

THE ROLE OF TRAINING, PERFORMANCE APPRAISAL, AND TEAM COLLABORATION IN MOTIVATING INNOVATION IN VIETNAM'S CONSUMER FINANCE SECTOR

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Appendix 1. Demographic profile of respondents.

		Frequency	Percentage (%)
Age group	21-25	21	8.27%
	26-30	59	23.23%
	31-35	92	36.22%
	36-40	63	24.80%
	Over 40	19	7.48%
Education	College	72	28.35%
	University	129	50.79%
	Postgraduate	28	11.02%
	Vocational school	25	9.84%
Work experience	Less than 1 year	20	7.87%
	Over 10 years	14	5.51%
	From 1-3 years	49	19.29%
	From 3-5 years	91	35.83%
	From 5-10 years	80	31.50%
Total		254	100%

Appendix 2. Measurement

Variables	Code	Items	Sources
Training and Development (TD)	TD1	There are formal training programs to teach new employees the skills they need to perform their jobs.	(Al-Hawary, 2015)
	TD2	Employees receive training to perform multiple tasks so that they can fill in for others if necessary.	
	TD3	Employees receive training on team building and interpersonal relations.	
	TD4	Employees receive training on our organization's values and ways of doing things.	
	TD5	Employees receive training in order to understand our business.	
	TD6	Training programs are developed based on the assessed training needs of the organization.	
	TD7	Training is available to any interested employee.	
Performance Appraisal (PA)	PA1	Performance appraisals are based on input from multiple sources (supervisors, peers, subordinates, customers, etc.)	
	PA2	Performance appraisals are based on objective, quantifiable results.	
	PA3	The performance appraisal process is standardized and documented.	
	PA4	The performance appraisal is discussed with the employee.	
	PA5	The performance appraisal is used to determine an employee's pay.	

Variables	Code	Items	Sources
	PA6	The performance appraisal is used to determine an employee's training needs.	
Intrateam collaboration climate (CC)	CC1	My team members work collaboratively as a team to achieve goals	
	CC2	My team members provide support and help to each other.	(Zhu et al., 2018)
	CC3	My team members collaborate to find the best solution to problems.	
	CC4	My team members coordinate efforts with each other.	
	“Why are you motivated to do your work?”		
Intrinsic Motivation (IM)	IM1	Because I enjoy this work very much	(Grant, 2008)
	IM2	Because I have fun doing my job.	
	IM3	Because I find the work engaging	
Extrinsic Motivation (EM)	EM1	I go to work every day for the salary	(Manolopoulos, 2007)
	EM2	I go to work every day for promotion opportunities	
	EM3	I go to work every day for the bonuses.	
	EM4	I go to work every day for job security.	
Innovative Job Performance (INJP)		How often do you perform the following work activities?	
	INJP1	Creating new ideas for improvements	
	INJP2	Mobilizing support for innovative ideas	
	INJP3	Searching out new working methods, techniques, or instruments	(Janssen & Van Yperen, 2004)
	INJP4	Acquiring approval for innovative ideas	
	INJP5	Transforming innovative ideas into useful applications	
	INJP6	Generating original solutions to problems	
	INJP7	Introducing innovative ideas in a systematic way	
	INJP8	Making important organizational members enthusiastic for innovative idea	
	INJP9	Thoroughly evaluating the application of innovate ideas	

Source: Compiled by author

Appendix 3. Construct Reliability and Validity Test

Measure	Mean	Excess Kurtosis	Skewness	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Training and Development (TD)							
TD1	3.933	0.019	-0.606	0.719	0.879	0.906	0.580
TD2	3.886	1.429	-0.985	0.700			
TD3	3.969	-0.636	-0.326	0.754			
TD4	3.969	-0.037	-0.717	0.798			
TD5	3.972	-0.170	-0.485	0.798			
TD6	4.106	-0.027	-0.531	0.795			
TD7	4.031	-0.645	-0.447	0.758			
Performance Appraisal (PA)							
PA1	3.953	0.202	-0.595	0.786	0.845	0.889	0.617
PA2	4.016	0.166	-0.672	0.746			
PA4	4.012	-0.309	-0.654	0.770			
PA5	4.031	-0.395	-0.431	0.804			

Measure	Mean	Excess Kurtosis	Skewness	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
PA6	4.055	0.053	-0.706	0.818			
Intrateam collaboration climate (CC)							
CC1	4.142	-0.457	-0.543	0.775			
CC2	4.110	-0.230	-0.606	0.738	0.781	0.859	0.604
CC3	4.106	-0.631	-0.466	0.778			
CC4	4.130	-0.133	-0.676	0.815			
Intrinsic Motivation (IM)							
IM1	3.996	-1.005	-0.305	0.862			
IM2	3.937	-0.759	-0.375	0.786	0.769	0.866	0.684
IM3	4.047	-0.303	-0.594	0.831			
Extrinsic Motivation (EM)							
EM1	4.055	1.292	-1.054	0.850			
EM2	4.055	0.146	-0.618	0.802	0.870	0.911	0.719
EM3	4.083	0.313	-0.867	0.874			
EM4	4.051	0.195	-0.718	0.866			
Innovative job performance (INJP)							
INJP1	3.957	1.131	-0.790	0.801			
INJP2	3.913	-0.329	-0.461	0.808			
INJP3	3.925	-0.797	-0.311	0.701			
INJP4	3.902	0.100	-0.527	0.827			
INJP5	3.953	-0.014	-0.626	0.829	0.937	0.947	0.665
INJP6	3.929	-0.095	-0.591	0.841			
INJP7	4.000	-0.365	-0.676	0.851			
INJP8	3.933	0.813	-0.830	0.866			
INJP9	4.012	0.599	-0.883	0.806			

Appendix 4. Discriminant validity Test

	CC	EM	IM	INJP	PA	TD
CC	0.777					
EM	0.735	0.848				
IM	0.693	0.683	0.827			
INJP	0.728	0.762	0.664	0.816		
PA	0.719	0.740	0.716	0.729	0.785	
TD	0.707	0.767	0.732	0.791	0.766	0.761

Appendix 5. Adjusted R-squared test and Q²

Variable	R Square	R Square Adjusted	Q ²
Extrinsic Motivation (EM)	0.645	0.643	0.456
Intrinsic Motivation (IM)	0.622	0.617	0.415
Innovative job performance (INJP)	0.619	0.616	0.406

Appendix.6. Estimated Model Results

