessed how well they do their job compared to the standards. In short, it is the fulfillment of the assigned tasks compared to the standards of accuracy, completeness, cost, duration, proposed initiatives, creativity in solving problems and ability to manage the use of limited resources, time and effort. According to Mathis and Jackson (2009), the results of work are related to the quantity, quality, and timeliness of output, presence, efficiency and effectiveness of completed work.

Brett & Stroh (2003) have shown that employee commitment affects job performance. Employees who work longer hours through research have shown higher work performance and commitment to work. Fort & Voltero (2004) argued that factors affecting employee performance such as clear goals, job expectations, job fit, quick response, skills to do the job, understanding the structure of the organization, the feedback system and encouragement. When studying work performance, previous researchers have found many factors that may affect employees' performance. These factors vary very much in studies, such as personal factors, organizational factors and elements of the corporate environment (Jaramilloa, Mulki & Marshal, 2005; AlAhmadi, 2009).

2.3. Relationship between Work Motivation and Performance

In organizational human resource policies, motivation is considered as “an effective instrument in the hands of managers for inspiring the workforce and creating confidence in it” (Abonam, 2011). By motivating the workforce, management creates “will to work” which is necessary for the achievement of organizational goals (Chhabra, 2010). Said Abdi Mohamud's study (2017) has shown that the reward system and job enrichment have a strong and positive impact on employees, in which development training is also proven to have a relationship with employee performance. According to the results of this study, there is a direct and significant relationship between work motivation and performance, whereby the motivation has positively impact to the performance of Hormuud Company employees in Mogadishu Somalia. Phan Hoang Kim Yen (2013) in the study of the factors affecting the performance of employees at Saigon Paper Joint Stock Company showed that the same motivational factors on efficient work at this organization. Employers' motivation does not appear to be the result of the simultaneous factors including employee resources, their working environment and their work responsibilities. Behavior at work, work performance is the result of the mix of such factors. Nguyen Thi Phuong Thao, Vo Van Viet (2017) studied the factors influencing the teaching effectiveness of lecturers including salary, bonus, co-worker relationship, management and leadership, training and promotion opportunities, facilities, feedback and results. Research results showed that these factors affect the performance of the work of lecturers. Tracy (2013) emphasized four factors that are the basics of motivating to anyone in any organization: (1) leadership style, (2) the reward system, (3) the organizational climate, and (4) the structure of the work. Of which, leadership style can change the psychological climate of the company and, in turn, the whole performance of people in the organization.

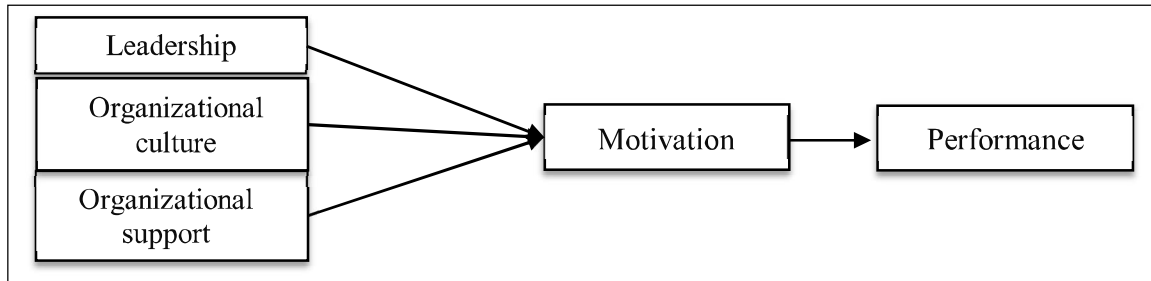


Figure 1. Research Model

Based on the practical characteristics of enterprises operating in Joint venture enterprises in manufacturing sector in Nghi Son Economic Zone, this study focuses on clarifying 3 motivational factors which may affect to the work of employees: (1) The factor belongs to the leader - Leadership); (2) Organizational culture; (3) Supportive factor (Organizational support). These factors follow Herzberg's model of maintenance factors, which are elements of the working environment of workers, which may include: compensation (support factor group), policies and management regulations as well as business management style (leadership style) and working environment (organizational culture).

3. Methodology

An official survey with 4 big projects in Nghi Son EZ which have been put into operation for at least 5 years, with joint venture investment capital between Vietnam and foreign investors was conducted.

Hair et al. (2006) suggested that to use EFA, the minimum sample size might be 50, the better was 100 and the observation rate on measurement variables (items) was 5 : 1; meaning a measurement variable needs minimum 5 observations, preferably 10 : 1 or more. In this research, with 20 observed variables for 5 proposed components, the minimum number of samples needed is: $20 * 10 = 200$. In the study, the authors used the balanced stratified sampling method. In this approach, the number of subjects selected from each enterprise is proportional to the size of the number of employees. The total number of questionnaires intended to be issued is 270, divided and calculated proportionally according to the labor rate of each enterprise according to the data in Table 1.

Table 1. Number of questionnaires divided by number of enterprise's employees

No.	Projects/ Companies	Number of employees	Number of questionnaires divided by number of employees	Number of valid questionnaire collected
1	Nghi Son Cement Company	612	57	50
2	Nghi Son Refinery and Petrochemical Company, Limited	1332	152	145
3	Fercrom Thanh Hoa Company Limited	100	25	25
4	Northern Nortalic Vegetable Oil Company, Limited	319	36	30
	Total	2363	270	250

In the scope of this research, the scale was built on the basis of the theory of work motivation of employees: Herzberg's model of maintenance factors (1959), Maslow (1943) and Vroom & Brown (1964). They were modified and supplemented to suit research purposes referenced from other researchers in this field (Table 2).

Table 2. Scale Development

Factor	Code	Statements	Source
Leadership	LEDER1	The manager presents a clear management vision.	James Gerard Caillier (2014); Bass & Riggio (2006)
	LEDER2	Managers have a strategic mindset.	
	LEDER3	The manager's decision making ability is agile.	
	LEDER4	Managers are firmly committed to service innovation	
Organizational Culture	CULTU1	Communication among employees is being smoothly carried out.	Daniel I. Prajogo (2010), Denison, D.R. and Mishra, A.K. (1995)
	CULTU2	Sharing customer-oriented minds among employees.	
	CULTU3	Employees share market-oriented minds	
	CULTU4	Our company has an atmosphere for creativity development	
Organizational Support	SUPPORT1	Our company is giving physical compensation	Yüksel Gündüz (2014)
	SUPPORT2	Our company fosters and supports people	
	SUPPORT3	Our company supports the business through the management system.	
	SUPPORT4	Our company distributes and supports resources reasonably.	
Motivation	MOTIV1	Our company makes me work more motivated.	Nguyen Quoc Nghi (2014)
	MOTIV2	I think my company recognizes my achievements.	
	MOTIV3	I feel a sense of accomplishment for good performance.	
	MOTIV4	I have a willingness to achieve my goals.	
Performance	PERFO1	I am generally satisfied with my current job.	James Gerard Caillier (2014); Daniel I. Prajogo (2010)
	PERFO2	I have an attachment to my work.	
	PERFO3	I want to continue my current work.	
	PERFO4	I am satisfied with my relationship with the company.	

The method used to deliver questionnaires is the convenient sampling method, based on the list of employees taken from the administrative organization of the companies. Data collected after being encrypted, was cleaned and tested by SPSS and AMOS 22.

4. Results

Table 3. General description of the enterprises surveyed in the research

No.	Name of project	Forms of inves-	Add	Inves- capital (mil \$)	Time
1	Nghi Son Cement Company	Joint venture: Vietnam, Japan	Hai Thuong Commune - Tinh Gia - Thanh Hoa	621.91	30/06/2011 Re-register businesses 24/9/2013
2	Nghi Son Refinery and Petrochemical Company, Limited	Joint venture: Vietnam, Japan & Kuwait	Nghi Son EZ	9,000.00	14/04/2008 Re-register businesses 21/6/2013
3	Fercrom Thanh Hoa Company Limited	Joint venture: Vietnam, & China	Lien Son village, Hai Thuong commune, Tinh Gia, Thanh Hoa	15.00	25/4/2008 Re-register businesses 12/8/2013
4	Northern Vietnam Vegetable Oil Limited Company	Joint venture: Vietnam, & Singapore	Hai Ha Commune - Tinh Gia - Thanh Hoa	71.50	10/6/2013 Re-register businesses 18/10/2013

The 4 enterprises were chosen to survey because of the reasons: (1) They are all manufacturing enterprises so they may have common characteristics and similar human resource structure and management style; (2) they are joint venture companies; (3) operating for 5 years or more (corporate culture has been clearly formed and developed because corporate culture is one of the main factors proposed in this study). These 4 businesses all went into operation in 2013 with the investment capital ranging from 15m to 9000m USD.

Table 4. Respondents of the survey

	Respondents	Total	In %
Gender	Male	156	62.4
	Female	94	37.6
	Total	250	100
Nationality	Vietnamese	180	72.0
	Foreigner	70	28.0
	Total	250	100
Educational level	Post graduate	75	30.0
	Bachelor	125	50.0
	Lower	50	20.0
	Total	250	100

The basic information describing the respondents by gender, nationality and education level is presented in Table 4. The total number of questionnaires given out is 270; the number of responses collected was 256, of which 6 questionnaires were rejected due to the lack of information. The number of responses accepted for analysis was 250, ensuring the required sample size determined. In addition, the number of responses collected is also quite balanced according to the labor rate of each enterprise (Table 1). Therefore, the number of valid questionnaires collected ensures the representative of the study.

5. Findings

Descriptive statistics on the Leadership scale show that employees in joint venture companies appreciate good leadership style. The most appreciated element in the scale is the “manager presents a clear management vision” (3.94); Next is “The manager's decision making ability is agile” (3.92). Two factors with lower scores on the scale are “Managers are committed to service innovation” and “Managers have a strategic mindset”. However, in general assessment, the elements of leaders are highly appreciated by employees. This proves that the leaders of joint-venture enterprises are often very persistent, clear and have a great influence on their employees.

As for the Organizational Culture element of joint ventures, it can be seen that employees also greatly appreciate the statements on the scale. The scale of almost all factors is assessed at 4 of 5 point, which is a high score, demonstrating the corporate culture in joint ventures has been shown very clearly, has an important effect in determining direction and guidance for employees in the organization to focus on common goals. Especially, the most appreciated factor is "Communication among employees is being smoothly carried out" (mean = 4.02), this proves that communication culture in joint ventures is smoothly.

The most appreciated factor in the scale is the “Organizational Support” factor. All statements on the scale are rated above 4 points; the highest is the factor “Our Company supports the business through the management system”. This proves that the joint venture does not only focus on the style of leadership, organizational culture but also focus on the most essential factor “Support” for employees because it is, in fact, the most important factor to motivate the work motivation of individuals. Currently, Vietnam is still one of the developing countries, the income per capita is low, and the demand for people's lives is almost unmet. However, with the policy of supporting employees placed on top of interest, it has achieved a positive effect in the perception of employees, making them feel secure and satisfied with their dedication to the work.

In term of work motivation factors, in general, the comments of the employees are good, the highest is the assessment of “company recognizes my achievements”, scoring above 4/5. Thanks to that, every employee easily sees that the contribution is always worthy of recognition, which helps to motivate them to repeat their achievements in the future. Therefore, the way that joint venture enterprises are applying to recognize achievements in rewarding employees has a great effect in stimulating workers to achieve higher achievements in their work.

After the EFA, no variables were excluded because the Factor loadings are more than 0.5. The KMO test results and the Rotation are as follows:

Table 5. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.871
Approx. Chi-Square		2882.997
Bartlett's Test of Sphericity	df	190
	Sig.	.000

The variables retained exactly as the groups in the original scale after Factor Loading Step. The results of Reliability Analysis show that the scales both have a strong Cronbach's Alpha Coefficient. The Corrected item - Total correlation of items are all more than 0.3. Thus, the proposed items measure the same concepts and the scales are reliable for using in the next steps.

Table 6. Reliability Analysis

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Leadership	Cronbach's Alpha = 0.889			
LEDER1	11.70	5.473	.751	.861
LEDER2	11.76	4.956	.762	.856
LEDER3	11.72	4.988	.770	.852
LEDER4	11.74	5.155	.751	.860
Organizational Culture	Cronbach's Alpha = 0.785			
CULTU1	11.84	3.846	.576	.742
CULTU 2	11.89	3.714	.717	.670
CULTU 3	11.92	4.133	.503	.778
CULTU 4	11.92	4.038	.585	.737
Organizational Support	Cronbach's Alpha = 0.822			
SUPPORT1	12.40	4.314	.628	.784
SUPPORT 2	12.40	4.104	.749	.729
SUPPORT 3	12.36	4.496	.560	.815
SUPPORT4	12.51	4.235	.653	.773
Motivation	Cronbach's Alpha = 0.902			
MOTIV1	11.79	4.752	.730	.893
MOTIV2	11.70	4.773	.785	.873
MOTIV3	11.86	4.611	.819	.860
MOTIV4	11.81	4.622	.793	.870
Performance	Cronbach's Alpha = 0.876			
PEFOR1	12.15	4.844	.669	.868
PEFOR 2	11.98	4.682	.775	.825
PEFOR 3	11.99	4.964	.714	.849
PEFOR 4	11.95	4.721	.783	.822

The results of confirmatory factor analysis (CFA) showed that Chi-square = 221.838; df = 157 (p = 0.001 < 0.05). Chi-square /df = 1.413 (df < 3) ; TLI = 0.972; CFI = 0.977 (TLI, CFI > 0.9); GFI = 0.915 > 0.8 and RMSEA = 0.041 < 0.08. The research uses structural equation model to assess relevance of the model and reevaluate relationships in the model.

The results of Structural equation modeling indicated that Chi-square = 260.217; df = 162 (p = 0.000 < 0.05); CFI = 0.965, TLI = 0.959, GFI = 0.904 (both more than 0.9) and RMSEA = 0.049 < 0.08. Therefore, it is possible to conclude that the model achieves compatibility with market data.

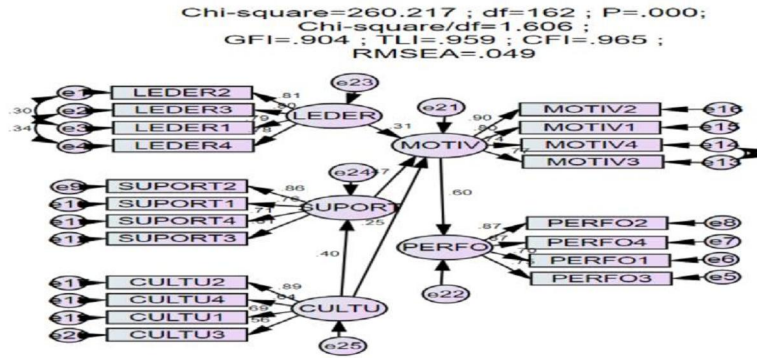


Figure 2. Structural equation model - SEM

The results of Hypothesis Testing after SEM mean that the elements Leadership, Organizational Support and Organizational Culture have a positive impact on Job Motivation of employees and Motivation has positive impact on Performance (Coefficient is 0.609); in which the strongest influence on Motivation is Organizational Support (Coefficient is 0.409), followed by Leadership (0.254), and finally Organizational Culture (0.213). All Hypotheses were accepted.

Table 7. Hypothesis Testing after SEM

	Estimate	S.E.	C.R.	P	Hypothesis	Result
MOTIV <--- LEADER	.254	.055	4.603	***	H1	Accepted
MOTIV <--- SUPORT	.409	.063	6.522	***	H2	Accepted
MOTIV <--- CULTU	.213	.058	3.659	***	H3	Accepted
PERFO <--- MOTIV	.609	.077	7.949	***	H4	Accepted

6. Discussion

The scale of motivating components that affect Work Performance after the proposition achieves reliability and permissible values. The results of theoretical model tests showed that all three components affect work motivation, especially Work Motivation affecting Performance. The most powerful component of the motivation is the Organizational Support component. Scientific studies have shown that the spirit of excitement can help promote creativity and increase work efficiency. And to enhance the inspiration of working, it is necessary to elicit passion in the work by well performing both physical and mental support for employees. This is in line with the views of classical researchers such as A. Maslow who claimed that when the minimum to highest human needs are met, they will feel more satisfied and motivated. In empirical studies, this is also proved to be true (Nguyen Thi Phuong Thao, Vo Van Viet, 2017; Morris, 2009; Chhabra, 2010; Abonam, 2011; Said Abdi Mohamud, 2017). Besides, the factor of leaders is also an important factor affecting the motivation for employees according to this research. When the managers show respect, acknowledges dedication and cares about their employees, this not only helps improve the working spirit but also helps them to be more

respectful and eager to work hard and stick long-term with the business. Instead of strict control, managers give the direction and empower employees to be more proactive in their work and they will feel valued (James Gerard Caillier, 2014); Bass & Riggio, 2006). The least impact on Motivation of this study is Organizational Culture. Science and practice have proved that cultural elements are indispensable spiritual dishes of human life, like other material needs. During labor activity, muscle and nerve stress occurs regularly, causing fatigue and psychological stress. Bringing material and spiritual elements into business activities from designing workplaces, working equipment and tools, working style, communication style and leadership style, will reduce the frequency of that stress. In particular, bringing cultural activities can create excitement; erase mental fatigue and stress to help people recover more quickly. The stronger the organizational culture is, the more members of the organization accept the basic values of the organization. When these values are shared widely, intentionally, the commitment of the members will be greater. Strong culture does not only influence the behavior of organizational members, strong culture is also directly related to reducing the level of replacement of workers because strong culture can gather high consensus among members about what their organization has set out to improve productivity and efficiency. Such agreement on purpose will create the bond, loyalty and commitment to the organization of the members (Daniel I. Prajogo, 2010).

7. Conclusion

Modern economic theories have shown that human resources are the most important resource of a nation, especially in an organization. Manpower is the most important asset of an organization; this is reflected in a number of aspects such as: the cost of human resources in an organization is difficult to estimate, benefits due to human resources created cannot be specified in a specific way, it can achieve a tremendous value. Manpower in an organization is both a goal and a driving force for the organization's activities. Manpower is the basic element that constitutes an organization, which is a condition for organizations to exist and develop. Therefore, an organization that is assessed as strong or weak depends largely on the effectiveness and quality of its human resources. With the understanding of the relationship between Work Motivation and Working Performance of workers in Nghi Son economic zone, the research wants contributed to orienting more effective solutions to increase motivation and working capacity and performance for employees, contributing to building strong business organizations in the area of Nghi Son economic zone in particular and Thanh Hoa province in general.

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