



Received: 23-06-2023
Accepted: 03-08-2023

International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

The Drive to Acquire Employees in Commercial Banks

¹ Le Trung Thanh, ² Le Quang Trung

^{1, 2} University of Labour and Social Affairs, Vietnam

Corresponding Author: **Le Quang Trung**

Abstract

Work motivation is an individual's willingness to make efforts towards organizational goals, provided that some of his or her needs are satisfied according to his or her efforts (Robbin, 1993). Commercial banks exist with two central roles in the economy: (i) creating liquidity and (ii) transferring risk (Berger & Bouwman, 2009) ^[1]. Through the creation of liquidity, the banking system has supported economic growth (Gupta & Kashiramka, 2020) ^[2]. This study was conducted with the aim of identifying, analyzing, and measuring the drive to acquire employees in commercial banks in Hanoi by using qualitative and

quantitative research methods. Quantitative research methods were carried out with SPSS software, including descriptive statistics, Cronbach's alpha, and EFA analysis. On the basis of a review of previous studies and after interviewing experts, the study has identified and analyzed five scales (component attributes) of the drive to acquire employees in commercial banks. Based on this result, the study proposes some recommendations to improve the quality of human resources and business performance in commercial banks in Hanoi.

Keywords: The Drive to Acquire (A), Commercial Banks, Employees, Human Resources, Economics

JEL Classification Code: M10, M51, M52, M41, F65

1. Introduction

Work motivation is an individual's willingness to make efforts towards organizational goals, provided that some of his or her needs are satisfied according to his or her efforts (Robbin, 1993) ^[10]. In fact, the existence and development of an enterprise depend greatly on the working efforts of its members, their dedication, the contribution of their efforts, and the intellect of dedicated and wholehearted people. Therefore, any firm needs to pay attention to motivating employees to work.

Creating work motivation for employees not only stimulates the working psychology of employees but also increases labor productivity, increases production and business efficiency for enterprises, and builds a team of specialized staff. Increase the competitiveness of enterprises in the market. Therefore, managers need to have solutions to motivate employees to work harder.

Commercial banks exist with two central roles in the economy: (i) creating liquidity and (ii) transferring risk (Berger & Bouwman, 2009) ^[1]. Through the creation of liquidity, the banking system has supported economic growth (Gupta & Kashiramka, 2020) ^[2].

Due to the impact of the integration process, Vietnamese commercial banks have to face great competition from non-bank financial intermediaries and foreign banks. Human resources become one of the most important points to contribute to improving competitive advantages and the operational efficiency of commercial banks. Work motivation among employees is one of the important factors contributing to improving the quality of human resources.

2. Literature Review and Theory

Maslow's hierarchy of needs (1943) ^[8] suggests that once lower-level needs are satisfied, higher-order needs will become the driving force for all human behavior. Unmet lower-level needs often lead to dissatisfaction with higher-level needs. As such, they often have to be satisfied before one can move up the ranks of the hierarchy. Besides, McClelland's theory of motivational needs (1985) ^[9] suggests that people are motivated by three basic needs, which are: (i) The need for achievement; (ii) The need for power; and (iii) The need for alliances.

The four-drive theory of human nature by Lawrence and Nohria (2002) ^[6] has been used to explain the motivation of employees based on four types of motivation: The drive to acquire, the drive to bond, the drive to learn, and the drive to defend.

The drive to acquire is the drive to gain artifacts and experience, the drive to gain a promotion, background, and position in society Lawrence and Nohria (2002) [6].

Achievement is the motivation to gain material wealth, achieve a certain position, or achieve goals to satisfy one's needs or expectations. On the one hand, it can increase work performance, but on the other hand, it can lead to unequal competition among employees. The drive to acquire is a combination of basic and complex needs that move from the basics of life to achievement and strength. Understanding this dynamic and providing the necessary conditions to achieve achievement through performance will be the core of creating job satisfaction. When employees achieve achievements, management leaders must know how to praise and reward them promptly; this must be done regularly, not until the end of the year.

Nohria *et al.* (2008) [7] suggest that each motivation is best met by a particular organizational lever: reward system, culture, job design and performance management, and facilitation benefits for employees to complete their tasks.

In order for employees to be motivated to achieve, an organization must distinguish between good, average, and bad employees and attach clear, transparent rewards and opportunities to them. Lawrence & Nohria (2002) [6] found that these reward systems improved employee engagement and satisfaction. The reward system is shown through the organization's remuneration for employees.

3. Research Methods

3.1 Scale and design of Questionnaires

The scale used in this study is a 5-point Likert scale ranging from 1 to 5. Totally disagree, to 5. Strongly agree. The statements in each scale are inherited from previous studies and expert opinions to correct the wording and then adjusted to suit the context of commercial banks in Hanoi, Vietnam, at the present time, based on the results of expert interviews and group discussions. The drive to acquire employees in commercial banks in Hanoi is measured by five observed variables (see Table 1).

Table 1: Observed variables of the drive to acquire employees in commercial banks in Hanoi

Code	Scale
The drive to acquire employees in commercial banks in Hanoi (A)	
A1	Excellent work achievements are consistently rewarded at the bank where I work.
A2	My pay is market-rate.
A3	I'm content with my pay.
A4	My expectations for performance are very clear.
A5	The bank adequately acknowledges the outcomes of my work.

3.2 Samples and Data Collection

The study sample was selected according to the convenience method. After designing the questionnaire, we conducted the survey online on Google Docs. The link is shared via social networking sites such as Zalo, Facebook, and email. The research sample has diverse aspects: ownership form and size by total assets.

Therefore, the banks in the sample are likely to well represent the Vietnamese commercial banking system. Of the 250 questionnaires collected, 45 were invalid because their reliability was not guaranteed when included in the analysis. Therefore, we discard these 45 tables, leaving 205 tables for analysis. The characteristics of the sample are as follows: Among 205 respondents, females are 135 (65.9%), and males are 70 (34.1%); among them, 79 respondents (38.5%) have family members who have worked for the

bank, and 126 respondents (61.5%) without family members have worked for the bank.

3.3 Data Processing

Quantitative research methods supported by SPSS software include descriptive statistics, scale reliability analysis through Cronbach's alpha coefficient, and EFA analysis.

4. Results

4.1 Descriptive Statistics

Table 2 indicates that the respondents agree with the dependent variables of the drive to acquire employees in commercial banks in Hanoi, where five attributes were quite high. All five attributes were rated at an average of 3.87 or higher.

Table 2: Descriptive analysis of attributes

Code	N	Mini	Max	Mean	Std. Deviation	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
A1	205	1	5	3.95	0.884	-0.978	0.170	1.307	0.338
A2	205	1	5	4.00	0.926	-0.850	0.170	0.690	0.338
A3	205	1	5	4.00	0.872	-0.798	0.170	0.811	0.338
A4	205	1	5	3.99	0.929	-0.907	0.170	0.796	0.338
A5	205	1	5	3.87	0.936	-0.903	0.170	0.855	0.338
Valid N (listwise)	205			3.96					

4.2 Cronbach's Alpha

The drive to acquire employees in commercial banks in Hanoi has been measured by Cronbach's alpha. The results of testing Cronbach's alpha for attributes are presented in Table 3 below. The results also show that attributes of the

dependent variables have Cronbach's alpha coefficients that are greater than 0.6, and the correlation coefficients of all attributes are greater than 0.3. So, all the attributes of the dependent variables are statistically significant (Hoang & Chu, 2008; Hair *et al.*, 2009; Hair *et al.*, 2014) [5, 3, 4].

Table 3: Results of Cronbach’s alpha testing of attributes and item-total statistics

Cronbach's Alpha			N of Items	
.925			5	
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
A1	15.85	10.537	0.802	0.909
A2	15.81	10.351	0.791	0.911
A3	15.81	10.645	0.794	0.910
A4	15.81	10.260	0.807	0.908
A5	15.93	10.113	0.829	0.903

4.3 Exploratory Factor Analysis (EFA)

Next, Tables 4, 5, and 6 show that exploratory factor analysis (EFA) was conducted through component analysis and variance.

The results of factor analysis in Table 4 show that KMO is 0.895, which is greater than 0.5 but less than 1. Bartlett’s testimony shows sig. = 0.000 < 0.05, which means variables in the whole are interrelated (Hoang & Chu, 2008; Hair *et al.*, 2009; Hair *et al.*, 2014) ^[5, 3, 4].

After implementing the rotation matrix, five components of the drive to acquire employees in commercial banks in Hanoi with a factor load factor greater than 0.5 and eigenvalues greater than 1 were identified, and the variance explained was 76.999% (see Tables 5 and 6). These statistics demonstrate that research data analysis for factor discovery is appropriate. Through the quality assurance of the scale and the test of the EFA model, we have identified five components of the drive to acquire employees in commercial banks in Hanoi (Hoang & Chu, 2008; Hair *et al.*, 2009; Hair *et al.*, 2014) ^[5, 3, 4].

Table 4: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.895
Bartlett's Test of Sphericity	Approx. Chi-Square	746.251
	Df	10
	Sig.	.000

Table 5: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.850	76.999	76.999	3.850	76.999	76.999
2	0.371	7.412	84.411			
3	0.284	5.686	90.098			
4	0.271	5.420	95.518			
5	0.224	4.482	100.000			

Extraction Method: Principal Component Analysis.

Table 6: Component Matrix^a

A	Component 1
A5	0.895
A4	0.879
A1	0.876
A3	0.871
A2	0.867

5. Discussion and Implications

Increasing wages and receiving bonuses for completing work results motivate employees to compete to complete the set tasks. To create motivation, commercial banks always have specific regulations on bonus or salary increase policies for employees who achieve good results. Depending on the characteristics, salary, and bonus policies, banks may pay bonuses monthly, quarterly, or at the end of the year. The basis for paying salaries and bonuses to employees is the result of employee classification through the level of job completion. The survey results show that the average score for the drive to acquire is 3.96. This shows that all employees are driven to achieve high results while working at commercial banks. Among the content that reflects the drive to acquire, my pay is market-rate and I'm content with my pay are the most appreciated by employees, with an average score of 4.00. This shows that employees are motivated to achieve very high results when performing assigned tasks. However, the survey results also show that excellent work achievements are consistently rewarded at the bank where I work, and the bank adequately acknowledges the outcomes of my work, which is not motivation for employees to strive to complete their work. The average score of these items is rated by the surveyors as 3.95 and 3.87, respectively. The reason is that the working hours of the bank staff are much higher than those of employees in other firms, while the salary received is not commensurate with the working time. On the other hand, the salaries of bank employees in different positions do not differ much. Whether employees work more or less does not make their wages increase because their wages are already specified in the employment contract. This does not create much motivation for employees.

The analysis results also show that the Skewness and Kurtosis coefficients are in the range of -1 to 1, except for Variable A1, which is 1,307, so the survey data ensures a relatively standard distribution. Therefore, the evaluation levels of the employees participating in the survey are relatively uniform and concentrated, with little dispersion, so the analysis results have high statistical significance.

If there is only one type of motivation, not changing can be detrimental to organizational and individual performance. For example, when a person is attracted by the drive to acquire, it can lead to unfair competition and a lack of support and help for colleagues to complete assigned tasks. Therefore, it is necessary to strike a balance between these four types of motivation; if any one is dominant, it is detrimental to the organization (Lawrence & Nohria, 2002) ^[6].

According to the individual financial statements of the first quarter of 2023 of 28 commercial banks, salary and staff allowances mostly increased over the same period last year, although the profit growth of many banks decreased compared to the same period last year. This shows that banks are trying to retain employees through the income factor (Tuan Nguyen, 2023) ^[11]. In addition to salaries and allowances, banks also pay salary-based contributions as prescribed by law (health insurance, social insurance, unemployment insurance, etc.). In addition, there are other expenses such as transaction fees, allowances, etc.

Table 7: Average income of bank employees in the first quarter of 2023 (unit: million VND per person per month)

S. No	Bank	Salary and Allowance
1	TECHCOMBANK	46.46
2	SHB	40.63
3	MB	40.20
4	VIETCOMBANK	38.66
5	TPBANK	34.62
6	MSB	34.61
7	VIB	32.96
8	SACOMBANK	32.59
9	VIETINBANK	31.42
10	VPBANK	30.28
11	HDBANK	28.08
12	PG BANK	28
13	BIDV	26.50
14	SeABank	26.26
15	NAMA BANK	24.42
16	ABBANK	23.44
17	OCB	22.29
18	KIENLONG BANK	22
19	NCB	22
20	SAIGONBANK	21
21	VIETCAPITAL BANK	19.14
22	EXIMBANK	18.64
23	VIET A BANK	18.42
24	LPBANK	18.20
25	BAOVIET BANK	17.57
26	VIETBANK	17.29
27	BAC A BANK	15.28
28	ACB	12.92

Sources: <https://vietnamnet.vn/luong-nhan-vien-ngan-hang-nao-cao-nhat-2139385.html> ^[11]

Policies on salary, bonus, and welfare need to make payments commensurate with the working results of employees, ensuring their well-being. There should be adequate allowance policies for hazardous work positions. In addition, the reward and punishment policy needs to be fair to improve the efforts of employees. In addition, the bank's leaders need to regularly organize reasonable leisure and entertainment activities for employees to relieve work pressure and regenerate labor.

Commercial banks need to train and attract high-quality human resources for management, application, and development of advanced technologies such as financial technology, digital banking, etc. Take advantage of cooperation in and overseas to exchange ideas, share experiences, learn, and raise awareness about the application of new technologies in commercial banking operations.

One of the solutions that commercial banks can implement is to consider merger and acquisition solutions for small commercial banks with low capital raising abilities.

6. References

- Berger AN, Bouwman CH. Bank liquidity creation. *The Review of Financial Studies*. 2009; 22(9):3779-3837.
- Gupta J, Kashiramka S. Financial stability of banks in India: Does liquidity creation matter? *Pacific Basin Finance Journal*. 2020; 64:p101439. Doi: 10.1016/j.pacfin.2020.101439
- Hair JF, Black WC, Babin BJ, Anderson RE. *Multivariate Data Analysis (7th ed.)*. Upper Saddle River, NJ: Prentice Hall International, 2009.
- Hair JF, Henseler J, Dijkstra T, Sarstedt M, Ringle C, Diamantopoulos A, *et al.* Common beliefs and reality

about partial least squares: Comments on Rönkkö and Evermann. *Organizational Research Methods*. 2014; 17(2):182-209.

- Hoang T, Chu NMN. Analyzing researched data with SPSS (2nd ed.). Ho Chi Minh City, Vietnam: Hong Duc Publishing House, 2008.
- Lawrence PR, Nohria N. *Driven: How Human Nature Shapes Our Choices*. San Fransisco: Jossey Bass, 2002.
- Nohria N, Groysberg B, Eling Lee L. Employee Motivation: A powerful new model. *Harvard Business Review*. 2008; 86(7-8):78-84.
- Maslow AH. A theory of human motivation. *Psychological Review*. 1943; 50:370-396.
- McClelland DC. *Human motivation*, Cambridge University Press, USA, 1985.
- Robbins SP. *Organizational Behavior: Concept, Controversies and Application*, Prentice Hall PTR, 1993.
- Tuan Nguyen. Which banker is getting the highest salary, 2023. Accessed May 6, 2023, from: <https://vietnamnet.vn/luong-nhan-vien-ngan-hang-nao-cao-nhat-2139385.html>