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## **Completing Motivational Work for Employees at VNPT Business Center - Dien Bien**

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### **ABSTRACTS:**

*In the 4.0 era, with the strong development trend of digital technology, the telecommunications and information technology fields in the domestic and foreign markets are highly competitive. The demand for telecommunications products and services from customers is increasing, the requirements for product quality, and the quality of using products and services at businesses are increasingly strict and diverse. To survive and be able to develop in the market, businesses must strive to bring the best experience of their products to consumers. To do this, it is essential to have the participation of quality labor resources; Understanding that motivation plays an important role in the development of businesses; Conduct surveys, investigations, and conduct research to evaluate the current state of motivation at VNPT - Dien Bien Business Center, what are the advantages and what are the limitations that need to be considered and modified accordingly. From there, I give my own views and some recommendations to help VNPT - Dien Bien Business Center improve the work of creating effort for employees at work, bringing good results in the working process. part of maintaining and developing the company in the future.*

**Keywords:** Motivation, labor, motivation, VNPT

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### **1. OVERVIEW**

Motivating workers is always an urgent issue of top concern in businesses. Labor resources are factors directly involved in production activities, so they affect results and development. business development.

Research by Luu Thi Bich Ngoc and colleagues in 2013 showed that employee motivation appears simultaneously both internally and externally. The article concludes that to create employee satisfaction and encourage employees to make more efforts to complete their work, leaders should use a combination of financial and spiritual measures. God.

Mai Quoc Bao's 2010 research also analyzed the influence of a number of factors that affect the work motivation of workers at enterprises. Some outstanding activities mentioned by the author are salary payment, bonus payment, welfare implementation, compensation and job evaluation for employees. In the research article, based on the views of leaders at all levels of the enterprise, the author specifically analyzed those views and proposed measures for improvement.

Research in 1973 by Maier and Lauer and in 1993 by Bedeian and Higgins in 1994 showed that employees have an important position in maintaining the existence and development of businesses. Abraham Maslow, Herzberg and McClelland did research on human needs and formed theories that are applied to the present. In addition, Zimmer's 1966 research pointed out that companies need to accurately recruit workers and need to be treated fairly. Businesses should organize training more frequently for their employees. . Gracia's 2005 research project pointed out that in order for workers to be able to maximize their abilities and creativity, it is necessary to create conditions and clearly identify trends in the industry. Covach's 1987 research proposed 10 factors that affect work motivation. In order for employees to feel more interested and love their work, it is necessary to increase their income.

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### **2. RESEARCH MODEL AND RESEARCH HYPOTHESIS**

#### **2.1. Research models**

Based on an overview of research projects that have applied previous theories, the author proposes a research model.

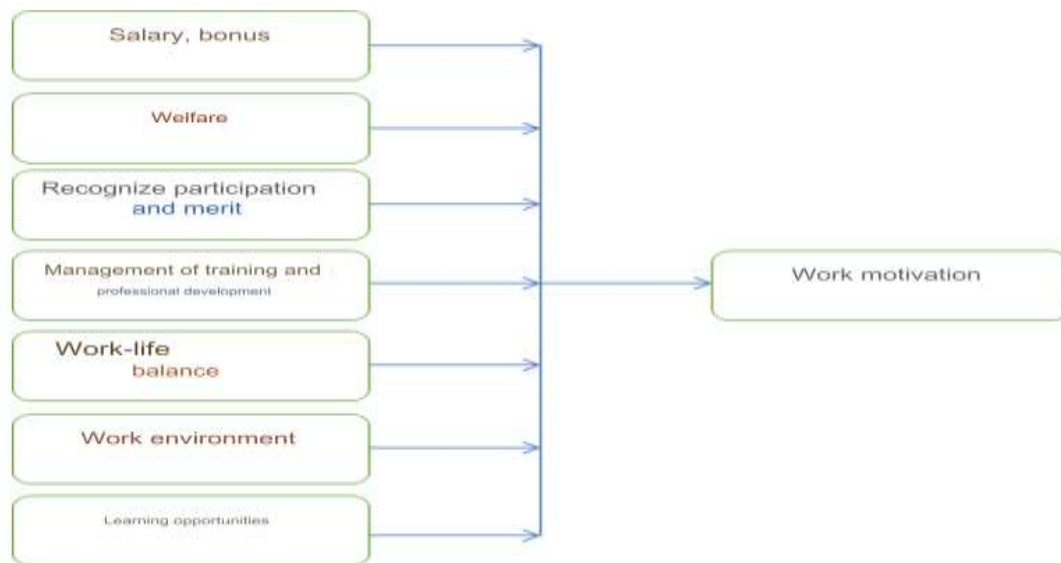


Figure 1: Research model proposed by the author

## 2.2. Giả thuyết nghiên cứu

- H1. The factor of salary and bonus affects the work motivation of employees
- H2. Welfare factors affect the work motivation of employees
- H3. Factors that recognize participation and dedication at work have an impact on employee motivation
- H4. Training and professional development management factors affect the work motivation of employees
- H5. Work-life balance factors affect workers' work motivation
- H6. Work environment factors affect the work motivation of employees
- H7. The factor of learning opportunities affects the work motivation of employees

## 3. RESEARCH METHODS

The author collected information and data at the company as well as through the media, some articles, and reports on the internet. Through the survey data collection, after checking, it will be processed using SPSS software. To determine the measurement, we use Cronbach's Alpha scale test, exploratory factor analysis (EFA), Pearson correlation analysis, and multivariate regression analysis.

## 4. RESEARCH RESULTS

### 4.1. Test the reliability of the scale

Table 1. Cronbach's Alpha test

Potential variables	Symbol	The scale	Cronbach's Alpha
	TLTT1	Your current salary is appropriate compared to the general level of the labor market	0,771
	TLTT2	You are paid a salary commensurate with your work results	0,778

<b>Salary, bonus (Cronback's Alpha = 0,818)</b>	TLTT3	Salaries are paid on time	0,804
	TLTT4	You receive bonuses during holidays and New Year	0,717
<b>Remuneration (Cronback's Alpha = 0,772)</b>	CDDN1	You are fully insured	0,687
	CDDN2	You can participate in the retirement fund	0,663
	CDDN3	You will receive a fuel allowance for your vehicle expenses	0,727
<b>Recognize participation and dedication (Cronback's Alpha = 0,802)</b>	GNCH1	You will be evaluated by your superiors on your job performance accurately, promptly and completely	0,794
	GNCH2	You will be updated with information promptly	0,758
	GNCH3	You are free to plan and work independently	0,725
	GNCH4	You can participate in setting the Company's goals	0,733
<b>Opportunities for advancement and career development (Cronback's Alpha = 0,753)</b>	TTPT1	You have many opportunities to advance within the Company	0,652
	TTPT2	Training and coaching to improve the qualifications of employees is of concern to the Company	0,684
	TTPT3	Clear career path	0,684
	TTPT4	Job rotation	0,696
	TTPT5	Overseas work	0,802
<b>Balance life – work (Cronback's Alpha = 0,750)</b>	CBCC1	Flexible working time	0,649
	CBCC2	Flexible work location	0,676
	CBCC3	Paid maternity leave	0,679
	MTLV11	Good working conditions (Light, temperature, cleanliness, low noise level)	0,685

<b>Work environment (Cronback's Alpha = 0,779)</b>	MTLV22	The facility is close to social amenities	0,772
	MTLV33	The facility has dining and smoking areas	0,726
	MTLV4	The facility has parking	0,702
<b>Learning opportunities (Cronback's Alpha = 0,801)</b>	CHHT1	You can participate in training and development programs to improve qualifications and skills for employees	
	CHHT2	You are allowed to participate in seminars/conferences in other areas (other provinces, foreign countries)	
<b>Work motivation (Cronback's Alpha = 0,840)</b>	DLLV1	You feel interested and wish to work for the Company	0,790
	DLLV2	You feel satisfied and highly motivated to work at the Company	0,784
	DLLV3	You wish to have a long-term relationship with the Company	0,759

#### 4.2. EFA exploratory factor analysis

\* Independent variable: Remove the observed variable TTPT4 of the scale because this variable has a loading factor of less than 0.5. Variables MTLV2 and MTLV3 were also removed because these two variables loaded on both factors. Conduct a second rerun. Exploratory analysis of the KMO factor gives the result  $0.798 > 0.5$ , Bartlett's test =  $0.000 < 0.05$  is statistically significant, proving that overall the observed variables are correlated with each other. Eigenvalues =  $1.008 > 1$  at the 7th factor, so the 7 factors extracted from EFA have the best meaning to summarize the information of the included observed variables. The total variance extracted of the independent variables affecting the dependent variable is  $70.898\% > 50\%$ . This proves that 70.898% of the variation in the data is explained by 7 factors.

**Table 2. Rotated matrix table of independent variables after rerun**

	Component						
	1	2	3	4	5	6	7
TLTT4	.809						
TLTT2	.762						
TLTT1	.727						
TLTT3	.721						
GNCH3		.818					
GNCH4		.780					
NCH2		.768					
GNCH1		.696					

CDDN1			.820				
CDDN2			.819				
CDDN3			.753				
TTPT2				.796			
TTPT1				.785			
TTPT3				.721			
CBCC1					.822		
CBCC3					.806		
CBCC2					.707		
CHHT1						.887	
CHHT2						.886	
MTLV4							.874
MTLV1							.825

\* **Dependent variable:**

KMO factor analysis results in  $0.726 > 0.5$ , so factor analysis is appropriate. Sig. (Bartlett's Test) = 0.000 (sig.  $< 0.05$ ) proves that the observed variables are correlated with each other in the population.

**Table 3. Total variance extracted table of dependent variable**

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.277	75.911	75.911	2.277	75.911	75.911
2	.389	12.966	88.877			
3	.334	11.123	100.000			

The results of the rotated matrix show that there is a factor extracted from the observed variables included in the EFA analysis. The explained variance explained is 75.911% at an eigenvalue of  $2.277 > 1$ .

#### 4.3. Pearson correlation analysis

Table 4. Correlation table

Correlations									
		DLLV	MTLV	CBCC	CHHT	CDDN	TTPT	GNCH	TLTT
DLLV	Pearson Correlation	1	.398**	.464**	.254**	.455**	.567**	.542**	.696**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	186	186	186	186	186	186	186	186

All Pearson correlation sig values between the independent variables and the dependent variable are less than 0.05 as shown by the analysis results. Therefore, there is a linear correlation between the independent and dependent variables.

#### 4.4. Multivariate regression analysis

In the author's research paper, the adjusted R squared is  $0.684 = 68.4\%$ . Thus, the independent variables included in the regression run affect 68.4% of the change in the dependent variable. In the ANOVA table, the sig value reaches  $0.000 < 0.005$ , the regression model is meaningful. In the Coefficients table, the t-test sig value of each independent variable. The regression results show that the sig value of all variables is less than 0.05, which has an impact

on the dependent variable, so all variables are retained. Next, in the VIF coefficient, the independent variables are all less than 10, so there will be no multicollinearity.

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## 5. CONCLUSION AND PROPOSED SOLUTIONS

Through the survey results obtained, it was found that the given factors all have an impact on motivating employees in the company. The most prominent factors are: Salary, bonus; Recognize participation and contribution; Remuneration; Create opportunities for advancement and development; Learning opportunities have a great impact on the work motivation of employees at the unit. The author would like to offer some measures for companies to improve and motivate their employees:

**Building appropriate salary and bonus regimes:** Through surveys, salary and bonus factors have a great impact on the working motivation of workers at VNPT Business Center - Dien Bien. Among them, the factor of paying salary on time and a salary level worthy of the job position is considered the most important factor affecting their work motivation. To further improve salary policies for employees at the unit, administrative officers should disseminate, explain and distribute documents to their employees to clearly understand salary calculation methods and regulations. Salary payment is being applied at the Center.

**Building a welfare regime and reward system:** Research shows that it is important for employees to receive support from subsidies such as fuel costs for transportation or full health insurance at the enterprise for them to have work motivation. In order to promote work motivation, companies can further diversify remuneration and reward regimes for employees. In addition to rewarding employees, businesses should consider additional benefits for employees' family members. Realizing the company's concern for themselves and their families, employees will feel be respected and proud to work at the unit.

**Recognize employee participation and contributions:** Receiving timely, accurate work evaluations from superiors is a great motivator for employees to try harder. Having assessment results helps them see their own strengths and weaknesses in the working process. At the same time, accurate assessment will be the basis for employees to discover their abilities or limitations to overcome them. work better.

**Innovating work performance evaluation:** The work performance evaluation of employees at the Center needs to be built and accurately determine evaluation criteria, and leadership and management levels need to design The evaluation content is easy to understand, ensuring a complete and detailed listing of the necessary criteria to evaluate the employee's job performance.

**Completing training and human resource development activities:** Job rotation factors affect work motivation. Enterprises carry out job rotation for employees to help them increase their ability to adapt to new working conditions and environments. Helps workers meet and expand their relationships, creating connections between colleagues.

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