

A study of the creation of motivation for commune-level civil servants by material stimulation

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ABSTRACT

The motivation of employees is the basic and direct factor that determines the quality, position, and brand of an organization. The purpose of this study is to compare the level of respondents' assessment of the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city. The surveyed respondents are commune-level civil servants in Hai Phong city. We use both qualitative and quantitative research methods. Qualitative research method through techniques such as document research, expert interviews, etc. The quantitative research method with the support of SPSS software includes independent t-tests and ANOVA analyses. Research results show that there is no statistically significant difference in the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city between these different genders, academic standards, marital statuses, ages, and career seniority. Based on the research results, we propose some recommendations for commune-level civil servants and related subjects.

Keywords: human resources, business administration, creation of motivation (M), commune-level civil servants, material stimulation, difference, comparison

JEL codes: M10, O15, M12

1. INTRODUCTION

The factor that makes the success of each organization, tested in practice, is the human factor (Pham, 2022). And the motivation of employees is the basic and direct factor that determines the quality, position, and brand of an organization.

Improving the qualifications and dedication of the staff and civil servants at the commune level is the goal that leaders and managers of districts and communes are implementing. One of the solutions that leaders and managers of districts and communes are applying is to improve work motivation. Because work motivation is one of the factors that greatly affects work performance, maximizes the ability of workers, and attracts and retains highly qualified workers.

Currently, the phenomenon of civil servants and public employees quitting their jobs is still continuing. Retaining them and maximizing their ability to work, be creative, and contribute to the organization in communes (wards/towns) still faces many difficulties, although communes (wards/towns) always attach importance to improving the qualifications and dedication of the staff and civil servants. To achieve that goal, creating positive working motivation for the staff and civil servants is necessary.

2. LITERATURE REVIEW

Maslow (1943) divided human needs into two levels. (i) Low level: physiological, safety, and security needs; (ii) High level: social, self-esteem, and self-actualization needs. Herzberg (1959) pointed out that the opposite of satisfaction is not dissatisfaction in the traditional sense, and not being dissatisfied with a job does not mean being satisfied with that job.

Steers & Porter (1983) pointed out that work motivation is the desire and willingness of people to achieve a specific result or goal.

McClelland (1985) built a need theory consisting of three basic needs: the need for achievement, the need for power, and the need for affiliation. The need theory has practical significance for managers in motivating individuals in organizations based on identifying the needs of each individual and the characteristics of the job.

Denibutun (2012) argues that there are many ways to look at work motivation from different perspectives and consider it a basic human psychological process, associated with certain contexts.

According to Vu and Vu (2022), work motivation is an important factor in the success of cadres, civil servants, and public employees; creating work motivation is one of the main tasks of leaders and managers, especially in the digital government environment. The authors focus on clarifying the opportunities, challenges, and some solutions to create work motivation for cadres, civil servants, and public employees in the environment.

Motivation for officials and civil servants in administrative agencies is the application of a system associated with appropriate measures, policies, and management methods to influence and motivate officials and civil servants (Bui, 2024).

3. RESEARCH METHODS

The study collected primary information about the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city. Commune-level civil servants in Hai Phong city are selected to ensure diversity in age, academic standards, marital status, gender, and career seniority (see table 1). Information was collected through interviews and direct surveys of respondents using semi-structured questionnaires. In addition, the study conducted in-depth interviews via phone with 5 Heads of Internal Affairs and 5 lecturers with experience in human resources in general and motivating workers in particular to clearly learn more about the creation of motivation for commune-level civil servants by material stimulation to improve management performance.

Employee survey data were compiled and analyzed using SPSS software, including T-tests and ANOVA tests to test the differences in some mean values of comments from respondents participating in the survey.

Table 1. Respondents by genders, marital statuses, academic standards, career seniority and ages

	Frequency	Percent	Cumulative Percent
Genders			
Female	68	38.9	38.9
Male	107	61.1	100.0
Marital statuses			
Single	65	37.1	37.1
Married	110	62.9	100.0
Academic standards			
Bachelor, college or intermediate	127	72.6	72.6
Postgraduate	48	27.4	100.0
Career seniority			
Smaller than 5 years	37	21.1	21.1
From 5 to 10 years	86	49.1	70.3
10 years or higher	52	29.7	100.0
Ages			
Smaller than 22 years old	47	26.9	26.9
From 22 to 30 years old	46	26.3	53.1
From 30 to 40 years old	44	25.1	78.3
40 years old or older	38	21.7	100.0
Total	175	100.0	

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

Information on the data collected is shown in Table 1. It shows that among them, the common genders of respondents are male, accounting for 61.1%, while the remaining 68 are female, accounting for 38.9%. Among the respondents, 37.1% of the participants are single, and 62.9% of the participants are married. Of these, 127 have qualified bachelor, college, or intermediate, accounting for 72.6%; and the rest have qualified postgraduate, accounting for 27.4%. Respondents have career seniority. Smaller than 5 years accounted for 21.1%; from 5 to 10 years accounted for 49.1%; and the remaining accounted for 29.7%.

4. RESULTS

4.1. Independent T-test: Genders

A comparison of the results of the evaluation of the differences in the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city with participants of different genders (males and females) can be seen in Table 2. According to the results shown in Table 2, sig Levene's test is 0.809, which is more than 0.05. The variance between males and females is not different. Moreover, the sig value t-test is 0.871, which is more than 0.05, which means that there is no statistically significant difference in the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city between these different genders (Hoang & Chu, 2008; Hair et al., 2009; Hair et al., 2014).

Table 2. Differences in the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city with participants of different genders: An Independent Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
M	Equal variances assumed	0.059	0.809	-0.163	173	0.871	-0.01357	0.08327	-0.17792	0.15078
	Equal variances not assumed			-0.161	136.868	0.872	-0.01357	0.08431	-0.18029	0.15316

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

4.2. Independent T-test: Academic standards

A comparison of the results of the evaluation of the differences in the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city with participants of different academic levels (postgraduate and bachelor or college or intermediate level) can be seen in Table 3. According to the results shown in Table 3, sig Levene's test is 0.214, which is more than 0.05. The variance between a postgraduate level and a bachelor's, college's, or intermediate level is not different. Moreover, the sig value t-test is 0.019, which is less than 0.05, which means that there is a statistically significant difference in the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city between these different academic levels (Hoang & Chu, 2008; Hair et al., 2009; Hair et al., 2014).

Table 3. Differences in the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city with participants of different academic standards - Independent Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
M	Equal variances assumed	1.559	0.214	2.362	173	0.019	0.21147	0.08954	0.03473	0.38821
	Equal variances not assumed			2.466	92.586	0.016	0.21147	0.08577	0.04115	0.38180

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

4.3. Independent T-test: marital statuses

A comparison of the results of the evaluation of the differences in the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city with participants of different marital statuses (married and single) can be seen in Table 4. According to the results shown in Table 4, sig Levene's test is 0.349, which is larger than 0.05. The variance between married and single is not different. Moreover, the sig value t-test is 0.125, which is more than 0.05, which means that there is no statistically significant difference in the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city between these different marital statuses (Hoang & Chu, 2008; Hair et al., 2009; Hair et al., 2014).

Table 4. Differences in the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city with participants of different marital statuses: an independent test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper

M	Equal variances assumed	0.882	0.349	-1.543	173	0.125	-0.12877	0.08343	-0.29345	0.03590
	Equal variances not assumed			-1.489	120.039	0.139	-0.12877	0.08646	-0.29995	0.04240

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

4.4. ANOVA – ages

An ANOVA test was needed to make a comparison of the results of the evaluation of the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city between the four subjects, including those smaller than 22 years old, from 22 to 30 years old, from 30 to 40 years old, and 40 years old or older. Table 5 shows that the sig Levene statistic of 0.463 is larger than 0.05, which means that the hypothesis of homogeneity of variance among the variable value groups (different ages) has not been violated. Table 6 shows that sig. is 0.249, which is larger than 0.05, which indicates that there is not a statistically significant difference in the creation of motivation for commune-level civil servants by material stimulation in Hai Phong between the mentioned four groups of ages (Hoang & Chu, 2008; Hair et al., 2009; Hair et al., 2014).

Table 5. Test of Homogeneity of Variances

Descriptions	Levene Statistic	df1	df2	Sig.
M				
Based on Mean	0.861	3	171	0.463
Based on Median	0.777	3	171	0.509
Based on Median and with adjusted df	0.777	3	162.032	0.509
Based on trimmed mean	0.887	3	171	0.449

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

Table 6. ANOVA

M

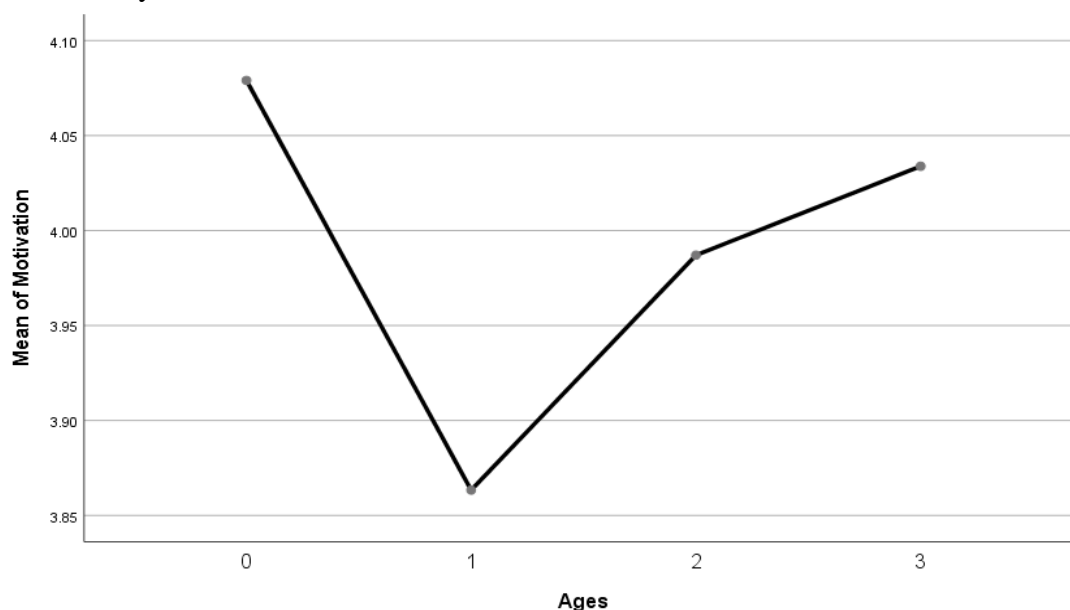
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.184	3	0.395	1.386	0.249
Within Groups	48.695	171	0.285		
Total	49.878	174			

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

4.5. The relationship between the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city - ages

Next, the line graph shows the relationship between the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city and each respondent's

ages (Figure 1). Figure 1 shows that this line tends to go down when the respondents are from 22 to 30 years old, but this line tends to slope up when the respondents are from 30 to 40 years old or 40 years old or older.



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

Figure 1: The line graph shows the relationship between the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city and each respondent's ages.

4.6. ANOVA – career seniority

An ANOVA test was needed to make a comparison of the results of the evaluation of the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city between the three subjects, including career seniority smaller than 5 years, from 5 to 10 years, and 10 years or higher. Table 7 shows that the sig Levene statistic of 0.727 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 8 shows that sig. is 0.141, which is larger than 0.05, which indicates that there is not a statistically significant difference in the creation of motivation for commune-level civil servants by material stimulation in Hai Phong between the mentioned three groups of career seniority (Hoang & Chu, 2008; Hair et al., 2009; Hair et al., 2014).

Table 7. Test of Homogeneity of Variances

Descriptions	Levene Statistic	df1	df2	Sig.
M				
Based on Mean	0.319	2	172	0.727
Based on Median	0.365	2	172	0.695
Based on Median and with adjusted df	0.365	2	169.830	0.695
Based on trimmed mean	0.356	2	172	0.701

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

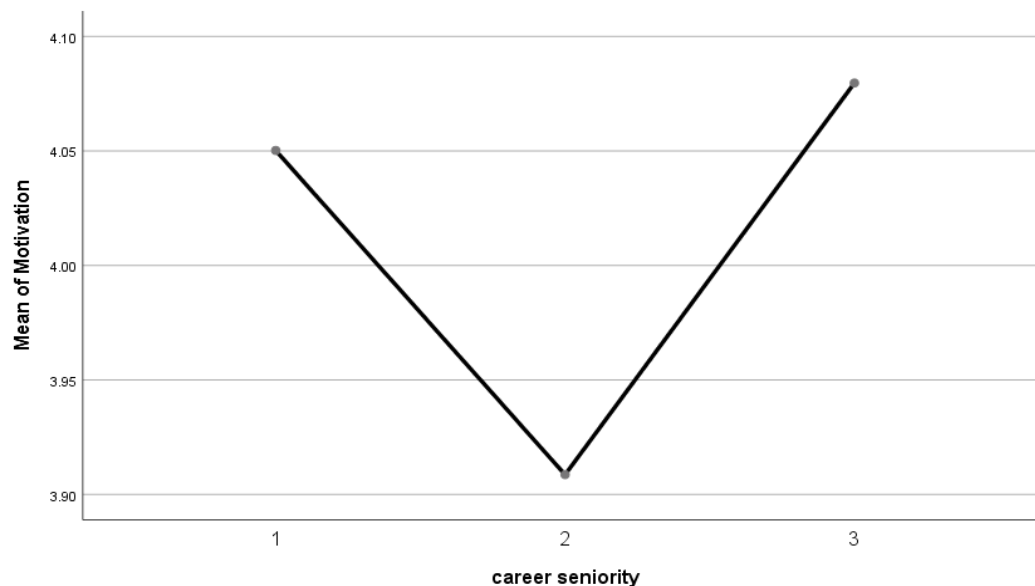
Table 8. ANOVA**M**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.121	2	0.561	1.978	0.141
Within Groups	48.757	172	0.283		
Total	49.878	174			

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

4.7. The relationship between the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city - career seniority

Next, the line graph shows the relationship between the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city and each respondent's career seniority (Figure 2). Figure 2 shows that this line tends to go down when the respondents have career seniority from 5 to 10 years, but this line tends to slope up when the respondents have career seniority from 10 years or higher.



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

Figure 2: The line graph shows the relationship between the creation of motivation for commune-level civil servants by material stimulation in Hai Phong city and each respondent's career seniority.

5. DISCUSSION AND IMPLICATIONS

Vietnam has undergone four salary reforms: in 1960, 1985, and 1993, and the most recent salary reform was in 2003. Although many results have been achieved, the current salary policy still has many limitations and shortcomings. However, in recent years, there has not been a separate salary reform for communal-level officials and civil servants, but it has been closely linked to salary reform in general, in which reforming the salary policy for communal-level officials and civil servants is a part of the salary policy reform for civil servants.

Since 2004, the state has adjusted the minimum wage based on the increase in the cost of living index and GDP growth rate. Although the general minimum wage (basic wage) has been adjusted over time, compared to the requirements of improving the living standards of officials and civil servants, it is still very low while the GDP growth conditions of our country's economy are quite high (2006-2010: 7.01%; 2011-2015: 5.9%; 2016-2019: 6.8%).

Salary regime during the probationary period for commune-level civil servants: Commune-level civil servants during the probationary period shall receive 85% of the starting salary according to the professional training level of the recruited civil servant category; for probationary civil servants in communes in mountainous, remote, border, and island areas, during the probationary period, they shall receive 100% of the starting salary according to the professional training level of the recruited civil servant category.

Regular salary increase regime for commune-level civil servants: Commune-level civil servants must meet the conditions of holding the old rank of 3 years (full 36 months) for civil servants in the specialist rank and 2 years (24 months) for civil servants in the middle of the staff or clerical rank and must also meet 2 criteria: Complete assigned tasks; Not be subject to any of the following disciplinary forms: reprimand, warning, salary reduction, or court punishment.

Build an appropriate reward and welfare regime.

Communes (wards/towns) should have a suitable reward regime stipulated in writing for each reward level and organize recognition ceremonies to create support and consensus among a large number of commune-level cadres and civil servants to encourage creativity.

The decision to reward should be made in a timely manner. The gap from when the commune-level cadres and civil servants have achievements to when they are rewarded should be as soon as possible. If the reward cannot be given immediately, there should be words of praise and recognition immediately for the outstanding achievements that the commune-level cadres and civil servants have achieved.

Diversify types of welfare

Communes (wards) should diversify welfare types such as:

Organizing periodic health check-ups for commune-level cadres and civil servants; supporting bank loans for commune-level cadres and civil servants to stabilize their lives.

Organizing legal and policy consultation sessions so that commune-level cadres and civil servants can understand, trust, and implement well the policies set forth by superiors and communes (wards/towns).

Implementing a reward system for children of commune-level cadres and civil servants who have achieved excellent academic results.

The content of welfare programs should be contributed by commune-level officials and civil servants to create excitement for the programs. For the welfare of commune-level officials and civil servants, it is necessary to survey the opinions of those officials and civil servants.

6. CONCLUSIONS

Creating working motivation for commune-level cadres and civil servants is one of the necessary tasks for communes, wards, and towns today. Because commune-level cadres and civil servants are the ones who directly contribute to the development of communes (wards/towns). If communes (wards/towns) focus on creating working motivation for commune-level cadres and civil servants, it will motivate commune-level cadres and civil servants to work enthusiastically, strive to study, and improve their qualifications to improve work results, contributing to improving the efficiency of the commune (ward/town). And when the policy to create working motivation of the commune/ward/town is suitable, satisfying the needs of cadres and civil servants, it will make them feel secure in their work and more attached to the commune (ward/town).

The article analyzed, evaluated, and measured the current situation of creating work motivation for commune-level cadres and civil servants by material incentives in Hai Phong city through salary payment, job performance evaluation, reward measures, and welfare. From there, the article discussed and presented recommendations to improve the creation of work motivation for commune-level cadres and civil servants in Hai Phong city.

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