

## Create Motivation for Commune-Level Civil Servants by Material Stimulation

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### Abstract

*The objective of this study is to present, analyze, and measure the motivation created for communal-level civil servants by material incentives in Hai Phong city. Based on the research overview and expert interview results, the creating motivation for communal-level civil servants by material incentives is measured by 7 attributes (components). Quantitative research method with the support of SPSS software. The author conducts descriptive statistics, analyzes the reliability of the scales through Cronbach's alpha coefficient, and EFA analysis. The research results show that the surveyed subjects evaluated the current situation of creating motivation for commune-level civil servants in Hai Phong city by material incentives at an average level of 3.99/5; the Cronbach's alpha coefficient of the component attributes is greater than 0.6; and is statistically significant. Based on the research results, the author proposes a number of recommendations to improve the creation of motivation for commune-level civil servants by material incentives in Hai Phong city.*

**Keywords:** *Creating Motivation, Commune-Level Civil Servants, Material Stimulation, Human Resources, Business Administration*

*JEL codes: M10, O15, M12*

### INTRODUCTION

The development of science, technology, and engineering is increasingly strong, and the applications of science in production are increasingly numerous and diverse, making social production increasingly progressive. However, human resources in general and commune-level cadres and civil servants in particular still play a decisive role in the production process and are indispensable resources in any commune, ward, or town and in socio-economic growth and development.

Creating work motivation is the application of a system of policies, measures, and management methods to influence employees to motivate them in their work, make them more satisfied with their work, and want to contribute to the firm (Nguyen, 2015). Creating work motivation is one of the important contents of human resource management—to motivate employees to work enthusiastically, to stimulate the positivity and creativity of employees, and to improve labor productivity. Creating work motivation is one of the important solutions, as a lever, a breakthrough, promoting other factors towards the set goals. Creating work motivation brings many benefits to employees, friends, and society and depends on many different factors (Nguyen, 2015).

The work motivation of individuals in an organization plays an important role in improving productivity and work efficiency for individuals and organizations. Work motivation is a matter of great concern for the human resource management activities of all organizations. Motivating employees plays an extremely important role in improving the performance of the organization.

In the system of state civil servants, commune-level civil servants account for a significant number. In addition to the characteristics of civil servants in general, commune-level civil servants have their own characteristics and specific characteristics. Commune/ward/town bases are where most of the people reside and live. Grassroots cadres and civil servants such as elected officials; professional cadres selected by the People's Committee all have a particularly important role in organizing and mobilizing people to implement the Party's guidelines, policies, and laws of the state, strengthening national unity, promoting people's mastery, mobilizing

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all capabilities for socio-economic development, and organizing the life of the community. Therefore, creating working motivation for current and future commune-level cadres and civil servants is posed as one of the challenges and urgent requirements that need to be further researched and find strong and feasible solutions to help commune-level cadres and civil servants feel secure in their work and increasingly contribute to the commune, ward, or town organization.

## LITERATURE REVIEW

There are many studies in the world on creating motivation for workers, typically Maslow (1943) and Adams (1961). The authors show that creating motivation for workers must provide measures to satisfy the needs of workers on the basis of ensuring fairness. When grasping the root causes of the difference in motivation of each person, human resource experts will propose different strategies for their organizations. Vroom (1964) argued that work motivation depends on individuals' expectations about their ability to perform tasks and about receiving desired rewards. Workers' work motivation will become stronger when they believe that a certain effort of theirs will bring a certain achievement, and that achievement will lead to the results or rewards they desire. Work motivation is the desire and willingness of workers to increase efforts towards achieving the goals of the organization; it is the urge, perseverance, and persistence in the work process (Maslow, 1987). Shiraz and Rashid (2011) pointed out the relationship and differences in work motivation with satisfaction, more specifically the differences between promotion opportunities and leadership styles in creating labor motivation.

In Vietnam, Ho (2014) studied the current situation of motivation at Vinaincon Company, including (i) motivation through material incentives and (ii) motivation through spiritual incentives. Nguyen (2015) said that to motivate employees, enterprises can use methods such as: Financial incentives include measures related to salaries, bonuses, allowances, benefits, and other services; spiritual incentives include measures to create stable jobs for employees, training to improve employees' qualifications, building a healthy and positive atmosphere in the enterprise, organizing emulation movements, etc. Bui (2018) presented 3 groups of solutions to improve labor motivation in small and medium enterprises, including: (i) improving salary, bonus, allowance, and social welfare; (ii) improving working environment and conditions; and (iii) training activities need to be conducted regularly and continuously to ensure quality.

Inheriting the research results of previous works, this study continues to analyze, evaluate, and measure the motivation to work for commune-level cadres and civil servants by material incentives in Hai Phong city (see table 1), with the survey subjects being cadres and civil servants in communes, wards, or towns in Hai Phong city.

**Table 1: Attributes (components) of creating work motivation through material incentives for commune-level civil servants**

Code	Description
TDLVC1	The monthly salary I receive is commensurate with the responsibility and quality of work assigned.
TDLVC2	Salaries are paid on time.
TDLVC3	Compared to the general level, the salary in the commune/ward/town where I work is quite high.
TDLVC4	The commune, ward, or town always promptly rewards cadres and civil servants with outstanding achievements.
TDLVC5	The results of the commendation and reward evaluation accurately reflect the level of contribution of commune-level civil servants.
TDLVC6	Community-level civil servants receive quite reasonable allowances.
TDLVC7	Social welfare and services of the commune, ward, or town are quite good.

*Source: Author's synthesis and expert opinion*

## RESEARCH METHODS

The authors used qualitative research methods based on in-depth interviews with five lecturers who have extensive experience in human resources, including civil servants and public employees of the National Economics University and the Hanoi University of Business and Technology. At the same time, the authors conducted in-depth interviews with five experts who are leaders of the internal affairs departments of districts in Hai Phong City. The interviews included topics on motivating communal-level civil servants and public employees through material incentives.

The authors inherited the results of previous studies and qualitative research results through expert interviews to complete the questionnaire for quantitative research.

Then, the author conducted a survey through a questionnaire consisting of component attributes (scales) and measured by a 5-point Likerts scale, from 1 "strongly disagree" to 5 "strongly agree." The data collection method was carried out through a survey; the survey subjects were commune-level officials and civil servants in Hai Phong city.

By conducting direct and online surveys, after about two months, the author collected 200 questionnaires. After checking the information on the questionnaires and cleaning them, there were 175 questionnaires with complete information for data entry and analysis. This sample size is consistent with Gorsuch's (1983) study.

Quantitative research was conducted with the support of SPSS23 software, including descriptive statistics, analysis of scale reliability through Cronbach's alpha coefficient, and EFA analysis to evaluate and measure work motivation for commune-level cadres and civil servants through material incentives.

## RESULTS

### Descriptive Statistics

Table 2: Descriptive statistics explaining the scales of work motivation for commune-level civil servants in Hai Phong city

Code	N	Min	Max	Mean	Std. Deviation	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
TDLVC1	175	2	5	3.87	0.700	-0.229	0.184	-0.051	0.365
TDLVC2	175	2	5	3.97	0.669	-0.544	0.184	0.924	0.365
TDLVC3	175	2	5	3.89	0.723	-0.202	0.184	-0.247	0.365
TDLVC4	175	2	5	4.01	0.715	-0.485	0.184	0.351	0.365
TDLVC5	175	2	5	3.98	0.682	-0.199	0.184	-0.191	0.365
TDLVC6	175	2	5	4.13	0.700	-0.483	0.184	0.175	0.365
TDLVC7	175	2	5	4.08	0.698	-0.213	0.184	-0.585	0.365
Valid N (listwise)	175			<b>3.99</b>					

Source: Author's synthesis and from SPSS software

The statistical results from Table 2 show that the survey subjects agree with the variable that motivates the work of cadres and civil servants in Hai Phong city by material incentives including 7 component attributes as above, which is quite high, with an average value of 3.99 compared to the highest level of the 5-point Likerts scale. All 7 attributes are rated at an average level of 3.87 or higher.

### Cronbach's Alpha Analysis Results

The analysis of the scale of creating work motivation for communal officials and civil servants in Hai Phong city by material incentives was performed using the Cronbach's alpha reliability coefficient. The results in Table 3 show that these attributes have Cronbach's alpha coefficients greater than 0.6 and the correlation coefficients of all attributes are greater than 0.3. Therefore, all attributes of creating work motivation for communal officials and civil servants by material incentives in Hai Phong city are statistically significant (Hoang Trong & Chu Nguyen Mong Ngoc, 2008; Hair et al., 2009; Hair et al., 2014).

Table 3. Results of reliability analysis of scales through Cronbach's alpha coefficient

Cronbach's Alpha	N of Items			
0.883	7			
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TDLVC1	24.05	10.428	0.692	0.864
TDLVC2	23.96	10.360	0.752	0.856
TDLVC3	24.03	10.447	0.658	0.868
TDLVC4	23.92	10.315	0.701	0.862
TDLVC5	23.94	10.583	0.676	0.866
TDLVC6	23.80	10.724	0.618	0.873

TDLVC7	23.85	10.786	0.604	0.874
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Source: Author's synthesis and from SPSS software.

## Results of Exploratory Factor Analysis (EFA)

The component and variance analysis was used to perform exploratory factor analysis (EFA) in Table 4 and Table 5.

The KMO index is 0.882, greater than 0.5 ( $>0.5$ ), according to the Bartlett test results used to test the hypothesis about the correlation between observed variables. The extracted variance is 59.006%, meaning that these seven observed variables account for 59.006% of the variation in the data. The Bartlett test is statistically significant (Sig.  $<0.05$ ). Therefore, it can be said that the study's indicators satisfy the requirements of EFA analysis (Hoang Trong & Chu Nguyen Mong Ngoc, 2008; Hair et al., 2009; Hair et al., 2014).

These statistics demonstrate that the analysis of research data to explore factors is appropriate. Through ensuring the quality of the scale and testing the EFA model, the author has identified seven components of work motivation for commune-level officials and civil servants in Hai Phong city (Hoang & Chu, 2008; Hair et al., 2009; Hair et al., 2014).

**Table 4: Results of exploratory factor analysis (EFA) (KMO and Bartlett's Test)**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,882
Bartlett's Test of Sphericity	Approx. Chi-Square	574,943
	Df	21
	Sig.	.000

Source: Author's synthesis and from SPSS software.

**Table 5: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.130	59.006	59.006	4.130	59.006	59.006
2	0.786	11.232	70.238			
3	0.587	8.382	78.620			
4	0.480	6.863	85.483			
5	0.398	5.693	91.175			
6	0.335	4.788	95.963			
7	0.283	4.037	100.000			

Source: Author's synthesis and from SPSS software.

## DISCUSSION OF RESEARCH RESULTS AND IMPLICATIONS

### *Salary regime for commune-level officials and civil servants*

The salary classification principles for commune-level civil servants are as follows:

Commune-level civil servants who have graduated from university or higher in accordance with the expertise of the position they are currently holding will be paid according to the administrative salary scale, like civil servants in the specialist category from district level or higher.

Commune-level civil servants who have graduated from intermediate training courses suitable for the professional position they are currently holding will be classified according to the current administrative salary scale and the staff rank. In the case of being recruited for the first time and having college-level training suitable for the professional position they are currently holding, after the probationary period, they will be classified into level 2 of the staff rank.

Commune-level civil servants who graduate from primary training appropriate to the expertise of their current position will be paid according to the administrative salary scale and clerical staff category.

### *Create Motivation for Commune-Level Civil Servants by Material Stimulation*

Commune-level civil servants whose professional qualifications change due to a decision by a competent agency or organization to send them for training will be assigned a salary grade corresponding to the new training level. The time for the next promotion is calculated from the time of obtaining the new qualification.

#### *Salary allowance*

Allowance regimes are also revised and adjusted in the direction of eliminating some allowance regimes that are no longer suitable to the actual situation and adding some new types of allowances, such as adding seniority allowances beyond the framework, allowances for holding concurrent leadership positions, special allowances, and some job-specific allowance regimes (job responsibility allowances, job preferential allowances), and adjusting the increase in allowance coefficients, such as job responsibility allowances being added with a coefficient of 0.5.

In addition to salary, commune-level cadres and civil servants are also entitled to allowances such as leadership position allowance, seniority allowance beyond the framework, allowance for holding concurrent positions, and allowances according to commune type. Accordingly, commune-level cadres and civil servants are entitled to position allowances and seniority allowances beyond the framework, similar to district, provincial, and central cadres and civil servants. In addition, commune-level cadres and civil servants are also entitled to special allowances such as concurrent position allowances and allowances according to commune type (commune type 1: 10%, commune type 2: 5% of current salary, including leadership position allowances and seniority allowances beyond the framework (if any). Commune-type allowances are not used to calculate social insurance and health insurance contributions and benefits.

#### *Salary regime for commune-level specialized cadres*

The salary of a full-time commune-level cadre currently holding a full-time position is determined by the position he/she holds. In case he/she is assigned to hold multiple full-time positions, his/her salary is determined by the highest full-time position; when he/she does not hold a full-time position, his/her salary is determined by the position he/she holds.

When ceasing to hold a full-time position, the salary and re-election allowance will remain the same for 6 months, and then the salary will be based on the job. In case of ceasing to hold a full-time position and taking on another job with a higher salary, the salary will be immediately assigned to that higher salary. In case of having been a commune-level civil servant before holding a full-time position at the commune level, and when ceasing to hold a full-time position, if returning to the old rank, the time holding the full-time position will be counted to assign seniority salary according to the salary scale of commune-level civil servants.

In case a commune-level civil servant is elected to hold a full-time position at the commune level and the salary according to the elected position is lower than the salary of the civil servant previously received, he/she shall receive the position salary and retain the difference coefficient between the civil servant's salary and the position salary. The time for retaining the difference coefficient is implemented throughout the term of holding the elected position.

#### *Perfecting salary policy linked to work performance*

The salary level for commune-level cadres and civil servants should ensure adequate living conditions, education, and development and attract high-quality cadres and civil servants to work for the commune, ward, or town. In particular, labor remuneration is the most effective driving force for work motivation that has been applied so far.

Labor remuneration is the most effective measure to motivate work. Therefore, districts and communes/wards should:

(i) Establish a performance evaluation system to have a basis for paying appropriate financial remuneration in accordance with the level of work completion to maintain current commune-level cadres and civil servants while attracting and retaining commune-level cadres and civil servants, especially supplementing salary

according to job position. A suitable salary level recognized by superiors can make commune-level cadres and civil servants stay with communes, wards, or towns for a long time.

(ii) Forms of payment and payment of wages should be carried out in a detailed, specific, fair, and accurate manner.

(iii) Develop specific evaluation criteria for each commune-level cadre and civil servant to pay the right salary to the right person for the right job. It is necessary to add seniority criteria for workers who have been attached to the commune, ward, or town.

(iv) It is necessary to develop a job description that is suitable for the capacity, ability, and expertise of commune-level cadres and civil servants to meet the requirements of that job, thereby gradually rationalizing the assignment and arrangement of commune-level cadres and civil servants to the right person for the right job so that they know the specific work they have to do, complete it well, and motivate them to work.

(v). Strengthen training and improve the professional qualifications of commune-level cadres and civil servants.

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