

Exploring Work Motivation and Job Effectiveness in Mekong Delta's Hospitality: A Study Utilizing Partial Least Squares Structural Equation Modeling

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ABSTRACT

This study aims to investigate the factors influencing employee work motivation and job effectiveness in the hospitality sector within the Mekong Delta region of Vietnam. A sample size of 227 employees from various restaurants and hotels was surveyed using a combination of qualitative interviews and quantitative questionnaires. The research employed Partial Least Squares Structural Equation Modeling to analyze the data and test the hypothesized relationships. The results indicate that both financial and non-financial factors significantly impact employee motivation and job performance. Specifically, income emerged as the most influential factor, followed by relationship with colleagues, job stability, reward and recognition, corporate culture, and leadership style. Notably, the study emphasizes the importance of fostering a positive work environment, providing fair compensation, ensuring job stability, and implementing effective leadership practices to enhance employee engagement and productivity in the hospitality industry. These findings offer valuable insights for managers and policymakers seeking to develop targeted interventions aimed at improving employee well-being and organizational performance in the Mekong Delta's hospitality sector.

KEYWORDS

Employee work motivation; Job effectiveness; Hospitality sector; Mekong delta; Partial Least Squares Structural Equation Modeling

1. Introduction

The importance of human resources in determining the success or failure of an organization has been widely emphasized in contemporary organizational studies (Robbins, 2005). Managers often view employee satisfaction and motivation as crucial strategies to enhance overall organizational performance (Kamery, 2004). However, the correlation between employee motivation and the factors influencing work motivation can be complex and vary depending on the characteristics of each industry and different stages of development.

Many businesses have come to recognize human resources as invaluable assets and the primary drivers of a company's development, leading to increased revenue streams. Yet, empirical evidence indicates that a considerable portion of the workforce fails to exert their full effort and maximize their potential, thus hindering organizational productivity.

Effective human resource management necessitates prioritizing individuals as the central focus of development (Wiley, 1997). Employees who are motivated tend to achieve significantly higher levels of productivity, exhibit lower turnover rates, and take fewer leaves (Arman, 2009). Therefore, the

challenge for human resource managers and business owners lies in determining how to effectively motivate employees to unlock their full potential.

Employees in organizations often struggle to meet job quality standards or sustain their roles at their maximum potential. They may work in a state of disillusionment, contributing minimally and lacking creativity, with their performance not aligning with their actual capabilities. Managers frequently falter in providing the necessary challenges and opportunities to motivate employees and steer their work behaviors towards positivity (Kovach, 1995).

The rationale for focusing on research within the hotel sector in the Mekong Delta, Vietnam stems from the industry's unique challenges, including relatively low remuneration and a psychologically stressful working environment (Tuan, 2012). With hotels operating 24/7 and employees frequently engaging in direct customer interactions, maintaining high levels of customer satisfaction is imperative. This study seeks to offer insights for organizations, particularly those in the hotel industry in the Mekong Delta, Vietnam, on effective strategies to motivate employees and enhance organizational effectiveness. In the context of a significant decline in tourist arrivals due to the impact of the Covid-19 pandemic, many hotel and tourism industry personnel have been forced to resign or seek employment in other sectors. Consequently, as the tourism sector begins to recover, there may be a shortage of high-quality workforce in this field, and hotel businesses may once again face the risk of personnel shortages and instability.

Why are employees not loyal to organizations? What are the factors influencing employee loyalty to organizations? While there have been numerous studies worldwide on exploring Work Motivation and Job Effectiveness, in Vietnam, research on this aspect in the hotel business sector remains relatively scarce. Therefore, studying the factors influencing Exploring Work Motivation and Job Effectiveness of hotel employees in the context of preparing for the tourism industry's recovery post-Covid-19 pandemic is of significant importance. Such research can assist hotel businesses in formulating effective policies to retain high-quality workforce, thereby serving the future business strategies of hotels.

2. Theoretical foundation

2.1 Basic concepts of motivation and creating motivation in organizations

Currently, there exists a multitude of diverse definitions concerning work motivation. According to Lawler (1973), motivation plays a catalytic role in converting motives into useful actions, driving individuals to engage in beneficial activities. Accordingly, "Task performance = Ability $\times$ Motivation". Work motivation embodies the desire and voluntary effort to enhance human endeavors towards achieving specific organizational objectives and outcomes.

Creating work motivation involves amalgamating measures and behaviors within organizations and management to instill dedication and voluntary participation among employees, compelling them to strive towards the organization's goals. This process comprises fundamental steps such as construction, implementation, and evaluation of motivational strategies. The motivational approaches for each target group may vary due to differences in their needs and satisfaction levels.

Mitchell (1982) characterizes work motivation as the psychological process that arouses awareness, directs orientation, and fosters perseverance in undertaking voluntary activities aimed at achieving goals. Work motivation manifests as a willingness to exert significant efforts towards organizational objectives, rooted in fulfilling individual needs (Robbins, 1993).

Work motivation, as viewed by psychologists (Murphy & Alexander, 2000), is an internal process that drives, directs, and sustains continuous action. Wright (2003) measures labor motivation by the willingness to go the extra mile in completing tasks despite challenges, exhibiting readiness to start work early or stay late, often working more diligently than peers with similar responsibilities, and losing track of time. Griffin and Moorhead (2007) define motivation as a confluence of guiding forces that steer individual behaviors towards achieving goals. Robbins (2005) and Abbah (2014) define motivation as the readiness to exert maximum effort towards the organization's goals to fulfill certain

individual needs. Pinder (2014) defines work motivation as a composite of internal and external forces within individuals that generate, guide, and sustain behaviors related to work.

In summary, work motivation represents a relationship between individuals and organizations. The achievements of individuals and the goals of the organization are independent processes interconnected by individual work motivation. Individuals who drive themselves to meet the organization's goals also align with their personal objectives.

2.2 Job effectiveness

According to Rothmann and Coetzer (2003), job effectiveness of employees is demonstrated through the attainment of goals or standards set by the organization. Job effectiveness is evaluated and compared with the assigned objectives after a process of employee performance (Eisele & D'Amato, 2011). Measuring job effectiveness aims to identify the outcomes achieved and the quality of work in relation to the goals, as well as the contributions compared to expectations (Armstrong & Murlis, 2004).

2.3 Models of factors influencing work motivation and job effectiveness

Theories of motivation all revolve around the consideration of human needs. To motivate employees, leaders must first pay attention to their needs, understand what they desire, and create conditions for them to strive to satisfy those needs.

In 1946, Foreman Facts (New York Labor Relations Institute) conducted a study proposing a model of motivating factors for employees in various industrial sectors, comprising several elements. This model was later widely disseminated and adopted by many researchers and organizations in diverse industries. Kovach (1987) supplemented and introduced a model of 10 motivating factors for employees, including: (1) Interesting job tasks, (2) Adequate recognition for work done, (3) Autonomy in work, (4) Job stability, (5) High salary, (6) Opportunities for career advancement and development, (7) Good working conditions, (8) Supportive superiors, (9) Skillful disciplinary handling, (10) Supervisor assistance in solving personal problems. Subsequently, many researchers such as Bob Nelsson (1991), Silverthorne (1992), Charles and Marshal (1992), Simons and Enz (1995), Wong, et al. (1999) conducted studies on this model. Research following Kovach's model has been conducted in many countries and fields, confirming that these ten factors influence employees' work motivation. This forms the basis for constructing research models in this field.

Furthermore, Herzberg (1968) pioneered a motivational theory distinct from traditional paradigms centered on fulfilling needs, expectations, or equity considerations. Instead, his theory delves into the interplay between individuals and their perceptions of work, a dynamic that profoundly influences their achievements or setbacks. Herzberg posited that employee satisfaction or dissatisfaction isn't dichotomous but rather influenced by both intrinsic (motivators) and extrinsic (hygiene factors) elements inherent in their work environment. Bartol and Martin (1998) further segmented motivation theories into three overarching categories: Need theories, Cognitive theories, and Reinforcement theories.

Moreover, there is Pink's motivation theory 3.0 (2009), which categorizes motivation into three levels: Motivation 1.0: basic needs; Motivation 2.0: working more than 8 hours/day; Motivation 3.0: intrinsic motivation, meaning that workers are self-directed to do what they believe is right. The core of Pink's theory is motivation 3.0, where people perform tasks they find intrinsically rewarding and act on their inner desires rather than biological drives or external rewards. Thus, people work more effectively and creatively when they find satisfaction and fulfillment in their work.

3. The research model

Building upon Kovach (1987) 10-factor model, the research team compared the similarities and differences with their specific study context against existing research, thereby refining or adding practical and relevant factors. Inheriting the research outcomes of previous authors, the research team proposes a model to investigate the factors influencing employee motivation and job performance in the hospitality sector in the Mekong Delta, Vietnam. The hypothesis posits that all observed variables have an impact on employee motivation, which in turn affects job performance. Based on a 7-factor

research model, the authors discuss constructing a formal questionnaire tailored to the real-life situation of the hotel industry in the Mekong Delta, Vietnam. The questionnaire comprises 31 observed variables and 4 observed variables to measure the overall level of work motivation and 4 observed variables to measure job performance. All variables in the components utilize a 5-point Likert scale with corresponding levels: level 1 being completely disagree with the statement, level 2 disagree, level 3 neutral, level 4 agree, and level 5 completely agree with the statement. The outcome of this section is a formal questionnaire for surveying the opinions of employees in the restaurant and hotel sector in the Mekong Delta Region, Vietnam.

3.1 Job stability

According to Herzberg (1959), the factors influencing work motivation consist of two components: maintenance factors and motivators. Among them, job stability pertains to factors such as the working conditions, company policies, supervision, relationships with colleagues, salary, position, and stable job roles. Especially during the economic downturn post the Covid-19 pandemic in Vietnam, job stability becomes crucial. Therefore, the hypothesis 1 is proposed as follows:

H1: Job Stability has a positive impact on Employee Work Motivation in the hospitality sector in the Mekong Delta, Vietnam.

3.2 Income

Income reflects physiological and safety needs in Maslow's hierarchy of needs theory. A good income should be commensurate with the individual's capabilities and contributions. Income levels aligned with performance achievements demonstrate leadership's care for employees and enhance employee satisfaction with income policies (Kovach, 1987; Forson et al, 2021), thereby fostering employee work motivation. Thus, hypothesis 2 is proposed as follows:

H2: Income has a positive impact on Employee Work Motivation in the hospitality sector in the Mekong Delta, Vietnam.

3.3 Corporate culture

According to Overell (2009), five key factors for motivating encouragement include building internal branding, communicating organizational values, demonstrating effective leadership, creating an engaging and challenging work environment, managing work performance, and continuous improvement. Tavassoli (2008), Forson et al. (2021) indicates that effective communication and vibrant branding through human resources instill higher employee pride, a better perception of common purpose, and higher motivation levels. Hence, hypothesis 3 is proposed as follows:

H3: Corporate Culture has a positive impact on Employee Work Motivation in the hospitality sector in the Mekong Delta, Vietnam.

3.4 Relationship with colleagues

All employees, despite working in different positions, can effectively collaborate to achieve the organization's common goals if they have good communication relationships with their colleagues (Griffin & Moorhead, 2007; Herzberg, 1968; Kovach, 1987). Chew (2004), Wiley (1997), Robbins and Judge (2015) have pointed out that employees are motivated when they have good relationships with their colleagues within the company. Thus, hypothesis 4 is proposed as follows:

H4: Relationship with Colleagues has a positive impact on Employee Work Motivation in the hospitality sector in the Mekong Delta, Vietnam.

3.5 Leadership style

According to studies by Kovach (1987) and Chew (2004), employee work motivation depends on the leader's behavior. Watson (2012) reinforces the view that direct managers strongly influence employee attachment to their work, their commitment to the company, and their willingness to contribute to the company's success. Hence, hypothesis 5 is proposed as follows:

H5: Leadership Style has a positive impact on Employee Work Motivation in the hospitality sector in the Mekong Delta, Vietnam.

3.6 Working conditions

According to Kovach (1987), a safe environment, reasonable working hours, conducive workspaces, and good organization will promote employee work motivation. In organizations, attention to working conditions, investment in equipment, machinery, safety equipment, and protective gear will make employees feel secure, focus on their work, and create the basis for productivity, quality, and work efficiency (Herzberg, 1968; Reio & Callahon, 2004; Robbins & Judge, 2014; Forson et al., 2021). Hence, hypothesis 6 is proposed as follows:

H6: Working Conditions have a positive impact on Employee Work Motivation in the hospitality sector in the Mekong Delta, Vietnam.

3.7 Reward and recognition policies

Employees will react strongly and positively when evaluated highly in their work, especially when recognized and rewarded for their efforts, affirming the value of their work. According to Herzberg (1959), reward and recognition policies are motivators for employees. Furthermore, Schmidt (2007) highly evaluates the importance of reward and recognition policies. Nelson (1996) argues that when individuals in the organization are not recognized and transparently rewarded commensurate with their contributions to the organization, they will lack work motivation and dedication. Thus, hypothesis 7 is proposed as follows:

H7: Reward and Recognition policies have a positive impact on Employee Work Motivation in the hospitality sector in the Mekong Delta, Vietnam.

3.8 Employee Work Motivation

Boosting employee motivation stands out as a key strategy for managers aiming to elevate the performance of team members within their organization (Kovach, 1987). Within firms, there's a steadfast emphasis on enhancing labor productivity, a pivotal metric for gauging work efficiency (Borman, 2004). As noted by Kamery (2004) and echoed by Robbins and Judge (2015), Fahrena and Sopiah (2022), Chen (2023) there exists a direct correlation between the expectations organizations place on their employees and the resultant level of work efficiency: higher expectations tend to yield increased work efficiency, while lower expectations may lead to diminished performance.

H8: Employee Work Motivation has a positive impact on Job Effectiveness in the hospitality sector in the Mekong Delta, Vietnam.

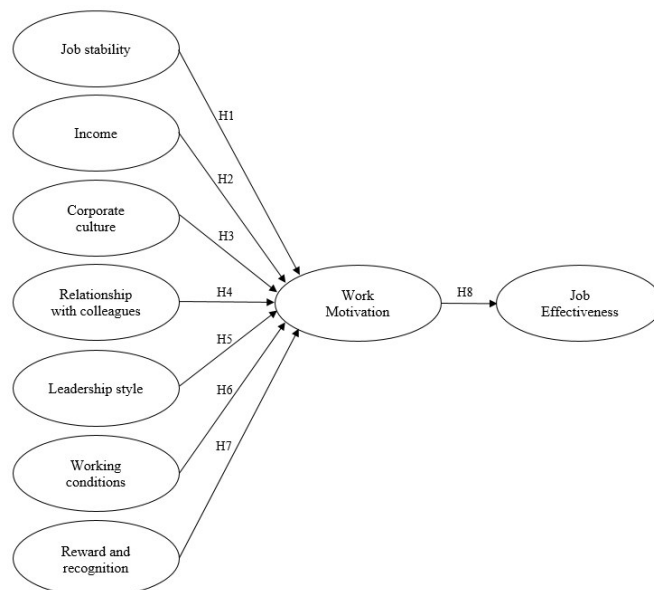


Figure 1 Research framework

4. Research methods

The qualitative research method of expert group interviews was utilized to develop content, research models, and explore components, as well as to construct preliminary scales through expert interviews and group discussions. The author group conducted a survey of opinions from a group consisting of 8 mid-level managers at hotels in Can Tho and Kien Giang cities, as well as researchers with expertise in the hotel industry's human resources field. The experts provided feedback on the concepts and scales constructed by inheriting models and scales from previous studies to develop a set of scales suitable for the hotel industry in the Mekong Delta region, Vietnam. This aimed to refine and supplement the scales and questionnaires used for interviews. The preliminary results of the study include the formal questionnaire used for research and an overview of the main measurement components.

According to Bentloun and Chou (1987), the recommended number of observations per estimated parameter is 5 observations. Therefore, in this study, to align with previous studies by other authors and fit our own research purposes, the author used a minimum of 39 observed variables and 9 components, resulting in 5x39; 195 observations. To anticipate any issues during the questionnaire distribution process, as some questions might be invalid, the author opted for a precautionary measure by selecting 300 observations and distributing them to employees at restaurants and hotels across 3 provinces and cities, including Can Tho City, Kien Giang City, and Dong Thap Province, using a non-probability convenience sampling method. The convenience sampling method is based on convenience or accessibility to the subjects, in places where the author is likely to encounter them. If the interviewee declines, the author moves on to another subject within the population. Therefore, to save time while ensuring data accuracy, the author chose the non-probability convenience sampling method. The research period spanned from April to June 2023. The actual sample size of the study is 227 employees.

The reliability of the scale was assessed using Cronbach's alpha coefficient and exploratory factor analysis. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to test the research model, validate hypotheses, and ultimately discuss the results of data processing to propose feasible solutions for practical application.

5. Research results

5.1 Reliability testing of the scale

The scale was evaluated using reliability assessment methods and exploratory factor analysis. The scale was validated using Cronbach's Alpha coefficient to assess the correlation levels among observed variables. If the correlation between observed variables and the total variable is less than 0.3, they are eliminated, ensuring that the reliability coefficient is greater than 0.6.

The results of the reliability test using Cronbach's Alpha coefficient are presented in Table 1. The examination of the scale components revealed that all components had Cronbach's Alpha values > 0.724, with no measurement variables having an average extracted variance less than 0.5. Therefore, all observed variables met the criteria for inclusion in the exploratory factor analysis.

Table 1 Results of scale reliability testing

Factor	Cronbach's alpha coefficient
Job stability	0.825
Income	0.737
Corporate culture	0.724
Relationship with colleagues	0.789
Leadership style	0.856
Working conditions	0.771
Reward and recognition policies	0.748
Employee Work Motivation	0.821
Job Effectiveness	0.862

5.2 Evaluation of measurement model

To assess the reliability of the measurement scale, the study utilized composite reliability (CR), average variance extracted (AVE), and individual factor loading coefficients. Specifically, a CR value greater than 0.7 and outer loading coefficients exceeding 0.4 (Hair et al., 2014) were considered indicative of reliability. Additionally, according to Fornell and Larcker (1981) an AVE value surpassing 0.5 affirms the reliability and convergent validity of the measurement scale.

The computed results regarding composite reliability, factor loading coefficients, and variance extracted for the component scales in the model indicate that all concepts' measurement scales meet the requirements for reliability and convergent validity.

Table 2 The results show the reliability and convergent validity of the measurement scale

Factor	Composite Reliability	Average Variance Extracted
Job stability	0.897	0.643
Income	0.833	0.601
Corporate culture	0.815	0.594
Relationship with colleagues	0.879	0.637
Leadership style	0.901	0.658
Working conditions	0.874	0.632
Reward and recognition policies	0.852	0.624
Employee Work Motivation	0.881	0.639
Job Effectiveness	0.912	0.665

To evaluate the distinctiveness of the measurement scale, Table 3 demonstrates that the square root of the average variance extracted for each factor (discriminant value - denoted by bold numbers) exceeds all correlation coefficients with other factors within the same column or row. Consequently, the scale meets the criterion for discriminant validity as outlined by Fornell and Larcker (1981).

Table 3 Heterotrait-Monotrait Ratio (HTMT) coefficients

Factor	JS	IN	CC	RC	LS	WC	RR	WM	JE
Job stability	0.739								
Income	0.421	0.729							
Corporate culture	0.364	0.392	0.815						
Relationship with colleagues	0.183	0.381	0.015	0.748					
Leadership style	0.287	0.104	0.132	0.248	0.846				
Working conditions	0.183	0.177	0.291	0.251	0.173	0.873			
Reward and recognition policies	0.026	0.125	0.163	0.109	0.286	0.152	0.794		
Employee Work Motivation	0.289	0.253	0.114	0.215	0.120	0.186	0.268	0.882	
Job Effectiveness	0.138	0.131	0.108	0.126	0.189	0.252	0.317	0.163	0.719

5.3 Testing for the assumption of multicollinearity

The estimation of path coefficients relies on the regression of each dependent variable on predictor variables (Hair et al., 2014). The results of the Variance Inflation Factor (VIF) analysis indicate that the highest VIF value among the observed variables is 1.932, and all VIF values are consistently below the threshold of 5. Hence, it can be concluded that multicollinearity does not reach critical levels in any of the causal concepts studied, posing no issues for the model estimation.

In PLS-SEM analysis, the model's explanatory power is assessed by structural path coefficients and the R² coefficient of the dependent variables. Employing non-parametric bootstrap analysis with 5,000 repetitions, as suggested by Hair et al. (2014), an R² value of 0.6 indicates weak internal structure, 0.5 signifies moderate, and 0.75 signifies high. The analysis results reveal that the R² value for the model of employee work motivation is 0.683, and the R² value for the model of job effectiveness is 0.417. Through the analysis of the impact of factors on employee work motivation, it is evident that factors

such as job stability, income, corporate culture, relationship with colleagues, leadership style, and reward and recognition policies collectively explain 68.3% of the variance in employee work motivation at a statistically significant level of 5%. The remaining 46.4% unexplained variance is attributed to other factors not included in the model. Additionally, employee work motivation contributes to explaining 41.7% of job effectiveness among employees in the hospitality sector in the Mekong Delta region, Vietnam.

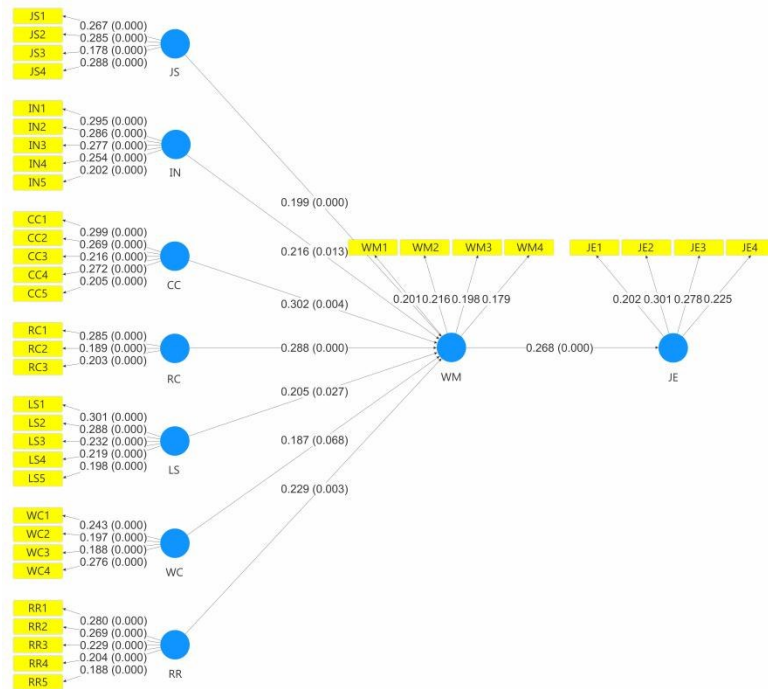


Figure 2 Results of PLS-SEM

5.4 Bootstrapping testing

Given that the data analyzed in Partial Least Squares (PLS) is assumed to deviate from a normal distribution, the conventional parametric tests used in regression analysis cannot adequately assess the significance of coefficients, such as path coefficients. Instead, PLS employs a bootstrap analysis approach involving non-parametric resampling to evaluate the significance of coefficients, as outlined by Hair et al. (2014). In order to determine whether the path coefficients significantly differ from zero, the t-value is derived using bootstrapping. In this particular study, a non-parametric bootstrap technique was employed, involving 227 observations and 5,000 repetitions, to ensure compliance with the prerequisites for assessing the linear structural model.

Table 4 Results of hypothesis testing in the study

Relationship	Hypothesis	Original weight	P value	Result
JS → WM	H1	0.275	0.000	Accepted
IN → WM	H2	0.341	0.013	Accepted
CC → WM	H3	0.242	0.004	Accepted
RC → WM	H4	0.296	0.000	Accepted
LS → WM	H5	0.185	0.027	Accepted
WC → WM	H6	0.318	0.068	Rejected
RR → WM	H7	0.253	0.003	Accepted
WM → JE	H8	0.197	0.000	Accepted

Table 4 reveals 6 positive relationships between factors and employee work motivation in the hospitality sector in the Mekong Delta, Vietnam, with all 6 relationships corresponding to 6 factors being statistically significant at the 5% level. Ranked from highest to lowest, they are: Income (impact coefficient $\beta = 0.341$), Relationship with colleagues (impact coefficient $\beta = 0.296$), Job stability (impact coefficient $\beta = 0.275$), Reward and recognition policies (impact coefficient $\beta = 0.253$), Corporate culture (impact coefficient $\beta = 0.242$), Leadership style (impact coefficient $\beta = 0.185$). Additionally, Employee Work Motivation also positively influences Job Effectiveness (impact coefficient $\beta = 0.197$).

Hence, it can be observed that managers of restaurants and hotels in the Mekong Delta need to focus on improving both financial and non-financial factors, including Income, Relationship with colleagues, Job stability, Reward and recognition, Corporate culture, and Leadership style, to enhance employee work motivation and job effectiveness.

Income stands out as the most significant factor influencing employee work motivation. Therefore, restaurants and hotels should continue to enhance policies related to salary increases, bonuses, and benefits to boost employee work motivation. Additionally, fair income distribution based on competence and contributions is crucial to stimulate employee motivation.

Relationship with colleagues affects both employee work motivation and job effectiveness. In this study, Relationship with colleagues ranks as the second most influential factor on work motivation after income and is the most influential factor among non-financial factors. Thus, Directors of restaurants and hotels must particularly focus on improving the work environment, creating opportunities for employees to connect emotionally, fostering good collaboration among employees and departments, thereby enhancing employee work motivation. Encouraging effective communication methods and cultivating a culture of mutual assistance among colleagues to reduce stress and promote a comfortable working atmosphere are also essential.

Job stability ranks as the third most influential factor on employee work motivation, following Income and Relationship with colleagues. Given the significant industry fluctuations in restaurants and hotels due to the impact of the Covid-19 pandemic, stability in employment is highly valued. When employees perceive their jobs as stable, with long-term prospects and no threat of layoffs or downsizing, it can increase their work motivation. According to Herzberg (1959), job stability is a factor that sustains employee work motivation.

Reward and recognition, both material and spiritual, rank as the third most influential factor on employee work motivation. The research results demonstrate that when employees receive proper recognition from leadership, based on their work competence, with timely and appropriate incentive policies, it fulfills their expectations. Therefore, managers need to adopt reasonable solutions, such as understanding employee sentiments, acknowledging and promptly recognizing their contributions, not only materially but also spiritually, through concrete actions like internal commendation boards, certificates of merit, organizing internal competitions, events, honoring employees monthly, quarterly, annually, etc.

Corporate culture is highly valued by employees in restaurants and hotels. During work, if employees perceive and are inspired by the company's brand values and culture, they feel proud of their workplace. Additionally, having a certain understanding of the company's logo, objectives, and mission can further motivate them to work diligently.

Leadership style has the least impact on employee work motivation, but it still contributes positively. Therefore, leaders in restaurant and hotel departments need to enhance their leadership and business management capabilities. They should listen to employee suggestions regarding work methods, trust their employees, engage in discussions before making decisions, and demonstrate more care and attention to employees throughout the work process. Creating trust in the company's policies and direction among employees is crucial.

6. Conclusion

In conclusion, this study contributes to the existing literature by synthesizing both established findings and novel insights specific to the hospitality sector in the Mekong Delta, Vietnam. Similar to previous studies, our research reaffirms the significance of income as a primary motivator for employees (Kovach, 1987; Forson et al, 2021). Additionally, we validate the importance of non-financial factors such as Relationship with colleagues, Job stability, Reward and recognition, Corporate culture, and Leadership style in shaping employee motivation and job effectiveness, consistent with prior research (Overell, 2009; Herzberg, 1968; Chew, 2004). Through a combination of qualitative and quantitative methodologies, we provide empirical evidence to support our findings, enhancing the robustness and applicability of our research (Kovach, 1987; Chew, 2004). To enhance employee engagement and productivity, managers in restaurants and hotels must prioritize strategies aimed at improving both financial aspects, such as salary and benefits, and non-financial aspects, including fostering a positive work environment, promoting teamwork, providing job stability, and implementing effective leadership practices.

By addressing these key factors, organizations can cultivate a workplace culture that values employee well-being, fosters mutual respect and collaboration, and ultimately drives business success. Moreover, the findings of this research provide valuable insights for decision-makers to develop targeted interventions and policies tailored to the unique needs and challenges of the hospitality industry in the Mekong Delta. By highlighting actionable strategies for managers, this study not only contributes to theoretical advancements but also offers practical implications for organizational decision-making and managerial practice in the hospitality industry.

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