

**The impact of training and development, motivation on
in-role job performance and employee creativity
in Vietnam’s consumer finance sector**

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ARTICLE INFO	ABSTRACT
<p>DOI:10.46223/HCMCOUJS. econ.en.15.6.3899.2025</p> <p>Received: December 10th, 2024 Revised: January 08th, 2025 Accepted: January 19th, 2025</p> <p>JEL classification code: M12; M54</p> <p><i>Keywords:</i> consumer finance; creativity; in-role job performance; intrinsic and extrinsic motivation; training and development</p>	<p>This study examines the effects of Training & Development (T&D) on employee motivation and explores the role of individual motivation in workplace performance, framed within the principles of Self-Determination Theory (SDT). Using a mixed-methods approach that combines qualitative and quantitative techniques, data were collected from 254 full-time employees in Vietnam’s consumer finance sector and analyzed using Smart PLS v3.0 software. The findings reveal that Extrinsic Motivation (EM) has a stronger impact on employee performance and creativity than Intrinsic Motivation (IM). However, creativity driven by individual motivation is not a direct outcome but depends on the mediating effect of in-role job performance. Moreover, the study offers valuable insights for future research and practical recommendations for consumer finance companies to enhance employee performance, particularly their creativity.</p>

1. Introduction

In Vietnam, a significant portion of the population faces barriers to accessing loans from traditional banking institutions. To address this gap, the State Bank of Vietnam has actively encouraged the development of consumer credit policies as a means of promoting financial inclusion. As outlined in “The Comprehensive National Financial Strategy until 2025 and Orientation towards 2030”, the Vietnamese Prime Minister underscored the importance of creating consumer loan products tailored to the needs of target groups, with reasonable interest rates, to combat predatory lending practices (Nguyen, 2020). This policy has positioned consumer finance as a burgeoning market with immense potential, prompting financial institutions to innovate through competitive pricing, diversified product offerings, and the integration of digital platforms into their service delivery processes (Do, 2023).

Organizations within this sector increasingly view employee creativity as a cornerstone of innovation and competitive differentiation. Creativity, which involves generating novel and valuable ideas or solutions (Fidan & Oztürk, 2015), is essential for addressing complex market challenges, developing groundbreaking products and services, and ensuring the long-term sustainability of businesses. In Vietnam, the consumer finance sector is experiencing rapid growth due to increasing technological advancements (Do, 2023) and the government’s push for financial inclusion. However, many employees in this sector face

challenges in adapting to the fast-paced changes brought about by fintech innovations, such as digital credit scoring and e-KYC systems. In this dynamic environment, training programs become crucial for helping employees adapt to new technologies and continue to innovate. Despite the sector's reliance on employee creativity to develop novel products and services, there is limited research on how training programs specifically impact intrinsic and extrinsic motivation and, in turn, influence creativity and job performance.

Human Resource Management (HRM) plays a pivotal role in equipping employees with the necessary skills to thrive in this dynamic industry. Training and Development (T&D) programs, in particular, are instrumental in fostering both employee motivation and creativity. Research suggests that targeted T&D efforts enhance employees' ability to adapt to technological advancements, innovate within their roles, and effectively address emerging challenges (Al-kharabsheh et al., 2023; Chahar et al., 2019). T&D serves as a critical enabler of organizational success, as it not only enhances individual capabilities but also aligns employee goals with broader organizational objectives. According to Gebrehiwot and Elantheraiyan (2023), employees who lack access to sufficient training opportunities are less likely to realize their full potential, resulting in untapped talent and diminished organizational outcomes. Conversely, organizations that prioritize continuous learning and skill-building cultivate an environment that encourages innovation, strengthens employee confidence, and boosts engagement.

A culture of continuous growth and development is particularly crucial in Vietnam's consumer finance sector, where innovation is both a necessity and a competitive advantage. T&D programs that emphasize creativity not only empower employees to devise novel solutions but also enhance their motivation to contribute meaningfully to their organizations. This alignment between employee motivation and organizational objectives is vital for achieving sustained success in a rapidly evolving industry. As Clapham (2003) observed, failing to fully leverage the creative skills of employees represents a missed opportunity to drive organizational progress and innovation. Moreover, research by Gunu et al. (2013) highlights the profound impact of T&D on organizational performance, emphasizing the importance of maintaining employee motivation throughout the training process.

While much research has focused on training's direct effects on performance, few studies have explored the complex mechanisms of motivation that drive in-role and extra-role performance, particularly with an emphasis on creativity. The novelty of this study lies in its investigation of the mediating roles of intrinsic and extrinsic motivation, highlighting how these factors contribute to employee performance and innovation within Vietnam's rapidly evolving consumer finance sector. Intrinsic motivation, driven by personal satisfaction and interest in the work itself, and extrinsic motivation, influenced by external rewards or recognition, both play critical roles in shaping employee behavior and performance (Ryan & Deci, 2000). However, the interplay between these motivational factors and their influence on in-role performance (tasks within job descriptions) and extra-role performance (behaviors exceeding formal job requirements) remains underexplored in this context.

This study examines how T&D influences employee motivation (intrinsic and extrinsic) and its effects on performance outcomes in Vietnam's consumer finance sector. It investigates how motivation mediates the relationship between T&D and both in-role and extra-role performance, while also exploring its role in driving employee creativity. The findings aim to provide actionable insights to enhance motivation, creativity, and overall organizational success.

2. Theoretical basis

2.1. An overview of Vietnam's consumer finance market

Consumer credit, as explained in Clause 6, Article 3 of Decree 39/2014/ND-CP, is a form of credit granted for personal consumption purposes through lending operations, including installment loans, consumer loans, and credit cards (Nguyen, 2014).

Consumer Finance is defined as a research field to study how financial institutions provide products and services to meet the financial needs of consumers, how consumers make financial decisions, how government agencies regulate financial institutions and protect financial consumers, and how science and technology help optimize the efficiency of consumer finance markets and improve social welfare (Xiao & Tao, 2021). According to Do (2023), consumer finance is commonly understood as credit institutions providing loans directly to individuals or households to purchase goods and services for consumption.

Vietnam's consumer finance market consists of both formal and informal lending channels. Formal consumer finance is provided by credit institutions that are licensed by the State Bank of Vietnam (SBV) and operate under the Law on Credit Institutions, including commercial banks and finance companies. In contrast, informal consumer finance, governed by the Civil Code of 2015, encompasses options like pawn shops, peer-to-peer (P2P) lending, online lending applications, and "Buy now pay later" services (Lan Ngoc, 2023).

Credit Growth Struggles in Vietnam's Consumer Finance Landscape - Non-Performing Loans (NPLs) are one of the major factors

Vietnam's consumer finance market in Vietnam is navigating both challenges and growth opportunities. The year 2024 encountered its toughest year in a decade due to economic slowdowns and challenging credit conditions. Both banks and finance companies (FinCos) experienced slow credit growth, driven by weak demand, declining borrower quality, and rising delinquency rates (FiinGroup, 2024). Non-Performing Loans (NPL) in Vietnam's consumer finance sector experienced a significant upward trend from 2019 (NPL = 4.5%) to 2023 (NPL = 14.63%), largely driven by the pandemic, regulatory changes, and economic recovery efforts. The expiration of Circular 14 in early 2023 led to a visible rise in NPLs as debts were reclassified, revealing underlying weaknesses in the consumer finance sector. To mitigate further credit deterioration, Circular 02/2023/TT-NHNN allowed some debt restructuring to extend until mid-2024 (State Bank of Vietnam, 2023). However, economic challenges persisted, pressuring consumer finance firms and banks with high-risk loan portfolios (FiinGroup, 2024).

From risk to resilience: Enhancing employee capabilities to detect problematic borrowers

It is argued by some that the nature of employees in the consumer finance industry is often viewed through a lens of strict adherence to procedures, mission orientation, and legal regulations, with limited emphasis on creativity. However, consumer finance employees must exhibit creativity across various facets of their roles to effectively identify suitable customers, distinguish fraudulent applicants, and assess borrowers' willingness to repay debts. For instance, sales personnel are required to customize loan advice for each customer when they apply the loan application, while the loan application assessment team needs to swiftly and tactfully evaluate applications to make informed funding decisions. Similarly, the customer service department must accurately diagnose and address complaints, particularly those related to fraud or suspicious activities. In other words, a consumer finance employee in any

department dealing with customer loan applications needs flexibility to handle real-life situations, where creativity serves as the foundation. So, enhancing staff capabilities and fostering creativity in evaluating real-world scenarios is crucial for effectively managing tasks, minimizing customer debt collection efforts, and reducing the overall bad debt ratio. This approach is essential in today's competitive consumer finance landscape, where adaptability and innovative problem-solving are key to success.

2.2. Literature review and hypotheses development

In 1985, Edward L. Deci and Richard M. Ryan presented the Self-Determination Theory (SDT), which examines the relationship between people's psychological needs and motivation (Deci & Ryan, 1985). According to this notion, each person has an intrinsic desire to reach their maximum potential by developing their skills, forming deep connections, and improving their surroundings (Dysvik & Kuvaas, 2014). People are better able to maintain their internal drive and show a greater sense of self-determination about external motivators when their social context fosters feelings of competence, autonomy, and relatedness (Ryan & Deci, 2000).

There are two types of motivation, which are the main emphasis of SDT: intrinsic and extrinsic. Extrinsic motivation refers to behaviors motivated by incentives or results from outside sources, whereas intrinsic motivation results from doing things for their own sake (Ryan & Deci, 2017). While extrinsic motivation frequently entails external regulation, such as contingent incentives, intrinsic motivation has been identified as a crucial component impacting behavior under SDT (Good et al., 2022; Ryan & Deci, 2000). SDT is very significant for comprehending employee behavior in corporate settings because of these differences.

SDT is widely regarded as one of the best frameworks in workplace psychology, organizational behavior, and human resource management. It offers important insights into how motivation and performance are related. SDT provides a strong foundation for investigating how T&D initiatives affect intrinsic and extrinsic motivation, which in turn affects work performance and stimulates creativity, by addressing the psychological demands that underlie motivation.

2.2.1. T&D and employee motivation

Human Resource Management is in charge of ensuring that human resources are developed to the fullest potential, with the understanding that people are the most crucial component in accomplishing the objectives of the organization. Education makes this possible (Ozkaser, 2019). T&D is the process of enhancing the skills, knowledge, exposure, and abilities of an individual (Gebrehiwot & Elantheraiyan, 2023). Employee T&D denotes a methodical approach to education and advancement aimed at enhancing the effectiveness of individuals, teams, and the organization as a whole (Dysvik & Kuvaas, 2014). Training serves as an empowering mechanism that enhances employees' autonomy in the workplace, enabling them to take greater ownership of their roles and responsibilities (Nawaz et al., 2014).

Training programs provide employees with opportunities to develop new skills and competencies relevant to their roles in the workplace (Baten, 2017). As employees become more proficient in their tasks and responsibilities through training, they experience a sense of mastery and competence, which is a key component of intrinsic motivation according to SDT (Dysvik & Kuvaas, 2014). The mastery experiences gained through training can lead to increased self-confidence and a greater sense of personal satisfaction, reinforcing intrinsic motivation to perform well in their roles (Chahar et al., 2019). Apart from that, effective

training programs often empower employees by providing them with autonomy in how they approach their work and learn new skills. Training initiatives that allow for self-directed learning, such as online courses or learning modules, can further enhance employees' sense of autonomy and intrinsic motivation. Furthermore, training programs that are aligned with employees' personal and professional goals are more likely to foster intrinsic motivation (Ozkeser, 2019). When employees perceive that training opportunities support their aspirations, such as career advancement or skill development, they are more motivated to engage fully in the learning process.

T&D programs that include recognition and rewards for completing milestones or achieving learning objectives can boost extrinsic motivation among employees (Giauque et al., 2013). External rewards, such as certificates of completion, bonuses, or promotions tied to training accomplishments, serve as tangible incentives that reinforce desired behaviors and outcomes. An employee who participates in training programs - the costs of which are paid for by the companies - may feel more privileged and develop their knowledge and abilities. They can carry out their work with greater motivation in this way (Ozkeser, 2019). Thus, we presume:

H1a: Training and development have a positive impact on intrinsic motivation

H1b: Training and development have a positive impact on extrinsic motivation

2.2.2. T&D and employee performance

As part of human resources management, T&D assists staff in adapting to changing circumstances and environments. T&D can influence employees' attitudes and behaviors, serving as a valuable tool for improving their knowledge, abilities, and ultimately, the organization's objectives (Gunu et al., 2013). It fosters swift decision-making, teamwork, problem-solving, and interpersonal skills. Furthermore, T&D initiatives support employees by motivating them and aiding in skill enhancement, thereby positively impacting personnel performance (Gebrehiwot & Elantheraiyan, 2023), fosters organizational growth (Gunu et al., 2013) and boosts employees' performance (Baten, 2017). T&D programs can directly enhance in-role job performance by providing employees with the necessary knowledge, skills, and resources to effectively carry out their assigned tasks and responsibilities. Within the framework of SDT, training initiatives that support employees' autonomy (offering flexibility in learning methods and allowing employees to take ownership of their development process can increase their sense of autonomy), competence (focusing on skill development and providing constructive feedback can boost employees' confidence in their abilities, leading to higher levels of job performance), and relatedness (promoting collaboration, idea-sharing, and constructive feedback among employees during training session) needs are particularly effective. Therefore, this study's hypothesis:

H2: Training and development have a positive impact on in-role job performance

T&D can also play a crucial role in fostering creativity among employees by providing opportunities for learning, exploration, and skill development, training programs can stimulate creative thinking and innovation (Clapham, 2003). As outlined in the framework of SDT, training initiatives that encourage employees to explore new ideas, experiment with different approaches, and pursue their interests can enhance intrinsic motivation for creativity. Programs that develop creative problem-solving skills, critical thinking, and domain-specific knowledge further build employees' confidence in their creative abilities (Cano & Cano,

2006; Seeck & Diehl, 2017). During T&D sessions, employees feel connected to their peers and valued for their contribution, and they are more likely to engage in creative endeavors (Chahar et al., 2019). The study proposes a hypothesis:

H3: Training and development have a positive impact on employee creativity

2.2.3. Intrinsic motivation and employee performance

Creativity in employees flourishes when they are genuinely interested in specific problems and motivated to find solutions (Sajjad et al., 2020). Motivation helps direct their focus toward overcoming the challenges associated with creative tasks. They find enjoyment and fulfillment in performing their job duties, leading to greater dedication and effort (Ozkeser, 2019). They are more likely to pay attention to detail, take initiative, and strive for continuous improvement, resulting in higher-quality performance. Under SDT, intrinsically motivated employees tend to be more engaged with their work tasks and responsibilities. When employees are intrinsically motivated - driven by personal satisfaction and interest - they become more enthusiastic about their work, which in turn enhances their creative abilities (Sajjad et al., 2020). Intrinsically motivated employees are often more persistent and resilient in the face of challenges or setbacks. Employees have a strong sense of purpose and derive satisfaction from overcoming obstacles, leading to sustained performance over time. Intrinsic motivation fosters a sense of autonomy and self-direction in employees (Deci & Ryan, 1985). Staff are more inclined to explore new ideas, approaches, and solutions without external pressure or rewards, thus promoting creativity. Intrinsically motivated individuals are more likely to engage in divergent thinking and generate novel solutions to problems. Employees are driven by curiosity and the enjoyment of the creative process, leading to innovative outcomes. Intrinsic motivation encourages individuals to take calculated risks and step outside their comfort zones in pursuit of creative ideas (Gagné & Deci, 2005). This allows employees to be less concerned with failure or criticism and more focused on the intrinsic rewards of experimentation and learning. Hence, this study's hypothesis:

H4a: Intrinsic motivation has a positive impact on in-role job performance

H4b: Intrinsic motivation has a positive impact on employee creativity

2.2.4. Extrinsic motivation and employee performance

Extrinsic motivation, such as financial incentives or recognition, can enhance task persistence, leading employees to devote more time and effort to their job responsibilities. This increased effort can positively influence in-role job performance by ensuring tasks are completed effectively and efficiently. Extrinsic motivation may compel employees to comply with organizational expectations and standards, resulting in improved in-role job performance (Grant, 2008). The desire to receive rewards or avoid punishments can drive individuals to meet or exceed performance targets set by the organization. Employees motivated by extrinsic factors may strategically allocate their resources (time, energy, skills) to tasks perceived to be important for achieving desired rewards or recognition. This focused allocation of resources can enhance in-role job performance by prioritizing tasks aligned with organizational goals (Good et al., 2022). Extrinsic motivation, such as bonuses or promotions, can contribute to increased job satisfaction and engagement, which in turn positively influence in-role job performance (Siddiqui, 2019). Extrinsic motivation can align individual goals with organizational objectives, ensuring that employees' efforts contribute to overall organizational success. This alignment promotes a sense of purpose and direction, motivating employees to

perform their job responsibilities effectively while also seeking innovative ways to contribute to organizational goals. Therefore, we postulate:

H5a: Extrinsic motivation has a positive impact on in-role job performance

H5b: Extrinsic motivation has a positive impact on employee creativity

2.2.5. In-role and extra-role performance

According to SDT, when employees are provided with autonomy in performing their in-role tasks, they are more likely to feel a sense of ownership and intrinsic motivation. This autonomy can stimulate creativity by allowing employees to explore innovative approaches to their tasks and problem-solving. SDT emphasizes the importance of supporting employees' competence development. When employees feel competent in their in-role tasks, they are more likely to experience intrinsic motivation and creative engagement (Fidan & Oztürk, 2015). In the workplace, when employees complete their tasks efficiently, they may have more opportunities to engage in creative thinking. Encouraging such creativity is one of the foundational factors for achieving sustainable competition among businesses. Hence, we propose the following:

H6: In-role job performance has a positive impact on employee creativity

2.2.6. The mediating role of extrinsic motivation and intrinsic motivation

Intrinsic and extrinsic motivations significantly mediate the relationship between T&D initiatives and employee outcomes, including creativity. T&D programs that align with employees' intrinsic interests can enhance their engagement and satisfaction, leading to improved performance and innovative behaviors (Nawaz et al., 2014). When employees find training personally meaningful and satisfying, they are more likely to engage in creative thinking and perform well in their roles (Amabile, 2018). Conversely, extrinsic motivators, such as recognition and rewards, can further stimulate creativity by providing tangible incentives for innovative efforts. Fischer et al. (2019) indicate that intrinsic motivation positively influences creative and innovative performance, while extrinsic motivators like relational rewards can significantly enhance this effect. Thus, both types of motivation play different roles in influencing performance and creativity outcomes. Moreover, intrinsic motivation has been found to mediate the relationship between career orientation and employee creativity, underscoring its critical role in fostering innovative outcomes (Yesuf et al., 2023). A balanced integration of intrinsic and extrinsic motivation strategies can lead to improved job satisfaction, higher performance, and enhanced creativity. Therefore, we postulate that:

H7a: Intrinsic motivation mediates the relationship between T&D and in-role job performance

H7b: Intrinsic motivation mediates the relationship between T&D and employee creativity

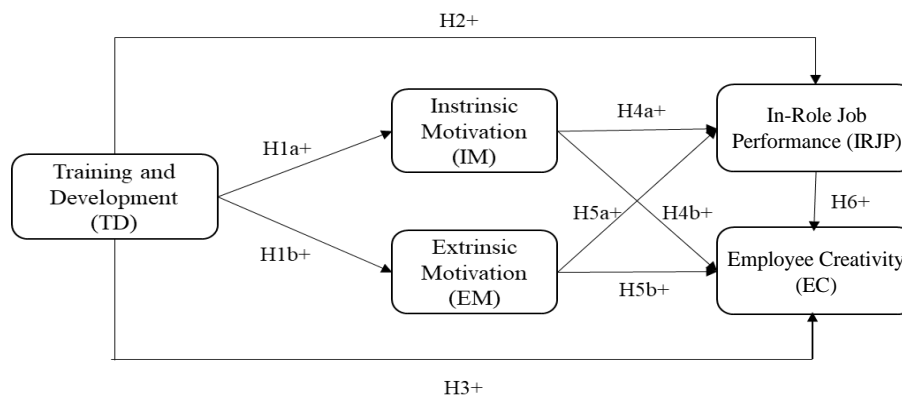
H7c: Extrinsic motivation mediates the relationship between T&D and in-role job performance

H7d: Extrinsic motivation mediates the relationship between T&D and employee creativity

2.3. Conceptual model

Figure 1

Research Model



Note. Compiled by the author

3. Methodology

We applied a combination of qualitative and quantitative research methods. For the qualitative aspect, we conducted in-depth interviews with 04 experts, who are directors, managers, and supervisors with over 08 years of experience in the consumer finance sector in Vietnam, to refine the model and questionnaire. For the quantitative part, the team conducted hypothesis testing based on PLS-SEM, including testing the measurement model and structural model to evaluate the hypotheses of the proposed model.

3.1. Sampling

Our research data was collected through a detailed questionnaire using a convenience sampling method. Based on statistical data about consumer finance organizations operating in Vietnam, the research team surveyed employees from credit organizations in the consumer finance sector, including nine financial companies (non-bank credit institutions) in Ho Chi Minh City. The data was collected through a Google Form questionnaire in December 2023. The questionnaire consisted of 03 parts: Part 1 to select appropriate survey respondents (working in the consumer finance sector), Part 2 with questions measuring the constructs of the research model, and Part 3 with demographic questions. The initial questionnaire included 22 observed variables, requiring a minimum sample size of $n = 22 * 10 = 220$ samples. A total of 270 responses were collected, and after eliminating 16 invalid responses due to participants selecting the same value (either 1 or 5) for all questions, 254 valid responses remained. Of 254 responders, 40.2% were males, and 59.8% were females. Most participants are aged 31 - 35 years (36.22%) and hold a university degree (50.79%), while 35.83% have 03 - 05 years of work experience, followed by 31.50% with 05 - 10 years. These dominant groups highlight the sample's relatively young, educated, and experienced workforce.

We tested the hypotheses of our model by analyzing Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 3 software.

3.2. Measures

The English version of the questionnaire was translated into Vietnamese before being sent to the participants. We performed back-translation to ensure semantic equivalence (Brislin, 1986). Participants indicated their responses to the scale items on a 5-point Likert scale from 1 = "strongly disagree" to 5 = "strongly agree". Training and Development (T&D)

were measured using the 7-item scale developed by Al-Hawary (2015). Intrinsic Motivation (IM): The 3-item scale developed by Grant (2008) with the introduction question “Why are you motivated to do your work?”. Some statements include: “Because I enjoy this work very much”; “Because I have fun doing my job”; and “Because I find the work engaging”. Extrinsic Motivation (EM): EM was measured using the 4-item scale from Manolopoulos (2007). A sample item is “I go to work every day for promotion opportunities”. In-Role Job Performance (IRJP): IRJP was measured using the 5-item scale from Janssen and Van Yperen (2004). A sample item is “I always complete the duties specified in my job description”. Employee Creativity (EC): EC was measured using the 3-item scale from Zampetakis et al. (2011). “I think I am a very creative person,” “I like to try novel things despite the risk of failing,” and “I can easily think of a lot of different and useful ideas at work”.

4. Results and discussion

4.1. Measurement model

We conducted separate analyses for factor loadings and calculated Cronbach’s Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE) to measure the validity and reliability. The results show that all items were reliable, with Cronbach’s Alpha ranging from 0.769 to 0.879, and Composite Reliability also demonstrated internal consistency with values greater than 0.6 (Hair et al., 2010).

The Average Variance Extracted (AVE) and Outer Loading (OL) for the extracted measure of convergent validity exceeded a value of 0.5 (Hair et al., 2010). Furthermore, the average variance extracted from the measure of each factor is greater than the squared correlation of that factor’s measure with all measures of the other factors, indicating the measurement scales are discriminant based on the Fornell-Larcker Criteria (Hair et al., 2010). The Heterotrait-Monotrait Ratio (HTMT) criterion test also confirms the discriminant validity (Henseler et al., 2015). To sum up, the measuring model exhibits adequate reliability, discriminant validity, and convergent validity (Table 1 & Table 2).

Table 1

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	0.715	0.879	0.906	0.580
TD2	3.886	1.429	-0.985	0.707			
TD3	3.969	-0.636	-0.326	0.757			
TD4	3.969	-0.037	-0.717	0.796			
TD5	3.972	-0.17	-0.485	0.797			
TD6	4.016	-0.027	-0.531	0.790			
TD7	4.031	-0.645	-0.447	0.762			
Intrinsic Motivation (IM)							
IM1	3.996	-1.005	-0.305	0.863	0.769	0.867	0.684
IM2	3.937	-0.759	-0.375	0.791			
IM3	4.047	-0.303	-0.594	0.826			

Measure	Mean	Excess Kurtosis	Skewness	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Extrinsic Motivation (EM)							
EM1	4.055	1.292	-1.054	0.850	0.870	0.911	0.719
EM2	4.055	0.146	-0.618	0.801			
EM3	4.083	0.313	-0.867	0.875			
EM4	4.051	0.195	-0.718	0.866			
In-role Job Performance (IRJP)							
IRJP1	4.106	-0.173	-0.607	0.817	0.856	0.897	0.635
IRJP2	4.185	-0.284	-0.724	0.776			
IRJP3	4.248	-0.219	-0.717	0.717			
IRJP4	4.138	-0.129	-0.737	0.840			
IRJP5	4.157	-0.542	-0.646	0.828			
Employee Creativity (EC)							
EC1	4.157	-0.127	-0.666	0.801	0.773	0.868	0.687
EC2	4.098	-0.035	-0.744	0.820			
EC3	4.126	1.015	-0.941	0.864			

Note. Author's computation

Table 2

Discriminant Validity Test

	EC	EM	IM	IRJP	TD
EC	0.829				
EM	0.635	0.848			
IM	0.606	0.683	0.827		
IRJP	0.733	0.728	0.683	0.797	
TD	0.695	0.766	0.731	0.745	0.761

Note. Author's computation

4.2. Adjusted R-squared test

This test determines the degree of impact of the independent variable on the dependent variable. If the value is larger, the dependence between variables will be stronger (Hair et al., 2010). The results in Table 3 show that the R-squared adjusted values reach 0.584 for Employee Creativity (EC), 0.586 for Extrinsic Motivation (EM), 0.532 for Intrinsic Motivation (IM) and 0.630 for In-role Job Performance (IRJP).

Table 3

Adjusted R-squared Test

Variable	R Square	R Square Adjusted
EC	0.591	0.584
EM	0.587	0.586
IM	0.534	0.532
IRJP	0.635	0.630

Note. Author's computation

4.3. Testing the hypotheses

Table 4 and Figure 2 show that there are 02 hypotheses, namely H4b (p-value = 0.337) and H5b (p-value = 0.506), which are unsupported; all remaining hypotheses are supported. Moreover, the f-squared coefficients for all constructs were more extensive than 0.02, indicating the significant impact among variables in the model.

Table 4

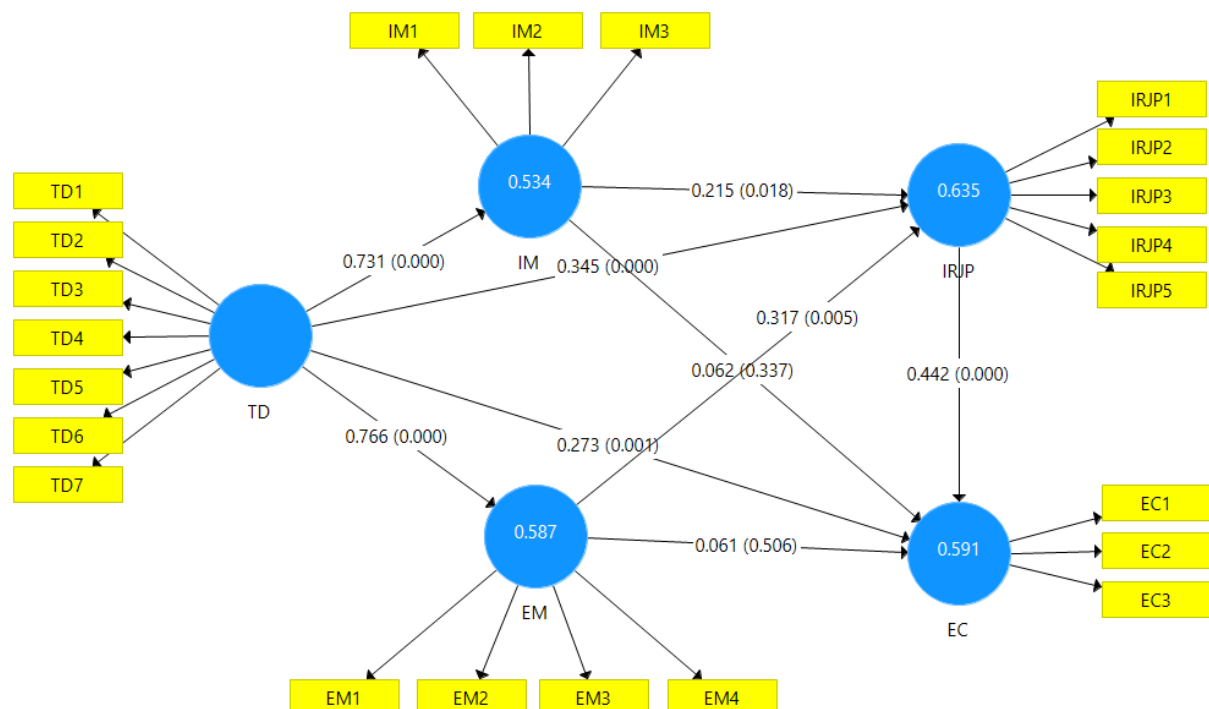
Hypothesis Results in Summary

Hypotheses	Description of Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H5b	EM → EC	0.061	0.076	0.092	0.665	0.506
H5a	EM → IRJP	0.317	0.318	0.111	2.842	0.005
H4b	IM → EC	0.062	0.061	0.065	0.961	0.337
H4a	IM → IRJP	0.215	0.218	0.090	2.378	0.018
H6	IRJP → EC	0.442	0.426	0.083	5.342	0.000
H3	TD → EC	0.273	0.276	0.079	3.481	0.001
H1b	TD → EM	0.766	0.768	0.043	18.009	0.000
H1a	TD → IM	0.731	0.732	0.034	21.675	0.000
H2	TD → IRJP	0.345	0.342	0.075	4.619	0.000

Note. Author's computation

Figure 2

Model Estimated Result



Note. Author's computation

4.4. The mediating relationships

Table 5

Specific Indirect Effects

Description of path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDE)	P Values
TD → EM → EC	0.047	0.058	0.071	0.656	0.512
TD → IM → EC	0.046	0.045	0.048	0.947	0.344
EM → IRJP → EC	0.140	0.134	0.052	2.691	0.007
TD → EM → IRJP → EC	0.107	0.103	0.040	2.659	0.008
IM → IRJP → EC	0.095	0.094	0.045	2.091	0.037
TD → IM → IRJP → EC	0.069	0.069	0.034	2.069	0.039
TD → IRJP → EC	0.153	0.145	0.041	3.744	0.000
TD → EM → IRJP	0.243	0.244	0.086	2.815	0.005
TD → IM → IRJP	0.157	0.160	0.067	2.349	0.019

Note. Author's computation

Table 5 examines the particular mediating indirect effect of IRJP and EC on TD. At the 5% level, this analysis found seven indirect correlations. The sample mean and p-value show the effects of TD on IRJP and EC, for which EM and IM are mediating variables. These numbers indicate a positive effect from the indirect effect between TD, IM, EM, IRJP, and EC. However, no indirect relationship exists between Training and Development (TD) and Employee Creativity (EC) when mediated by Extrinsic Motivation (EM) and Intrinsic Motivation (IM). Moreover, hypotheses H7a (TD → IM → IRJP) and H7c (TD → EM → IRJP) are supported because the p-value < 0.05. Hypotheses H7b (TD → IM → EC) and H7d (TD → EM → EC) are unsupported because the p-value > 0.05.

It can be concluded that TD has an indirect effect on IRJP and EC, as seen from the sample mean and p-value (Table 6). These values mean that the connections between TD positively impact IRJP and EC.

Table 6

Total Indirect Effects Test

Description of path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
EM → EC	0.140	0.134	0.052	2.691	0.007
IM → EC	0.095	0.094	0.045	2.091	0.037
TD → EC	0.422	0.420	0.072	5.862	0.000
TD → IRJP	0.400	0.404	0.059	6.772	0.000

Note. Author's computation

4.5. Discussion

Aligned with human resource management practices literature, this study once again underscores the crucial role of TD and its impact on employee motivation (Dar et al., 2014; Giauque et al., 2013; Ozkeser, 2019); and on employee performance (Dar et al., 2014;

Gebrehiwot & Elantheraiyan, 2023; Jiang et al., 2023; Nguyen & Tran, 2021; Siddiqui, 2019). The findings also revealed the positive impact of individual motivation on performance, encompassing both in-role job performance and extra-role performance, which supports previous studies (Good et al., 2022; Grant, 2008; Hartnell et al., 2023; Jiang et al., 2023; Zhu et al., 2018).

However, the study indicates that extrinsic motivation ($\beta = 0.317$) is more strongly associated with in-role job performance than intrinsic motivation ($\beta = 0.215$). This result contrasts with Good et al.'s (2022) results that intrinsic motivation ($\beta = 0.298$) is more strongly associated with employee performance than extrinsic motivation ($\beta = 0.176$). This can be explained by the fact that the work of an employee in the consumer finance sector within a specific department is routine, and meeting daily and monthly targets is mandatory to earn a basic salary. Employees aim to exceed these targets to receive additional incentives each month. This shows that they feel more motivated by external factors than by intrinsic motivation.

Another key finding indicates that there is no direct relationship between intrinsic and extrinsic motivation and employee creativity. Instead, an indirect relationship exists, with in-role job performance acting as the mediating variable. That may differ from Zhu et al.'s (2018) study on the direct impact relationship between individual motivation and individual creativity. The research results indicate that employees perceive motivation primarily as a means to enhance in-role job performance. Therefore, the hypothesis that personal motivation impacts creativity is not supported (H4b: p-values = 0.337 and H5b: p-values = 0.506). This outcome can be explained by the fact that consumer finance organizations place significant emphasis on tangible targets such as daily and monthly productivity and disbursement, while paying little attention to creativity in the workplace, which has less immediate and tangible results. The organizational climate within consumer finance companies in Vietnam may not be conducive to fostering creativity. If there is a lack of support for risk-taking, innovation, or idea-sharing, employees may feel discouraged from exercising their creative abilities, regardless of their level of motivation. Based on findings, the Vietnam Consumer Finance sector may investigate the reason why employees perceive that both intrinsic and extrinsic motivation have no vital role in enhancing directly their employees' creativity.

5. Conclusions & recommendations

This research offers significant practical contributions to consumer finance companies in Vietnam by highlighting the critical role of TD in fostering employee creativity. The findings emphasize that while intrinsic and extrinsic motivation alone do not directly influence employee creativity, they can positively affect creativity through their impact on in-role job performance. This insight is crucial in the consumer finance sector, where performance is typically measured by Key Performance Indicators (KPIs), and creativity is often undervalued or overlooked.

Employees who work in consumer finance companies are primarily expected to meet their assigned tasks by KPI targets, rather than being encouraged to foster creativity in their work. Personal KPIs are closely monitored by Team Leaders, often on a daily or even hourly basis, particularly for those in the sales, operations, and debt collection departments. Therefore, employees perceive that creativity is not valued or rewarded within the organization; they are less motivated to engage in creative endeavors, regardless of their intrinsic motivation (Fidan & Oztürk, 2015; Vu et al., 2021). Besides, the leadership style prevalent in consumer finance companies in Vietnam may not be conducive to fostering employee creativity. If leaders prioritize efficiency and risk aversion over experimentation and creativity, employees may feel

stifled in their creative pursuits (Chahar et al., 2019). Consumer finance companies should integrate creativity into employee KPIs to solve the undervaluation of creativity.

Based on these findings, managers in the consumer finance sector can enhance employee creativity by prioritizing TD and ensuring employees meet their job performance expectations. TD programs should foster a supportive environment that values collaboration, experimentation, and learning from mistakes, thereby enhancing intrinsic motivation and creativity (Al-kharabsheh et al., 2023; Zhu et al., 2018). Consumer finance organizations should invest in TD programs that focus not only on meeting performance targets (including technical courses from various teams across organization such as Data Check team (DC), Phone Verification team (PV), Field Verification team (FV), Underwriting team (UW), Legal and Compliance team (LC) but also on fostering a culture of creativity by encouraging employees to think critically, collaborate, and experiment. Moreover, implementing soft skills courses focused on creative thinking and problem-solving will equip employees with the necessary competencies to develop innovative solutions and adapt effectively to current and emerging challenges (Nawaz et al., 2014). They may motivate staff to concentrate on both reaching goals and coming up with original solutions by specifically including creative problem-solving and inventive thinking as performance measures.

Additionally, incorporating creativity as a criterion in KPIs and regularly gathering feedback will help assess and enhance employee motivation and creativity. This strategic focus on creativity and open communication can lead to a culture of continuous improvement, offering a competitive advantage in the dynamic consumer finance industry. To further promote a culture of innovation, organizations should encourage peer learning, provide constructive feedback, and offer mentorship opportunities (Jiang et al., 2023). It is essential to create a supportive environment that values learning from mistakes and emphasizes creativity as a critical aspect of performance, alongside traditional KPIs.

This study can leave behind some limitations. Because of the data source limitation, the sample in this research generalizes the entire consumer credit sector in the Vietnamese business context. Therefore, further research utilizing a larger, more representative sample to seek a deeper perspective on the target sample, such as front-line employee (sales department) or back-office staff (operations and collection department, risk management department, legal and compliance department), to provide a more comprehensive understanding of the phenomenon under investigation. In addition, other essential elements like the creative climate of the organization or the creative leadership should be taken into account to optimize employee creativity.

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NO CONFLICT OF INTEREST STATEMENT

All authors declare that they have no conflict of interest.

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