Factors influencing employees' job motivation: A case study of small and medium logistics enterprises in Vietnam

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Abstract

The purpose of this research is to explore the factors influencing employee's work motivation in Vietnamese SMEs. In the era of globalisation, logistics industry plays an indispensable role and offers significant potential development. However, along with the undeniable development opportunities, small and medium-sized logistics enterprises specializing in providing logistics services are also facing various challenges that stem from market fluctuation, international transporter competition, and other competitive transformations in the digital age. Hence, it is an urgent matter for SMEs and logistics enterprises to attract and retain current skilled staff in order to increase organizations' productivity and competitiveness since success of the organization depends much upon employees effort and contributions. The author collects and analyzes information from books, newspapers, reports, and publications together with other previous scientific research. These collective data act as the theoretical basis for hypothesis development, questionnaire design, and scale measurements. Based on that, the author gathers data from 332 Vietnamese logistics companies by questionnaire surveys; regression analysis is then used for relationship estimations. The article pointed out five main factors, including employees, leadership, rewards, career promotion, and working conditions that create significant influence on employees' motivation. The author then suggests various strategies for businesses to boost and improve the motivation of workers in Vietnamese logistics SMEs.

Keywords: Job satisfaction, Logistics employees, Promotion, Small and medium logistics enterprises, Vietnam, Work motivation, Working environment.

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Transparency: The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.
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1. Introduction

In the era of globalisation, Vietnam is entering a new phase of international economic integration. The logistics industry therefore plays an indispensable role and offers significant potential development. The development of logistics services in Vietnam in the period of 2017-2022, which has achieved results such as a relatively high growth rate of service revenue of 14% - 16%/year, the quality of logistics services is improved [1]. Despite the steady progress in marking an important address on the global logistics map, Vietnamese logistics enterprises are still facing a series of significant challenges.

The growing competition on the logistics services market is observed, Zhang, et al. [2]. The market worldwide is characterised by rapid change with a growing level of fierce international competitors and the application of new modern technology. The logistics company motivates logistics centers to implement modern and innovative technologies in order to improve their efficiency and product processing [3]. A majority of small and medium logistics enterprises in Vietnam are small in scale with limited capital; hence, it is a need for them to contribute greater efforts to be more proactive in improving their own capacity and competitiveness, thereby seizing opportunities. However, the problem becomes even more complicated as the rapidly developing industry poses challenges in human resources as well. Attracting and retaining skilled employees has become an urgent issue since they are the deciding factor toward a company's success, stability, and growth.

According to the Ministry of Industry and Trade, the Vietnam logistics market is ranked 10th in the group of 50 global emerging logistics markets [4]. A latest report from the World Bank published in 2023 announced that Vietnam holds the 43rd position in the Logistics Performance Index (LPI) and among the top 5 countries in ASEAN. In addition, the country's import-export turnover has experienced significant growth in recent years, which is a driving force for the continuous development of Vietnam logistics industry. However, along with development opportunities, SMEs specializing in providing logistics services are also facing various challenges that deprive them of market fluctuation, international transporter competition, and other competitive transformations in the digital age. SMEs logistics in Vietnam are mainly small in scales with limited capital and provide low-value-added services; hence, despite their large number within Vietnamese market, their revenue accounts for a small proportion compared to that of other foreign logistics corporations. On the other hand, in the context of rapid expansion of the industry, Vietnam's current logistics manpower cannot keep up with the development in the market because it is insufficient in both quantity and quality [5]. All of these cause various difficulties for Vietnamese SMEs in improving human resources, increasing competitive advantage, and reaching potential development opportunities. Under those conditions, the urgent matter that SMEs logistics enterprises in Vietnam need to solve is to attract and retain current skilled staff in order to increase organizations' productivity and competitiveness since success of the organization depends much upon employees effort and contributions [6]. In particular for service industries such as logistics, humans are a major component of logistics services where they are involved directly in the service provision as well as customer care process. Poor motivation would result in disengaged employees, decreased productivity, lower quality at work, and higher staff turnover, which leads to an increase in all types of expenses, especially human resources administration costs. As a consequence, competitiveness and efficiency of an organization are seriously affected. A high level of employee motivation can increase productivity, creativity, and work quality so as to make a positive contribution to achieving company goals [7]. Motivation is the driving force that manifests behavior to achieve self-satisfaction goals. Therefore, it can be said that motivating and retaining employees is an essential task for logistics services in the Vietnamese industry context in these recent years.

For all the above reasons, the author conducted the research "*Factors Influencing Employees's Job Motivation: A Case Study of small and medium logistics enterprises in Vietnam*" to explore, analyze, and evaluate the types of factors affecting employees' motivation, and suggest some scientific and practical recommendations to help Vietnamese logistics SMEs boost up employees' motivation for greater business efficiency and competitiveness domestically and globally.

2. Literature Review

2.1. Concepts of Creating Work Motivation

The issue of work motivation has attracted widespread attention from various researchers, leading to many diverse definitions based on different perspectives. According to Robbins [8] motivation is defined as the process of satisfying employees' different needs and expectations; when an individual's needs are met or stimulated by certain factors, the individual would contribute their outstanding efforts in achieving organization's goals. Authors Bui Anh Tuan and Pham Thuy Huong in the book Organizational Behavior [9, 10] defined work motivation as the internal factors that stimulate people to work hard in conditions that allow to create high productivity and efficiency. Schulz and Steyn [11] indicated that management level needs to clearly understand employees' needs, goals, and motivations, which are the basis for applying appropriate measures to promote their career development. By motivating employees, companies can increase employee productivity and performance so that company goals can be achieved more effectively [7].

Some theories on employee motivation have clearly analyzed the motivation for human resources for businesses. Maslow's hierarchy of needs mapped five human needs onto a pyramid diagram, from low to high. Maslow originally believed that a person needed to completely satisfy one level to begin pursuing further levels. (1) The lowest level is represented by physical needs. They are the most essential things that a person is required to survive (shelter, water, food, warmth). We must address these basic physiological needs before moving on to the next level of fulfillment. (2) Safety needs: The second level relates to a person's need to be secure in their life and surroundings. They seek stability in their jobs, finances, and personal environments. (3) Social needs: it is human interaction, friendships, family bonds, and other social or community groups. At this level, the need for emotional relationships drives human behaviors. (4) Respect needs: once the needs at the bottom three levels have been satisfied, the esteem needs begin to play a more prominent role, which refers to appreciation and respect, prestige, status, and confidence. (5) Self-actualization needs: this describes the fulfillment of a

person's full potential and is considered the highest need according to Maslow's hierarchy. Maslow's theory presents basic needs at the bottom of the pyramid and more intangible needs at the top. Only when their fundamental needs are adequately satisfied can a person progress to achieving higher-level needs.

McClelland [12] identified three motivators that humans have, which include a need for achievement, a need for affiliation, and a need for power. The theory assumes that when one of the mentioned needs becomes stronger, it will enable an individual to act toward satisfying the need. Accordingly, people with a strong desire for affiliation will direct their behavior toward close social relationships; they favor collaboration over competition, while an individual's motive for achievement is a strong need to set and accomplish challenging goals; they are willing to take calculated risks to accomplish their goals. The power-motivated individuals enjoy competition and winning, status and recognition, delegating responsibility, and influencing surrounding people.

The two-factor motivation theory, developed by Herzberg [13] puts forward two factors that affect an employee's satisfaction and motivation level; one group refers to hygiene issues, which cannot motivate employees but rather minimize dissatisfaction, whereas the other group of motivators creates satisfaction by fulfilling individuals' needs for meaning and personal growth. Hygines include company policies, salary, working relationships, and conditions. Motivators are achievement, recognition, advancement, and responsibility. Once the hygiene factors are addressed, the motivators will promote job satisfaction and encourage production as a consequence.

Based on the analysis of aforementioned theories, it is possible to develop several types of motivating factors for employees, specifically as follows:

- Factors related to rewards, including salary, bonuses, and benefits, are considered as a crucial key in enhancing employees' motivation. In Herzberg's two-factor theory [13] salary is sometimes treated a motivating factor and, at the same time, can be classified as hygine factor, depending on specific contexts and subjects. However, it is undeniable that paying fairly high salaries has great influence on job satisfaction and employees' retention, as emphasized by Lawler [14]. Payment is a part of job satisfaction, which could lead to higher workers' productivity, as revealed by Tang, et al. [15]. Salaries, bonuses, and other welfare benefits can satisfy physical and safety needs, as proposed in Maslow's hierarchy of needs; therefore, they can be classified as a significant motivational factor for those who have not met these basic needs. In addition, from a psychological perspective, providing salaries and bonuses also presents care and encouragement of the organisation, towards employees, enhancing their loyalty and commitment at workplace, which increases employees' motivation as a result. Therefore, the proposed hypotheses are as follows:

Hypothesis 1: Factors regarding employee rewards have a positive impact on employees' motivation in SMEs logistics service.

- Factors related to business leaders play an essential role in creating employees' motivation in logistics SMEs. Firstly, effective leaders can create a positive working environment by fostering open communication and great support towards employees. By valuing and appreciating each individual within an organization, leaders foster a sense of unity and attachment to the business. Secondly, leaders have the ability to build and promote businesses values and common goals [16, 17]. When employees are nourished by the business' goal, they have a sense of belonging and commitment, which leads to the willingness to contribute their best efforts towards the organization's mission and vision [18]. Thirdly, leaders can provide occupation advancement and career development opportunities for employees. In this way, they stimulate and motivate employees to engage and develop better, creating a capable and dynamic work environment that is willing to support and contribute at workplace. Finally, effective leaders promote innovation and creativity by encouraging and respecting employees' opinions. Once they feel appreciated and respected, employees are driven, and dedication follows. They develop a strong bond with the work and the organization, are more engaged and involved in goals, and are highly motivated [19]. Leadership style is an important aspect that influences employee development [20]. Factors regarding leadership such as care, support, goal setting, opportunity provision, as well as innovation and creativity encouragement, all of these act as the combinations of positive impacts towards employees' motivation at SMEs logistics services. From that, hypothesis is proposed as follows:

Hypothesis 2: Factors related to leaders have a positive impact on employees' motivation in SMEs logistics service.

- According to Herberg's two-factor theory [13] career advancement is considered as effective motivation for employees. Career progression provides employees a sense of achievement and future growth opportunities; it directly impacts an individual's job satisfaction and commitment to the organization. Employees are more likely to perform at their best when they perceive a clear path for advancement within their company. Moreover, providing appropriate training programs to improve employees' specialized skills and expertise, care and support from leaders, and a safe and modern working environment act as vital roles that foster a sense of job security, satisfy employees' needs for achievement, affiliation or even power, thereby leading to higher levels of motivation and productivity [21]. On the other hand, in the situation where the work content is consistent with employees' personal needs, goals, and interests, allowing them to be autonomous, and empowering individuals to take the lead and make decisions and release their full potential and creativity can have a profound impact on their engagement and motivation at work [22]. Based on the above observation, the hypothesis is propounded as follows:

Hypothesis 3: Factors related to job advancement have a positive impact on employees' motivation in SMEs logistics service.

- Working conditions (include competitive environment, organizational culture, technical facilities, leadership style, and company policies): according to Herzberg's two-factor theory [13] although working conditions are not the factor that inherently satisfying employees but create the necessary foundation for contentment in the workplace. When this factor becomes inadequate or unsatisfactory, they breed job dissatisfaction and hinder overall motivation. Working

conditions are the physical and social elements that create a conducive atmosphere for job opportunities. It demonstrates support, guidance, experience, and coordination at workplace among colleagues, superiors, and subordinates. An environment in which colleagues and superiors are open, honest, trustworthy, and dedicated, will create a significant effect on psychological comfort, which makes employees feel secure and respected. In addition, the company's policies and regulations create fairness job advancement and work stability also represent significant impacts on employees' working motivation. The more transparent the company's policies are, the higher the level of employee commitment and increased work motivation. Moreover, working conditions in terms of technical facilities are the solution to motivate employees in today's scenario since this factor affects directly working performance and working comfort zone. Therefore, creating a productive workplace for employees to feel confident and comfortable in their surroundings can enhance concentration, work productivity, and overall job motivation. Chandrasekar [23] demonstrates that an organization needs to pay attention in workplace environment to positively impact employees' morale, productivity, and engagement.

Hypothesis 4: Factors related to physical conditions have a positive impact on employees' motivation in SMEs logistics services.

- Personal factors such as qualifications, goals, and desires of workers act as an important role in determining their work motivation. Motivation is an internal force that is largely dependent on the aforementioned factors. Each and every individual has a unique collection of these factors, including their own goals, qualifications, achievements, and circumstances, leading to diverse sets of work motivation. According to Mcclelland [24] theory, people whose achievement needs are powerful, tend to have greater motivation to achieve their personal career goals. This implies that the level of work motivation increases based on individuals' needs, the reason is because human beings, by nature, always strive for satisfying their needs. An individual with a clear personal goal is often highly motivated to pursue that specific goal. Furthermore, highly qualified employees can increase work motivation by applying knowledge and skills to adjust their work and morale accordingly [22]. Better work qualifications support individuals to select appropriate occupations that suit their personal needs, goals, and interests, creating motivation as a result. Based on these, the proposed hypothesis is proposed as follows:

Hypothesis 5: Factors related to employees have a positive impact on employees' motivation in SMEs logistics service

3. Materials and Methods

To understand the relationship of various motivational factors at Vietnam logistics services, the author collects and analyzes information from books, newspapers, reports, and publications together with other previous scientific research. These collective data act as the theoretical basis for hypothesis development, questionnaire design, and scale measurements. Based on that, the author collects data through a set of questionnaires, aiming to survey some Vietnamese logistics companies in recent times. Regression analysis is then used for the relationship estimations.

Primary source of information is collected using two methods, which include expert interviews and questionnaire surveys. In the first stage, based on the secondary research results on the structural factors that influence employees' motivation, 10 semi-structured interviews were conducted with 12 senior managers working at leading Vietnamese SMEs logistics services, which include both domestic enterprises and foreign-invested ones. The purpose is to discuss the factors that experts believe to be motivating factors at logistics enterprises and, from that, seek their opinions on the content of the questionnaire. The completion of research model and questionnaire marks the conclusion of this phase.

From the theoretical basis mentioned above, a regression model is built with five independent variables in order to examine the impact of factors affecting work motivation of employees at small and medium Vietnamese logistics enterprises.

$$Y = a0 + a1X1 + a2X2 + ... + \varepsilon$$

Whereas:

- Y: evaluate the working motivation of logistics businesses in Vietnam;
- a0, a1, ..., a5: coefficients;
- X1, X2..., X5,: factors affecting the working motivation of logistics businesses in Vietnam;
- ε: standard error.

The study focuses on surveying opinions and perspectives from Vietnamese businesses that specialize in logistics industry. The research examines a sample of 332 subjects. This sample number is believed to meet a minimum requirement of 50 observed variables, according to Hair [25]. The interview approach is either a direct interview or via email. The scale is inherited from previous studies and variable X1 (factors related to employees – with five observed variables: X1.2, X1.3, X1.5, X1.4, X1.1), X2 (factors related to rewards - with 4 observed variables: X2.1, X2.4, X2.2, X2.3), X3 (factors related to job advancement - with 4 observed variables: X3.1, X3.4, X3.2 X3.3), X4 (factors related to working conditions - with 6 observed variables - X4.5, X4.4, X4.6, X4.1, X4.3, X4.2), X5 (factors related to leadership - with 4 observed variables - X5.1, X5.2, X5.3, X5.4). According to Stevens [26] and Habing [27] a valuable factor should have at least three or more measurable variables. To ensure the validity and content of the scale, a preliminary discussion is carried out by interviewing experts whose knowledge is in-depth and expertised in this specific field, followed by an assessment of the research model. From there, the scale is adjusted accordingly. The study employs a 5-level Likert scale to measure the components of independent as well as dependent variables. Responses range from 1 to 5, starting from completely disagree to completely agree. Quantitative analysis is then conducted to analyze descriptive statistics, assessing reliability of Cronbach's Alpha scale, exploratory factor analysis (EFA), multiple regression analysis, and testing the differences through the use of SPSS 20.0 software. From that, determine the factors affecting work motivation of employees at SMEs logistics service enterprises

in Vietnam. After collecting the questionnaires, the author screens and removes invalid samples, the remaining 332 samples are coded and entered into SPSS software for linear regression analysis, which aims to determine the influence of independent variables on the dependent variable. The results of regression analysis are shown in Table 1. It is illustrated that all the combined variables possess Cronbach's Alpha coefficients greater than 0.7, which meet the statistical threshold, Sig. At the same time, it also reaches the statistical threshold of 95%, and other KM0 values are greater than 0.7. This confirms the reliability of the scales used for independent and dependent variables throughout the study.

Table 1.
Results of regression analysis.

	Variable names	Symbol	Cronbach's alpha	Kaiser-Meyer-Olkin	Sig.	Value
1	Factors regarding to employees themselves	X1	0.861	0.812	0.000	65.671
2	Factors regarding to rewards	X2	0.874	0.710	0.000	72.872
3	Factors regarding to career development	X3	0.854	0.730	0.000	69.819
4	Factors regarding to working conditions	X4	0.884	0.850	0.000	63.494
5	Factors regarding to leadership	X5	0.937	0.742	0.000	84.425
6	Work motivation	Y	0.813	0.743	0.000	64.320

4. Results and Discussions

- Cronbach's Alpha reliability test: Cronbach's Alpha indicates all factors that have Cronbach's Alpha coefficient greater than 0.6; the total correlation coefficient of observed variables is also greater than 0.3. Therefore, we accept and use all observed variables in the next EFA analysis.
- The results of KMO (Kaiser-Meyer-Olkin) and Bartlett's with Sig = 0.000 show that the observed variables are correlated with each other. High values KMO (coefficient (.810) indicate the usefulness of observed variables. Table 2 shows the total variance versus the values of EFA model. At Eigenvalues greater than 1, the author extracts five factors that have 71,181% of the variation in observed variables, including groups of factors, namely X1 (factors related to employees: X1.2,X1.3,X1.5,X1.4,X1.1) , X2 (factors related to rewards: X2.1,X2.4,X2.2,X2.3), X3 (factors related to job advancement: X3.1, X3.4, X4.6, X4.1, X4.3, X4.2), X5 (factors related to leadership: X5.1,X5.2,X5.3,X5.4).

Table 2.
Results of exploratory factor analysis.

Rotated component matrixᵃ

Symbol	Component 1	2	3	4	5
X4.5	0.804				
X4.4	0.777				
X4.6	0.773				
X4.1	0.762				
X4.3	0.745				
X4.2	0.735				
X5.1		0.929			
X5.2		0.918			
X5.3		0.889			
X5.4		0.883			
X1.2			0.909		
X1.3			0.880		
X1.5			0.834		
X1.4			0.684		
X1.1			0.658		
X2.1				0.909	
X2.4				0.875	
X2.2				0.794	
X2.3				0.782	
X3.1					0.863
X3.4					0.858
X3.2					0.752
X3.3					0.704

Extraction method: Principal component analysis.
Rotation method: Varimax with Kaiser normalization.
Note: a. Rotation converged in 6 iterations.

- Pearson correlation analysis: Results show that Sig value between dependent variables and each independent variable <0.05, which indicates a linear correlation between these variables, and the correlation is statistically significant. Considering the correlation between independent variables and dependent variable, the correlation between X4 and Y is the strongest with r = 0.564 whereas that of X5 and Y is the weakest with r = 0.003.
- Results from Table 3 show the adjusted R2 value = 0.458 which implies that 5 independent variables in the regression analysis affect the change of independent variable by 67.6%. In other words, the factors affecting employees' motivations at SMEs logistics services are explained by five independent variables within the research model; other variables and random errors explain the remaining 33.0%..

Table 3.
Model summaryb.

Model	R	R square	Adjusted R square	Std. error of the estimate	Durbin-Watson
1	0.676a	0.458	0.449	0.742	1.878

Note: a. Predictors: (Constant), X5, X3, X1, X2, X4.
b. Dependent variable: Y.

- Regression results together with multicollinearity tests are presented in Table 4. The model has a dependent variables as work motivation at Vietnamese logistics SMEs, and five independent variables as factors affecting the work motivation at Vietnamese logistics SMEs. The F-statistic of the model is 55,000 with p value (Sig.) = 0,000, which indicates the level of conformity of the model with the collected data and other explanatory variables.
- Multicollinearity analysis model results show the VIF (Variance Inflation Factor) values are below 4, ensuring that this phenomenon does not exist in the regression model. These results confirm the reliability level of the regression model.

Table 4.
Regression result.

Coefficientsa

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	Collinearity statistics	
		B	Std. error	Beta			Tolerance	VIF
1	(Constant)	-1.965E-16	0.041		0.000	1.000		
	X1	0.214	0.043	0.214	5.020	0.000	0.919	1.088
	X2	0.150	0,043	0.150	3.535	0.000	0.918	1.089
	X3	0.192	0.047	0.192	4.084	0.000	0.754	1.326
	X4	0.449	0.048	0.449	9.286	0.000	0.713	1.402
	X5	0.149	0.043	0.149	3.467	0.001	0.895	1.117

Note: a. Predictors: (Constant), X5, X3, X1, X2, X4.

Regression results represent the independent variable X1 of employees' personal factors has positive impact on employees' motivation in Vietnam small and medium logistics businesses. The number is confirmed to have considerable statistical significance at 95% (B = 0,214; Sig. = 0,000; p-value <0,001). This result is similar to covariables from other previous studies on work motivation, such as Vroom [16] study. Vroom defined an individual's motivation as an internal factor and is greatly affected by their personal needs and desires, meaning that the higher the needs the greater the motivation. Same thing indicated in Maslow [28]; McClelland [12] and Herzberg [13]. These literature theories emphasize the impact of individuals needs toward work productivity and motivation. In addition, workers whose qualifications and goals are evident will have a clearer sense of personal desires and needs, thereby creating higher motivation to strive towards achieving their goals and satisfying their desires. High qualification acts as the fundamental for workers to enjoy and create work excitement through innovation and creation, helping them maintain working motivation and result in better working performance. In a nutshell, personal factors of employees themselves indeed play a crucial role in creating motivation, that is, the higher the needs, goals, and qualifications, the stronger the motivation at work.

Regression results indicate that the independent variable X2 of rewards factor has positive impact on employee's motivation in Vietnam small and medium logistics businesses. The number is proved to be statistically significant (B=0.150; Sig. = 0.000; p-value <0,001). This result is compatible with Lawler [14] and Tang, et al. [15] who believed that rewarding influences the level of job satisfaction, thereby motivating employees to enhance work productivity. Besides, other research models developed by Hong and Waheed [29]; Kukanja [30] and Ali, et al. [31] revealed the relationship between rewards and motivation. Maslow [28] indicates reward factor (including salary, bonuses, and welfare benefits) is necessary to keep employees enthusiastic about their work since it aids in workers' basic physical needs and safety needs. In the context where Vietnam's socio-economic situation is developing and workers' lives are facing various difficulties, the role of employee reward system becomes more worthy than ever in dedication at work. A fair and consistent reward policy, on the other hand creates, a positive and collaborative work environment in which employees are enthusiastic about work and fulfill their responsibilities with great motivation. Therefore, this study identifies reward as a factor that that significantly and positively motivates employees of logistics enterprises in Vietnam. Regression results describe that the independent variable X3 of career development has positive impact on employee's motivation in Vietnam's small and medium logistics businesses. The

number is proved to be highly statistically significant (B=0,192; Sig. = 0,000; p-value <0,001). This is similar with Herzberg [13] where Job advancement is considered a great influence on workers' satisfaction within an organization, thereby enhancing working motivation. In addition to that, another approval theory from Mcclelland [24] states that career promotion opportunities indicate organizational recognition of employees' achievements, satisfy their need for achievement. This is particularly vital for the young workforce, who require support for further growth. Job advancement indeed not only promotes working effort, but also creates attraction for the youth advocates, especially in the situation of Vietnam, where young labor accounts for almost 22% of the country's labor force [32]. The logistics industry, in a growing economic context, offers various opportunities for advancement, which hence increase employees' attractiveness and motivation. Besides, promotion opportunities act as a satisfying factor for employees' desires of being powerful, creating wider relationship and working network between employees and leaders.

Training programs, superiors support, working environment demonstrate care and respect for employees, creating a positive and motivating work environment, enhancing employees satisfaction within the organization. Therefore, it can be concluded that career advancement meets the basic employees' needs which result in a positive and significant impact on work motivation at small and medium logistics enterprises.

Regression results indicate the independent variable X4 of working conditions has a positive impact on employees motivation in Vietnam's small and medium logistics businesses. The number represents high statistically significant level of 95% (B=0.449; Sig. = 0.000; p-value <0,001). Contrary to Herzberg [13] working conditions are not only maintaining motivation, but they act as the ones that create motivation as well. This can be explained based on Mcclelland [24] in which elements from working conditions such as competitiveness, organizational culture, leadership style, and workplace policy create care and support from superiors to subordinates, understanding and coordination between colleagues, and desire of the company for workers' commitment; thereby satisfying their affiliation needs and strengthening team bonding. This will obviously build trust and boost employee satisfaction and engagement. Furthermore, working in an environment of friendliness, honest and dedicated managers and colleagues increases positive working comfort and enjoyment and inspires workers to contribute conscientiously and effectively. In addition, working conditions in terms of technical facilities create positive impact on employees' motivation. Logistics businesses invest largely in modern digital technology, improve supply chains, and industrial assets with high operation autonomy can bring comfortable working zones, boosting the working process to be done at ease. On the contrary, poor or underdeveloped working conditions with outdated technical equipment cause a number of difficulties during working process, reducing employee productivity and work efficiency. Obviously, work dissatisfaction and frustration will result, thereby losing work motivation and increasing employees' turnover rates. In summary, we can conclude that improved working infrastructures lead to a higher employee motivation in logistics businesses.

Regression results display the independent variable X5 of leadership factor has positive impact on employee's motivation in Vietnam small and medium logistics businesses. The result demonstrates relatively high statistical significance (B=0.149; Sig. = 0.000; p-value <0,01). As compared to the working conditions factor, leadership has leeser impact, yet the result still shows the crucial role of leadership in motivating employees at work in SMEs logistics services. This is actually consistent with the characteristics of labor force at small and medium-sized logistics enterprises, which are small in scale; the level of interaction between leaders and workers tends to be sociable and supportive.

5. Recommendations

Specific solutions to improve employees' motivation in Vietnamese logistics businesses can be proposed as follows:

- Promote investment in training programs: Businesses should focus on investing properly into valuable training programs to equip employees with specialized knowledge and skills necessary to maximize their abilities and contributions for the company. Cooperating with training facilities or the Vietnam Logistics Human Resources Development Association to develop appropriate training programs that are suitable with the industry's practical needs.
- Effective human resource management: In order to build a positive working environment, organizations should establish appropriate employee monitoring and evaluation measurements, thereby designing reasonable remuneration and welfare policies that match their capabilities and contributions.
- Building a fair and supportive working environment: it is necessary to create a civilized and sharing working environment, demonstrating care and support of the business towards employees.
- Encourage initiative and autonomy: enterprises should create conditions for employees to promote self-determination and creativity at work, which aids in boosting their sense of responsibility and work dedication.
- Increase recognition and praise: it is essential to recognize and praise employees' achievements and contributions through constructive praise and recognition.
- Create promotional opportunities: A transparent promotion policy should be designed to stimulate employees' working productivity and foster their contribution at work.
- Construct positive working environment: businesses should give employees autonomy in arranging their workspace for a comfortable and creative working comfort zone.
- Cooperate with associations and experts: this will be effective in updating information on new scientific and technological advances, thereby improving performance and competitiveness of the business.

These solutions, when implemented in a rigorous and planned manner, will contribute effectively to boosting employees' motivation in logistics businesses, thereby enhancing employee performance and satisfaction with the company.

6. Conclusion

To this end, throughout the process of researching and analyzing factors motivating employees in the field of logistics services, the author has identified five groups of factors that positively affect work motivation. These groups include: (i) factors related to employees such as goals, desires, and qualifications; (ii) factors related to rewards such as salary, bonuses, and welfare benefits; (iii) factors related to career advancement such as promotion opportunities, training programs, support from leaders, and workplace relationships; (iv) factors related to working conditions such as competitive environment, organizational culture, leadership style, technical facilities, and company policies; and (v) factors related to leadership. These factors have a significant impact on employees' spirits and motivation.

Following the research results, several appropriate recommendations are suggested for managers to implement in order to boost employees' motivation. Specifically, recommendations include investing in specialist training programs, developing appropriate remuneration policies, recognizing and rewarding individuals, enforcing and strengthening digital technology applications and facilities, building positive and collaborative corporate culture, assigning right jobs to the right workers, encouraging opportunities for personal career growth, and enhancing communication and commitment.

These recommendations promise to support logistics enterprises in creating a positive working environment, thereby improving employee performance and satisfaction.

Nevertheless, this article remains limited to the research subject that is focused only on SMEs, which cannot cover other types of enterprises. Besides, due to the limitation in accessibility, the majority of survey participants are concentrated in three cities and provinces of Vietnam, which reduces the comprehensiveness of the research. Moreover, the adjusted coefficient of determination is 67%, which proves that apart from five factors mentioned throughout the research, there are a number of other factors that affect employees' motivation in Vietnamese logistics SMEs. Given these limitations, we encourage future reviews to broaden the research scope and subjects, thereby enhancing the level of representativeness. Similarly, there might still be other influencing factors that have not been studied in depth within this research, which could be another aspect of the research orientation in the future.

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