

Factors Affecting Lecturers' Motivation: A Case Study of Public Universities in Ho Chi Minh City, Vietnam

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Abstract Human resources are always factor contributing to not only the existence of any organization, but also its development, the successful performance of which leads to create and enhance motivation of the employees in the organization. This factor is to promote lecturers and to improve labor productivity. It is a decisive factor for each University in successfully implementing the objectives and improving training quality. Therefore, this study's primary goal is to explore factors that influence the lecturers' motivation of public universities in Ho Chi Minh City (HCM). The researcher surveyed 800 lecturers who are teaching at eight public universities in HCMC, and each University has 100 lecturers surveyed. The researcher applied a random sampling technique and tested the Cronbach's Alpha. Results showed three factors affecting the lecturers' motivation and loyalty at public universities in HCMC with significance at 1.0 percent. This study's findings are an essential scientific justification to help educational managers improve lecturers' motivation and enhance training quality, not only in public universities in HCMC but also in other public universities in other provinces.

Keywords Lecturer, Motivation, Loyalty, Universities, SGU

1. Introduction

Public universities own a plentiful human resource and are ready to complete each assigned job that is always the expectation of the university owner. But in every organization, many individuals still work with a quality lower than their actual capacity. Despite trying to persuade and create the best conditions to promote their productivity, many executives again fail. The reason is that from the beginning, they did not eliminate all the false ideas below in stimulating subordinates' excitement (Alam, T. A, 2015). For teaching such as public universities, the lecturers play the role of the backbone; they create the prestige, brand, and quality of the University. It is a factor in attracting students from all over the country and abroad to come to the University. For the lecturers in the University to feel secure about their labor, work, and dedication for the joint development of the University, the public University should always pay attention to creating motivation for them to work (Sylvestre Munyengabe, 2017). For many years, the number of officials and lecturers has increased rapidly over the years. Policies on salaries, training, and retraining of officials are always on top priority. This factor makes the lecturer in the University feels secure in working and engaging with the teaching. The lecture's role is significant and has a substantial meaning in determining the quality of higher education, although each school has different educational goals and requirements, training occupations with unique features. Motivation plays a vital role in

human resource management: Creating cohesion between labor with the organization; increasing employees' satisfaction, confidence, attachment, and dedication; increasing labor productivity, labor use efficiency; being the foundation to complete functions, tasks. Besides, motivation is the internal factor that stimulates people to work to create productivity and efficiency actively. The manifestation of motivation is the willingness, effort, and passion for working to achieve the organization's goals and the employees themselves. Motivation in labor is a system of policies and management measures affecting employees to motivate them to work.

However, the University's workforce, especially its faculty, who have high professional and foreign language skills, has been unstable over the years. At present, there is still a phenomenon of lecturers studying abroad and not returning to work at the University. This motivation causes the brain drain problem and makes it difficult for professional teaching in the faculties and disciplines. Many lecturers also show signs of dissatisfaction with the assigned jobs, the motivation for striving no longer, working through the speakers, ensuring the completion of work to a minimum, lacking of creativity, or sacrificing for the collective. Above mentioned things, the paper is to find out factors affecting the lecturers' motivation and loyalty at public universities in HCM City.

2. Literature review

Motivation and working motivation (MOT)

Currently, there are many different concepts about motivation; namely, motivation is a process to understand the intensity, orientation and maintenance events of an individual to achieve the goal; Working motivation refers to the internal forces of an individual that affect the direction, strength, and persistence of voluntary behavior (Asim M, 2018). Working motivation is the desire and willingness of employees to increase efforts towards a specific goal and result. Some other executives said that caring about their subordinates' problems may prevent themselves from completing their own work, so it is best not to interfere. But if you keep silent like that and completely carefree about the employees' problems, not only will not help them, but in the long run, it will create unpredictable troubles for the administrators themselves (Ebru, O. A, 2012). Therefore, to motivate employees, managers must research and learn about the working environment, job characteristics, salary, bonus, and welfare policies to find ways to create motivation most effectively.

Loyalty (LOY)

The concept of loyalty has changed. Commitment can only be achieved by talented leaders who create a

productive working environment for development. This factor takes the initiative in manipulating and improving their capabilities. Both must master and take advantage of the conditions given to them. In the end, this new loyalty achieved only when there are respect and admiration from both sides (Idogho P. O, 2018). Employees who have left and want to come back often have formed new skills from different experiences. They come back with new perspectives and are extremely helpful for both them and the company. This loyalty is not limited to, purchasing labor power. If employees have a positive experience working at the company, they will remain committed to the organization even after the transfer. They will recommend that friends apply for the company (Imrab Shaheen, 2018). They say good things about the organization on social media. This factor is the best compliment the company can have.

Leaders who try to build loyalty through employee retention programs recognize that this is not entirely a reasonable approach. These programs strive for loyalty by meeting the individual and evolving needs of employees. Employee retention programs tend to focus on self-improvement rather than acquiring and maintaining loyalty to the organization's values, goals, and people. However, the needs of employees are also very different such as corporate culture, working environment, leadership evaluation, fairness, promotions, the empowerment that are significant factors because of their effectiveness but low cost. Background of work always full of joy and cordiality among employees will create a sense of delight, refreshment.

Job characteristics (JC)

Jobs that bring good income, consistent with the capacity of employees, always create more excitement for employees to perform. Therefore, the criteria for work that employees set out when looking for jobs are still income, promotion, personal capacity development, and exciting, even can create challenges that are attractive to workers (Islam R, 2018). The work that the teacher is doing can bring them excitement or sometimes stress. When teachers work in a state of fun, happiness, work performance will be better when they are stressed (Muhammad, TA, and F. Sabeen, 2011). Job characteristics play a significant role in determining the motivation of lecturers in universities. The majority of faculty members say that the level of workload and stress in their organization is high (Seniwoliba, A. J, 2015). Therefore, it is the managers' responsibility to find a way for the instructor to learn how to manage, deal with, and manage stresses to complete assigned tasks. Therefore, the following hypotheses built.

Hypothesis H1: Job characteristics affecting the lecturers' motivation of public universities in HCMC.

Hypothesis H2: Job characteristics affecting loyalty at

public universities in HCMC.

Working environment (WE)

The working environment is one of the leading factors directly affecting the decisions of job seekers and employees' motivation. An ideal working environment helps employees work effectively and helps businesses retain and attract talents. It said that lecturers' facilities to work dramatically affecting the success or failure of a university (Negash R, 2014). A good working environment is an important factor for all employees of the unit to work well, bring into play their full capabilities, and work together to complete common tasks. Therefore, from the leader to the employee, it must always focus on creating a professional working environment, sticking, with that, the new unit can develop strongly. These factors include the conditions of the organization's facilities and the relationship between employees and colleagues and with the leader (Osakwe, R. N, 2014). Bright organizational facilities will play an essential role in creating incentives for employees to perform their jobs. Conditions of area, internet system, traffic, and labor safety equipment are the conditions for safely performing the work and achieving excellent results (Salem A. Alfagira, 2017). Ensuring the right working conditions is also guaranteeing the basic needs of employees in the organization. Therefore, the following hypotheses built.

Hypothesis H3: Working environment affecting the lecturers' motivation of public universities in HCMC.

Hypothesis H4: Working environment affecting the loyalty at public universities in HCMC.

Remuneration policy (RP)

Remuneration is a top priority when working, but it is not the only problem. Besides, University has many bonuses, pay and benefits that are also important for employees to feel happy with their work and stick with the unit. Although the salary not expected, some people still choose that job because of reasonable remuneration (Popoola S, 2017). Remuneration Policy: The critical factor is to keep talented people. Remuneration policies are for employees such as salaries, bonuses, promotion policies, training, discipline. This factor affects the motivation of employees in the organization. This factor has a positive impact on motivating employees, helping them feel secure in their work, and contributing to the organization (Ramprasad K, 2016). To create conditions for promoting teachers' teaching capacity, the State should have policies to encourage and motivate the contingent of teachers. In education - training to motivate staff and teachers to work, the role and responsibility of the educational managers are significant. Therefore, the following hypotheses built.

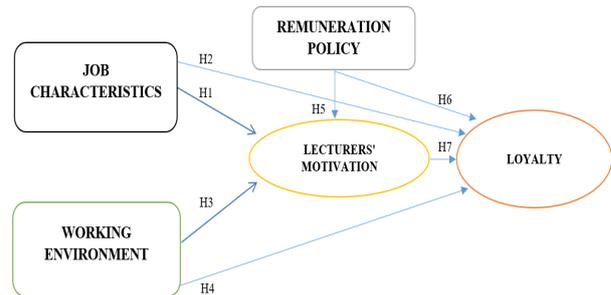
Hypothesis H5: Remuneration policy affecting the

lecturers' motivation of public universities in HCMC.

Hypothesis H6: Remuneration policy affecting the loyalty at public universities in HCMC.

Hypothesis H7: The lecturers' motivation has positive on loyalty at public universities in HCMC.

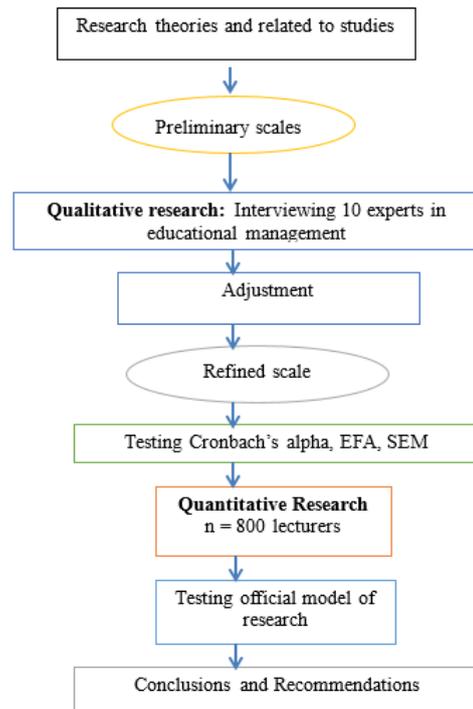
Based on the theories of motivating along with consulting with ten experts in educational managers through surveys, preliminary evaluation of lecturers' opinions in the universities, refer to many the study on motivating employees, the authors modeled the factors affecting the lecturers' motivation and loyalty at public universities in HCMC as follows:



(Source: Authors proposed)

Figure 1. The factors affecting the lecturers' motivation and loyalty at public universities in HCMC

3. Methods of Research



(Source: Authors proposed)

Figure 2. Research steps for the lecturers' motivation and loyalty at public universities

The study steps for the lecturers' motivation and commitment at public universities in HCMC that had many stages following:

First of all, the authors will conduct a theoretical profile (including two essential research contents: (i) an academic background study on work motivation and (ii) carry out an overview of real research ten experts and group discussions with the subjects to adjust the model and adjust the observed variables to measure research concepts (Hair, Anderson, Tatham, & Black, 1998).

Secondly: The authors based on the mentioned theories and related to studies. The authors built preliminary scales and the initial model for factors affecting the lecturers' motivation and loyalty at public universities in HCMC.

Thirdly, Qualitative research: interviewing ten experts in educational management in 5 universities in HCMC, each University has two rector and vice-rector persons. The authors did preliminary scales based on ten experts' ideas about motivation and loyalty to improve the level and design of the surveying of questions. The authors asked ten experts, and all of them had an agreement that all factors are affecting the lecturers' motivation and loyalty at public universities in HCMC.

Fourthly, the authors adjusted the research model. This stage helps the model better. This step conducts preliminary quantitative research on the sample size of 100 lecturers who are the subjects surveyed by the convenient sampling method through a detailed questionnaire. The authors analyze the reliability of the data through the Cronbach's Alpha coefficient, then analyze the exploratory factors by EFA method to screen the scale and determine the scale structure for proper research.

Fifthly: The authors had an adjustment and a refined scale. Based on the results surveyed, 100 lecturers were teaching for eight public universities in HCMC. This stage helps preliminary Data, and the research results improved the questionnaire for quantitative research of a sample of 800 lecturers, each University has 100 lecturers surveyed (Hair, Anderson, Tatham, & Black, 1998). There are 20 items and 775 lecturers answered, and data collected from January 2020 to May 2020 at eight public universities in HCMC. After that, the authors conduct formal research to conduct measurement evaluation, model testing, and research hypotheses. Proper research conducted through a survey of 800 lecturers who are teaching at eight public universities in HCMC. In my study, the authors expected three observed variables to measure the work motivation

concept and 17 observation variables used to measure factors affecting work motivation. Thus, the minimum sample size according to Hair et al. (2006) must be: $N = (03 + 17) * 5 = 100$. So, the minimum sample of 100 lecturers is satisfactory (Hair, Anderson, Tatham, & Black, 1998).

Sixthly: the authors tested Cronbach's Alpha, EFA, SEM. Besides, the authors used a random sampling technique and spent 30 minutes on a survey. Testing Cronbach's Alpha coefficient and EFA. Next, the authors tested CFA; $CMIN/df \leq 2$, $CMIN/df \leq 3.0$ or < 5.0 (Hair, Anderson, Tatham, & Black, 1998); $GFI, TLI, CFI \geq 0.9$. And $RMSEA \leq 0.08$.

Seventhly, the Official model of research: the authors tested the SEM model based on the results above mentioned things.

Finally: Conclusions and recommendations: the authors analyzed research Data and proposed management policies to enhance the lecturers' motivation and loyalty at public universities in HCMC.

4. Research Results

The authors proposed the research results of the lecturers' motivation and loyalty at public universities in HCMC. These observed variables will indicate a desire to work for the long term and with public universities. In the context of the economy with many changes, development, and retaining lecturers, creating lecturers' attachment to the University is the first factor to ensure the universities' existence. Other factors will create lecturers' motivation and influence on the loyalty of the public universities in the present and future.

Besides, universities' lecturers are still young, starting to participate in scientific research activities and learning to improve their qualifications at master's and doctoral levels, so most of them lack experience in scientific research. On the other hand, many staff members and teachers still have limitations in scientific research skills such as the selection of research methods, methods of implementing research, methods of analyzing statistics, synthesizing reports, posts.

Many lecturers have the mentality to participate in the obligation and have not seen the benefits gained from scientific research, such as scientific research for teaching activities, improving the quality of teaching, and ensuring comprehensiveness in teachers' work.

Table 1. Testing for lecturers' motivation and loyalty at public universities in HCMC

Items	Content	Cronbach's Alpha if Item Deleted
JC1	The job is suitable with capacity and expertise	.801
JC2	Work helps with opportunities for personal advancement and development	.812
JC3	Good job and plenty of time for family	.845
JC4	Work does not make me boring and suit your interests and passions	.798
Cronbach's Alpha for job characteristics (JC)		0.854
WE1	Provided with all the necessary equipment for the job	.953
WE2	The working environment ensures labor safety	.969
WE3	Regulations of the University developed and implemented fully, clearly and reasonably	.966
WE4	My colleagues and I always help each other at work	.954
WE5	The superiors always listen and acknowledge my contributions at work	.965
Cronbach's Alpha for the working environment (WE)		0.969
RP1	Remuneration policies of the University ensure compliance with the law	.941
RP2	I can guarantee my life with income from the University	.959
RP3	The reward regime of the University is guaranteed to be fair	.950
RP4	My income is assessed based on my ability	.936
Cronbach's Alpha for remuneration policy (RP)		0.959
LM1	I am always actively involved in university activities	.938
LM2	I can keep up the effort to do the job for a long time	.892
LM3	I always try my best to complete and exceed the assigned workload	.939
Cronbach's Alpha for the lecturers' motivation (LM)		0.947
LOY1	I work hard for the university work and operations	.858
LOY2	I have no intention of changing my workplace within the next five years	.810
LOY3	I have no intention of changing my position within the next five years	.861
LOY4	I will introduce my friends and relatives to work at the University	.823
Cronbach's Alpha for loyalty (LOY)		0.874

(Source: The authors' s processing data and SPSS 20.0)

Table 1 showed that the scales in this study assessed using Cronbach's Alpha reliability coefficient tool. Components that do not meet the reliability requirements (Cronbach's Alpha <0.7 for case studies or 0.6 for new reviews and total correlation coefficients <0.3) will be disqualified. Besides, 20 variables surveyed, and all of Cronbach's Alpha is more significant than 0.7. Twenty variables divided into five components, such as Cronbach's Alpha for job characteristics (JC) is 0.854; for working environment (WE) is 0.969; for remuneration policy (RP) is 0.959; for the lecturers' motivation (LM) is 0.947, and Cronbach's Alpha for loyalty (LOY) is 0.874.

Besides, research results showed that many integrated educational activities, inspection, testing, thematic teaching, training, competitions, and concurrent tasks in the school make teachers feel overwhelmed, tired. The current, as mentioned above, has harmed psychology and emotions and limited the faculty's dedication and creativity, making the quality and effectiveness in education and training incompatible with their roles.

Table 2 had the result with 82.713%, and the index of the initial eigenvalues is 1.286. The above result is suitable for KMO is 868.

Table 2. Testing the lecturers' motivation and loyalty at public universities in HCMC

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %	Total
1	6.708	33.541	33.541	6.708	33.541	33.541	4.790
2	4.348	21.738	55.279	4.348	21.738	55.279	5.052
3	2.534	12.671	67.951	2.534	12.671	67.951	4.587
4	1.666	8.331	76.281	1.666	8.331	76.281	3.018
5	1.286	6.432	82.713	1.286	6.432	82.713	4.639
6	.672	3.358	86.071				
7	.451	2.256	88.327				
...				
20	.022	.111	100.000				

(Source: The authors' s processing)

Table 3. Testing the lecturers' motivation and loyalty at public universities in HCMC

Code	Component				
	1	2	3	4	5
WE4	.979				
WE1	.978				
WE5	.938				
WE3	.917				
WE2	.902				
RP2		.945			
RP4		.940			
RP1		.934			
RP3		.882			
LOY4			.899		
LOY2			.855		
LOY1			.846		
LOY3			.795		
JC4				.861	
JC1				.854	
JC2				.836	
JC3				.792	
LM2					.950
LM3					.947
LM1					.865

(Source: The authors' s processing)

Table 3 had a KMO coefficient of 0.831 with sig. It is 0.000. The above results divided into six components. The variance coefficient is 83.438%, and the level of importance is 0.000.

Table 4. Coefficients from testing structural equation modeling (SEM)

Relationships of components			Unstandardized Coefficient	Standardized Coefficient	C.R.	P	Conclusion
Lecturers' motivation	<---	Remuneration policy	.513	.547	16.555	***	H5: Accepted
Lecturers' motivation	<---	Job characteristics	.177	.160	5.046	***	H1: Accepted
Lecturers' motivation	<---	Working environment	.080	.084	2.746	.006	H3: Accepted
loyalty	<---	Job characteristics	.072	.121	3.591	***	H2: Accepted
loyalty	<---	Remuneration policy	.139	.274	6.877	***	H6: Accepted
loyalty	<---	Lecturers' motivation	.189	.351	8.353	***	H7: Accepted
loyalty	<---	Working environment	.069	.134	4.212	***	H4: Accepted

(Source: The authors' s processing)

Table 4 had all of the hypotheses accepted. Therefore, this study's objective is to identify factors affecting the lecturers' motivation and loyalty at public universities in HCMC with significance at 1.0 percent. The theoretical model built on the specific basis of the lecturers' motivation and loyalty at public universities in HCMC, including components following:

The standardized coefficient of job characteristics (JC) is 0.160 for the lecturers' motivation (LM); the Working environment (WE) is 0.084 for the lecturers' motivation (LM). Remuneration policy (RP) is 0.547 for the lecturers' motivation (LM).

The standardized coefficient of job characteristics (JC) is 0.121 for the lecturers' loyalty (LOY); the Working environment (WE) is 0.134 for the lecturers' loyalty (LOY). Remuneration policy (RP) is 0.274 for the lecturers' loyalty (LOY).

The standardized coefficient of the lecturers' motivation is 0.351 the lecturers' loyalty (LOY).

Besides, table 4 had significance level 0.01 following:

Hypothesis H1 accepted: Job characteristics affecting the lecturers' motivation of public universities in HCMC

with significance at 1.0 percent;

Hypothesis H2 accepted: Job characteristics affecting the loyalty at public universities in HCMC with significance at 1.0 percent;

Hypothesis H3 accepted: Working environment affecting the lecturers' motivation of public universities in HCMC with significance at 1.0 percent;

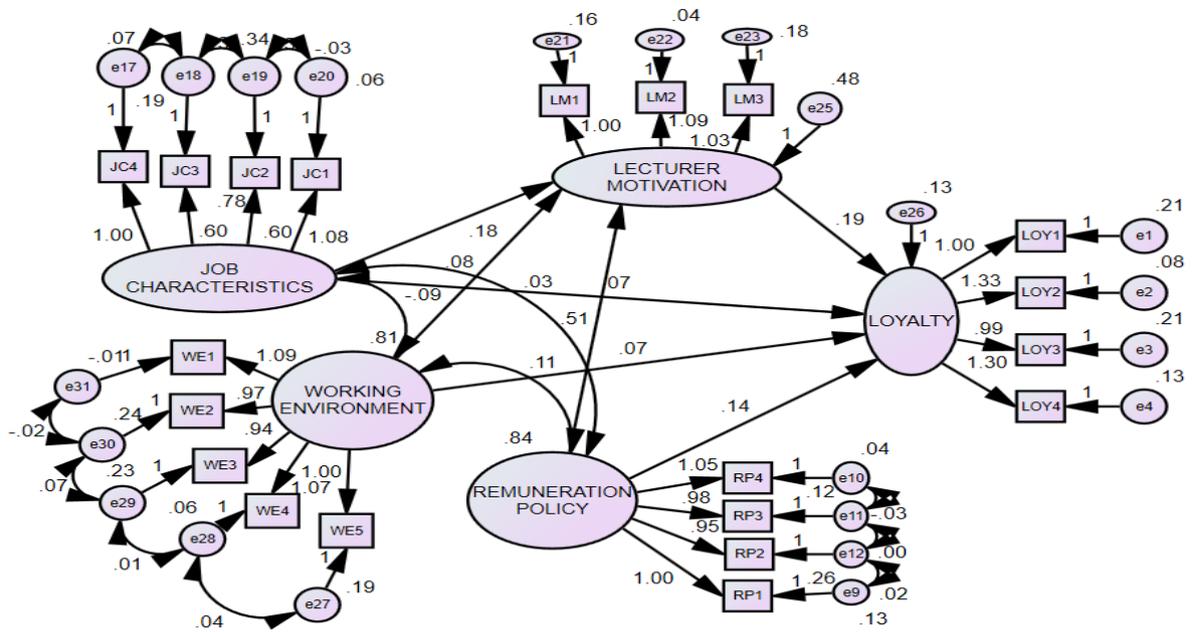
Hypothesis H4 accepted: Working environment affecting the loyalty at public universities in HCMC with significance at 1.0 percent;

Hypothesis H5 accepted: Remuneration policy affecting the lecturers' motivation of public universities in HCMC with significance at 1.0 percent;

Hypothesis H6 accepted: Remuneration policy affecting the loyalty at public universities in HCMC with significance at 1.0 percent;

Hypothesis H7 accepted: The lecturers' motivation affecting the loyalty at public universities in HCMC with significance at 1.0 percent.

The lecturers' motivation had a relationship with the loyalty at public universities in HCMC with significance level 0.01.



(Source: The authors' s processing)

Figure 3. Testing the relationship between components

Figure 3 showed that remuneration policy is the most significant factor that motivates lecturers at public universities. Most of the salary, income, and bonus policies have a direct impact on faculty and motivation. The choice of work at public universities or transfer to another unit, apart from other purposes, affecting the employee's decision is the salary issue with significance at 1.0 percent. Besides, the additional salary is to the basic wage prescribed by the government; the employees in the whole public universities feel relieved to work and wish to contribute more to the school's development. At the same time, it is also a source of higher income than before.

5. Conclusions and Managerial Implications

5.1. Conclusions

This study explored factors influencing the lecturers' motivation and loyalty at public universities in HCM City (HCM) with significance level 0.01. The researcher surveyed 800 lecturers who are teaching at eight public universities in HCMC, and each University has 100 lecturers surveyed. The authors applied a random sampling technique. And then, the researcher tested the Cronbach's Alpha. Results showed the lecturers' motivation affecting the loyalty at public universities in HCM City with significance at 1.0 percent. Based on the things mentioned above, public universities need to implement many different policies in the immediate future, and it is necessary to focus on well solving the salary problem for lecturers to promote satisfaction and gain motivation.

When they satisfied, lecturers will be more enthusiastic and motivated to do their job well and be loyalty better.

5.2. Managerial Implications

First of all, public universities need to improve the remuneration policy: Remuneration policy is also the factor that has the most significant impact on the motivation of lecturers in universities. To motivate lecturers, public universities should have the work of planning, promoting, and appointing lecturers who are also important because it creates a destination in the work schedule and strives for lecturers. Besides, public universities should continue to have training policies for cadres and lecturers who have opportunities to study, improve their qualifications, accumulate occupational requirements, and rank up. This result is a source of encouragement for each employee to better themselves what they are doing and allow lecturers to devote the training of human resources to the country. Besides, policies to support teachers, such as annual bonuses and incentives for teachers and their family members also make teachers feel motivated and concerned. The active movements such as trade unions, youth carried out actively, vigorously, arouse the enthusiasm of trade union members to participate, helping teachers in the University feel excited when doing work, as well as creating cohesion and solidarity among the school's divisions, thereby creating strength to help develop the cultural environment of the University.

Secondly, public universities need to create job characteristics that are also impacting factors that make them feel excited or disappointed. This factor will harm job

results. Therefore, leaders improve designing the arrangement of jobs. The University should ensure that these jobs have goals, implementation schedules, clear descriptions, and grounds for assessing the level of completion work. The arrangement of people in job positions should also be made with care, avoiding discrimination. The right agreement of people will create motivation to work for employees, ensuring efficiency in public university activities. Public universities need to formulate and promulgate a policy of training short-term and long-term for lecturers. All of the lecturers have experienced professional training abroad, quickly creating change in quality at work. This factor creates favorable conditions and gives priority to those capable and qualified to study abroad at foreign institutions. The opportunity to exchange and study abroad helps teachers significantly improve their professional skills.

Finally, public universities need to increase facilities and network connectivity limited. The internet system is still weak; many lecturers and students cannot exploit online information when using the University's internet system. Secondary websites of the units have not been operated or have not been updated. Therefore, lecturers lack knowledge when performing professional activities. They often perform in contravention of regulations. The information linkage between university divisions is still limited, which can affect workers when completing jobs. Besides, lecturers need all the necessary tools for intensive teaching and research. Simultaneously, the passion for education needs to be associated with working conditions, so improving the appetite and maintaining a love at work for teachers through creating favorable conditions for each promotes their passion at work. Public universities should regularly listen to the lecturer's aspirations and to help solve the teacher's problems. Then, the teacher will feel more comfortable and can focus on teaching and research better.

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