

Improving the Motivation of Students Working Part-Time at Fast Food Store Chain in Ho Chi Minh City, Vietnam

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Abstract

This study is conducted to identify factors affecting the motivation of students working part-time at 18 chain stores of 09 fast-food companies in HCM city. The research results show that there are 07 groups of factors affecting the motivation of students working part-time including: (1) Salaries - bonuses; (2) Training and promotions; (3) Colleague - superior relationship; (4) Welfare; (5) Working environment; (6) Job attractiveness and (7) Arrangement of work assignment. The results of this research has accomplished three specific objectives: First, to identify the factors affecting the motivation of students to work part-time; Second, to assess the impact of the factors affecting the motivation of students to work part time; Thirdly, propose important implications for businesses to enhance the motivation of students working part-time at fast food chain stores in Ho Chi Minh City in the future.

Keywords: Commitment; compensation; human resource management; loyalty; motivation.

INTRODUCTION

The evolution and development of human society has proved that man always plays the most important role in all fields, which plays a

decisive role in the existence and development of enterprises. It depends greatly on the working efforts of the members of the organization, the contribution and effort of those who dedicate to the company. If businesses want to succeed and grow sustainably, they must know how to create motivation for employees. Creating motivation must come from the goal of motivation. Creating labor motivation for employees not only stimulates the psychology of working for employees but it also increases labor efficiency, builds a professional staff, and increases competitiveness in the market. Creating the motivation for employees to work harder, be more productive, and devote themselves to the goal of developing the company, and sticking to the company for a long time is what every organization has a strategy to develop sustainably development and wish to complete.

A workforce is highly understood and committed to the organization's values and goals, and is the driving force that not only helps members do well but also helps businesses rise to reach higher goals. An workforce is not born. It is a two-way process which each organization needs to make efforts to engage its staff and, more importantly, the employees themselves have their decision how to stick to the organization. It is a symbiotic relationship that both the organization and its employees strive for. If either party changes, the level of attachment will deteriorate rapidly. However, in fact many businesses still do not understand the value and the true importance of human resources, especially part-time personnel. Because of this matter, many employees do not want to attach with the business influencing more or less performance results of these businesses.

LITERATURE REVIEW AND RESEARCH MODEL

Working motivation has become a popular concept and has been studied in practice. There are several different definitions of work motivation. Ann et al. (2013) suggest that work motivation is a state formed when employees expect that they will receive the results in term of income and rewards as desired if they try to perform the job or work assigned. Motivation is explained as energy, encouraging people to perform work related to behaviors and affecting the working style, the direction, the intensity and the time that people interact with the

object received it. Researcher Robbins (1993) argues that motivation is the readiness to promote an organization's highest-achieving efforts, provided that the organization is able to meet a number of individual needs. Bartol and Martin (1998) describe motivation as a force reinforcing and influencing behavior which generates trends to continue. According to Debarshi Roy & Palas Sengupta (2005) motivation is often described including internal and external factors affecting people and initiating a specific behavior. Crossman & Abou Zaki (2003) conclude that motivations are actions that are encouraged and strengthened by factors such as job nature, salaries, promotions, opportunities for training and development, welfare and relationship with peers. They can affect attitudes, behaviors and determine the level of passion, commitment, participation, and focus of the labour on the job. According to Mitchell (1982) motivation is the degree to which an individual wants to reach and choose to engage in his or her behavior. Baron (1992) argues that motivation is a state in which workers want to act and choose to act in order to achieve success in the workplace, etc.

Boeve (2007) defines that the factors that affect employee motivation are "The nature of work", "Relationship with colleagues", and "Training and promotion" having the strongest correlations while "Superiors' support" and "Salary" are weaker relation. Abby M. Brooks (2007) also shares this view, but he emphasizes factors affecting employee motivation including: "Training", "Superiors" and "Contributing to the organization". Shaemi Barzoki et al. (2012) also have the same opinion and add that "Salaries and bonuses" have the greatest impact on employee motivation. Teck-Hong and Waheed (2011) in their study report that the most important motivation is the "working condition". Many studies also conclude that the above factors such as "working environment" and "welfare" affect employee's motivation as well (Tran Phi Hoang et al., 2016).

Thus, based on the theories, relevant scientific research results and expert opinions, it can be concluded that factors affecting the motivation of students working part time at 18 chains stores under 09 companies trading fast food in Ho Chi Minh City. Ho Chi Minh City mainly focuses on the following factors: salary (Wages), benefits (Welfare), Work environment, relationship between colleagues and superiors (Colleague relationship - superior),

distribution job assignment, job appeal, and training - promotion opportunities.

RESEARCH HYPOTHESIS

The relationship between “working environment” and working motivation

The working environment is also a set of intangible and tangible factors that can positively or negatively impact employee productivity, emotions such as working conditions, equipment, facilities, temperature, light, sound, noise and other environmental factors (Loberto, 1980). The working environment or working condition is an important factor affecting employee motivation (Ann & David, 2013).

Hypothesis H1: The better the "working environment" is, the more efficient the employee is able to work and vice versa.

The relationship between "colleagues and superiors" and working motivation

Each employee in the organization works together with many different people, working together, supporting each other at work, therefore the better the relationship among members becomes, the more it will motivate employees to work and progress (Turkyilmaz, 2016)

Hypothesis H2: The relationship with "colleagues and superiors" has an impact on working motivation.

The relationship between "Salary - Bonus" and working motivation

Salary is not only the main income in the remuneration system that workers receive but it also represents the value, prestige and status of workers. The bonus is an additional income for the efforts, dedication and superior initiative of an individual compared to another individual among labour, which encourages employees to work hard, and constantly making creative efforts. On the contrary, if salaries and bonuses are not satisfactory, they will inhibit the enthusiasm, passion and motivation of the employees (Bunn, 2019).

Hypothesis H3: "Salary - bonuses" affect motivation.

The relationship between "Welfare" and working motivation

Benefits are not only part of the remuneration part of the law for example social insurance, health insurance but also indirect support such as dental insurance, life insurance, petrol allowances, food allowances, travel expenses for business trips, and annual tourism that the organization pays for laborers. Welfare both plays a very important role in ensuring material life to a minimum and enhances the spiritual life for employees to work, dedicate, engage and attach with an organization (Ozkan & Pastuszak, 2011).

Hypothesis H4: The better the "welfare" is, the more effective employees' ability to work is and vice versa.

The relationship between "Job assignment" and working motivation

Job assignment is the activity of a specific task assigned for each employee according to a planned schedule. Arranging and assigning work appropriately and scientifically will contribute to motivating, exploiting competencies, stimulating passion, enthusiasm, and internal resources in each employee (Hee, 2019).

Hypothesis H5: The more appropriate the job assignment and arrangement is, the more effective the employees are able to work and vice versa.

The relationship between "job attractiveness" and working motivation

Each employee will be assigned to undertake a certain job. If the work is suitable with the knowledge, professional knowledge and passion of the employees, they will be motivated, interested in working, use full capacity with high quality work and have long-term attachment with his work (David Brooks, 2016).

Hypothesis H6: The higher the attractiveness of the job is, the more effective the employees are able to work and vice versa.

The relationship between "Training and promotion opportunities" and working motivation.

Training and promotions are those opportunities that employees can gain such as further education, being trained, promoted and dedicated

to affirm themselves in an organization and integrate in the trend of globalization (Ajami, 1998).

Hypothesis H7: The more "training and promotion opportunities" are, the higher the motivation and ability the employees are able to work and vice versa.

RESEARCH METHODS

Qualitative and quantitative research methods are combined to conduct in this study. As the first step, qualitative research methods was employed to conduct group discussions, consult experts in order to select the variables and the observed variable group. Based on the group of factors affecting the motivation of students working part-time, a survey questionnaire was designed to collect data from 365 employees in 18 chain stores of 09 companies running fast food business in HCM city. Therefore, the research model includes 07 scales, 31 observed variables (questions) and the 5-level Likert scale is used.

In the second step, the survey results was entered and SPSS version 20.0 was treated to process the data. After testing reliability by Cronbach's Alpha coefficient, exploratory factor analysis was carried out to minimize and summarize the data of the scales. This method is based on factor extraction factor (Eigenvalue), whereby only factors with factor extraction factor (Eigenvalue) greater than 1 will be retained, while others less than 1 will not summarize information better than a root variable because after standardizing each root variable has a variance of 1. The Principal components method and the Varimax Procedure is used to minimize the number of large coefficients at the same factor, increasing the ability to interpret the factors.

In the third step, the above results are used to multiple linear regression analysis in order to test the model's assumptions, thereby considering the impact of these motivations of students to work part - time at 18 chain stores of 09 companies operating in the fast food field in Ho Chi Minh City.

RESEARCH RESULTS

Table 1: Descriptive Statistics

Code	Questionnaire	N	Mean
MT1	I am satisfied with the clean and comfortable working environment.	365	3.69
MT2	I am satisfied because of good facilities.	365	3.70
MT3	I am satisfied with the professional workflow.	365	3.66
MT4	I am satisfied because the company ensures labor safety for employees.	365	3.71
QH1	I am pleased to receive the enthusiastic help from colleagues	365	3.57
QH2	I am pleased because of reliable colleagues	365	3.75
QH3	I am satisfied about the superior always treats fairly.	365	3.59
QH4	I easily exchanged work with the superiors.	365	3.64
QH5	Leaders know how to encourage employees	365	3.63
TL1	I am satisfied with the paying way.	365	3.61
TL2	I am pleased that the company has the opportunity to raise a reasonable salary.	365	3.57
TL3	I am satisfied because the clear and transparent salary of the company.	365	3.63
TL4	I am satisfied with the bonus on holidays.	365	3.52
PL1	I am satisfied with the company that carries out the duties according to state regulations.	365	3.56
PL2	I am satisfied with the policy of handling sick leave for employees.	365	3.52
PL3	I am satisfied with the leave policy.	365	3.60
PL4	I am satisfied with the travel policy for staff.	365	3.57
BT1	I am satisfied with the company's information policy and feedback.	365	3.58
BT2	I am satisfied with the right job arrangement.	365	3.53
BT3	I am satisfied with the clear assignment.	365	3.54
BT4	I am satisfied to experience with different jobs	365	3.56
HD1	I am pleased because of my ability promotion.	365	3.77
HD2	I am pleased because of the interesting job	365	3.86
HD3	I am satisfied with the challenging work	365	3.80
HD4	I am satisfied because the work is not too stressful.	365	3.85
DT1	I am satisfied with the opportunity for employees to promote equally.	365	3.57
DT2	I am satisfied because there are many promotion opportunities for employees.	365	3.56
DT3	I am satisfied because the company often has training courses for employees.	365	3.56
DT4	I am satisfied with the good and practical training program.	365	3.56
DL1	I will try my best to finish the job	365	3.75
DL2	I feel motivated to work	365	3.75
DL3	I want to stick with the company for a long time	365	3.74

The average results of the scales are mostly average values at the Mean level from 3.52 to 3.86. Staff rated the lowest as the "Welfare" scale with variables ranging from mean 3.52 to 3.61. The results of this study reflected the true condition of remuneration for students who have done part time recently. Most businesses do not care about

expenses such as health insurance, social insurance, allowances, etc. for students working part time. Without basic benefits, students do not feel safe resulting in a lack of motivation to work and engage.

Table 2: Results of Cronbach's Alpha analysis

Variable	Code	Scale	Cronbach's Alpha
Independent	MT	Working environment	0.786
	QH	Colleague - superior relationship	0.795
	TL	Salary - Bonus	0.869
	PL	Compensation	0.887
	BT	Work assigned and arranged	0.892
	HD	Attractive work	0.805
	ĐT	Training and promotion	0.843
Dependent	ĐL	Working motivation	0.748

The results in Table 2 showed that the scale had a relatively high accuracy with Cronbach's Alpha coefficient > 0.7 and the correlation coefficients of these measurement variables met the allowed standards (> 0.3). Therefore, after a Cronbach's Alpha coefficients analysis, all observed variables satisfied the conditions. Further analysis of the EFA factor.

Table 3: Explore factor analysis (EFA)

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	7.492	28.956	29.121
2	3.672	9.631	37.987
3	2.594	8.871	49.765
4	2.919	7.296	60.722
5	2.616	6.167	61.784
6	1.342	5.403	65.327
7	1.208	5.032	69.474

Exploratory Factor Analysis (EFA) in the table above showed that the total variance extracted is 69,474% greater than 50% which means that the extracted factors will explain 69,474% for the model and the remaining of 30,526% will be explained by other factors. Eigenvalue is greater than 1, so it is included. The result of factor analysis (EFA - Exploratory Factor Analysis) showed that the Factor Loading factors are > 0.55 to ensure the meaning, so no variables are excluded. The results of factor analysis showed that the model is suitable for the data.

Table 4: ANOVA

ANOVA ^a						
	<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	53.866	7	7.589	79.500	.000 ^b
	Residual	25.634	358	.102		
	Total	79.500	365			

The testing result has the value $F = 79,500$ and $Sig. = 0.000 < 0.05$ showing that the construction model is suitable with the data set and the variables included in the model related to the dependent variables. In general, the regression analysis with 99% reliability was selected, corresponding to the selected variables with the statistical significance of $p < 0.01$; The results showed that all variables met demand. Testing the model's suitability showed that multicollinearity phenomenon ($VIF < 10$) did not violate.

Table 5: Factors affecting the working motivation of staff

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>	<i>95.0% Confidence Interval for B</i>		<i>Collinearity Statistics</i>		
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>			<i>Lower Bound</i>	<i>Upper Bound</i>	<i>Tolerance</i>	<i>VIF</i>	
										(Constant)
1	TL	.318	.058	.363	7.682	.000	.236	.454	.785	1.005
	DT	.251	.065	.252	5.132	.000	.153	.769	.755	1.001
	QH	.203	.068	.209	3.918	.000	.099	.341	.661	1.033
	PL	.152	.060	.170	3.394	.002	.031	.227	.699	1.875
	MT	.158	.062	.149	3.392	.001	.069	.239	.965	1.158
	HD	.127	.064	.125	2.680	.007	.039	.212	.932	1.104
	BT	.086	.088	.101	2.175	.046	.012	.177	.935	1.468

The research results in Table 5 showed that all independent variables affected employees' motivation and the level of impact as follows (1) "Salary - bonus": $\beta = 0.363$; (2) "Training and promotion": $\beta = 0,252$; (3) "Colleague – superior relationship": $\beta = 0.209$; (4) "Compensation": $\beta = 0,170$; (5) "Working environment": $\beta = 0.149$; (6) "Job attractiveness": $\beta = 0.125$; (7) "Arrangement of work assignment": $\beta = 0.101$. The regression equation has the following form $Y = 0.363 * TL + 0.252 * DT + 0.209 * QH + 0.170 * PL + 0.149 * MT + 0.125 * HD + 0.101 * BT$. The results of this study also reflected the status of working motivation and students' engagement at fast food chains in Ho Chi Minh City. The results of this study are the basis for proposing recommendations to improve working motivation of part-time employees in the future.

RECOMMENDATIONS

Based on the above research results, several recommendation for fast food chains in HCMC are proposed as follows:

Firstly, businesses must have appropriate salary policies, which are higher than the current levels to ensure the retention of this workforce for long term. Businesses need salaries to encourage employees to have ideas and initiatives on improving the quality of service and competitiveness for businesses.

Secondly, training programs need developing so that employees have the opportunity to learn, exchange and update knowledge to improve service levels, helping them be motivated to promote their ability and capacity.

Thirdly, activities for all personnel need creating cohesion and unity in the company. A collective work in which everyone is happy in sharing, actively coordinating, helping and supporting each other will help the goal to be completed quickly and effectively.

Fourthly, welfare policies need applying for good employees that are higher than the minimum requirements in order to attract staff who are good students.

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