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**“The impact of Reward Structure on Employee Commitment.
Evidence from FPT Company in VietNam”**

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“The dissertation is submitted as a part of requirements for the degree of Master in Business Administration (LCMB7020)”

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Abstract

The study investigated the impact of reward structure on employee commitment in FPT company in Vietnam. The specific objective of the research is to evaluate the effect of rewards such as extrinsic reward, intrinsic reward, bonus, base pay and so on with employee commitment. The research was analysed qualitative method and data was collected using questionnaires. The study population was 90 employees. I also used a statistical package for social sciences (SPSS) to analyse collected data. The correlation technique was used to evaluate the relationship between two variables and the regression analysis technique was used to assess the magnitude of the relationship. The findings revealed that there are some factor will affect positive employee commitment, whereas some factors have no impact on employee commitment. Human resource management should focus more on reward system to motivate the engagement among employees.

Table of Contents

Acknowledgements.....	5
Abstract.....	6
Chapter 1: Introduction	11
1.1 Introduction	11
1.2 Contextual Background.....	11
1.3 Organisational Background.....	12
1.4 Aims and objectives of the research.....	14
1.5 Research Questions	15
1.6 Structure of the study	15
Chapter 2: Literature review	16
2.1 Rewards Management.....	16
2.2 Types of Reward management.....	16
2.2.1 <i>Extrinsic Rewards</i>	17
2.2.1.1 <i>Salary</i>	18
2.2.1.2 <i>Bonus</i>	18
2.2.2 <i>Intrinsic Rewards</i>	19
2.2.2.1 <i>Recognition</i>	20
2.2.2.2 <i>Job security</i>	20
2.2.2.3 <i>Training and development</i>	21
2.3 Significance of Rewards.....	21
2.4 Base Pay	22
2.5 Contingent Pay	23
2.6 Employee Benefits	23
2.7 Employee Commitment.....	24
2.7.1 <i>Affective Commitment</i>	25
2.7.2 <i>Normative Commitment</i>	26
2.7.3 <i>Continuance Commitment</i>	27
Chapter 3: Methodology	29
3.1 Research philosophy	29
3.2 Research approaches	29
3.3 Research Hypothesis	29
3.4 Data collection.....	30

Chapter 4: Result.....	32
4.1 Result of Data Description	32
<i>Table 1: Description of Gender</i>	32
4.2 Result of Regression.....	38
4.2.1 Correlation results.....	38
4.2.2 Regression analysis results	42
a/ Result of regression with performance measured by (Y1) Expect year (dependent variable)	42
b/ Result of regression with performance measured by (Y2) Recommendation (dependent variable).....	45
Chapter 5: Conclusion.....	49
5.1 Conclusion.....	49
5.2 Recommendations	50
References	52
APENDICES.....	56
Appendix A: Research questionnaires	56
Appendix B: Statistics for computing the regress line: Expect year (dependent variable) and Sex, Age, Working time, Extrinsic reward, Intrinsic reward, Satisfaction and bonus (independent variables)	58
Appendix C: Statistics for computing the regress line: Recommendation (dependent variable) and Sex, Age, Working time, Extrinsic reward, Intrinsic reward, Satisfaction and bonus (independent variables).....	59

List of Figures

Figure 1: growth of number of employees of FPT from 2012 to 2020.....	13
Figure 2: growth of revenue of FPT from 2012 to 2019.....	14
Figure 3: Correlations between dependent variable Expectyear and independent variables Sex, Age, Workingtime, ExReward, InReward, Satisfaction and Bonus	42
Figure 4: Model Summaryb 1	43
Figure 5: Regression result of testing relationship between Sex, Age, Workingtime, ExReward, InReward, Satisfaction, Bonus and Expectyear	44
Figure 6: Correlations between dependent variable Recommendation and independent variables Sex, Age, Worktime, ExReward, InReward, Satisfaction and Bonus.....	46
Figure 7: Model Summaryb 2	47
Figure 8: Regression result of testing relationship between Sex, Age, Workingtime, ExReward, InReward, Satisfaction, Bonus and Recommendation.....	47

List of Tables

Table 1: Description of Gender.....	32
Table 2: Description of Age.....	32
Table 3: Description of Satisfaction	33
Table 4: Description of Working time	34
Table 5: Description of Extrinsic reward.....	34
Table 6: Description of Intrinsic reward.....	35
Table 7: Description of Bonus	36
Table 8: Description of expect year	36
Table 9: Description of Recommendation	37
Table 10: Correlations between dependent variable Y1 (Expectyear) and independent variables X1, X2, X3, X4, X5, X6, X7	38
Table 11: Correlations between dependent variable Y2 (Recommendation) and independent variables X1, X2, X3, X4, X5, X6, X7	40

Chapter 1: Introduction

1.1 Introduction

In any organization, people always play an important role in building the development of itself, the effective of human management is naturally central to any sound business strategy. Human resource management is considered as a practice of managing people to achieve better performance and gain more productive. Therefore, organizations focus on their employees as the pioneer management strategy. Human resource management department are making an effort to motivate and strengthen their employees though human resource applications. As a result, reward management system has become the most important practices of human resource system. It is considered as the main function with the development of any organization.

According to (Tsai 2005), rewards are based on the different employee's needs. It can be cash rewards for employee good performance, or others may satisfied with incentives such as car benefits, holidays, voucher, etc. Reward management systems should be related to cash and non-cash incentives in order to meet the requirement of all employees. As found in (Wright 2004), reward system in organization are used for a variety of reason. Firstly, if the rewards those employees receive upon their good performance, they are more likely to increase their effort and performance. Thus, reward system plays a motivational function in organization. Secondly, the fact shows that reward system also has a great influence to employee commitment.

Employee commitment is considered as natural process to fulfil the performance of individual and organization (Armstrong 2007). Different organizations are using a variety methods to enhance the commitment of employees as they realise that commitment of their staff will significant effect on their success. Therefore, organization need to ensure that it provides both cash and non-cash reward to make sure the level of employee commitment.

1.2 Contextual Background

Nowadays, there are more and more companies have to suffer the negative effects of low staff performance because they are lack of reward management practices (Farooq, S.U. and Ullah, M.I.Khan, K.U, 2010). Thus, a critical look at FPT company in Vietnam country, reward management has become an effective factor need to be considered. Almost those companies had poor reward management structure, which leads to employees are less

likely to commit with the organization. (Armstrong 2012) noted from the expectancy theory that the rewards should be based on the principle that employee are motivated to perform well if they are aware that the existing rewards are based on good performance. Similarity, a study finding by (Nielsen 2013) agreed that rewards are considered as the key to satisfy employee commitment and boost the expectation of managers.

A research conducted by (Geoff White, Janet Druker 2004) argued that monetary rewards are very effective in meeting the expectations of individual employees and become the key in employee motivation. The fact is that the positive correlation between rewards and productivity is undisputable. Therefore, if reward and recognition system can be changed, it leads to a change in employee commitment. Furthermore, reward management systems should have a combination of cash and non-cash incentives so as to satisfy the expectation of all employees. Financial rewards are based on the concept of pay for your performance. They normally take the form of Basic salary, Bonus and commission among others. Organizations are using different means and method to enhance employee's commitment and it is not surprising that commitment of employees to an organization is very fundamental for its success

1.3 Organisational Background

FPT was established in 1988 with the original name was The Food Processing Technology Company in Vietnam. In October 1990, the company was renamed The Corporation for Financing and Promoting Technology (FPT for short). FPT engaged in computer distribution from the early 90s of the 20th century and quickly became one of the major distributors in the market. Nearly 20 years later, FPT has become the No.1 software exporter in Vietnam in terms of human resources and sales. FPT is also featured in the IAOP's Top 100 Global Outsourcing Companies with a presence in 21 countries.

FPT is a company focused most large it staffs Vietnam, a destination for young talent. This company nowadays has about 22,000 employees with around 300 foreign employees. According to (FPT 2019), 67% of the workforce is under the age of 30, and all of newbies have to participate in orientation course to get familiar with the job and learn the core value of this organization. However, with the increasing of IT company in Vietnam and also from other countries, retaining the best employees become one of the most targets of FPT. Reward management system is pioneer using to motivate employee commitment in FPT Company.

Figure 1 shows the increasing of the number of employees in FPT Company in the period from 2012 to 2020.

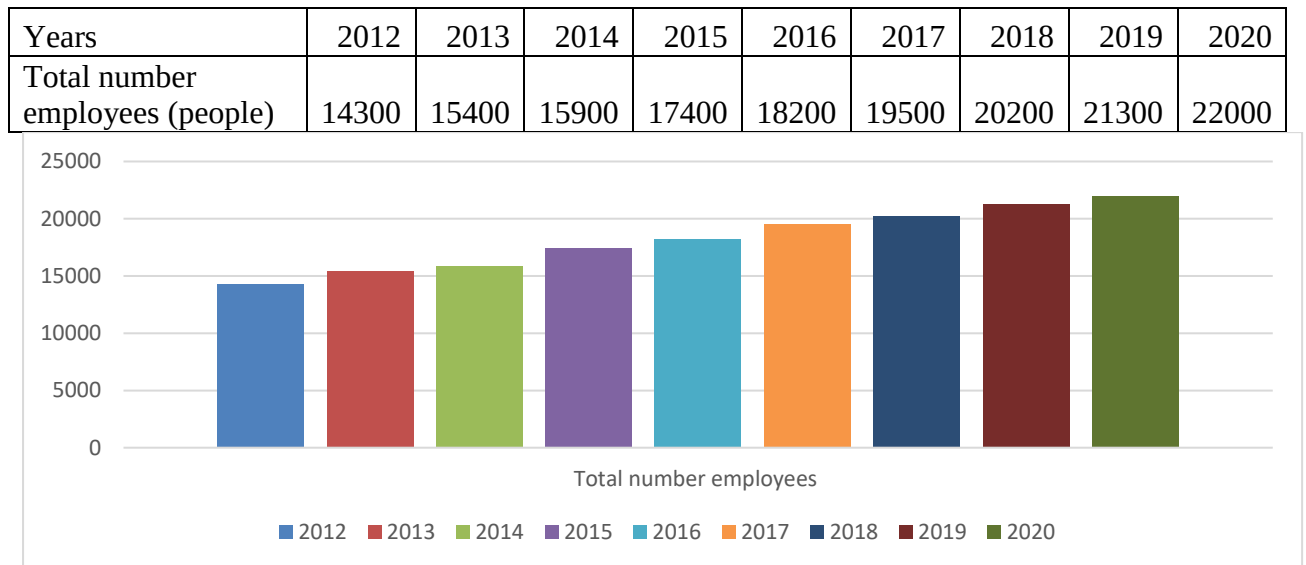


Figure 1: growth of number of employees of FPT from 2012 to 2020

Figure 2 illustrates the changes of revenue of FPT between 2012 and 2019:

Year	2012	2013	2014	2015	2016	2017	2018	2019
Revenues (Million VND)	168061 68	187416 63	205165 84	266715 59	296054 31	266448 88	290429 28	310759 32

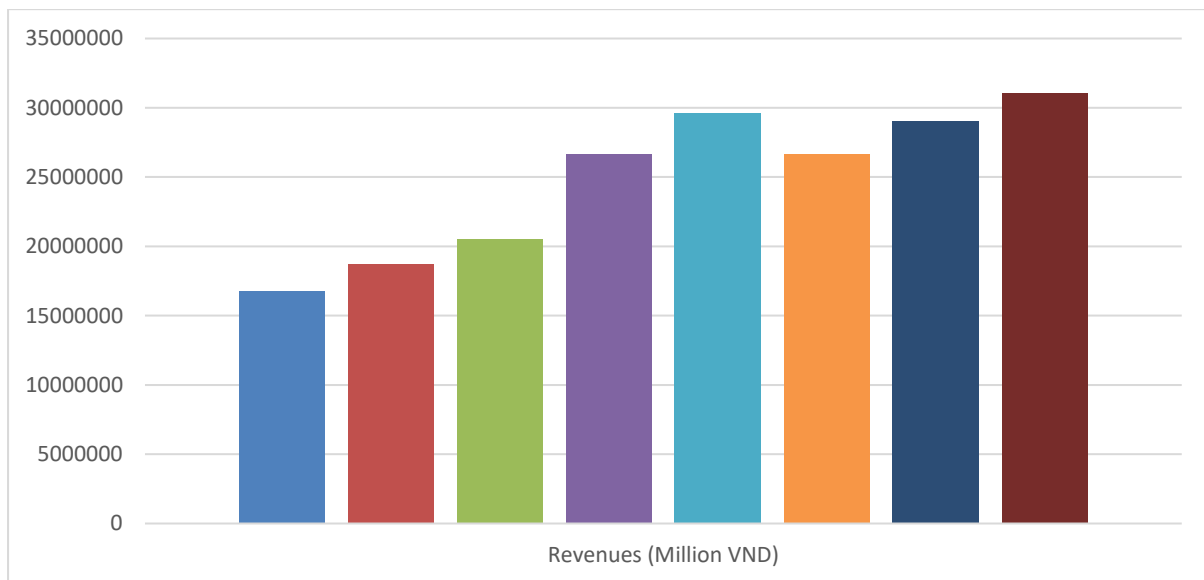


Figure 2: growth of revenue of FPT from 2012 to 2019

1.4 Aims and objectives of the research

The aim of the research is to focus on the theories and information related to Reward Structure affecting the commitment of staffs in an organization. To specify, this research will examine how financial and non-financial rewards change the employee commitment through FPT Company in Vietnam. Moreover, this research also provides some effective recommendation for FPT Company can improve the total reward system which directly affects its employee commitment.

The aim of this study is to estimate the influence of rewards on the employee commitment with FPT Company being used as a case study. The objectives of this research were:

- To discuss the theories and current literature related in reward structure and employee commitment.
- To evaluate the impact of rewards on employee commitment at FPT company.
- To offer recommendation on how reward system of FPT Company can be improved in order to improve employee commitment.

1.5 Research Questions

- What is the impact of rewards on employee commitment at FPT Company?
- How can reward factors affect employee commitment?
- How can the reward structure be improved to enhance employee commitment at FPT?

1.6 Structure of the study

- Chapter 1: Introduction chapter provides background knowledge and context of the research.
- Chapter 2: provides all knowledge and theories of literature on rewards structure and employee commitment
- Chapter 3: this chapter will highlight the methodology, research philosophy, research approaches, research hypothesis, data collection methods and data analysis techniques adopted for this study
- Chapter 4 will present the results and analysis of this study findings
- Chapter 5 shows the conclusion and recommendation for this research.

Chapter 2: Literature review

2.1 Rewards Management

Reward management is defined as the strategies, policies and processes which are used to measure and recognize the contribution of individual in an organization through both non-financial and financial (Armstrong 2007). In other word, rewards management is a motivational practice that business uses to reward employees for the achievements and success. It includes all steps of designing, implementing and maintaining of reward system which target both the organization and its stakeholders. Armstrong also notes that employee will feel values and more motivated they receive reward for their good work, which boost the productivity and success of the business. According to (Wright 2004), the more effective a reward system makes, the more benefits both organization and staff can create. Therefore, it should be equitably, fairly and consistently in order to ensure the organization target.

Armstrong (2012) noted that a reward management strategy should ensure that organizational objectives are supported by employees through the culture of performance. Karami et al, (2013) noted the importance of an effective and timely reward system enhance employee motivation employees' motivation which to improve employee commitment to the organization as well as organization achieving its goals. Wang and Fen, (2003) also noted reward management to be a strong variable that influence organizational performance and ethics. The reason is that rewards direct the overall attitude of an employee towards the job.

Following (Heneman 2002), the success of the company depends on the great contribution of the staff in that organization. Rewarding will be what motivates them or creates the targets that the business wants. Individual employee always expects to achieve something in their working life, which proves their achievements and contribution. The meaning of rewarding and motivation not only come from employee's perspective, but it í also on the side of the head of the company. A good manager always makes an effort to find effective policies and steps for the development of the organization both outside and inside. Besides looking more ways to increase revenue, manager must also consider and pay more attention to their employees, especially in their spirit.

2.2 Types of Reward management

(Armstrong 2007) pointed out that reward management does not only concern with the benefits and payments of employee but it also involve non-financial rewards. Extrinsic and

intrinsic are called as two types of reward (Flamholtz 2012). Extrinsic rewards are considered as the concrete rewards that employee receive such as bonuses, salary raise, gifts, promotion, etc. Intrinsic rewards tend to bring the satisfaction for each employee in organization through some effective ways like information feedbacks, recognition or empowerment.

Motivated employees tend to try more to finish their job when it requires. They make an effort for their work becoming more productive and creative. In contrast, unmotivated employees are likely to avoid their tasks and extra work as much as they can (Latham 2012). Individual characteristics and organizational factors have an impact on motivation. Therefore, organizations need to build the encouragement system which has to consistent to ensure their sustainability. Extrinsic rewards motivate employees to improve their product through some kind of reward such as bonus, whereas intrinsic rewards emphasis employee's motivation through the enjoyment.

2.2.1 Extrinsic Rewards

In the study of (Geoff White, Janet Druker 2013) referred that extrinsic rewards including monetary or financial rewards such as salary, bonus pay, wages among others. For example, a bonus is considered as the short-term monetary reward. As a result, an employee is appraised for a bonus can feel the differences they receive from the company. Moreover, wage increase is long-term rewards that witness the attempting in the period of time of an individual. Also, (Ali, R. and Ahmed, M.S. 2009) observed that reward is the action of raising someone to a high position which is so important for the long-term satisfaction of an employee. It can be said that promotion is an effective way to motivate employee commit with the company. Basing on the expectancy theory, Mendonca, (2002) opined that reward are to be based on the principle that employees can be motivated and committed to the organization if they realise that company rewards are linked to performance and commitment. Guest, (2002) concluded that rewards are a key motivator for employees to meet their performance expectation. This study also pointed that extrinsic rewards are those awards that are either financial or monetary in nature and these include wages, salaries, bonuses to mention. The assumption is that money may influence employee behaviour or can shape employee attitude.

Rewards fulfil both the financial and material needs and define the social status of an individual within an organization. According to (Tsai 2005), monetary rewards when used should cater for expectation of individual employees in order to motivate and keep them committed. An organization makes sure that its employees can realise the valuable for the

company and their performance can be admitted by the management department by reward system. As can be seen that, the spirit of the workforce is boosted, which strengthens employee as well as organization productivity. (Mendonca 2002) emphasize that reward are to be based on the principle that employees can be motivated and committed to the organization if they realize that company rewards are linked to performance and commitment. It is also illustrated that reward system and performance recognition are some key factors for job satisfaction and commitment.

2.2.1.1 Salary

Salary includes cash compensations directly provided by employers to employees for the work done. Salary consists of base pay and contingent pay. Base pay is based on pre-defined rates, for example time spent on the Job, work experience, educational among others contingent pay depends on the employee's performance for example merit increases, Bonus pay, incentive pay among others (Qoraan 2019). Basic pay can be paid annually, hourly or weekly. The weekly and hourly pay is also referred to as the time rate payment system. Basic pay can be classified as performance based pay where pay is related to the value of the job done. According to (Armstrong 2012), base pay is considered as the level of competency. Job evaluations while determining base pay are intended to cater for both internal relativities and market demands to assess external relativities which help in determining a competitive base pay rate.

The research of (Ng 1994) have cited factors that are key in motivating and making employee committed and retained in organizations which include a friendly working environment, a competitive salary, healthy interpersonal relationships among others. Salary structure should be considered appropriate, reasonable and competitive for employees within the same industry. Set company policies must be fair to include flexible dress code, working hours, vacations among others. The employees can be offered benefits for the family members, health care plans employee and other help programs. Work conditions must be safe and work tools must be maintained well and up to dated. Relationship between employees and peers plus their superiors must be acceptable with humility.

2.2.1.2 Bonus

(Aktar, S., Sachu, M.K. and Ali, M.E, 2012) observed that bonus payments increase employee job satisfaction for the organization. It was also noted that dissatisfaction of employee within organizations offering less pay and other incentives was also recorded.

(Hume 1995) also emphasized that rewarding elements like bonus pay, appreciation, empowerment and fringe benefits have got an impact on employee performance.. Organisation has experienced that only big salaries are not enough to make employees committed but also other benefits. (Wright 2004) noted that employees satisfaction can be satisfied with pay increase and bonus though its effects are shorter lived as compared to the motivating effects of non- monetary rewards. Non-monetary rewards for example subsidized meals, condensed working hours, holidays and team building events were noted to improve employee satisfaction and encouraging employee commitment and loyalty to the organization.

2.2.2 Intrinsic Rewards

“The intrinsic nature reward are generally non-financial or non-cash rewards which include sharing success stories recognising employee of the month or year achievement, providing professional training opportunities” (Tsai 2005). This study also points that employees who receive the feedbacks or appreciation from manager or employers are more likely to develop their skills effectively. This kind of reward can be formal such as an official workplace meeting or informal like a small talk between employers and employee. The fact is that workers always look forward to receiving the recognition for their hard work; therefore, they tend to commit with the organization when they feel being appreciated. The fact is that when job satisfaction increase, it motivates employees to be more productivity with higher level of effectiveness.

(Meyer 2016) supported the idea that financial and nonfinancial rewards have a significant relationship with the employees motivation. Besides, the higher level of motivation is, the more job satisfaction among employees has. If employees feel more satisfy with their job, they tend to become more responsible for their success and the company achievement. The study also indicated that with the high level of job satisfaction, it affects not only the employee productivity, but it also impact on organizational commitment. Torrington and associates (2009) in their study used the term non material rewards and concluded that these can increase job satisfaction for high performing employees. They further noted that these may include recognizing employee of the year, month or week, sharing success stories among others.

Intrinsic rewards are based on positively valued experiences that employees get when performing their job. (Wright 2004) emphasizes that there are four intrinsic rewards

highlighted: sense of meaningfulness (the degree of importance of the purpose employees are trying to fulfil and the significance of the work they are performing); sense of choice (the positive feelings generated when employees have the autonomy or discretion to choose how to accomplish their work); sense of growth (the degree to which employees feel that they can perform their work skilfully, and due to their competence and efforts is accomplishing something important); and sense of community (the positive feelings of belongingness within a group). When employees go through those feelings, they tend to inform that they basically receive the intrinsic rewards. Those types of intrinsic rewards mostly be affected by social status. Therefore, human resource management department should provide the intrinsic rewards based on their selecting extrinsic rewards in order to manage staff more effectively.

2.2.2.1 Recognition

From the study by (Armstrong 2002), recognition as rewards has a direct internal impact on employee motivation and can increase their work efficiency. (Wilson 1995) noted that recognition refers to acknowledgement of employees' good performance. It is also observed that recognition of employees is seen an informed, timely and formal acceptance of employee's behaviour and effort which directly supports organizational goals and values beyond the normal expectation levels. Here the employer acknowledgement employee's actual accomplishment and effort in achieving the set target which can either psychological, physically or both.

Employee are recognition differently in different organizations for example provisions of certificate of recognition, gifts cards, shopping vouchers, dinners ,thank you cards, trophies, and respect among others where it deserves. Organizations have set up recognition programs for example recognizing employee of the year, month, week schemes and long service awards. Studies by (Bowen 2000) noted that failure to include recognition as a component in the reward policy is common in most organizations. Recognition is taken to be the least expensive type of reward yet it elicits more benefits from employees. According to (Flamholtz 2012), employees who accomplish their goals depending on the job and deserve be praised and recognized for this achievements by management.

2.2.2.2 Job security

Job security refers to income security from permanent employment, contract employment or self-employment. According to (Armstrong 2013), security is derived from the level of supply of human capital of the qualified employees on one hand and the functions of the

labour market and supply on the other hand. Job security as defined by Dekker, (2008) refers to protection against unfair and unjustified dismissals. Employment security means protection against unnecessary dismissal from the job. (Wilson 1995) stated that job security is not only essential with providing security monthly income, but it also bring non-financial benefits such as confidence and social behaviour.

2.2.2.3 Training and development

Training directly impacts employee performance and commitment further affecting organizational performance because it creates job satisfaction (Farooqui, M.S. and Nagendra, A., 2014). It helps the organizations function both effectively and efficiently. Organisations should make investments in training programs in order to empower its employees in achievement of organizational goals. Trainings and development programs for mark valuable impact on effective and efficient functioning of the organization (Adeniyi, 1995). This study also noted that employee training is also related to socialization in the workplace and this contributes to employee retention through employee commitment, provides employees with means to deal with Job related stress and creates a culture of caring within the organization.

Training and development allows employees to see a future at the work place and also provides employees with the necessary support to face the on-going work related challenges. Conclusively, research carried out on rewards as a factor for motivation and commitment tend to support two colleges of thoughts. One argues that financial incentives attract employee motivation and commitment, while the other supports non-financial incentives (Flamholtz 2012). It is in agreement with the above assertion that both monetary and non-monetary rewards are powerful and effective in influencing employees' commitment and this therefore has prompted the researcher to carry out a study in FPT company to find out how both monetary and non-monetary rewards affect employee commitment.

2.3 Significance of Rewards

Within this context, organizations can have more chances to be competitive when their employees improve their productivity, which increases the organizational efficiency. It can be seen that reward system in the company is a programme which is built to appreciate employees who have good performance. Also, this system encourages people who have low performance to enhance their productivity and become better. According to (Shields 2007), the main purpose of reward system is to attract and retain high quality employees. Any organization which attempts to attract and retain talented employees has to build an effective

reward system. (Armstrong 2012) observes that employees tend to choose commit with the organization providing competitive rewards, which leads to the level of staff retention is so high.

Armstrong (2012) also points out that another aim of reward structure is to guarantee the targets of organization by motivating individual performance. Effective reward strategies strengthen and improve the commitment of employees as well as achievement of organization goals (Hume 1995). (Michael Armstrong, Duncan Brown, Peter Reilly 2010) report that reward management is built with the process of developing, implementing, operating and evaluating reward policies and practices, as well as evaluate people based on their efforts and contributions in order to obtain organizational targets. Therefore, reward management should play an important role as a means of motivating employees.

Following (Singh 2007), “reward systems improve organizational effectiveness by attaining the goals and strategies necessary to maintain competitive advantage”. Also, it helps to achieve integration in the organization and motivate employees to achieve high quality performance. Furthermore, reward systems not only promote fairness and equity by rewarded employees according to their contribution and effort to the organization, but it also helps to raise competence, personal development, and help to achieve high quality performance.

For some situations, organizations use some extrinsic rewards as their main mechanism to effect employee motivation. Intrinsic rewards were not officially use in the reward policies because it was considered as the psychological phenomena related to individual, whereas organization practices only indirectly affect them by different policies. Furthermore, there was a popular opinion recently that extrinsic rewards is opposite to intrinsic reward in workings (Decan and Ryan 2002). It explained that extrinsic rewards are used for employees participate in a particular job, in contrast, intrinsic rewards work to make that job go down. However, the research improves that extrinsic rewards and intrinsic rewards can exist together. Organization can use both types of reward to enhance employee performance (Amabile, 1993). Nevertheless, if organization expects to create the high-performing workforce, it needs to balance extrinsic and intrinsic rewards in order to ensure reward systems can work effectively.

2.4 Base Pay

Base pay is defined as the initial salary paid to an employee which excluding benefits, bonuses or raises (John Shields, Jim Rooney, Michelle Brown, Sarah Kaine 2020). (Wilson

1995) emphasizes that employee's base pay is the minimum amount they should expect to receive during a specified pay period, not including additional financial or tangible compensation that may increase the total pay above this level. (Armstrong 2010) observes that market pricing and job evaluation can be used to establish the level of base pay. To specify, market pricing is based on the "increasing price" for a job in the labour market, whereas job evaluation is the process to create pay system (Armstrong 1998). .

2.5 Contingent Pay

Contingent pay is also called incentive and variable pay, are arrangements where some or all of employee's earnings are dependent on some measure of performance (Geoff White, Janet Druker 2004). Armstrong (2007) also point that contingent pay can be defined by individual performance associate with the contribution of employees to the organization (individual-based incentive), or profit gained by the organization in which the employee works (organization-wide incentive)

According to (Armstrong 2010), contingent pay may lead to some problems when employees feel dissatisfaction if they receive unfair or inadequate contingent pay system. Contingency pay is based on performance level, employee rank within the organization, career development, competence and skills exhibited by an employee among other (Armstrong, 2012). A study by Shield (2007) revealed that contingent pay incentive is used to encourage desired behaviours within an institution. Nevertheless, Armstrong and Mullis (2007) noted that sometimes these create discontent if they are perceive to be unfairly distributed and if they perceive that they are badly managed. Contingent pay schemes most cases rely on judgment of management if there are no proper procedures of measuring employee performance and competence therefore sometimes it is being biased. Gracci and Kleiner (2006) in their study noted that benefits are sometimes given to dismay staff turnover through an attractive work atmosphere to staff.

2.6 Employee Benefits

In any organization, employees are considered as the valuable source of the business; therefore, the key for the business can access their goals is to boost their employee's productivity and efficiency. Providing benefits packages that meet the needs of employees is one of the good strategies to limit the cost loss as well as strengthen employee's commitment (Shields 2007). According to (Biswas 2012), employee benefits bring the advantages to both employees and employers. On the one hand, employees can save money to build the work-

life balance. On the other hand, employers can hire and keep the best employees to devote for this organization.

Through employee benefits, employers can attract talented employees because they provide an employer with significant impact to choice making by an employee. Hong et al., (2005) also emphasized that most staff get attracted to work where there are enough benefits. Employee benefits therefore perform a significant role in organizational growth and improvement of employees' commitment to the organization.

Base on the effective employee benefit system, employees are more likely to satisfy with the organization and feel happy with their work. As a result, they tend to engage with the organization with high working quality in the contribution to the development of the company (Marjorie Corbridge, Stephen Pilbeam 1998). Furthermore, the company can attract other talent thanks to the positive feedbacks and recommendation from their own employees. Indeed, good comments from people who working at the applying company will convince potential candidates most.

2.7 Employee Commitment

Employee commitment to the organization refers to the degree of involvement and attachment an employee has with organizational values and goals (Meyer 2016). It is the desire to stay in an organization if an employee has confidence in its principles and goals. Commitment of employees is an incentive to the organization since a longer stay at the same organization helps the employee understand organizational goals. It is implored that commitment of employee to an organization can be visible when employees become more committed to their assigned tasks, creative at their work place and very sincere with duty (Riketta, 2002)

According to (John P. Meyer, Natalie J. Allen, David R. Meyer 1997), commitment means allegiance and feelings of an employee to the organization. It signifies both behaviour and the feelings. (Armstrong 2012) states that commitment involves willingness of an employee to exert effort towards achieving organizational goals. It emphasized that commitment can be a link between an organization and individuals because employees always consider how and whether managerial objectives relate to their own values.

From the study conducted by (Meyer 2016), those employees considered to have affective kind of commitment are more motivated to act and make meaningful contribution to the

organization than those who showed continuance and normative kind of commitment simply because employee identifies itself with every aspects of the organization. (Michael N. O'Malley, Michael O'Malley 2000) noted that commitment is positively related to personal characteristics for example length of service in a particular organization, qualification and marital status. When employees are satisfied, they are happy and committed to their work. Attitude and job satisfaction is a collective effort of both management and employees. When employees enjoy their work, they may not need management motivation instead satisfaction attained from completing their work on time will motivate them (Robbins, 2004).

2.7.1 Affective Commitment

Affective commitment is measured as the level employees expect to stay at their organization. When employees are affectively committed to their company, it means they feel strong attachment and want to stay at this company (Johnson, Mike 2004). They find a relationship between their targets with the objectives of the organization, therefore they feel satisfy with their job. Employees who are effectively committed are more likely to be valued, and they play a significant role for their organization. The higher level of effective commitment, the more talented can be brought into the company. When they feel engage with the workplace, they tend to recommend this job to others, which is beneficial for the recruitment department of the company to attract more high level employees. According to (Duncan Gallie, Michael White 1993), “an employee with high levels of affective commitment acts as a brand ambassador of the organization”. On the contrary, an employee with high continuance commitment, but poor affective commitment may bring harmful to the organization if they criticize the company to others.

In other word, affective commitment happens if employees can find a strong emotional engagement with the organization, which promotes them to be more responsible for the organization's goals and values. When staffs are likely to be satisfied with their job, they feel more commitment with the organization they choose. (Meyer 2016) also noted that “affective commitment of an employee is directly proportional to positive work experience”. Therefore, human resource management department need to implement effective policies and strategies that can measure employee's strength and weakness. Besides, it can create some circumstances which foster employees have to experience to build a successful organization.

The fewer gaps between individual values and organizational values are, the higher effective commitment is (Duncan Gallie, Michael White 1993). However, in order to enhance the

correlation between individual values and organizational values, some strategies and policies can be established to strengthen employee understanding about the organization core value.

Employees who have strong affective commitment are more likely to continue working in the organization due to their desire. Mowday (1982) noted that there are four categories of affective commitment: (1) personal characteristics, (2) structural characteristics (organisational), (3) job-related characteristics, and (4) work experiences. A lot of studies were conducted to provide the information about the relationship between age, gender and education and employee commitment. However, this relation was not consistent because of too many variables such as job status, rewards and work values.

2.7.2 Normative Commitment

“Normative commitment relates to how much employees feel they should stay at their organisation. Employees that are normatively committed generally feel that they should stay at their organisations”, (John P. Meyer, Natalie J. Allen, David R. Meyer 1997). Employees who are normative commitment feel that if they leave their organization, their decision can become some bad consequences and they will feel guilty with their organization. There are varieties of reasons which can explain for that feeling, but employees often report that they are afraid they may create a lack of knowledge or skills when they quit this job. As a consequence, it makes more pressure on their colleagues. The fact is that type of this feeling can bring negative atmosphere in the workplace, which affects badly employee performances in this organization.

Normative commitment is built upon duties and values, as well as the level of employee commitment in the company (John P. Meyer, Natalie J. Allen, David R. Meyer 1997). For example, in some small companies, sometimes salary is delayed due to their difficulties. However, employees still decide to stay with this company although they have to suffer pay cuts. It means they are less likely to leave their employer due to bad times. In other words, normative commitment comes from a moral duty and the value of individual. It can be a good result from affective commitment, or else come from the relationship among colleagues.

In some organizations which concentrate on the value loyalty and the way to spread and encourage rewards, normative commitment is most likely to be higher. When employees have chance to witness the visible samples of the employers who care for the work-life balance of them, they tend to become more normative committed with this organization (Duncan Gallie,

Michael White 1993). The high level of job satisfaction will associate with organizational commitment, and it contributes to organizational success. As a result, organization has more opportunities to recruit and retain talents as well as reduce employee turnover if job satisfaction is higher.

According to (Ikin 2017), employees who have high level of normative commitment tend to feel they need to stay the organization due to a lot of reasons. Wiener (1982) suggests that feeling to engage with the organization may come from the internalisation of normative pressures on an individual. Nonetheless, normative commitment can also develop if an organization support employees some “advanced rewards” such as learning tuition, or make a guarantee about the costs of recruiting or training new employees. These investments can become the smart investments if employees appreciate this way and feel an obligation to commit with this organization to pay this debt (Scholl, 1981).

2.7.3 Continuanace Commitment

According to (Cooper 2001), continuance kind of commitment is calculative because it focuses on employees’ opinion where they evaluate risks; costs incurred and benefits n leaving or staying in the organization. They look at the extrinsic rewards obtained from the organization and are lured to remain in there. (Meyer 2016) also pointed that under continuance kind of commitment employees are aware of the costs are enthusiastic about remaining in an organization because of the personal attachment that cannot be transferred.

For example, when employees feel they need to stay in this organization because they afraid their pay and benefits are fewer if they move to another company, it is called continuance commitment. Such examples can become alerting problem with any organization because employees who are continuance commitment may feel dissatisfied with their jobs but they are unwilling to quit the job to other organization.

This type of commitment happens when employees wonder about advantages and disadvantages of leaving the company. (John P. Meyer, Natalie J. Allen, David R. Meyer 1997) emphasised that they need to stay the company just because they consider the loss they can experience is too big, whereas the benefits in new company is so small with the new role. It can lead to the costs related to employee associates with leaving the organization if continuance commitment is not completely driven by affective commitment. Based on organizational culture, continuance commitment is also promoted when employees realise

their organization is positive. Employee loyalty and employee retention are considered as the significant organizational factors which affect positively continuance commitment (Johnson, Mike 2004).

Another study of (Cooper 2001) reported that continuance commitment is related to the correlation between costs and leaving the organization. The potential costs when employees quit the organization can be time and effort that they spent before to improve non-transferable skills; as well as they may loss attractive benefits. Moreover, opportunities based on privileges or personal relationship may be disappearing. Besides, continuance commitment can be also developed as function of shortage alternative opportunities. Staffs who have major associate with the organization are most likely to remain this job due to continuance commitment.

Chapter 3: Methodology

This chapter is based on the research methodology adopted in order to conduct this research. The main objective of defining a research method is to deal with research problem and meet the requirement of the research purposes. Research methodology is based on the data collection methods and the type of data in order to fulfil the research. In general, research method is based on “the research onion” model proposal (Saunders, 2009) which show “depict the issue underlying the choice of data collection methods”. It can contain those following elements: research philosophy, research approaches, research hypothesis, data collection methods, data analysis techniques needed to complete the research.

3.1 Research philosophy

Research philosophy explains the philosophical choices in the research. In other words, research philosophy can be defined as the research to develop knowledge and its nature. Researchers can base on every stages to conduct the research with high level of willingness to improve knowledge in the specific field (Saunders, 2009). There are different main philosophies including pragmatism, positivism, interpretivism and realism. It is believed that most appropriate strategy of this research can be positivism. This research method has been used in order to fulfil the targets, which evaluate the impact of reward structure on employee commitment.

3.2 Research approaches

Inductive and deductive are two types of research approaches. Deductive approach can be called by another name if “top-down” reasoning, it is worked by collecting observations of the phenomenon, then analysing data and making specific perspective (Bryman and Bell, 2011). In contrast, inductive approach or “bottoms-up” approach is where there is no existing theory and researchers collect the data with the aim of developing the theory. The aim of this study is to estimate the correlation between reward structure and employee commitment. Therefore, deductive approach is applied in this research.

3.3 Research Hypothesis

H0: “Reward factors have significant impact on employee commitment in FPT Company”

H1: “Reward factors have no impact on employee commitment in FPT Company”

3.4 Data collection

This study will collect data from 90 employees in FPT company. Researcher had sent 90 questionnaires via email and Facebook to the employees to ask their help finish the data. In terms of the sample, the author will test the satisfaction of employees who are not involve with manager or leader positions on reward factors.

Sample size: 90 observations

3.5 Data analysis

The research is going to analyse the general description of the company. Then it turns to examine how the reward affects the employees' commitments. By using SPSS software, the author will show results by tables and charts to demonstrate it.

Data description and regression will be used in this research to analyse the topic

3.6 Research model

In order to measure the independent variable as level of commitment of the employees, the author us the number of years which the employees expect to work at company; and how employees want to recommend others to this jobs

Commitment 1: Independent variable named: $Y1 = ExpectYear$ (years)

Commitment 2: Independent variable named: $Y2 = Recommendation$

ExpectYear: the number of years which the employees expect to work at company

Recommendation: how employees want to recommend others to this jobs (5= Yes, obsoletely: always try to do it if have any opportunities; 4=Yes, I like doing it; 3=Yes, sometimes; 2=Maybe, I may do it sometimes in the future, 1=No, I don't want to do it

Regarding the dependent variables, the authors use the list of them as follows:

a/ Controlling variables

X1 = Sex: is the gender of employee (1= male; 2 = female)

X2 = Age: is the age of employee (years)

X3 = Satisfation: level of satisfaction of the employees (1=low satisfaction; 2=low to medium satisfaction; 3=medium satisfaction; 4=medium to high satisfaction; 5=high satisfaction)

X4 = Workingtime: is the working time of employee (years)

b/ measurements of rewards as dependent variables

X5 = ExReward: Extrinsic Rewards that the employee think has the most affecting employee commitment (1=Salary; 2=Bonus; 3=Benefits; 4=Promotions)

Model

$$Y1 = f(X1, X2, X3, X4, X5, X6, X7)$$

$$Y2 = f(X1, X2, X3, X4, X5, X6, X7)$$

Equation 1:

$$\text{ExpectYear}_t = \beta_0 + \beta_1 \text{Sex}_t + \beta_2 \text{Age}_t + \beta_3 \text{Satisfaction}_t + \beta_4 \text{Workingtime}_t + \beta_5 \text{ExReward}_t + \beta_6 \text{InReward}_t + \beta_7 \text{Bonus}_t + \varepsilon_t \quad (1)$$

Equation 2:

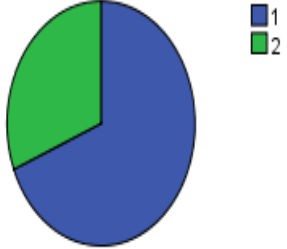
$$\text{Recommendation}_t = \beta_0 + \beta_1 \text{Sex}_t + \beta_2 \text{Age}_t + \beta_3 \text{Satisfaction}_t + \beta_4 \text{Workingtime}_t + \beta_5 \text{ExReward}_t + \beta_6 \text{InReward}_t + \beta_7 \text{Bonus}_t + \varepsilon_t \quad (1)$$

Chapter 4: Result

4.1 Result of Data Description

a/ Description of Gender (X1)

Table 1: Description of Gender

Sex					
	Frequency	Percent	Valid Percent	Cumulative Percent	
1=Male	62	68.9	68.9	68.9	
Valid 2=Female	28	31.1	31.1	100.0	
Total	90	100.0	100.0		

X1 = Sex: is the gender of employee (1= male; 2 = female)

This table illustrates the percentage of male and female who were asked by the survey, which used for the total of 90 employees in FPT Company. Out of the total male is 62, representing 68.9% of the total. The number of female who were asked is 28, making up 31.1% of the total. Comparing the numbers there were more male respondents than female respondents.

b/ Description of Variable Age (X2)

Table 2: Description of Age

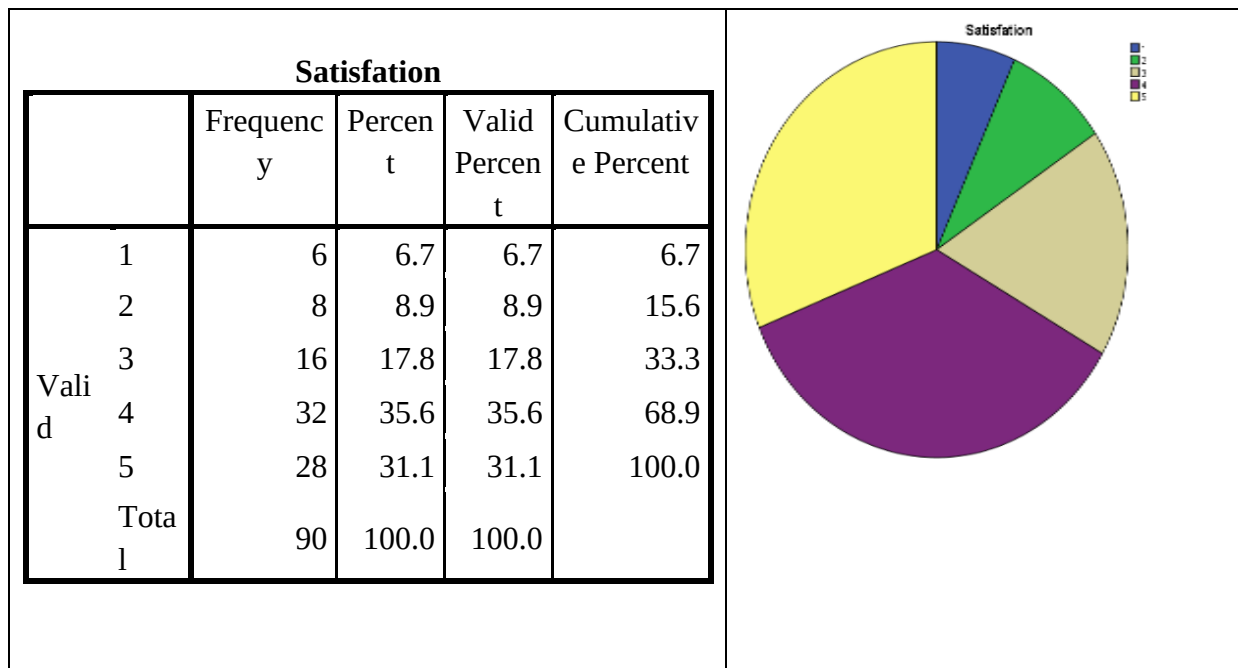
Descriptive Statistics												
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Age	90	14	24	38	28.49	.414	3.924	15.399	.904	.254	-.019	.503
Valid N (listwise)	90											

X2 = Age: is the age of employee (years)

The result of table 2 illustrates the description of Age of 90 sample employees in FPT Company. It provided the information that 24 is the minimum age and 38 is the maximum age of available 90 employees. It can be seen that the range is 14.

c/ Description of satisfaction (X3)

Table 3: Description of Satisfaction



X3 = Satisfaction: level of satisfaction of the employees (1=low satisfaction; 2=low to medium satisfaction; 3=medium satisfaction; 4=medium to high satisfaction; 5=high satisfaction)

In terms of the level of satisfaction of the employees in FPT Company, just only 6 people said that they feel low satisfaction with this organization, accounted 6.7% of the total. The proportion of employees who feel low to medium satisfaction is slightly higher than the former, with 8.9% (8 people). In contrast, the number of people who are medium satisfaction with this organization is 16, representing 17.8% of the total. Moreover, 35.6% of employees (32 people) feel medium to high satisfaction with FPT Company, and this number was the highest. Last but not least, employees who feel high satisfaction was slightly smaller, with 28 employees, accounted 31.1%.

d/ Description of Variable working time (X4)

Table 4: Description of working time

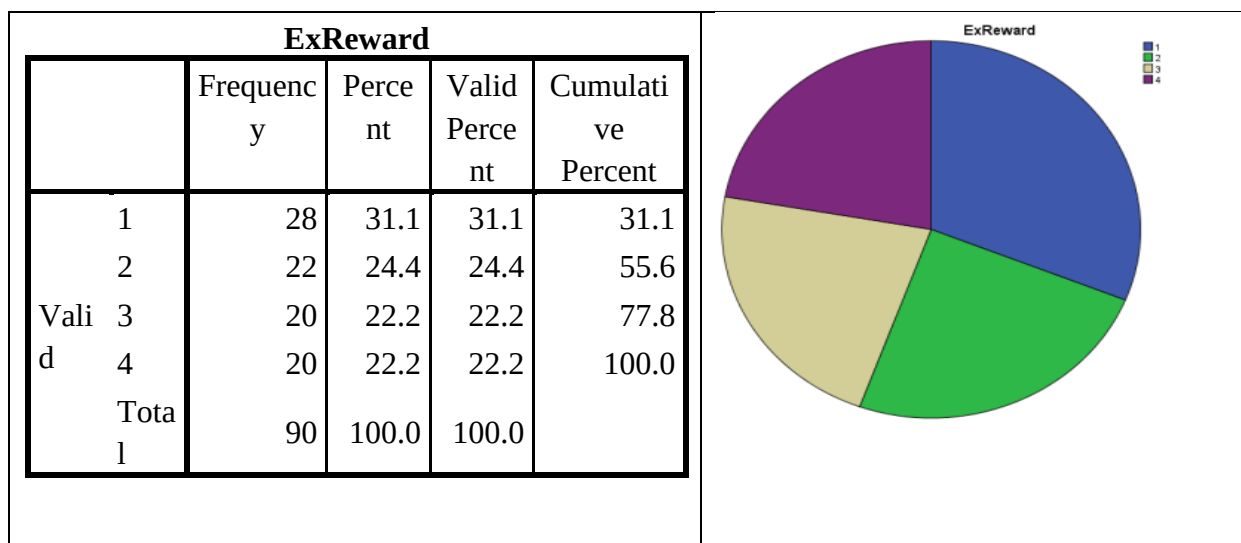
Descriptive Statistics												
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
WorkTime1	90	6	1	7	4.47	.159	1.508	2.274	-.357	.254	-.519	.503
Valid N (listwise)	90											

X4 = Workingtime: is the working time of employee (years)

Table 4 provides information about the working time of employees which they have been working in this Company. With the total number of employees if 90, it can be seen that the minimum year they working is 1 year while the maximum is 7 years. The range between the minimum and maximum is 6.

e/ Description of extrinsic reward (X5)

Table 5: Description of Extrinsic reward

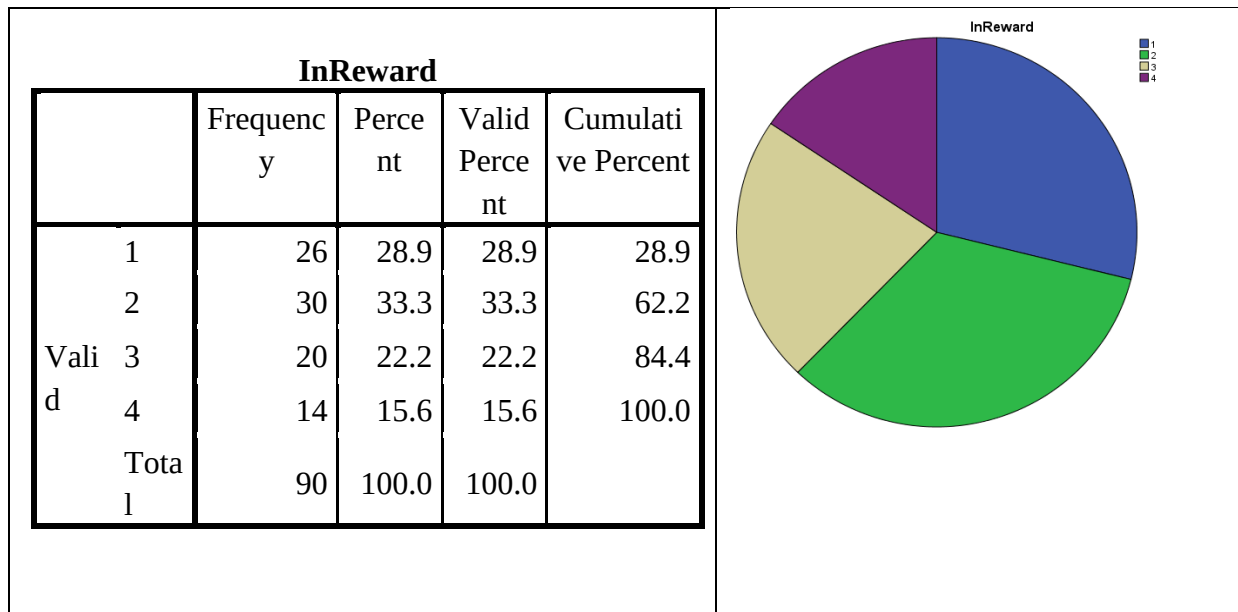


X5 = ExReward: Extrinsic Rewards that the employee think has the most affecting employee commitment (1=Salary; 2=Bonus; 3=Benefits; 4=Promotions)

Regarding extrinsic rewards, salary is the factor which employee believes is the most affecting employee commitment with 31.1 % through 28 voted people. Following by bonus factor with 24.4% (estimated by 22 employees). Benefits and promotions accounted the same percentage with 22.2% with 20 voted for each factors.

f/ Description of intrinsic reward (X6)

Table 6: Description of Intrinsic reward



X6 = InReward: Intrinsic Rewards that the employee think has the most affecting employee commitment (1= Recognition; 2= Career advancement; 3= Responsibility; 4= Learning opportunity)

Among four factors of Intrinsic reward, the percentage of recognition is higher than responsibility, at 28.9% (26 voted) and 22.2% (20 voted) respectively. Career advancement is the highest position, with 33.3% (30 voted), while learning opportunity only accounts 15.6%, corresponding to only 14 voted.

e/ Description of Bonus (Million VND) (X7)

Table 7: Description of Bonus

Descriptive Statistics												
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Bonus	90	36	9	45	17.62	.892	8.460	71.564	1.738	.254	2.645	.503
Valid N (listwise)	90											

X7= Bonus: Amount of total award the employee received by money the last year (Million VND)

The statistic shows that the minimum bonus which employee can receive by money is 9 million VND, whereas the maximum is 45 million VND. With the total of 90 employees, it can be seen that the range is 36 and mean is 17.62.

g/ Description of expect year (Y1)

Table 8: Description of expect year

Descriptive Statistics												
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
ExpectYear	90	34	1	35	13.22	1.042	9.887	97.748	.344	.254	-1.140	.503
Valid N (listwise)	90											

ExpectYear: the number of years which the employees expect to work at company

This table describes statistics of the number of years which the employees expect to work at the company. The highest year is 35 years, whereas the lowest is 1 year. Besides, the figure

of expected year has a range among company with 34, and the average is approximately 13.22.

e/ Description of recommendation (Y2)

Table 9: Description of Recommendation

Recommendation				
	Frequency	Percent	Valid Percent	Cumulative Percent
1	4	4.4	4.4	4.4
2	14	15.6	15.6	20.0
3	10	11.1	11.1	31.1
4	8	8.9	8.9	40.0
5	54	60.0	60.0	100.0
Total	90	100.0	100.0	

Recommendation: how employees want to recommend others to this jobs (5= Yes, absolutely: always try to do it if have any opportunities; 4=Yes, I like doing it; 3=Yes, sometimes; 2=Maybe, I may do it sometimes in the future, 1=No, I don't want to do it

This table shows the level employees expect to recommend their company to others. As can be seen that more than half of selected employees who have a tendency to absolutely recommend this company to others. It accounts 60% with 54 people. The number of employees who do not want to recommend FPT to other is only 4 people, approximately 4.4%. Furthermore, the number of people who may recommend it sometimes in the future is 14, accounted 15.6%. Besides, the results demonstrates that with 10 and 8 selected employees, the number of people who say will sometimes introduce FPT company and like to recommend this company to others made up 11.1% and 8.9% respectively.

4.2 Result of Regression

4.2.1 Correlation results

a/ Correlation of Y1 (ExpectYear) and X1, X2, X3, X4, X5, X6, X7

Table 10: Correlations between dependent variable Y1 (Expectyear) and independent variables X1, X2, X3, X4, X5, X6, X7

Correlations									
		Sex	Age	WorkTime1	ExReward	InReward	Satisfaction	Bonus	ExpectYear
Sex	Pearson Correlation	1	-.256**	.239*	-.087	-.199*	.250**	-.076	.296**
	Sig. (1-tailed)		.007	.012	.207	.030	.009	.238	.002
	N	90	90	90	90	90	90	90	90
Age	Pearson Correlation	-.256**	1	.083	.135	-.249**	-.112	.118	-.339**
	Sig. (1-tailed)	.007		.220	.103	.009	.146	.133	.001
	N	90	90	90	90	90	90	90	90
WorkTime1	Pearson Correlation	.239*	.083	1	.301**	.021	.173	.330**	.277**
	Sig. (1-tailed)	.012	.220		.002	.423	.052	.001	.004
	N	90	90	90	90	90	90	90	90
ExReward	Pearson Correlation	.087	.135	.301**	1	.132	.204*	.207*	.238*
	Sig. (1-tailed)	.207	.103	.002		.107	.027	.025	.012
	N	90	90	90	90	90	90	90	90
InReward	Pearson Correlation	-.199*	-.249**	.021	-.132	1	.020	-.069	.049
	Sig. (1-tailed)	.030	.009	.423	.107		.426	.259	.323
	N	90	90	90	90	90	90	90	90
Satisfaction	Pearson Correlation	.250**	-.112	.173	-.204*	.020	1	-.432**	.673**
	Sig. (1-tailed)	.009	.146	.052	.027	.426		.000	.000
	N	90	90	90	90	90	90	90	90
Bonus	Pearson Correlation	-.076	.118	.330**	.207*	-.069	-.432**	1	-.299**
	Sig. (1-tailed)	.238	.133	.001	.025	.259	.000		.002
	N	90	90	90	90	90	90	90	90
ExpectYear	Pearson Correlation	.296**	-.339**	.277**	-.238*	.049	.673**	-.299**	1
	Sig. (1-tailed)	.002	.001	.004	.012	.323	.000	.002	
	N	90	90	90	90	90	90	90	90
**. Correlation is significant at the 0.01 level (1-tailed).									
*. Correlation is significant at the 0.05 level (1-tailed).									

As can be seen that from this above table, the figure indicates that there was a positive relationship between sex and expect years, $r = 0.296$, $n = 90$, $p = 0.002$ (<0.01). It means

significant at confident level of 99.8% with sex associated with levels of expect years. Similarity, a negative correlation was found in the relationship between age and the expect year, $r = -0.339$, $n = 90$, $p = 0.001$ (<0.01). It means significant at confident level of 99.9% with increasing age associated with decreasing expect years. Furthermore, the relationship between working time and expect year is positive when it witnesses significant at confident level of 99.6% ($r = 0.277$, $n = 90$, $p = 0.004$). On the contrary, there was not found a strong relationship between extrinsic reward and expect year because of $r = 0.238$, $n = 90$, $p = 0.12$ (>0.05), it means significant at confident level of 88%. Besides, it can be seen from the table that it lacked evidence relationship between intrinsic reward and expect year, $r = 0.049$, $n = 90$, $p = 0.323$ (>0.05), it means significant at confident level of 67.7%. The result from the table illustrates that satisfaction has a positive association with the expect year with $r = 0.673$, $n = 90$, $p = 0$ (<0.01), it means significant level of 99.99%. Last but not least, the relationship between bonus and expect year was negative because of $p = 0.02$ (>0.01) and $r = -0.299$.

b/ Correlation of Y2 (Recommendation) and X1, X2, X3, X4, X5, X6, X7

Table 11: Correlations between dependent variable Y2 (Recommendation) and independent variables X1, X2, X3, X4, X5, X6, X7

Correlations									
		Sex	Age	WorkTime1	ExReward	InReward	Satisfaction	Bonus	Recommendation
Sex	Pearson Correlation	1	-.256**	.239*	-.087	-.199*	.250**	-.076	.233*
	Sig. (1-tailed)		.007	.012	.207	.030	.009	.238	.014
	N	90	90	90	90	90	90	90	90
Age	Pearson Correlation	-.256**	1	.083	.135	-.249**	-.112	.118	-.221*
	Sig. (1-tailed)	.007		.220	.103	.009	.146	.133	.018
	N	90	90	90	90	90	90	90	90
WorkTime1	Pearson Correlation	.239*	.083	1	.301**	.021	.173	.330**	.068
	Sig. (1-tailed)	.012	.220		.002	.423	.052	.001	.261
	N	90	90	90	90	90	90	90	90
ExReward	Pearson Correlation	.087	.135	.301**	1	.132	.204*	.207*	.188*
	Sig. (1-tailed)	.207	.103	.002		.107	.027	.025	.038
	N	90	90	90	90	90	90	90	90
InReward	Pearson Correlation	-.199*	-.249**	.021	-.132	1	.020	-.069	-.026
	Sig. (1-tailed)	.030	.009	.423	.107		.426	.259	.404
	N	90	90	90	90	90	90	90	90
Satisfaction	Pearson Correlation	.250**	-.112	.173	-.204*	.020	1	-.432**	.814**
	Sig. (1-tailed)	.009	.146	.052	.027	.426		.000	.000
	N	90	90	90	90	90	90	90	90
Bonus	Pearson Correlation	-.076	.118	.330**	.207*	-.069	-.432**	1	-.417**
	Sig. (1-tailed)	.238	.133	.001	.025	.259	.000		.000
	N	90	90	90	90	90	90	90	90
Recommendation	Pearson Correlation	.233*	-.221*	.068	-.188*	-.026	.814**	-.417**	1
	Sig. (1-tailed)	.014	.018	.261	.038	.404	.000	.000	
	N	90	90	90	90	90	90	90	90

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Table 11 demonstrates information about the relationship of recommendation with seven independent variables including sex, age, working time, extrinsic rewards, intrinsic rewards, satisfaction and bonus. As can be seen that there was a strong positive relationship between sex and recommendation with $r = 0.233$, $n = 90$ and $p = 0.014$ (<0.05), it means significant at confident level of 98.6%. Whereas, age has negative correlation with recommendation, $r = -0.221$, $n = 90$, $p = 0.018$ (<0.05), it means significant level of 98.2%. Besides, there were not found strong relationship between working time and recommendation because of $r = 0.068$, $n = 90$, $p = 0.261$ (>0.05), it means significant at confident level of 73.9%. Moreover, it witnesses a positive correlation between extrinsic reward and recommendation, $r = 0.188$, $n = 90$, $p = 0.038$ (<0.05). Also, with $r = -0.026$, $n = 90$, $p = 0.404$ (>0.05), there was no relationship between intrinsic reward and recommendation when significant at confident level of 59.6%. This table also show the information related to the relationship between satisfaction and recommendation is positive with $r = 0.814$, $n = 90$, $p = 0.000$ (<0.01), it means significant at confident level of 99.99%. In contrast, bonus has a negative and strong association with recommendation, $r = -0.417$, $n = 90$, $p = 0.000$, it means significant at confident level of 99.99%.

4.2.2 Regression analysis results

a/ Result of regression with performance measured by (Y1) Expect year (dependent variable)

Equation 1:

$$\text{ExpectYear}_t = \beta_0 + \beta_1 \text{Sex}_t + \beta_2 \text{Age}_t + \beta_3 \text{Satisfaction}_t + \beta_4 \text{Workingtime}_t + \beta_5 \text{ExReward}_t + \beta_6 \text{InReward}_t + \beta_7 \text{Bonus}_t + \varepsilon_t \quad (1)$$

Figure 3: Correlations between dependent variable Expectyear and independent variables Sex, Age, Workingtime, ExReward, InReward, Satisfaction and Bonus

		Correlations							
		ExpectYear	Sex	Age	WorkTime1	ExReward	InReward	Satisfaction	Bonus
Pearson Correlation	ExpectYear	1.000	.296	-.339	.277	-.238	.049	.673	-.299
	Sex	.296	1.000	-.256	.239	-.087	-.199	.250	-.076
	Age	-.339	-.256	1.000	.083	.135	-.249	-.112	.118
	WorkTime1	.277	.239	.083	1.000	.301	.021	.173	.330
	ExReward	.238	.087	.135	.301	1.000	.132	.204	.207
	InReward	.049	-.199	-.249	.021	-.132	1.000	.020	-.069
	Satisfaction	.673	.250	-.112	.173	-.204	.020	1.000	-.432
	Bonus	-.299	-.076	.118	.330	.207	-.069	-.432	1.000
Sig. (1-tailed)	ExpectYear	.	.002	.001	.004	.012	.323	.000	.002
	Sex	.002	.	.007	.012	.207	.030	.009	.238
	Age	.001	.007	.	.220	.103	.009	.146	.133
	WorkTime1	.004	.012	.220	.	.002	.423	.052	.001
	ExReward	.012	.207	.103	.002	.	.107	.027	.025
	InReward	.323	.030	.009	.423	.107	.	.426	.259
	Satisfaction	.000	.009	.146	.052	.027	.426	.	.000
	Bonus	.002	.238	.133	.001	.025	.259	.000	.
N	ExpectYear	90	90	90	90	90	90	90	90
	Sex	90	90	90	90	90	90	90	90
	Age	90	90	90	90	90	90	90	90
	WorkTime1	90	90	90	90	90	90	90	90
	ExReward	90	90	90	90	90	90	90	90
	InReward	90	90	90	90	90	90	90	90
	Satisfaction	90	90	90	90	90	90	90	90
	Bonus	90	90	90	90	90	90	90	90

Figure 4: Model Summary^b 1

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.771 ^a	.594	.559	6.594	.594	17.131	7	82	.000

a. Predictors: (Constant), Bonus, InReward, Sex, ExReward, Age, Satisfaction, WorkTime1

b. Dependent Variable: ExpectYear

Figure 4 indicates the value of adjusted R squared which is quite high with 55.9%, it demonstrates that independent variables will explain the dependent variable. It means that the model of regression is able to explain 55.9% of the dependent variable.

Figure 5: Regression result of testing relationship between Sex, Age, Workingtime, ExReward, InReward, Satisfaction, Bonus and Expectyear

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
1 (Constant)	17.788	8.231		2.161	.034	1.413	34.162			
Sex	-.420	1.754	-.020	-.240	.811	-3.910	3.069	.296	-.026	-.017
Age	-.743	.198	-.294	-3.754	.000	-1.137	-.349	-.339	-.383	-.264
WorkTime1	2.061	.592	.313	3.483	.001	.884	3.239	.277	.359	.245
ExReward	1.551	.689	.177	2.252	.027	2.921	.181	.238	.241	.159
InReward	-.714	.733	-.076	-.974	.333	-2.173	.745	.049	-.107	-.069
Satisfaction	4.253	.738	.504	5.760	.000	2.784	5.721	.673	.537	.405
Bonus	-.141	.104	-.120	-1.353	.180	-.348	.066	-.299	-.148	-.095

a. Dependent Variable: ExpectYear

The figure 5 shows regression of the Expect year (Y1) and Sex, Age, Working time, Extrinsic Reward, Intrinsic Reward, Satisfaction and Bonus (X1, X2, X3, X4, X5, X6 and X7 respectively). After taking regression analysis by software SPSS, the result shows that:

Firstly, variable of gender of employees (X1 = sex) has no impacts on the Y1 (employee commitment measured as Y1 = Expect year), with B = -0.42 and Sig, = 0.811 > 0.1, equal with confident level less than 90%.

Secondly, variable of age of employees (X2 = Age) has significant impacts on the Y1 (employee commitment measured as Y1 = Expect year), with B = -0.743 and Sig, = 0.000 < 0.1, equal with confident level more than 99%. It means that if the age of employee increases 1 year, the committee of employee measured by expect year decrease 0.743.

Thirdly, variable of working time (X3 = worktime) has positive impacts on the Y1 (employee commitment measured as Y1 = Expect year), with B = 2.061 and Sig, = 0.001 < 0.1, equal

with confident level more than 99%. It means that when the years of working time increase 1 year, the committee of employee measured by expect year also increase 2.061.

Next, variable of Extrinsic reward ($X4 = \text{ExReward}$) has significant positive impact on Y1 (employee commitment measured as $Y1 = \text{Expect year}$), with $B = 1.551$ and $\text{Sig.} = 0.027 < 0.1$, equal with confident level more than 90%. It shows that if the extrinsic reward increases 1 level, the committee of employee measured by expected year also goes up 1.551.

Furthermore, variable of Intrinsic reward ($X5 = \text{InReward}$) has no impact on Y1 (employee commitment measured as $Y1 = \text{expect year}$), with $B = -0.714$ and $\text{Sig.} = 0.333 > 0.1$ with confident level less than 90%.

Besides, variable of Satisfaction ($X6 = \text{Satisfaction}$) has strong positive impact on Y1 (employee commitment measured as $Y1 = \text{Expect year}$), with $B = 4.253$ and $\text{Sig.} = 0.000 < 0.1$, equal with confident level more than 99%. It means that if the level of employee satisfaction increases 1, the committee of employee measured by expect year also go up 4.253.

Lastly, variable of Bonus ($X7 = \text{Bonus}$) has no impact on Y1 (employee commitment measured as $Y1 = \text{Expect year}$), with $B = -0.141$ and $\text{Sig.} = 0.180 > 0.1$ with confident level less than 90%.

b/ Result of regression with performance measured by (Y2) Recommendation (dependent variable)

$$\text{Recommendation}_t = \beta_0 + \beta_1 \text{Sex}_t + \beta_2 \text{Age}_t + \beta_3 \text{Satisfaction}_t + \beta_4 \text{Workingtime}_t + \beta_5 \text{ExReward}_t + \beta_6 \text{InReward}_t + \beta_7 \text{Bonus}_t + \varepsilon_t \quad (1)$$

Figure 6: Correlations between dependent variable Recommendation and independent variables Sex, Age, Worktime, ExReward, InReward, Satisfaction and Bonus

		Correlations							
		Recommen d	Sex	Age	WorkTim e1	ExRewa rd	InRewar d	Satisfatio n	Bonus
Pearson Correlation	Recommen d	1.000	.233	-.221	.068	-.188	-.026	.814	-.417
	Sex	.233	1.000	-.256	.239	-.087	-.199	.250	-.076
	Age	-.221	-.256	1.000	.083	.135	-.249	-.112	.118
	WorkTime 1	.068	.239	.083	1.000	.301	.021	.173	.330
	ExReward	.188	.087	.135	.301	1.000	.132	.204	.207
	InReward	-.026	-.199	-.249	.021	-.132	1.000	.020	-.069
	Satisfaction	.814	.250	-.112	.173	-.204	.020	1.000	-.432
	Bonus	-.417	-.076	.118	.330	.207	-.069	-.432	1.000
Sig. (1-tailed)	Recommen d	.	.014	.018	.261	.038	.404	.000	.000
	Sex	.014	.	.007	.012	.207	.030	.009	.238
	Age	.018	.007	.	.220	.103	.009	.146	.133
	WorkTime 1	.261	.012	.220	.	.002	.423	.052	.001
	ExReward	.038	.207	.103	.002	.	.107	.027	.025
	InReward	.404	.030	.009	.423	.107	.	.426	.259
	Satisfaction	.000	.009	.146	.052	.027	.426	.	.000
	Bonus	.000	.238	.133	.001	.025	.259	.000	.
N	Recommen d	90	90	90	90	90	90	90	90
	Sex	90	90	90	90	90	90	90	90
	Age	90	90	90	90	90	90	90	90
	WorkTime 1	90	90	90	90	90	90	90	90
	ExReward	90	90	90	90	90	90	90	90
	InReward	90	90	90	90	90	90	90	90
	Satisfaction	90	90	90	90	90	90	90	90
	Bonus	90	90	90	90	90	90	90	90

Figure 7: Model Summary^b 2

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.831 ^a	.690	.664	.767	.690	26.108	7	82	.000

a. Predictors: (Constant), Bonus, InReward, Sex, ExReward, Age, Satisfaction, WorkTime1

b. Dependent Variable: Recommendation

Figure 7 presents the value of adjusted R squared which is high with 66.4%, it indicates that independent variables can explain the dependent variable. It means that the model of regression is able to explain 66.4% of the dependent variable.

Figure 8: Regression result of testing relationship between Sex, Age, Workingtime, ExReward, InReward, Satisfaction, Bonus and Recommendation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part
1 (Constant)	2.739	.958		2.860	.005	.834	4.643			
Sex	-.045	.204	-.016	-.219	.827	-.451	.361	.233	-.024	-.013
Age	-.050	.023	-.149	-2.174	.033	-.096	-.004	-.221	-.233	-.134
WorkTime1	-.026	.069	-.030	-.376	.708	-.163	.111	.068	-.042	-.023
ExReward	.001	.080	.001	.009	.993	.160	.159	.188	.001	.001
InReward	-.107	.085	-.085	-1.253	.214	-.277	.063	-.026	-.137	-.077
Satisfaction	.878	.086	.782	10.227	.000	.708	1.049	.814	.749	.629
Bonus	-.009	.012	-.059	-.759	.450	-.033	.015	-.417	-.084	-.047

a. Dependent Variable: Recommendation

The figure 8 illustrates the regression of the Recommendation (Y2) and Sex, Age, Working time, Extrinsic Reward, Intrinsic Reward, Satisfaction and Bonus (X1, X2, X3, X4, X5, X6 and X7 respectively). After taking regression analysis by software SPSS, the result shows that:

Firstly, variable of gender of employees (X1 = Sex) has no effect on the Y2 (employee commitment measured as Y2 = Recommendation), with $B = -0.045$ and $Sig. = 0.827 > 0.1$, equal with confident level less than 90%.

Secondly, variable of age of employees (X2 = Age) has negative impact on the Y1 (employee commitment measured as Y2 = Recommendation), with $B = -0.050$ and $Sig. = 0.033 < 0.1$, equal with confident level more than 90%. It means that if the age of employee increases 1 year, the committee of employee measured by recommendation decrease 0.050.

Thirdly, variable of working time (X3 = worktime) has no impacts on the Y2 (employee commitment measured as Y2 = Recommendation), with $B = -0.026$ and $Sig. = 0.708 > 0.1$, equal with confident level less than 90%.

Next, variable of Extrinsic reward (X4 = ExReward) also has no impact on Y2 (employee commitment measured as Y2 = Recommendation), with $B = 0.001$ and $Sig. = 0.993 > 0.1$, equal with confident level less than 90%.

Furthermore, variable of Intrinsic reward (X5 = InReward) has no impact on Y2 (employee commitment measured as Y2 = Recommendation), with $B = -0.107$ and $Sig. = 0.214 > 0.1$ with confident level less than 90%.

Besides, variable of Satisfaction (X6 = Satisfaction) has strong positive impact on Y2 (employee commitment measured as Y2 = Recommendation), with $B = 0.878$ and $Sig. = 0.000 < 0.1$, equal with confident level more than 99%. It means that if the level of employee satisfaction increases 1, the committee of employee measured by recommendation also goes up 0.878.

Lastly, variable of Bonus (X7 = Bonus) has no impact on Y2 (employee commitment measured as Y2 = Recommendation), with $B = -0.009$ and $Sig. = 0.450 > 0.1$ with confident level less than 90%.

Chapter 5: Conclusion

5.1 Conclusion

In conclusion, this research has obtained its aims which introduced in chapter 1 of the beginning. In particular, the study has tested the impacts of reward structure on the employee commitment.

Chapter 1 called introduction part; the research provided a summary of background information about reward management and conceptual background for this topic. Furthermore, three main objectives of this study was highlighted in this chapter including (1) to discuss the theories and current literature related in reward structure and employee commitment, (2) to analyze the impacts of reward management to employee commitment with evidence from FPT company in Vietnam, (3) to introduce some recommendations to improve this situation.

Next, chapter 2 called Literature review; it revised a variety of theories related to the topic. Firstly, definition about reward and reward management are reviewed. Secondly, it provides information about types of reward management. There are two types of reward management: extrinsic reward and intrinsic reward. Extrinsic reward includes salary and bonus, whereas intrinsic reward includes recognition, job security and training and development. Thirdly, significance of reward is introduced in this part, which provided by Armstrong in 2012. Next, the theory of base pay was proposed, which states that employers often attractive base pay rates to recruit highly qualified applicants. Furthermore, contingent pay and employee benefits are provided in this chapter. Lastly, employee commitment is defined as different ways from various researches. Employee commitment can be divided into affective commitment, continuance commitment, and normative commitment. Research also indicates that employees who are willing to fulfill their job requirements are committed to the organization and have good behavior in the organization.

In chapter 3, this study developed the concept of Methodology in order to investigate the project. Positivism philosophy has been used in this research. Moreover, there are two hypotheses for this research. Moreover, the qualitative method is used in this study. The primary data would be collected from survey of the group of 90 employees in FPT company in Vietnam.

After choosing appropriate methodology, the next part is chapter 4, has indicated the result of testing the impacts of reward structure on employee commitment. Firstly, all the description about factors including sex, age, working time, extrinsic reward, intrinsic reward, satisfaction, bonus, expect year and recommendation were showed. Secondly, the relationship between dependent variable expected year and recommendation with six independent variables were highlighted. Lastly, it indicated the regression analysis result between the expect year and recommendation with other six factors.

According to the questionnaire survey, it was highlighted that employee commitment is proved through the expect year working in this company as well as the recommendation which show how much they want to recommend this company to others. The result using correlation model showed that there is a positive relationship between sex, working time, satisfaction and the expect year they want to work in FPT company. In contrast, it was found the negative correlation between age and bonus and the expect year, whereas extrinsic and intrinsic reward had no evidence to relate to the expect year. Regarding to the recommendation, there was positive relationship between sex, satisfaction, extrinsic reward and recommendation. Age and bonus were found have negative correlation with recommendation. Furthermore, intrinsic reward and working time were announced to have no evidence associated with recommendation variables.

Last but not least, the result using regression model showed the impact of independent variables: sex, age, working time, extrinsic reward, intrinsic reward, satisfaction and bonus; and dependent variables expect year and recommendation. In terms of the dependent variable expect year, working time, extrinsic reward and satisfaction had positive impact with expect year, whereas age had negative impact. Besides, gender, intrinsic reward and bonus were found have no impact on expect year they want to commit with this organization. The regression result of recommendation highlighted that only independent variable satisfaction had positive impact on recommendation variable, while there was negative impact between age and recommendation. Furthermore, gender, working time, extrinsic reward, intrinsic reward and bonus had no impact on how much employee want to recommend FPT company to others.

5.2 Recommendations

The research analyzed the effect of reward structure on employee's commitment through case study of FPT company. It can be seen that all variables in this study were tested to find that

there was a significant relationship among the variables. According to this result, there are some recommendations are provided from the analysis:

The years that employees work in FPT company is one of the most factor which affect positive expect year that they want to commit with this organization. The result shows that people who has been worked longer in this company are most likely to spend the next years to devote. Therefore, FPT company should focus more on employees who have longer time working to immediately renew their job satisfaction.

FPT company can increase employee commitment by raising cash structure. The fact is that employees feel the most attractive with cash bonus. In addition, the rewards of delegation should be implemented for all employees instead of only manager as before. This recommendation can help FPT company not only promote employee spirit, but also save money for recruitment because the internal hiring will be developed.

Moreover, FPT company may consider use extrinsic and intrinsic rewards more frequently. This policy can motivate employees can experience more types of reward and appraisal. Instead of providing rewards every 4 to 6 months, FPT can change to monthly rewards. It also create a competitive workplace for all employees and the job satisfaction can become higher when they get those rewards.

In order to make employee feel that they need to commit with this company, FPT should make them feel the caring not only themselves, but also their families. If FPT provide some reward associate with employee company for example family holiday or insurance for their spouse, it can retain the talented and make them become more engage with this organization.

Last but not least, employees will feel they are more valued and respected if they can be involve to the reward system. It can be great if FPT company can foster their staffs can spread their opinion about types of rewards they expect. Then, human resource department can consider the majority of ideas to improve reward structure. As a result, there is no reason that make employee want to leave the company which provides good benefits as well as appreciate their opinion. Reward management is an effective way to motivate employee commitment and improve productivity.

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APENDICES

Appendix A: Research questionnaires

Topic: The impact of Reward structure on employee commitment. A case study on FPT Company in Vietnam.

Personal information

1. Gender of the respondent
 - a. Male
 - b. Female
2. Age of the respondent
3. How many years have you been working in your current work tasks?
4. How many years have you been working in FPT Company?
 - a. Less than 1 year
 - b. 1-2 years
 - c. 2-5 years
 - d. 5-10 years
 - e. Over 10 years
5. How extrinsic rewards affect employee's commitment? (With some types of extrinsic rewards such as salary, bonus...)
 - a. (1 = low affecting)
 - b. (2 = medium effecting)
 - c. (3 = medium to high affecting)
 - d. (4 = high affecting)
6. How intrinsic rewards affect employee's commitment? (With some types of intrinsic rewards such as recognition, job security, training and development...)
 - a. (1 = low affecting)
 - b. (2 = medium effecting)
 - c. (3 = medium to high affecting)
 - d. (4 = high affecting)
7. Do you satisfy with your current job? From low to high (1-5)
 - a. (1=low satisfaction)
 - b. (2=low to medium satisfaction)
 - c. (3=medium satisfaction)

- d. (4=medium to high satisfaction)
- e. (5=high satisfaction)

8. How much total award you received by money last year?

9. Do you want to recommend your job to others?

- a. (5= Yes, absolutely: always try to do it if have any opportunities)
- b. (4=Yes, I do it)
- c. (3=Yes, sometimes)
- d. (2=Maybe, I may do it sometimes in the future)
- e. (1=No, I don't want to do it)

10. Do you want to commit with this organization?

- a. (5= Yes, absolutely: I want to still work here until retirement)
- b. (4=Yes, I will)
- c. (3= I think I will)
- d. (2=Maybe, I may think about it later)
- e. (1=No, I don't want to commit with this company)

11. How long (years) you want to work with this company? (expectations of year working)

Appendix B: Statistics for computing the regress line: Expect year (dependent variable) and Sex, Age, Working time, Extrinsic reward, Intrinsic reward, Satisfaction and bonus (independent variables)



Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Bonus, InReward, Sex, ExReward, Age, Satisfaction, WorkTime1 ^b		Enter

a. Dependent Variable: ExpectYear

b. All requested variables entered.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5214.736	7	744.962	17.131	.000 ^b
	Residual	3565.886	82	43.486		
	Total	8780.622	89			

a. Dependent Variable: ExpectYear

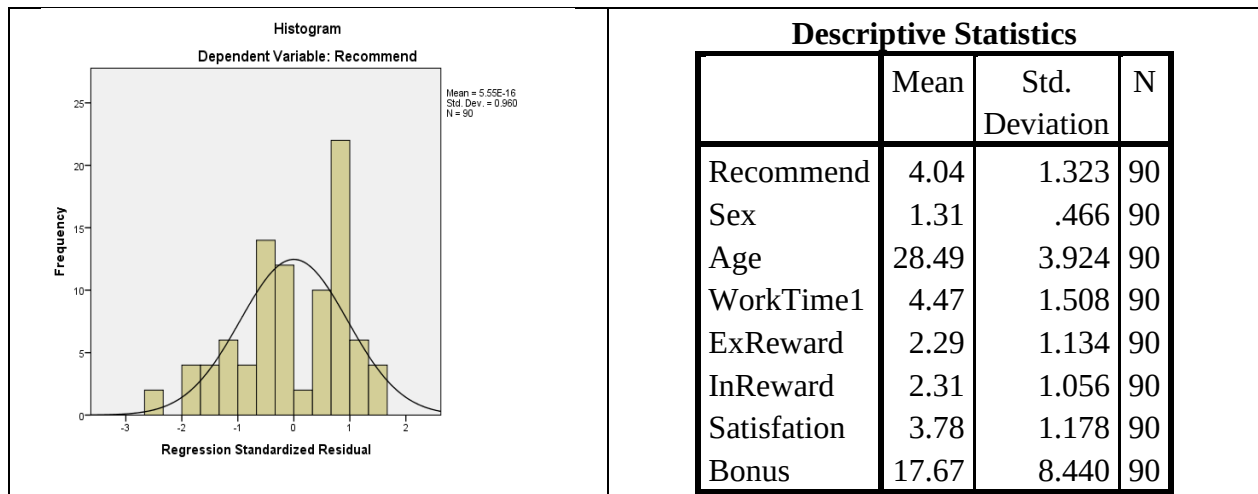
b. Predictors: (Constant), Bonus, InReward, Sex, ExReward, Age, Satisfaction, WorkTime1

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.02	26.15	13.64	7.655	90
Residual	-16.150	12.660	.000	6.330	90
Std. Predicted Value	-1.780	1.634	.000	1.000	90
Std. Residual	-2.449	1.920	.000	.960	90

a. Dependent Variable: ExpectYear

Appendix C: Statistics for computing the regress line: Recommendation (dependent variable) and Sex, Age, Working time, Extrinsic reward, Intrinsic reward, Satisfaction and bonus (independent variables).

**Variables Entered/Removed^a**

Model	Variables Entered	Variables Removed	Method
1	Bonus, InReward, Sex, ExReward, Age, Satisfaction, WorkTime1 ^b		. Enter

a. Dependent Variable: Recommend

b. All requested variables entered.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	107.561	7	15.366	26.108	.000 ^b
	Residual	48.262	82	.589		
	Total	155.822	89			

a. Dependent Variable: Recommend

b. Predictors: (Constant), Bonus, InReward, Sex, ExReward, Age, Satisfation, WorkTime1

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.50	5.45	4.04	1.099	90
Residual	-2.020	1.179	.000	.736	90
Std. Predicted Value	-2.312	1.282	.000	1.000	90
Std. Residual	-2.633	1.537	.000	.960	90

a. Dependent Variable: Recommendation