© IJARW | ISSN (O) - 2582-1008
August 2025 | Vol. 7 Issue. 2
www.ijarw.com

DETERMINANTS OF EMPLOYEE LOYALTY IN COMMERCIAL BANKS: A MULTIPLE REGRESSION ANALYSIS IN HO CHI MINH CITY, VIETNAM

Nguyen Thu Huyen[1], Bui Thien Khanh [2]

[1] Vietnam Aviation Academy, Vietnam
[2] Ich Nhan Pharmaceutical Company Limited, Vietnam

ABSTRACT

This study identifies the factors affecting employee loyalty at commercial banks in Ho Chi Minh City through multiple regression analysis. Four independent variables including rewards and benefits (RB), work-life balance (WB), career development (CD) and organizational commitment (OC) are considered to impact employee loyalty (EL). A survey of 200 employees at 10 large banks showed that all four factors have positive impacts, of which RB is the strongest (β = 0.326). The model achieved Adjusted R Square = 0.666, explaining 66.6% of the variation in EL. The results suggest that improving compensation, work-life balance, career development and organizational commitment are important strategies to retain employees in a competitive banking environment.

Keyword: Employee loyalty, rewards and benefits, work-life balance, career development, organizational commitment

1. INTRODUCTION

In recent years, the Vietnamese banking industry has undergone significant transformations, driven by rapid digitalization and increasingly fierce competition between domestic and foreign commercial banks (Nguyen & Le, 2023). Ho Chi Minh City, as the country's largest financial and commercial center, has become the epicenter of this competition, creating both opportunities and challenges for human resource management (Tran & Pham, 2022). Skilled employees are increasingly seen as a strategic asset, directly affecting service quality, customer satisfaction, and sustainable organizational performance (Do & Vo, 2021).

However, recent studies have shown that high employee turnover and job hopping rates persist in some commercial banks (Bui & Hoang, 2021). Many employees move to rival banks or to other financial services such as securities, insurance, and consumer finance (Pham & Nguyen, 2023). This turnover not only increases recruitment and training costs but also disrupts operational stability and undermines customer trust (Nguyen & Pham, 2022).

Employee loyalty - understood as the willingness of employees to stay with an organization and contribute to its long-term goals - has been identified as a key factor in organizational competitiveness (Albdour & Altarawneh, 2021). Previous studies have highlighted several determinants of loyalty, including rewards and benefits, career development, work-life balance, and organizational commitment (Samat et al., 2020; Hasan et al., 2021). Understanding how these factors influence loyalty is particularly important for the banking industry in Ho Chi Minh City, where employee retention is a key factor to maintain excellence in a highly competitive market.

Therefore, this study aims to examine the determinants of employee loyalty in commercial banks in Ho Chi Minh City using multiple regression analysis. The findings are expected to provide empirical evidence for bank managers to develop effective employee retention strategies, enhance employee engagement, and strengthen organizational performance in the face of increasing market competition.

2. LITERATURE REVIEW

Employee loyalty is considered a key factor in determining the effectiveness and sustainability of an organization, especially in the banking industry - where human resources play a direct role in creating value for customers. Many previous studies have pointed out important factors affecting loyalty, notably reward and welfare

regimes, career development, work-life balance and organizational commitment. This section synthesizes related theoretical and empirical research works, serving as a basis for building the research model of the topic.

- Rewards & Benefits (RB) and Employee Loyalty (EL)

Rewards and benefits, including both financial and non-financial elements, play a fundamental role in shaping employee loyalty. Well-designed reward systems have been shown to increase employee engagement, reduce turnover, and promote long-term commitment (Taylor Moving, 2025; Achievers, 2025). Providing employees with fair compensation, comprehensive benefits, and meaningful recognition shows that their contributions are valued, thereby strengthening their sense of belonging and loyalty to the organization (Awardco, 2024; WorldatWork, 2024).

- Career Development (CD) and Employee Loyalty (EL)

Career development initiatives provide employees with opportunities for growth and advancement, which are closely related to loyalty. Empirical studies demonstrate that career development significantly influences employee loyalty across a variety of industries, including banking (Samat et al., 2020). Additionally, promoting upskilling and internal mobility helps retain top talent and fosters organizational commitment (Price, 2025).

- Work-Life Balance (WB) and Employee Loyalty (EL)

Work-Life Balance (WB) has emerged as an important factor in employee retention. Research shows that organizations that support WB through flexible working arrangements, wellness initiatives, and appropriate workload management can improve employee satisfaction and loyalty (Hasan et al., 2021; MatterApp, 2025). In younger workforce segments such as Generation Z, WB initiatives combined with reward systems significantly enhance loyalty, in part through the mediating role of job satisfaction (JPTAM, 2023).

- Organizational Commitment (OC) and Employee Loyalty (EL)

Organizational Commitment (OC) reflects employees' emotional and psychological attachment to their organization. The three-component model—affected commitment, continuance commitment, and normative commitment—provides a comprehensive framework for understanding how commitment drives loyalty (Meyer & Allen, 1991; Mercurio, 2015). In particular, high affective commitment is associated with stronger loyalty, lower turnover intentions, and higher organizational performance (Lee, 2023).

The literature consistently supports the positive relationships between RB, CD, WB, OC, and EL. Reward and benefits systems motivate and retain employees, career development promotes long-term commitment, work-life balance reduces role conflict and improves satisfaction, and organizational commitment provides the psychological foundation for loyalty. This body of evidence justifies the inclusion of these variables in the proposed multiple regression model examining employee loyalty at commercial banks in Ho Chi Minh City.

3. OBJECTIVES OF THE STUDY

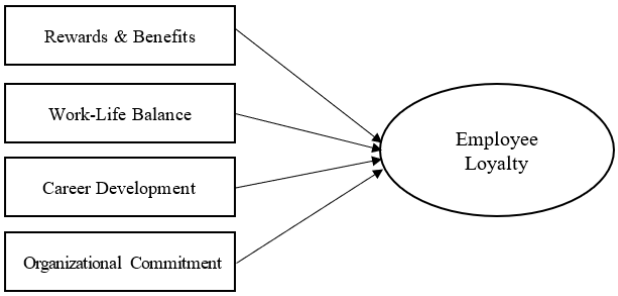
The main objective of this study is to identify and analyze the key factors affecting employee loyalty at commercial banks in Ho Chi Minh City. Specifically, the study aims to:

- Analyze the impact of Rewards & Benefits, Career Development, Work-Life Balance and Organizational Commitment on employee loyalty.

- Determine the relative importance of each factor in predicting employee loyalty.

- Provide practical recommendations to enhance employee retention and engagement in the banking industry.

4. Conceptual Framework and Hypotheses



Hypothesis:

- **H_0 (Null Hypothesis):** There are no positive relationships between the selected factors and

Employee Loyalty in commercial banks in Ho Chi Minh City.

- **H_1 (Alternative Hypothesis):** There are positive relationships between the selected factors and Employee Loyalty in commercial banks in Ho Chi Minh City.

5. METHODOLOGY

5.1. Research type: This study is a type of exploratory research.

5.2. Data sources: The primary data was gathered through structured survey questionnaires distributed to the employees working for the ten commercial banks in Ho Chi Minh city, Vietnam.

5.3. Sampling technique and sample size:

Because it is not possible to accurately determine the overall population size of all employees working at commercial banks in Ho Chi Minh City, the study applies the formula for determining the minimum sample size as suggested by Hair et al. (2019) for multiple regression analysis, which is:

Number of observations ≥ 50 + 8m (where m is the number of independent factors), or at least 5–10 times the number of observed variables in the questionnaire.

In this study, with 4 independent factors and 19 observed variables, the minimum sample size according to the principle of 10 times the number of observed variables is 190 observations. This number both ensures the reliability of statistical analysis and is feasible in terms of data collection resources. To validate the sample size, the author chose to collect 200 respondents.

The sampling method used is stratified convenience sampling. Specifically, the survey sample was evenly distributed to employees working at the 10 largest commercial banks in Ho Chi Minh City (by total assets and branch network), with approximately 20 survey forms for each bank. The even distribution was intended to ensure relative representativeness among banks and minimize bias due to sample concentration in one unit.

5.4. Scale measurement

The variables in the study are measured using a 5-point Likert scale, including: 1 – Completely disagree; 2 – Disagree; 3 – Somewhat Agree; 4 – Agree; 5 – Completely agree. The scales are inherited and adjusted from previous studies to ensure suitability to the research context in Vietnam. Specifically:

- The reward & benefits, career development, work–life balance and organizational commitment scales are adjusted from studies by Samat et al. (2020), Hasan et al. (2021), and some recent works in the banking sector.

- The employee loyalty scale is inherited from studies on employee commitment and intention to maintain employment in the service industry.

- The use of a 5-point Likert scale makes it easy for respondents to make assessments, and is also convenient for quantitative data analysis..

5.5. Tools used for data analysis

Primary data collected from the questionnaire were processed and analyzed using SPSS 26.0 software.

The analysis steps include:

- Descriptive statistics: Determine the characteristics of the survey sample through the frequency and mean of demographic variables and research variables.

- Test the reliability of the scale using Cronbach's Alpha coefficient to eliminate observed variables that do not meet the standards (variable-total correlation coefficient < 0.3 or Alpha < 0.7).

- Exploratory factor analysis (EFA) to determine the structure of factors and test the convergence and discrimination of the scale.

- Multivariate regression analysis to test research hypotheses, assess the level of influence of independent factors on employee loyalty.

6. RESULTS AND DISCUSSION

6.1. Demographic Profile of the Respondents

Table 01: Computed table of frequency and percentage of the respondents' profile

		Frequency (persons)	Percentage (%)
Gender	Male	72	36
	Female	128	64
	Total	**200**	**100**
Marital status	Single	48	24
	Married	152	76
	Total	**200**	**100**

Table 01: Computed table of frequency and percentage of the respondents' profile			
		Frequency (persons)	**Percentage (%)**
Job position	Staff	148	74
	Manager	52	26
	Total	**200**	**100**
Age	Under 30 years old	50	25
	31 - 45 years old	106	53
	Over 45 years old	44	22
	Total	**200**	**100**
Educational Qualification	College	24	12
	Bachelor	140	70
	Master and above	36	18
	Total	**200**	**100**
Monthly income	Under 15 million VND	32	16
	15-25 million VND	116	58
	Over 25 million VND	52	26
	Total	**200**	**100**

Source: Survey, July 2025

Table 01 presents the demographic characteristics of 200 survey respondents, analyzed by gender, marital status, job position, age, education level and monthly income.

In terms of gender, the proportion of women is dominant with 128 people (64%), while men account for 72 people (36%). This reflects the reality of the human resource structure in the banking industry in Ho Chi Minh City, where professional and transactional positions often attract more female workers due to the requirements of carefulness, meticulousness and communication skills.

In terms of marital status, the majority of respondents are married (152 people, accounting for 76%), while single people account for only 24% (48 people). This ratio shows that the banking workforce is mainly in the group that has stable family life, which may be related to the level of long-term commitment to the organization.

In terms of job position, staff accounted for a high proportion with 148 people (74%), while managers accounted for only 26% (52 people). This result reflects the characteristics of the bank's organizational structure, in which a large number of employees are concentrated in professional and support positions, while the number of managers is more limited.

In terms of age, the group from 31 to 45 years old accounted for the highest proportion (53%), followed by the group under 30 years old (25%) and the group over 45 years old (22%). This shows that the survey sample has a balance between young and experienced employees, in which the middle-aged group (31 to 45) accounts for the majority, this is a stable period and has high labor productivity.

In terms of educational level, the majority of respondents have a university degree (140 people, accounting for 70%), followed by postgraduate degrees (18%) and college degrees (12%). The high proportion of university graduates reflects the common recruitment requirements in the banking industry, while the proportion of post-graduates shows that there is still a group of employees who improve their expertise to meet the job requirements.

Finally, the monthly income of respondents is mainly in the range of 15–25 million VND (58%), followed by the group above 25 million VND (26%) and the group below 15 million VND (16%). This income structure is consistent with the salary level in the commercial banking industry, and also shows a relatively competitive compensation compared to many other service industries.

In summary, the survey sample has a relatively diverse distribution in terms of gender, age, education, position and income, reflecting the personnel characteristics of the banking industry in Ho Chi Minh City. These demographic characteristics can affect employee loyalty, thereby providing an important basis for further analysis in the following sections of the study.

6.2. Means of the items rated by the respondents

Table 02: Employee loyalty levels rated by the respondents

CODE	Variables	Mean	Std. Deviation
RB-1	I am satisfied with my current income.	3.75	0.89
RB-2	The compensation reflects my performance.	3.29	0.89
RB-3	I receive full benefits.	3.22	0.86
RB-4	The income policy ensures fairness and transparency.	3.76	0.93
WB-1	I have a good balance between work and personal life.	3.13	1.00
WB-2	My working hours at the bank suit my needs.	3.41	0.84
WB-3	I have enough time for my family and personal interests.	4.10	1.06
WB-4	Work pressure does not negatively affect my health.	3.37	0.94
CD-1	I have the opportunity to improve my professional skills.	3.28	0.88
CD-2	The bank creates conditions for my long-term career.	3.26	0.85
CD-3	I have a clear career path at the bank.	3.34	0.95
CD-4	I am evaluated and promoted fairly and transparently.	3.27	0.88
OC-1	I am proud to work for this bank.	3.73	0.88
OC-2	I am willing to do more effort.	3.74	0.82
OC-3	I am committed to long-term commitment.	3.25	0.69
OC-4	I see the bank's values in my personal values.	3.18	0.74
EL-1	I am willing to stay with the bank for a long time.	3.32	0.58
EL-2	I would recommend this bank as a good place to work.	3.34	0.60
EL-3	I would recommend this bank as a good place to work.	3.34	0.55

Table 02 shows the means and standard deviation (Std. Deviation) for each observed variable in the research factors.

For Reward & Benefits (RB), the mean value ranges from 3.22 to 3.76. Item RB-4 "Income policy ensures fairness and transparency" has the highest score (Mean = 3.76), indicating that the income transparency factor is positively evaluated. On the contrary, RB-3 "I receive full benefits" has the lowest score (Mean = 3.22), reflecting that there is still dissatisfaction with benefits.

For Work–Life Balance (WB), the highest score belongs to WB-3 "I have enough time for family and personal interests" with mean = 4.10, indicating that employees highly appreciate the ability to balance personal time. However, WB-1 "I have a good balance between work and personal life" only achieved Mean = 3.13, implying that the overall balance is not yet optimal.

Regarding Career Development (CD), the items have means from 3.26 to 3.34, of which CD-3 "I have a clear career path at the bank" achieved the highest (mean = 3.34). This score shows that career development opportunities are average, with room for improvement.

Regarding Organizational Commitment (OC), the items OC-1 "I am proud to work for this bank" and OC-2 "I am willing to put in more effort" achieved the highest Means (3.73 and 3.74), demonstrating a strong emotional attachment and willingness to contribute. Meanwhile, OC-4 "I see the value of the bank in my personal values" has the lowest mean (3.18), indicating that the value congruence between the individual and the organization is not high.

For Employee Loyalty (EL), items EL-2 and EL-3 both have mean = 3.34, while EL-1 has 3.32, indicating that the level of loyalty is assessed at a fair level, but not really outstanding.

Overall, employees have a more positive assessment of time spent with family (WB-3) and commitment to dedication (OC-2), while factors of adequate benefits (RB-3) and value congruence (OC-4) are still low, these may be points that need to be prioritized for improvement to enhance employee loyalty.

6.3 Results of Reliability Analysis

Table 03: Summary of Cronbach's Alpha of Factors			
Coded factors	**Names of factors**	**Cronbach's Alpha**	**No of Items**
RB	Rewards & Benefits	.866	4
WB	Work-Life Balance	.812	4
CD	Career Development	.898	4
OC	Organizational Commitment	.836	4
EL	Work-life Balance	.798	3

The results of the scale reliability analysis show that all factors have Cronbach's Alpha coefficients greater than 0.7, meeting the acceptance criteria recommended by Nunnally & Bernstein (1994). Specifically, Career Development (CD) has the highest coefficient of 0.898, followed by Rewards & Benefits (RB) with 0.866, Organizational Commitment (OC) with 0.836 and Work–Life Balance (WB) with 0.812. The dependent variable Employee Loyalty (EL) has Cronbach's Alpha = 0.798, also exceeding the minimum threshold, indicating that the scale is stable and reliable. Thus, all observed variables are retained for use in subsequent analyses.

6.4. Results of Factor Analysis

Table 04: KMO and Bartlett's test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.848
Bartlett's Test of Sphericity	Approx. Chi-Square	1672.643
	Df	120
	Sig.	0.000

The test results show that the KMO coefficient is 0.848 (> 0.5), proving that the data is suitable for factor analysis. Bartlett's Test of Sphericity has a Chi-Square value = 1672.643 with Sig. = 0.000 (< 0.05), showing that the observed variables are linearly correlated with each other in the whole. Thus, the data meets the requirements for suitability to conduct exploratory factor analysis (EFA).

Table 0.5: Total Variance Explained						
Component	**Initial Eigenvalues**			**Extraction Sums of Squared Loadings**		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	5.842	34.366	34.366	5.842	34.366	34.366
2	2.755	16.206	50.572	2.755	16.206	50.572
3	2.21	13.001	63.573	2.21	13.001	63.573
4	1.19	7.001	70.574	1.19	7.001	70.574
5	0.622	3.658	74.232			
6	0.598	3.52	77.752			
…						
Extraction Method: Principal Component Analysis.						

The results of the exploratory factor analysis showed that there were 4 extracted factors with Eigenvalue > 1, explaining 70.574% of the total variance, exceeding the minimum threshold of 50% as recommended by Hair et al. (2019). Of which, factor 1 explained 34.366% of the variance, factor 2 explained 16.206%, factor 3 explained 13.001% and factor 4 explained 7.001%. This proves that the model has the ability to explain the variation of the data well. The extracted factors will be used for subsequent regression analyses to test the research hypothesis.

Table 06: The Rotated Component Matrix					
Coded Factors	**Items**	**Components**			
		1	**2**	**3**	**4**
CD	I have the opportunity to improve my professional skills.	0.875			

	I am evaluated and promoted fairly and transparently.	0.870			
	I have a clear career path at the bank.	0.814			
	The bank creates conditions for my long-term career.	0.768			
RB	I am satisfied with my current income.		0.860		
	I receive full benefits.		0.848		
	The compensation reflects my performance.		0.810		
	The income policy ensures fairness and transparency.		0.809		
OC	I am proud to work for this bank.			0.830	
	I am willing to do more effort.			0.818	
	I am committed to long-term commitment.			0.781	
	I see the bank's values in my personal values.			0.773	
WB	Work pressure does not negatively affect my health.				0.824
	My working hours at the bank suit my needs.				0.759
	I have enough time for my family and personal interests.				0.721
	I have a good balance between work and personal life.				0.714
Extraction Method: Principal Component Analysis. *Rotation Method: Varimax with Kaiser Normalization.*					

The results of the rotation matrix show that the observed variables all have factor loadings > 0.7 and are clearly grouped into 4 factors: Career Development (CD), Rewards & Benefits (RB), Organizational Commitment (OC) and Work–Life Balance (WB). The CD factor has the highest factor loading in the variable "Opportunities to improve career skills" (0.875), reflecting a strong level of convergence. RB has the variable "Satisfaction with current income" with the highest loading (0.860). OC has the variable "Proud to work for the bank" with a score of 0.830, indicating high emotional attachment. WB has the variable "Work pressure does not negatively affect health" with a score of 0.824, reflecting a clear work–life balance factor. This result confirms the good convergence and discrimination of the scale.

6.5. Regression Analysis

*** Test of the suitability of the model**

The author utilized SPSS 20.0 software to perform the regression analysis. In this model, the dependent variable is Employee Loyalty (EL), while the independent variables consist of four selected factors, as outlined below:

1) Rewards and Benefits (RB)

2) Work-life Balance (WB)

3) Career Development (CD)

4) Organizational Commitment (OC)

Table 07: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.820[a]	0.672	0.666	0.28204	2.212

a Predictors: OC, RB, CD, WB

b Dependent Variable: EL (Employee Loyalty)

The regression results show a correlation coefficient R = 0.820, indicating a close relationship between the independent variables (OC, RB, CD, WB) and the dependent variable (EL). The R^2 value = 0.672 means that 67.2% of the variation in Employee Loyalty is explained by the model; the Adjusted R^2 value = 0.666 shows that the model fits the data well. The estimated standard error (Std. Error) is low (0.28204), indicating high accuracy. The Durbin–Watson coefficient = 2.212 is in the range of 1.5–2.5, indicating that there is no serious residual autocorrelation.

Table 08: ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	31.822	4	7.956	100.015	.000[b]
	Residual	15.511	195	0.08		
	Total	47.333	199			
a. Dependent Variable: EL (Employee Loyalty) b. Predictors: (Constant), OC, RB, CD, WB						

The ANOVA table results show that the F value = 100.015 with a significance level of Sig. = 0.000 (< 0.05), indicating that the overall regression model is statistically significant. This means that at least one of the independent variables (OC, RB, CD, WB) has a significant effect on the dependent variable (EL). The total variance explained by the model (Sum of Squares = 31.822) is significantly larger than the residual variance (15.511), indicating that the model fits the data well. The Mean Square coefficient of the regression model (7.956) is much higher than the residual (0.08), confirming the explanatory power of the model.

*** Test of the Multi-collinearity**

Table 09: Coefficients							
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**Collinearity Statistics**	
	B	**Std. Error**	**Beta**			**Tolerance**	**VIF**
(Constant)	0.588	0.144		4.093	0.000		
RB	0.211	0.028	0.326	7.409	0.000	0.869	1.151
WB	0.203	0.032	0.320	6.304	0.000	0.650	1.538
CD	0.195	0.031	0.311	6.21	0.000	0.670	1.493
OC	0.188	0.033	0.249	5.642	0.000	0.866	1.155
a. Dependent Variable: EL (Employee Loyalty)							

The regression results show that all four independent variables have positive and statistically significant Beta coefficients with Sig. = 0.000 (< 0.05), indicating that they all have a positive impact on Employee Loyalty (EL). Of which, CB (Beta = 0.326) has the strongest influence, followed by WE (Beta = 0.320), SM (Beta = 0.311) and CD (Beta = 0.249). The VIF values of all variables are below 2 (ranging from 1.151 to 1.538), and Tolerance is greater than 0.6, indicating that there is no multicollinearity. This result confirms that the selected factors all play an important role in enhancing employee loyalty.

*** Regression of standardized model**

In this study, a 5-point Likert scale was used to to measure the relationships of the job-related factors and the employees' loyalty among the commercial banks in Ho Chi Minh city, Vietnam. Therefore, the Standardized Coefficients are used to build the regression model. The regression is as follow:

EL = 0.326*RB + 0.320*WB + 0.311*CD + 0.249*OC

Employee Loyalty (EL) = **0.326*RB** (Rewards and Benefits) **+ 0.320*WB** (Work-life Balance) **+ 0.311*CD** (Career Development) **+ 0.249*OC** (Organizational Commitment)

The standardized regression equation shows that the four factors Rewards and Benefits (RB), Work-life Balance (WB), Career Development (CD) and Organizational Commitment (OC) all have a positive impact on Employee Loyalty (EL). Of which, RB has the highest Beta coefficient (0.326), indicating that it is the strongest influencing factor, followed by WB (0.320), CD (0.311) and OC (0.249). This implies that compensation policies,

work-life balance, career development opportunities and organizational commitment all play an important role in enhancing employee loyalty. The difference between the coefficients is not too large, indicating that the influence of the factors is relatively equal. This result suggests that banks need to focus on all four aspects simultaneously to optimize employee engagement.

7. CONCLUSIONS

The research results confirm that the four factors Rewards & Benefits (RB), Work-life Balance (WB), Career Development (CD) and Organizational Commitment (OC) all have positive and statistically significant impacts on Employee Loyalty (EL) at commercial banks in Ho Chi Minh City. The regression model achieved Adjusted R Square = 0.666, showing that 66.6% of the variation in employee loyalty is explained by these four factors. Of which, RB is the factor with the strongest impact (β = 0.326), followed by WB (β = 0.320), CD (β = 0.311) and OC (β = 0.249).

This result shows that, in order to enhance employee loyalty, banks need to focus first on compensation and benefits policies, ensuring fairness, transparency and appropriateness to the capacity and contributions of employees. At the same time, creating a working environment that helps employees balance work and life, providing clear career development opportunities, and building a cohesive organizational culture are key factors in supporting the maintenance of high-quality human resources.

In addition, the study successfully tested the initial hypotheses and provided empirical evidence to help bank managers prioritize resources on key human resource policies. However, the study also has some limitations such as the survey scope only focused on Ho Chi Minh City and did not analyze intermediate or moderating factors. These will be potential research directions for subsequent works, aiming to expand the generalizability and application of the model in many different contexts.

8. RECOMMENDATIONS

Based on the research results, the four factors Rewards & Benefits (RB), Work–life Balance (WB), Career Development (CD) and Organizational Commitment (OC) all have a positive impact on bank employee loyalty. Therefore, commercial banks in Ho Chi Minh City need to prioritize building a human resource management strategy that focuses on all four aspects. Of which, RB has the largest impact coefficient (β = 0.326), so it should be considered a top priority. Salary, bonus and welfare policies need to be designed to be transparent, fair and competitive compared to the market, and must accurately reflect the capacity and contribution of employees.

Regarding WB (β = 0.320), banks should apply flexible working hours, reduce workload pressure and encourage employees to maintain physical and mental health. This helps limit occupational burnout and increase long-term commitment. With CD (β = 0.311), it is necessary to build a clear career development roadmap, expand promotion opportunities and strengthen professional skills and soft skills training programs to improve capacity and create motivation for commitment.

For OC (β = 0.249), banks should focus on strengthening corporate culture, enhancing internal communication, organizing engagement activities and recognition programs to foster employee pride and consensus. In addition, it is necessary to periodically survey employee satisfaction and loyalty to promptly adjust policies. The synchronous implementation of the above solutions not only helps maintain a stable human resource, reduce the rate of resignation, but also improves service quality, strengthens the image and competitiveness of the bank in the context of increasingly fierce competition in the finance - banking industry..

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