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# Determinants of Employee Work Motivation in a Garment Enterprise: The Case of TNG Investment and Trading Joint Stock Company – Song Cong 1 Garment Branch

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***ABSTRACT:*** *In the context of increasingly intense competition for labor, sustaining and enhancing employees' work motivation is a strategic priority for garment enterprises. This study identifies and measures the factors affecting work motivation among employees at TNG Investment and Trading Joint Stock Company – Song Cong 1 Garment Branch. Secondary data for 2022–2024 were combined with primary survey data collected in February–April 2025 with 280 valid responses were obtained. Measurement scales were assessed using Cronbach's Alpha and EFA; multiple linear regression was used to test the hypotheses. Results show that Working Conditions exert the strongest positive effect on motivation (standardized $\beta = 0.448$; $p < 0.001$), followed by Compensation and Benefits ($\beta = 0.317$; $p < 0.001$), Career Needs and Goals ($\beta = 0.165$; $p = 0.002$), and Training and Promotion ($\beta = 0.147$; $p = 0.008$). Job Characteristics have a negative effect ($\beta = -0.120$; $p = 0.027$), while Work Relationships are statistically insignificant ($p = 0.209$). The model fits the data well ($R = 0.831$; adjusted $R^2 = 0.684$; Durbin–Watson = 1.866). The findings suggest prioritizing improvements in working conditions, designing competitive and transparent reward packages, strengthening career pathways and training programs, and reviewing job design to mitigate repetitiveness and unnecessary pressure.*

***KEYWORDS –*** *work motivation; garment enterprise; working conditions; compensation and benefits; training and promotion.*

## I. INTRODUCTION

The garment industry is one of the pivotal sectors of Vietnam's economy, with clear comparative advantages and a significant contribution to national exports (World Bank, 2021). For 2024, Vietnam's textile and garment exports were estimated at approximately USD 42 billion by the U.S. Department of Agriculture's Foreign Agricultural Service (USDA FAS, 2025), underscoring the sector's scale and salience in merchandise trade. In terms of employment, the textile–garment sector engages approximately 2.7 million workers, a large share of whom are women, thereby contributing substantially to job creation and structural transformation (IFC, n.d.). However, high labor turnover has been documented across many garment factories in Vietnam, creating challenges for labor organization, line discipline, and the improvement of productivity and operational efficiency (ILO, 2012). At the same time, impact evidence from Better Work Vietnam indicates that improving working conditions is associated with higher productivity and profitability, and ILO guidance emphasizes that safe, healthy workplaces can help reduce employee turnover (ILO/IFC, 2015; ILO, 2016).

In an increasingly competitive labor market, the twin imperatives of retaining personnel and enhancing work motivation have become critical challenges for garment enterprises in general and for TNG Investment and Trading Joint Stock Company – Song Cong 1 Branch in particular. With a workforce of 896 employees and an estimated annual turnover rate of 2–5%, ad hoc measures such as fostering a "comfortable" work environment and granting individual or team rewards have not achieved the expected effectiveness or system-wide coherence. Without evidence-based, fit-for-purpose solutions, the branch risks labor shortages, declining productivity, and rising recruitment and training costs. Therefore, this study is urgent, aiming to identify the determinants of work motivation, quantify the magnitude and direction of each factor, and propose a prioritized set of interventions to stabilize the workforce and improve production and business performance at the branch.

Basing on classic motivation theories and operational realities in sewing lines, this study evaluates the effect of six determinants on employee work motivation: working conditions (safety, ergonomics, facilities), pay

and benefits (base pay, allowances, incentives, social insurance), training and advancement (skill development, promotion paths), job characteristics (task variety, autonomy, feedback), career needs and goals (personal growth, income targets), and workplace relationships (collegial support, supervisor relations). We ask: (i) Which determinants significantly affect work motivation? (ii) What is their relative strength and direction of impact? (iii) How can a garment plant translate the findings into prioritized, actionable policies?

## II. LITERATURE REVIEW

### 1. Employee's working motivation definition

Employee work motivation refers to the set of energizing forces—arising from both the individual (e.g., needs, values, goals) and the work context (e.g., job design, rewards, social norms)—that initiate work behavior and regulate its direction, intensity, and persistence over time (Latham & Pinder, 2005). Rather than a stable trait, motivation is a dynamic, situationally embedded process that helps explain why employees begin a task, how strongly they strive, and how long they sustain effort in organizational settings (Latham & Pinder, 2005).

Beyond the amount of effort, contemporary research emphasizes the quality of motivation. Self-Determination Theory distinguishes more autonomous forms (e.g., intrinsic interest and well-internalized values) from more controlled forms (e.g., external pressures), and demonstrates that fulfilling the basic psychological needs for autonomy, competence, and relatedness fosters more durable, self-regulated motivation and better work outcomes (Ryan & Deci, 2000). Integrative reviews further underline that motivation is multi-level—shaped by person-level dispositions and goals, job/organizational features (e.g., task significance, autonomy, feedback, fairness), and process mechanisms through which people select and pursue goals—so robust explanations of employee motivation must attend to all three (Kanfer, Frese, & Johnson, 2017).

In this study, Employee Work Motivation is operationalized as a reflective construct captured by three self-report items: (EWM1) "I always try my best to complete my work," (EWM2) "I am very satisfied with my current job," and (EWM3) "I wish to stay with the company for a long time." These items respectively tap sustained effort toward task completion, present job satisfaction, and long-term intention to remain with the firm. Together, they provide a concise indicator set for analyzing employees' work motivation in the TNG – Song Cong 1 context.

### 2. Theories of employee's working motivation

From a theoretical standpoint, Maslow's hierarchy of needs posits that work motivation develops as individuals progress from lower-order needs (physiological and safety) to higher-order needs (belonging, esteem, self-actualization). In organizational settings, adequate pay, benefits, and safe working conditions help stabilize the lower tiers, while social integration and respectful climate address belonging and esteem; once these are met, employees are more likely to invest discretionary effort in meaningful goals (Maslow, 1943).

Herzberg's two-factor theory distinguishes between hygiene factors—such as pay, policies, supervision, and physical conditions—that prevent dissatisfaction, and motivators—such as achievement, recognition, responsibility, and advancement—that generate durable positive motivation. The theory implies a sequencing logic: first eliminate hygiene deficits (e.g., ambiguous pay rules, poor ergonomics), then enrich jobs and career pathways to elevate intrinsic motivation and sustained engagement (Herzberg, Mausner, & Snyderman, 1959).

According to Vroom's expectancy theory, motivation is a function of three linked cognitions: expectancy (effort leads to performance), instrumentality (performance leads to rewards), and valence (rewards are valued). Clear targets, adequate skills and tools, credible feedback loops, and transparent incentive formulas strengthen these links; conversely, opacity or inconsistency at any link depresses motivation even when nominal rewards appear attractive (Vroom, 1964).

Equity theory frames motivation as sensitive to social exchange: employees compare their input–outcome ratios with relevant others and adjust effort accordingly. Perceived inequities—pay compression, favoritism in promotion, or opaque procedures—prompt withdrawal or turnover, whereas distributive and procedural justice function as motivational safeguards that sustain effort and commitment (Adams, 1965).

The Job Characteristics Model identifies five core features—skill variety, task identity, task significance, autonomy, and feedback—that create critical psychological states (experienced meaningfulness, responsibility, knowledge of results) and thereby elevate intrinsic motivation. Practical levers include multi-

skilling and rotation to increase variety/identity, customer and quality feedback to heighten significance/knowledge of results, and micro-autonomy in methods to strengthen felt responsibility (Hackman & Oldham, 1976).

Goal-setting theory holds that specific, challenging goals—paired with timely feedback and supported by self-efficacy—reliably raise effort, persistence, and performance. Commitment improves when employees participate in target setting and understand the rationale and metrics; alignment of incentives and coaching with those goals focuses attention on strategy and progress (Locke & Latham, 2002).

Finally, Self-Determination Theory emphasizes the quality of motivation: contexts that satisfy basic psychological needs for autonomy, competence, and relatedness foster more autonomous, self-regulated, and enduring motivation than controlling contexts. Autonomy-supportive leadership, competence-building opportunities, and collegial relations thus enhance well-being and sustained performance beyond what can be achieved by extrinsic controls alone (Deci & Ryan, 2000).

In human resource management practice, firms can effectively leverage three classic psychological theories—Maslow, Vroom, and Herzberg—to build a comprehensive system for motivating employees. Following Maslow's hierarchy of needs, organizations should design fair and adequate reward packages to satisfy basic needs such as pay, benefits, and working conditions (physiological and safety levels), while also fostering a friendly, cohesive environment to meet social needs. In addition, recognizing achievements, encouraging creativity, and enabling advancement opportunities help employees feel respected and able to realize their potential. Guided by Vroom's expectancy theory, managers should ensure that employees clearly understand the effort–performance–reward linkage; setting clear goals, providing sufficient tools and resources, and tying work results to specific rewards increase expectancy and perceived value, thereby strengthening motivation. Meanwhile, Herzberg's two-factor theory indicates that sustainable motivation requires not only improving "hygiene" factors such as pay and organizational policies, but also emphasizing "motivators" such as assigning meaningful work, creating career development opportunities, and acknowledging contributions. Flexibly integrating these three perspectives enables organizations to cultivate a positive work environment, retain talent, and enhance overall effectiveness.

## 3. Research on factors affecting employee's working motivation in the textile and apparel sector

Across garment-industry studies, working conditions and compensation–benefits consistently emerge as foundational drivers of motivation and retention. Factory-level evaluations from the Better Work Vietnam programme show that improvements in occupational safety, human-resource compliance, and clarity of wage systems are associated with higher productivity and firm performance (Better Work, 2015; Brown, Dehejia, & Robertson, 2018). Meta-analytic evidence beyond garments also indicates that well-designed financial incentives relate positively to output, underscoring the centrality of compensation structures in shaping effort (Jenkins, Mitra, Gupta, & Shaw, 1998). These findings align with the hygiene–motivator logic frequently observed in labor-intensive settings.

Training and promotion further reinforce motivation by strengthening the effort → performance → reward pathway and signalling credible advancement. Case evidence from Vietnam's Maxport points to gender-responsive upskilling and transparent internal ladders as levers for engagement and retention (International Finance Corporation [IFC], 2021). Recent Vietnamese survey work in Hai Phong similarly lists "salary and benefits," "immediate supervisor," "work environment," "job characteristics," "training and development," and "co-workers" among salient predictors of motivation in SMEs, with reward and supervisory factors ranking high (Cao & Hoàng, 2024).

The work environment—spanning both physical and psychosocial conditions—also features prominently. A qualitative study in Indonesia reports that when factors such as facilities, equipment, collegial relations, and management style meet expectations, dissatisfaction falls and motivation rises, reducing turnover intentions (Toha & Maharani, 2024). This pattern is consistent with job-design theory, in which feedback, task significance, and (even modest) autonomy bolster intrinsic motivation under repetitive line work (Hackman & Oldham, 1976).

Evidence on workplace relationships highlights leadership quality and collegial support as meaningful, though their marginal contribution may diminish once structural factors (pay, conditions, advancement) are

controlled. In Kenya's export-processing apparel firms, training, pay, promotion, and leadership all shape turnover, with pay exerting the largest influence—leading the authors to recommend competitive wage packages alongside motivational programmes (Mulwa & Muli, 2024). In Vietnam's Gio Linh garment company, employees rated income as the most important motivator, followed by recognition of achievement; promotion opportunities were also salient though relatively lower ranked (Cấn & Trần, 2022).

Synthesizing these findings, sector-specific research converges on six determinants that map to our model: (i) working conditions and (ii) compensation–benefits as primary levers; (iii) training and promotion and (iv) career needs and goals as development-oriented drivers of sustained engagement; (v) job characteristics whose effects depend on the degree of autonomy, feedback, and task meaning available in standardized lines; and (vi) workplace relationships that support, but do not substitute for, structural improvements. This evidence base motivates our hypothesis set and the prioritization of interventions tested in the present study.

## III. METHODOLOGY

### 1. Research Framework

Based on related theories—namely Maslow's hierarchy of needs, Herzberg's two-factor theory, and Vroom's expectancy theory—as well as prior studies relevant to the research problem, the author synthesizes the fundamental factors affecting employees' work motivation at TNG Investment and Trading Joint Stock Company – Song Cong 1 Branch as: (1) Working conditions; (2) Training and promotion; (3) Compensation and benefits; (4) Job characteristics; (5) Career needs and goals; and (6) Workplace relationships.

Grounded in work-motivation theories and prior studies at home and abroad on the determinants of work motivation—and based on preliminary and qualitative research—the author proposes six research hypotheses as follows:

H1: Working conditions (WCS) have a positive effect on employees' work motivation.

H2: Training and promotion (TP) have a positive effect on employees' work motivation.

H3: Compensation and benefits (CB) have a positive effect on employees' work motivation.

H4: Job characteristics (JC) have a positive effect on employees' work motivation.

H5: Career needs and goals (CNG) have a positive effect on employees' work motivation.

H6: Workplace relationships (WR) have a positive effect on employees' work motivation.

The author conducted qualitative research and then consulted experts to develop the observed variables for the research model as follows:

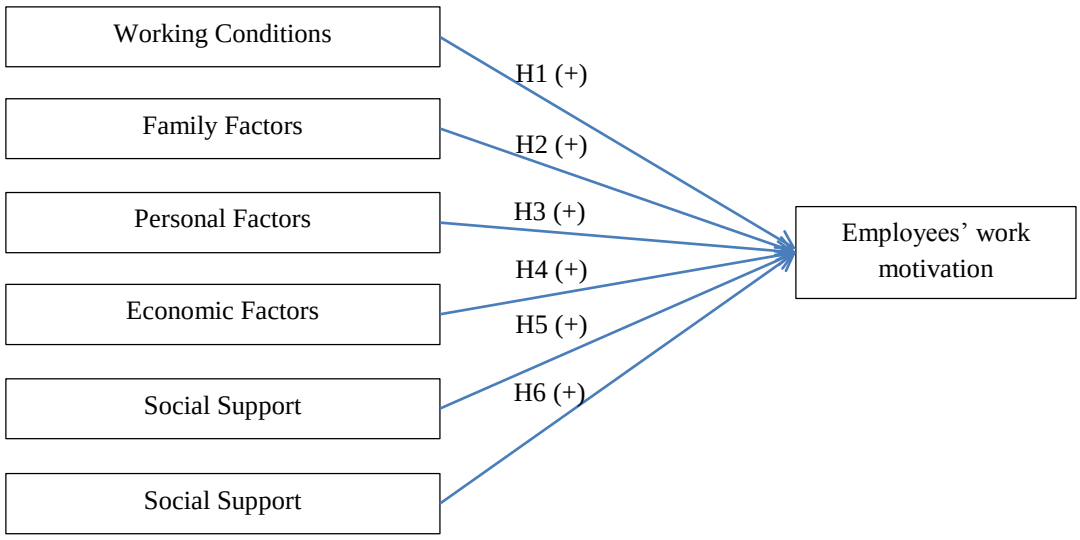


**Figure 1: Research model**

### 2. Sample

The samples of this research are employee in TNG Investment and Trading Joint Stock Company – Song Cong 1 Branch. The samples size was calculated by Slovin's formula - a sample calculation formula for social research with population of definite size.

With an overall human size as of the end of December 2024 of Song Cong 1 Branch are 896 employees, a confidence level of 0.05, according to the Slovin formula, the calculated sample size is 277. To ensure representativeness and statistical significance of the research, 300 sample respondents were randomly collected from the employees of the company.

**3. Collect, process and analyze data**

Random sampling method was used to ensure representativeness and objectivity of the data. Data was collected through indirect survey using Google Forms and email responses, respondents completed the survey online. After collecting the answer sheets, they are checked, basic information is processed on the form system, and then encoded information, entered information into the computer and used SPSS 22.0 software for processing the data.

Cronbach's alpha reliability analysis was used to exclude items with coefficients below 0.60. Exploratory Factor Analysis (EFA) was then conducted to preliminarily assess the scales' convergent and discriminant validity; items with low factor loadings (< 0.50) were removed, and the aggregated factors obtained after convergence were entered into the linear regression analysis.

## IV. RESULTS AND DISCUSSION

### 1. Respondents' characteristics

**TABLE 1**

**Respondents' characteristics**

| Statistic | Number | Percentage (%) | Statistic | Number | Percentage (%) |
|---|---|---|---|---|---|
| **Gender** | **280** | **100** | **Education Level** | **280** | **100** |
| Male | 109 | 38.9 | General Labor | 125 | 44.6 |
| Female | 171 | 61.1 | Elementary Vocational | 140 | 50.0 |
| **Age** | **280** | **100** | Intermediate | 5 | 1.8 |
| 18-30 | 134 | 47.9 | College | 6 | 2.1 |
| 31-40 | 97 | 34.6 | University | 4 | 1.4 |
| 41-50 | 47 | 16.8 | Postgraduate | 0 | 0 |
| >50 | 2 | 0.7 | **Seniority** | **280** | **100** |
| **Salary** | **280** | **100** | < 1 year | 23 | 8.2 |
| <5 Billions | 3 | 1.1 | 1-3 years | 107 | 38.2 |
| 5-8 Billions | 126 | 45.0 | 3-5 years | 104 | 37.1 |
| 8-12 Billions | 141 | 50.4 | > 5 years | 46 | 16.4 |
| >12 Billions | 10 | 3.6 | | | |

Source: *Research result*

After data collection and cleaning, 20 incomplete questionnaires were discarded and 280 valid responses were retained for analysis. The sample is female-skewed, with 171 women (61.1%) and 109 men (38.9%). Age is concentrated in younger cohorts: 18–30 years account for 47.9% (134 respondents) and 31–40 years for 34.6% (97), so 82.5% are under 40; the 41–50 groups represents 16.8% (47) and those over 50 comprise 0.7% (2). Reported income clusters in the 5–8 million VND and 8–12 million VND bands (45.0% and 50.4%, respectively), with only 1.1% below 5 million VND and 3.6% above 12 million VND. In terms of education and training, elementary vocational workers make up 50.0% (140) and general labor 44.6% (125)—together 94.6%—while intermediate, college (associate), and university (bachelor) qualifications account for 1.8% (5), 2.1% (6), and 1.4% (4), respectively; no respondents reported postgraduate education. Tenure is dominated by the 1–3 year (38.2%, 107) and 3–5 year (37.1%, 104) categories, yielding a 75.3% majority with 1–5 years of service; 8.2% (23) have less than one year and 16.4% (46) have more than five years. Overall, this structure is consistent with typical garment-industry workforces: a high share of women in line-operation roles, a relatively young labor pool suited to high-intensity, fast-paced production with shift work, and a predominance of general and elementary-trained workers whose incomes cluster around the sector's mid-range.

**2. Factors influencing the Employees' work motivation**

Cronbach's Alpha value is used to test the reliability of the scales. Reliability analysis indicated acceptable to excellent internal consistency across all scales, with Cronbach's alpha coefficients ranging from 0.709 to 0.920.

**TABLE 2**

**Item-Total Diagnostics**

| Coding | Variable | Number of items | Cronbach's Alpha | Results |
|---|---|---|---|---|
| | **Dependent variable:** | | | |
| EWM | Employee's Work motivation | 3 | 0.709 | - All Corrected Item Total Correlation of items are above 0,3 and Item Cronbach's Alpha are above 0,6, so all items remain. - Redundancy check – Every "α if item deleted" value stays within ±0.015 of the full-scale α, indicating that no item is overly redundant or detrimental. |
| | **Independent variable** | | | |
| WCS | Working conditions | 4 | 0.885 | |
| TP | Training and promotion | 4 | 0.865 | |
| CB | Compensation and benefits | 6 | 0.920 | |
| JC | Job characteristics | 3 | 0.873 | |
| CNG | Career needs and goals | 4 | 0.830 | |
| WR | Workplace relationships | 5 | 0.851 | |

Source: *Research result*

The dependent construct, Employees' Work Motivation (EWM; 3 items), yielded α = 0.709, which is acceptable for a short scale. Among the independent constructs, Working Conditions (WCS), Training and Promotion (TP), Compensation and Benefits (CB), Job Characteristics (JC), Career Needs and Goals (CNG), and Workplace Relationships (WR) reported alphas of 0.885, 0.865, 0.920, 0.873, 0.830, and 0.851, respectively, evidencing high internal consistency. All corrected item–total correlations exceeded 0.30, and the "alpha if item deleted" values for each scale remained within ±0.015 of the full-scale alpha, indicating that no item was redundant or detrimental to reliability. On this basis, all items were retained for subsequent factor and regression analyses.

**TABLE 3**

**Rotated Component Matrix**

| Item | Component | | | | | |
|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| CB3 | 0.795 | | | | | |
| CB2 | 0.786 | | | | | |
| CB4 | 0.772 | | | | | |
| CB1 | 0.764 | | | | | |
| CB5 | 0.72 | | | | | |
| CB6 | 0.682 | | | | | |
| WR2 | | 0.808 | | | | |
| WR3 | | 0.754 | | | | |
| WR1 | | 0.698 | | | | |
| WR5 | | 0.625 | | | | |
| WR4 | | 0.612 | | | | |
| WCS4 | | | 0.814 | | | |
| WCS1 | | | 0.787 | | | |
| WCS3 | | | 0.785 | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| WCS2 | | | 0.782 | | | |
| TP3 | | | | 0.753 | | |
| TP4 | | | | 0.753 | | |
| TP2 | | | | 0.702 | | |
| TP1 | | | | 0.686 | | |
| JC2 | | | | | 0.706 | |
| JC3 | | | | | 0.694 | |
| JC1 | | | | | 0.598 | |
| CNG2 | | | | | | 0.715 |
| CNG3 | | | | | | 0.649 |
| CNG4 | | | | | | 0.646 |
| CNG1 | | | | | | 0.512 |
| KMO | | | | 0.933 | | |
| Rotation Sums of Cumulative % | | | | 68.91% | | |
| Sig. | | | | 0,000 | | |

Source: *Research result*

Exploratory factor analysis (EFA) of the independent measures supported the hypothesized six-factor structure. Sampling adequacy was excellent (KMO = 0.933) and Bartlett's test was significant ($p < .001$), indicating the correlation matrix was suitable for factor extraction. The six factors cumulatively explained 68.91% of the total variance. Item loadings were strong within each construct: Compensation & benefits- CB ( ≈ 0.682 – 0.796), Workplace relationships - WR (≈ 0.612 – 0.784), Working conditions - WCS (≈ 0.702 – 0.814), Training & promotion - TP (≈ 0.753 – 0.774), Job characteristics - JC (≈ 0.598 – 0.706), and Career needs & goals - CNG (≈ 0.512 – 0.715). No salient cross-loadings were observed, and all retained items exceeded the 0.50 threshold (the lowest loading was ≈ 0.512), evidencing convergent validity and preliminary discriminant clarity among the six determinants. On this basis, the purified factor scores were retained for subsequent regression analyses.

**TABLE 4**

**Overall model fit in**

| Model | R | $R^2$ | Adjusted $R^2$ | Std. Error of the Estimate | Change statistics | | | Durbin-Watson |
|---|---|---|---|---|---|---|---|---|
| | | | | | $R^2$ change | F change | Sig. | |
| 1 | .831[a] | .691 | .684 | .24457 | ,691 | 101.776 | .000 | 1.866 |

*a. Predictors: (Constant), WCS, TP, CB, JC, CNG, WR*

*b. Dependent Variable: EWM*

Source: *Research result*

Table 4 indicates that the regression model with six predictors (WCS, TP, CB, JC, CNG, WR) exhibits a relatively high level of fit. The multiple correlation coefficient R = 0.831 reflects a strong association between the set of independent variables and the dependent variable (EWM). The values $R^2 = 0.691$ and adjusted $R^2 = 0.684$ show that the model explains about 69.1% (reduced to 68.4% after adjustment) of the variance in employee's work motivation—substantial explanatory power for survey data. The standard error of the estimate = 0.24457 implies a relatively small average prediction error (especially if EWM is measured on a 1–5 scale), thereby reinforcing the model's accuracy.

Regarding the overall test, F change = 101.776 with Sig. = 0.000 ($p < 0.001$) confirms that the model is statistically significant; the set of predictors contributes meaningfully to explaining EWM. Because the model was estimated in a single step, $R^2$ change = 0.691 equals the model $R^2$, indicating the joint contribution of all

predictors. The Durbin–Watson statistic = 1.866, close to 2, suggests no material autocorrelation in the residuals and that the assumption of independent errors is satisfied at an acceptable level.

**TABLE 5**
**Analysis of variance ANOVA[a]**

| | Model | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 36.526 | 6 | 6.088 | 101.776 | .000[b] |
| | Residual | 16.329 | 273 | 0.60 | | |
| | Total | 52.855 | 279 | | | |

*a. Dependent Variable: EWM*

*b. Predictors: (Constant), WCS, TP, CB, JC, CNG, WR*

Source: *Research result*

Table 5 shows that the overall linear regression model is statistically significant: F = 101.776; Sig. = 0.000 (p < .001). This allows us to reject the null hypothesis ($H_0$ ) that all regression coefficients equal zero, meaning the predictor set (WCS, TP, CB, JC, CNG, WR) explains the variance in EWM significantly better than a model with no predictors.

Total variance (SST = 52.855) is partitioned into SSR = 36.526 (explained by the model) and SSE = 16.329 (unexplained, error), implying the model accounts for ≈ 69.1% of the variance in EWM—consistent with $R^2$ ≈ 0.691 reported elsewhere. The residual Mean Square is most likely 0.060 (not 0.60), because SSE/df = 16.329/273 ≈ 0.0598; accordingly, MSR/MSE = 6.088/0.0598 ≈ 101.78, which matches the F value. Overall, the ANOVA statistics corroborate a high model fit and strong statistical significance, providing a solid basis for interpreting the individual regression coefficients.

**TABLE 6**
**Coefficient Matrix**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | .649 | .147 | | 4.430 | .000 | | |
| | WCS | .393 | .050 | .448 | 7.811 | .000 | .344 | 2.096 |
| | TP | .132 | .050 | .147 | 2.662 | .008 | .370 | 2.702 |
| | CB | .299 | .061 | .317 | 4.894 | .000 | .270 | 3.707 |
| | JC | -0.095 | .043 | -.120 | -2.227 | .027 | .387 | 2.581 |
| | CNG | .159 | .052 | .165 | 3.073 | .002 | .394 | 2.537 |
| | WR | -0.58 | .046 | -.064 | -1.259 | .209 | .437 | 2.288 |

*Source: Research result*

The statistical significance of the predictors is as follows: five of the six variables are significant at the ⩽5% level—WCS (β = 0.448, p = 0.000), CB (β = 0.317, p = 0.000), CNG (β = 0.165, p = 0.002), TP (β = 0.147, p = 0.008), and JC (β = −0.120, p = 0.027). WR has a small negative coefficient (β = −0.064) and is not significant (p = 0.209). The standardized betas indicate the following ranking of effects: WCS is strongest, followed by CB, then CNG and TP; JC is negative, and WR is statistically negligible. This pattern suggests managerial priorities should begin with working conditions and compensation–benefits, followed by career orientation/promotion opportunities, while simultaneously reviewing job design to mitigate factors that depress motivation.

Multi-collinearity is not a concern: VIF values range from 2.096 to 3.707 (Tolerance ≈ 0.270 – 0.437), all well below the conventional threshold of 10, indicating stable coefficient estimates.

Hypothesis tests (H1–H6).

H1 (Working conditions → EWM, +): Supported ( β = 0.448, p < .001).

H2 (Training & promotion → EWM, +): Supported ( β = 0.147, p = .008).

H3 (Compensation & benefits → EWM, +): Supported ( β = 0.317, p < .001).

H4 (Job characteristics → EWM, +): Not supported; the effect is negative (β = −0.120, p = .027).

H5 (Career needs & goals → EWM, +): Supported ( β = 0.165, p = .002).

H6 (Workplace relationships → EWM, +): Not supported; the coefficient is negative and non-significant (β = −0.064, p = .209).

Accordingly, the multiple-regression results indicate that upgrading working conditions and making compensation–benefits both transparent and competitive are the most powerful levers for motivation. Establishing career pathways and training–promotion systems yields the next most meaningful gains. Job redesign (e.g., rotation, enhanced feedback/micro-autonomy) can help offset the negative effect associated with job characteristics. Workplace relationships should be maintained positively, but they are not the primary lever once structural factors are taken into account.

## V. CONCLUSION

This study quantified how six determinants—working conditions, compensation and benefits, training and promotion, job characteristics, career needs and goals, and workplace relationships—shape employee work motivation at TNG Investment and Trading JSC – Song Cong 1 Garment Branch. The model displayed strong explanatory power (R = 0.831; adjusted $R^2$ = 0.684), with working conditions exerting the largest positive effect on motivation (β = 0.448), followed by compensation and benefits (β = 0.317), career needs and goals (β = 0.165), and training and promotion (β = 0.147). Job characteristics showed a small but significant negative association (β = −0.120), and workplace relationships were statistically non-significant. These results underscore a clear prioritization logic for managerial action in a labor-intensive, line-based setting.

Theoretically, the findings reinforce hygiene-first arguments and expectancy-consistent mechanisms: when the physical and procedural environment is safe, ergonomic, and predictable, and when pay systems are transparent and competitive, employees' motivation increases meaningfully. At the same time, the negative coefficient on job characteristics and the null effect of workplace relationships depart from canonical predictions of job design and social-exchange perspectives. In a tightly standardized sewing-line context, limited autonomy and repetitive tasks may dampen intrinsic motivation despite otherwise adequate conditions; this invites finer measurement of micro-autonomy, feedback quality, and task significance at the operation level.

Managerially, the branch should prioritize (i) targeted upgrades to OSH and ergonomics, workstation layout, and compliance routines; (ii) a compensation architecture that clarifies piece-rate formulas, strengthens fairness safeguards, and aligns allowances/benefits with retention goals; and (iii) career pathways that link training modules to credible internal progression. In parallel, job redesign—including rotation, enriched feedback loops tied to quality and takt, and small "choice points" in methods—can mitigate the demotivating aspects of repetitive work. Relationship-building and supervisory coaching remain complementary levers but should not substitute for structural improvements in conditions and pay.

Several limitations qualify the inferences. The cross-sectional, single-firm design constrains causal claims and generalizability beyond the branch; the use of self-reports raises common-method concerns; and the three-item motivation scale, while reliable, is necessarily parsimonious. Future research should adopt longitudinal or quasi-experimental designs to track motivation and productivity before and after targeted interventions; triangulate survey responses with administrative and line-level performance data; test moderators such as tenure, gender, and unit type; and employ confirmatory factor analysis/SEM, endogeneity checks, and robustness tests (e.g., alternative codings of job characteristics) to sharpen causal interpretation.

In sum, a conditions-and-compensation first strategy, complemented by coherent development ladders and surgical job redesign, offers the highest near-term returns for elevating work motivation and, by extension, retention and throughput at TNG – Song Cong 1. Implemented in sequence and monitored with clear KPIs, these measures provide an actionable pathway to stabilize the workforce and sustain operational performance in a competitive garment-industry environment.

## VI. Acknowledgement

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