



RESEARCH ARTICLE

The Creation of Work Motivation for District Civil Servants

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ARTICLE INFO	ABSTRACT
Received: Oct 21, 2024	<p>Work motivation is one of the issues that most firms are concerned about. Because this is the source of increased labor productivity that creates value for the firm. Therefore, firms find ways to effectively use their human resources. However, how firms can arouse the enthusiasm of employees, use them reasonably and effectively exploit human resources in the firm is an important issue. This study is conducted for measuring the creation of work motivation for district civil servants in Hai Phong City by morale stimulation. The study has also performed some descriptive statistics, Cronbach's alpha analysis, EFA analysis, and ANOVA analysis for evaluating and measuring the creation of work motivation for district civil servants in Hai Phong City by morale stimulation. The results show that the creation of work motivation for district civil servants in Hai Phong City by morale stimulation achieved an average of 3.274/5. The study does not find significant differences in the evaluation of the creation of work motivation for district civil servants in Hai Phong City by morale stimulation of seniority.</p>
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INTRODUCTION

Human resource management in general and employee motivation in particular play a very important role in maintaining, encouraging, and motivating employees to work with all their heart and joy; motivating employees to work enthusiastically, improve productivity, and quality, and stick with the organization.

Hai Phong City and districts have implemented many incentive measures to motivate district-level civil servants through spiritual stimulation, such as organizing movement activities and emulation movements, building and developing a united and friendly working environment, and improving facilities and equipment for work. Although these measures have contributed to motivating district-level civil servants, there are still some limitations, such as not reflecting the correct work performance, not being fair, and the evaluation system not being reasonable.

Motivating employees to work is one of the topics that has attracted the attention of researchers around the world and in the country. For example, Do et al. (2020) studied motivating accountants to work through material incentives. The authors used qualitative and quantitative research methods with subjects who are accountants at accounting service companies in Hanoi. The research results showed that motivating accounting human resources through material incentives includes 7 component attributes and is highly appreciated and statistically significant.

Inheriting previous studies, based on the results of expert interviews, the group of authors built,

analyzed, and measured the component attributes of work motivation for district-level civil servants in Hai Phong city through mental stimulation. Based on the research results, we propose recommendations on work motivation for district-level civil servants in Hai Phong city through mental stimulation, thereby contributing to improving the quality of district-level civil servants.

LITERATURE REVIEW

Maslow (1943) divided human needs into five categories, namely (i) physical needs, (ii) safety needs, (iii) social needs, (iv) esteem needs, and (v) self-actualization needs. According to Maslow (1943), when each of these needs is satisfied, the next need becomes important. To motivate employees, managers need to find out where the employee is in this hierarchy of needs and direct satisfaction to higher-order needs.

Adams (1965) pointed out that motivating employees must provide measures to satisfy the needs of employees on the basis of ensuring fairness. When understanding the roots leading to the difference in motivation of each person, human resource experts will propose different strategies for their organizations. Vroom (1964) said that work motivation depends on the expectations of individuals about their ability to perform tasks and about receiving desired rewards; the motivation of employees will become stronger when they believe that a certain effort of theirs will bring a certain achievement and that achievement will lead to the results as they desire. Shiraz and Rashid (2011) pointed out the relationship and differences in work motivation with satisfaction, more specifically the difference between promotion opportunities and leadership styles in creating labor motivation.

In Vietnam, Ho (2014) studied the current situation of creating motivation for employees at Vinaincon Company. The survey subjects were the officers of the General Corporation and some leaders at the subsidiaries. The results showed that 66.7% of employees were satisfied with the monthly salary they received; 76.2% of employees agreed with the plan that the General Corporation always rewards employees promptly; 88.7% of employees were satisfied with the welfare regime at the General Corporation; 72% of employees were satisfied with the working environment; 82.7% of employees said that the General Corporation focuses on training and developing skills for employees.

Nguyen (2015) affirmed that creating motivation for employees is one of the important solutions to leverage and make a breakthrough to promote other factors towards the set goals. The author used qualitative research methods, conducting research at Vietnam Post. The author concluded that to create motivation for employees, firms can use methods such as financial incentives, including measures related to salaries, bonuses, allowances, benefits, and other services; mental incentives, including measures to create stable jobs for employees, training to improve employees' qualifications, building a healthy and positive atmosphere in the firm, and organizing emulation movements.

Bui (2018) believes that creating motivation for employees makes them voluntarily do their best in assigned tasks while all administrative measures are ineffective. The author uses qualitative research methods with the survey subjects being small and medium-sized enterprises. Three groups of solutions are pointed out to improve the motivation for employees in small and medium-sized enterprises, including (i) increasing wages, bonuses, allowances, and social welfare; (ii) improving the working environment and conditions; and (iii) training activities need to be conducted regularly and continuously to ensure quality.

Inheriting the research results of previous studies and expert opinions, this study continues to analyze, evaluate, and measure the creation of work motivation for district civil servants in Hai Phong City by morale stimulation, with the survey subjects being district-level civil servants in Hai Phong City.

METHODOLOGY

The authors used a qualitative method based on in-depth interviews with lecturers who are knowledgeable in human resource management in both academic theory and practice from the National Economics University, Hanoi University of Business and Technology, and the University of Labor and Social Affairs. At the same time, the authors conducted in-depth interviews with 6 experts who are heads of internal affairs departments working at the People's Committees of districts in Hai Phong city. The content of the interviews focused on the topic of the creation of work motivation for district civil servants in Hai Phong City by morale stimulation.

The author inherits previous studies and qualitative research results through expert interviews. Based on the qualitative research results, the observation variables will be adjusted and added to the questionnaire to conduct quantitative research (see table 1):

Table 1: Attributes (components) of the creation of work motivation for district civil servants in Hai Phong City by morale stimulation

Code	Description
the creation of work motivation for district civil servants in Hai Phong City by morale stimulation (CWMMS)	
CWMMS1	Wholesome and upbeat workplace
CWMMS2	Facilities and equipment for work are full.
CWMMS3	Civil servants are assigned and assigned work that is relatively appropriate to their abilities.
CWMMS4	Civil servants are evaluated for fair performance.
CWMMS5	In order to raise the credentials of government officials, the unit concentrates on professional training and skill development.
CWMMS6	Opportunities for professional advancement and promotion are available to civil servants.
CWMMS7	The unit frequently plans emulation campaigns and large-scale events.
CWMMS8	Periodically, the unit organizes health check-ups and care for civil servants.

Source: Author's synthesis and expert opinion

Then, the authors conducted a survey through a questionnaire consisting of 8 observation variables and measured by a 5-level Likert scale, from 1 "Strongly disagree" to 5 "Strongly agree." The data was conducted through a survey with the survey subjects being district-level civil servants in Hai Phong city.

Through the forms of direct distribution of questionnaires, sending emails, and sending links via Zalo and Facebook, the group of authors distributed and collected 225 questionnaires. After checking the information on the questionnaires, 185 questionnaires (82.2%) had sufficient information to enter data and perform analysis (see table 2). This sample size is consistent with Gorsuch's study (1983).

The authors used SPSS software with descriptive statistics, Cronbach's Alpha scale analysis, EFA analysis, and ANOVA tests to evaluate and measure the creation of work motivation for district civil servants in Hai Phong City by morale stimulation.

Table 2. Respondents by academic standards and career seniority

	Frequency	Percent	Cumulative Percent
Education level			
Bachelor	108	58.4	58.4
Master	77	41.6	100.0
Career seniority			
Smaller than 5 years	30	16.2	16.2

From 5 to 15 years	110	59.5	75.7
15 years or higher	45	24.3	100.0
Total	185	100.0	

Source: Prepared by the authors (2024) and SPSS software.

Information on the data collected is shown in Table 2. It shows that among them, 108 have qualified bachelor, accounting for 58.4%; and the rest have qualified master, accounting for 41.6%. Respondents have career seniority: smaller than 5 years accounted for 16.2%; from 5 to 15 years accounted for 59.5%; and the remaining accounted for 24.3%.

RESULTS

Descriptive statistics

Table 3: Descriptive statistics explaining the scales of lecturers' satisfaction with facilities of non-public universities

Code	N	Min	Max	Mean	Std. Deviation	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
CWMS1	185	1.0	5.0	3.535	.7446	-1.239	.179	2.136	.355
CWMS2	185	1.0	5.0	3.200	.8129	-.567	.179	.497	.355
CWMS3	185	1.0	5.0	3.389	.7070	-.720	.179	1.450	.355
CWMS4	185	1.0	5.0	3.357	1.0333	-.491	.179	-.785	.355
CWMS5	185	1.0	5.0	3.259	.9768	-.825	.179	-.401	.355
CWMS6	185	1.0	5.0	3.195	1.0188	-.493	.179	-.672	.355
CWMS7	185	1.0	5.0	3.146	.9001	-.383	.179	-.624	.355
CWMS8	185	1.0	5.0	3.114	.9797	-.546	.179	-.687	.355
Valid (listwise)	N 185			3.274					

Source: Author's synthesis and from SPSS software

The statistical results from Table 3 show that the survey subjects agree with the variable that the creation of work motivation for district civil servants in Hai Phong City by morale stimulation includes 8 component attributes as above, which is average, with an average value of 3.274 compared to the highest level of the 5-point Likerts scale. All 8 attributes are rated at an average level of 3.114 or higher.

Cronbach's Alpha analysis results

The analysis of the scale of the creation of work motivation for district civil servants in Hai Phong City by morale stimulation was performed using the Cronbach's alpha reliability coefficient. The results in Table 4 show that these attributes have Cronbach's alpha coefficients greater than 0.6 and the correlation coefficients of all attributes are greater than 0.3. Therefore, all attributes of the creation of work motivation for district civil servants in Hai Phong City by morale stimulation are statistically significant (Hoang Trong & Chu Nguyen Mong Ngoc, 2008; Hair et al., 2009; Hair et al., 2014).

Table 4. Results of reliability analysis of scales through Cronbach's alpha coefficient

Cronbach's Alpha	N of Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
0.936	8				

CWMMS1	22.659	29.443	.770	.929
CWMMS2	22.995	29.451	.693	.934
CWMMS3	22.805	30.701	.641	.937
CWMMS4	22.838	26.180	.849	.923
CWMMS5	22.935	27.224	.789	.927
CWMMS6	23.000	26.935	.780	.928
CWMMS7	23.049	27.536	.834	.924
CWMMS8	23.081	26.412	.879	.920

Source: Author's synthesis and from SPSS software

Results of exploratory factor analysis (EFA)

The component and variance analysis was used to perform exploratory factor analysis (EFA) in Table 5, table 6 and table 7.

The KMO index is 0.923, greater than 0.5 (>0.5), according to the Bartlett test results used to test the hypothesis about the correlation between observed variables. The extracted variance is 69.706%, meaning that these eight observed variables account for 69.706% of the variation in the data. The Bartlett test is statistically significant (Sig. <0.05). Therefore, it can be said that the study's indicators satisfy the requirements of EFA analysis (Hoang Trong & Chu Nguyen Mong Ngoc, 2008; Hair et al., 2009; Hair et al., 2014).

These statistics demonstrate that the analysis of research data to explore factors is appropriate. Through ensuring the quality of the scale and testing the EFA model, the author has identified eight components of the creation of work motivation for district civil servants in Hai Phong City by morale stimulation (Hoang & Chu, 2008; Hair et al., 2009; Hair et al., 2014).

Table 5: Results of exploratory factor analysis (EFA) (KMO and Bartlett's Test)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.923	
Bartlett's Test of Sphericity	Approx. Chi-Square	1194.527
	Df	28
	Sig.	.000

Source: Author's synthesis and from SPSS software.

Table 6: Total Variance Explained

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings				
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.576	69.706	69.706	5.576	69.706	69.706
2	.696	8.705	78.411			
3	.482	6.025	84.436			
4	.392	4.904	89.340			
5	.293	3.665	93.005			
6	.233	2.910	95.914			
7	.170	2.129	98.043			
8	.157	1.957	100.000			

Source: Author's synthesis and from SPSS software.

Table 7: Component Matrix^a

	Component 1
CWMMS8	.911
CWMMS4	.890
CWMMS7	.881
CWMMS5	.840
CWMMS6	.833
CWMMS1	.826
CWMMS2	.764
CWMMS3	.716

Extraction Method: Principal

Component Analysis.^a

a. 1 components extracted.

Source: Author's synthesis and from SPSS software.

ANOVA - career seniority

An ANOVA test was needed to make a comparison of the results of the evaluation of the differences in the creation of work motivation for district civil servants in Hai Phong City by morale stimulation between the three subjects, including participants who have career seniority smaller than 5 years, participants who have career seniority from 5 to 15 years, and participants who have career seniority 15 years or higher. Table 8 shows that the sig Levene statistic of 0.109 is larger than 0.05, which means that the hypothesis of homogeneity of variance among the variable value groups (different career seniority) has not been violated. Table 9 shows that sig. is 0.140, which is more than 0.05, which indicates that there is not a statistically significant difference in the creation of work motivation for district civil servants in Hai Phong City by morale stimulation between the mentioned three groups of career seniority (Hoang & Chu, 2008; Hair et al., 2009; Hair et al., 2014).

Table 8. Test of Homogeneity of Variances

Levene Statistic	df1	df2	Sig.
2.241	2	182	.109

Source: Prepared by the authors (2023) and SPSS software.

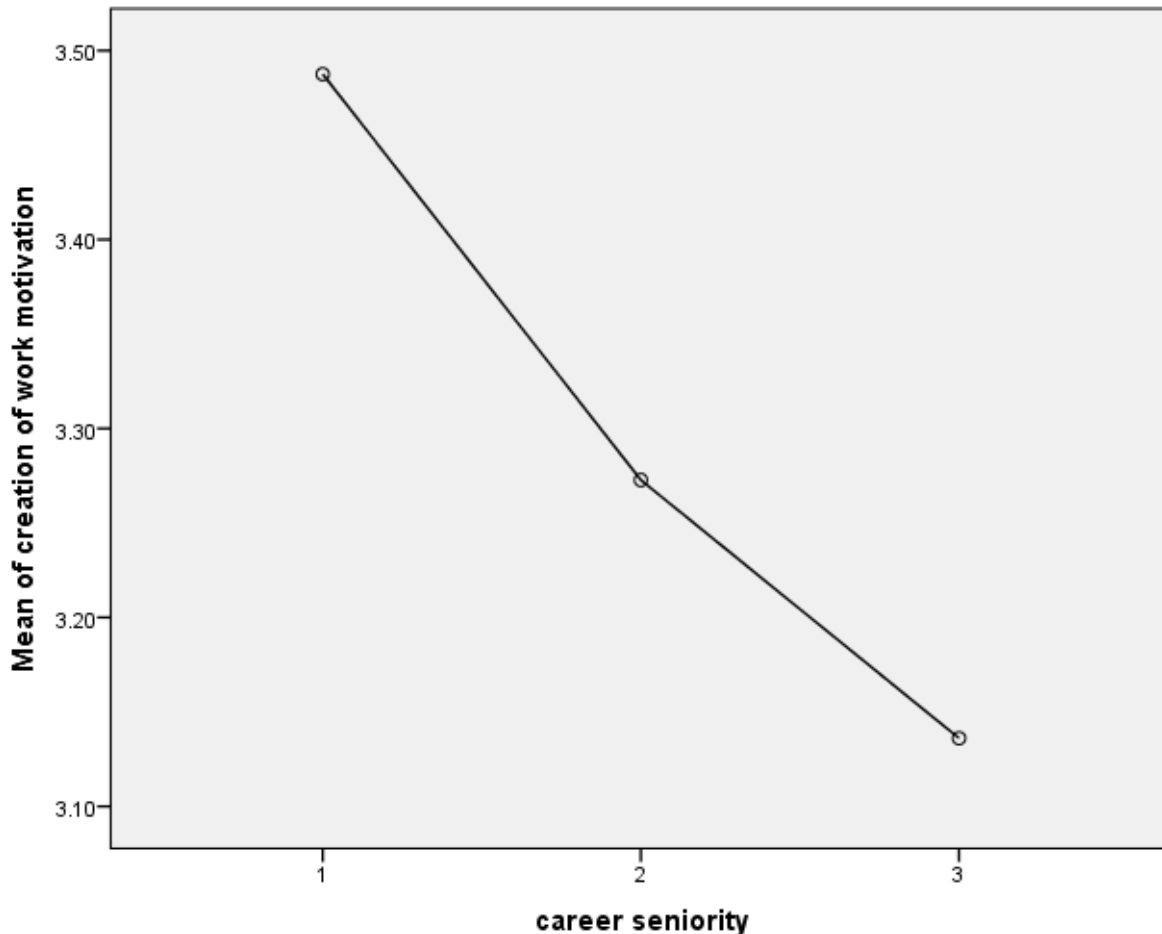
Table 9. ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.223	2	1.112	1.985	.140
Within Groups	101.917	182	.560		
Total	104.141	184			

Source: Prepared by the authors (2023) and SPSS software.

The relationship between the creation of work motivation for district civil servants in Hai Phong City by morale stimulation – career seniority

Next, the line graph shows the relationship between the creation of work motivation for district civil servants in Hai Phong City by morale stimulation and each respondent's career seniority (Figure 1). Figure 1 shows that this line tends to go down when the respondents have career seniority from 5 to 15 years and 15 years or higher.



Source: Prepared by the authors (2023) and SPSS software.

Figure 1: The line graph shows the relationship between the satisfaction of lecturers with the facilities of non-public universities and each respondent's career seniority.

DISCUSSION AND IMPLICATIONS

The People's Committees of districts in Hai Phong city have all developed internal rules and regulations on the working environment, contributing to creating a happy and harmonious working atmosphere in the workplace, suitable to the characteristics of the public service provision industry.

The policy of the District People's Committees is to create a friendly working environment, promoting the building of an equal working environment. District-level civil servants regularly exchange their opinions on work and expertise with department heads and management boards. However, the working environment of the District People's Committees still has shortcomings that need to be improved.

A friendly working environment, achieving harmony in the relationships between superiors and subordinates and between colleagues, is the ideal working environment that any individual desires. Therefore, the District People's Committee needs to promote this and constantly improve the working atmosphere to create a comfortable working mentality for civil servants.

District-level civil servants usually work centrally at the District People's Committee office, mainly working independently but sometimes working in groups. In addition to working time at the office, groups also have to travel to facilities such as communes/wards.

The district People's Committee is headquartered in the center of the district. All departments are invested with equipment serving the work, such as modern computers, printers, photocopiers, public service software, etc., to reduce time and improve the health of civil servants. In addition, all offices are air-conditioned, and meeting rooms have projectors, sound systems.

The personal needs of district-level civil servants are guaranteed, such as drinking water, toilets, etc. However, the place where civil servants rest at noon is the place where they work.

Every civil servant who performs his/her job well contributes to the development of the unit. Therefore, the district People's Committee should focus on assigning and arranging appropriate labor and working according to the strengths to maximize the capacity of each individual civil servant.

The assignment and arrangement of work positions for district-level civil servants are based on the actual work completed. District-level civil servants may have the opportunity to be transferred to other, more suitable jobs through the self-referral and self-nomination policy.

The District People's Committee has gradually analyzed the work for each position, but the result has only been to build a job description, not to build performance standards for each specific job position.

Performance appraisal in units is a systematic and formal assessment of the performance of civil servants in comparison with established standards.

Most district People's Committees have developed and implemented training programs for civil servants. Although the content of the training program has certain differences between units, units often have the following training forms: (i) For new civil servants: Retraining immediately upon entering the unit, assigning appropriate working groups to learn from each other. (ii). For old civil servants: Organizing short-term training in the form of the unit organizing its own training class or sending them to attend knowledge refresher courses organized by superiors.

The ability to develop work and careers of district-level civil servants in Hai Phong city is quite good.

Some civil servants with good performance evaluation results will be transferred and appointed to higher positions such as deputy head of department or head of department.

Before each promotion, the units under the District People's Committee should clearly publicize the positions and standards so that employees can strive and compete fairly. This is one of the limitations in creating motivation for civil servants.

Cultural, artistic, sports, sightseeing, vacation, and exchange activities are very useful spiritual encouragement activities for workers, especially young workers. For young civil servants with enthusiasm and spirit, cultural, artistic, sports, sightseeing, vacation, and exchange activities become even more important.

The District People's Committee has created favorable conditions and paid attention to organizing cultural and artistic activities, sports, sightseeing, vacations, and exchanges. However, the organization is not regular and continuous, and the activities are not diverse.

Health is a valuable asset not only for the employees themselves but also for each organization. At the District People's Committee, civil servants can use their leave to go directly to medical examination and treatment facilities. In addition, most District People's Committees organize annual medical examinations, inviting doctors and nurses to examine civil servants.

Colleague relationships in the district People's Committees are always open, friendly, close-knit, and willing to help each other in work; superiors always try to listen to be closer to employees and help their employees to the best of their ability; subordinates always trust the leadership of superiors.

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