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Theoretical Basis of Labor Motivation in Enterprises

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Abstract

Motivating employees is all systems of policies, measures, and tactics of administrators that influence employees to create motivation for employees to make efforts to promote their employees. To the best of their ability towards the established goals of the organization. Thus, managers must establish organizational goals that are in harmony with the goals of employees. So that when employees strive to achieve the organization's goals, they also achieve satisfaction of their own aspirations. Predicting and controlling workers' actions is completely possible through identifying their motivations and needs.

1. Theories of motivation

There are many theories about motivation, these theories are classified into two main groups: Motivational content theories and motivational process theories.

Content theories: Content theories tend to focus on the needs of the individual, attempting to explain the various factors that contribute to encouraging or inhibiting a behavior in that person. These theories are called needs-based theories. Some well-known theories in this category include Maslows' Theory of Needs, McClelland's Three Needs Theory, and Herzberg's Two-Factor Theory.

Process theories: Process theories appear to be much more complex and delve deeper into the individual's thinking process, attempting to explain the why or how of motivation. Process theories explain why workers choose that behavior and about whether or not they decide to put effort into a particular activity. They are more interested in the personal and psychological factors involved in their motivations and decisions. Some notable process theories include B.F.Skinner's Positive Reinforcement Theory, Victor.H.Room's Theory of Motivation, and J.Stacy Adam's Equity Theory.

In this study, the authors chose Herzberg's two-factor theory [3] as the theoretical basis for research. The theory is introduced as follows:

In the late 1950s, American psychologists Herzberg, Mausner and Snyderman, analyzed the basis of work motivation based on a large-scale literature study and a survey among 200 engineers and accountants. From the Pittsburgh area.

They challenge the traditional view that workers are only satisfied or dissatisfied with their jobs and propose a system with simultaneous two continuous states of satisfaction and dissatisfaction to understand motivation and performance. Employee satisfaction. Therefore, when workers are satisfied, they are essentially satisfied with their own work. When they are dissatisfied with their work, they are dissatisfied with their working environment. The researchers named the factors as motivational factors and maintenance factors, respectively.

Retention factors: Factors that help prevent dissatisfaction. They do not lead to higher levels of motivation but there will be dissatisfaction without them. Factors outside of work: Company policies and management; Supervision at work; Working conditions; Interpersonal Relationships, Salary; Position; Job security.

Motivational factors: Five factors that lead to higher levels of job satisfaction and motivation. These elements are neutral if not activated. They are internal factors within work: Achievement; Recognize; The work itself; Responsibility; Advancement.

The two approaches, maintenance and motivation, must be conducted simultaneously. Treat workers so that they have minimal feelings of dissatisfaction. Employ employees to achieve, gain recognition, grow and progress in their careers. Based on Maslow's hierarchy of needs, Herzberg *et al*. The theory posits that factors that motivate workers or have the ability to satisfy their needs, lead to positive job attitudes.

Managers should focus on rearranging work to promote motivational factors. They suggest three possibilities:
- Job enlargement is the combining of several jobs;
- Job rotation, which is moving workers to another job position where they need additional skills;
- Job enrichment diversifies work and provides greater responsibility but more work.

2. Motivate labor (labor force)

Motivating employees is all systems of policies, measures, and tactics of administrators that impact employees to create motivation for employees to strive to develop their full potential. Towards the established goals of the organization. Thus, managers must establish organizational goals that are in harmony with the goals of employees. So that when employees strive to achieve the organization's goals, they also achieve satisfaction of their own aspirations. Predicting and controlling workers' actions is completely possible through identifying their motivations and needs.

Motivating labor has the following roles:

For employees:
- Creating labor force makes workers more enthusiastic about work. They feel interested in their work and thus always maintain positivity at work. Stimulates the endless creativity of workers.
- Creating labor force increases productivity and work efficiency. Therefore, increasing income for employees is commensurate with their contributions to the business.

For Businesses:
- Having a labor force will increase creativity and contribute to improving the competitiveness of businesses. Create excitement for them at work, increase productivity, and improve business efficiency. When employees are motivated to work, they tend to be more attached to the business, minimizing the tendency to leave the organization. With a good working environment, appropriate policies that satisfy the needs of employees not only keep employees from leaving the organization but also contribute to attracting talented people to the company.

For society:
- Improving labor force increases labor productivity, increases gross national product, contributes to economic development, and improves living standards for everyone in society.

3. Labor motivation policies and requirements

Motivating employees can be by influencing their needs system, through policies, incentives and creating favorable conditions for them to complete their work well. Material and mental incentives in a competitive atmosphere will create strong motivation for employees to work, thereby helping businesses develop.

3.1 Policy on staff placement

Staff placement policies are policies and solutions aimed at selecting, arranging, and using human resources in a scientific and reasonable manner to maximize the capabilities and strengths of each individual. Employees successfully complete their assigned functions and tasks. Employment arrangement policy is one of the important motivational policies, it affects factors such as job performance, responsibilities and development opportunities of employees to create enthusiasm and effort. In the process of performing work according to assigned functions and tasks.

Requirements for the policy of arranging and using staff need to meet the following requirements: (1) Select people with capacity, quality, and appropriate development potential to meet the needs of each individual. Position, title, position in the unit. (2) The arrangement and use of staff must promote the capacity, strengths, and training expertise of each individual, enhance the sense of responsibility, and stimulate the enthusiasm and efforts of each individual in their work. Perform assigned work. Employees will feel satisfied and have an enthusiastic working spirit when the work they undertake is interesting, diverse, new, requires creativity, and suits their strengths. (3) Giving employees autonomy in performing their work so that they can be proactive and creative in performing their work will bring better results and employees will work with a more positive attitude. (4) In arrangement and use, it is necessary to create an environment and conditions for individuals to have equal opportunities for development.

3.2 Staff evaluation policy

Employee evaluation is the process of evaluating an employee's level of work completion according to evaluation standards towards set goals in a certain period. Feedback from employee evaluations will help employees know their level of job accomplishment when compared to the standards and goals set by the organization. Employee evaluation must be through and based on the following bases: (1) Building a system of standards for evaluating employee job performance. (2) Analyze jobs, design job descriptions, and develop job performance standards. (3) Evaluate employees for rewards, salary increases, training, development and promotion.

Based on the results of job analysis, leaders can determine the priority and importance of each job to decide on an appropriate evaluation scale. Evaluation standards must ensure that they are linked to the strategic goals of the organization, must be comprehensive, free of defects, not inconsistent, and must be clear, well-founded, and reliable.

3.3 Training and development policy

The general purpose of training and human resource development is to make the most of existing human resources and improve organizational effectiveness by helping employees better understand their jobs and master their skills. Career and perform their functions and tasks more voluntarily, with better attitudes as well as improve their adaptability to future work. Through training and human resource development, it is possible to achieve business goals and employee benefits. When workers are recognized and assured, they will be excited and enthusiastic about performing their work.

To create good working motivation for employees, training and development policies need to meet the following requirements: (1) Training policies must ensure that each employee has the opportunity to participate in training courses. Create and foster. (2) The program, content, and form of training must be practical and consistent with the job requirements of public employees. (3) Combine training, equipping knowledge and theory at school with training and practice through work practice.

3.4 Reward and discipline policy

Reward and discipline policy is a combination of viewpoints, goals and solutions to motivate and encourage employees to work hard, complete tasks excellently, and at

the same time limit and prevent mistakes. Violations affect the overall results of the organization.

The goal of the reward policy is to encourage and motivate employees to work hard and enthusiastically. Discipline aims to limit and prevent errors, violations or lack of effort during work performance. Rewards and discipline are one of the important motivational policies for employees. For rewards to bring good results, organizations need to have appropriate reward and discipline policies.

To create good working motivation for employees, reward and discipline policies need to meet the following requirements: (1) Rewards and discipline must ensure objectivity, fairness and timeliness. (2) The level of reward and punishment must be commensurate with each person's achievements or mistakes.

3.5 Policy on planning and appointment of officials

Planning and appointment are about creating advancement opportunities for employees. Creating promotion opportunities for employees is to help employees have the opportunity to develop their careers, thereby strengthening the employee's commitment to the organization. Creating advancement opportunities will help employees be motivated to develop their full potential, and encourage employees to be creative and come up with new ideas for work.

To use this tool effectively, managers need to create the next steps in employees' careers with clear standards and develop appropriate training programs. Accompanying to train workers with the necessary knowledge and skills to be able to successfully complete those new tasks. Promotion must be considered seriously, fairly, and conducted publicly within the labor collective based on contributions, achievements, job performance results, abilities and needs of the employee. Take action to promote the right person for the right job position and gain everyone's support.

One thing to note when implementing this motivational policy is that responsibility - power - rights always go together. If you only increase responsibilities without changing positions or compensation corresponding to responsibilities, you will lose employee motivation. Specifically, if there is high responsibility but no power, employees will not listen; if there is high responsibility but no benefits, they will not want to be promoted.

4. Retention policy and requirements

Unlike promotion policies, retention policies do not directly motivate employees. This policy affects maintenance factors such as: Company management policies, working conditions, relationships, salaries, benefits, insurance conditions... to eliminate inequities. Satisfaction and boredom of public employees during work.

The main policies of this group target issues such as: Salary policy, welfare policy, working environment improvement policy, inspection, supervision, and employee guidance policy.

4.1 Wage policy

Salary is an amount of money paid to employees on a fixed and regular basis per unit of time (week, month, year). Salaries are usually paid to managers and professional and technical staff [1, page 170].

Normally, employees work because they are paid, but finding a solution for how to pay and create motivation for employees is extremely difficult for managers. In essence, wages are not a labor force, but when wages are paid

competitively and ensure increased labor reproduction, workers will feel satisfied and create high labor productivity. Research by psychologists has determined that workers are only satisfied with their salary when their salary meets the following requirements:

First, income from wages must account for 70-80% of the employee's total income. Wages must clearly reflect the quantity and quality of labor, reflect the employee's dedication to the business and highlight the employee's role in the organization. Only then will wages stimulate employees to work hard for the organization.

Second, wages must ensure the minimum spending level of employees. When workers work, they want to generate income to support themselves and their families. Therefore, if the organization can ensure their lives, they will feel secure working and stay with the organization for a long time.

Third, wages must be paid based on determined labor targets, which reflect the quantity and quality that the employee has contributed to the organization or based on a comparison of the level of job performance. Between workers. Therefore, wages become labor force when labor quotas create balance for workers.

Fourth, the salary paid must be based on the professional qualifications of the employees employed and the employee's dedication to the business. Professional qualifications of workers are the professional qualifications that workers use to perform work. Dedication to the business is shown in the number of years of professional experience and the number of years of seniority working at the business. If the organization does these two factors well, employees will see their position, they will feel secure in their work and strive for their own advancement.

In addition to salaries, administrators also use incentive tools through allowances. Allowances are money that employers pay to employees because they complete their work well or because they have to work in a hazardous environment. There are many types of allowances such as seniority allowance, work responsibility allowance, regional allowance, mobility allowance, hazardous and toxic allowance, each different type of allowance is applied to each position. The job positions are different but they all bring economic benefits to workers. Allowances help increase workers' income, make workers feel cared for and accurately evaluated for the work they undertake and their contributions, creating fairness among workers in the work environment. Toxic and non-toxic environments, between task and non-task completers.

4.2 Welfare policy

Benefits are indirect compensation paid in the form of life support to employees [1, page 230]. Types of employee benefits include voluntary benefits and mandatory benefits. Voluntary benefits are benefits that an organization offers depending on the economic capacity of that organization and the leader's interest, which can include forms such as vacation, convalescence, hardship allowances, etc. hardships, incentives during holidays, New Year, etc. Compulsory benefits are the minimum benefits that organizations must provide according to legal requirements such as sickness, maternity, and accident benefits. Labor or occupational diseases, retirement, death benefits, vacation regimes, personal leave, insurance regimes according to regulations.... Welfare greatly impacts the working spirit of employees, associated with the purpose and motivation of

employees. However, benefits only have the effect of motivating employees when they are stable on certain occasions and are linked to the business results of the enterprise, and are associated with certain binding conditions between the employee and the enterprise. And must be meaningful to the lives of workers to stimulate them to work hard.

4.3 Policy to improve working environment

A good working environment with full technical equipment to serve the job, and a scientifically designed and arranged workplace will make employees feel secure in their work and have many conditions to develop. Develop your own abilities. On the contrary, poor working environment and conditions will make workers feel uncomfortable, insecure, and tired both physically and mentally. Will cause boredom and dissatisfaction at work. Therefore, to maintain a good working condition for employees, businesses need to create a good working environment for employees, create maximum favorable conditions for employees to perform their work, and provide enough Labor protection equipment is guaranteed to meet standards to protect the health of workers, ensuring that workers always work in a safe environment, with good health conditions and a comfortable spirit. In addition, to build a favorable environment and conditions for workers, building a friendly, cooperative and sharing collective working atmosphere is essential. This can be done through organizing working groups as well as organizing emulation movements, unions, sports and arts movements, field trips... where workers have the opportunity to interact, understand each other better, exchange, learn knowledge and experience from others, share joys, sorrows, difficulties at work as well as in life. Through this, workers will feel loved and connected to the organization, to their colleagues, enjoy their work more, work with a comfortable spirit, and enhance their sense of responsibility. Through cordial relationships between workers, they will cooperate and help each other for the common goals of the organization.

Building compatible work groups is also an effective solution to build a favorable environment and conditions for workers. When workers are placed in compatible work groups, group members will have a deep understanding of each other so they can support each other at work and improve individual productivity. Outside of work, compatible team members can also easily share more with each other in life, which creates a very good spirit for workers during the work process. On the contrary, when workers are placed in incompatible work groups, it is very difficult for them to coordinate to complete tasks. Sharing things outside of work is also more difficult to do because there is no empathy among members. This is not beneficial for motivating employees.

4.4 Policy on inspection, supervision, and employee guidance

Leaders are participants in building human resource management policies and those policies have an impact on themselves. Leaders must be able to rally and lead employees and show concern and kindness to help when employees encounter difficulties. Leaders must point out attractive goals for employees to strive for. When employees achieve high achievements, leaders must promptly praise them.

In this policy, the factor that has the most important influence on employees' attitudes and work performance is the leader's style. According to Hersey and Blanchard, leaders always have two behaviors: Directive behavior and supportive behavior. Based on four criteria: Qualifications (education, understanding); skills and professionalism; sense of discipline and sense of responsibility; trust, confidence, and loyalty divided into four groups of employees:

Group 1 (Rl, S1): Incompetent and unwilling Group 2 (R2, S2): Not very good in capacity and qualifications but high in will Group 3 (R3, S3): Competent and qualified but Unwillingness Group 4 (R4, S4): Ability, good qualifications and high goodwill. Depending on which group employees belong to, leaders have appropriate behavior. With the Rl-Sl object, the leader must raise the leadership behavior to the highest level (Direction), behavior: High work relationships, low human relationships. For R2-S2 subjects, leaders must reduce their directing behavior and increase their supporting behavior by mentoring so that they have the ability to be creative (Support, mentoring), behavior: Work relationships high, high human relations. These are the subjects who can mentor, train, and nurture to build the next team. With R3-S3 subjects, leaders must reduce their directive behavior, using them with contractual and legal mechanisms (Consultation), behavior: Low work relationships, high human relationships. For subjects R4 and S4, leaders must reduce directing and supporting behaviors to the lowest level, authorizing them to make their own decisions and handle tasks independently (Authorization), behavior: Relationship low work, low human relations.

According to Hersey and Blanchard, how people are used depends on the maturity level and readiness of the employee. Leadership ability is not innate but must be acquired through practical experience and training. Therefore, a situational leader must always use both his influence from position power and personal power while closely monitoring the maturity level and readiness of his employees. When an employee's status changes dramatically, a situational leader needs to know how to adjust his or her behavior to suit the employee's level of maturity and readiness.

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