Policy to motivate employees to work at an organization: Survey of a State-owned economic group in Vietnam

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ARTICLE INFO	ABSTRACT
	Work motivation of employees is a factor that greatly affects the success of the organization, and affects the production and business efficiency of the Economic Group. The article aims to apply behavioral theory to explain the working motivation of employees in enterprises of the coal industry in Vietnam. To achieve the research objectives, the article uses a combination of qualitative and quantitative research methods. With 365 valid questionnaires included in the synthesis and analysis, three factors in the theoretical model of planned behavior have been identified that have a positive influence on the employee's work motivation including attitude for work, subjective norms, perception of behavioral control and the author provides some policy implications in enhancing the working motivation of workers in the coal industry in the coming time. **Keywords:** Work motivation; Behavioral theory; Workers; State economic groups; Vietnam coal industry.

1. INTRODUCTION

Work motivation of employees is a factor that directly or indirectly determines the success of the organization. Work motivation of employees is closely related to the work and the organization they work for. Personal motivation does not appear spontaneously but is created by the simultaneous movement of resources belonging to the workers themselves and their living and working environment. Labor motivation is the desire and voluntary work of employees to strive towards a certain goal or result (Nguyen Van Diem et al., 2014).

Motivation is derived from "push", which means to move, motivate, or persuade to act in order to satisfy a need. Alternatively, motivation can be explained as the action of such forces within a person that induces effort, orientation, and goal-direction stimulation (Green and Butkus, 1999). Motivation can also be defined as a person's total involvement in his or her task to perform with dedication, devotion, happiness, excitement and voluntariness (Khan, 2010). Motivation is a factor that can help their employees achieve their best results and this can only be met with the help of the right employee reward systems. Every employee of an organization needs some level of motivation other than self-motivation that can continue to motivate a person to do his or her job. It will be difficult for an organization to do its job if employees are not properly motivated. Employees have low levels of motivation, which can cause low morale and lead to conflicts in the workplace. Thus, motivation is the key factor that needs to be created among employees at the right time to achieve goals (Adams, 2001).

Researches on work motivation have been studied by many domestic and international scholars, but so far there has been a lack of research on the use of behavioral theory to explain work motivation. Meanwhile, behavioral theory has been applied to explain human intentions and behavior in many fields. According to behavioral theory, intention is the driving force behind human behavior, it predicts how much people will try to perform the behavior. In recent years, many researchers have used behavioral theory to find out different factors affecting the behavior of employees, but they have only approached the intention and behavior of sharing good knowledge employees' intention to support organizational change (Nerina L. Jimmieson et al., 2008; Alexandra P. Diethert et al., 2015; Pham Quoc Trung, 2017). The author uses behavioral theory to explain the

working motivation of workers in Vietnam's coal industry today in the context of international integration and the influence of the industrial revolution 4.0 .

Vietnam's coal industry has a history of mining over 175 years. Entering the doi moi process, in the early 1990s, Vietnam's coal industry faced difficulties and challenges such as the widespread development of illegal coal mining, which destroyed the resources and environment of the mine area. serious situation, social order and safety are complicated (Vinacomin, 2022). The total number of employees as of December 31, 2022 of the coal industry is 112,356 people, of which nearly 90% are employees working at the Coal and Mineral Industries Group (Vinacomin), the current number of employees tends to decreased from 2014 to present, due to the coal industry facing the general difficulties of the economy, moreover since 2014 the Northeast Corporation separated from Vinacomin, under the direct management of the Ministry of Defense. The average income of all employees has been improved, the average income of furnace workers in 2022 is VND 13,275 million/person-month (Vinacomin, 2022); Compared to the general level of workers in different industries, it is quite high, but compared to the effort that workers put in with the above working conditions, it is still not commensurate, so it is not attractive. labor in this profession.

Above all, the human resources of Vietnam's coal industry are limited in both quantity and quality, leading to continuous job hopping. In order for Vietnam's coal industry to continue to grow and become the national energy security, it needs support from state management agencies on mechanisms and policies, as well as the efforts of businesses. In order to ensure the reputation of partners, in addition to the policy of coal price, energy import, and socio-economic development, the State needs to improve the quality of human resources to meet the requirements in the new context. How to maintain the attachment and motivation for employees is a challenge for the coal industry in Vietnam. Personnel in the coal industry have two types of labor, indirect and direct, each type of labor has different characteristics, perceptions and behaviors, so each of these types of labor has certain effects on employees. with the business of the enterprise. Within the scope of this study, the author only focuses on clarifying the working motivation of indirect workers in Vietnam's coal industry, because it comes from the characteristics of the coal industry that direct workers work far from the center. in remote mountainous and hilly areas, moreover in the pits there is a great depth in the ground. For the sake of safety for workers, visitors, and research, the process of entering the coal furnace is very strict for people outside the business, and Vietnam's coal industry. Indirect labor works in places such as on premises, or outside the center, so customers and partners and related people can be more accessible for their goals.

2. THEORETICAL FOUNDATIONS AND RESEARCH METHODS

2.1 Behavioral theory

There are many theories to explain human behavior, but the theory that uses behavioral determination to explain human behavior must include Ajzen's Theory of Reasoned Action (TRA) and Ajzen's Theory of Reasoned Action (TRA). Fishbein (1975) and Ajzen's Theory of Planned Behavior (TPB) (1991). Behavioral theory has shown that the greater the intention, the more likely to perform the behavior. The basic content of the theory of rational and planned behavior is as follows:

The theory of rational behavior was developed by Ajzen and Fishbein in the late 60s of the 20th century and was revised open in the 70s. The theory of rational behavior argues that the most important factor determining the behavior of children. person is the intention to perform the act. Behavioral intention is the intention to perform a particular behavior. Intention is the cognitive representation of a willingness to perform a behavior. Behavioral intention is the motive that leads to the ability to perform the behavior. Ajzen and Fishbein (1975) proposed that behavioral intention is influenced by two factors: attitude towards the behavior and subjective norms related to the behavior. According to TRA, attitudes are formed by: a person's beliefs about the consequences of a behavior and his or her evaluation of these outcomes. Subjective norms are formed by: beliefs about influencers that people need to perform behaviors and motivations to conform to that influencers.

The theory of planned behavior (Ajzen, 1991) was developed on the basis of an improved theory of rational behavior. According to Ajzen (1991), the birth of the theory of planned behavior stems from the limitation of the previous theory that human behavior is due to will control. This theory has been supplemented by Ajzen

since 1991 by adding the cognitive factor of behavioral control. Perceived behavioral control reflects the ease or difficulty of performing a behavior and whether or not performance is controlled or restricted (Ajzen, 1991). The fact shows that most behaviors are more or less affected by factors such as the availability of resources or necessary opportunities (financial, time, cooperation with people). other,...). Thus, the theory of planned behavior differs from the theory of rational behavior in this factor. In this theory, Ajzen (1991) shows that intention and motivation are driven by three basic factors: (1) attitude towards the behavior; (2) subjective norm; (3) perceived behavioral control.

Attitude to behavior is an individual's positive or negative feelings about performing a certain behavior. Attitude to behavior describes an individual's level of judgment about the outcome of an action.

Subjective norms are people's perceptions of how to behave in accordance with social requirements, and are individuals' beliefs about what others think about their behavior.

Perceived behavioral control is an individual's perception of the advantages or disadvantages of performing a desired behavior. Ajzen (1991) suggested that perceived behavioral control together with behavioral intention can be used directly to describe behavior, the behavioral explanation will be more effective when adding cognitive factors. behavior control.

2.2. Background studies and research models

In recent decades, Fishbein and Ajzen's TRA (1975) and Ajzen's TPB (1991) have been widely applied in explaining human intentions and behavior. Research direction on worker behavior on the basis of behavioral theory has received the attention of scientists, such as: Nerina L. Jimmieson et al. (2008) used the theory of planned behavior to explain the intention of employees to support organizational change, or research Alexandra P. Diethert et al. (2015) mentioned the relationship of behavioral theory with the learning motivation of employees. In Vietnam, Vu Xuan Nam has conducted research on knowledge sharing behavior of employees in small and medium enterprises in Vietnam under the perspective of the theory of planned behavior; or Pham Quoc Trung (2017) simultaneously applied the theory of rational behavior and the theory of planned behavior in studying the knowledge-sharing intention of workers in Vietnam,... Thus, the Using behavioral theory in explaining the work motivation of employees is completely scientific

The theory of planned behavior (TPB) of Ajzen (1991) has shown that three factors: attitudes, subjective norms and perceived behavioral control affect people's intentions and behavior. In which, the stronger the attitude, subjective norm and perception of behavioral control, the greater the ability to perform human behavior. In TPB, Ajzen (1991) emphasized that intention is central to the theory and intention is the driving force that leads to behavior. A number of studies in the world and in the country on employee behavior have also tested the influence of 3 factors in the TPB model on employee behavior such as: sharing knowledge or supporting organizational change. Therefore, in the context of this study, the author uses the TPB model to analyze the working motivation of employees in enterprises in the coal industry in Vietnam.

Figure 1. Research model
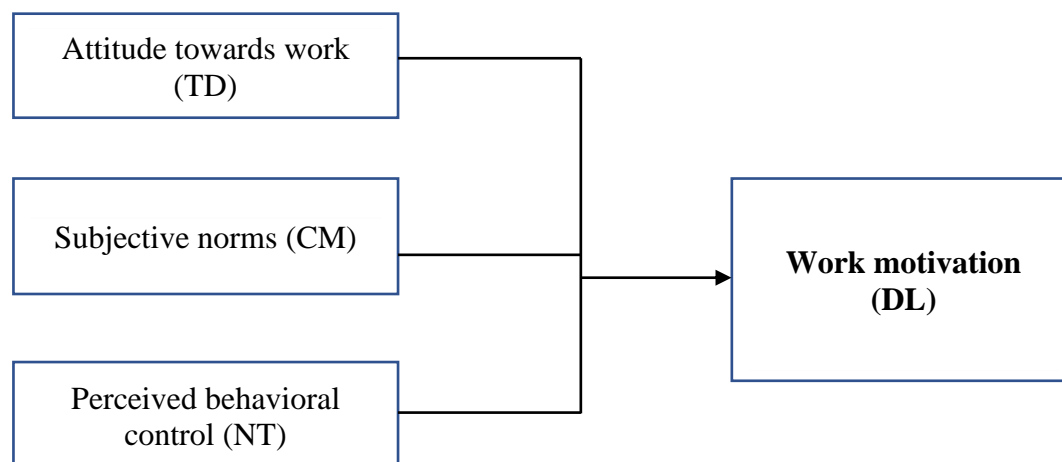
(Source: Ajzen, 1991)

Attitude towards work: intention to engage in a behavior is determined by an individual's attitude towards that behavior (Ajzen, 1991). Here, the attitude towards work is understood as the level of positive feelings of the person about their work in the enterprise.

Subjective norm: is perceived social pressure to perform or not to perform a behavior (Ajzen, 1991). In this study, subjective norm is understood as the assessment from managers and colleagues that affects the work motivation of employees.

Perceived behavioral control: is the perception of opportunity or difficulty in performing a behavior (Ajzen, 1991). In this study, perception of behavioral control is understood as referring to opportunities, tools or resources to create work motivation of employees.

Work motivation: is the desire and willingness of each employee (Lawler (1973).Work motivation is understood as the willingness to demonstrate a high degree of effort towards organizational goals. , provided that certain individual needs are satisfied according to their ability to exert themselves (Robbins, 1998).

Research hypothesis:

H_1 : *The more positive the attitude towards work motivation, the higher the work motivation;*

H_2 : *The higher the subjective norm, the higher the work motivation;*

H_3 : *The greater the perception of behavioral control, the higher the motivation to work .*

2.3 Research Methods

In this study, the author combines the use of two qualitative and quantitative research methods, specifically:

(first). Qualitative research with in-depth interview technique has explored, adjusted and supplemented observed variables to measure concepts in the research model.

- In-depth interview: The author conducts in-depth interviews with pre-prepared content with 4 groups of subjects related to the research topic: (i) Interview with representatives of state management agencies for human resources the coal industry is the Ministry of Industry and Trade managing the Vietnam Coal-Mineral Industry Group, the Ministry of National Defense managing the Northeast Corporation; People's Committee of Quang Ninh province - where the majority of enterprises in the coal industry in Vietnam are concentrated. (ii) Interviews with representatives of the Member Council of Vietnam Coal and Mineral Industries Group and leaders of the Organization and Personnel Department; representatives of leaders of Dong Bac Corporation, and Department of Personnel. (3). The representatives are leaders of a number of businesses, the Chairman of the trade union of Vinacomin and the Northeast Corporation. (4). Representatives of a number of officials, employees at enterprises of Vinacomin and Dong Bac Corporation .

- Group discussion: The author conducts a group discussion with 02 human resource management experts of Vinacomin and Dong Bac Corporation and 03 lecturers teaching human resource management at Hanoi University of Mining and Geology. . Discussion time is from 30-40 minutes/respondent and 60-90 minutes for discussion groups, with audio recording.

The results of the in-depth interview showed that the respondents understood all the meanings of the factors and believed that the three factors in the model have a bearing on the working motivation of employees in the coal enterprises in Vietnam. In addition, the scale of factors is adjusted according to the results of in-depth interviews as follows:

Table 1. Scale of variables in the model

TT	The scale	Encoding
A	**Attitude towards work**	**TD**
1	I'm always ready to leave early to finish work	TD1
2	I'm ready to take on the quest no matter the time	TD2
3	I try to find a way to complete the task well	TD3
4	I do my job without depending on others	TD4
5	I do a good job I will get a raise/bonus and promotion	TD5
B	**Subjective norms**	**CM**
6	Everyone is always treated fairly	CM1
7	People always create conditions for new people	CM2
8	My superiors listen to my opinions and respect me	CM3
9	My superiors are friendly and respectful to employees	CM4
10	My colleagues are very relaxed and pleasant	CM5
11	My colleagues and I always coordinate and are ready to share	CM6
C	**Perception of behavioral control**	**NT**
12	My contributions are always recognized by my colleagues and superiors	NT1
13	My helpful contributions will be rewarded	NT2
14	The promotion and job transfer in the company is done fairly	NT3
15	My job creates many opportunities for me to prepare for my advancement in the business	NT4
16	I get to attend training courses to work effectively	NT5
17	I am equipped with the equipment and tools to work efficiently and safely	NT6
D	**Motivation to work**	**DL**
18	I always strive for the goals of work and business activities	DL1
19	My efforts contribute to the accomplishment of the department's and the enterprise's operational goals	DL2

(Source: compiled by the author in 2024)

To assess the reliability of the scale, the author conducted a preliminary survey with a sample of 30 employees of 5 Vietnamese coal enterprises. The research results show that the interviewees fully understood the meaning of the questions and the scales were kept to conduct formal quantitative research. With the random sampling method, the minimum sample size is five times the total number of observed variables in the scale (JF Hair et al., 1998), so the minimum sample size is: 19 * 5 = 95 observations. Therefore, the author built a sample size

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of 300. To achieve the expected number of votes, the author issued 400 votes, 378 votes were collected, 22 votes were invalid, and 356 votes were included in the analysis.

3. RESEARCH RESULTS

3.1. Sample Descriptive Statistics

Statistical results of labor samples in Vietnam's coal industry are described in Table 2 as follows:

Table 2. Sample descriptive statistics results

Only pepper	Sex		Age				Academic level				Income			
	Male	Female	<30	30-40	41-50	>50	PARTNERSHIP	TC-CD	University	SHEET	<5	5-7	7-10	>10
Quantity	258	98	124	112	78	42	167	114	61	14	45	66	149	96
Ratio %	72.47	27.53	34.83	31.46	21.91	11.80	46.91	32.02	17.13	3.93	12.64	18.54	41.85	26.97
Total	**100%**		**100%**				**100%**				**100%**			

(Source: Author's survey data)

According to descriptive statistics, the number of indirect workers in Vietnam's coal industry is mainly male with the number of 258 people, accounting for about 73% of the total number of employees, the labor structure by gender is as above. suitable with the characteristics of production and business, because the coal industry is a heavy industry that needs healthy workers, indirect workers in specialized departments of mining, electromechanical, geological, and surveying. Workers under the age of 40 account for nearly 70%, because these are young, healthy and highly creative workers suitable for jobs that require technical skills in the coal industry. Qualified workers are mainly unskilled workers and workers with intermediate vocational college degrees account for 79%. The average income of indirect workers in the coal industry is about 9 million VND/person-year, which is an average income compared to the general level of society.

3.2. Evaluate the reliability of the scale

The author performs Cronbach's Alpha test to evaluate the reliability of the scale. According to Hair et al (1998), the observed variables must have Cronbach's Alpha coefficient (Cronbach's Alpha if Item Deleted) of 0.6 or higher and the correlation coefficient of the total variable (Corrected Item Total Correlation) of the observed variable. greater than 0.3.

Table 3. Results of evaluating the reliability of the scale

STT	Observed variables	Total Correlation (Corrected Item Total Correlation)	Cronbach's Alpha coefficient if the variable type (Cronbach's Alpha if Item Deleted)
1	Attitude towards work: Cronbach's Alpha = 0.765		
	TD1	.515	.702
	TD2	.623	.718
	TD3	.561	.745
	TD4	.552	.739
	TD5	.502	.657

2	Subjective norm: Cronbach's Alpha = 0.789		
	CM1	.544	.712
	CM2	.652	.745
	CM3	.531	.756
	CM4	.524	.711
	CM5	.613	.761
	CM6	.609	.709
3	Perceived behavioral control: Cronbach's Alpha = 0.801		
	NT1	.609	.789
	NT2	.612	.765
	NT3	.638	.779
	NT4	.625	.717
	NT5	.634	.778
	NT6	.661	.743
4	Working motivation: Cronbach's Alpha = 0.721		
	DL1	.489	.688
	DL2	.567	.612

(Source: Author's survey data)

The results of Table 3 show that the scales of independent variables and dependent variables in the model both have observed variables with total correlation coefficients greater than 0.3 and Cronbach's Alpha coefficients greater than 0.6. that the observed variables are closely correlated with the total variable in the model and ensure reliability.

3.3. EFA factor analysis

EFA factor analysis was performed to find out the correlation relationship between observed variables and component variables. With the sample size of the study being 356, larger than 350, the factor loading is greater than or equal to 3 to reach the convergence value (Hair et al., 1998).

Table 4. EFA . analysis results

Variable	Observe	Factor		
		1	**2**	**3**
Attitude towards job	TD1	.657		
	TD2	.712		
	TD3	.752		
	TD4	.744		
	TD5			
Subjective norms	CM1		.612	
	CM2		.623	
	CM3		.703	
	CM4		.721	
	CM5			
	CM6			
Perception of behavioral control	NT1			.667
	NT2			.762

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	NT3	.712
	NT4	.699
	NT5	
	NT6	
Motivation to work	DL1	
	DL2	

(Source: Author's survey data)

The results of Table 4 show that, the observed variables have the same loading of an independent factor and the Factor loading value is greater than 0.3. This shows that the scale of the independent variables in the model meets the requirements and can be used in the next analysis.

3.4. Hypothesis testing and regression analysis

Model interpretation level:

Table 5. Explanatory level of the model

Model	CHEAP	R²	R² correction	Error estimate	Watson coefficient
1	0.791	0.625	0.623	0.34211	1.618

a. Independent variables: TD, CM, NT

b. Dependent variable: L

(Source: Author's survey data)

Table 5 data shows that adjusted R^2 = 0.623 this means that the independent variables in the model explain 62.3% of the variation of the dependent variable. The Durbin-Watson coefficient of 1.618 shows no correlation between the residuals.

Model fit:

Table 6. Model fit (ANOVA analysis of variance)

Model	Sum of squares	Degrees of Freedom (df)	Average squared	F	Significance level (Sig)
Regression	95.912	3	31,971	273.161	, 000
Residual	57,467	352	0.117		
Total	153.379	355			

a. Dependent variable: L

b. Independent variables: TD, CM, NT

(Source: author's survey data, 2024)

The results of Anova analysis show that the F-test (Table 6) has a value of 273.161 and the significance level sig = 0.000 is less than 0.05, which shows that the linear regression model is consistent with the collected data. and this relationship ensures reliability at the 5% level of significance.

Regression analysis:

Table 7. Descriptive statistics analysis of regression coefficients

Model	Unnormalized coefficients	Normaliz ation	t	Sig.	Statistical multicollinearity _

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		Beta	Standard error	Standard coefficient Beta			Tolerance	VIF
1	Constant	-1.414	0.183		-7,738	0.000		
	TD	0.791	0.051	0.473	15.616	0.000	0.832	1.201
	CM	0.452	0.041	0.334	11,031	0.000	0.832	1.202
	NT	0.187	0.025	0.235	7.633	0.000	0.805	1.242

(Source: Author's survey data, 2024)

Table 7 data shows that the VIF value is less than 10, which indicates that there is no multicollinearity in the model. The sig values of the independent variables are all less than 0.05 and the unnormalized Beta coefficients are all greater than 0, which means that the independent variables all have a positive influence on the dependent variable. When the independent variables "attitude towards work", "subjective norms" and "perceived behavioral control" increase or decrease by one unit, the "work motivation" of employees in transport enterprises road cargo in Hai Phong increased or decreased by 0.791, respectively; 0.452; 0.187 units. On the other hand, the regression analysis results show that the hypotheses H_1, H_2, H_3 are accepted.

4. POLICY IMPLICATIONS FOR LABOR MOTIVATION IN VIETNAM'S COAL INDUSTRY

From the research results, it is shown that in order to create a good motivation for indirect workers in Vietnam's coal industry in the coming time. Policy makers need to improve some factors of "Attitude towards work", "Subjective norms", "Perception of behavioral control", managers of Vietnamese coal enterprises. The South needs to have a system of policies and management practices affecting employees.

Firstly, ensuring favorable working conditions, a safe and clean working environment, especially indirect workers at construction sites at enterprises in the coal industry in Vietnam will make employees love their work more from that works better.

Second, develop a reasonable and fair income distribution policy to ensure material life substances for workers. When employees feel that the income received is commensurate with their efforts, they will be motivated to work to serve the business. Unfair income will have a negative impact on labor motivation because then they think they are being treated unfairly. Policy makers need to have remuneration regimes that need to be maintained and improved continuously in order to increase employees' attachment to the enterprise *, which is the most important content in motivating employees. Vietnam's coal industry,* because now for indirect workers they can "jump" with other jobs in the labor market with a less toxic, less dangerous working environment at the factories. coal mining school.

Third, the policy on reward and promotion should be clear, transparent and public so that employees can always feel that their efforts will be recognized, thereby stimulating employees to devote themselves to the development of the company. enterprise.

Fourth, corporate culture is always the spiritual food for employees. Any organization that has a good cultural atmosphere there will have a high sense of solidarity, employees can easily perform their work, and they work with more enthusiasm and joy. and employees in the enterprise know how to care for each other more than in work and in life. On the contrary, no matter how good the facilities are or how high the reward and compensation policy is, it will also cause depression for employees. Therefore , business managers need to build a professional, fair, friendly corporate culture and uphold the spirit of solidarity in the enterprise, especially the corporate culture of the coal industry that has been built and developed. The development has a long history of hundreds of years, through many generations, the workers have enjoyed the good cultural spirit as it is today.

5. CONCLUSION

Research results have identified three factors that affect the work motivation of employees in Vietnamese coal enterprises, including: "attitude towards work", "subjective norms" and "subjective norms". perceived behavioral control". In which, "attitude towards work" has the highest influence with Beta of 0.791, followed

by "subjective norm" factor with Beta value of 0.452, "perceived behavioral control" has an influence. The benefit multiplied by Beta is 0.187. On the other hand, the results of this study also show that the application of behavioral theory, specifically the theory of planned behavior to explain the work motivation of employees, is completely appropriate. However, the limitation of the study is that it only studies the working motivation of indirect workers in enterprises in the coal industry in Vietnam. direct labor or research for other types of enterprises.

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