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Factors Affecting Work Motivation of Workers In Industrial Parks in Hanoi, Vietnam

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ABSTRACT: This study investigates the determinants of work motivation among employees in industrial parks within Hanoi, Vietnam. Integrating classical motivation frameworks, such as Herzberg's Two-Factor theory and Vroom's Expectancy theory, the research examines a comprehensive model comprising factors: Wages and Benefits, Trade Union Activities, Working Conditions, Employment Links, Recognition, and The Job Itself. Utilizing a quantitative approach, data were gathered from manual workers across various industrial zones. The findings reveal that all identified factors exert a significant and positive influence on work motivation. Specifically, the results highlight that beyond traditional economic incentives, the active role of trade unions and the quality of labor relations serve as vital motivators in the regional context. Based on these outcomes, the study provides strategic recommendations for enterprises to enhance worker engagement and productivity by balancing material rewards with improved social welfare and organizational support. This research offers valuable insights for managers and policymakers aiming to foster a committed workforce in a transitioning economy.

KEYWORDS: Work motivation, Industrial parks, Hanoi, Trade Union, Wages and Benefits, Quantitative research.

1. INTRODUCTION

In the current era of global economic integration, human resources are considered a strategic asset that determines the competitive advantage of any organization. For enterprises, especially those in the manufacturing sector, workers are the primary source of labor productivity and operational efficiency. However, maintaining and fostering work motivation remains a significant obstacle for many businesses. Motivation is defined as the internal impulse that drives individuals to willingly address organizational problems and achieve collective goals. According to Bedeian (1993) and Mathis et al. (2002), motivation is the will to achieve accomplishments, thereby contributing directly to the success of the organization.

The study of work motivation has long been a focal point of academic research, with foundational theories established by Maslow (1943), Herzberg (1959), McClelland (1961), Vroom (1964), and Locke (1964). These scholars emphasized that motivation arises from the interaction between individual needs and the organizational environment. In the context of developing economies, recent studies by researchers such as Dung (2015) and Hanh (2021) have further explored how these factors manifest in the Vietnamese labor market.

Despite the extensive literature, the motivation of workers in industrial parks (IPs) in Hanoi presents unique challenges that require deeper investigation. According to the General Statistics Office (GSO), while the average monthly wage for workers in Hanoi's businesses is approximately 10.4 million VND, blue-collar workers in industrial zones often earn only around 5.3 million VND. This low-income level makes "Wages and Benefits" a critical hygiene factor, as workers heavily depend on their pay to maintain their standard of living. Furthermore, the rapid growth of industrial zones in Hanoi has created complex labor relations, involving both vertical relationships with superiors and horizontal peer support.

Notably, recent labor reforms and shifts in the social landscape have highlighted the vital role of Trade Union activities. As David Madland (2021) pointed out, Trade Unions build fairness for workers by bargaining with entrepreneurs and representing the interests of the shopfloor. In Vietnam, the Trade Union is not only a representative body but also a key provider of welfare through allowances, gifts, and support during difficulties, which significantly enhances the spiritual and material lives of workers.

This research aims to evaluate the factors affecting work motivation by integrating traditional motivational theories with the specific socio-economic context of Hanoi's industrial parks. The study identifies and analyzes six primary factors: (i) Expected value, (ii) Working conditions, (iii) The job itself, (iv) Wages and benefits, (v) Employment links, and (vi) Trade Union activities. By doing so, the author seeks to provide practical recommendations for businesses to motivate employees effectively, encouraging them to stick with and devote more to their units.

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2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1. Theoretical Framework

The theoretical foundation of this study is built upon a multi-dimensional approach, integrating classical motivation theories with contemporary organizational behavior perspectives to capture the complexity of worker motivation in Hanoi's industrial parks.

Maslow's Hierarchy of Needs Theory (1943): Maslow's theory provides the primary lens for understanding human requirements. He hypothesized that human needs are structured in a five-tier pyramid: physiological, safety, social, esteem, and self-actualization. In the industrial context of a developing nation like Vietnam, this hierarchy remains highly relevant. For workers in Hanoi's IPs, the "physiological" (basic wages) and "safety" (job security and occupational health) needs often dominate their motivational drive. According to Maslow, higher-level needs only become significant motivators once lower-level needs are substantially met. Therefore, in an environment where the cost of living is rising, the satisfaction of basic economic needs is a prerequisite for any further motivational strategies.

Herzberg's Two-Factor Theory (1959): To distinguish between factors that merely prevent dissatisfaction and those that actively encourage excellence, this study utilizes Herzberg's Motivation-Hygiene theory. Herzberg categorized workplace factors into two groups:

Hygiene Factors: These include salary, fringe benefits, working conditions, and company policies. Their absence or inadequacy leads to dissatisfaction, but their presence does not necessarily create long-term satisfaction.

Motivators: These are intrinsic to the job itself, such as recognition, responsibility, and personal growth. This research posits that for industrial workers, factors like "Wages and Benefits" and "Working Conditions" act as vital hygiene factors. However, the inclusion of "Trade Union Activities" and "Recognition" serves to bridge the gap between hygiene and true motivation, providing a more holistic view of the worker's psychological contract with the firm.

Vroom's Expectancy Theory (1964): While Maslow and Herzberg focus on what motivates, Vroom's Expectancy Theory explains the process of motivation. Vroom argues that motivation is determined by the individual's belief in the relationship between effort, performance, and rewards (Motivation = Expectancy × Instrumentality × Valence). For workers in Hanoi, the "Expected Value" of their labor is a critical driver. If a worker perceives that high performance will lead to a valued reward (such as a bonus or promotion), their motivation increases. This theory is essential for analyzing how "Recognition and Reward" and "Trade Union" interventions can align organizational goals with individual aspirations.

Self-Determination Theory (SDT) and the Vietnamese Context: In addition to Western theories, this study incorporates the cultural and socio-political nuances of Vietnam. As suggested by recent domestic research (Hạnh, 2021; Vinh, 2017), motivation in Vietnam is not purely individualistic but deeply rooted in "Social and Employment Links." The collective nature of Vietnamese society means that relationships with colleagues and the protective role of the Trade Union play a much larger role in a worker's "relatedness" and "autonomy" than typically seen in purely Western models.

2.2. Hypotheses Development

2.2.1. Wages and Benefits

In the framework of motivational psychology, financial compensation is consistently identified as a fundamental determinant of employee behavior. According to Herzberg (1959), wages and benefits are classified as "hygiene factors", implying that while they may not trigger long-term intrinsic inspiration, their inadequacy directly leads to severe job dissatisfaction. In the specific context of industrial zones in Hanoi, the role of income transcends a mere hygiene factor to become a primary driver of work motivation.

The empirical significance of this factor is underscored by the current economic reality of the Vietnamese labor market. Data from the General Statistics Office (2021) indicates a stark contrast in income levels: while the average monthly wage in Hanoi businesses reaches 10.4 million VND, blue-collar workers—who often possess limited specialized training—earn an average of only 5.3 million VND. This income level is barely sufficient to cover the escalating costs of living in the capital city, making financial stability the "primary objective" for workers during their employment process.

Furthermore, according to Vroom's Expectancy Theory (1964), motivation is high when there is a perceived link between effort and valued rewards. When wages are commensurate with work results and reflect the standard of living, workers perceive a sense of fairness and organizational support. Previous studies by Ly (2010) and Barzoki et al. (2012) confirm that for manual laborers, income calculated based on productivity serves as the most potent impulse for enhancing workforce efficiency. Thus, a comprehensive system of reasonable bonuses, fair salary payments, and adequate welfare benefits is expected to create a strong psychological impetus for workers to stay committed to the organization. Based on these theoretical and practical underpinnings, the following hypothesis is proposed:

Hypothesis 1 (H1): Wages and benefits have a significant positive impact on the work motivation of workers in industrial parks in Hanoi.

2.2.2. Trade Union Activities

The role of collective representation in fostering work motivation is a distinctive element in the industrial relations of transitional economies like Vietnam. According to David (2021), Trade Unions serve as a fundamental mechanism for building fairness within the workplace by balancing the power dynamic between entrepreneurs and shop-floor workers. By engaging in collective bargaining, Trade Unions can transform a company into a more attractive and equitable environment, which directly enhances employee engagement and commitment.

In the specific context of Vietnam's industrial parks, the Trade Union's influence is multifaceted, encompassing both legal protection and social welfare. Research by the Vietnam General Confederation of Labor and the Central Theory Council (2019) highlights that high-quality welfare programs—ranging from illness benefits and insurance premiums to holiday gifts—provide a critical safety net that allows workers to feel secure in their positions. This sense of security, as noted by Vinh (2017), encourages employees to invest more time and intention into advancing job productivity.

Furthermore, Trade Unions act as a vital communication bridge, representing workers in monitoring the execution of company policies and resolving labor disputes. Beyond their protective function, unions also fulfill workers' spiritual and social needs by organizing emulation movements and entertainment activities, which are essential for maintaining morale in high-pressure manufacturing environments. When workers

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perceive that their rights are actively protected and their well-being is prioritized by the union, their psychological attachment to the organization strengthens. Based on these arguments, the following hypothesis is proposed:

Hypothesis 2 (H2): Trade Union activities have a significant positive impact on the work motivation of workers in industrial parks in Hanoi.

2.2.3. Working Conditions

In the manufacturing environment of industrial parks, the physical working environment serves as a fundamental determinant of both employee well-being and operational efficiency. According to the theoretical framework of Smith, Kendall, and Hulin (1969), working conditions are classified as essential maintenance factors. The quality of the workplace, including occupational safety, lighting, air quality, humidity, and noise levels, directly impacts the physical health and psychological comfort of workers.

A positive and guaranteed working environment fosters a sense of security, allowing employees to focus their full attention on production without fear of occupational hazards. Teck-Hong and Waheed (2011) suggest that when organizations provide a professional workspace and adequate equipment, it signals a level of respect and care for the workforce, which in turn enhances satisfaction. Conversely, as Herzberg (1959) noted, if conditions fail to meet minimum acceptable standards—such as inadequate restrooms or high noise levels—job dissatisfaction inevitably emerges, leading to decreased morale and a decline in labor productivity.

For workers in Hanoi's industrial zones, the prompt communication of changes in the working environment also plays a role in maintaining trust and motivation. Therefore, ensuring that the workplace is not only safe but also comfortable is a strategic necessity for businesses aiming to sustain long-term employee engagement. Based on these arguments, the study proposes:

Hypothesis 3 (H3): Working conditions have a significant positive impact on the work motivation of workers in industrial parks in Hanoi.

2.2.4. Employment Links

Employment links, encompassing relationships with both superiors and colleagues, represent a critical social dimension of the work experience. According to Maslow's (1943) hierarchy, "belongingness and love needs" are fundamental human requirements that, when met in a professional setting, significantly enhance organizational commitment. In the high-pressure environment of industrial parks, these links act as a vital support system that mitigates stress and fosters a collaborative atmosphere.

Research suggests that the relationship with superiors is characterized by trust, respect, and professional guidance. When leaders provide clear assignments, ensure fairness among team members, and show genuine interest in the workers' well-being, they create a sense of belonging. Simultaneously, peer relationships are equally vital; a workplace where colleagues are willing to share experiences and offer mutual support during the production process creates a more motivating environment. Bellingham (2004) and Hill (2008) emphasize that strong labor relations reduce feelings of envy and isolation, encouraging employees to enjoy their work and stay loyal to the enterprise.

For workers in Hanoi, where many shares similar duties and challenges, these internal connections form a "convoluted" yet essential network of support. If the distribution of work is perceived as equitable and colleagues grow together, the collective motivation of the workforce is amplified. Based on these theoretical and practical perspectives, the following hypothesis is proposed:

Hypothesis 4 (H4): Employment links have a significant positive impact on the work motivation of workers in industrial parks in Hanoi.

2.2.5. Expected Value and Recognition

Motivation is fundamentally driven by the individual's perception of the rewards that follow their performance. According to Vroom's Expectancy Theory (1964), an individual is motivated when they believe that their effort will lead to an acceptable performance (expectancy), and that this performance will be rewarded with a specific outcome (instrumentality) that they value (valence). In the workplace, this manifests as "Expected Value"—the anticipation of receiving tangible or intangible benefits commensurate with one's contribution.

Recognition, a key component of this factor, acts as a powerful psychological catalyst. As Herzberg (1959) categorized it, recognition is a "motivator" that fosters intrinsic satisfaction and a sense of achievement. When workers in industrial parks feel that their hard work is acknowledged through formal praise, titles (e.g., "Worker of the Month"), or career advancement opportunities, their self-esteem and organizational pride are significantly bolstered. Hạnh (2021) notes that in the Vietnamese manufacturing sector, timely and public recognition not only satisfies the individual's "esteem needs" but also sets a benchmark for the entire collective, encouraging a culture of healthy competition.

Moreover, if the rewards offered by the enterprise—such as promotions or specialized training—align with the workers' long-term career aspirations, the "valence" of the reward increases. This alignment ensures that workers remain highly motivated to maintain peak performance levels. Consequently, an organization that effectively utilizes both monetary rewards and symbolic recognition creates a robust incentive structure. Based on these theoretical insights, the study proposes:

Hypothesis 5 (H5): Expected value and recognition have a significant positive impact on the work motivation of workers in industrial parks in Hanoi.

2.2.6. The Job Itself

The intrinsic nature of the tasks performed daily is a decisive factor in sustaining long-term work motivation. According to Herzberg's (1959) Two-Factor Theory, "the work itself" is a primary motivator that leads to psychological growth and self-actualization. When a job is perceived as meaningful, challenging, and suitable for the worker's skill set, it fosters an internal drive that goes beyond mere financial incentives.

In the context of industrial production, where tasks are often repetitive and highly standardized, the "fit" between the worker and their job becomes even more critical. Warr, Cook, and Wall (1979) argue that overall job satisfaction is deeply rooted in how individuals perceive their autonomy, task variety, and the alignment of the work with their personal capabilities. If workers in Hanoi's industrial parks feel that their assigned roles match their physical strength and professional training, they are more likely to experience a sense of competence and pride.

Furthermore, a well-structured job that provides clear instructions and allows for a certain level of creativity or problem-solving can reduce the monotony of the assembly line. Research by Mathis and Jackson (2000) suggests that when workers find interest in their daily duties and see the importance of their contribution to the final product, their commitment to the organization strengthens. Thus, ensuring that the nature of the

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job is appropriate and engaging is essential for fostering a motivated workforce. Based on these perspectives, the following hypothesis is proposed:

Hypothesis 6 (H6): The nature of the job itself has a significant positive impact on the work motivation of workers in industrial parks in Hanoi.

Following the theories and empirical research on factors relating to workers' motivation, the author comes up with the research model below:

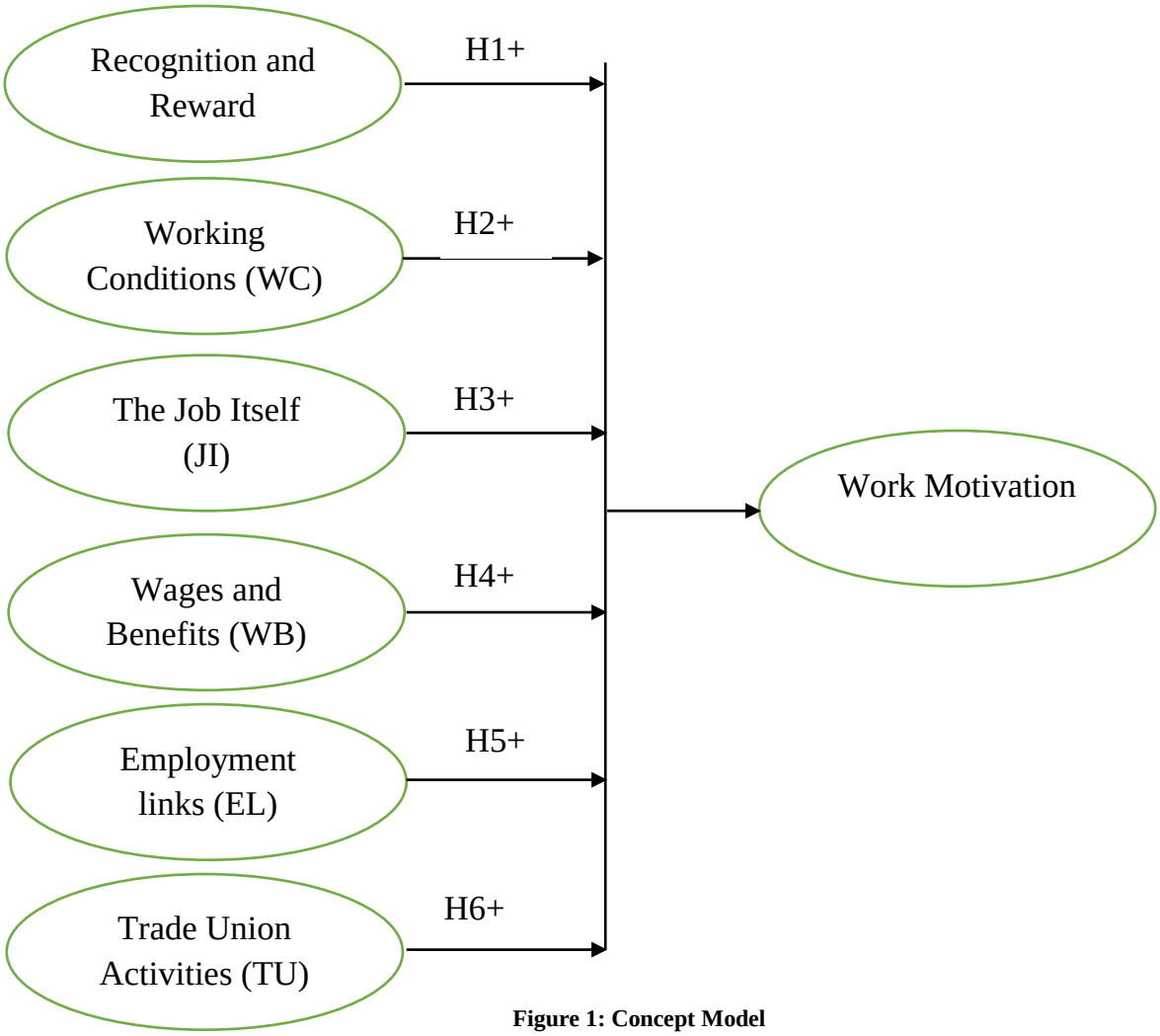


Figure 1: Concept Model

3. RESEARCH METHODOLOGY

Research Design and Sample Collection

This study employs a quantitative research design to test the hypothesized relationships between the six independent variables and work motivation. The target population consists of manual workers currently employed in major industrial parks (IPs) across Hanoi, such as Bac Thang Long, Quang Minh, and Nam Thang Long.

A non-probability convenience sampling method was utilized. Out of the 500 questionnaires distributed both directly at factory gates and via online platforms, 483 valid responses were collected (a response rate of 96.6%). This sample size significantly exceeds the minimum requirement for exploratory factor analysis (EFA) and multiple regression analysis, following the rule of thumb suggested by Hair et al. (2010), which recommends a minimum ratio of 5:1 between observations and variables.

Measurement Scales

The survey instrument was developed by adapting validated scales from previous literature and tailoring them to the Vietnamese industrial context. Wages and Benefits (WB) was adapted 5 items from Herzberg (1959) and Tan (2011). Trade Union Activities (TU) was adapted 5 items based on the functions of the Vietnam General Confederation of Labour and Madland (2021). Working Conditions (WC) was adapted 5 items focusing on safety, hygiene, and equipment (Smith et al., 1969). Employment Links (EL) was adapted 5 items measuring relationships with supervisors and peers (Steers & Porter, 1983). Expected Value and Recognition (EV) was adapted 4 items based on Vroom's Expectancy Theory (1964). The Job Itself (JI) was adapted 4 items regarding job fit and task nature (Warr et al., 1979). The dependent variable - Work Motivation (WM) was measured using 4 items reflecting effort and commitment. All items were measured using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Data Analysis Procedure

The collected data were processed using SPSS software through a four-stage statistical procedure to ensure the robustness of the findings.

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Reliability Analysis: Cronbach's Alpha coefficients were calculated to test the internal consistency of each scale. A threshold of 0.70 was adopted to ensure reliability (Nunnally & Bernstein, 1994).

Exploratory Factor Analysis (EFA): This step was performed to examine the factor structure and ensure construct validity. The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity were used to assess sampling adequacy.

Correlation Analysis: Pearson's correlation coefficients were examined to identify the strength of linear relationships between variables and to check for potential multicollinearity.

Multiple Regression Analysis: This final stage was used to test the six hypotheses (H1 to H6) and determine the relative impact of each factor on the work motivation of workers. The model's fit was assessed through the R-squared value and F-test.

4. RESULTS

4.1. Scale Reliability and Exploratory Factor Analysis (EFA)

The reliability of the measurement scales was assessed using Cronbach's Alpha. As shown in Table 1, all constructs exhibited high internal consistency, with Cronbach's Alpha coefficients ranging from 0.868 to 0.932, well above the recommended threshold of 0.70.

The EFA results, using the Principal Axis Factoring method with Promax rotation, yielded a KMO value of 0.913 ($p < 0.001$), indicating excellent sampling adequacy. Six factors were extracted, accounting for 66.55% of the total variance. All factor loadings were greater than 0.50, confirming the construct validity of the scales.

Table 1: Summary of Reliability and Factor Analysis Results

Factor	Code	Number of Items	Cronbach's Alpha	Mean Score
Wages and Benefits	WB	4	0.932	4.281
Working Conditions	WC	5	0.899	4.177
Employment Links	EL	5	0.891	4.313
Trade Union Activities	TU	5	0.873	4.097
Expected Value and Recognition	EV	4	0.901	4.056
The Job Itself	JI	4	0.868	4.138

Source: Compiled by authors

4.2. Multiple Regression Analysis

Multiple regression analysis was conducted to test the six hypotheses. The model achieved an adjusted R-square of 0.668, indicating that the six independent variables explain 66.8% of the variation in the work motivation of workers in Hanoi's industrial parks. The ANOVA test results ($f = 162.394$, $p < 0.001$) confirm that the model is statistically significant and fits the actual data.

Table 2: Multiple Regression Results

Variables	Unstandardized B	Beta (β)	t-value	Sig.	VIF
(Constant)	-0.220		-1.431	0.153	
Wages and Benefits	0.275	0.311	8.669	0.000	1.870
Working Conditions	0.187	0.178	5.273	0.000	1.650
Trade Union Activities	0.203	0.178	5.350	0.000	1.610
Employment Links	0.175	0.170	5.140	0.000	1.590
Recognition and Reward	0.119	0.122	3.363	0.001	1.897
The Job Itself	0.117	0.107	3.075	0.002	1.763
R=0.820; R Square=0.672; Adjusted R Square=0.668; Durbin-Watson= 1.938; F=162.394, sig=0.000; Mean=-5.62E-15; Std. Dev=0.994					

Source: Compiled by authors

4.3. Hypothesis Testing Results

The regression analysis results provide strong support for all six hypotheses:

H1 (Wages and Benefits): Supported. This factor has the strongest positive impact on work motivation ($\beta = 0.311$, $p < 0.001$). This underscores that for blue-collar workers, financial compensation remains the primary driver of labor efforts, particularly in a high-cost urban environment like Hanoi.

H2 (Trade Union Activities): Supported. Trade Union activities significantly enhance motivation ($\beta = 0.178$, $p < 0.001$). This finding highlights the unique importance of collective representation and social welfare support provided by unions in the Vietnamese context.

H3 (Working Conditions): Supported. Better workplace conditions lead to higher motivation ($\beta = 0.178$, $p < 0.001$). Ensuring safety, comfort, and adequate equipment is essential for maintaining worker morale during the production process.

H4 (Employment Links): Supported. Relationships with supervisors and peers positively affect motivation ($\beta = 0.170$, $p < 0.001$). Strong internal networks and mutual support systems help mitigate work pressure and foster a sense of belonging.

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H5 (Recognition and Reward): Supported. Appropriate recognition boosts worker morale (β= 0.122, p = 0.001). Acknowledging employee contributions fosters a culture of trust and encourages sustained high performance.

H6 (The Job Itself): Supported. Job suitability remains a positive motivational driver (β= 0.107, p = 0.002). Aligning tasks with workers' abilities ensures they find interest and long-term commitment in their roles.

The Variance Inflation Factor (VIF) values for all variables are below 2.0, indicating that there is no multicollinearity issue in the model. Additionally, the Durbin-Watson statistic of 1.938 confirms the absence of autocorrelation.

5. DISCUSSION

The results of the multiple regression analysis provide empirical evidence that all six factors—Wages and Benefits, Trade Union Activities, Working Conditions, Employment Links, Recognition, and The Job Itself—significantly and positively influence the work motivation of employees in Hanoi's industrial parks.

The Primacy of Economic Incentives

As predicted, Wages and Benefits (H1) emerged as the most powerful predictor of work motivation (β= 0.311). This finding strongly aligns with the "Hygiene Factors" in Herzberg's (1959) theory and Maslow's (1943) "Physiological Needs." In the specific context of Hanoi, where the average income of manual workers (5.3 million VND) barely keeps pace with the rising inflation and urban living costs, financial compensation is not merely a satisfier but a survival necessity. This result is consistent with the findings of Ly (2010) and Tan Teck-Hong and Waheed (2011), who argued that in developing economies, money remains a primary measure of work effort and organizational justice.

The Strategic Role of Trade Unions

A significant contribution of this study is the confirmation of Trade Union Activities (H2) as a vital motivator (β= 0.178). Unlike many Western studies that overlook collective bargaining in individual motivation, our results support David (2021) assertion that unions create a "fairer" workplace. In Vietnam, the Trade Union's dual role—providing immediate welfare (gifts, allowances) and protecting legal rights—directly addresses the "Safety Needs" of workers. This suggests that for workers in Hanoi, the Trade Union is perceived as a protective shield that enhances their psychological well-being and long-term commitment.

Environment and Social Connectivity

Working Conditions (H3) and Employment Links (H4) shared similar levels of influence (β= 0.178 and β= 0.170, respectively). These results validate the importance of the physical and social environment in the manufacturing sector. The high significance of Employment Links reflects the "collectivist" nature of Vietnamese culture, where peer support and respectful relationships with supervisors mitigate the physical exhaustion of factory work. This aligns with Steers and Porter (1983), suggesting that social integration is a key buffer against workplace stress.

Intrinsic Motivation and Recognition

Finally, Recognition (H5) and The Job Itself (H6), while significant, showed relatively lower impact compared to material and social factors. This indicates that while workers do value "Self-actualization" and "Job-fit" (as per Herzberg's Motivators), these higher-level needs only become dominant once the primary concerns of salary and safety are secured. This hierarchical response supports Maslow's original pyramid structure in the context of a developing labor market. However, the significance of H5 and H6 suggests that as the industrial sector in Hanoi matures, businesses must transition from purely extrinsic rewards to fostering intrinsic job satisfaction to retain high-skilled labor.

6. CONCLUSION AND IMPLICATIONS

This study has successfully identified and evaluated the factors affecting the work motivation of workers in Hanoi's industrial parks. Through quantitative analysis of 483 respondents, the research confirms that all six hypothesized factors—Wages and Benefits, Trade Union Activities, Working Conditions, Employment Links, Recognition and Reward, and The Job Itself—have significant positive impacts on motivation. The model explains 66.8% of the variance in worker motivation, with "Wages and Benefits" being the most influential factor (β= 0.311). Notably, the study highlights the vital role of "Trade Union Activities" (β= 0.178) as a unique motivator in the Vietnamese context, which bridges the gap between material needs and spiritual engagement.

Managerial Implications

Based on the empirical findings, several recommendations are proposed for enterprises operating within Hanoi's industrial zones:

Prioritizing Financial Welfare: Businesses must ensure that wages are not only commensurate with work results but also sufficient to cover the actual cost of living in Hanoi. Flexible bonus systems and diverse welfare benefits should be implemented to provide a strong psychological impetus for workers.

Strengthening Trade Union Roles: Management should collaborate closely with Trade Unions to ensure workers' rights are protected and to organize timely emulation movements. Unions should focus on resolving labor disputes and providing material support (gifts, allowances) during holidays or illness to enhance the sense of security.

Improving the Work Environment: Investing in occupational safety, modern equipment, and maintaining optimal physical conditions (lighting, humidity, and space) is essential to reduce physical exhaustion and prevent job dissatisfaction.

Fostering Internal Connectivity: Enterprises should promote a culture of mutual support among colleagues and encourage leaders to show respect and trust toward their subordinates. Fair work distribution is crucial to avoid envy and foster a collaborative atmosphere.

Policy Implications

Based on the research findings, several policy implications are proposed for the Hanoi local government and Industrial Park Management Boards. First, there is a critical need for infrastructure support through the development of social housing projects and essential services, such as schools and healthcare facilities, near industrial zones to mitigate the cost-of-living pressure on workers. Furthermore, labor market supervision

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should be enhanced by strengthening the oversight of labor law implementation. At the same time, the government should actively support Trade Unions in their collective bargaining efforts to ensure a fair and equitable working environment for all employees.

Limitations and Future Research

Despite its contributions, this study has limitations. First, the convenience sampling method might limit the generalizability of the results to all industrial zones in Vietnam. Second, the cross-sectional nature of the data does not capture long-term motivational shifts. Future research could utilize longitudinal designs or incorporate moderating variables such as age, gender, or "Digital Transformation" impact to provide a more comprehensive understanding of worker motivation in the evolving industrial landscape.

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