



Original Article

Rewarding Employees in Enterprises - The Solution to Promote Economic Development in Integration Period

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Abstract: Employees in enterprises are considered to be subjects that need adequate and timely attention policies. One of the policies that need to be applied effectively is to commend, encourage and motivate them with their contribution in labor, in association with corporate production and business that help enterprises to develop sustainably and contribute to the economic development of the country. The article focuses on analyzing the role and actual situation of reward work and proposing solutions to foster the reward work for corporate employees to stimulate economic development in the integration period in our country today.

Keywords: Rewarding, commendation, enterprises, integration.

1. The role of employees and the commendation policy for the corporate employees

Employees play a significant role in production, business and innovation in the corporate growth model. Employee is the key factor in enhancing productivity and product quality of enterprises that makes a great contribution to the task of improving economic potential of our country.

Entering the deep integration period of our country, the responsibility of enterprises to employees and that of employees to enterprises is a topic which is especially concerned by many agencies, organizations and individuals. The recommended solutions are all aimed at improving the relationship between employees and employers which are appropriate policies and fair treatment for workers who are highly skilled and innovative in production that meets the needs of working conditions, wages and income so that workers will have been staying at

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work for a long time. The issue of enhancing national competitiveness and improving the competitiveness of products in the international arena should be focused. Therefore, combining the factors of healthy competition, the patriotic emulation movements, enthusiasm in production and business and timely reward work is a solution that needs to be studied and applied effectively.

The National Party Congress XIII determined the important role of enterprises and the private sectors in the economy. Therefore, "the private economy is an important driver", "the private economy is encouraged to develop in all industries and sectors that are not prohibited by law, supported to grow into strong and highly competitive private companies, economic groups. Encouraging private enterprises to cooperate and associate with state-owned enterprises, cooperatives and household economies; developing joint stock companies with the wide range of social actors' participation, especially employees." Enterprises in developed economies are the key factors leading to high and stable growth of the national economy. The benefits that businesses bring to the economy are also the significant and abundant volume of goods and services and improving the status of imports, raising domestic consumption as well as increasing productivity and quality of exports. In order to achieve those benefits, the role of employees in the enterprise is recognized because they are the basic factors contributing to the success of the business.

The policy of reward for employees is a task regulated in legal documents that our Party and State have been caring about throughout the periods. Reward work for employees is one of the solutions which "create attractive motivation and encourage all individuals and collectives to promote patriotic traditions and complete their assignments". The issue of timely reward for employees in enterprises is considered as one of the important incentive solutions which create positive motivation and help employees improve their performance, therefore, boosting economic growth and profits. Each strong enterprise with

abundant, skilled, intelligent, creative and professional labor resources in the production line will contribute to create its huge revenue and profit.

In addition to the policies which enterprises often concern such as workforce training for high-skills; bringing workers to production and business operation with modern infrastructure to get the experiences; preferential salary regimes, support for stable accommodation, etc., the solution that corporates should pay attention to is the timely reward for the employee achievements. The issue of reward for employees is also regulated in the Government's Decree on the principle of commendation: "Focusing on rewarding small collectives and individuals who are laborers, producers, students, and employees directly working, studying, fighting or serving in combat" . Therefore, rewarding corporate employees considered as an important measure encourages and supports the labor spirit of employees as well as creates a noble moral example in society, spreads examples of exemplary employees and the spirit of labor, contributes to business development and builds the country in the period of integration and development.

2. Actual situation of rewarding employees in enterprises

The Party and State's policies and regulations have clearly shown the importance of rewarding employees in enterprises. Along with the movements of patriotic emulation enthusiastic production in enterprises, reward work associated with emulation takes the important positions and roles and is a driver to boost the enterprise development. However, for many years, the reward work for corporate employees in our country has not really achieved the desired results. The Conclusion No. 83-KL/TW dated August 30, 2010 of the Party Secretariat identifies: "There are still many rewards for managerial staff and leaders, but few rewards for employees directly participating in

production". The percentage of employees who are rewarded in the enterprise every year is lower than that of leaders of units, groups, production teams and enterprises.

According to the annual report of the Central Committee on Emulation and Commendation, the number of rewards given to employees in general accounts for a low proportion of the total number of reward cases. The detail as follows:

In 2017, the Central Committee of Emulation and Commendation appraised and submitted to the Prime Minister and the State President to issue the decisions on commendation for 82,944 cases including: the annual rewards for the armed forces were 49,287 cases (accounting for 59.42%), 14,283 cases rewarded for achievements in the resistance war (accounting for 17.22%), 5,044 cases for dedication (accounting for 6.08%), those for foreign affairs were 138 cases (accounting for 0.17%), 14,192 cases rewarded for achievements in performing socio-economic development tasks (accounting for 17.11%), the reward cases for thematic, extraordinary rewards were 2,323 (accounting for 2.8%); the number of rewards for workers, farmers, direct workers was 1,472 cases (accounting for 21% of the total number of individuals rewarded for socio-economic development).

In 2018, the Prime Minister and the State President rewarded 55,463 cases including 29,481 cases annually commended for the armed forces (accounting for 53.15%), 8,351 cases rewarded for achievements in the resistance war (accounting for 15.06%), 2,161 cases for dedication (accounting for 0.27%), 15,320 cases rewarded for achievements in performing socio-economic development tasks (accounting for 27.6%). Among individuals rewarded for socio-economic development tasks, the percentage of thematic, extraordinary commendation was over 1.2% and that for workers, farmers and direct workers accounted for more than 21% of the total number of rewards for socio-economic tasks.

In 2019, the Prime Minister and the State President rewarded 110,435 cases including:

70,327 cases of merit for the armed forces (accounting for 63.68%), 22,924 cases rewarded for achievements in resistance war (accounting for 20.76%), 3,831 cases for dedication commendations (accounting for 3.47%), the number of rewards for foreign affairs was 840 cases (accounting for 0.76%), that of performing socio-economic tasks and thematic, extraordinary commendation accounted for 9.79%. Among them, the reward cases of workers, farmers, direct workers accounted for 25% of the total number of individuals given commendation for performing socio-economic tasks.

The analysis results of 3989 reward cases in Vietnam in 2020 illustrates that:

The number of employees receiving commendation to the total number of reward cases is not high, in particular, 689 employees out of 3989 people given the reward, the ratio is 17.27%.

Meanwhile, in the same year, the proportion of heads (heads of departments, heads of units, directors, heads of division, general directors of department, etc.) in state agencies, units and enterprises, and production and business operation who were given the commendation is 1913 cases out of total number of 3989, rated 48%. The reward number of deputies (deputies of divisions, deputy heads of divisions, deputy directors, deputy heads of departments, deputy directors of the department...) who were commended was 1387 out of the 3989 people, accounted for 35%. This data shows that there are still differences, the commendation proportion for employees was low and that of people with positions and allowances was higher. The reward cases were dominated by people holding leader positions who were more qualified in terms of working environment, conditions and job incentives to complete work and tasks. Specifically:

Table 1: Proportion of employees rewarded in 2020

With leader positions/	Total number	Proportion %
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Without leader positions	of reward cases	
Heads	1913	48%
Deputy leaders/managers	1387	35%
Employees	689	17%
Total	3989	100%

Source: Collected from report of Central Committee on Emulation and Commendation in 2020.

Also, based on the analysis results of 3989 cases of commendation in 2020, it is showed that individuals were given commendations mostly in state agencies and units using the state budget (public sector), while the reward proportion of others who are workers, freelance farmers, workers, etc., was quite low and accounts for a small number compared to the total number of cases given the commendations in the year. Specific display data:

Table 2. The proportion of employees rewarded in different sectors

Total of employees rewarded	Public sector		Enterprises		Associations		Normal Citizens	
	Number of cases	Proportion	Number of cases	Proportion	Number of cases	Proportion	Number of cases	Proportion
689	527	76,5%	31	4,5%	18	2,6%	113	16,4%

Source: Collected from report of Central Committee on Emulation and Commendation in 2020.

3. Some solutions to promote corporate employee reward work in our country today

Firstly, to strengthen the leadership and direct the attention to the implementation of the reward policy for employees with outstanding achievements in the enterprise.

Stemming from the direct benefits of enterprises in production and business, employees play an important role in productivity, quality and profits of enterprises. Therefore, preferential policies and remuneration for employees should be paid close attention by the employers, especially the timely reward for employees with excellent achievements. The timely reward for employees is a measure to stimulate their enthusiasm in working. Complementing the appropriate people and right jobs has a significant impact on spirit and creates excitement and trust of employees in the business.

The leaders need to raise awareness of the importance of reward work in the enterprises. The process of labor and production is necessary to have spiritual encouragement in order to avoid that enterprises fall into a state of egalitarianism. People who work with poor output also get the

same assessment as good workers, making them depressed and lose the motivation to work. Therefore, it is necessary to timely reward employees who are excellent and take initiative to improve their work, strict reward and punishment leads to more exciting, reliable and effective working environment in the enterprise.

Secondly, enhance the current legal framework on reward for corporate employees

Although it has been stipulated in principle in the guiding documents under the Law on reward for employees, the process of implementing the legal provisions, especially when directly applied to enterprises, is still problematic and in practice calls for a clearer and more complete legal framework on employee commendation. The processes and procedures for submitting commendation of corporate employees should be amended and supplemented accordingly, ensuring the simplification of documents and reports to be submitted to competent authorities that are often time and resource consuming. Especially for employees who are qualified to receive top-level rewards such as the Labor Order; Labor Medals or other forms of commendation, the commendation process and procedures should be

shortened and simplified to suit the nature and recipient of the reward.

As a general rule, there are quite a few components in the reward application for emulation titles such as: commendation proposal documents, individual achievement reports, commendation review minutes, certificates of competent agencies on inventions, innovations, applications of scientific and technological advances or creation, etc. However, it will be time and resource consuming for employees and quite challenging to meet all of the above documentation requirement. Therefore, it is necessary to take into account the specificity and flexibility in the reward application for employees. In addition, it is necessary to be clear and specific when identifying the employees to confer commendation, ensure consistency between the recipients and forms of commendation, closely combine psychological encouragement with financial incentives and benefits, ensure the principle of gender equality, regardless of whether workers are male or female, all individuals have equal rights and treatment in consideration of achievements and rewards.

Thirdly, propose appropriate financial benefits when conferring commendation for corporate employees

Along with honoring and praising employees with commendable achievements, it is also encouraging the corresponding financial benefits. The principle of reward must ensure timeliness and accuracy, but also needs to be fair and in accordance with regulations. Therefore, the forms of financial incentives for employees corresponding to the title also need to be clarified and consistent with regulations. The commendation which is for exceptional and extraordinary achievement and honor and therefore should not be conducted indiscriminately and without basis, but requires specific standards and criteria. Specifically, for forms of individual employee reward, legal provisions should clearly stipulate the financial benefits that the employee would receive along with the commendation level. This is an

important legal basis for employees to be aware of the benefits that come with being honored, creating more belief and motivation for them to strive for excellence, train and work enthusiastically, to contribute to the development of the enterprise.

Fourthly, discover and replicate exemplary employees that create widespread inspiration, continue to emulate employees to strive toward excellent achievements, contribute to the development of strong enterprises, revenue and profit growth in the integration and development process of the country.

Along with the work of rewarding the right people for their excellent achievements at jobs, the work of identifying, replicating exemplary employees, motivating and encouraging people to work effectively is a task that need to pay attention within the enterprises.

Replicating exemplary workers to create a widespread spillover impact in the community, setting examples of employees with outstanding achievements to promptly honor their contributions to the community. The process of replicating exemplary workers must be carried out from the grassroots and requires seamless coordination in all four stages: Discovering - fostering - analyzing - replicating exemplary workers. In order to diversify and replicate exemplary workers, corporates need to propagate the information relating to emulation and commendation, especially regarding the State's policy on rewarding employees so that they have access to comprehensive and accurate information. In addition, it is necessary to coordinate well between media agencies and the press to promptly and properly publicize about employees being rewarded, honor and motivate other individuals and organizations in the society to follow and learn from their examples.

Fifthly, create a favorable working environment for corporate employees to voluntarily strive and make achievements at work.

The working environment should be paid attention by business leaders to enhance and gradually create corporate culture. When there is

a transparent, public working environment and specific criteria set forth, it will create trust and voluntariness for employees to excel at work and generate high labor productivity. Enterprise leaders need to objectively evaluate each employee performance to consider appropriate forms of commendation, ensuring that the rewardees are truly outstanding individuals. Monetary reward or different forms of rewards all bring about rapid spiritual encouragement that create a healthy business environment and improve business opportunities and revenue.

Over the years, the Party's policy and the State's legal documents on reward and commendation policy for workers have been revised, but for corporate employees, there should be further guiding documents that stipulate specific and appropriate instructions to provide a comprehensive legal basis for implementation in practice. Rewarding corporate employees is one of the aspiring measures, for each employee deserves to be recognized and praised. Fair competition, timely reward and treatment would enhance business reputation, at the same time create higher labor

productivity, increase revenue and contribute to building a sustainable business in the current socio-economic development context with extensive economic integration.

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