

MINISTRY OF EDUCATION AND TRAINING
UNIVERSITY OF LABOUR AND SOCIAL AFFAIRS

**SALARY MANAGEMENT IN CONSTRUCTION JOINT STOCK
COMPANY IN HANOI CITY**

Specialized: Human Resource Management

Code: 9340404

SUMMARY OF THESIS THESIS OF ECONOMY

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The work was completed at: University of Labour and Social Affairs

Science instructor:

Assoc.Prof.Dr. Mai Quoc Chanh – Guide 1

Assoc.Prof.Dr.Nguyen Thi Lan Huong – Guide 2

Reviewer 1: Assoc.Prof.Dr. Vu Hoang Ngan

Reviewer 2 Assoc.Prof.Dr. Pham Cong Doan

Reviewer 3: Assoc.Prof.Dr. Bui Anh Tuan

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FOREWORD

1. Urgency of the topic talent

The construction industry makes a significant contribution to the national economy. The construction industry contributes thousands of billions of dong to the state budget every year. Prize decide labour eat job do give one force quantity great labor motion. Follow number Data announced annually by the GSO, in 2019 the construction industry creates jobs for 4.6 million to be motion, five 2020 prize decide 4.7 million labor dynamic accounting for about 8.5% of laborers in the commune festival.

Hanoi is the capital, the center of culture, economy, culture, politics, where many construction enterprises are concentrated. In recent years, construction enterprises have brought economic and social benefits to Hanoi City in particular and Vietnam. According to statistics, in 2019 the number of construction enterprises in Hanoi is

14,040 has a revenue of over 400,000 billion VND, contributing to the budget over 15,000 billion VND (GSO 2020), so it can be said that the construction industry has a significant contribution to the development of the country.

Together with events get a raise chief terrible economic, every five the labour ty build build above Hanoi also creates about 500,000 jobs for workers in the area Fort city and the region unicorn close. Much business Karma already build build main good remuneration policy, focusing on stimulating labor psychology through salary and bonus, thereby attracting workers and especially high-quality workers. Enterprises are interested in designing a fair and effective salary plan that links wages with productivity and work efficiency. In order for businesses to thrive, businesses must have a team of human resources of sufficient quality and quantity. An important issue to attract and retain employees is that enterprises must having a good salary management system, motivating employees to work with high efficiency. However, construction businesses in Hanoi still have some problems such as the determination of the ineffective plan salary fund, which is still figurative. awake, main book money wage not yet real events create dynamic force People labor motion, go on bussiness check tra supervisor close still liquid

loose. The business Karma still confused needy, bag motion, has not fully promoted the role of information management, leading to low efficiency, failure to achieve enterprise goals and retain employees.

Is already yes yes much research assist about money wage, manager physical money wage in businesses, the research mainly focuses on salary, policy money wage, direction France feces mix money wage, muscle processing pay wage, image benefit of money wage arrive level degree comedy heart of the People labor motion. Not yet yes research assist what next? near Governance treat money wage follow up submit are from plan determined main book, nest position perform, check tra supervisor close and to hit price. Special apart, not yet yes topic talent any research assist Salary management in construction joint stock companies in Hanoi. Therefore, the researcher chose the topic "**Wage management in construction joint stock companies in Hanoi city**" The researcher thinks that the topic is meaningful both in theory and in practice. see off.

2. Research objectives and tasks

2.1. Objectives of the study:

The thesis systematizes and develops the theoretical basis of salary management, clearly analyzes the current situation of salary management in Construction JSCs in Hanoi, discovers limitations, causes and recommendations. solutions to improve salary management in Construction JSCs in Hanoi.

2.2. Research mission:

(1) Systematize and develop the theoretical basis of salary management in enterprises, build research models and research hypotheses on factors affecting salary management in Construction JSCs.

(2) Analyze the current situation of salary management in Construction Joint Stock Company in Hanoi.

(3) Analysis of factors affecting salary management in Construction JSCs in Hanoi city.

(4) Proposing solutions to improve salary management in Construction JSCs in Hanoi city.

Object and scope of the study

- **Research object:** Management of salary and wages in Construction Joint Stock Company.

- **Research scope assist:**

+ Scope of content: Researching the management of wages and salaries in enterprises according to the process from policy making, implementation organization, inspection, supervision and evaluation.

+ Spatial scope: The thesis studies joint stock companies in the construction industry, research in Hanoi city.

+ Time range: The necessary data for the research thesis were collected by the author in the period from 2016 to 2021.

5. Dissertation contribution

Theoretically:

Firstly, Determine the theoretical framework on salary management in JSCs built according to the management function throughout from Planning; Implementation organization; Inspection and supervision; Evaluate and adjust. The thesis contributes more knowledge about the field of payment, salary management in Construction Joint Stock Company.

Secondly, based on the overview and qualitative research results, the thesis proposes a group of 09 factors affecting pay and then builds 09 hypotheses and research models to test the research hypotheses as a premise. for adjusting wage administration activities based on labor remuneration.

Third, through qualitative research, the thesis adds 02 scales (each scale includes 03 indexes - Items) associated with two factors specific to joint-stock companies that research and build capital. DN.

In terms of practice

Firstly, the thesis uses a research method combining quantitative and qualitative with 05 situations, testing 769 observations (valid) to compare and cross-analyze views to clarify the causes behind after quantitative results and find new discoveries. The thesis results prove that there are 7 groups of factors affecting labor payment and salary management.

Secondly, the results of the thesis suggest enterprises and policy makers to have management solutions to develop policies, improve governance capacity, and effectively enforce remuneration policies to ensure fairness to create motivation. improve labor productivity, work efficiency of employees.

Third , the research model of the thesis is built for joint stock companies, which can be extended to the context of private enterprises, FDI or enterprises belonging to components, organizations, as well as the context of countries. other.

6. Structure of the thesis

In addition to the introduction, conclusion, list of references, appendices, the thesis is structured into 4 chapters:

Chapter 1: Overview and Research Methods

Chapter 2: Theoretical and practical basis of salary management in construction joint stock companies

Chapter 3: Assessing the current situation of salary management in construction joint stock companies in Hanoi city

Chapter 4: Solutions and recommendations on improving salary management in construction joint stock companies in Hanoi city.

CHAPTER 1. OVERVIEW AND RESEARCH METHODS

1.1. Overview of salary management research

1.1.1. Salary research

First of all, it is necessary to confirm that salary is an area that has been studied by scientists for a long time and so far this is still an area of research that attracts many people's attention. Some studies can be mentioned as: Adam Smith, David Ricardo; Alfred Marshall (1870); Garry Becker (1993); Akter and Moazzam (2016). Thus, it can be seen that salary is a topic studied by many foreign scientists. With different bases, arguments and research methods, the authors have given their views on salary but they are all the same about the nature and importance of salary.

1.1.2. Research on salary policy

Research on salary policy in enterprises is mainly research on the analysis and evaluation aspects of the state's macro-wage policy for enterprises such as minimum wage, regulations on salary scale, basic salary structure, salary scale, salary structure, salary structure, etc. Salary management system for enterprises. Micro-wage policy is a policy developed by an enterprise to manage its salary, it is expressed through regulations and regulations in the company, micro-wage policy towards determining determine the source of the salary fund and manage and distribute the salary reasonably. Some typical studies

1.1.3. Research on factors affecting QTL

Synthesized a number of research works on factors affecting the information management such as Do Thi Tuoi (2012), Milkovich et al (2011), Nguyen Tuan Do Anh (2020) , Pham Thi Thanh Ha (2021) have built Research model of factors affecting salary and income of employees based on 2 groups of factors: Group of factors from the organization and group of external factors, Research by Nguyen Tuan Doanh shows the factors affecting affecting salary policy are: Law on salary; Labor market; Union; Labor productivity; Objectives of the enterprise's salary policy . The research assist practice central only stop at analyzing and describing the influence of factors on salary policy by analytical methods, but have not quantified the level of influence of factors on salary policy. factors by quantitative method .

1.1.4. Research on Payroll Management

Should skew assist about manager treat money wage also Okay rather many of home research assist in country topic access arrive: Vu Literature Khang (2002); Nguyen Pink Bright (2004); Tran The Hung (2008); Vu Hong Phong (2011), Do Thi Tuoi (2013); Nguyen Tuan Do Anh (2020) , Pham Thi Thanh Ha (2021)

Thus, the current research works on salary management have only focused on the research on the status of salary payment, salary management, income status, but have not studied salary management systematically. system from policy making, implementation organization, testing and evaluation.

1.2. Tilt gap assist:

Thus, the research gap that NCS found when doing the overview was identified as:

(1) Determining the theoretical framework of information management in JSCs built according to the management function throughout from Planning; Implementation organization; Inspection and supervision; Evaluate and adjust.

(2) Based on the overview and qualitative research results, the author has proposed 09 factors affecting pay and then built 09 research hypotheses, research models, and tested hypotheses. research as a premise for QTTL activities. By qualitative research, the author has added 2 more scales associated with two factors: characteristics of construction joint stock enterprises and capital ownership of enterprises.

(3) The research model of the thesis is built for JSCs that can be extended to the context of private enterprises, FDI, or enterprises of other economic sectors. In addition, the identification of the above research gap is the basis for the PhD student to carry out the thesis " *Wage management in construction joint stock companies in Hanoi* ". NCS hopes that the implementation of this research topic will have both theoretical and practical significance.

1.3. Research Methods

To ensure the research objectives, the thesis uses a combination of qualitative analysis methods and quantitative analysis methods on the basis of different data sources.

CHAPTER 2. THEORETICAL AND PRACTICAL BASIS ON SALARY MANAGEMENT IN CONSTRUCTION JOINT STOCK COMPANY

2.1. Concepts of salary and salary management

The content of the thesis introduces some of the following concepts:

- Wage is the amount of money that the employer pays the employee to perform the work as agreed. Salary includes salary by job or title, salary allowance and other supplements. Wages paid to employees are based on labor productivity and work quality. Employers must ensure equal pay, regardless of gender, to employees doing work of equal value.

- Income is understood as all the money that the employee receives from the employer through the exchange of labor power. These are salaries, bonuses, salary allowances, allowances and other welfare regimes of the enterprise Karma.

- Governance treat salary is up submit plan determined, nest position, receive religion and check control to hit price activities to pay workers in line with their contributions in order to achieve stated objectives out.

2.2. Characteristics of a construction joint stock company

2.2.1. Construction Joint Stock Company build

Labour ty neck part build build to be one labour ty neck part Hentai in receive area build, capital thing rate Okay divide Fort much part plain together to be neck part and Okay issued to the market to mobilize capital for investment participation from all economic sectors. Owners of shares are called stockholders bronze.

2.2.2. Labor characteristics of construction companies build

2.3. Content of salary management in construction joint stock companies build

2.3.1. Planning

Planning corporate management is the first activity and plays an important role in the salary management of the enterprise. Planning is the process of defining goals and the best way to achieve them pepper there. Conclude fruit of the plan determined main book manager treat money wage

to be one policy money wage Okay build build spend period and full enough will bag including: corpse determined item pepper of main book; corpse determined source force; corpse determined the direction judgment, way awake manager treat

2.3.2. Main implementing organization book

Nest position real presently main book to be internal content next follow of the manager treat money salary in the enterprise, after planning and formulating policies. Activities in the process of organizing policy implementation, including: including:

- Organizing the information management apparatus , the enterprise guides and directs relevant parties to comply with regulations to ensure that the policy is implemented in the correct order and content. dung.

- Labour Father, declare transmission main book. Main book when the Okay build build need publicly disclosed to stakeholders and all employees in the enterprise .

- Implement

The implementation process is also to establish a system of jobs for each individual and department so that those individuals and departments can can work together in the best way to achieve the goals of salary management in the enterprise.

2.3.3. Check and monitor close

Test is to look at the actual situation to evaluate and comment. Testing is an activity dynamic often through of the DN aim guarantee tell real presently item pepper and duty its service.

2.3.4. Reviews and things correction

From the test results, the enterprises organize the assessment of the advantages, limitations and analysis of the causes, especially the causes of the limitations, from which there are timely amendments and adjustments. Evaluation is carried out at the end of the period to draw lessons for the improvement and policy development in the coming years. The quality of the evaluation process is very important because it affects the planning process as well as the results of the following management process. If the evaluation is

wrong, it will lead to the wrong adjustment and the system will not achieve the set goal. Evaluation of salary administration is the comparison between the implementation process and policy planning, the comparison between the performance results and the set objectives, analysis and determination of the efficiency of resource use, ...

2.4. Factors affecting salary management in construction companies

Salary management in enterprises is affected by many factors, which can be approached according to factors inside and outside the enterprise, factors that directly and indirectly affect. The research review has shown that the factors affecting salary payment and thereby affecting salary administration include: (1) State policies and laws on wages; (2) The role of trade union; (3) Perspectives of business leaders; (4) Business results of enterprises; (5) Corporate culture; (6) Employee capacity; (7) Competency of salaried staff. Based on qualitative research, interviews with experts and leaders, NCS identified 2 factors as capital ownership form of JSC and Job characteristics of construction industry.

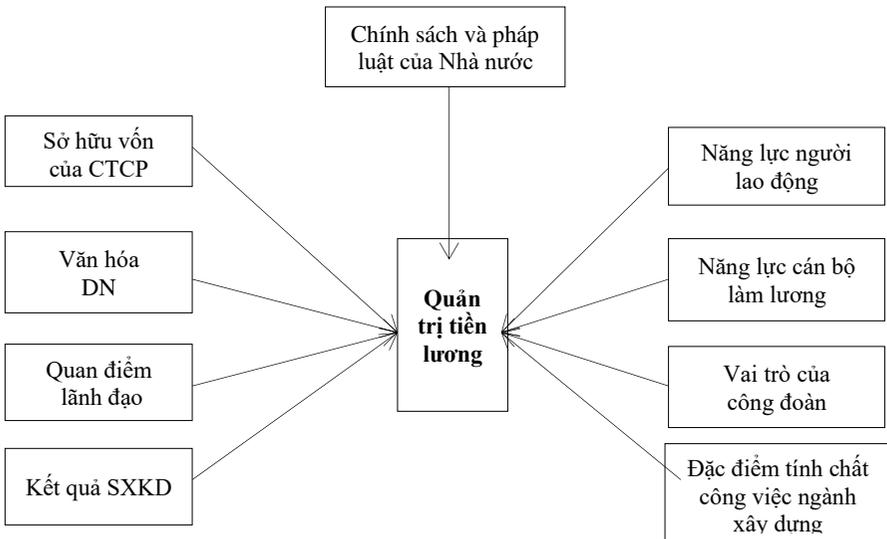


Figure 2.1 . Research model of factors affecting

The research model of the thesis includes:

Independent variable: Includes 9 influencing factors
Dependent

variable: Salary management

The econometric model is represented by the equation:

$$QTTL = f(\text{Nhanto } k).$$

In terms of econometrics, the model studies the correlation between financial management (dependent variable) with influencing factors (independent variable) to assess the impact of factors on salary management, helping managers to necessary adjustments to improve salary administration.

- **Control variable** : Gender, age, job position, income

Thesis hypothesis

NCS has synthesized research hypotheses in his thesis, including:

H1: The State's legal policies have an impact on the international market

H2: The form of capital ownership of a joint stock company has an influence on the financial management

H3: Leadership attitude has an influence on management

H4: The company's production and business results have an impact on the quality of life

H5: Corporate culture has an influence on management

H6: Employee capacity has an impact on management

H7: Competency of salaried staff has an effect on management quality

H8: The role of trade unions has an influence on the quality of money

H9. The characteristics and nature of construction work have an impact on management quality

CHAPTER 3: SITUATION OF SALARY MANAGEMENT IN CONSTRUCTION JOINT STOCK COMPANY IN HANOI

3.1. Overview of construction joint stock companies in Ba Ha area Interior

3.1.1. Number and growth rate of businesses Karma

Table 3.1 : Number of joint stock construction enterprises in Hanoi

STT	Index	Five 2015	Five 2016	Five 2017	Five 2018	Five 2019	Five 2020
first	DN . No	10,592	12,227	13,866	13,448	14,040	14,784
2	Number of Joint Stock Company	9.004	10.515	11,647	11.430	11,793	12,566
3	Number of enterprises increased compared to last year	685	1.635	1639	-418	592	744
4	Growth rate (%)	6.91	15.44	13.40	(3,01)	4.4	5.3

Source: Calculation from the annual enterprise survey GSO

3.1.2. Results of business and production activities

- Revenue growth rate pure :

The period 2016-2020 along with the increase in the number of businesses and tissue capital head private, business collect pure of the the business Karma build build above geography Hanoi table also increased strongly. In 2016, total net revenue reached 257,666,938 million VND copper arrive five 2020 business collect the business Karma build build obtain 401,684,834 million VND copper.

Table 3.2: Revenue of construction enterprises in Hanoi

STT	Index	2016	2017	2018	2019	Year 2020
first	Revenue (million VND)	257,666,938	352.340,821	339,966,040	371,242,915	401.684,834
2	Revenue increased compared to the previous year	40,261.853	67,673,883	14.625.218	31,276.875	30,441,919
2	Growth rate (%)	18.52	26.26	4.50	9.20	8.20

Source: Calculation from the enterprise-GSO survey over the years 2016-2020

3.1.3. Human resource characteristics

- Contributing to job creation for employees

Contributing to creating jobs for workers is one of the results that construction enterprises in Hanoi bring. Many solutions, mechanisms and policies have been promulgated and implemented synchronously by the City such as: support support head private product export, create lip school pine airy collect suck head private, cabbage Administrative procedures, vocational training support, and labor market development are the basis important contribute part complete Fort item pepper prize decide job do give People labor motion.

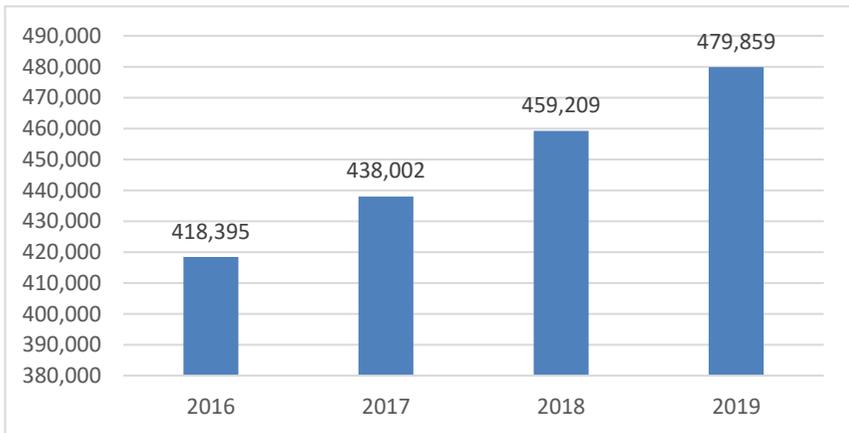


Figure 3.2: Number of construction workers in Hanoi in the period 2016-2019

Source: Calculate maths are from thing tra business Karma-Total lump Mini list via the five 2016- 2019

Above muscle department thing tra of the Total lump system list and conclude fruit research assist of the author. Ask for a favor force quantity labor dynamic spectrum pine sausages bountiful, spend fee core labour build build Vietnam live level short so with area area. Follow Turner and Townsend, spend fee core Construction work (including salary, transportation costs, social insurance, health insurance...) in Hanoi city in 2019 reached 2.7 USD/hour (~ 10 million VND/month), much lower compared to other markets in the region and the world gender.

3.2. Wages and incomes of workers in construction joint stock companies

Wage and income are studied through the following contents: Labor cost structure in the project, Employee's salary, Level of capital equipment per worker, Employee efficiency of companies, Money salary, income and production efficiency of construction joint stock companies by scale

3.3. The current situation of salary management in construction joint stock companies in Hanoi Interior

3.3.1. Current status of strategic planning

3.3.1.1. Define money management goals wage

Pine via job research assist real economy and thing tra burn question opposite to with Payroll administrators on planning and setting goals for management of money management at construction enterprises in the city in Hanoi, showing a number of problems after:

- Enterprises base on the orientation and plan of production and business development in each period to give orientation and plan for management of money management for each period and each year. According to the survey of NCS, there are 43/50 enterprises (85%) that are asked to have defined salary management goals, the overall goal is shown in the salary regulation, still item pepper tool can Okay can presently in the the meeting annual.

3.3.1.2. Identify the source force

(1) About financial resources main

When asked, 50/50 accounted for (100%) of the number of businesses that can determine where the source of the enterprise's salary comes from, but the formula and way corpse determined still very dream lake, Carry count grand concept, are not be clear clear.

+ Method of determining salary fund and allocating salary fund

According to the research results, depending on the characteristics of the enterprise, there are methods to determine the salary fund, according to my research, the methods are commonly used by enterprises. variables are: according to the unit price of wages, according to the marginal labor, according to the value of output, follow business collect,.. Conclude fruit survey close the direction France corpse determine salary fund as table after:

Table 3.3: Survey results on methods of determining salary fund

STT	next salary fund plan	Number quantity	Ratio %
first	Unit price of salary on revenue	20	
2	Average salary	ten	20
3	Marginal labor	8	16
4	Other methods	4	8
5	Unspecified salary plan	8	16
	Total	50	100

Source: Synthesized by Postgraduate

According to the survey results of 50 enterprises in Ha Noi Inside, yes up to 20/50 business Karma corpse determined fund money wage next plan rely enter single price money wage above 1,000 yen copper business collect accounting for 52%. Have 10/20 business Karma corpse determined fund salary next plan rely above money wage jar army accounting for 20%. Have 8/50 business The industry determines the planned salary fund according to the fixed labor accounting for 16%, other methods are 4/50 employees, accounting for 8 %.

Through actual research in enterprises, NSC made some comments:

- The planning of the salary fund is important for every company and companies now set up a salary fund. However, fund planning money wage bag image enjoy by much core element owner mandarin and guest mandarin Candlestick The establishment of a salary fund is not really official corpse.

- The planning of the salary fund of many units is still passive, has no specific orientation, is affected by the cash flow from the investors, leading to the plan to build the salary fund deviating from the expected initial.

- Plans for salary fund and contingency funds at companies operating in the construction sector. Due to the compensation of contractors for construction and installation, the annual salary fund depends on revenue and cash flow progress. of projects.

The stability level of the construction industry is not high, making it difficult for enterprises to plan annual salary fund and other reserve funds.

3.3.1.3. Developing policy

Table 3.4: Salary structure in construction enterprises

STT	Salary plan	Number quantity	Ratio %
first	Basic salary + Flat salary	9	18
2	Basic salary	7	14
3	Basic salary + Allowance	14	28
4	Base salary + Productivity salary	6	twelfth
5	Basic Salary + Productivity Salary + Extras grant	14	28
	Total	50	100

Source: Synthesized by Postgraduate

According to the research results on the current status of salary payment options for employees in enterprises, 9/50 enterprises account for 18% of enterprises that pay employees monthly according to basic salary + package salary. 7/50 enterprises, accounting for 14%, pay employees according to basic salary. There are 14/50 enterprises that pay wages to employees according to the structure including basic salary + allowance, accounting for 28%. And there are 14/50 enterprises, accounting for 28%, paying employees including basic salary + productivity salary + allowances.

Product pay for construction workers

According to the research results , enterprises often apply two forms of payment to their direct workers , namely , product - based wages and time - based wages . Time wages for direct workers are similar to time wages for indirect departments that NCS presented above . _ _ _ _ In the next section, NCS presents more specifically about the contract salary for direct employees in the enterprise . Formula :

Package salary = Work volume x Unit price. Time salary = Working time x Unit price

Salary allowance status

Follow research assist, the type extra grant wage in DN are Okay the applied by businesses is quite diverse. Wage allowances to compensate for

factors such as working conditions, job complexity, living conditions, and income levels suck labor dynamic not yet Okay count or count not yet full enough in money wage. The the type of enterprise allowance specified in the payment regulations wage.

Table 3.6 : Survey results on types of allowances applied by enterprises

STT	Types of allowances	Number of businesses	Ratio %
first	Public responsibility allowance job	30	60
2	Regional allowance	9	18
3	Seniority allowances	23	forty six
4	Mobile allowance	25	50
5	Meal allowance	43	eighty six
6	Telephone allowance	30	60
7	Part-time allowance	9	18
8	Other allowances	50	100

Status of financial incentives

On the basis of qualitative research, each enterprise has a financial incentive policy main depending on belong enter special the point product export, brand fruit product export in every stage different paragraphs, the leader's point of view. Financial Incentive Program business Karma nice pressure Use: Bonus Tet, bonus follow profit profit, chapter salary increase program, encouraging material savings private.

Table 3.7: Financial incentive programs in enterprises

STT	Types of allowances	Sales number Karma	Ratio %
first	Bonus on holidays	50	100
2	Bonus according to profit	ten	20
3	Bonus for saving materials	40	80
4	Unexpected salary increase	20	40
5	Different form	43	eighty six

Source: Synthesized by Postgraduate

In order to create motivation for employees to complete their work

with high efficiency and long-term attachment to enterprises, enterprises apply various financial incentive programs.

Table 3.9: Corporate welfare programs

STT	Welfare programs	Sales number Karma	Ratio %
first	Social insurance	50	100
2	Health Insurance	50	100
3	Tell dangerous ears problem labor dynamic give labour core	50	100
4	Health insurance	25	50
5	Life insurance	25	50
6	Other types of benefits	30	60

Source: Synthesized by Postgraduate

According to the survey of NCS, 100% of enterprises participate in Social Insurance and Insurance y economic. Although course Billion rate EMPLOYEES greed family Social insurance in the DN again are not high only occupy about 60% total number labor motion, in there labor dynamic cockroaches next greed family Social insurance arrives 80%, in when the labor bronze on duty next only live level 30-40%. Thing this also easy Understand that because the nature of the work of construction workers has to move a lot, seasonal workers account for a large proportion, so the level of participation in social insurance is low. Besides, the State's regulation of the rate of deduction of social insurance contributions is also quite high, so the employees themselves do not want to participate family.

3.3.2. Implementation organization

3.3.2.1. Organization in money management wage

In fact, the survey by NCS shows that depending on the size of the enterprise, the responsibility for different levels of salary administration in each enterprise is different. The results of the survey on the responsibilities of leaders in QTTL are as follows:

Table 3.11 : Summary of opinions on the responsibility and quality of leaders in salary management at enterprises Karma

STT	Criteria	Amount (People)	Ratio %
first.	Responsibilities in QTTL	50	100
	- Orientation and decision making	45	90
	- Indicate direction and decide on issues of business	5	ten
	- No direction and no decision	0	0
first.	The quality of direction and decision	50	100
	- Very suitable	6	twelfth
	- Fit	36	72
	- General	8	16

Source: Synthesized by Postgraduate

The survey results of 50 staff of management management in enterprises showed that 45/50 people accounted for 90% number People pay word receive religion yes shoulder trick very great in in job determined direction outline _ item pepper tool can also like decide determined the question topic about. Thing this give see question topic money wage DN very Okay mandarin heart, before end money wage to be one spend fee of the DN should be Okay manager physical one way yes brand fruit, next follow DN take awake clear shoulder trick of the Employee, if DN would like collect suck hold foot core tablets then even right yes war comb brand fruit. Only yes 5/50 accounting for ten% number People to be receive religion only determined direction product export terrible business and from that production and business plan, the salary management department will develop a plan of me.

3.3.2.2. Main announcement and propaganda book

The announcement of policy propaganda on wages has also been noticed by some enterprises. Each enterprise has a way to publicize its policy of paying salaries to employees. The communication channels are as follows:

Table 3.14 : Summary of opinions on propaganda about salary policy in enterprises

STT	Criteria	Amount (People)	Ratio %
first	Union base	15	30
2	Through the comment box	ten	20
3	Through direct dialogue with the leader religion	13	26
4	Through bulletin boards, billboards,...	16	32
5	Through direct managers	30	60

Source: Synthesized by Postgraduate

3.3.3. Check and monitor close

Table 3.15: Summary of opinions on inspection and supervision activities in enterprises

STT	Criteria	Quantity (person)	Ratio %
first	Effective	15	30
2	There is an ineffective test	25	50
3	Unclear	6	twelfth
4	Who cares	4	8

Source: Synthesized by Postgraduate

According to the above table of results, 30% of the respondents rated the inspection work of enterprises as effective, 50% of the respondents said that there is inspection activity but not yet. brand fruit, and yes arrive twelfth% give that Hentai dynamic check tra are not clear clear and 8% think that enterprises are not interested in auditing activities check.

3.3.4. Rate and adjust

Above muscle department check check, DN play presently the wrong deviated and pass out Okay the causes of the limitations, from which enterprises can modify to suit the actual situation. According to the NSC survey, the results fruit:

**Table 3.16: Contents in the financial management
are adjusted in 2019 and 2020**

STT	Adjusted content	2019		Year 2020	
		Number quantity	Ratio %	Number quantity	Ratio %
first	Labor norms	7	14	45	90
2	Salary Fund	8	16	45	90
3	Salary plan	5	ten	39	78
4	Salary allowance	2	4	20	40
5	Financial incentives	2	4	25	50
6	Financial welfare	3	6	twelfth	24
7	Wage policy	4	8	30	60

Source: Synthesized by Postgraduate

If like five 2019 the business Karma right thing correction the internal content rather little only about below ten% then luxurious five 2020 yes the only pepper arrive 90% of the numbers DN right thing correction physical do Because five 2020 to be five but branch build build also is industry terrible economy bear works dynamic great by image enjoy pepper pole of the grand Translate COVID-19. In much geography direction, special bye to be in River Interior the business Karma head private, terrible real estate dynamic product right temporary stop Hentai dynamic Candlestick most like the attend sentence bag stop stagnation, are not project is completed.

3.4. Factors affecting salary management in construction joint stock companies in Ha Noi Interior

Table 3.23. Conclusion of research hypotheses

Content	Result
H1: The State's legal policies have an impact on the international market	Accept
H2: The form of capital ownership has an effect on financial management	Accept 1 part
H3: Leader's attitude has an influence on management	Accept 1 part
H4: The production results of enterprises have an effect on quality control	Accept 1 part
H5: Corporate culture has an influence on management	Accept
H6: Employee capacity has an impact on management	Accept
H7: Competency of salaried staff has an effect on management quality	Accept
H8: The role of trade unions has an influence on the quality of money	Accept 1 part
H9. Job characteristics that affect	Accept 1 part

Source: Synthesized by Postgraduate

3.5. General assessment of the current situation of salary management in construction joint stock companies in Hanoi city

Research assist and feces volume presently status pay in construction joint stock companies in Hanoi city give The management of information management in enterprises is very interested and continuously innovated to match the development of the market economy, create motivation to attract and retain employees and comply with the provisions of the law. The advantages and disadvantages of QTTL in construction joint stock companies can be seen as follows:

3.4.1. Accomplishments _

3.4.2. Limit

3.4.3. The cause of the restriction

CHAPTER 4: SOME SOLUTIONS TO COMPLETE SALARY MANAGEMENT CONSTRUCTION JOINT STOCK COMPANY IN HANOI

4.1. Development context of the construction industry

- To develop the construction industry in a modern, fast and sustainable direction, to meet development requirements, in line with the national socio-economic development strategy and plan, and on the basis of science, technology and innovation, creativity, making the best use of development opportunities of science and technology, the 4th Industrial Revolution, proactively integrating into the world economic.

- The industry continues to improve the institutional system; linking the process of urbanization with the process of industrialization and modernization of the country. Promote the development of low-cost commercial housing and social housing in urban areas, housing for workers in the area labour Karma, home live commune festival give rent, home live give household poor live shallow village and areas that are frequently adversely affected by natural ears.

- Linking the development of the construction industry with consolidating national defense and security, with environmental protection, and adapting to climate change. Building the construction industry apparatus build pure concise, Hentai dynamic brand force, brand fruit and get a raise strong feces labour, hierarchical one way fit physical, tell guarantee events manager physical system best, only religion pine transparent are from from central to local levels, bringing into play the initiative and creativity of localities direction.

4.2. Development orientation and perspective on salary management of construction joint stock companies in Hanoi

4.3. One number prize France complete good manager treat money wage the labour ty neck part built in Ha Interior

4.3.1 Solutions for Management Planning

4.3.1.1. Salary budget planning must be done more fully and accurately

- In the construction industry, the salary fund is mainly taken from

construction and installation activities dynamic head private. Do so, business Karma need yes war comb declare waterfall dark multi source of revenue, this is also the most important basis for the formation of a money fund wage

- With thing to sue do job multi number to be outside God, rain sunny the seventh often, DN build Construction is heavily dependent on the weather, so the number of workers who have to wait for work is quite high compared to other industries. Construction enterprises should deduct a reasonable reserve salary fund for unfavorable things there

- If the enterprise pays product wages, the main salary fund of direct labor should be determined based on the planned volume of products produced and the wage unit price per unit of output. Products

4.3.1.2. Salary increase based on work performance

Performance pay is a process that links employee pay to individual, collective, and organizational performance measures. The purpose of the performance pay process is not only to reward the effective and productive contribution of employees in the organization and to motivate high performing employees, but also to keep good employees for the company. This relationship also supports the concept that if wages are paid based on performance, an increase in salary will help improve work efficiency and build a good working environment.

4.3.2. Completing implementation organization

Demarcation of responsibilities in clear management, besides, enterprises need to strengthen the dialogue mechanism between employees and employers. Maintain a mechanism for dialogue , negotiation and agreement on salary between the parties on an annual basis

4.3.3. Complete inspection and supervision

Companies need to actively strengthen inspect and supervise the distribution of wages and income in their enterprises , check the implementation of the law on wages , on the one hand guarantee wages To operate objectively in accordance with the principles of the market , wages must be decided by the market . On the other hand , wages must be truly distributed equals .

4.3.4. Finalize evaluation and adjustment

From the test results, the enterprises organize the assessment of the advantages, limitations and analysis of the causes, especially the causes of the limitations, from which there are timely amendments and adjustments.

4.4. Improve the influencing factors to facilitate the improvement

4.4.1. Improve policies associated with capital ownership

4.4.2. Salary policy associated with the characteristics of Construction Joint Stock Company in Hanoi

4.4.3.. Promoting the role of the trade union organization department

Change and reorganize the operating model of grassroots trade unions. Organizations labour group this right poison create about talent main and poison create about team sleep do labour union work. Thus, the new union has an equal and independent position with the employer when negotiating salary issues as well as other issues in labor relations. Initially, in order to gradually become independent and self-sufficient in financial resources, these trade unions are considered as earning organizations and units. Money wage pay give rolling the set labour group and terrible fee Hentai dynamic of the nest position compensated by union dues contributed by employees. These trade unions need Okay nest position concise light, are not gong bulky and bag including chief labour group branches, local trade unions, especially the direct superior trade unions of the grassroots trade unions department

4.4 4.4. Solutions to improve employees' capacity through training

4.5. Some recommendations proposal

4.5.1. Recommend the Ministry of Construction build

4.5.2. Recommendations to the Ministry of Labour, Invalids and Social Affairs festival

4.5.3 Recommendations to Hanoi People's Committee

4.6. Some limitations of the thesis and future research directions

4.6.1. Some limitations of the thesis

4.6.2. Future research directions