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Factors Affecting Employee Work Motivation in Road Transport Service Enterprises in Hanoi, Vietnam: An Analysis of the Current Situation

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Abstract

Road transport service enterprises in Hanoi depend on a frontline workforce of drivers, conductors, dispatchers and maintenance staff whose effort directly shapes service quality and road safety. Yet the sector is reporting driver shortages, high turnover and recurring disputes over pay. This paper analyses and assesses the current state of the factors that shape employee work motivation in these enterprises. It does not estimate a causal model. Instead, it builds an analytical framework from Herzberg's two-factor theory, Maslow's hierarchy of needs, Vroom's expectancy theory and prior Vietnamese studies of transport firms, and then reads secondary evidence for the period 2021 to 2026 against that framework. The evidence comes from national labour force surveys, Hanoi government plans, transport law, operator reports and published empirical studies.

The assessment points to an imbalance. Hygiene factors are under pressure: earnings depend heavily on output, working time is long and tightly regulated, the risk of road accidents is constant, and a large share of platform drivers work outside formal employment. Some organisational factors are improving, particularly in large operators such as Hanoi Transport Corporation (Transerco), which raised frontline pay from July 2026, adopted KPI-based quality control and launched structured recruitment and training. Recognition, career paths and two-way communication with managers remain weak across most smaller firms. The paper proposes measures on pay design, working time, safety, career ladders and management practice, and outlines a survey design for future testing.

Keywords: Work Motivation, Road Transport, Frontline Employees, Herzberg, Hanoi, Vietnam

1. Introduction

Hanoi is Vietnam's largest urban transport market by passenger volume and one of its densest road networks. Public transport covers only about 19.5% of travel demand, and the city still relies on buses, taxis, contract vehicles and app-based ride services to move most people who do not use private motorbikes (Đại biểu Nhân dân, 2025) ^[5]. Each of these services runs on the daily effort of drivers and support staff. Their alertness, courtesy and willingness to stay with an employer determine whether a route keeps its timetable and whether a trip ends safely.

Several signals suggest that keeping this workforce motivated has become harder. Transerco, the city's main bus operator, reported that bus services in the first half of 2026 were squeezed by dense infrastructure construction and by a shortage of drivers, and it responded with a pay rise for drivers and service staff from 1 July 2026 and a dedicated recruitment and training plan (Tiền Phong, 2026) ^[23]. App-based drivers in Hanoi have repeatedly switched off their apps in protest at commission rates and low fares. New rules under the 2024 Law on Road Traffic Order and Safety have also capped driving time at 10 hours a day and 48 hours a week.

Research on work motivation in Vietnam is extensive, but most studies concern banks, public agencies, universities or manufacturing. Transport has received less attention. Nguyen (2026) ^[14] describes the sector as under-researched and proposes, but does not test, a model linking leadership, change management, culture and career development to motivation in transport firms. The closest empirical study, by Pham (2022) ^[16], surveyed 200 workers in transport and warehousing firms in Binh Dinh province. No comparable work has focused on road transport services in Hanoi, where the mix of state-linked bus operators, private coach and taxi firms and digital platforms is unusually diverse.

This paper addresses that gap with a deliberately modest aim. It analyses and assesses the current situation of the factors that the literature links to work motivation, using secondary data only. Three questions guide the analysis:

1. Which factors are most relevant to the motivation of employees in road transport service enterprises, given the nature of transport work?
2. What does publicly available evidence for 2021 to 2026 show about the current state of each factor in Hanoi?
3. Which factors appear most in need of management and policy attention?

The paper is organised as follows. Section 2 reviews motivation theory and prior studies and sets out the analytical framework. Section 3 describes the data and method. Section 4 presents the current situation, factor by factor. Section 5 assesses strengths, weaknesses and their causes. Section 6 offers recommendations and concludes.

2. Literature Review and Analytical Framework

2.1 Work Motivation

Work motivation is commonly defined as an employee's willingness to direct and sustain effort toward organisational goals. Steers and Porter (1983) ^[20] stress its persistence over time, which matters in transport, where effort has to be maintained across long shifts with little direct supervision. Motivation is shaped both by needs inside the person and by conditions the employer controls, so management can raise or erode it through policy.

2.2 Foundational Theories

Content theories explain what motivates people. Maslow (1943) ^[12] ranks needs from physiological and safety needs up to belonging, esteem and self-actualisation, and argues that lower needs must be reasonably met before higher ones drive behaviour. For a bus or truck driver, stable earnings and protection from accident and job loss sit at the base of this hierarchy.

Herzberg *et al.* (1959) ^[9] separate hygiene factors from motivators. Pay, company policy, working conditions and relations with supervisors are hygiene factors: when they are poor they cause dissatisfaction, but improving them mainly removes dissatisfaction rather than creating enthusiasm. Achievement, recognition, the work itself, responsibility and growth are motivators. The practical lesson is that motivators work best once hygiene factors are at an acceptable level. Kovach (1987) ^[10] adds a useful nuance: frontline workers tend to rank pay and job security higher than their supervisors assume.

Process theories explain how motivation operates. Vroom (1964) ^[28] treats motivation as the product of expectancy (effort leads to performance), instrumentality (performance leads to reward) and valence (the reward is valued). Output-based pay in transport makes instrumentality highly visible:

a driver knows exactly how many trips earn how much. Adams (1963) ^[1] shows that people compare their effort-to-reward ratio with that of peers, which is easy in transport, where drivers can compare route rates and allowances across depots and companies. Hackman and Oldham (1976) ^[7] add job design: autonomy, task identity and feedback raise intrinsic motivation, but transport work is often tightly scheduled and monitored, which limits autonomy.

2.3 Empirical Studies in Transport and Logistics

Evidence from transport consistently ranks pay and working conditions first. Pham (2022) ^[16] surveyed 200 employees in transport and warehousing firms in Binh Dinh and found that income had the strongest association with motivation (standardised $\beta = 0.296$), followed by working conditions (0.213), relations with supervisors (0.187), the work itself (0.145), relations with colleagues (0.119) and training and promotion (0.111). Recognition was not significant, which the author attributes to fixed monthly pay and weak appraisal systems. Manual workers reported lower motivation than office staff and managers. Studies of transport and logistics firms in the Czech Republic and China also found income and workplace relationships to be the strongest motivators (Ližbetinová *et al.*, 2017) ^[11].

Other Vietnamese studies widen the picture. A study of 218 employees at Vinalines Logistics found internal factors more influential than external ones (author, year to be added). Trinh, Ngô and Lê (2026) ^[24] surveyed 300 employees in 22 passenger transport firms in Ho Chi Minh City and found that servant leadership raised green behaviour partly through intrinsic motivation. Nguyen (2026) ^[14] proposes that compensation policy moderates the effect of leadership, change management, culture and career development on motivation in transport firms, drawing on two-factor, equity and expectancy theory.

Two gaps follow. Empirical work on road transport services in Hanoi is missing. And existing studies rarely consider sector-specific conditions such as legal limits on driving time, accident risk, licence upgrading requirements, fleet electrification or platform work.

2.4 Analytical Framework

The framework combines Herzberg's distinction with the six factors confirmed by Pham (2022) ^[16], and adds two groups specific to road transport: safety and health risk, and the regulatory and technological environment. Table 1 sets out the seven factor groups, their theoretical roots and the secondary indicators used to assess each one in Section 4.

Table 1: Analytical framework: Factor groups and secondary indicators

Factor group	Herzberg category	Theoretical roots	Secondary indicators used
F1. Income and benefits	Hygiene	Maslow (physiological), Vroom, Adams	Sector and national average income; pay mechanisms; platform commission; formality of employment
F2. Working time and conditions	Hygiene	Herzberg, Hackman and Oldham	Legal driving-time limits; reported working hours; traffic congestion and construction
F3. Safety, health and job security	Hygiene	Maslow (safety)	Road crash statistics; job losses during shocks; contract status
F4. Supervision and management practice	Hygiene	Herzberg, social exchange	Quality control systems; complaint handling; communication practices
F5. Recognition and the work itself	Motivator	Herzberg, Hackman and Oldham	Award schemes; service culture programmes; job autonomy
F6. Training and career development	Motivator	Maslow (esteem, growth), Herzberg	Licence upgrading; recruitment and training plans; promotion paths
F7. Policy and technological environment	Context	Change management (Armenakis <i>et al.</i> , 1993) [2]	Fleet electrification; digital monitoring; transport regulation

The framework is used descriptively. It indicates where to look and how to judge what is found. It does not claim to measure the strength of each factor's effect, which would require primary survey data.

3. Research Methodology

The study is a descriptive and evaluative analysis based on secondary data. It uses document analysis, comparison and synthesis, which suit a first-stage assessment where no primary dataset exists.

Scope: The unit of interest is road transport service enterprises operating in Hanoi: bus operators, fixed-route coach firms, taxi and contract vehicle firms, freight carriers, and the transport units that use ride-hailing platforms. Employees include drivers, conductors, dispatchers, maintenance workers and office staff, with most attention on frontline drivers. The period runs from 2021, when COVID-19 restrictions hit the sector hardest, to the first half of 2026.

Data Sources: Four groups of sources were used:

- Official statistics: Quarterly and annual labour force releases of the General Statistics Office (now the Statistics Office under the Ministry of Finance) on income, employment and informality; and the 2025 Household Living Standards Survey.
- Legal and planning documents: The Law on Road Traffic Order and Safety (2024), Decree 168/2024/ND-CP on traffic penalties, Hanoi Plan 201/KH-UBND (2020) on public passenger transport, and national road safety conclusions for 2025.
- Enterprise information: Operational and human resource information reported by Transerco and by ride-hailing platforms, as published in the press.
- Prior research: Peer-reviewed Vietnamese and international studies on motivation in transport and logistics.

Analytical Procedure: Evidence for each factor group in Table 1 was collected, cross-checked across at least two source types where possible, and compared with national benchmarks or with the earlier situation. Each factor was then rated qualitatively as favourable, mixed or unfavourable for motivation, with the reasoning stated.

Limitations: The approach has clear limits. Hanoi does not publish income or turnover data specific to road transport

enterprises, so national sector figures and operator reports stand in as proxies. Press reports may emphasise problems over routine conditions. Platform drivers are legally partners rather than employees, so their situation is discussed as a boundary case. Most importantly, secondary data cannot show how strongly each factor is associated with motivation; that question is left to the survey design proposed in Section 6.

4. Current Situation of Factors Affecting Work Motivation

4.1 Overview of the Sector and its Workforce

Hanoi's road transport services fall into four segments. Subsidised and commercial buses form the backbone of public transport, with Transerco as the dominant operator. Before the 2021 lockdown Transerco ran 1,122 buses with about 5,000 drivers and conductors, not counting support staff, and held about 80% of the subsidised route market (VnBusiness, 2021) [25]. Taxis and contract vehicles make up the second segment: the city counted 19,265 taxis and 57,383 contract and tourist vehicles when it adopted its 2021 to 2030 public transport plan (Hanoi People's Committee, 2020) [8], and close to 19,000 taxis were still reported in 2025. Fixed-route coach firms operating from the Mỹ Đình, Giáp Bát and Gia Lâm stations, together with freight carriers, make up the rest, alongside a large pool of drivers working through Grab, Be and Xanh SM.

Management of road transport in Hanoi now sits with the Department of Construction, which licenses vehicles, issues operating badges and in 2025 asked platforms to report the number of transport units using their apps (Tiền Phong, 2025) [22]. The workforce is predominantly male and middle-aged, a pattern also seen in Pham's (2022) [16] sample, where 64% of respondents were men.

4.2 Income and Benefits (F1)

Transport pays above the national average. In 2023 average monthly income in transport and storage was VND 9.8 million, up 8.3% on 2022, while the national average was VND 7.1 million (GSO, 2024) [6]. National income has continued to rise, reaching VND 8.4 million a month in 2025, with urban workers earning VND 10.1 million (Statistics Office, 2026).

Table 2: Income benchmarks relevant to Hanoi transport workers (VND million per month)

Indicator	Year	Value	Source
Average income, transport and storage, national	2023	9.8	GSO, 2024 ^[6]
Average income, all workers, national	2023	7.1	GSO, 2024 ^[6]
Average income, wage employees, national	2024	8.7	GSO, 2025
Average income, all workers, national	2025	8.4	Statistics Office, 2026
Average income, urban workers, national	2025	10.1	Statistics Office, 2026
Income per capita, Hanoi (highest province)	2025	8.374	Znews, 2026

The headline premium hides two weaknesses. First, the cost of living in Hanoi is the highest in the country, and the city's per-capita income of VND 8.374 million in 2025 sits alongside a wide gap: the richest fifth earned 4.6 times as much as the poorest fifth. A sector premium earned through long hours is therefore less generous than it looks. Second, pay in transport is closely tied to output (trips, kilometres, revenue). This makes rewards transparent, which suits expectancy theory, but it also transfers demand risk to the worker. When COVID-19 restrictions stopped buses in 2021, Transerco suspended contracts for all bus-related staff, and more than 6,000 direct workers lost their income (VOV, 2021) ^[27].

The situation is harsher for platform drivers. Platforms take a 20% commission on two-wheeler rides and 25% on four-wheeler rides, and drivers in Hanoi report working 14 to 15 hours a day to reach their target income (Bảo Văn hóa, n.d.) ^[4]. Calls to switch off apps in protest have recurred since 2017. Because these drivers are classed as partners, they have no paid leave, no employer-funded social insurance and no voice in fare setting. Nationally, informal employment still accounted for 63.1% of all jobs in 2025 (Statistics Office, 2026).

The most recent sign of pressure is Transerco's decision to raise pay for drivers and service staff from 1 July 2026, explicitly to retain and attract frontline workers (Tiền Phong, 2026) ^[23]. A pay rise used as a retention tool indicates that pay had fallen behind the labour market.

4.3 Working Time and Conditions (F2)

Since 1 January 2025, Article 64 of the Law on Road Traffic Order and Safety limits drivers of commercial and in-house vehicles to 10 hours of driving per day, 48 hours per week and 4 hours of continuous driving. Operators who let drivers exceed these limits face fines of VND 8 to 12 million (National Assembly, 2024) ^[13]. Rest breaks between continuous driving periods are at least 5 minutes for city buses and taxis and at least 15 minutes for coaches, contract vehicles and trucks (National Assembly, 2024) ^[13].

The rule protects health and safety, and transport firms broadly support it. It also has a side effect on earnings. Where pay is per trip, a cap on hours is a cap on income unless rates rise. Platform drivers are not covered in the same way, which partly explains the very long days reported above.

Physical conditions are demanding. Bus drivers work through mixed traffic dominated by motorbikes; a Transerco executive once described the job as requiring "nerves of steel" (Bảo Pháp luật, n.d.) ^[3]. In 2026 the city was handling barriers at 62 construction sites that disrupted traffic and repeatedly rerouted bus lines for road projects. Every diversion lengthens a shift and raises stress. The ongoing switch to electric buses improves conditions at the margin: Transerco had converted 281 buses on 17 routes by June

2026 and opened a modern maintenance depot at Minh Khai.

4.4 Safety, Health and Job Security (F3)

Road safety is improving but remains a central risk. In 2025 Vietnam recorded 18,601 road, rail and waterway crashes, killing 10,491 people and injuring 12,312. Crashes fell by 22.21% and deaths by 6.35% compared with 2024 (Thương hiệu và Công luận, 2026) ^[21]. The government has asked Hanoi to cut crashes, deaths and injuries per 100,000 people by 60 to 70% from 2026 (Office of the Government, 2026) ^[15]. For a professional driver, a single crash can mean injury, criminal liability, licence points and loss of income.

Job security differs sharply by employer type. Drivers at large bus operators hold labour contracts and social insurance, but 2021 showed that contracts can be suspended overnight. Drivers in small private firms and on platforms carry more risk. A new source of insecurity came from the 2024 licence reform: from 2025 a class D licence is needed for buses over 29 seats and class D2 for smaller ones, forcing many bus drivers to retake exams. In Ho Chi Minh City this left operators about 250 drivers short (Pháp Luật TP.HCM, 2025) ^[17]; Hanoi operators face the same requirement.

4.5 Supervision and Management Practice (F4)

Large operators have professionalised control. In the first half of 2026 Transerco's service quality centre inspected 46,225 bus trips, cut the share of violations needing action by nearly 40% and reduced negative passenger complaints by 38%, while recording 533 commendations (Tiền Phong, 2026) ^[23]. Vehicles now carry trip monitoring devices that send data to the national road authority, and operators use dispatch software.

From the driver's side, this reads mainly as monitoring. Nguyen (2026) ^[14] notes that tracking devices and changes to output-based pay are often perceived as control tools unless the employer explains their benefits for safety and pay transparency. Drivers spend their shifts away from managers, so contact with supervisors is limited to dispatch instructions and disciplinary reviews. Pham (2022) ^[16] found relations with supervisors to be the third strongest factor, which suggests that this thin contact is a missed opportunity. For platform drivers, the "manager" is an algorithm, and fare or commission changes arrive without consultation.

4.6 Recognition and the Work Itself (F5)

Recognition schemes exist mainly in the larger, state-linked operators. Transerco runs annual "Golden Steering Wheel" awards, "model service staff" titles and a contest on bus service culture, linked to emulation campaigns. Such schemes are visible but episodic, and they reach a small share of a workforce of several thousand. In smaller firms, recognition is rarely formalised. This matches Pham's

(2022) ^[16] finding that recognition had no significant association with motivation, because appraisal was weak and not linked to pay.

The work itself offers limited autonomy. Routes, timetables, speed and rest are fixed by contract, law and monitoring. It does carry social meaning: bus drivers serve students, older people and commuters, and passenger commendations show that service is noticed. Job design that gives drivers more feedback on their safety and service record could build on this.

4.7 Training and Career Development (F6)

Training is concentrated on compliance: licence upgrading, safety rules and customer service. Transerco has issued Plan 1182/KH-TCT on recruitment, training and sustainable workforce development. Earlier, it trained more than 4,000 drivers and conductors in hospitable service (VTV, 2018) ^[29]. Electrification creates new training needs in electric vehicle operation and maintenance.

Career paths for drivers remain short. Promotion from driver to dispatcher, depot supervisor or fleet manager exists but is not set out as a ladder in most firms. Pham (2022) ^[16] found training and promotion to be the weakest of the six significant factors, which may reflect how little of it workers

experience rather than how little they value it.

4.8 Policy and Technological Environment (F7)

The policy environment is changing fast. Hanoi aims for public transport to meet 20% of travel demand, and all buses are to be green by 2035; 1,813 vehicles are slated for conversion between 2026 and 2030 (VnEconomy, 2025) ^[26]. Contract-vehicle firms and platforms have been asked to submit plans to switch to electric vehicles by 2030. The city installed 5,000 more AI traffic cameras in the first half of 2026.

These changes cut both ways. Cleaner and quieter vehicles and better infrastructure can make the job more attractive. At the same time, new vehicles, new monitoring and new contracts create uncertainty about skills, workload and pay. Without clear communication, change can reduce motivation even when its long-run effects are positive (Armenakis *et al.*, 1993) ^[2].

5. Discussion and Assessment

Taken together, the evidence shows that hygiene factors, which should form a stable floor, are the weakest part of the picture, while the motivators that could lift performance remain underdeveloped. Table 3 summarises the assessment.

Table 3: Qualitative assessment of factor groups

Factor group	Assessment	Main evidence	Most affected group
F1. Income and benefits	Unfavourable	Output-linked pay; retention pay rise in 2026; platform commission of 20 to 25%; 63.1% informality nationally	Platform and small-firm drivers
F2. Working time and conditions	Mixed	Legal caps since 2025; congestion and construction diversions; electric buses improving cabins	Bus and coach drivers
F3. Safety, health and job security	Mixed	Fewer crashes in 2025 but high stakes per incident; 2021 contract suspensions; licence upgrading	All drivers
F4. Supervision and management practice	Mixed	KPI and complaint systems at Transerco; monitoring perceived as control; algorithmic management	Platform drivers, small firms
F5. Recognition and the work itself	Unfavourable	Episodic awards; weak appraisal; low autonomy	Small-firm drivers
F6. Training and career development	Unfavourable	Training focused on compliance; few defined career ladders	Frontline drivers
F7. Policy and technological environment	Mixed	Electrification and digitalisation; uncertainty about skills and pay	Bus and taxi drivers

5.1 Strengths

Three developments support motivation. Transport still pays more than the national average, and the 2026 pay rise at Transerco shows that at least the largest employer recognises pay as a retention lever. The 2025 legal limits on driving time give drivers a protection that they can point to, and the fall in crashes in 2025 makes the job less dangerous than it was. Large operators are investing in modern vehicles, depots and quality systems, which improves daily conditions and signals that the employer is building for the long term.

5.2 Weaknesses

The first weakness is the fragility of income. Because pay depends on volume, any shock (a lockdown, a route diversion, a fare war on a platform) lands directly on the worker. Earnings that look adequate on average can be unpredictable month to month, which undermines the security needs that Maslow places at the base of motivation. The second is a divided workforce. Employees of large bus operators enjoy contracts, insurance and some recognition. Drivers in small firms and on platforms often lack all three. The same city and the same roads therefore host very

different motivational conditions, and the gap is a source of perceived inequity in Adams' sense.

The third weakness lies with the motivators. Recognition is occasional, the job offers little autonomy, and career ladders are short. Herzberg's theory predicts that, even if pay and conditions are fixed, motivation will plateau without these elements. Pham's (2022) ^[16] finding that manual workers in transport were less motivated than office staff fits this prediction.

The fourth is communication. Monitoring technology and quality KPIs have grown faster than the channels through which drivers can give feedback, ask questions or influence decisions. On platforms, there is no such channel at all.

5.3 Causes

Some causes are structural. Subsidised bus services are paid through contracts and tenders that fix unit costs, which limits how far operators can raise wages without city approval. Many coach, taxi and freight firms are small and run on thin margins. Platforms are legally intermediaries, so labour law protections do not apply in full.

Other causes lie within management. Many firms treat drivers as operators of equipment rather than as service staff

whose judgement matters. Appraisal is often limited to counting violations. HR functions in small firms are minimal. Finally, the speed of regulatory and technological change, including new licence classes, driving-time rules, electrification and AI enforcement, has outpaced the effort spent on explaining these changes to the workforce.

These findings broadly agree with Pham (2022) ^[16], where income and working conditions ranked highest, and with Nguyen's (2026) ^[14] argument that compensation conditions the effect of other management efforts. They add two Hanoi-specific elements: the strong influence of regulation and construction on daily work, and the growing role of platform work outside the employment relationship.

6. Recommendations and Conclusion

6.1 Recommendations for Enterprises

Stabilise Income: Firms can combine output-based pay with a guaranteed base that covers a normal month even when trips fall, and add explicit allowances for route diversions caused by construction. Pay statements that show how each component is calculated would reduce suspicion and make the link between effort and reward clearer, in line with expectancy theory.

Design Rosters Around the Legal Limits: Since driving time is now capped at 10 hours a day and 48 hours a week, rosters and pay rates need to be set so that a driver can reach a decent income within those limits. Rest facilities at terminals and depots matter as much as the rules themselves.

Make Safety a Shared Programme: Telematics data can be used to coach drivers and to reward safe driving records, not only to penalise violations. Clear support in the event of a crash, including legal assistance and income protection, would address a major source of anxiety.

Build Career Ladders: Firms can define steps from trainee driver to senior driver, trainer, dispatcher and depot supervisor, each with criteria and pay. Training for electric vehicles and digital dispatch can be part of these steps, so that change becomes an opportunity rather than a threat.

Strengthen Recognition and Voice: Monthly recognition based on passenger commendations and safety data reaches more people than annual awards. Regular short meetings between depot managers and drivers, and a simple channel for complaints and suggestions, would make supervision more two-way.

6.2 Recommendations for the City and Policymakers

When tendering subsidised bus routes, Hanoi can treat a minimum frontline wage and training budget as part of the contract price, so that operators are not forced to cut labour costs to win bids. Construction permits for projects on bus corridors could include a notice period and compensation arrangements for operators. For platform work, the city and national ministries can require transparent explanation of fares and commissions, prior notice of changes and a representative channel for drivers, along with voluntary social insurance schemes adapted to irregular income. Support for licence upgrading, through subsidised courses and exam scheduling, would reduce the shortage caused by the 2025 licence reform.

6.3 Conclusion and Directions for Further Research

This paper set out to analyse and assess the current situation of the factors that shape employee work motivation in road transport service enterprises in Hanoi. Using a framework

built on Herzberg, Maslow and Vroom and on prior Vietnamese studies, and drawing on secondary evidence for 2021 to 2026, it finds that income, working time and job security, which theory treats as the foundation of motivation, are the most strained factors. Large operators have begun to respond with higher pay, quality systems and structured recruitment, but recognition, autonomy and career development remain weak across most of the sector, and platform drivers sit largely outside these improvements.

The main contribution is a sector-specific picture that adds regulation, construction, electrification and platform work to the factors usually studied. The main limitation is the reliance on secondary data. The next step is a survey of drivers and staff across bus, coach, taxi, freight and platform segments in Hanoi, using the seven factor groups in Table 1 as constructs measured on five-point Likert scales. Testing the measurement model and the relationships between factors and motivation with PLS-SEM, and comparing employees with platform partners, would show which factors matter most and for whom.

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