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Creating Working Motivation for District-Level Civil Servants in Hai Phong City in the New Period

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Abstract

Work motivation is a key factor affecting the concentration, efficiency, quality and productivity of civil servants. Although the qualifications and capacity of civil servants play an important role in improving the effectiveness and efficiency of work, these factors will not fully develop their potential without work motivation. In particular, creating motivation for district-level civil servants - those who directly interact with the people and solve basic administrative problems - is of particular significance in improving the quality of operations of state administrative organizations. District-level civil servants in Hai Phong city

play an important role in implementing the policies of the Party and the State, as well as in reflecting the aspirations of the people to their superiors. In the current period, when the administrative system is facing the requirements of innovation and integration, it is extremely necessary to pay attention to building and motivating this team. The article focuses on analyzing the current situation of work motivation of district-level civil servants in Hai Phong, and at the same time proposes solutions to improve work efficiency, contributing to building a modern and effective administration in the new context.

Keywords: District Level, Civil Servants, Motivation, Work: Hai Phong City

1. Introduction

In the state administrative system, district-level civil servants play an important role as a bridge between the higher-level government and the people. They not only implement policies but also directly solve problems arising at the grassroots level, listen to and reflect the aspirations of the people. However, in the context of innovation and international integration, the work of motivating district-level civil servants is still facing many challenges. Pressure from increasing workload, requirements for innovation in management methods, and high expectations from society make maintaining work motivation an urgent issue.

Hai Phong City, as one of the country's major economic centers, is promoting administrative reform and improving the quality of public services. In this context, creating motivation for district-level civil servants not only helps improve the efficiency of local government operations but also contributes significantly to the city's sustainable development.

Hai Phong is a locality with rapid economic growth, but also faces challenges in public administration management and development in the new context. The requirements for efficiency, transparency and accountability are increasingly higher for district-level civil servants. However, in reality, the motivation of civil servants in some districts has not really received due attention, leading to limitations in the effectiveness of public service implementation.

This article focuses on clarifying the current status of work motivation of district-level civil servants in Hai Phong, analyzing the influencing factors, and proposing feasible solutions to improve the work motivation of this team. The study is expected to contribute practical recommendations to support the Hai Phong city government in building a team of dedicated and effective civil servants to meet the development requirements in the new period.

2. Theoretical Basis

2.1 Work motivation

According to Vroom (1964), motivation is a state formed when civil servants expect that they will receive the desired results and rewards if they make efforts to perform the job. According to Mitchell (1982), motivation represents the psychological processes that create stimulation, direction and persistence for goal-oriented activities. According to Crossman & Abou Zaki

(2003), incentives such as the job itself, salary, promotion, supervision and relationships with colleagues can influence attitudes, behaviors and determine the level of passion, commitment, involvement, and concentration. According to Mujah, Ruziana, Sigh and D' Cruz (2011), motivation is the ability of an individual to work willingly on things that give them satisfaction, excitement, attraction and command. According to the Human Resource Management textbook of Nguyen Van Diem and Nguyen Ngoc Quan: "Labor motivation is the desire and willingness of civil servants to increase efforts towards achieving the organization's goals". Motivation is linked to the job, the organization and the work environment, there is no general motivation that is not linked to any specific job. Work motivation is expressed through the specific jobs that each employee is undertaking and their attitude towards the organization. Each employee undertaking different jobs may have different motivations to work harder. Work motivation is linked to a specific job, an organization and a work environment.

2.2 Create motivation for workers

According to the organizational behavior textbook by author Bui Anh Tuan, "Labor motivation is the internal factors that stimulate people to actively work in conditions that allow for high productivity and efficiency. The manifestation of motivation is the willingness, effort, and passion to work to achieve the goals of the organization as well as civil servants."

"Labor motivation is the factors that motivate people to perform work. Motivation is the means by which conflicting needs can be reconciled or one need is emphasized so that it takes priority over other needs". (Nguyen Van Ngoc, (2012), "Dictionary of Vietnamese Economics", National Economics University Publishing House.)

"Motivation is understood as a system of policies, measures, and management techniques that impact civil servants in order to motivate them in their work." (Bui Anh Tuan and Pham Thuy Huong (2009), "Organizational Behavior Textbook", National Economics University Publishing House).

"Creating labor motivation is a system of measures, policies, and behaviors of the organization that affect civil servants to make them more satisfied with their work and strive to achieve their own and the organization's goals."

Therefore, it can be understood that creating labor motivation is an activity of an encouraging nature aimed at influencing the needs of civil servants to create changes in their behavior towards the goals desired by the organization.

2.3 Related theoretical schools

a. BF Skinner's positive reinforcement theory

BF Skinner's theory of positive reinforcement, part of the theory of operant conditioning, emphasizes that behavior tends to be repeated if it is reinforced with positive rewards or consequences. Skinner believed that positive reinforcement is the most effective way to encourage desired behaviors in both humans and animals.

Basic principle:

Positive reinforcement is the addition of a pleasant or desirable element immediately after a behavior is performed, in order to increase the likelihood that the behavior will be repeated in the future.

For example, an employee who does an excellent job and is

rewarded or given a raise will be motivated to continue doing a good job.

Differences from other forms:

Unlike negative reinforcement, in which behavior is reinforced by removing an unpleasant element.

Unlike punishment, Skinner argues that punishment is often less effective in changing behavior because it can cause avoidance or negativity.

The importance of timing: The effectiveness of positive reinforcement depends heavily on how soon the reward is delivered after the behavior. Delays in time can reduce the effectiveness of reinforcement.

b. Victor Vroom's expectancy theory

Essentially, expectancy theory suggests that the strength of a tendency to act in a certain way depends on the strength of the expectation that the action will lead to a certain outcome and the attractiveness of that outcome to the individual. V. Vroom's expectancy theory is formulated as follows: Valence x Expectancy x Instrumentality = Motivation

Lust (reward) = the attractiveness of a goal (What is the reward for me?)

Expectancy (performance) = the employee's belief that if they work hard, the task will be accomplished (How hard do I have to work to achieve the goal?)

Instrumentality (belief) = the employee's belief that they will be rewarded for completing the task (Will people notice and appreciate my efforts?)

The result of these three elements is motivation. This is the source of power that leaders can use to steer the group to achieve the set goals. When an employee wants to advance in his work, the promotion is highly attractive to that employee. If an employee believes that when he does his work well, on schedule... he will be highly appreciated by everyone, it means that this employee has a high level of expectation.

However, if the employee knows that the agency will recruit people from outside sources to fill vacant positions or to fill managerial positions rather than promoting people from within the agency from lower levels, the employee will have low means and will be less likely to be motivated to do better. This theory may sound very complicated, but it is actually not difficult to visualize.

Whether a person desires to work at any given time depends on his or her specific goals and his or her perception of the relative value of the activity as a path to achieving those goals.

From a behavioral perspective, expectancy theory has raised a number of issues that need to be noted in motivating civil servants.

First, behavioral theory emphasizes compensation, rewards. Therefore, it is important to note that the rewards that the organization offers must be related to what employees want. This is a theory based on "self-interest" in which each individual seeks to maximize the satisfaction of his or her expectations.

Therefore, managers must be concerned with the attractiveness of rewards; this aspect requires an understanding and knowledge of the value that individuals

place on organizational pay. Managers need to reward individuals with things that they value positively. Second, expectancy theory emphasizes expected behavior. Managers need to let employees know what behavior is expected of them and how that behavior will be evaluated. Finally, this theory is concerned with individual expectations. What is realistic may not be relevant here, but what is important is what the employee expects. The employee's own expectations of performance, rewards, and goal-satisfying outputs, rather than the objective outcomes themselves, will determine the level of effort that the employee will exert.

c. J. Stacy. Adams's Theory of Equity

Adams' theory suggests that employees compare what they put into a job (inputs) with what they get from that job (outputs) (called individual equity) and then compare their input-output ratio with the input-output ratios of others (called social equity). If their ratio is equal to others' ratios, then people perceive a fair situation to exist. If the ratio is unequal, then they perceive an unfair situation to exist. When unfair conditions exist, employees will attempt to correct them.

According to this theory, if an organization creates fairness, it will help strengthen the relationship between each individual and the organization, motivate and increase their satisfaction, thereby making them work more effectively and be more attached to the organization. On the contrary, when each individual feels that what they contribute is more than what they receive, they will lose their excitement and enthusiasm for their work.

3. Research Methods

- Information collection method:

+ Secondary data: Information is collected by document research method. Document sources include books, articles, published reports, internet, PhD thesis, related published research works.

- Primary data: Collecting data from district-level civil servants in Hai Phong City, the author selected a stratified random sample with a sample size of 250 people, 10 leaders, 5 department heads. The survey subjects were indirect and direct workers at district-level professional units in Hai Phong City. The tool was a questionnaire, processed on Excel software.

- Information processing method:

Use desk research methods to collect situational data from agency reports, books, specialized textbooks, and published scientific works.

Applying the method of synthesizing and systematizing data to serve the requirements and research purposes of the topic; At the same time, the topic also uses methods such as statistical methods, analysis methods, and comparison methods to provide research results.

4. Research Results

4.1 Sample descriptive statistics results

The team of district-level civil servants in Hai Phong city was formed from many sources: soldiers transferred to other sectors after liberation, local officials and new recruits...

After more than 60 years, since the founding of the country, through challenges and training, the team of district-level civil servants in the city has gradually matured and developed in both quantity and quality.

Table 1: Descriptive statistics of survey sample for the period 2021 – 2023

Target \ Year	2023	
	Number (people)	Rate (%)
1. By gender	73	100
Male	54	74
Female	19	26
2. By age	73	100
From 17 to under 30	44	60.2
From 30 to under 45	21	28.7
From 46 - 62	8	11.1
3. Level	73	100
Above university	43	58.9
University	25	34.2
College and secondary school	5	6.9
4. Labor classification	73	100
Direct labor	57	78
Indirect labor	16	22
5. Total number of employees	73	100

Source: Survey data results, 2024

The results of the table above show that: The gender structure of civil servants shows a clear difference when men account for 74% (54 people) of the total 73 civil servants, while women account for only 26% (19 people). This ratio reflects the dominant role of men in the civil service. This may stem from the characteristics of administrative work or the concept of gender roles in labor. However, promoting gender balance will contribute to creating more diversity and efficiency in public administration activities. This age structure is consistent with the trend of modernization and administrative innovation, but also requires the government to have training and development policies to maximize the potential of the young workforce. This demonstrates high recruitment standards and investment in human resource quality, in line with the increasingly complex requirements of administrative work. However, to maximize the capacity of the civil service, more attention should be paid to continuous training programs and improving practical working skills, especially for those with less than university degrees. Indirect workers account for 22% (16 people), playing a support and management role. This structure ensures priority for activities that directly serve the people, but also needs to maintain a balance to improve management and support efficiency.

4.2 Identifying the needs of district-level civil servants in Hai Phong

Human needs are very diverse and not the same in each specific situation, therefore, requiring managers to have skills and experience in motivational work to be able to understand the needs of civil servants, thereby orienting towards satisfying those needs of theirs so that motivational policies achieve the highest results.

Table 2: Civil servants ' needs for work

STT	Element	Level of importance				
		Leader Agency	Department Head	Indirect labor	Direct labor	Rating
1	Interesting and exciting work	2	5	5	7	4
2	Job suitable for ability and strength	3	2	2	6	2
3	Stable job	1	1	1	3	1
4	Be autonomous in your work	5	6	7	5	5
5	Full review of work done	6	10	8	4	7
6	Good working conditions	10	9	10	2	9
7	Opportunity to study and improve qualifications	9	8	4	9	8
8	Good colleague relationship	8	7	9	8	10
9	High income	7	3	3	1	3
10	Promotion opportunities	4	4	6	10	6

Source: Results of a survey on civil servant motivation in Hai Phong

According to Table 2, the need that civil servants consider the most important is a stable job; followed by high income and a job that matches their abilities and strengths. Through the above table, we can see that "high income "is still the main motivating factor in Hai Phong.

When looking at the order of importance of needs between men and women, there is not much difference. The only difference is that for women, the need for "good working conditions" is swapped in the 4th position, replacing the need for interesting and challenging work. Thus, it can be seen that women may be more willing to do boring work

than men, but they care more about the factor of working conditions.

4.3 Motivating district-level civil servants in Hai Phong City with material incentives

Salary is the main income of civil servants. Paying them correctly and fully is an investment in human resource development, contributing significantly to the health of the workforce, improving the sense of responsibility and work efficiency of each individual.

Table 3: Civil servants ' assessment of salary factor

Target	Level	Salary review level					Rating level TB
		1	2	3	4	5	Total
Salary is reasonable and fair based on work performance		14	68	26	35	37	250
		7.78%	37.78%	14.44%	19.44%	20.56%	100%
Know about salary regulations		22	41	27	68	22	250
		12.22%	22.78%	15.00%	37.78%	12.22%	100%
Salary ensures fairness when comparing similar jobs		7	18	8	61	86	250
		3.89%	10.00%	4.44%	33.89%	47.78%	100%
Salary is divided fairly among positions		3	22	73	71	11	250
		1.67%	12.22%	40.56%	39.44%	6.11%	100%
Clear and transparent evaluation criteria		4	14	22	68	72	250
		2.22%	7.78%	12.22%	37.78%	40.00%	100%
Reasonable salary increase conditions		22	50	35	44	29	250
		12.22%	27.78%	19.44%	24.44%	16.11%	100%
Very satisfied with income level		10	63	32	53	22	250
		5.60%	35.20%	17.60%	29.20%	12.40%	100%

Source: Survey results on labor motivation of civil servants

The data results in Table 3 of civil servants' evaluation of salary show that civil servants are quite satisfied with the salary factors with the average value being greater than 3, in which there are 2 aspects that civil servants evaluate the most: salary ensures fairness. Fair salary based on work performance is also not highly evaluated, only 20.56% agree and up to 37.78% disagree. In particular, salary division between positions is evaluated low when only 6.11% affirm that it is reasonable and 39.44% are relatively reasonable. Many people also avoid answering this item.

4.4 Creating labor motivation through non-material incentives

Create motivation through clear job analysis, clearly defining the responsibilities and authorities of functional departments and job titles during operations to avoid overlapping functions and tasks between departments; help civil servants clearly understand their functions and tasks. The system of job title standards is built on the basis of functions and tasks of organizations and individuals each civil servant today.

Table 4: Civil servants ' assessment of job factors

Target	Level	Rating level with factors					
		1	2	3	4	5	TB
Tasks and responsibilities are clearly, specifically and reasonably defined.	7	35	17	93	28	250	2.56
	3.9%	19.4%	9.4%	51.7%	15.6%	100%	
Interesting, challenging work	15	53	18	79	15	250	2.26
	8.3%	29.4%	10.0%	43.9%	8.3%	100%	
Understand the tasks and job requirements	7	12	14	66	81	250	2.97
	3.9%	6.7%	7.8%	36.7%	45.0%	100%	
Reasonable workload	14	25	24	66	51	250	2.62
	7.8%	13.9%	13.3%	36.7%	28.3%	100%	
The level of stress at work is acceptable.	14	40	25	50	51	250	2.50
	7.8%	22.2%	13.9%	27.8%	28.3%	100%	
Balance between personal life and work	12	18	22	91	37	250	2.65
	6.7%	10.0%	12.2%	50.6%	20.6%	100%	
Do the right favorite position	21	55	22	57	25	250	2.20
	11.7%	30.6%	12.2%	31.7%	13.9%	100%	
Suitable for ability and strengths	25	61	19	57	18	250	2.09
	13.9%	33.9%	10.6%	31.7%	10.0%	100%	
Satisfied with current job position	14	46	19	83	18	250	2.34
	7.8%	25.6%	10.6%	46.1%	10.0%	100%	

Source: Survey results on labor motivation of civil servants

Regarding the interestingness and challenges of the job, 29.2% of respondents "little agree " and 8.3% "strongly disagree ", 22.2% said "little agree " with the statement about the level of stress of the job, the job brings too much pressure to them. Through the assessment of civil servants, it can be seen that the organization has made many efforts in analyzing the job, clearly assigning tasks so that civil servants clearly understand their functions and tasks in the job.

Motivate through creating promotion opportunities for civil servants

With the view that people are the most valuable asset, the Agency always has policies to attract and employ talented

people, always creating conditions for civil servants to have the best opportunities to study and develop. Promotion activities at the Agency are carried out publicly and democratically. Appointment of officials is regulated in the organization and personnel management regulations, clearly defining the time limit, standards, and appointment process. The results in Table 5 show that civil servants are quite satisfied with the promotion system in the Agency with more than 51.2% of respondents answering "relatively satisfied" and 11.6% feeling "completely satisfied". The promotion system is highly appreciated by civil servants for its fairness and reasonableness. Up to 64.0% of respondents believe that those who are promoted are very deserving.

Table 5: Civil servant assessment on promotion

Target	Level	Level of evaluation of promotion					
		1	2	3	4	5	Total
The agency always identifies and fully develops the abilities that employees bring to the job.		7.6	16.0	14.0	33.2	29.2	100%
Fair and reasonable promotion system		9.6	22.8	11.6	40.8	15.2	100%
Be optimistic about your advancement opportunities and future growth prospects.		13.2	31.6	15.2	36.0	4.0	100%
Clear and reasonable standards and conditions for promotion consideration		13.6	35.6	16.0	30.4	4.4	100%
The nominees are well deserved.		7.2	15.2	13.6	44.4	19.6	100%
Satisfied with the Agency's promotion system		4.0	21.6	11.6	51.2	11.6	100%

Source: Survey results on labor motivation of civil servants

5. Some Solutions to Create Labor Motivation for District-Level Civil Servants in Hai Phong City

a. Material stimulation solution

Create conditions for all civil servants to participate in the performance evaluation process. Agencies need to create conditions for both managers and civil servants to participate in the process of developing criteria, standards, and procedures for performance evaluation. This not only helps to improve the authenticity of the performance evaluation system but also helps managers and civil servants better understand their own tasks.

Using performance evaluation results in human resource allocation and use: With human resources who always have good work results for a long time to motivate them to work and at the same time let them know that the agency's leaders respect and appreciate their abilities by giving them higher tasks, expanding their work, assigning some more

challenging tasks so that human resources have more opportunities to develop.

b. Non-material incentive solutions

Building a professional and favorable working environment: When it comes to the working environment, most civil servants want to work in a pleasant and good environment. Civil servants will feel comfortable when they have good relationships with their colleagues and they are respected when expressing their opinions and work results. The agency's leadership actively creates a pleasant working environment with a healthy atmosphere and corporate culture, enhancing the position of each civil servant.

Regularly check and repair facilities: In offices and departments, technological equipment such as computers, printers or air conditioners must be checked periodically every month. If desks and chairs are old or broken, they must be considered for replacement. The agency should consider investing in purchasing modern machinery and

equipment.

Pay attention to the issue of hygiene and food safety of civil servants: To ensure the best health for all civil servants, agencies need to regularly disseminate knowledge of food safety and hygiene to civil servants. In addition, leaders at all levels can equip additional microwave ovens, refrigerators, etc. to further improve the issue of ensuring the quality of life for civil servants.

Strengthening measures to stimulate civil servants' morale: The morale of civil servants is always an important factor, directly affecting work efficiency. A civil servant with a comfortable and excited mental state can easily achieve good work results. Creating a friendly and united working environment: Building a leadership style for managers to create a close relationship, narrowing the gap between leaders and staff, creating conditions for civil servants to present their ideas and personal views. That requires leaders in departments to actively change their leadership style, and need the urging of higher-level leaders. Building a friendly working environment, enhancing the creativity of civil servants. To do this, it is necessary to build a relationship of solidarity and cohesion in the collective, promote the expression of opinions and honor contributions to the unit.

6. Conclusion

Motivating the district-level civil servants in Hai Phong City is an important task to improve the efficiency of administrative activities in the context of innovation and international integration. Through analysis, it can be seen that the civil servants here have many strengths such as a youthful structure, high educational level and a focus on direct labor. However, there are still challenges such as gender disparity, high work pressure, and the need to improve practical capacity to meet increasing job requirements.

To promote the work motivation of district-level civil servants, comprehensive and synchronous solutions need to be implemented. First, the government needs to develop reasonable remuneration policies, linked to work efficiency and personal development needs. In parallel, training and skill development programs need to be focused on, especially for young civil servants, to improve professional capacity and adaptability to new technology. In addition, creating a friendly, transparent and mutually supportive working environment also plays an important role in improving the working spirit of civil servants.

This study not only provides insight into the current state of work motivation of district-level civil servants in Hai Phong, but also offers practical suggestions to improve administrative performance. The research results can serve as a reference for other localities in building a team of dedicated and effective civil servants, contributing to the goal of modernizing public administration and sustainable development.

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