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## **Fostering Motivation Among Grassroots Civil Servants in the New Situation**

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### **Abstract**

In the context of promoting administrative reform and digital transformation in the public sector, motivating civil servants to work has emerged as a critical component in determining the performance of state administrative agencies. This article focuses on analyzing policies and orientations for grassroots civil servants in the new situation. Based on the analysis, the article proposes a number of solutions to improve the working motivation of grassroots civil servants in the new situation, including: perfecting the salary payment mechanism based on performance and job

position; building a professional and transparent working environment, promoting the value of dedication; enhancing the application of digital technology in management, assessment and development of civil servant capacity; and promoting a culture of innovation, creativity and responsibility in performing public duties. These solutions aim to effectively use human resources in the public sector, contributing to improving the quality of service to the people and the efficiency of the state administrative apparatus.

**Keywords:** Motivating Civil Servants to Work, Civil Servants, New Situation

### **1. Introduction**

In the process of administrative reform and building a professional, responsible, dynamic and transparent public service, creating motivation for civil servants is becoming an urgent requirement. Civil servants are the force directly implementing public duties, ensuring the effectiveness and efficiency of state management activities and providing public services to people and businesses. However, in the context of many fluctuations in the socio-economic situation, along with the requirements of digital transformation, streamlining the payroll and innovating working methods in the public sector, the issue of maintaining and promoting the motivation of civil servants is facing many challenges. In reality, civil servants in many administrative agencies continue to work half-heartedly, without creativity, and without long-term commitment to the organization; meanwhile, salary policies, performance evaluation, and career development opportunities remain unsuitable for the characteristics of the public sector. As a result, studying the current situation and proposing solutions to motivate civil servants in the new situation is not only theoretically significant in perfecting the public human resource management mechanism, but it also has profound practical value in improving the operational efficiency of the state administrative apparatus.

### **2. Theoretical Framework**

#### ***Motivation***

Motivation is a major topic that has received substantial attention in the domains of psychology, organizational behavior, and human resource management. Many domestic and foreign researchers have examined this idea from a variety of angles. According to Luthans (1998), motivation is a fundamental psychological activity related with human cognition, attitudes, and personality; thus, it is seen as a significant component determining work behavior.

Motivation is defined in organizational behavior and human resource management as employees' willingness, desire, and willingness to work toward personal goals as well as the organization's common goals. As a result, motivation is viewed as a motivating process that assists people in maximizing their capacity, improving performance, and producing high-quality work within their authorized limitations.

Scholars also approach the idea of work motivation in a variety of ways. According to Denibutun (2012) <sup>[3]</sup>, job motivation is a fundamental psychological process that is impacted by the workplace and contextual elements. According to the same perspective, Steers and Porter (1983) characterize work motivation as people's willingness and desire to accomplish particular

objectives or outcomes at work. According to Mitchell (1997), employees' degree of tenacity, persistence, and effort in achieving the established goals is a sign of their job motivation.

Organizations frequently use a variety of indicators to gauge employee motivation, including: (1) individual performance and productivity; (2) degree of initiative and creativity in completing tasks; (3) degree of job satisfaction; and (4) degree of dedication and attachment to the company.

The aforementioned arguments can be summed up as follows: establishing working motivation for cadres and civil servants in state administrative agencies is the process of implementing a combination of suitable policies, procedures, and management techniques to support and stimulate the positive working behavior, spirit, and attitude of civil servants with the goal of enhancing the quality of services provided to the public and the effectiveness of public service performance.

### ***The function of motivating officials and civil servants in state administrative agencies to perform their jobs***

State administrative agencies are defined as organizations that carry out state management duties generally or in particular domains in accordance with legal provisions. Their duties include coordinating the application of laws and policies and overseeing the execution of tasks related to the State's plans and projects for socioeconomic development. The People's Committees at all levels are state administrative agencies at the local level and also serve as the executive agencies of the People's Councils, exercising executive power within the decentralized territory. In that system, the Government is the highest state administrative agency at the central level, serving as the executive agency of the National Assembly and exercising executive power. The administrative system from central to local levels holds a particularly important position and role in ensuring the effectiveness and efficiency of state management and promoting sustainable economic, social and environmental development. In that context, the staff and civil servants are the central factor, determining the quality and effectiveness of public service performance. Therefore, creating motivation for civil servants is of key importance and has a dialectical relationship with the effectiveness and efficiency of the public service.

*Firstly*, creating effective motivation for civil servants helps improve the performance of state administrative agencies. Carter and Shelton (2009) [2] assert that the performance of workers depends on three basic groups of factors: (1) employee capacity, including knowledge, skills and professional qualities (Le Quan, 2016) [10]; (2) material and technical conditions and resources supporting the task implementation process; and (3) individual work motivation in the organization. In which, motivation is considered the decisive factor in the level of mobilization and effective use of the remaining factors. Without motivation, capacity and working conditions, even if favorable, will hardly create high performance. Thus, work motivation is a core component in the model of civil servant work performance, ensuring that administrative organizations achieve their goals and operational efficiency.

*Second*, a key pillar for administrative agencies to function efficiently and adjust to change is work motivation. When public servants are motivated, they will be more responsible, passionate, and proactive in their work, which will improve

the quality of task performance. In the context of globalization and the fourth industrial revolution's (Industry 4.0) significant digital transformation, work motivation is a factor that fosters civil servants' creativity, learning capacity, and adaptability, making state administrative agencies more modern, dynamic, and efficient.

*Third*, work motivation generates positive energy in public service conduct by combining endogenous and exogenous qualities. The interplay of an individual's internal (needs, values, and aspirations) and external (remuneration policies, working environment, and development opportunities) variables creates motivation. Strongly motivated government servants are eager to contribute, strive toward shared objectives, and encourage accountability and innovation in task completion. By emphasizing effectiveness and high-quality services for the public, this helps to create a healthy public service culture.

*Fourth*, creating motivation for work also contributes to preventing and minimizing negative manifestations in public service activities. A reasonable motivation system will help civil servants comply with professional ethics standards, strengthen discipline, administrative discipline and limit violations of regulations in the performance of public duties. Moreover, when civil servants feel recognized, respected and encouraged, they will tend to stay with the organization for a long time, thereby reducing personnel costs and increasing the sustainability of the administrative apparatus. In short, creating motivation for civil servants is not only a requirement for human resource management in the public sector but also one of the prerequisites to improve the effectiveness and efficiency of state administrative agencies, meeting development requirements in the new situation.

### **3. General policies and orientations on grassroots civil servants**

The general objective of Resolution No. 18-NQ/TW, dated October 25, 2017, of the 12th Central Executive Committee "Some issues on continuing to innovate and reorganize the apparatus of the political system to be streamlined, operate effectively and efficiently and in accordance with the socialist-oriented market economic institution" is to: Promote the mastery of the people; enhance the effectiveness and efficiency of State management and the quality of operations of the Fatherland Front and socio-political organizations; and strengthen the Party's leadership role. Simplifying staffing is linked to restructuring, enhancing quality, and making efficient use of the cadre, civil servant, and public employee team; it also lowers recurring expenses and aids in salary policy reform.

Conclusion No. 127-KL/TW, dated February 28, 2025 of the Politburo and Secretariat "on implementing research and proposing to continue to reorganize the apparatus of the political system" has provided important content on merging a number of provincial-level administrative units, not organizing the district level, and continuing to merge commune-level administrative units. In which: (1) For the commune level: It is necessary to clearly define models of local government at the commune level for urban, rural, mountainous, delta, island areas, population size, area, history, culture, issues of economy - society, national defense, security, ethnicity, religion... Establishing the functions, tasks, powers, organizational structure, and staffing of local authorities at the commune level. (2) Clarifying the working relationship between local

authorities (between provincial and commune levels); the vertical working relationship from the central to commune levels (between ministries, central branches, specialized departments, and units and individuals in charge of each field), ensuring smooth, synchronous, interconnected, effective, and efficient operations; clearly defining the conditions to ensure that commune authorities operate effectively before, during, and after the reorganization.

Regarding grassroots civil servants (commune level), the draft Law on Cadres and Civil Servants (2025) clearly states the job positions as: leadership, management; professional, technical and support, service. Grassroots civil servants are civil servants in state agencies working in local agencies according to job positions: Civil servants doing leadership and management work; Civil servants doing professional, technical work and civil servants doing support and service work. Thus, grassroots civil servants are no longer distinguished as commune-level civil servants, but are identified as civil servants in general and when those who meet the conditions according to the law, regardless of ethnicity, gender, social class, belief, religion, can register to take the civil service exam. According to the new spirit, commune-level civil servants will be paid by the province or centrally-run city under the provisions of the Law on Cadres and Civil Servants 2008 (as amended and supplemented by the Law on Amending and Supplementing a Number of Articles of the Law on Cadres and Civil Servants and the Law on Public Employees 2019); they will be ranked based on the salary scale and level corresponding to the assigned job position if they meet the requirements and conditions of the job position; and they will be recruited, used, and managed in accordance with the government's regulations on civil servants. The competent authority will evaluate and decide on streamlining in accordance with the legal rules at the time of streamlining if the standards and conditions required by the work position are not met.

Within the parameters of its duties and authority, the People's Committee at the grassroots level will manage and employ civil servants in accordance with the decentralization of the People's Committee at the provincial level for local government organizations that operate at both the grassroots (commune) and provincial levels.

#### **4. Fostering motivation among grassroots civil servants in the new situation**

In the context of promoting administrative reform, digital transformation and building urban government, motivating grassroots civil servants is an urgent requirement to improve the effectiveness and efficiency of the state administrative apparatus. To achieve this goal, it is necessary to focus on synchronously implementing the following groups of solutions:

*Firstly, change the pay policy to promote equity, competition, and productivity.*

To guarantee that the minimum income level in the public sector is equal to that of the non-state sector, it is imperative to keep improving the compensation structure for cadres and civil servants based on work position, title, and performance outcomes. In addition to protecting civil workers' lives, salary reform helps to foster, preserve, and advance their ability and sense of accountability in carrying out their public responsibilities. The state administrative sector's "brain drain" can be lessened and job motivation raised thanks to this important factor.

*Second, clearly define work goals and results and link personal responsibility to task performance.*

Grassroots administrative agencies need to build a system of specific goals and targets for each job position, thereby helping cadres and civil servants clearly understand the requirements and results to be achieved. This needs to be linked to a regular monitoring, inspection and evaluation mechanism, ensuring transparency, fairness and timely adjustment when necessary. When work goals are clear, civil servants will have a specific direction to strive for and feel the value of their contribution to the organization, thereby increasing their motivation to work.

*Third, allocate tasks based on skills and capabilities and provide an open system for evaluation and acknowledgment.*

In order to prevent duplication or waste of resources, the organization and utilization of cadres and civil servants must be founded on the scientific basis of each person's ability, knowledge, and strengths. Simultaneously, the system of criteria for assessing work results needs to be refined in a way that is quantifiable, transparent, and open to the public. To promote the spirit of effort, inventiveness, and loyalty of civil servants to the agency and unit, there must be a prompt system for rewarding and recognizing those who have accomplished exceptional things.

*Fourth, create a workplace that is humanistic, contemporary, and professional.*

In the midst of digital upheaval and all-encompassing administrative reform, grassroots organizations must concentrate on creating a welcoming, democratic, and courteous workplace that fosters creativity and learning. Upgrading facilities, machinery, and information technology infrastructure is essential, as is creating a uniform workplace culture that encourages collaboration and shared accountability. A supportive workplace will increase public servants' long-term loyalty to the company by making them feel valued, trusted, and given growth opportunities.

*Fifth, create opportunities for career development and promotion for civil servants.*

It is necessary to build a clear, fair and transparent career development roadmap for grassroots cadres and civil servants. Expanding learning opportunities, fostering management, leadership and professional skills is an important condition for civil servants to improve themselves and enhance their capacity to perform public duties. In addition, it is necessary to have appropriate planning, appointment and rotation mechanisms, encouraging young, capable and good-quality civil servants to strive to advance. This not only increases internal motivation but also contributes to building a high-quality civil servant team, meeting the development requirements in the new period.

In short, fostering motivation among grassroots cadres and civil servants does not stop at improving the remuneration regime, but needs to be implemented comprehensively, combining material and spiritual factors, between management mechanisms and public service culture. This is a prerequisite for building a professional, honest, modern administration that effectively serves the people in the new situation.

#### **5. Conclusion**

Creating working motivation for the staff and civil servants is one of the key tasks of strategic significance in the process of innovation and improving the effectiveness and efficiency of the state administration. In the context of

administrative reform, digital transformation and increasingly deep international integration, working motivation is not only an endogenous factor promoting productivity, quality and efficiency of public service performance, but also the foundation for forming a professional, responsible and creative public service culture. According to the analysis's findings, motivating civil workers requires a holistic approach that includes reforming salaries, refining the evaluation system, setting up fair work schedules, developing a contemporary workplace, and offering possibilities for professional growth.

Increasing the motivation of cadres and civil officials has significant practical implications, particularly at the grassroots level where people interact frequently and the State's policies and directives are actively executed. Civil servants can only reach their full potential, sense of duty, and commitment to the common good when they are acknowledged, supported, and given opportunities to grow. Thus, in addition to increasing the operational effectiveness of grassroots administrative agencies, the timely adoption of motivational solutions is a prerequisite for the development of a modern, honest, and professional civil service that serves the public in the current environment.

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