



Motivational Work for Employees at Grand Nutrition Joint Stock Company

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ABSTRACT

Motivating employees is becoming increasingly important because this is a factor that directly affects the business performance of an enterprise. The article "Motivating employees at Grand Nutrition Joint Stock Company" focuses on researching factors affecting satisfaction and engagement for employees working here, using Using survey, observation, and interview methods combined with information collection and analysis methods to analyze and evaluate employees' assessments of motivation. Thereby, the author sees the positive aspects and remaining limitations so that he can promptly propose appropriate solutions. In general, the level of satisfaction of employees with the work at Grand Nutrition Joint Stock Company is quite high, however, for each different department, the level of satisfaction is different, so the author also recommends Propose methods to improve motivation to suit each department.

Keywords: motivation, stimulation, satisfaction, commitment, attachment ...

1. INTRODUCTION

Strong economic development is a condition for many companies to enter the market and also becomes a difficult problem in attracting and retaining workers. Motivation for employees is focused on to ensure stable human resources.

Starting from the awareness of the importance and limitations at Grand Nutrition enterprise, the author chose the content "Motivation work at Grand Nutrition Joint Stock Company" to research.

Research object: Motivating work for employees at Grand Nutrition Joint Stock Company

Research scope:

Spatial scope: issue Motivating work for employees at Grand Nutrition Joint Stock Company, researched at the office located at 72A, Royal City, Thanh Xuan, Hanoi

Time scope: Information about figures and research data is compiled by the author in the period 2020 - 2022. Interview and survey data were conducted by the author during the research process from February/December 2020. 2022 - May 2022

Scope of content: Revolving around motivating employees at Grand Nutrition Joint Stock Company.

2. RESEARCH METHODS

2.1. Methods of collecting and processing information:

- Secondary data was collected by the author from statistics and reports from departments of Grand Nutrition Joint Stock Company, data from documents, textbooks, magazines, and the internet..

2.1.1 Organizational structure

Table 2.1: Personnel structure of Grand Nutrition Joint Stock Company (2020 - 2022)

Male		2020	2021	2022	2021/2020		2022/2020	
					Difference	Ratio (%)	Difference	Ratio (%)
Labor structure								
Total labor		45	139	171	94	308.8%	32	123.02%
Sex	Male	19	62	81	43	326.32%	19	130.65%
	Na	26	77	90	51	296.15%	13	116.88%
Level	After university	4	5	5	1	125%	0	-
	University	25	97	112	72	388%	15	115.46%
	College, intermediate, high school	16	37	54	21	231.25%	17	145.95%
Male student	>=32	3	5	6	2	166.67%	1	120%
	22-32	33	97	113	64	293.93%	16	116.49%
	<<-22	9	37	52	28	411.11%	15	140.54%

(Source: Annual Report - Human Resources Administration Department)

In the early stages, the company needed a lot of personnel to develop, so the company had a sharp increase in personnel. In 2020, the number of employees at Grand Nutrition Joint Stock Company was 45 people. By 2021, the number of employees jumped to 139. When human resources are guaranteed in quantity, the Board of Directors pays attention to quality, Therefore, the company began to choose more rigorously and seriously. And by the next year, 2022, the total number of employees has increased rapidly to 171 people. Most workers here have a fairly high level of education, especially in departments that require a lot of expertise such as the Finance - Accounting department. Employees with post-graduate degrees belong to the Board of Labor. Workers with university degrees often work in departments such as Finance - Accounting and Human Resources. Workers with college, intermediate, and high school degrees are more concentrated in the Sales and Marketing departments. Workers at Grand Nutrition Corporation are mainly from the genY and genZ generations. Up to 66.08% of workers are aged 22-32, i.e. born in 1990-2000.

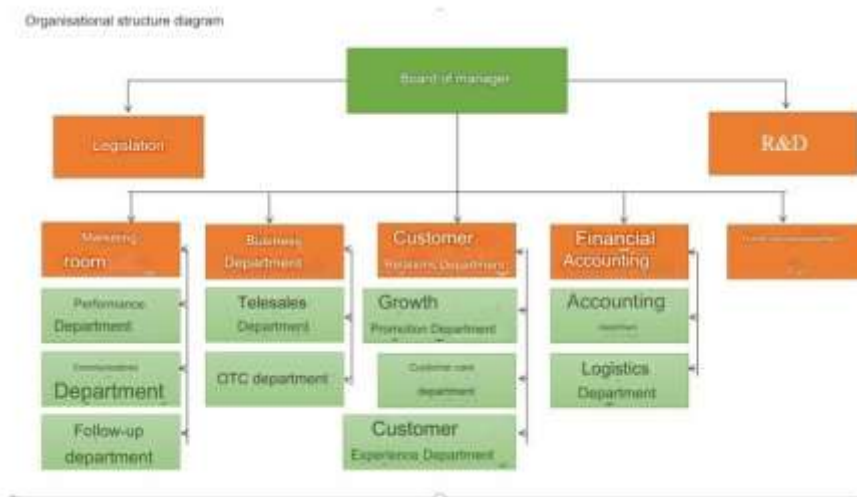


Figure 2. 1: Organizational structure chart of Grand Nutrition Joint Stock Company

(Source: Human Resources Administration Department)

2.1.2. Characteristics of products and services

Target users: Children, mothers, pregnant women and nursing mothers

Product coverage: In 2021, Grand Nutrition's products have been trusted by customers across 63 provinces and cities with 38,1043 products sold and more than 60,000 new customers.

2.1.3. Business performance results

Table 2.2 Revenue and profit of Grand Nutrition Joint Stock Company in the period 2020-2022

Order	Year	Total revenue		Profit after tax	
		Quantity (Million dong)	Increased rate chief (%)	Quantity (Million copper)	Growth rate (%)
1	2020	15946	–	4641	–
2	2021	60043	376,54%	18243	393,08%
3	2022	76241	126,98%	26239	143,83%

(Source: Finance and Accounting Department of Grand Nutrition Joint Stock Company)

The company's revenue and profit after tax gradually increased over the years from 2020 to 2022. In 2020, the company just started business operations in the second half of the year and brought in revenue of 15,946 million VND, profit after tax reached 4,641 million VND. In 2021, when Vietnam's economy was seriously affected by the Covid epidemic, the company's revenue and profit increased sharply with 60,043 million VND in revenue and 18,243 million VND in profit. In 2022, the company will continuously grow in both revenue and profit. In particular, the profit growth rate was higher than the revenue growth rate in all years during this period.

Primary data was collected through a survey and consultation process from employees working at Grand Nutrition Joint Stock Company during the research period.

2.2. Qualitative research

Data is collected through conducting surveys and investigations, then conducting statistics and gathering to draw comments.

2.2.1. Maintenance factor group

* Salary mechanism

The salary calculation mechanism for employees is calculated according to the formula:

$Income\ level = Fixed\ salary + Parking\ allowance * Actual\ working\ days\ in\ the\ month + Labor\ cost\ allowance\ (petrol\ for\ OTC\ department,\ telephone\ for\ Sales\ department) + KPI\ bonus/ Commission + Seniority\ bonus$

Year	Average income (thousand VND)		
	2020	2021	2022
Position			
Marketing room	11.712	12.332	12.963
Business Department	10.042	10.931	11.121
Customer Relations Department	10.136	10.652	11.041
Human resource	10.963	11.152	11.562
Financial Accounting	10.845	11.015	11.572

(Source: Department of Finance - Accounting)

The average income level above is not high, especially when the company operates in the city center. Hanoi. The level of satisfaction with the compensation policy of Grand Nutrition Joint Stock Company is generally very high with 28.8% (38 people) rating 10 points; 28% (37 people) rated 9 points; 28% (37 people) rated 8 points; 1 person (8%) rated it 6 points and 1 person (0.8%) rated it 5 points. Although the fixed salary is not high, the

company always pays salaries on time and in full, the salary is paid commensurate with work efficiency, leading to a rate of satisfaction with the company's salary and bonus policy. The company is quite high.

*** Bonus**

Rewards include: revenue bonus, target exceeding bonus, individual team bonus, and unexpected bonus. Employees appreciate the issue of fairness in reward work and want to diversify reward forms: badges, certificates of merit, books.

*** Welfare**

Benefits include: parking allowance, gasoline allowance with the OTC department, telephone allowance with the Sales department, holidays or leave in special cases, full salary is still paid, and other activities Entertainment activities such as team building, travel, experiences...

Some disadvantages of compensation and benefits: the Follow-up department still does not have a mechanism for full-time employees, leader salaries are a bit low compared to the general level, workers themselves have not been communicated about the seniority regime. Clearly, errors on the part of the Human Resources Administration department cause employees to receive seniority pay later than the official number of months of work, social insurance payment time is later than other companies, and employees work You only have to work for 1 year to pay social insurance

*** Work environment**

+ Material conditions

Labor also focuses on building convenient and comfortable working conditions for workers to be creative and devote themselves to their work. The company also built an internal communications team, this team is responsible for collecting opinions from employees on specific issues, including improving facilities and promptly equipping equipment. necessary equipment for workers. Departments will be arranged in different working positions, for example, the Marketing department that needs a lot of creativity will be arranged in an office overlooking Royal City Square, this is a way for workers to have can relax after stressful working hours; The Human Resources Administration and Accounting Departments that need quiet will be arranged in separate offices, not affected by other departments.

+ Mental conditions:

Colleague relations: Management always encourages employees to self-exchange, self-help, and self-recognize other employees to increase team spirit and cohesion among colleagues. 90% of workers rated "Colleagues are friendly and always willing to listen to my suggestions" at 8 or higher. However, there are still 6 people rating 7 points and 3 people rating 6 points, the reason last year the epidemic also delayed other plans of the company, including outdoor activities such as team building, picnic, sports...therefore, new employees do not have the opportunity to interact and get to know other employees.

Support from superiors: employees appreciate the fact that their superiors are always ready to listen to work problems, they will obtain the necessary information, understand the wishes of their subordinates to promptly provide solutions. Appropriate solutions in the management process as well as timely provision of incentives and encouragement for effective working spirit. However, the issue "Are you satisfied with your superiors communicating the work to be done and the goals to be achieved" tends to have lower scores, the reason is that the communication of information is not smooth, the department Although the media team is the media team, it is the last person to have access to new media materials, or employees miss out on a lot of information, are not notified or notified late, or notified without specific details. details, solutions are proposed but implementation has not been measured. These are issues that the Board of Directors must consider and come up with the fastest solution.

2.2.2. Group of motivational factors

*** Work arrangement**

Evaluate the reasonableness of "Work Arrangement" through "Work Performance" and "Ability to Autonomy"

+ Work performance: employees appreciate being assigned clear work KPIs and being agreed with the Board of Directors on KPIs. However, the level of challenge in daily work is not high, possibly because the Board of Directors does not regularly reassess the capacity of each employee. Therefore, managers should regularly evaluate the capabilities of each employee to provide a reasonable level of challenge, avoid wasting resources as well as a way to motivate workers. . The level of commitment to work readiness of employees at Grand Nutrition Joint Stock Company is very good, which can prove that job satisfaction is very high. The turnover rate also reflects the level of employee engagement and demonstrates the stability of human resources in the organization. In April, the resignation rate was 8.9%, mainly in the Sales and Marketing department. There are two cases of quitting a job: self-resignation and resignation due to ability or attitude. In April, the main reason was to ask for leave

+ Self-control ability: Compared to other issues, the rating score of "Self-control ability" tends to be lower. Especially with the issue "I feel balanced between work and life", the most important reason is that employees still have to go to work on Saturday, so their time to rest with family will be less. with married workers.

*** Training policy, development and promotion opportunities for employees**

Some training programs in the first quarter at the company:

+ Training and equipping professional skills

+ Training with expert Le Thanh Huyen

+ Cultural training "Journey to discover Grand Nutrition", internal regulations training. According to the survey results, in addition to the majority of workers who evaluate training programs as providing the necessary skills to perform the job, there is still a small number of workers who evaluate training as poor. On average, at levels 5 and 7, there was even one employee who rated it a 3. The reason was: The training sessions were still limited in terms of formality, the Marketing department's staff was quite large, so the space was cramped. The number of training sessions with the Marketing department is quite large, most affecting the Communications department. There is not enough time at the company to complete deadlines effectively. The training sessions are quite long and contain a lot of knowledge so it is difficult to remember everything. , not using a projector makes it difficult for many people to observe.

According to Maslow, "The need for self-actualization at the highest level", every person wants to develop skills, abilities and be able to rise to a higher position. At Grand Nutrition, the Board of Directors always tries to create a professional working environment from facilities, to policy mechanisms or professional cultural training sessions so that employees at the company can develop fully. presentable, professional. The issue "Do you feel like you are developing professionally at the company" has an average score of 8.65; No employee rated it at a level below 5, however this issue tends to be rated lower than "The company provides a suitable learning and working environment for employees to develop". has a lower rating. Some reasons for this contradiction are because the company's working environment is quite good, focusing on developing the human core, but the process is not optimized and there is no clear, specific strategy. have specialization; Second, cultural training is more popular than professional training, the training schedule is a bit thick while the communication team is limited in time to meet deadlines; Third, the company has not provided computers to workers.

2.2.3. Evaluate the effectiveness of motivation work of Grand Nutrition Joint Stock Company Satisfaction

Employee satisfaction is expressed through the desire to stay long-term with the company, trust when introduced about the company and feel satisfied working here.

+ More than 90% of workers rated their desire to stick with the company at 8 points or more, no worker rated it below 5. Through interviews, the majority of workers wanted to stick with the company. are all due to the motivational policies mentioned above: salary, bonuses, welfare policies, training and development policies, colleague relations, and the working environment that the business creates.

+ The percentage of employees who feel confident when introducing the company has a higher rating. With a company doing business in the field of functional foods, making employees confident about the company and willing to Willingness to use the products that the company sells is a testament to its commitment to product quality.

+ Regarding the level of satisfaction when working at Grand Nutrition, all employees rated it at 7 points or higher. The job satisfaction of employees at Grand Nutrition Joint Stock Company is expressed through their attitudes. Positive working attitude and high work efficiency.

Attitude and working spirit of employees at Grand Nutrition Joint Stock Company

Working attitude is evaluated through the following criteria:

+ Being late to work without permission accounts for 12.04%, some objective reasons why workers are late are due to traffic jams, traffic jams around the Nga Tu So area often occur, especially on rainy days. Some other reasons such as car breakdown, or other personal reasons. The Board of Directors is also flexible for some unavoidable cases, however these reasons must be notified and confirmed by the head/deputy manager. Cases of being late to work without permission will be subject to financial penalties, minus 50,000/time of violation in the monthly income period.

+ Inappropriate clothing accounts for 4.71%, mainly occurring to female workers wearing skirts of improper length. The company stipulates that you will wear a white collared shirt on Monday, wear a uniform on Friday, and do not wear torn pants when going to the office. Female workers are not allowed to wear skirts shorter than 5cm above the knee. The Human Resources Administration Department regularly checks employees' compliance with dress regulations

+ The highest number of employees who do not meet KPIs targets accounts for 20.94%. Employees who do not achieve enough KPIs mainly fall into probationary personnel in the Marketing and Customer Relations departments. The issue of "Completing KPIs" will be managed by the team leader, for probationary employees, especially in the Marketing and Sales department, until the monthly KPIs are achieved, they will be officially posted, for official employees, When the monthly KPIs are not met, the problem will be presented to the head/deputy manager to find the cause and solution. If the KPIs are not met for more than 3 months, the employee will have to be transferred or fired.

3. RESEARCH RESULTS AND DISCUSSION

3.1. Result

The staff is satisfied with the company's corporate culture, the company has convinced employees and this is also an important thing when the company wants to convince customers.

Implement financial incentives well, pay salaries on schedule, and reward timely

time, paying attention to spiritual life, financial and non-financial motivational activities and these activities are enthusiastically responded to by employees.

Carrying out full welfare work according to the provisions of law, ensuring the rights of employees. The working environment at the company is youthful, dynamic, the culture of greeting and helping colleagues is maintained at all all departments in the organization. Employees are always ready to share and help each other in work and life so that work can be completed effectively and on schedule. The relationship between superiors and subordinates is maintained in a positive way

Basically, the company has focused on training professional and cultural skills for employees, especially new personnel. Basic content is associated with the work of each individual, each position and records post-training assessment results

3.2. Limitations and reasons

Regarding income: The first limitation is that the average monthly salary is about 10 million VND. Compared to other companies, this salary is not necessarily competitive.

Regarding allowances: There are few allowances, this is a limitation of the company compared to other companies. Regarding the working environment: The facilities are generally quite good, the equipment is new, however the company has not yet supported working computers for employees, causing the company to miss out on many talented people who have have a lot of experience, but lack or broken personal laptops, space is not large enough to organize training sessions, and working hours stretch from Monday to Saturday, making many workers feel tired. spirit

Regarding training and development: Often focuses on cultural training, in-depth training is lacking, for some departments such as Accounting, Human Resources Administration, Sales, Customer Care often only focus on Central training at the beginning when new personnel come in. For the Marketing department, the training is too much and spontaneous, which affects working time, especially for the Communications department. The company does not have a mechanism to regulate and open advancement paths for employees. Most of the positions of team leader, deputy/department head, when needed, are recruited from outside by workers with experience in similar positions without taking advantage of internal sources.

4. CONCLUDE

4.1. Strategic orientation of Grand Nutrition Joint Stock Company in the coming years

4.1.1. Development orientation of the company

By 2030, the company will basically become a strong enterprise in the field of reputable dietary supplements.

Continue to perfect the building of a corporate culture rich in humanistic spirit with a professional working environment, cultivating a powerful GrandNuer force.

Properly implement quality policies, social responsibility, fairness policies and harmony with all relevant subjects such as: Employees, shareholders, customers, partners.

Dominate the market, diversify product portfolio.

4.1.2. Orientation for human resource development:

The company will review and review the human resources structure in the organization to make long-term recruitment plans. Always pay attention and focus on management, strive to build a qualified, skilled and professional workforce.

4.1.3. The Board of Directors' perspective on motivation work at Grand Nutrition Joint Stock Company

- With a long-term development orientation, the Board of Directors needs to focus on building motivation by determining goals based on the actual situation, building a plan with a clear, specific roadmap, and principles of goal setting. The goals are practical, applicable to the company's reality and balance the interests of both businesses and employees.
- Synchronize motivation work in enterprise activities. Motivation must be associated with business efficiency and improving the quality of human resources.
- Comprehensive and reasonable combination of human resource management policies with a long-term motivational program, combining financial and non-financial, material and spiritual tools.

4.2. Complete the work of motivating employees at Grand Nutrition Joint Stock Company

4.2.1. Improve motivation through physical stimulation

4.2.1.1. Wage policy

Consider increasing the fixed salary, increasing the salary for evening shifts and holidays; Clear reward and punishment regime, salary policy should be proportionate to each time of the company's development (maximum salary support can be from 35,000 to 40,000 additional for the telesale department); Send payroll to email so employees can easily track revenue; The company should sign the payroll 1-2 days before or after the salary is distributed; You can let staff take pictures or keep the form to monitor debt more closely.

Evaluating work performance using KPIs is effective for the Marketing, Sales and Customer Care departments. With the Back Office block being more quantitative, the author proposes to assign output plans to these departments, adding factors to evaluate plan completion in addition to professional capacity to bring balance. quantitative so that the assessment is fair to all departments.

4.2.1.2. Bonus policy

The Board of Directors also needs to research to promptly increase the value of bonuses so that they are in balance with the market value to stimulate employees to work effectively to receive rewards.

The author suggests that there should be more diverse forms of rewards such as books, certificates of merit, meaningful gifts, surprises.... In addition to the monthly reward for being in the top 1 standing on the podium, there should also be an honor podium. For top 2 and top 3 to encourage your efforts, the award date should be fixed every month so that staff can clearly understand and be proactive in participating time.

4.2.1.2 Chế độ phúc lợi

There are assessments that the social insurance payment time is quite late compared to other companies, which affects the rights of employees. Therefore, companies should pay social insurance for employees after 3-6 months from signing the labor contract.

Regarding the voluntary welfare regime, the Board of Directors needs to consider providing additional support such as lunch allowance, gasoline allowance... gasoline prices are currently high. Adding support mechanisms for departments that often have to work overtime such as Telesales, Design or night shift departments such as carepage, some support such as meal allowances when working overtime, increasing evening shift wages

In addition, companies should organize periodic health check-up programs for employees to ensure their health is sufficient to meet job requirements and also as a way to show concern for employees.

The company should establish a trade union that can be voluntarily formed by union members within the company to act as an organization representing workers to provide timely attention to workers when facing difficulties.

4.2.2. Improve motivation through mental stimulation

4.2.2.1. Arranging and using personnel

Regarding work performance, the Board of Directors must also provide a complete and detailed analysis when the employee officially accepts the job. This job analysis includes a job description, job performance requirements and job performance standards.

Regarding autonomy, the author suggests that the Board of Directors can increase initiative and creativity at work by creating creativity that can come from periodically arranging different workspaces, the company can push Working hours are increased to 8:00 a.m. instead of 8:30 a.m. as currently to compensate for the day off on Saturdays or every other Saturday, allowing individual employees to propose new, more creative ways to balance work and life. Live and be proactive in your work.

4.2.2.2. Build a working environment

*** Facility condition**

+Upgrading and adding facilities: Computer support for employees

+ Consider expanding the company's area.

*** * Mental conditionsn**

+ Through colleague relationships: Almost everyone is ready for team building activities, picnics, outdoor sports, and can also organize mini games and professional competitions such as content writing contest..., sharing sessions, confiding about work and life.

+ Through healthy social relationships: Ensure quality policy with customers. Ensure reasonable discount policies, correct sales quantities, after-sales policies and quality policies with agents and brands.

4.2.2.3. Improve the effectiveness of training and development

+ The author recommends that the Board of Directors should develop questionnaires and evaluation forms for employees. Employees evaluate the importance of each training need to help management determine which training needs are necessary to develop training courses in accordance with employees' aspirations.

+ It is necessary to periodically check with all employees to encourage everyone to regularly study, improve their knowledge, and improve their skills.

+ Regarding training issues, it is possible to organize training sessions and talk shows with famous people who are good in each field to share experiences as well as analyze directions for the industry, cross-professional training to develop many skills.

4.2.2.4. Create advancement opportunities for employees

+ The Board of Directors should widely publicize the basic criteria for evaluation in promotion with a clear promotion process system including requirements, standards as well as incentives for that position.

+ For vacant positions in the company, the Board of Directors should consider prioritizing internal sources,

Provide opportunities for capable and progressive workers to apply.

4.2.2.5. Improve motivation through periodic assessment of staff capacity

Stemming from the fact that some workers at Grand Nutrition Joint Stock Company evaluate the challenge level of work at the company as quite low, the reason may be because the company has not periodically re-evaluated their capabilities. staff. The author suggests that the Board of Directors can use a spider chart to evaluate the effectiveness of implementing goals by evaluating each criterion. Each axis of the chart will represent a different criterion. Building a map is done in 5 steps.

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