Factors Affecting the Working Motivation of Employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (Sevt)

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ARTICLE INFO	ABSTRACT
	This study was conducted to identify and evaluate the factors that affect the work motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT). The research data was collected from 350 employees working in SEVT's workshops and departments. Quantitative research methods have been used, including descriptive statistics, scale reliability testing, exploratory factor analysis (EFA), correlation analysis, and multiple linear regression. The results of the study indicate that there are 5 main factors that affect work motivation, including: (1) Nature of work; (2) Income and benefit; (3) Recognition; (4) Direct leadership; and (5) Colleague **Keywords:** Work motivation, Influencing factors, SEVT

Introduction

Currently, the impact of the market economy along with the trend of deep and strong integration has created an increasingly competitive environment among businesses. In order for businesses to survive and develop sustainably, in addition to capital to ensure business activities, adequate infrastructure, modern technology, and high-quality products and services, the quality of human resources and the efficiency of using human resources are considered one of the key factors determining the success or failure of enterprises. The problem is how to satisfy the material and spiritual needs of employees, and employees enjoy benefits commensurate with what they have contributed to the business. When solving this problem, businesses will create a motivation to motivate employees to work enthusiastically, improve labor productivity, be ready to dedicate their best, be loyal, stick for a long time and strive for the development of the business.

In 2013, Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) was established. This is an important milestone for Samsung Vietnam, as well as a memorable milestone in the industrialization process of Thai Nguyen province. SEVT factory has developed into the main base of the mobile phone project, producing the main components and supplying to manufacturing factories around the globe, such as metal frame production in 2014, 3D glass in 2015, FTG ultra-thin glass specializing in folding phones in 2021. From 2013 to now, Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) has always been the unit with the largest revenue and contribution to export turnover in Samsung Group in Vietnam. In 2024, the revenue of Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) will reach about 22.9 billion USD, and the profit will be 1.44 billion USD. Up to now, SEVT contributes to economic development, the appearance of Thai Nguyen province in particular and Vietnam in general.

Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) has about 65,000 employees working in parts such as assembly, office, etc. However, the productivity and work efficiency of a large part of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) still have some limitations, and there is still a situation of quitting or applying for a department transfer. Although, over the years, Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) has implemented many policies and measures to motivate employees, but the

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efficiency achieved is still not high. From the above reasons, the article "Factors affecting the working motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT)" aims to identify the influencing factors and the extent of their impact on the working motivation of SEVT employees. On that basis, giving management implications contributes to improving work motivation for employees.

Literature Review

The relationship between nature of work and work motivation of employees

Kovach (1987) said that an interesting job is one that presents diversity, creativity, challenges, and creates opportunities to use and promote personal skills and abilities. According to Oldham (1976), the work model, if properly designed, motivates employees from within, creates general satisfaction, and creates work efficiency. In addition, the job must use many different skills, create interesting and challenging tasks, and employees need to have some decision - making power. Kivimäki (1995) concludes that employee motivation is related to diversity at work. Specifically, employees who perform diverse jobs will be more motivated to work than those who do repetitive work. Tran (2015) shows that the more interesting the work, the more the employees will become enthusiastic and interested in focusing on the work. According to Hadi (2010), zero - order correlation demonstrated a positive and substantial association between numerous employment features, work motivation, and job satisfaction. Multiple regression analyses demonstrated that work characteristics were important predictors of intrinsic motivation, extrinsic motivation, and job satisfaction. Sultan (2012) shows employee motivation and job characteristics are inextricably linked. According to the findings, an appropriate combination of the five core job characteristics of skill variety, task identity, task significance, autonomy, and feedback can help organizations motivate and satisfy their employees.

Therefore, the study proposes the hypothesis:

H1: Nature of work has a positive effect on work motivation of employees

The relationship between income and benefit and work motivation of employees

Income is considered a factor that plays a huge role in promoting the impact on employee motivation (Kovach, 1987). In the study by Lindner income is ranked as the second factor in the factors affecting employee's work motivation. Ho (2021) has also shown the importance of salary by quantitative research and Salary is the 2nd factor among the 5 factors that motivate employees to work. Vu (2017) refers to the amount paid to employees, as well as employees' perceptions of pay equality and the pay mechanisms used to divide wages among employees is effect to staff's motivation.

Therefore, the study proposes the hypothesis:

H2: Income and benefit has a positive effect on work motivation of employees

The relationship between recognition and work motivation of employees

According to Asaari (2019), recognition is the admission of an individual's professional competence, talent, and experience in the organization. Recognizing employees' creativity, dedication, innovation, and improvement of processes and ways of working is a morale booster, making them feel they have made an important contribution to the organization, and creating opportunities for advancement. Brun (2008) shows that most employees have a desire to be recognized by their managers, colleagues, and customers. This need has been recognized by workers, and partly by social and organizational contexts. According to studies, recognition works best in businesses that have a strong culture of support, understand psychology, and apply reward concepts to employees, therefore encouraging their working spirit and accomplishing numerous great successes in their careers (Nasina Mat Desa, 2019). According to Andriotis (2018) theory, employee appreciation in the workplace is highly essential in the culture of any organization. Outstanding employees can be rewarded with a public commendation in front of all colleagues, or they can be rewarded with something as simple as a "thank you" email for their efforts or a warm welcome at work. Employee recognition has become an essential component of organizations' HR strategy, according to the thesis of Bartlomiejczuk (2015), and plays an important role in boosting contributions as well as cohesiveness among members

at work. While recognition is not a new issue, it has become more strategic with the introduction of a program that links recognition to corporate objectives and desired behavior.

Therefore, the study proposes the hypothesis:

H3: Recognition has a positive effect on work motivation of employees

The relationship between direct leadership and work motivation of employees

Transformational leadership styles encourage creativity, personal growth, and inspiration, contributing to increased productivity and motivation (Daumiller, 2020). According to Deci (2000), within the framework of Self-Determination Theory, the role of leadership is expressed through the creation of a work environment that supports the basic psychological needs of employees such as autonomy, competence and social connection, thereby improving work motivation. Judge (2004) analysis also confirms that factors such as personal recognition, clear goal setting, and support from leadership are strong predictors of work motivation and career satisfaction. The protection of employees' interests is also an important factor (Nguyen, 2022). In contrast, authoritarian leadership reduces work motivation due to excessive control, while supportive leadership focuses on listening and problem-solving, promoting positive relationships and work motivation (Collie, 2023)

Therefore, the study proposes the hypothesis:

H4: Direct leadership has a positive effect on work motivation of employees

The relationship between colleague and work motivation of employees

Research by Sabri (2019) concluded that an organization with a good employee relations program provides fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the company. Employees stated that having a good relationship with the employer helps to motivate them in doing their work. Tran (2015) had come to the conclusion with the idea is the results drawn from the study show that only four have a significant impact on employee motivation, including salary and financial compensation, training opportunities. and development, leadership style, relationships with colleagues. Nguyen (2021) with her research came to the conclusion with the main idea that employees will feel more at ease if they have a positive working relationship with their coworkers and are valued. One of the four results of Setiyani (2019) study was: "Employee motivation has the impact of moderating the link between work settings and employee engagement

Therefore, the study proposes the hypothesis:

H5: Colleague has a positive effect on work motivation of employees

Conceptual Framework

Motivation is an important topic in organizational research and is also central to the understanding of individual and organizational behavior (Chala, 2022). The concept of motivation is defined and articulated in various studies. According to Tran (2022), motivation is understood as a person's desire and willingness to achieve a specific goal or result. Pham (2022) said that motivation is the motivation inside a person who stimulates that individual to do something at a target level to meet certain needs or expectations.

Motivation can also be understood as the desire and voluntariness of human beings to increase their efforts to achieve a specific goal or result and is a psychological process that motivates and maintains the actions of individuals in relation to their work, tasks or organizations (Nguyen, 2022). Therefore, the motivation factor is very important in an organization and business, especially work motivation. Work motivation is one of the keys to promoting commitment at work. Motivation at work can be formed by hobbies, and the more interested you are in your work, the more motivated you will be (Nabahani, 2020). When employees are motivated to work, they will be encouraged to move forward and work hard to achieve their goals, improve work efficiency, maintain work morale, and behave in the work environment.

Based on the developed hypotheses, the author proposes a research model as follows:

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Figure 1 *Conceptual Framework*
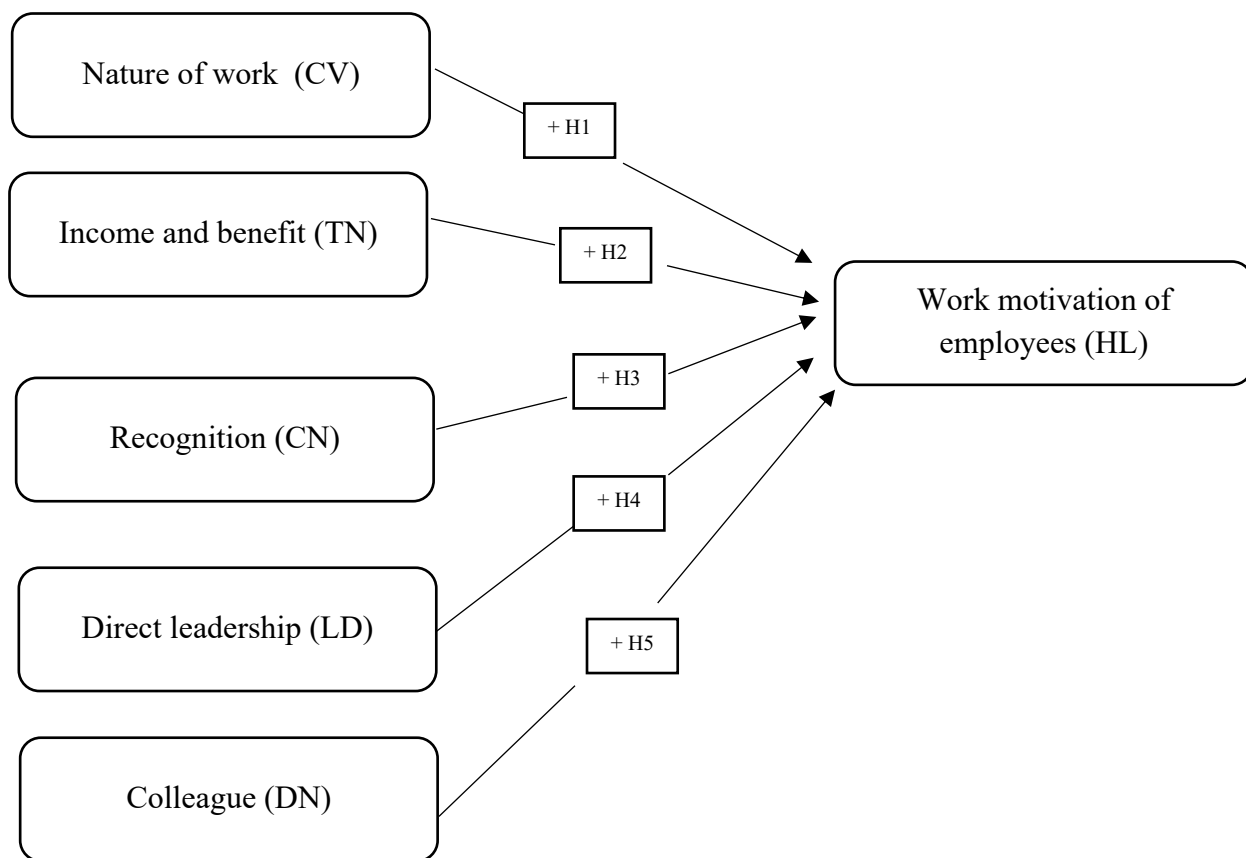
The study variables measured using the 5-point Likert scale are shown in Table 1.

Table 1 *Variables in the model*

Encode	Item
CV1	My work is fun and requires creativity
CV2	My job requires a combination of skills
CV3	My current job matches my personality and abilities
CV4	Work is not too stressful for me
CV5	I am assigned appropriate powers corresponding to my responsibilities at work
TN1	My current income is in line with my contribution
TN2	The income I receive at SEVT is competitive with other companies
TN3	I was rewarded fairly and deserved for my achievements
TN4	SEVT has a diverse and attractive welfare system
TN5	The income level in SEVT is clearly explained
CN1	I am often praised for completing the target
CN2	My contribution to the development of the Company is recognized by everyone

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CN3	The company has a timely, clear, fair and public reward and recognition policy
CN4	My colleagues and I are recognized for our contributions to our work
LD1	Leaders always respect and treat employees fairly
LD2	I am always helped, consulted, and guided by leaders when needed
LD3	Leaders are always tactful and delicate when they need to criticize me
LD4	I learned a lot from the leader
LD5	Leaders protect my reasonable interests
DN1	My colleagues are very friendly, willing to share and support me at work
DN2	I get to work with colleagues who have good abilities
DN3	I was always considered a member of the work team
DN4	I always receive comments from colleagues openly and sincerely
HL1	I've always been interested in doing my current job
HL2	I usually work in the best mood
HL3	I have always received the respect of society for my profession

Research Questions

This study aims to find questions for specific questions such as the following:

Firstly, how does the nature of work affect the motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT)?

Secondly, how do income and benefit affect the working motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT)?

Thirdly, how does recognition affect the working motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited?

Fourthly, how does direct leadership affect the working motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited?

Fifth, how does colleague affect the work motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited?

Methodology

Design

This study was conducted based on a questionnaire system. The questionnaire is designed to find out the attitudes and views of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) towards the issue of work motivation. The questionnaire is designed to consist of 2 main parts. The first part includes general information about the surveyed subjects. The second part is questions to assess the impact of the nature of work, income and benefit, recognition, direct leadership and colleague on the work motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT)

Sampling

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To determine the sample size, this study inherits the perspective of Hair et al. (2010). According to Hair et al. (2010), the minimum sample size must be at least 5 times the observed variables. In this study, the authors used 26 observational variables. Therefore, the minimum sample size is 130. The author has taken samples according to a sampling method that is convenient for After the survey period, the author collected 350 votes, larger than the minimum sample size, ensuring the representativeness of the sample. In particular, specific information about survey participants is shown in Figure 1 and Figure 2. In terms of gender, there are 105 people (accounting for 30%) for men, 245 people for women (accounting for 70%). In terms of age, there were 187 people under the age of 30 (accounting for 53.4%). There are 112 people aged from 30 to under 45 (accounting for 32%). There are 51 people over the age of 45 (accounting for 14.6%)

Figure 2 *Gender statistics*
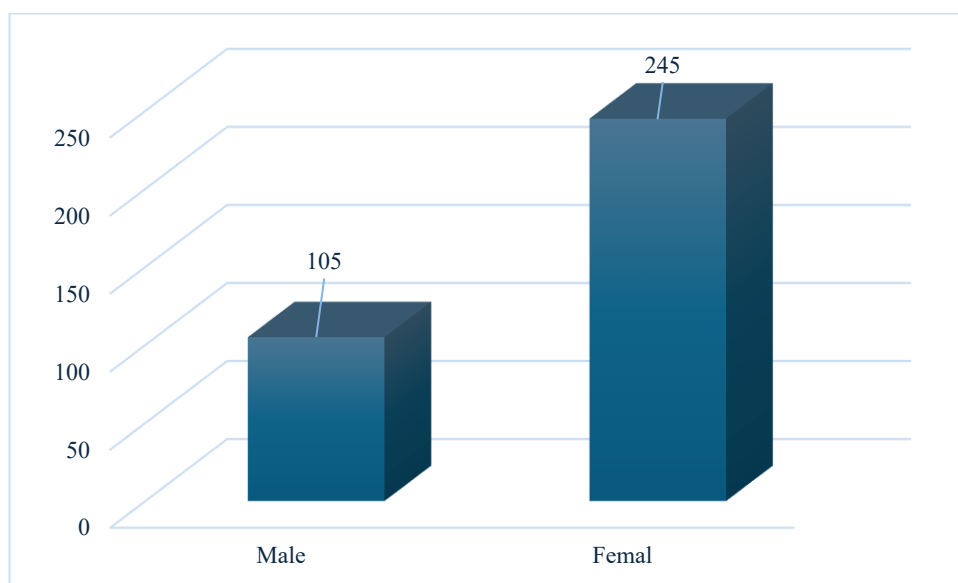
Figure 3 *Age Statistics*
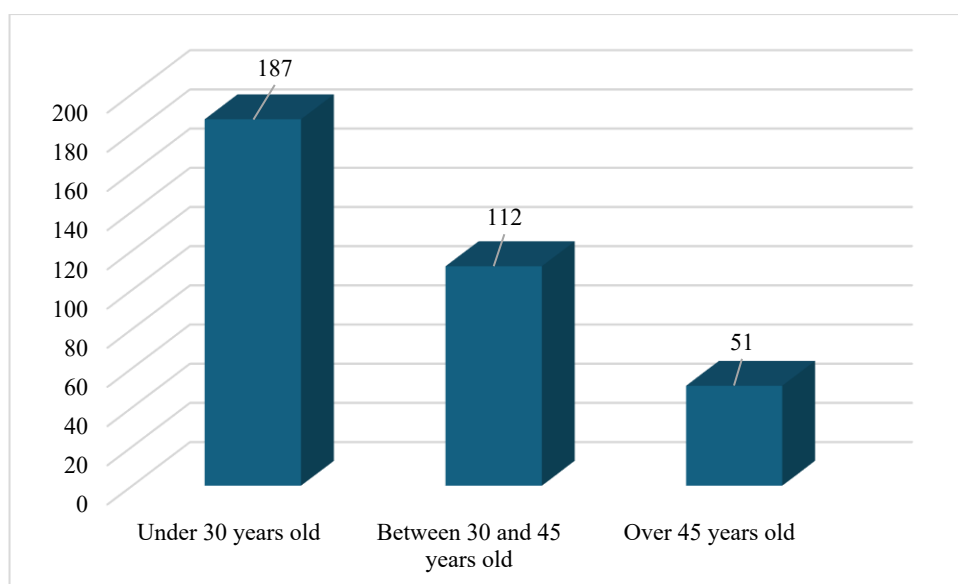
Data Collection and Instruments

The questionnaire was randomly sent to employees of Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT). This study conducted the survey in person and online via email in June and July 2025.

The questionnaire is designed according to strict guidelines for drafting survey questions and is built according to standards that comply with the requirements (Schutt, 2012). The questionnaire focused on the comments of employees at SEVT about the factors affecting the motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT). The measurement factors are through a 5-level Likert measurement: (1) – Completely disagree; (2) - Disagree; (3) – No opinion; (4) – Agree; (5) – Completely agree

The questionnaires were tested for special defects. This process was carried out outside the study area through a team of workers at SEVT who had a sample standard similar to the study. The answers were tested using the Alpha Chronbach measurement with the aim of improving reliability.

Data Analysis

The data was carried out through fundamental analyses such as statistics, Cronbach's alpha reliability assessment, EFA factor analysis, and linear regression from the data collected through a survey of 350 employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT)

Results and Discussion

Cronbach's alpha reliability assessment

The reliability test results of the scale are shown in Table 2. The reliability of the variables observed on the CV, TN, CN, LD, DN scales all have an Alpha Cronbach coefficient > 0.6; The total variable correlation coefficients of the variables observed in CV, TN, CN, LD, DN > 0.3. Therefore, these scales are satisfactory for further analysis in the following steps.

Table 2 *Quality test results of scales using the Cronbach Alpha coefficient*

No	Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Scale Mean if Item Deleted
1	CV1	15.65	9.753	.689	.830	.861
2	CV2	15.65	10.115	.663	.836	
3	CV3	15.81	10.482	.679	.833	
4	CV4	15.88	10.039	.695	.828	
5	CV5	15.80	10.185	.670	.834	
6	TN1	12.54	9.544	.679	.818	.851
7	TN2	11.88	9.754	.562	.847	
8	TN3	12.51	9.311	.694	.813	
9	TN4	13.35	8.744	.701	.811	
10	TN5	13.38	9.009	.686	.815	
11	CN1	10.72	5.360	.585	.754	.795

12	CN2	11.34	5.319	.621	.736	
13	CN3	11.39	5.287	.631	.731	
14	CN4	10.78	5.351	.585	.754	
15	LD1	13.37	8.915	.600	.837	
16	LD2	13.87	8.708	.674	.819	
17	LD3	13.82	8.765	.674	.819	.852
18	LD4	13.87	8.563	.712	.809	
19	LD5	14.59	7.864	.672	.822	
20	DN1	11.93	4.437	.553	.723	
21	DN2	11.15	4.853	.585	.706	
22	DN3	10.45	4.696	.587	.703	.768
23	DN4	10.51	4.646	.556	.719	
24	HL1	6.97	1.755	.785	.822	
25	HL2	6.94	1.770	.750	.854	.883
26	HL3	6.92	1.793	.783	.825	

EFA factor analysis

After testing the reliability of the 23 scales, the study proceeded to conduct an exploratory factor analysis with the 23 scales mentioned above.

Table 3 *KMO and Bartlett's Test*

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.881
Bartlett's Test of Sphericity	Approx. Chi-Square		3282.571
		df	253
		Sig.	.000

The criteria for applying and selecting variables for EFA analysis include: the Bartlett criterion and the KMO coefficient used to assess the suitability of EFA. In Table 3, we have KMO = 0.881 satisfying the condition of 0.5 < KMO < 1, indicating that the exploratory factor analysis is appropriate for the actual data. Sig. = 0.000 < 0.05 indicates that the variables are related to each other, so the study can perform EFA. The results from KMO and Sig show that the research data are suitable for EFA. Perform factor analysis by Principal components with Varimax rotation. The results of Table 4 show that there are 5 factors cited based on the Eigenvalues criterion greater than 1. Thus, these 5 factors best summarize the information of the 23 observed variables included in EFA or can be understood as the 23 initial observed variables grouped into 5 groups. The total variance extracted by these 5 factors is 63.149% >50%. Thus, the 5 factors cited explained 63.149% of the data variation of the 23 observed variables involved in EFA.

Table 4 *Total Variance Explained*

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.068	26.383	26.383	6.068	26.383	26.383	3.210	13.956	13.956
2	3.492	15.182	41.565	3.492	15.182	41.565	3.193	13.883	27.839
3	1.813	7.884	49.449	1.813	7.884	49.449	3.188	13.862	41.700
4	1.709	7.432	56.880	1.709	7.432	56.880	2.518	10.948	52.648
5	1.442	6.268	63.149	1.442	6.268	63.149	2.415	10.500	63.149
6	.717	3.118	66.266						
7	.652	2.834	69.100						
8	.636	2.765	71.865						
9	.628	2.730	74.596						
10	.557	2.421	77.017						
11	.535	2.327	79.344						
12	.524	2.277	81.621						
13	.495	2.152	83.773						
14	.468	2.035	85.808						
15	.449	1.954	87.762						
16	.406	1.765	89.526						
17	.388	1.686	91.213						
18	.368	1.601	92.813						
19	.359	1.560	94.373						
20	.345	1.498	95.871						
21	.334	1.452	97.324						
22	.317	1.379	98.702						
23	.298	1.298	100.000						

Extraction Method: Principal Component Analysis.

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Table 5 presents the matrix of rotated factors as follows:

Table 5 *Rotated Component Matrix*[a]

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
TN4	.802				
TN5	.795				
TN3	.784				
TN1	.765				
TN2	.676				
CV4		.806			
CV1		.772			
CV3		.760			
CV5		.734			
CV2		.725			
LD4			.810		
LD2			.782		
LD3			.767		
LD1			.749		
LD5			.749		
CN4				.758	
CN3				.752	
CN1				.735	
CN2				.734	
DN2					.773
DN3					.747
DN1					.736
DN4					.720

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

The results of the group of factors are as follows:

Group 1 consists of variables: TN4 (SEVT has a diverse and attractive welfare system), TN5 (The income level in SEVT is clearly explained), TN3 (I was rewarded fairly and deserved for my achievements), TN1 (My current income is in line with my contribution), TN2 (The income I receive at SEVT is competitive with other companies) (factor load factor from 0.676 to 0.802). This group of factors is called income and benefit.

Group 2 consists of variables: CV4 (Work is not too stressful for me), CV1 (My work is fun and requires creativity), CV3 (My current job matches my personality and abilities), CV5 (I am assigned appropriate powers corresponding to my responsibilities at work), CV2 (My job requires a combination of skills) (factor load factor from 0.725 to 0.806). This group of factors is called the nature of the work

Group 3 consists of variables: LD4 (I learned a lot from the leader), LD2 (I am always helped, consulted, and guided by leaders when needed), LD3 (Leaders are always tactful and delicate when they need to criticize me), LD1 (Leaders always respect and treat employees fairly) , LD5 (Leaders protect my reasonable interests) (factor load factor from 0.749 to 0.810). This group of factors is called direct leadership

Group 4 consists of variables: CN4 (My colleagues and I are recognized for our contributions to our work), CN3 (The company has a timely, clear, fair and public reward and recognition policy), CN1 (I am often praised for completing the target), CN2 (My contribution to the development of the Company is recognized by everyone) (factor load factor from 0.734 to 0.758). This group of factors is called recognition

Group 5 consists of variables: DN2 (I get to work with colleagues who have good abilities), DN3 (I was always considered a member of the work team), DN1 (My colleagues are very friendly, willing to share and support me at work), DN4 (I always receive comments from colleagues openly and sincerely) (factor load factor from 0.720 to 0.773). This group of factors is called a colleague.

In table 6 of the results of the correlation phenomenon, the sig tested the Pearson correlation between the 5 independent variables CN, TN, LD, DN, CV with the HL dependent variable all less than 0.05. Thus, there is a linear relationship between these independent variables and dependent variables.

Table 6 *Correlation results between variables*

		CN	TN	LD	DN	CV	HL
CN	Pearson Correlation	1	.458**	.123*	.101	.374**	.330**
	Sig. (2-tailed)		.000	.022	.059	.000	.000
	N	350	350	350	350	350	350
TN	Pearson Correlation	.458**	1	.059	.135*	.331**	.302**
	Sig. (2-tailed)	.000		.274	.012	.000	.000
	N	350	350	350	350	350	350
LD	Pearson Correlation	.123*	.059	1	.368**	.359**	.578**
	Sig. (2-tailed)	.022	.274		.000	.000	.000
	N	350	350	350	350	350	350
DN	Pearson Correlation	.101	.135*	.368**	1	.316**	.652**
	Sig. (2-tailed)	.059	.012	.000		.000	.000
	N	350	350	350	350	350	350
CV	Pearson Correlation	.374**	.331**	.359**	.316**	1	.623**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	350	350	350	350	350	350
HL	Pearson Correlation	.330**	.302**	.578**	.652**	.623**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	350	350	350	350	350	350

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Linear Regression Models

According to Table 7 data, the value of R^2 = 0.700 shows that the regression model explains 70.0% of the change in the working motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) through 5 independent variables: nature of work; income and benefit; recognition, direct leadership, colleague. This reflects that the model has a fairly good level of explanation in the context of social research. A calibrated R^2 value = 0.696 indicates that the model still maintains its relevance when adjusted for the number of variables, avoiding overestimation due to adding more variables to the model. The Durbin-Watson index of the research model = 1,751~2, so the model has no autocorrelation

Table 7 *Results of multiple regression analysis*

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. Change	F Durbin-Watson
					Change Statistics					
1	.837[a]	.700	.696	.35701	.700	160.456	5	344	.000	1.751

a. Predictors: (Constant), DN, CN, LD, TN, CV

b. Dependent Variable: HL

The results of the inspection of the significance level shown in Table 8 are as follows:

Table 8

ANOVAa Analysis Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102.257	5	20.451	160.456	.000[b]
	Residual	43.846	344	.127		
	Total	146.103	349			

a. Dependent Variable: HL

b. Predictors: (Constant), DN, CN, LD, TN, CV

The value of F = 160.456 with Sig. = 0.000 < 0.05, it can be concluded that the model given is in line with the actual data. In other words, the variables CV, TN, CN, LD, DN have a linear correlation with the HL variable with 95% reliability. The results of the analysis of the regression coefficients of the model are shown in Table 9.

Table 9

Regression of the model

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations	Collinearity Statistics

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		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-.459	.149		-3.082	.002					
	CV	.268	.029	.324	9.191	.000	.623	.444	.271	.703	1.423
	TN	.066	.029	.077	2.257	.025	.302	.121	.067	.754	1.326
	CN	.083	.030	.096	2.774	.006	.330	.148	.082	.733	1.364
	LD	.261	.030	.290	8.747	.000	.578	.427	.258	.793	1.261
	DN	.395	.030	.423	12.972	.000	.652	.573	.383	.822	1.217

a. Dependent Variable: HL

The results show that the variables CV, TN, CN, LD, DN have a Sig. value of < 0.05, so these variables have a significant correlation with the working motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) with 95% reliability. According to Table 9, the independent variables all have VIF < 2 variance magnification factors, without multilinearity. Multiple linear regression analysis to examine the impact of factors on the working motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT). The regression results showed that the variables: nature of work; income and benefit; recognition, direct leadership, colleague all had a positive impact on the working motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT). The working motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) will increase if this factor is met. Therefore, in order to motivate employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT), these factors need to be further improved. From the analysis results, the regression equation estimates the factors affecting the working motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) as follows:

$$HL= 0.268*CV + 0.066*TN + 0.083*CN + 0.261*LD+ 0.395*LD - 0.459 +\varepsilon$$

The Beta value indicates the importance of the independent variable to the dependent variable. Table 8 shows the degree of influence between the 4 independent and dependent variables. Of the 5 variables mentioned above, based on the Standardized Coefficients Beta coefficient, the enterprise variable has the strongest impact on employee motivation, followed by the CV, LD, CN variables and finally the TN variable

Conclusion

The results of the study show that the following factors: nature of work, income and benefit, recognition, direct leadership and colleague all have a positive impact on the working motivation of employees at Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT). Applying the theoretical model to practice, the author proposes some solutions from the research results as follows:

Firstly, for the factors belonging to the nature of the work, Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) needs to design the right work, assign work in accordance with the capacity of the employees so that they are motivated to work. In particular, the job title is clear, the work is handled according to the process and regulations, it is necessary to have a number of specific goals to guide the workforce to achieve that goal. At the same time, Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) always gives employees the opportunity to show their creativity and contribute more in their work such as through undertaking useful initiatives and improvements; creating conditions for employees to develop their expertise and professional skills through knowledge sharing activities initiated and organized in the Company's environment.

Secondly, Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) needs to implement a reasonable salary and welfare policy to create leverage to stimulate employees to always strive at work. Regarding the salary and bonus policy, Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) needs to pay additional salaries to employees in accordance with their working results and efficiency brought to the Company. In addition, the

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Company researches to add in detail and clearly to the regulations the content of the conditions for being considered for an unexpected salary increase or an early salary increase to create motivation for employees to strive for high achievements in labor and production. The company should increase the level of support for accommodation costs for employees on duty on weekly holidays, holidays, Tet or business trips; supplementing and increasing the level of support for employees and their families in difficult circumstances and sickness. Regularly organize cultural and sports exchange movements, contests, entertainment activities, tourist trips.

Third, Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) needs to pay attention to recognition through fair and reasonable employee evaluations. The company must have clear and specific evaluation criteria and quantify as many indicators as possible. At the same time, the Company must communicate and help employees understand the principles and criteria when evaluating so that they understand, voluntarily evaluate correctly and honestly their work results. The company is interested in building and seriously implementing the process of appointing managers because the professional capacity and ethical qualities of this direct leader will determine fairness in their attitude and fairness in issuing or implementing their decisions.

Fourth, Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) needs to focus on building an appropriate leadership style to limit factors that have a negative impact and create more factors that have a positive impact on work motivation. Leaders need to eliminate factors that can suppress the motivation of employees , such as: creating a stressful working atmosphere; setting unclear requirements for employees; drafting too many unnecessary regulations to force employees to implement; criticizing rather than constructive suggestions; making concessions to individuals who work inefficiently, unfair treatment of employees and employers who are not suitable for their qualifications... At the same time, the Company's leaders need to create more factors that can motivate them to work, helping employees promote their abilities.

Fifth, Samsung Electronics Vietnam Thai Nguyen Company Limited (SEVT) needs to build good collegial relationships to improve employee motivation and efficiency. The company needs to create a happy working atmosphere, the team has a harmonious combination, everyone must get along with each other; at the same time, uphold the sense of responsibility and enthusiasm of each person for work, friends, colleagues and unit leaders. The company needs to build a solidarity team, unify the will, always have the spirit of mutual affection and colleagues must know how to care and help each other to make progress in work and life. The company needs to build a strong, honest and reliable team at work and build the trust of employees in leaders and organizations.

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