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### Creating Motivation for Employees at a Digital Technology Solutions Joint Stock Company

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#### Abstract

Needs are the material and spiritual requirements for individuals to survive and thrive, varied and diverse depending on each person's circumstances. Motivation is the internal factor that drives employees to perform tasks to achieve the highest results. At the Digital Technology Solutions Joint Stock Company, employee motivation has been applied through surveys and interviews to understand their needs. However, there is a need to improve the identification of employee needs more effectively, while maintaining and developing a conducive and safe working

environment. This helps enhance business efficiency and maintain a high-quality workforce. To leverage the positive aspects of employees, the company needs to improve a fair and scientific salary system, ensuring that the average income is increased, commensurate with qualifications, abilities, and labor productivity. To enhance the effectiveness of motivation efforts, the company needs to improve working conditions, maintain and develop a diverse corporate culture, and strengthen the role of organizations such as labor unions, Youth Union, and Women's Union.

**Keywords:** Needs, Motivation, Work Environment, Training, Corporate Culture

#### 1. Introduction

In the increasingly complex and competitive era of today, motivating employees has become a crucial factor in ensuring the success of organizations and businesses. Employee motivation is the process of stimulating, maintaining, and encouraging employees to exert their efforts and contribute fully to their work.

Employee motivation also helps improve employee retention and reduce retraining costs. However, this is a process that requires high effort and intellect from managers and leaders, including designing training programs, building a positive work environment, fair evaluation, and good social interaction. The Digital Technology Solutions Joint Stock Company (Digitechjsc), operating in the field of Information Technology, has made efforts to enhance the effectiveness of employee motivation. However, the company still faces some limitations such as inappropriate HR policies, limited budget for motivation activities, and limited employee awareness of this work.

To address these issues, I have chosen the topic "Creating Work Motivation for Employees at Digitechjsc" as the subject of my master's thesis, aiming to study and propose specific solutions to improve employee motivation at this company.

In today's era, with the labor market becoming increasingly competitive and human needs diverse, the issue of employee motivation becomes extremely important and requires thorough research. To better understand these aspects, the author has consulted several research works as follows.

Firstly, the research by Nadeem Shiraz and Majed Rashid (2011) <sup>[13]</sup> focuses on the role of advancement opportunities and leadership styles in motivating employees and their satisfaction. Additionally, Daniel H. Pink (2011) <sup>[12]</sup> in his book "Drive: The Surprising Truth About What Motivates Us" analyzes and evaluates the difference between theory and practice regarding employee motivation. Furthermore, William J. Rothwell (2018) in the book "Maximizing Employee Potential" shares practical methods and daily HR management practices.

Nguyen Thi Thu Huong (2018) and Nguyen Thuy Thu Trang (2018) in their theses on employee motivation at interior design companies have outlined specific solutions to improve work motivation for employees. Moreover, Trinh Truong Xuan (2018) with a thesis on motivating employees at Minh Anh Construction Material Company has proposed solutions to enhance employee work efficiency.

Truong Duc Thao (2021) in his doctoral dissertation analyzed the work motivation of lecturers in Vietnamese universities. Two other authors, Luong Thi Thuy and Nguyen Tuan Son (2022), researched solutions to employee motivation at the Urban Environment and Service Joint Stock Company in Viet Tri.

All of these studies highlight the diversity and importance of employee motivation methods, from financial policies, training methods to specific solutions to improve the work environment and employee motivation. However, there has been no study at the Digital Technology Solutions Joint Stock Company, where the author is interested in and chosen as the research topic.

To understand and evaluate the current situation of employee motivation at Digitechjsc, and to propose solutions and recommendations to improve the effectiveness of employee motivation at the company, the author has conducted systematic research on the theoretical basis of motivation and work motivation for employees. The article also analyzes the current situation of employee motivation at Digitechjsc. Finally, the article proposes some solutions and recommendations to enhance the effectiveness of employee motivation at Digitechjsc.

Research object: Creating work motivation for employees at the Digital Technology Solutions Joint Stock Company.

To complete the article, the author has used the following research methods: Document research method: The author has studied relevant documents such as textbooks, reference books, newspapers, journals, theses, dissertations, research papers, and practical reports of the company to synthesize the theoretical basis of the topic. At the same time, the author learned about the methods of implementing a scientific research project from previous authors. Statistical method: Collecting, processing, analyzing, comparing, and summarizing relevant data related to the process of motivating employees at the Digital Technology Solutions Joint Stock Company such as salary data, bonuses, allowances... applied by the company over the years. Interview method: Interviewing some HR officers and employees of the company about the specific content of job performance evaluation, Training & Development program, promotion procedures, artistic activities, sports, tourism... and other work motivation activities of the Company to supplement necessary information for the topic. Survey method through "Survey on the results of work motivation of employees at Digitechjsc"; The number of surveys distributed is 130 surveys for 3 groups as follows: Middle-level officers group (20 surveys), technical staff group (60 surveys), administrative staff group (50 surveys). Primary information is entered, statistical and data processed on the computer using excel software.

## 2. Theoretical Foundations of Creating Work Motivation for Employees in Enterprises

Needs are the material and spiritual requirements of individuals for survival and development, often ranging from the most basic to higher, diverse needs. Each person has different levels of needs, depending on individual and societal circumstances. This is a concept taught in the lectures of Social Psychology of Labor by Dr. Bui Thi Xuan Mai and the textbook "Organizational Behavior" by author Bui Anh Tuan.

Work motivation is the combination of internal factors such as desires and voluntary efforts of employees to work

towards achieving the organization's goals. This definition is expressed in various ways. Firstly, according to Mitchell, a former politician, motivation is the extent to which an individual desires and chooses to align their behaviors. In addition, Nguyen Van Diem believes that work motivation is the desire and voluntary efforts of employees to enhance their efforts towards achieving the goals of the organization. Associate Professor Bui Anh Tuan defines work motivation as internal factors that stimulate individuals to work in conditions conducive to high productivity. Creating work motivation is a system of policies, measures, and management techniques that impact the needs and motivations of employees to encourage them to strive for and contribute to the common goals of the organization. The definitions and understandings of work motivation are as follows:

Bui Anh Tuan and Pham Thuy Huong (2011) state that creating motivation is a system of policies, measures, and management techniques that influence employees to change their behaviors towards the goals desired by the organization. Le Thanh Ha (2009) suggests that creating work motivation involves a system of measures, policies, and organizational behaviors that impact employees to be more satisfied with their work and strive to achieve their own and organizational goals. In summary, creating work motivation is the process of optimizing the internal factors of employees and management policies to encourage them to make the highest possible effort and contribution to the organization. Thus, creating work motivation not only increases labor productivity but also enhances the satisfaction and commitment of employees to their work and the organization.

### *The content of creating work motivation in the enterprise*

In an organization, each employee has different characteristics such as professional qualifications, personality, circumstances, etc. Therefore, the organization must determine which needs are the priority for the majority of employees, categorizing the needs into groups, and then develop a reasonable work motivation plan for each categorized group.

Needs can be identified through surveys to compile a labor needs chart for each employee group, enabling the implementation of appropriate work motivation policies tailored to different groups. Additionally, the interview method is also a common approach used by many organizations to determine needs. Economic needs are always the top priority to ensure employees' survival and labor force reproduction, thereby contributing to societal material progress. Economic stimulation involves providing corresponding material benefits to meet these human needs. This is an important motivation to encourage employees to work enthusiastically, responsibly, and strive for high work efficiency. Economic stimulation includes stimulating factors such as salary, bonuses, allowances, and social welfare.

Rewards are also a method of motivating employees. Rewards not only satisfy employees' material needs but also stimulate their morale, demonstrating recognition of their contributions to the organization. Employees will feel proud and have additional motivation to work even harder.

### *Non-material tools for motivating labor*

Establishing labor standards, tasks, and job performance standards for each worker: To unleash collective strength and enthusiastic work spirit, managers should also set goals

and tasks for the workforce. One way to do this is to set survival goals, important goals that the Center needs to overcome. The tasks to be performed are: Clearly defining the operational goals of the enterprise, disseminating goals to each worker, and ensuring that workers understand those goals. Regular and fair assessment of workers' task completion levels helps them adjust their behavior to meet the organization's requirements, thereby improving their performance.

Arranging and utilizing human resources to ensure the right person for the right job. The goal is to ensure the use of human resources in line with each individual's abilities, strengths, and aspirations to increase labor productivity and motivate workers. Moreover, in modern society, workers' aspirations also need attention to motivate them in the work process. When workers are placed in positions that match their expertise and strengths, they can fully utilize their abilities, enthusiasm, and diligence in their work. Correct person-job fit ensures the achievement of the enterprise's goals. Arranging and using personnel to meet deadlines, ensuring flexibility and adaptability in labor utilization. Labor utilization must accommodate personnel changes during business operations due to retirements, resignations, transfers, etc., or in many cases, diversifying labor types to save labor costs for seasonal business activities.

The work environment and conditions are where workers must interact daily, greatly influencing work ability, health, work attitude, and work efficiency. A good work environment and conditions will make workers feel comfortable and provide them with the conditions to unleash their capabilities. Conversely, poor work environment and conditions will make workers work in a tense, insecure, physically and mentally exhausted, frustrated, and dissatisfied state. Therefore, to maintain a good working state for workers, it is necessary to provide them with a work environment with full equipment and machinery to serve their work, a workplace designed and arranged scientifically to maximize conditions for workers to perform their work. Providing adequate personal protective equipment to meet standards to protect workers' health, ensuring that workers always work in a safe environment, good health conditions, and a comfortable spirit...

#### **The current situation of factors influencing motivation at Digital Technology Solutions Corporation**

The state's labor policies have a significant impact on motivating employees in general and employees at Digital Technology Solutions Corporation in particular. In recent times, the efforts of the government and relevant departments have led to the improvement of labor laws and policies. This has instilled confidence in employees and improved their motivation. Labor laws are stipulated in Article 4 of the 2012 Labor Code, detailing the rights and obligations of employees and employers. Additionally, there are other related laws such as the 2015 Occupational Safety and Health Law, the 2014 Social Insurance Law, the 2019 Labor Law, and the 2014 Vocational Education Law.

The economic and social environment also greatly influences the motivation of employees at the company. When the economic environment becomes unstable, with economic indicators not well controlled, such as higher inflation rates, most employees will strive to maintain their jobs. The company must have stable employment policies and incentives to enhance employee motivation during such times, and vice versa.

#### **An evaluation of the general situation of employee motivation at the Digital Technology Solutions Corporation**

The Digital Technology Solutions Corporation is one of the reputable brands in the technology industry. The employee motivation policies here are diverse and flexible, aiming to enhance work efficiency and employees' lives. Basic salary and other financial policies such as bonuses, allowances, and subsidies are particularly emphasized to ensure employees' material well-being. Voluntary welfare programs such as holiday bonuses, 13th-month salaries, birthday gifts contribute significantly to boosting employees' morale and commitment. The company also creates a safe, fun, and cohesive working environment, along with professional training programs to help employees develop skills and improve their qualifications. In summary, the employee motivation policies of the Digital Technology Solutions Corporation are not only professional but also pay great attention to employees' lives and work spirit, creating an effective and friendly working environment.

Despite the achievements, an analysis of the current situation of employee motivation at the Digital Technology Solutions Corporation reveals some limitations. Specifically, the stimulation measures, both material and spiritual, are ineffective due to the unfair distribution of material benefits. The working environment is still not optimized for labor, especially in production workshops. Training and human resource development lack long-term plans and strategies, and the training selection process is inaccurate with low-quality training. The trade union has not maximized its role, lacking depth in grasping labor aspirations and protecting their rights.

These limitations persist due to the following reasons:

- The management's perception of employee needs is not unified. The company has not conducted synchronized activities to identify employee needs to develop appropriate motivational measures.
- Job analysis systems have not been widely implemented in departments, leading to unclear expectations for job outcomes and responsibilities for each position.
- Employee performance evaluations are not scientific, with inappropriate criteria and evaluation scales.
- The direction of building corporate culture based on core values, and movement activities have not been regularly implemented.
- The salary fund and budget for financial incentives and training activities are limited and not fully addressed.
- Employees' perceptions and opinions are not unified, lacking trust in the company's credibility, making them reluctant to propose job demands and rights.
- Most employees with basic education levels mainly desire material incentives, but these incentives do not provide the necessary motivation and creativity. Human resource managers are professionally competent but lack practical experience, facing difficulties in performing human resource management functions.

### **3. The Current Situation of Employee Motivation at Digital Technology Solutions Corporation**

#### ***Some general information***

The company is currently primarily engaged in sectors such as distributing electrical equipment from Schneider Electric and Clipsal, while also being a distributor for electrical equipment from brands such as LS Industrial, Mitsubishi

Electric, ABB, and providing UPS systems from brands like APC, Santak, Socomec. Additionally, the company trades in electrical cable products and provides consulting services for designing electrical systems for projects such as urban areas, high-rise buildings, and industrial plants. The company also offers power management and building management solutions, along with trading ICT and telecommunications products from international brands.

Digital Solution Joint Stock Company has a clear and efficient organizational structure. The Board of Directors and the Supervisory Board closely monitor activities to ensure compliance with regulations and laws. The Directors and departments such as Sales, Marketing, Finance, Information Technology Telecommunications, Organization - Administration, Quality Assurance, Telecommunications Technology Center, and Telecommunications Mechanical Assembly Workshop play vital roles in ensuring the company's smooth and sustainable operations.

Digital Solution Joint Stock Company is trending towards expanding its workforce, with the number of employees increasing over time. From 2020 to 2022, the total number of employees increased from 168 to 205. The majority of the workforce is engaged in the telecommunications assembly workshop (about 37.5%) reflecting the company's focus on manufacturing and trading telecommunications products. The company mainly operates in fields suitable for males such as construction, manufacturing, and automobile assembly, hence the majority of employees are male. From 2020 to 2022, the number of male employees increased from 112 to 132. Female employees have a lower proportion, accounting for about 33% of the total workforce in 2022.

The company's workforce is gradually getting younger. Employees under 30 years old make up the largest proportion (about 40%), while the company also has good support policies for long-term employees (from 40 to 50 years old, accounting for 23 - 26%). The company has seen a growth in the number of employees from 2020 to 2022. University and postgraduate degree holders make up about 25-26% of the workforce, while college graduates account for 26%, and vocational school graduates and skilled workers account for 48%. This indicates the company's need to continue investing in training to enhance employee skills. Employees with 1-5 years of experience make up the largest proportion (from 47 - 50%), while those with 5-10 years and 10-20 years of experience account for approximately 23 - 26%, contributing significantly to the company's development.

The financial report of Digital Solution Joint Stock Company shows that revenue mainly comes from activities such as providing telecommunications components, integrated network solutions and software, accounting for 70% of total revenue. From 2020 to 2022, revenue increased from 652.026 billion VND to 831.089 billion VND. After-tax profits decreased slightly from 54.105 billion VND to 51.088 billion VND in 2022, due to increased cost of goods sold and cost of goods sold. The company is facing a fiercely competitive business environment but is striving to improve business efficiency.

Through research at Digital Solution Joint Stock Company, it is evident that the company lacks measures to determine the needs of employees, primarily relying on information about employees obtained through meetings between company leaders and department heads or through annual staff conferences. Meeting minutes have very little

information about employee needs, or when actual needs are identified, they are not effectively addressed or resolved.

To identify employee needs, the author conducted a survey and investigated random needs through questionnaires with 108 employees combined with direct interviews. The company pays salaries based on time, depending on job titles and positions, in line with business efficiency and the work of each employee. This regulation is issued to ensure a fair, transparent, and competitive salary payment mechanism. The purpose is to attract and retain a team of talented employees, encourage a sense of responsibility, and enthusiasm in work. The company uses bonuses as a tool to stimulate labor, combining material rewards and spiritual encouragement for outstanding achievements. The bonus fund is allocated from the total salary fund, ranging from 5 to 6% depending on the annual business performance. Emergency bonuses are awarded to individuals or teams with outstanding achievements, exceeding planned targets.

Accurate assessment of employees' job performance is an important factor contributing to their job satisfaction, regardless of whether they are in the right field, position, as long as they perform well and are assessed correctly, they will feel satisfied. Employee satisfaction through salary work, and they all feel that the salary they receive is commensurate with the effort they put in, also means that the work of evaluating the organization's work performance is basically good. The results of the job evaluation work performance are the basis for rewarding, praising, promoting... for employees. Through the satisfaction evaluation questionnaire of employees about the company's job evaluation work performance.

A conducive and safe working environment is necessary for employees to work with peace of mind. The center organizes fire training courses and ensures a suitable working and rest regime: Working from 8 am to 11:30 am and 1:30 pm to 5 pm. The center has a canteen ensuring food safety and clean toilets. Adequate working tools such as measuring equipment, computers, telephones, printers, and air conditioners help to perform work efficiently. Social communication in the center is also important, paying attention to psychological factors to stimulate effective work.

#### ***The current situation of factors affecting motivation at Digital Solution Joint Stock Company is as follow***

The state's labor laws significantly impact the motivation of employees, especially at Digital Solution Technology Joint Stock Company. Efforts to improve these policies have fostered trust and motivation in the workplace. The rights and obligations of both employees and employers are defined in the Labor Code 2012 and related laws such as the Occupational Safety and Health Law 2015, Social Insurance Law 2014, and Labor Law 2019. Specific regulations, such as Decree 44/2017/ND-CP on social insurance contribution rates, help to operationalize and apply these policies effectively.

#### ***The company's goals and development direction include***

In recent years, Digital Technology Solutions Joint Stock Company has implemented strong development strategies by continuously expanding its production and business activities and achieving significant successes. This has been a major factor in creating trust and motivation for the company's employees. During the period 2020-2023, in addition to meeting the production needs of domestic enterprises, as an active member of the association of

telecommunications technology manufacturing companies in Hanoi, Digital Technology Solutions Joint Stock Company has collaborated with some manufacturing companies in Hanoi to export Vietnamese confectionery products to neighboring countries' markets. The company's goals and directions promise to expand its business activities and provide peace of mind for its employees regarding employment issues, contributing to improving the living standards of the company's staff.

#### ***The leadership's perspective on the issue of motivation***

The leadership's human resource management perspective is a critical factor in fostering employee loyalty and motivation. Công ty Cổ phần Giải pháp Công nghệ số, a technology equipment manufacturing company with over 200 employees, recognizes the importance of stable workforce management. Hence, the leadership has introduced new human resource management principles tailored to the company's specific needs.

The company's leadership believes that placing human talent at the core and prioritizing HR tasks are paramount. This involves attracting, nurturing, and retaining talented individuals. Particularly, the leadership's management approach emphasizes not only the skills and experience of employees but also the development of their mindset and values within the company. Notably, the rewards and penalties system for employees is based not only on job performance but also on values and culture.

The leadership's human resource management philosophy focuses on the comprehensive development of employees, encompassing both work experience and personal values. Over the years, the company has fostered an open and inclusive work environment. As a leading technology enterprise, Công ty Cổ phần Giải pháp Công nghệ số offers diverse and flexible human resource policies, with a central focus on salary policies designed to meet employees' needs and boost productivity. In addition to salaries, the company offers various financial incentives such as bonuses, allowances, and special benefits. The workplace environment is safe, well-equipped, and complies with all legal requirements regarding social insurance, health insurance, and unemployment insurance. The friendly and open working atmosphere, coupled with a focus on continuous training to enhance workforce skills, fosters creativity and sustainable development within the company.

#### **4. Some Solutions and Recommendations to Enhance Effectiveness**

##### ***Development Objectives***

The goal of Digital Solutions Technology Joint Stock Company is to become a leading technology manufacturing and trading company with high quality products in Vietnam, particularly in the Northern Central region. To achieve this goal, the company first needs to refine its human resources policies. Initially, Digitech needs to understand the needs of its employees to develop appropriate methods to meet their needs and provide motivation for them to work at the company.

Maintaining and developing human resources requires a focus on motivating employees, as work motivation is the result of efforts to implement tools and systems of policies to meet the needs of the majority of employees in the company. Enhancing the work motivation is not only the responsibility of those in charge of this task, but also the responsibility of all employees in the company. Therefore, it

is necessary to communicate the role of employees to employees themselves to help them realize their responsibilities and strive for the common development goals of the entire company.

#### ***Orientation to create labor motivation of Digital Technology Solutions Joint Stock Company***

The Digital Solutions Technology Joint Stock Company assigns and arranges tasks according to the capabilities and strengths of employees (workers), helping them to enjoy and take responsibility for their work. With a focus on enhancing the quality of motivational work and scientifically allocating labor, the company meets the job requirements of its employees. The company focuses on building a professional, modern working environment that values the role and contribution of each employee, helping them to develop, contribute, and work comfortably.

To maximize the positive aspects of employees, the company must focus on their values, needs, and personal interests. However, establishing a fair and scientific salary system is crucial, as salaries should reflect the role of stimulating employees to work diligently. Ensuring that the average income is raised annually to meet the minimum living expenses of themselves and their families, individual income must be commensurate with their qualifications, abilities, and job positions. This is to ensure social security and stability for employees. The material benefits provided by the company not only help employees alleviate life's difficulties but also foster stronger bonds with the company. Salaries and bonuses are material tools directly impacting employees. Monthly salaries are paid between the 5th and 10th of each month. Salaries are paid on time to ensure employees are not worried and can work with peace of mind. Bonuses and other material benefits are paid appropriately and accurately to the intended recipients. Digitech always aims to build stable job positions for employees. It focuses on caring for employees' spiritual lives through programs and policies that stimulate morale, such as regularly launching movements for emulation and reward, organizing team-building activities, investing in training to enhance skills and professional qualifications, improving management quality, providing opportunities for career development and advancement, and building relationships based on respect and equality among all members of the company.

#### ***Enhancing the capacity of the officers responsible for motivating employees***

To enhance the work of motivating employees, the company first needs competent officers in charge. The company should assign officers responsible for motivating employees to attend training sessions with industry experts or pursue advanced education in specialized courses on motivating employees at reputable institutions specializing in Human Resource Management. After completing the required courses, officers should reconstruct the process of identifying the needs for motivating employees to develop appropriate policies.

Organizing seminars, conferences, or knowledge exchange activities on identifying the needs of employees between senior officials and staff from the Administration - Human Resources department and invited experts.

Conducting regular examinations for officers in charge of motivating employees within the company. The examination content should cover relevant skills and expertise.

**Improving salary work**

The Digital Solutions Technology Joint Stock Company has made significant efforts and endeavors in employee salary payments. However, to better align with the current practical situation, the company should make specific adjustments as follows:

Firstly, improving labor standards. The labor standard system previously used by the company is no longer suitable for the current situation. Therefore, sometimes salaries do not fully reflect the actual quantity and quality of employees' work.

Secondly, attention should be paid to job analysis and evaluation. Improving job analysis and evaluation aims to accurately assess employees' contributions. Doing this well will make the use of new salary tools truly effective. Regarding job analysis, the company needs to have a specific and clear job description.

Thirdly, maintaining employee satisfaction and enhancing employee satisfaction with salaries within the company. This means that salary work, as mentioned above, must be carried out fairly, regularly, and must be linked to actual effectiveness.

**Improving the bonus system**

The company offers various bonuses to ensure that employees feel valued and recognize their importance to the company. In addition to bonuses on occasions like holidays and Tet (Vietnamese Lunar New Year), bonuses may also be given for diligent work attitudes, achieving set goals, and teamwork accomplishments.

To boost employee morale, it's advisable to establish specific reward policies that clearly outline the criteria for employees to receive bonuses, ensuring fairness and transparency in this process. Moreover, employees can use the bonus criteria as targets to strive for.

**Enhancing the method of identifying training needs**

Currently, the process of identifying training needs is primarily driven by departments with new hiring requirements proposing suggestions to the Administration - Human Resources department. Subsequently, the Administration - Human Resources department synthesizes proposals from various departments to develop a training plan submitted to the General Director without focusing on the development needs of existing employees. Therefore, the Digital Solutions Technology Joint Stock Company must first improve the basis for identifying training needs. These bases include:

- + Based on the company's goals and development plans for the near future, and a personnel fluctuation monitoring chart of departments to determine the number of employees to be trained and the training content aligned with the objectives.

- + Comparing the current qualifications and capabilities of employees with the job profiles needed by the company to identify the knowledge and skills that employees lack, which should be incorporated into the training content.

- + Identifying the training needs of employees to balance the company's training content with the satisfaction of employees' training and development needs.

- **Building profiles of trainees:**

- + Trainees for advanced training courses have traditionally been selected by the leadership without specific criteria. Therefore, there is currently a fairness issue within the company. The most urgent task at hand is to construct profiles of trainees.

- + Selecting employees for training based on the content of the training course to address knowledge and skill gaps relevant to the job.

- + Prioritizing training for employees with development needs and potential for advancement in the future.

- + Requiring employees who have not met performance targets to attend supplementary training to improve work efficiency.

- + To improve post-training evaluation, the company should not solely rely on post-course assessments but also gather feedback from instructors and evaluate employees' job performance after training to ensure the most accurate assessment results.

**Increase funding for motivating employees**

With the current budget, only part of the need for motivating employees can be met. To develop the company's human resources, the author suggests diversifying investment sources for motivational activities.

Regarding investment for travel and sightseeing activities, funds can be mobilized from football tournaments organized after working hours, specifically: Every Saturday afternoon, the company organizes a football tournament to raise funds. Previously, the winning team received a prize of 1,000,000 VND after each match, but now that amount will be contributed to a fund to support employees in difficult circumstances. When it comes to organizing trips and excursions, the company will allocate funds from the fund to assist less fortunate employees, such as those facing financial difficulties, for the trip. The remaining employees will receive 50% support for travel expenses, with employees covering the remaining 50% of the costs.

**Improving the working environment**

Firstly, improve working conditions for employees. To ensure that employees have a good working environment, the company needs to implement measures to enhance working conditions.

Secondly, maintain and develop corporate culture. In each enterprise, especially medium-sized ones, there are always individuals with different levels of professional expertise, cultural backgrounds, awareness, social relations, geographical regions, and cultural ideologies working together. These differences create a diverse and complex working environment.

Thirdly, promote the role of company organizations. Organizational activities are indispensable in every enterprise; they serve as a link between employees, fostering good relationships between staff and management. Therefore, the company needs to promote the role of organizations such as the trade union, youth union, women's association, and provide them with the conditions to support the spiritual well-being of employees.

Local policies and regulations where the company operates also affect labor motivation policies and activities. Therefore, to facilitate the company's operations and development, and to ensure that motivation efforts are most effective, local authorities should:

Firstly, establish policies and regulations that ensure the rights and benefits of enterprises, such as land policies, planning, and investment.

Secondly, facilitate the company's motivational activities through its own welfare programs like organizing sports events and cultural programs by providing venues, budget sponsorship, and security support.

Thirdly, reduce and eventually eliminate complex, administrative, and rigid regulations in favor of more open, flexible mechanisms that encourage business development. Fourthly, regularly hold seminars and exchanges to allow businesses operating in the area to frankly share their opinions, thereby adjusting policies to better suit their needs. The Digital Technology Solutions Joint Stock Company needs to perform the function of representing and protecting the legal rights of workers. Simultaneously, the company should maintain its role in participating in management, inspection, and supervision of the implementation of state policies and laws. This includes monitoring the implementation of the company's rights and obligations, such as overtime control policies and policies for female workers with children under 36 months, to protect workers and attract future labor in today's highly competitive labor market.

## 5. Conclusion

Through the process of researching both the theoretical aspects and the practical situation of motivating employees at the Digital Technology Solutions Joint Stock Company via the topic "Motivating Employees at the Digital Technology Solutions Joint Stock Company," the study has affirmed that human resources are the decisive factor in the development and success of any enterprise. Therefore, businesses need to continuously improve their employee motivation activities to attract and retain talent.

The work of motivating employees at the Digital Technology Solutions Joint Stock Company is systematically detailed into three chapters in this research report. This helps readers easily understand and identify the differences in the company's employee motivation efforts compared to other enterprises. Despite considerable efforts in the research process, due to time constraints, the primary data collection process, and personal limitations, the study still has many shortcomings. Therefore, I sincerely look forward to receiving valuable feedback from teachers and peers to improve my thesis.

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