



Factors Affecting the Capacity and Performance of the Labour Mediator Team in Hanoi City

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ABSTRACT

In the current period of building harmonious, stable and progressive labor relations in the new situation, the role, assessment of capacity and effectiveness of the team of labor mediator is extremely important for with connecting relationships between employees and employers. Therefore, the authors analyzed the factors affecting the operational capacity and performance of the team of mediators in Hanoi city. The author group has inherited the successes of authors who published previous research works and developed criteria to evaluate the operational capacity and performance of a team of mediators. On that basis, the authors found that the factor "Competency standards and recruitment mechanism" has the strongest impact ($\beta = 0.489$), followed by "Results of training, fostering and development labor mediator" and "Employing, compensating and retaining competent labor mediator" have β of 0.408 and 0.339, respectively. impact on the operational capacity of the conciliator team. For operational efficiency, the factor "Operational capacity" has the strongest impact and can be considered the decisive factor ($\beta = 0.439$). This is completely consistent with practice, because as a team of labor mediator, they want the organization to recognize and appreciate the true value of their labor and this is expressed through factors such as recruitment, training and remuneration have been analyzed above. From there, this will be the factor that has the strongest impact on the performance of the labor mediator team.

Keywords: Team of labor mediator, operational capacity and performance of the team of labor mediator.

1. INTRODUCTION

Hanoi is the capital of the Socialist Republic of Vietnam, at the same time a major economic - political - social center and also one of the fast growing cities, attracting foreign investment. large, rapid urbanization process. Hanoi has great advantages in information resources and traffic connections, and is also a locality with a large number of workers, many businesses, and highly qualified human resources. Therefore, Hanoi's labor relations situation also has many issues that need to be resolved such as labor disputes. In recent times, the number of collective labor disputes has decreased but still occurs. The average number of cases resolving individual labor disputes through labour mediators is about 40 cases per year. Labor disputes are often related to issues of salary, working hours, rest hours, treatment relations between employers and employees, social insurance regimes, etc. The number of successful conciliation cases accounts for about 50% of labor disputes.

Originating from the activities of labour mediators in Hanoi city, shortcomings and limitations are also revealed: The leadership and direction of some localities in resolving labor disputes, reviewing and perfecting Labor conciliation has not been implemented regularly or decisively, so the effectiveness of the conciliation work of labour mediators has not really been promoted; In some districts, conciliation work is still formal, the results of successful conciliation are not high, limiting the results and quality of resolving general labor disputes in the City; Some local governments do not have policies to encourage and attract the participation of people who have experience and good legal knowledge in the field of industrial relations (lawyers, jurists,...) and are qualified to Participate as a labor mediator; Reconciliation activities are still inadequate. The role of the new labour mediator is limited to passive dispute resolution when required; The number of labor disputes resolved through labour mediators is not many because some employees do not know or do not properly understand the mechanisms for resolving labor disputes according to the provisions of the Labor Code through conciliation. Labour mediators should still request dispute resolution through complaints and denunciations.

How to evaluate the current capacity of the labour mediator team and, on that basis, propose solutions to improve the capacity of the labour mediator team in resolving labor disputes is key to minimizing workplace disputes and their consequences. It can be said that labor mediator is a subject with relatively high independence in resolving labor disputes. This contributes to resolving conflicts and disagreements arising in labor relations and other relationships directly related to labor relations in a quick and timely manner, ensuring compliance with principles and regulations of the law; thereby best protecting the legitimate rights and interests of employees and employers, helping labor relations to be harmonious, stable and for sustainable socio-economic development. That is why author group chose the topic: "**Factors affecting the capacity and performance of the labour mediator team in Hanoi city**" as the research content of this article.

2. Research overview

Forms of mediation, with the emergence of a third-party role, are growing in many countries. In Europe, the EC are countries that are actively promoting initiatives to form a team of labor mediators to resolve conflicts, within the legal framework of social dialogue. Various studies show the need of partners, employers, unions and other stakeholders, for innovation in industrial relations and social dialogue (Cutcher Gershenfeld, Kochan & Calhoun Wells, 2001; Euwema, Munduate, Elgoibar, Garcia, & Pender, 2015; Munduate, Euwema & Elgoibar, 2012; Weltz, 2008). One of the important and indispensable components of this innovation is supporting social partners, especially when negotiations are difficult, no agreement is reached, or rights are not respected, and conflicts can arise. Stemming from this necessity, mediation appears to support the resolution of labor conflicts (Bollen, K., Euwema, M., & Munduate, L., (2016).

Department of Justice, Hung Yen Province (2020). The project is a training manual for mediators at the grassroots level. The project has a general overview of mediation at the grassroots level, including mention of Labor Mediators. The project provides additional mediation skills at the grassroots level and specific situations related to mediation work. Lindsey M. Bier (2017) researches on mediators in general and case studies in Vietnam. Research suggests that a country's cultural identity will be a unique factor that influences the mediator's ability to bring about a positive mutual agreement. The results of the study indicate the influence of heritage and culture, human capital, social attractiveness and physical attractiveness as positive emotions for the mediator.

Nguyen Thi Lai (2016) researched some common issues about the organization and activities of mediation at the grassroots level such as: The concept of mediation, mediation teams and the effectiveness of mediation activities at the grassroots level; the process of formation and development of the mediation team and the mediation work at the grassroots level; provisions of law on mediation work at the grassroots level, standards, conditions and roles, positions and tasks of the team of mediators, the system of mediation teams at the grassroots level, operational efficiency and Factors affecting the effectiveness of the team of mediators and mediation teams at the grassroots level. At the same time, evaluate the current status of the activities of mediators and mediation teams at the grassroots level; offer opinions and propose solutions to improve the effectiveness of mediation activities at the grassroots level. Research has not provided arguments to promote reconciliation activities to truly become an important and urgent activity.

According to McKenzie (2015) pointed out the role and effectiveness of mediation as the most popular method to resolve disputes and conflicts in the workplace. Evidence shows that mediation is most effective when supported by an organizational commitment to clear implementation strategies, policies and procedures, conducted by independent, experienced and level. According to the author's research, mediation is defined as: "any third-party assistance to help the parties prevent the escalation of the conflict, help end the conflict and find negotiated solutions resolve their conflicts". Also according to Martin C. Euwema & Associates (2019), third parties in the above definition can have different roles and positions, related to society, such as: culture, level of escalation economic fluctuations, legal regulations and other relevant parties. Research also shows that in some countries, what is officially called "conciliation", most has the features of arbitration and often follows a formal process - where representatives of the conflicting parties negotiate. quality to find solutions. This approach largely differs from the form of conciliation offered by the ILO. Nguyen Huy Hung (2014) clarifies the theory of intermediary - conciliation institutions and mediation - conciliation activities in labor relations. Offering international experience and lessons for Vietnam. Current regulations for conciliation and conciliation activities and the current status of conciliation and conciliation organization and activities in Vietnam. Continue to make recommendations on improving the effectiveness of mediation and conciliation activities.

Authors Foley and Cronin (2015), updating the ILO guidelines, mention the role and process of conciliation and the ways and motivations of labour mediators. Inspired by "geometry" and to build Budd and Colvin's (2008) labor dispute resolution procedure, Bollen, Euwema, and Munduate (2016) developed the 3-R model (regulation, roles and relationships) mediate collective conflicts in the workplace. This research model has also been adjusted many times to fit the analysis of mediation in collective conflicts. The 3-R model addresses three different aspects to consider when deciding on mediation and the type of mediation to apply: Regulations, roles, and relationships (Figure 1.1). These three dimensions together form a pyramid built on different layers, going from the broader context in the specific content, to the specific tactics of the third party - the mediator (in on top of). At the bottom of the pyramid, the study also points to common characteristics of the context for arriving at the decision to use mediation for a specific workplace collective conflict: (a) Context of mediation Conflict resolution and management, (b) organizational culture conflicts, and (c) available third parties. Another important feature is the right of employees to strike, the position of unions, the role of works councils at the local organization and plant level, and differences in law and practice between regions. public and private sectors. The top of the pyramid is determined by: (d) the structure of the mediation, (e) the types of mediation, (f) the strategies and (g) the tactics used, leading to a particular mediation as below model:



Figure 1: 3-R mediation model

Hollett and Gale (2006), point out that in the employment sector, “mediation” is sometimes used generically to describe a range of conflict resolution processes, from informal to formal mediation, but the purpose purpose to resolve collective disputes. It might be added that conceptual confusion is not only a problem for scholars and practitioners but perhaps more importantly for potential parties, workers and union representatives. There is no single definition of mediation, it is essentially a form of facilitated negotiation. Facilitated conciliation is described in the ACAS Guide (2019) that accompanies the ACAS Code of Practice: Disciplinary and grievance procedures are as follows: Conciliation is a voluntary process in which the conciliator helps two or many are in dispute trying to reach an agreement

The importance of relationship building in mediation, stems from the perception of mediators as "practitioners, the process evolving from a combination of law and method" (Taylor, 1997).

This dual expectation of fairness and empathy is reflected in the mediators' statements. In a study titled “Solutions to resolving homogeneity and discrimination in labor disputes” by Candlin & Maley (1997), the features of normative statements that are given to create create a new language of reconciliation. Although the mediator does not have the decision-making and rule-making authority that defines the role of the adjudicator, by controlling the organization and direction of the discussion, he or she guides the participants. resolve their conflicts. The mediators' emphasis on the need for mutual respect and consensus to resolve pressing issues arose in the discussion.

3. Research methodology, hypotheses and models

3.1. Research methodology

Research Methods

Based on the objectives and research objects of the project, the following main methods will be used: Desk Study method; Actual survey methods; Professional solution; Forecasting research methods.

Desk research methods

- This method is performed by collecting and reviewing all secondary information/data about the research problem, basic characteristics of the survey area and survey objects. Secondary information/data will be collected from:

- + Thematic reports, industry (labor) reports, articles have been published on mediators, and the performance of labor mediators in enterprises in recent years.
- + Policies, documents, regulations/legal norms directly and related to conciliator policies and performance of labour mediators.
- + Policies, documents, regulations/legal norms directly and related to the implementation of the capabilities of labour mediators.
- + Research reports and statistics on the implementation of conciliation activities and the capacity of labour mediators.
- + Report on the business development situation, business development goals and perspectives in various types of businesses;...

- Purpose: Document research will be carried out with the aim of identifying research problems, forming research objectives and building a theoretical framework and plan to collect research information. In addition, based on the research framework of research and analysis of secondary documents to synthesize, classify and systematize the collected information and data. The results of desk research/document research will be the basis for building a practical survey outline and building a survey tool set (Interview forms, in-depth interview guides, group discussions, field research). combination, direct observation checklist and free interviews...) and support the process of synthesizing and analyzing research results.

Actual survey: Field surveys will be conducted using a combination of both qualitative and quantitative research methods with sociological investigation techniques to collect necessary information about the research problem from subjects. The research object has been determined.

To achieve the goals set out in the research process, the authors carried out the following data collection steps:

Collect and process data

The stages of implementation from data collection, processing to analysis are as follows:

Step 1: Based on the overall results of evaluating the capacity and performance of mediators, the project's steering committee has inherited the measurement scales of previous studies on the capacity and performance of mediators. The mediator and the project steering committee built a questionnaire on Google forms and conducted discussions with experts, including 02 business directors, 05 employees of businesses and 02 mediators. Based on the results of the discussion, the Project Management Board has set up a scale with adjustments to observed variables to conduct an official survey. The official questionnaire was sent to business managers, workers, mediators in Hanoi City directly in print by convenient sampling method from friends, relatives, partners...

Step 2: Data collected 400 votes. After encoding and cleaning the data, these votes are valid for analysis.

Step 3: Analyze data on SPSS 22 software using the following tools: (1) Descriptive statistical analysis; (2) Test the reliability of the scale using Cronbach's Alpha; (3) EFA exploratory factor analysis; (4) Correlation analysis; (5) Regression analysis and SEM multi-structural linear model analysis.

Step 4: Analyze and discuss research results

Step 5: Conclusion and recommendations

Expert method: The research team consulted experts on theoretical and practical issues to develop criteria that reflect the capacity of mediators and their performance in disputes. businesses in Hanoi

Quantitative research methods

- After collecting primary data using a survey questionnaire sent to the Mediators and businesses, specifically: Employers and Employees working at these businesses in Hanoi City By sending the survey directly to these subjects... The respondents are managers at all levels and accountants of the enterprise.

- After determining the survey target group, the topic uses the method

Select a convenient sample for businesses in Hanoi City.

- Survey results are classified, data cleaned and continued to be used

SPSS software tool.

- After cleaning, the data was analyzed on SPSS 22 software using the following tools: (1) Testing the reliability of the scale using Cronbach's Alpha; (2) EFA exploratory factor analysis; (3) Correlation analysis; (4) Regression analysis to measure the impact of factors on the capacity and performance of the labour mediator team in Hanoi

Predictive research method: Based on the research objectives of the topic, Legal documents; Socio-economic development; Current status of results of analysis and investigation into the capacity and performance of the labour mediator team in Hanoi. The authors use forecasting methods to predict events that will occur in new conditions that require mediators to meet in order to improve the capacity and performance of labor mediators. The research team uses a combination of qualitative and quantitative forecasting methods.

3.2. Measuring capacity and performance of mediators

Assessing the capacity of the labor mediation team is the process of analyzing and measuring the capacity of each mediator and the labor recruitment team to confirm the level of meeting the job requirements arising from the team's role and mission.

The performance of the labor supervision team is the result obtained from the activities of the labor supervision team in the area in resolving labor disputes and developing labor relations based on set goals, tasks and practice. local.

Table 1: Elements that constitute the capacity of a labour mediator

Criteria code	Criteria
TD	Competency standards and recruitment mechanism
TD1	The level of clarity and appropriateness of regulations on labor teacher competency standards
TD2	The level of clarity and appropriateness of the mechanism to attract, search, and create sources to join the labor training team
TD3	The level of transparency, fairness, and suitability to the needs of the parties in recruiting and appointing labor supervisors
DT	Results of training, fostering and developing labor teachers

DT1	The completeness and clarity of documents on task descriptions and standards of labor teacher capacity framework
DT2	Frequency of organizing training and fostering programs for labor teachers
DT3	Quality of training programs for labor teachers that have been organized (successful training/meeting the need to improve capacity)
DT4	Frequency of summarizing and exchanging experiences between labor teachers
DG	Utilize, remunerate and retain qualified supervisors and workers
DG1	Reasonable level of work assignments and arrangements for labor supervisors
DG2	Attractiveness and commensurate level of incentives
DG3	Level of satisfaction of supervisors with working conditions and treatment by superiors, opportunities to develop working relationships

(Source: Summary and proposed research project report)

Criteria code	Criteria
DL	Working motivation of labour mediators
DL1	The level of clarity in the work goals of labor supervisors
DL2	The level of seriousness/attachment/pride when participating in the Labor Association of the Labor Council
DL3	The worker's own belief in the conciliation mechanism
DL4	Attractive level of remuneration policy for labor teachers (according to general regulations of the State and specific regulations of the City)
DK	Conditions for performing work
DC	Policy mechanisms & external environment
DC1	The level of clarity and reasonableness of labor management regulations
DC2	The level of clarity and operational efficiency of the contact point receiving dispute resolution requests
DC3	Effective "propaganda about labor dispute resolution mechanism"
DC4	The health level of the labor market and the balance of each party's position in labor relations
DC5	The level is clear, simple, and reasonable in the legal regulations on the labor dispute conciliation process
	The appropriateness and specificity of the time frame must be completed
DC6	Level of facilitation by the governing body &
DD	Characteristics of employers
DD1	Level of decisiveness & cooperation of business leaders
DD2	Level of difficulty in recruiting workers
DD3	Pressure to comply with labor standards and brand standards (export goods)
DD4	Level of openness & Level of clarity and operating efficiency of the dialogue mechanism within the enterprise
DD5	Employers' belief in conciliation and the role of labor supervisors
DD6	Needs & Expectations of Employers on dispute resolution results
DL	Characteristics of employees, employee representative organizations/trade unions
DL1	The strength of employee representative organizations/trade unions
DL2	Ability to understand and apply the law of Shareholders/Employees
DL3	Ability to apply economic management knowledge of Colleges/Employees
DL4	Confidence of employees/unions in conciliation and the role of labor supervision
DL5	Needs & Expectations of Employees/Trade Unions on dispute resolution results
DL6	Differences that exist within the employee population (age, gender, qualifications, hometown, living conditions...)

(Source: Summary and proposed research project report)

3.3. Research results

3.3.1 Analyzing the regression model of factors affecting the operational capacity of the mediator workforce in Hanoi City

Regarding sample size: The research team conducted a survey of labor mediator in Hanoi city to include in the analysis.

After performing descriptive statistical analysis, the variables of the model (these variables have been overviewed) have the form:

$$NLHD = \beta_1 * \text{DT} + \beta_2 * \text{TD} + \beta_3 * \text{DG} + e$$

The research team performed (1) Descriptive statistical analysis; (2) Test the reliability of the scale using Cronbach's Alpha; (3) EFA exploratory factor analysis; (4) Correlation analysis; (5) Regression analysis based on official research data with sample size n=100. From the EFA results, 03 independent variables are used in the research model, about the operational capacity of labor mediator (TD; DT; DG) 01 dependent variable NLHD

The factor pattern matrix table includes 3 independent variables with observed variables as in the EFA analysis and 01 dependent variable (NLHD) with 03 observed variables. All observed variables have loading factors greater than 0.5 and the independent variables are consistent with the proposed research model.

A good scale needs to have a Cronbach's Alpha reliability of 0.7 or higher, and the observed variables have a Corrected Item total correlation value of 0.3 or higher. The study achieved very good results when the Cronbach's Alpha coefficient of all scales reached a value greater than 0.7. Besides, the total correlation coefficient for all observed variables meets the condition greater than 0.3. From here, all measurement scales have very high reliability, there are no bad variables and no variables have to be eliminated, satisfying the conditions for analyzing the next steps.

Table 2: Model Summary table

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.578 ^a	.334	.306	.440	2.016

The results show that $1.5 < \text{Durbin-Watson value} = 2.016 < 2.5$, so we conclude that autocorrelation does not occur. Next, the adjusted R-square index of 0.306 shows that 30.6% of the variation in actual labor mediator capacity is explained from the linear relationship between research concepts.

Table 3: ANOVA table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.202	4	2.301	11.908	.000 ^b
	Residual	18.353	95	.193		
	Total	27.556	99			

The ANOVA table gives us the F-test results to evaluate the appropriateness of the regression model. Sig value. F-test equals $0.000 < 0.05$, therefore, the regression model is appropriate.

Table 4: Results of multivariate linear regression analysis

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.684	.445		1.538	.127		
	TD	.314	.089	.489	3.542	.001	.765	1.307
	DT	.304	.081	.408	1.275	.005	.523	1.911
	DG	.227	.070	.339	3.257	.002	.646	1.549

* VIF variance magnification factor

The regression results show that the variance magnification coefficients VIF of TD, DT, and DG are all less than 2 (according to standards in the field of economics), we conclude that between these independent variables there is no phenomenon of multiplicity. collinearity. Accordingly, these variables qualify

* Sig value of t-test:

The t-test of the regression coefficients of the independent variables TD, DT, DG is less than 0.05, we conclude that these variables are all statistically significant and have an impact on the dependent variable which is the actual working capacity of teachers.

* Standardized regression equation and test results:

$$NLHD = 0.408 * \text{DT} + 0.489 * \text{TD} + 0.339 * \text{DG} + e$$

The regression model shows that the factors "Results of training, fostering and developing labor teachers", "Competency standards and recruitment mechanisms" and "Using, remunerating and retaining qualified labor teachers" has a positive impact on the actual HDD capacity of labor mediator in Hanoi. In which the factor "Competency standards and recruitment mechanism" has the strongest impact ($\beta = 0.489$), followed by "Results of training, fostering and developing labor teachers" and "Using and treating Enlightenment and retention of qualified labor teachers" have β of 0.408 and 0.339, respectively.

Recruitment has a positive impact on the performance of the labor mediator workforce in the context of the current new situation with a beta coefficient of 0.489.

In fact, in Vietnam's current mechanism, recruiting high-quality labor mediator workers is very difficult. As for qualified, experienced labor mediator workers, these are the people any organization wishes to recruit and are always in short supply due to fierce competition. Competition in labor relations takes place between small businesses and large businesses, domestic businesses and foreign businesses.

Training and development of human resources has a second impact on operational capacity in the context of digital transformation with a Beta index of 0.408, demonstrating the importance of training in improving the quality of the workforce in the workplace. the current context of the new situation (digital transformation and integration). When training criteria increase by 1 unit, the operational capacity of the labor mediator workforce will increase by 0.408 units. The training and development of the workforce of labor mediator is evaluated based on the criteria of determining training needs, training and fostering programs suitable to the job needs of workers, and training on Organizational expertise needs to be carried out annually, well implementing training and fostering of labor according to plan, periodically evaluating training and fostering, digital transformation training programs appropriate and timely with the employee's job requirements. The survey results show that the evaluation scores of training programs in the context of the new situation are appropriate and timely with job requirements, showing that the workforce of labor mediator still focuses on professional training activities and does not have There is enough attention paid to training activities on digital transformation. Some professional training courses have integrated digital transformation content but are still limited.

3.3.2. Analyzing regression models of factors affecting the operational capacity of the labor mediator workforce in Hanoi City

Similar to the regression model analysis of factors affecting the operational capacity of the labor mediator workforce in Hanoi City, after performing statistical analysis to describe the model's variables (the this variable has been overviewed) has the form

$$HQHD = \beta_1 * NLHD + \beta_2 * DD + \beta_3 * DC + \beta_4 * DL + \beta_5 * DL + e.$$

The analysis results show very good results when the Cronbach's Alpha coefficient of all scales reaches a value greater than 0.8. Specifically, the scale "Work motivation of teachers" in 'influence on the capacity of teachers' and 'current situation' has values of 0.846 and 0.893 respectively; The "Work performance conditions" scale has values of 0.934 and 0.921 respectively; The scale "Specialties of depression" reached 0.902 and 0.911; and the scale "Employee characteristics, employee representative organizations/unions" reached 0.934 and 0.906. To measure labor mediator quality, the "Quality" scale has a Cronbach's Alpha value of 0.829; "Duration" reached 0.891 and finally "Implementation process" reached the value 0.866. Besides, the total correlation coefficient for all observed variables meets the condition greater than 0.3. From here, all measurement scales have very high reliability, there are no bad variables and no variables have to be eliminated, satisfying the conditions to proceed with the analysis in the next steps.

Table 6: Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.711 ^a	.505	.473	.385	1.862

The results show that $1.5 < \text{Durbin-Watson value} = 1.862 < 2.5$, so we conclude that autocorrelation does not occur. Next, the adjusted R-square index of 0.473 shows that 47.3% of the variation in actual labor mediator performance is explained from the linear relationship between research concepts.

Table 7: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.035	6	2.339	15.820	.000 ^b
	Residual	13.751	93	.148		
	Total	27.786	99			

The ANOVA table gives us the F-test results to evaluate the appropriateness of the regression model. Sig value. F-test equals $0.000 < 0.05$, therefore, the regression model is appropriate.

Table 8: Results of multivariate linear regression analysis

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF

1	(Constant)	.617	.396		1.559	.122		
	NLHD	.441	.098	.439	4.482	.000	.555	1.802
	DL	.152	.077	.196	1.991	.043	.602	1.660
	DC	-.152	.117	-.156	-1.302	.196	.370	2.706
	DD	.178	.082	.220	2.187	.031	.524	1.909
	DL	.068	.089	.070	.762	.448	.626	1.597

*** VIF variance magnification factor**

The regression results show that the VIF variance magnification coefficients of NLHD, DL, DC, DD, DL, THM are all less than 10, in which the variables NLHD, DL, DD, DL reach coefficients less than 2 (according to standards in the field of economics), we conclude that there is no multicollinearity phenomenon among these independent variables, and the research model is very good. The VIF coefficient of the variable DC recorded is greater than 2, indicating the possibility of multicollinearity of this factor.

*** Sig value of t-test:**

The t-test of the regression coefficients of the independent variables are capacity, capacity, and nutrition is less than 0.05, we conclude that these variables are all statistically significant and have an impact on the dependent variable, which is the actual practice of teachers. . In contrast, the variables DC and DL have sig > 0.05, we conclude that these variables have no impact on the actual performance of labor mediator.

*** Standardized regression equation and test results:**

$$HQHD = 0.439*NLHD + 0.220*DD + 0.196*DL + e$$

The regression model shows that the factors "Operational capacity", "Employer characteristics" and "Working motivation of laborers" have a positive impact on the actual working efficiency of laborers in Hanoi. Among them, the factor "Operational capacity" has the strongest impact and can be considered the decisive factor ($\beta = 0.439$). This is completely consistent with reality, because when the labor mediator team works, they also want the organization to recognize and appreciate the true value of their labor and this is expressed through factors such as recruitment, training and remuneration have been analyzed above. From there, this will be the factor that has the strongest impact on the performance of the labor mediator workforce. Next is "Employer characteristics" ($\beta = 0.220$), and finally "Work motivation of employees". On the contrary, the factors "Policy mechanism & external environment" and "Employee characteristics, employee representative organizations/unions" do not have an impact on the actual operational efficiency of labor mediator.

4. CONCLUSION

Overall assessment, the performance of the labour mediator team in Hanoi city is not high. Examples of initiative, successful reconciliation efforts and support for the development of labor relations have not appeared many. The team of mediators is selected and appointed as a matter of necessity according to the requirements of the system. The labor dispute conciliation mechanism is not really popular with parties in labor relations. The need for conciliation of labor disputes is not much while complaints and denunciations about labor are still high. As commented by an expert participating in an in-depth interview, "Conciliation of labor disputes is a progressive and civilized mechanism, but the cultural levels of Vietnamese workers and employers do not really correspond, leading to practicality." and the effectiveness of conciliation of labor disputes is not high. Although the awareness, needs and trust of relevant parties in labor dispute conciliation will also be a barrier to the effectiveness of the labour mediator team, the way to manage labour mediators Movement also has a significant impact. Promulgating regulations on management of labour mediators can be recognized as a result and an effort of Hanoi city. However, after being tested in practice for 1 year, the regulations still need to continue to be supplemented and improved to become even better. Accordingly, the management system for performing the work of labour mediators also needs to be more clearly defined, taking into account the case of full-time labour mediators and part-time labour mediators.

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