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# **Completing the Work of Labor Motivation for the Office Sector through Labor Compensation at Vina Newflex Limited Liability Company (LLC)**

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## **ABSTRACTS**

Human resources are considered the resource that determines the success or failure of an organization. In human resource management activities, employee motivation is a topic of special interest not only because motivation represents vitality and flexibility but is also a direct and decisive factor. determine the success or failure of the organization. With the desire to provide a different perspective on motivating labor for the office sector through labor remuneration based on motivational theories, this study completes the work of motivating labor for employees. office block through labor compensation at Vina Newflex LLC

**Keywords:** *influence, motivation, goals, success, labor compensation*

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## **1. INTRODUCTION**

Through the time of interning and working at Vina Newflex LLC, I learned about the product manufacturing process as well as human resource management activities at the Company. I realize that the office block is one of the central parts, an indispensable part of the business establishment. In recent times, the work of motivating employees has been paid more attention to improve work efficiency and the quality of human resources, in addition to the results already achieved, in the work of motivating work through There are still some problems with labor remuneration at the Company such as: not encouraging, attracting, retaining and exploiting the full potential of employees so they can work hard for the organization, leading to resignations. in the company is high, labor productivity is low, not fully satisfying the life of a part of employees, job satisfaction. Therefore, it affects the goals of the business, the attachment and cohesion within the Company. At Vina Newflex Limited Liability Company, there is no research topic on labor motivation, so I hope the thesis will have application value in human resource management at the Company in particular and other companies. other businesses in Ba Thien II Industrial Park in general. The study focuses on examining the impact of factors such as salary, bonuses, benefits, working environment, working conditions, training and human resource development of Company office staff

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## **2. RESEARCH METHODS**

The research was conducted through two main methods: 6 Qualitative research to adjust and supplement the scale of factors affecting the work motivation of office staff of Vina Newflex LLC. The survey subjects were 7 department head leaders, 120 office staff, 80 factory office staff. Secondary data source was provided by Vina Newflex limited liability Company for the period from 2019-2021 along with Public information on company media.

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## **3. RESEARCH RESULTS AND DISCUSSION**

### *3.1. Some concepts*

According to Nguyen Ngoc Quan: "Work motivation is the desire and willingness of workers to increase efforts towards achieving certain goals and results"[4,18] According to Bui Anh Tuan and Pham Thuy Huong (2012): "Employee motivation is the internal factors that stimulate people to work hard in conditions that allow for high productivity and efficiency"[2,30] From the above perspectives, we can understand "Motivation is an internal factor of each individual worker. These are encouraging activities to influence the needs of employees to create a change in their behavior towards the goals that the business wants to achieve." According to Le Thanh Ha : "Labour motivation is a system of measures, policies, and behaviors of an organization that affects employees to make them more satisfied with their work and strive to achieve their goals. personal and organizational goals" [3,27]

### 3.2. Research on the current situation of motivating labor for the office sector through labor compensation at Vina Newflex LLC

Based on Maslow's theory of hierarchy of needs, the author proposes 10 basic needs of employees: High and satisfactory income; high bonuses; desired allowance; good welfare regime; Good working environment; Good solidarity within the group; learning opportunities to improve qualifications; have a clear promotion path; Participate in cultural and artistic activities; jobs that match your strengths

**Table 3. 1. Needs of employees at Vina Newflex LLC**

Numerical order	Criteria	The importance of the need
1	High and satisfactory income	1
2	High bonuses	2
3	Allowances as desired	4
4	Good welfare regime	5
5	Good working condition	3
6	Good relationships within the team	6
7	Have the opportunity to study and improve qualifications	8
8	Having opportunity of promotion	9
9	Participate in cultural and artistic activities	10
10	The job is suitable to your strengths	7

Source: Author's survey results

The needs of each EMPLOYEE are very diverse, each period these needs change. Vina Newflex staff believe that the most important need when working is "high and satisfactory income", the second ranked need is "high bonus", and next is "working conditions". For employees, their desires when working are often the most practical needs that can cover their lives and that of their families. According to Maslow's theory, the employee's need for income is at a low level, but this need has not been satisfied. Therefore, the Company needs to take measures to satisfy needs from essential to secondary

### 3.3. Motivating labor through salaries for office staff of Vina Newflex LLC

Using wages to encourage workers is a basic form of labor stimulation to help workers work better. Vina Newflex LIMITED LIABILITY Company pays salaries to EMPLOYEES according to VTCV associated with productivity, quality, work efficiency, and results of completing assigned work of each EMPLOYEE. Salary rate = Salary rate according to grade (11 salary grades) and salary level (each salary grade has 50 steps) Overtime pay: Employees are only counted as overtime if they work overtime for 30 minutes or more, after Every 30 minutes is calculated as 0.5 hours of overtime. This regulation applies to both cases of overtime on normal working days and overtime on weekly days off, holidays, and Tet holidays. Leave: Calculated until the end of December every year if EMPLOYEES have outstanding leave. of the previous year will not be paid in the December salary period of that year and will be accumulated to the next year for compensatory leave (The number of days of leave remaining will be used within 3 years).

**Table 3. 2. Employee assessment of Vina Newflex LLC's salary**

Numerical order	Content rated	Level of satisfaction				
		Dissatisfaction (%)	Unsatisfied (%)	Normal (%)	Satisfied (%)	Very pleased (%)
1	Timeliness of salary payment	0.48	0.00	1.45	83.09	14.98
2	Salary corresponding to workload	0.48	19.2	62.54	5.31	12.5
3	Salary increase based on job performance evaluation results	0.48	0.00	73.91	15.46	10.14

4	Your level of satisfaction with your income level	0.00	0.48	62.32	27.54	9.66
5	The salary received is guaranteed to be fair	0.00	0.48	73.9	17.39	8.21
6	Your level of satisfaction with the form of salary	0.00	14.01	41.8	20,4	9.66
7	Your level of satisfaction with the salary increase	0.48	0.00	73.43	16.43	9.66

Source: Author's survey results

The survey results show that, according to EMPLOYEES' assessment of salary, the majority of them are satisfied with the timeliness of salary payment in accordance with regulations stipulated in the labor contract, accounting for 83.09%. . Regarding the salary criteria corresponding to the workload, the majority of EMPLOYEES answered "normal" accounting for 62.54%, of which there are still 19.2% of EMPLOYEES who are "unsatisfied" with salary, some Maybe due to the impact of covid, EMPLOYEES have to work overtime regularly but the salary is not commensurate. According to EMPLOYEES' assessment of the level of satisfaction with this form of pay, 14.01% of EMPLOYEES are still "unsatisfied", up to 41.8% of EMPLOYEES feel normal about this form of pay and 20.4% of responses were satisfied. This salary calculation formula is determined according to the labor productivity and business efficiency of EMPLOYEES. According to the criterion "fair wages", only 12.56% of EMPLOYEES are "satisfied" with this policy. Most of them feel normal about this fair policy. They think that the Company's policy is not fair and does not clearly show the criteria that people who do well will receive higher benefits depending on workload and efficiency. work of each EMPLOYEE. Regarding the criteria for reviewing salary increases, up to 73.43% of EMPLOYEES answered "normal" about salary increases based on work performance. The conditions for salary increase approval depend on the results of production and business, but the company is continuing to implement the salary increase policy according to regulations applicable to each EMPLOYEE. Thus, the salary work of The company reflects the compensation of EMPLOYEES based on the principle of allocation by rank and salary level according to position and work experience to achieve the best work results according to the EMPLOYEE's position. The upcoming plan of Vina Newflex LLC will be based on the actual business results of the company along with the breakthroughs of employees while working, on the basis of the time working with the Company. company along with contributions that bring high profits to business activities to consider and evaluate a reasonable salary policy

### 3.4. Motivate labor through salary allowances for the office sector

Currently, the formula is applying the following types of salary allowances:

$$PC = PCTN + PCNN + PCSH + PCTN$$

In there:

PCTN: Anti-corruption means: Responsibility allowance

PCNN: Language allowance

PCSH: Living allowance

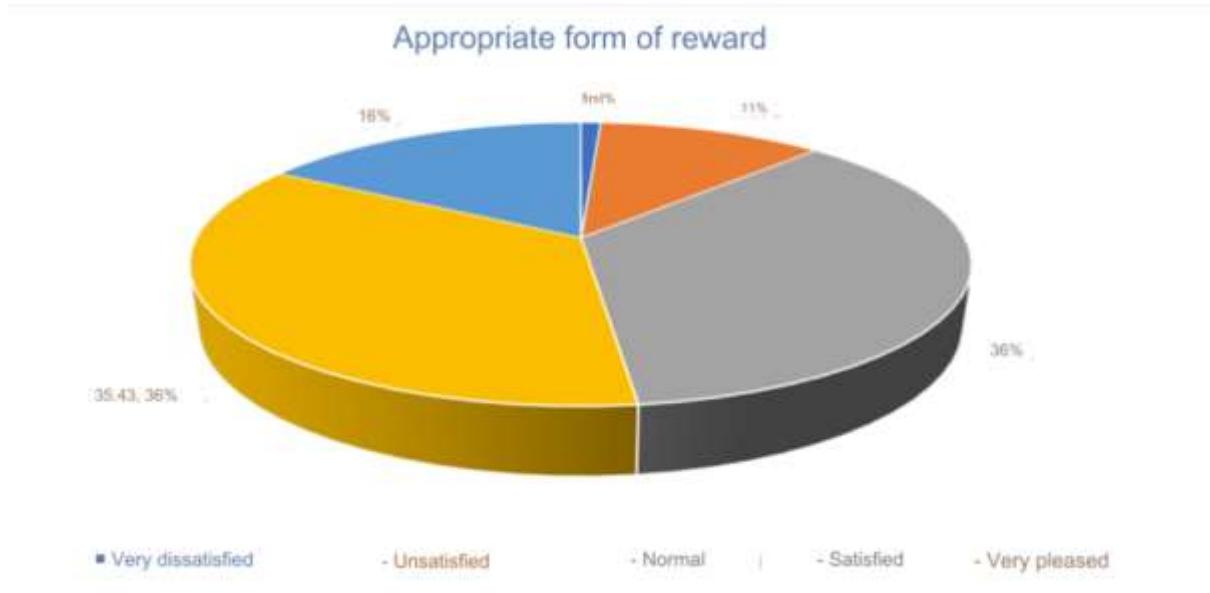
PCTN: Anti-corruption: Seniority allowance

Subsidies: Housing and gasoline support: Applicable to employees at employee level and above. They will receive a monthly amount of money based on the employee's labor contract with the employer. Labor attendance bonus: maximum 200,000 VND/person depending on eligibility. Support for stages. Stages that require the use of a magnifying glass or microscope during the production process will be supported with the cost of purchasing washing liquid. eyes to ensure eyes are always well regulated when working. Support level is calculated according to the principle: Support level for each stage \* (number of paid working days + number of paid vacation days) / Number of days worked during the month Severance pay: Severance pay =  $Th\grave{a}i\ g\grave{a}n\ h\grave{a},\grave{A}\ 12 \times Ti\ \square\ l\grave{u}ng\ t\grave{i}nh\ tr^{\circ}C$  Unemployment allowance: Unemployment allowance = Calculated time x Salary x 01

Thus, the Company has provided full allowances and benefits to EMPLOYEES. Thanks to these amounts, they have partly compensated for their monthly income and covered their living expenses. Each individual corresponding to different positions has different allowances and allowances to compensate for positions that require high capacity, responsibility, and complexity of work while also attracting EMPLOYEES to work and encourage motivation. motivate labor

**3.5. Motivate workers through bonuses**

Rewards for innovative initiatives and product quality require EMPLOYEES to always focus on work, requiring creativity to stimulate the learning spirit of EMPLOYEES Bonus on holidays and Tet: April 30, 1 /5, September 2, Lunar and New Year; Encourage the spirit of fun and entertainment for EMPLOYEES on holidays with their families. 13th month salary bonus: based on business performance results showing an effective working year for the entire company in general. and individual employees in particular



**Chart 3. 1. Results of appropriate reward form criteria**

(Source: Author's survey results)

Survey results on employee bonuses of Vina Newflex LLC show that 35.43% of EMPLOYEES are "satisfied" with the appropriate form of bonus, 11.4% are not satisfied with this criterion. It can be seen that, although the work of encouraging and rewarding employees has achieved remarkable results, it has still not created a stimulating effect for most of the company's office employees. It can be seen that the majority of employees are quite satisfied with the compensation policy at the Company. Increasing income for employees contributes to constantly improving the lives of employees, helping them feel secure with their work and responsibilities. assigned task. However, reward forms and reward policies are not diverse, thus reducing the impact of labor motivation.

**3.6. Motivating labor through social benefits The company has fully implemented mandatory benefits: health insurance, social insurance, unemployment insurance... for EMPLOYEES in accordance with current regulations.**

The Company is also very interested in voluntary benefits: sickness, maternity, death, union movements within the Company... The benefits that the Company offers to employees always have a great motivating effect. increases the working spirit of workers, helping them feel more comfortable and secure with their work

**Table 3. 3. Evaluation of employee satisfaction with the welfare policy of Vina Newflex LLC**

Numerical order	Content rated	Level of satisfaction				
		Dissatisfaction (%)	Unsatisfied (%)	Normal (%)	Satisfied (%)	Very pleased (%)
1	Adequate and appropriate form of reward	0.97	11.4	35.82	35.43	16.38
2	The reward policy has high incentive value	0.97	10.3	41.58	31,7	15,45

3	Reward criteria are clear, reasonable, fair, and linked to work effort	0.48	12.48	40.16	28.50	15
4	The work of evaluating and rewarding at the right time	0.00	0.97	57.13	28.50	20

Source: Author's survey results

The above results show that 87.92% of EMPLOYEES feel "satisfied" and "very satisfied" with the program that takes care of EMPLOYEES' lives, while 7.25% of EMPLOYEES still feel that it is "average". The company's welfare regime is similar to other businesses but is not negatively evaluated. There are 0.48% of employees who feel they do not understand the Company's welfare policy, causing them to not realize the value that the company has in promoting their labor motivation. 89.37% of EMPLOYEES feel "satisfied" because the company has fully implemented a welfare regime for them, protecting their rights and interests when working for the company. Therefore, the majority of EMPLOYEES feel satisfied and want to stick with the company, working efforts account for a high rate of 87.92%. The company has paid great attention to the lives of EMPLOYEES through social welfare. These benefits are the same regardless of work results or management level, seniority, skills... but only depend on the company's production and business situation that year. Vina Newflex focuses on ensuring physical and mental conditions for EMPLOYEES thanks to diverse health care programs that create a feeling of comfort, motivation to work enthusiastically and confidently in their work to complete their tasks well. assigned task

### 3.7. Motivate labor through training and human resource development

Open Korean and Vietnamese language classes for EMPLOYEES to create learning conditions and improve qualifications for staff. Implement policies to send EMPLOYEES with good achievements to Korea to study, work, and gain experience. Experience working at the headquarters company

**Table 3. 4. Evaluation of employee satisfaction level of Vina Newflex LLC on training policy for staff**

Numerical order	Content rated	Level of satisfaction				
		Dissatisfaction (%)	Unsatisfied (%)	Normal (%)	Satisfied (%)	Very pleased (%)
1	Level of satisfaction with the training and human resource development that the Company is implementing	1.12	2.34	30.02	22.22	44.30
2	Your level of satisfaction with the arrangement and arrangement of human resources at the company	0.97	0.97	2.90	62.32	32.85

Source: Author's survey results

The table above shows that the majority of employees responded that they were very satisfied, 44.30%. This is a fairly high rate, showing that on-the-job training has satisfied the needs of most EMPLOYEES relatively well. However, there is still a part of employees who are completely dissatisfied with training, specifically 1.12%, which also significantly affects their learning spirit, working attitude and motivation. work in the company. When asked about their level of satisfaction with job arrangements, the majority of respondents were satisfied with the provision of human resources, some even expressed "very dissatisfied" and "dissatisfied" ( 1.94%).The Board of Directors must find ways to put the right people in the right positions to avoid wasting human resources. The current staff makes up a large part of the Company's workforce to improve labor productivity. Maximize the use of available human resources in the most effective way. From here, it can be seen that human resource training and development at the Company has received high attention. This contributes to creating a bond between employees and the organization, creating professionalism among employees, giving employees new perspectives and ways of thinking in their work, and promoting employee creativity. members at work, thereby increasing the motivation of employees. The training has a specific plan and clear training process. However, the training plan still faces some obstacles: due to the complicated developments of the epidemic, language classes have to be postponed, training costs need to be discussed because there are still many limitations. To ensure good training results, does not affect the work of the collective, the Administration - Human Resources Department is responsible for determining the type of training and content of the training program accordingly and can adjust the selection according to the needs of the company's employees.

### 3.8. Motivate labor through working environment and conditions

The company always creates conditions to build the most comfortable working environment for EMPLOYEES in terms of facilities and office equipment; Build strong, friendly and sociable collective relationships.

**Table 3. 5. Rating of satisfaction with the environment and working conditions**

Numerical order	Content rated	Level of satisfaction				
		Dissatisfaction (%)	Unsatisfied (%)	Normal (%)	Satisfied (%)	Very pleased (%)
1	Level of satisfaction with the training and human resource development that the Company is implementing	1.12	2.34	30,02	22.22	44.30
2	Your level of satisfaction with the arrangement and arrangement of human resources at the company	0.97	0.97	2.90	62.32	32.85

Source: Author's survey results

According to the survey results, the criterion "Working conditions" is rated quite highly by EMPLOYEES, only 21.74% of EMPLOYEES feel it is "normal", the remaining 75.85%, a good level for employees, found that the Company's working environment has partly created motivation for employees with the mindset of "going to work every day is a happy day." Working hours are also highly appreciated, but there are still some parts that "not satisfied", also because the lunch break is quite short, making employees tired, the company should extend working hours so employees have more time to eat lunch. In addition, the company currently does not have a lunch break for employees and has to sleep in large meeting rooms or in the office, which are not comfortable conditions. Therefore, the company must create the most comfortable working conditions for EMPLOYEES to improve their productivity. Some employees do not see fairness at work. The company's Board of Directors needs to investigate and find the cause to overcome the above situation. Companies must continuously collect relevant factors to understand the actual level of satisfaction with the working environment of employees. At the same time, receive recommendations and propose appropriate solutions to improve the working environment for EMPLOYEES

### 4. General assessment on improving labor motivation work in the office block at Vina Newflex LLC

**Advantages:** The company has built a salary policy consistent with the market mechanism, ensuring a balance of benefits between employers and employees. Regarding Newflex's form of rewards and social benefits, it is relatively comprehensive and timely, strengthening the trust of the staff. Regarding training and human resource development plans, the Company has tried to arrange and open training classes. training for EMPLOYEES, tuition support so that EMPLOYEES have the opportunity to both study and work at the Company, reduce travel costs and increase cohesion with the Company. The Company has committed to providing full opportunities facilities and means to support work.

**Limitations:** Vina Newflex Limited Liability Company has not yet carried out the work of determining the needs of EMPLOYEES. The salary is not commensurate with the EMPLOYEE's hard work because the salary does not go hand in hand with the amount of work and the level of job completion. The form of bonus does not meet the needs. The company still has some limitations when distributing Staff position is not according to experience and capacity. The company has not yet developed an official and complete job description from which to build a system of performance evaluation criteria.

**Cause:** Because the company's motivation work is still lacking, not yet diverse, not meeting the needs of EMPLOYEES Due to limited financial resources of the company Due to the viewpoint of company managers, they do not focus on human resource development, only focusing on production and business development. business and does not have a clear human resource strategy and policy

## 3. CONCLUSION

Motivating workers today is an urgent issue for any business. Because employees are the ones who directly contribute to the development of the business. If businesses pay attention to motivating employees, they will be motivated to work enthusiastically and strive to learn. Improve qualifications to improve work results, contribute to improving the company's production and business efficiency, and increase employees' own income. And when the company's motivational policy is appropriate and satisfies the needs of employees, it will make employees feel secure in their work and stick with the company for a long time. Employees are considered a valuable asset. of the company, they are the ones who directly carry out all plans and work of the company. Each company will have its own characteristics, leaders must implement policies to encourage employees, encourage them to be enthusiastic about their work so that work efficiency will be high and profits will be optimal. Only then will the company develop sustainably. Based on the development orientation of Vina Newflex Limited Liability Company, the author proposes measures and proposes a number of solutions to improve labor motivation at the company. Company such as: – Completing salary policy associated with the performance of assigned tasks – Completing appropriate and timely bonuses

– Diversifying forms of benefits and subsidies – Strengthening operations Human resource training and development activities – Organizing the workplace and improving the quality of the working environment – Conducting research on employee needs – Adding other spiritual policies These groups of solutions have partly basically overcome the shortcomings and limitations in motivating labor at Vina Newflex LLC. The author hopes that the above comments will have a more positive impact on employees, creating fairness, stability, peace of mind at work and long-term attachment between employees and the enterprise, thereby Employees will strive to maximize their own abilities to achieve the highest efficiency at work. Recommendation to the State: One of the factors affecting the effectiveness of motivating employees. Effective employees are leaders. The leader is the head, responsible for assigning, supervising and leading the next team of EMPLOYEES, must have the ability to gain respect and trust from employees and have the ability to plan and create motivation. effective force. To become good leaders, the management level of Vina Newflex LIMITED LIABILITY Company needs to improve their own skills in the art of leadership. Some recommendations for the State: The Government and the Prime Minister always Pay attention to creating working conditions and ensuring the material and spiritual life of EMPLOYEES.

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## 5. REFERENCES

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