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### Overview of Studies on Employer Motivation at Kokivina Joint Stock Company in Hanoi Area in the First Decades of the 21st Century

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#### Abstract

The field of labor motivation in enterprises is very important in the early years of the 21st century, when joint stock enterprises are developing strongly. In developed countries around the world, especially in the US and Europe, this field has been developed and applied very early. Many theories on creating labor force have been researched and developed since the early years. 20th century to present. Today, motivational theories have been researched, developed and applied in many countries and many fields. Especially in developed countries, the creation of labor force is given

great attention. According to the development of society, up to now, many motivational theories have been born and developed and are flexibly applied in many fields of society. Applying theories in creating labor force, there are many research works by research groups from institutes and universities around the world on creating labor force in businesses and organizations. In this field, there are also many articles, theses and dissertations in the country about research on creating labor force in different organizations.

**Keywords:** Motivation for Labor, Joint Stock Company, Overview of Research on Motivating Workers

#### 1. Related studies

(1) Doctoral thesis by author Vu Thi Uyen (2008) <sup>[1]</sup> with the topic "Motivating management workers in state-owned enterprises in Hanoi until 2020" National Economics University, Hanoi. The object and scope of this thesis is to motivate management workers in state-owned enterprises in Hanoi by 2020. The research addresses 3 factors affecting work motivation. Of management labor are factors belonging to the manager himself, factors affecting the business and factors from the State and society. The study also pointed out the main causes that negatively impact work motivation such as: Low salary, unreasonable labor organization, direct leaders who do not really care, workplace far from home, poor working conditions. work is not guaranteed, co-worker relationships are not good, contributions are made but not acknowledged, work is boring, the management system is still weak, training policies are not effective, sometimes it is the manager who Management does not cooperate well, affecting work coordination, the structure of the enterprise is cumbersome, bureaucratic and bureaucratic working methods, and lack of work coordination between departments.

From there, author Vu Thi Uyen proposed a number of solutions such as: On the part of the State, maintaining the legal basis to ensure equal rights of workers; continue to restructure the business to improve working efficiency; Have a training policy to develop effective management resources. On the business side: Build corporate culture, arrange people to work according to their strengths to promote work efficiency; Improve the working environment, from working equipment to working relationships, attractive compensation, as well as information to ensure transparency and increase autonomy at work. About employees Self-study to improve their qualifications so they can proactively respond to work, as well as ensure sufficient qualifications to keep up with development as the country integrates with the world.

However, the research has not clearly stated which causes are currently the main factors negatively impacting the motivation of management workers, thereby recommending the State to make policies and businesses need to have appropriate solutions. Situation, and in what direction managers must change to solve that problem. In the future, when social conditions, average income per capita, change, economic structure shifts..., As international integration becomes more and more extensive, which of the above causes needs more attention, how to deal with it, and the policies and measures of the State, businesses and managers need to change. How to solve that problem.

(2) Master's thesis by author Pham Thi Hong (2009) <sup>[2]</sup> with the topic "Creating labor motivation for civil servants at the office of the General Department of Taxation of Vietnam", National Economics University, Hanoi.

Research purpose: Provide some solutions to improve the work of creating labor force for civil servants at the office of the Vietnam General Department of Taxation.

Research results show that in general, the current level of job satisfaction at the General Department of Taxation is low, with differences in job satisfaction between age groups, gender, professional qualifications and civil servant positions. In particular, a number of factors negatively impact the satisfaction of civil servants such as: Low salary, unsafe working conditions, employee evaluation is not scientific and fair, direct leadership is not realistic. Attention, lack of recognition of meaningful contributions, repetitive work, management problems, ineffective training programs; Besides, there are a number of factors that create job satisfaction such as: Stable, safe work, good colleague relationships, contributing and having an impact on society. However, not all civil servants are dissatisfied; in high-level positions, the level of dissatisfaction is less than in low-level positions. From there, author Pham Thi Hong made a general comment on the motivation work at the General Department of Taxation: among the 3 groups of tools to create labor force for civil servants are work, material compensation, and mental encouragement. Spiritually, there are policies and work to encourage morale; Work-related factors have not been paid attention to such as: Job analysis, staff assignment, job performance assessment, and providing necessary conditions for work; there is no clear specific material compensation mechanism or policy, depending on the decision of the head of the agency.

Thereby, the author points out that the main cause of the above limitations is the policy mechanism and regulations that the General Department of Taxation must follow, the cause of limitations in management capacity, and limitations in professional capacity. Of some officers.

Proposed solution: About work: Perform job analysis, evaluate job performance, arrange people to perform appropriate jobs, train and develop human resources; regarding working environment: Providing equipment and working environment suitable to job needs; on state policy: Innovate and perfect policies, civil service reform, salary reform.

(3) Master's thesis by author Nguyen Thi Chung Thanh (2013) <sup>[3]</sup> with the topic "Motivating officials of the geological experiment analysis center", National Economics University, Hanoi.

Research purpose: Systematize theory on creating labor force. Thereby analyzing the current status of employee satisfaction with the work of creating labor force at the Center for Geological Analysis and Experimentation. Proposing directions and measures to improve the motivation work of the Office of the Vietnam General Department of Taxation.

Research results: The author points out that the labor force of officials is not high. The cause of this situation is that the implementation of a number of promotion policies and maintenance policies still has many limitations, as follows: Implementation of staff placement policy, staff evaluation policy, policy emulation and rewards, planning policies, and appointment of officials; Maintenance policy: Improve working environment, inspection policy, supervision, and

employee guidance.

Proposed solutions: Immediately improve the working environment; then perfect the labor use policy: Arrange and use the right people for the right job; complete labor evaluation policy; complete the emulation and reward policy; Complete staff planning policies; Improve employee testing and evaluation policies.

(4) Master's thesis by author Truong Linh Thuong (2013) <sup>[4]</sup> with the topic "Creating labor motivation at the Sports, Entertainment, Economic Information Department of Vietnam Television Station", University of Labor and Social Affairs.

Research purpose: System of theoretical basis for creating labor force. Analyze and evaluate current labor force creation activities. Propose solutions to improve the work of motivating employees in the Department of Sports, Entertainment, and Economic Information.

Research results: Author Truong Linh Thuong has pointed out the causes that negatively impact labor strategies at the Department of Sports, Entertainment, and Economic Information of Vietnam Television Stations, specifically: Wages low, distribution structure, large salary difference between ranks; The reward fund is large but distributed widely; Spiritual activities of trade unions and youth groups are not practical; Upgrade outdated equipment to improve the working environment; Salary policy is based on assigned work and level of work completion; Policy to attract and treat employees.

In the theoretical foundation part, the thesis mentions many theories of creating working conditions of many scholars such as Maslow's Hierarchy of Needs, B.F. Skinner's positive reinforcement theory, Victor Vroom's expectancy theory, Stacy Adams's equity theory, Frederick Herzberg's two-group factor theory... However, the thesis does not state which theory is based on to analyze and thereby provide solutions to improve current limitations.

(5) Master's thesis by author Le Thi Bich Phung (2011) <sup>[5]</sup> with the topic "Factors affecting the work motivation of employees of enterprises in Ho Chi Minh City", Ho Chi Minh City University of Economics Chi Minh.

Research purposes: (i) Identify and test the scale of factors affecting employee motivation; (ii) Assess the impact of factors on work motivation; (iii) propose solutions to influence the work motivation of employees at businesses in Ho Chi Minh City.

The research results identified six components in the motivation scale: (1) Work, (2) Company brand and culture, (3) Direct superiors, (4) Colleagues, (5) Remuneration policy, (6) Income and benefits affect the working motivation of employees of businesses in Ho Chi Minh City. In this study, author Le Thi Bich Phung chose Kovach's (1987) ten motivational factors model as the basic model for research design, research methods combining qualitative and quantitative, and processing. Data processing on SPSS 16.0 software. The results through the process analysis steps, after the regression analysis step, have shown that overall work motivation is not high. The advantage of this study is that it provides the general regression coefficient and the regression coefficient of each variable. Thereby showing the level of impact of each factor on the labor force scale. Through the role and level of impact of the variables on the labor force scale, the author has proposed adjustment solutions for each factor of the scale. With specific research results, it will clearly be favorable conditions for businesses

to research and apply.

There are also a number of other research topics such as: Solutions to create motivation to work for lecturers at Da Nang Oriental College, author Tran Thi Hong Van (2012); Solutions to motivate employees at Da Nang Joint Stock Commercial Bank, author Nguyen Duc Toan (2011).

During the research process, the author also learned through a number of related articles such as:

The article on the influence of work motivation on labor efficiency at state-owned companies in Vietnam, highlights the positive correlation between work motivation and labor efficiency. Research conducted at businesses in Vietnam has shown that the main resource that determines the success of a business is people. To have good working efficiency, employees must be motivated to work. Work motivation includes two basic components: Internal motivation and external motivation. In which the influence of external motivation on labor efficiency is greater than the influence of internal motivation on efficiency. Intrinsic motivation includes the employee's ability to self-determine, be autonomous, and strive to complete assigned work well. External motivation is determined by the support of superiors, compensation and promotion factors, working conditions, and relationships with colleagues <sup>[6]</sup>.

Another study, Labor Motivation in Creative Environments, reports on a study at ARM Holdings PLC, a leading global provider of semiconductor intellectual property that designs and owns intelligence in the field of semiconductor chips. ARM company was founded in 1990, has 30 branches in 15 countries around the world, with 2050 employees, the company's chip products are present on 95% of mobile phones and more than 25% of all devices. Electronics such as computers, cameras, set top boxes, digital televisions. ARM microprocessors have become the standard in almost every field from medical devices to automotive microprocessors to audio devices. In addition, ARM Company also sold more than 600 patents to more than 200 other companies <sup>[7]</sup>.

To create products with high performance and the lowest power consumption in the world, ARM Company has taken many measures to motivate employees through policies such as: Solving environmental problems well. Working environment, recruitment policy and training for highly qualified, creative, and strongly motivated employees. From there, motivating them to create products with high performance and the lowest power consumption in the world.

Work to motivate employees includes: Ensuring job safety and addressing essential needs through creating a good working environment and competitive salaries. ARM also encourages workers to do difficult things, while also encouraging them to relax and have fun. At work, ARM encourages employees to develop and participate in group activities in the workplace. There are also many incentives such as rewards in the form of company shares, or shared profits depending on the company's performance. The purpose is to make the employee feel like the owner of the company. Company, through which they realize their contribution. Personal development is key in the human resource development strategy at the company. Normally, ARM examines and encourages individuals to reflect on their contributions, through which the company allows them to develop their professional capabilities. His career.

## 2. Research focus issues

Summarizing the main observations from the above overview, it is seen that there is a research gap on the work of motivating employees at joint stock enterprises in Vietnam today, Joint Stock Company COKYVINA is one of them.

Researching the current work of motivating employees at the Company is a matter of practical significance, helping administrators recognize the current reality of motivating the Company's employees., whether existing motivational measures and policies are appropriate and effective. Which policies are effective, which are ineffective, policy gaps that create motivation for the Company to develop further...

On that basis, the author evaluates the positive aspects and limitations of the Company's current employee motivation policies. Thereby proposing solutions to motivate the Company's employees.

This is a new content, there has been no previous research at the Company. Therefore, the author hopes that the research "Motivating employees at COKIVINA Joint Stock Company in Hanoi area" will become an effective tool for company administrators to use in practice.

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