Create Motivation for Employees in Public Non-Business Units, Empirical Assessment at Hanoi Public Educational Institutions

Nguyen Van Luan & Phung Thi Huong,

University of Labour and Social Affairs, Vietnam

ABSTRACT
The article sheds light on the goal of the study. We have presented the theoretical basis of motivation, workers, public business units, and the benefits they are entitled to. With a convenient sampling method, we have empirically evaluated the factors that constitute the labor motivation of the group of workers in public educational institutions in Hanoi. The survey results show that the majority of employees feel motivated when working at the unit. Specifically, they assume that the work they do is meaningful and that the reward policy and the salary they receive are in line with their dedication. In addition, they are respected for their input and have a friendly working environment. However, there are still some workers who feel they are not motivated by these factors. They believe that the salary policy is not suitable, the reward policy is not the right person, the right job, or the working environment is unprofessional.
Keywords: Employee Motivation; Jobholder; Public Non-Business Units

I. INTRODUCTION

Motivation and motivation to work are mentioned in many scientific research documents of domestic and foreign authors. Kovach's (1987) study, "Work Motivation: What Workers and Supervisors Need." This study aims to model the factors that influence the motivation of workers in various industries in the United States through interviews with more than 1,000 workers and supervisors. According to research, the top 10 factors that motivate employees are: Recognition of achievement. Awareness of individual roles. occupational safety; high wages; training and development. Good working conditions. Supervisor's commitment. Skillfully critique discipline and help superiors in solving personal problems. The study has limitations. B. Relationships with colleagues and well-being, factors that influence employee motivation, were not addressed in follow-up research. Research by the authors Islam et al, (2015) on "Factors affecting the motivation of garment workers, with the survey audience being workers working at Bangladeshi garment companies". The study identified 5 factors affecting employee motivation: working conditions; and environmental conditions. The drawback of this study is that the proposed model does not take into account workplace relationships or individual characteristics factors, and the small sample of the study is not sufficiently representative of the entire industry. Research in Japan by Taguchi (2015), "Factors that shape motivation to work in Japan". This survey was conducted with many survey participants in Japan. The survey results show 9 factors that affect the motivation of Japanese workers. Opportunity to progress. Income; Human relations in organizations. Features of the work. Work situation. Organizational structure, work-life balance.

In Vietnam, Dung, (2012) in the study "Building a Motivation Scale for office workers in Can Tho City". The results of data analysis by SPSS observing 96 office workers showed that the scale of motivation of office workers in Can Tho City includes 4 influencing factors in descending order: regulations and organizational policies—interpersonal relationships at work. Interesting work and personal hobbies. By Thu & Khoi (2014), "Research on factors affecting the motivation of direct production employees at Vietnam Erection Corporation (Lilama)". The study identified 7 factors that affect the motivation of employees directly manufacturing at Lirama. Company culture; relationships with colleagues. working conditions; relationship with leadership; Autonomy in work; Training and development opportunities. The textbook Human Resource Management by Dung (2015) examines employee satisfaction levels and employee organizational engagement. The content of the book indicates that with the problem of job satisfaction when working, employees often

want to be satisfied about: (1) the image and reputation of the company in the market, and in the community (2) the nature of the work is reflected in the work challenges and opportunities, (3) training opportunities to develop personal competencies (4) opportunities to be promoted in the team Position

(5) Relationship between employee and immediate superior (6) Co-worker relations in the workplace (7) Decent wages (8) Benefits such as company rations, medical care, insurance, life (9) Working conditions such as equipment, labor protection, workplace environment.

Table 1. Summary of some relevant research

Author	Research	Influencing factors
Kovach (1987)	Work motivation: What workers and supervisors need	Interesting work; recognition of achievements; sense of individual role; Assurance at work; high wages; training and development; good working conditions; the attachment of superiors; criticize discipline, tact, and the help of superiors to solve personal problems.
Islam et al. (2015)	Factors affecting the motivation of garment industry workers to work	Wages and payments; working conditions; environmental conditions; safety and reward.
Taguchi (2015)	Factors that shape motivation to work in Japan	Employee evaluation; company goals; opportunities for advancement; income; relationships within the organization; work characteristics; workplace conditions; organizational structure, work-life balance.
Dung, N. T. P. (2012)	Building a scale to motivate office employees in Can Tho city	Organizational regulations and policies; relations at work; interesting work and personal attention.
Bui, T. M. T., & Le, N. D. K. (2014)	Research on factors affecting the motivation of direct production employees at Vietnam Erection Corporation (Lilama)	Salary and benefits; corporate culture; relationships with colleagues; working conditions; relationship with leadership; autonomy at work; training and development opportunities.
True, T. K. (2015)	Human Resource Management Curriculum	Business image; nature of work; development training opportunities; opportunities for advancement; the relationship between employees and immediate superiors; colleague relations; salary; welfare; working conditions.

Source: Synthesis of the research team

From an overview of outstanding studies on motivation to work, we see that: Working motivation and motivation for employees is an issue of concern to businesses and society. There are many researchers in the world and Vietnam who have conducted an assessment of the motivation of employees in many different fields, regions, and environments. In Vietnam, the authors mainly assessed the motivation of employees in the corporate sector and not much research has been conducted at public non-business units. In addition, Vietnam is facing a wave of absenteeism of workers at public institutions such as teachers, doctors, and employees of social insurance agencies. Therefore, the study of the motivation of

workers in public non-business units is necessary theoretically and practically.

II. THEORETICAL BASIS

2.1. Motivation to work

Motivation is a term used to refer to the process of creating, directing, and maintaining goal-oriented behavior that helps you achieve your goals. The components of motivation are related to instincts, emotions, physiological and social needs. According to psychology, motivation is what motivates action to fulfill the desire of the goal and helps to arouse positive energy in people. Simply put, motivation is a strength within a person, energy, enthusiasm, passion, desire, and ambition that motivate a person to take action, strive towards, and turn a specific goal into a goal. According to Vroom (1964), "motivation is the state that forms when workers expect that they will receive the desired results and rewards if they put in the effort to do their work." Bedeian (1993) argues, "motivation is the attempt to achieve an individual's goals, provided that the organization can meet some individual needs" [ibid., 2022]. Researcher Higgins (1994) suggests that motivation is a force from within the individual to meet unmet needs. Kreitner (1995), argues that "motivation is a psychological process that directs individual behaviors towards a certain purpose". Work motivation is the initiative, desire, and deliberate effort to achieve the goals of each individual. In other words, a motivated person recognizes that there is a specific goal that needs to be achieved and directs their efforts toward achieving that goal. Rainey (1993) argues that "work motivation is a very difficult concept to grasp and define precisely".

2.2. Public non-business units

According to the Law on Employees, Law No. 58/2010/QH12 sets out the concept of employees as follows: "Jobholder (employee at a public non-business unit) is a Vietnamese citizen recruited according to a job position, working at a public non-business unit under the regime of a work contract, receive salaries from the salary fund of public non-business units following the provisions of law".

Article 9 of the Law on Employees also stipulates, "Public non-business unit means an organization established by a competent agency of the State, a political organization, a socio-political organization followingthe law, having legal status, providing public services and serving state management." In Vietnam, public non-business

units are divided into: "Public non-business units are assigned full autonomy in the performance of tasks, finance, organization of apparatus and personnel (from now on referred to as public non-business units assigned autonomy); Public non-business units have not been given full autonomy in the performance of tasks, finance, organization of apparatus and personnel (from now on referred to as public non-business units have not been assigned autonomy)".

2.3. Benefits of employees when working at public non-business units

The benefits of employees (jobholders) are specified in Articles 11 to 15 in the Law on Employees.

Rights of employees regarding professional activities: "Being protected by law in professional activities; To be trained and fostered to improve their political, professional and professional qualifications; Be guaranteed equipment, equipment and working conditions; Be provided with information related to the assigned job or task; To decide on professional issues associated with assigned jobs or tasks; Have the right to refuse to perform work or tasks contrary to the provisions of law; Enjoy other rights to professional activities as prescribed by law".

Benefits of employees in terms of wages and salary-related regimes: "To be paid commensurate with the job position, professional title, managerial position and the performance of assigned work or duties; be entitled to allowances and preferential policies in case of working in mountainous, border, island, deep-lying, remote areas, ethnic minority areas, areas meeting with extremely difficult socio-economic conditions or working in occupations with toxic or dangerous environments or specific career fields; To be entitled to overtime pay, night work, work fees, and other regimes as prescribed by law and regulations of public non-business units; To be entitled to bonuses, to be considered for salary increase by the provisions of law and regulations of public non-business units.

Benefits of employees on rest: "To take annual leave, public holidays, personal leave by the provisions of labor law. Due to work requirements, employees who do not use or do not use up the annual leave days are paid an amount for the non-vacation days. Employees working in mountainous, border, island, deep-lying, remote areas or other special cases, if required, are entitled to combine the number of leave days of 02 years to take one leave; If the number of leave days of 03 years is combined to take one leave, the consent of the head

of the public non-business unit must be obtained. For specific career fields, employees are entitled to leave work and receive a salary by the provisions of law. To take unpaid leave in case of good reason and with the consent of the head of the public non-business unit."

Benefits of employees for business activities and working outside the prescribed time: "To carry out professional activities outside the working time specified in the work contract, unless otherwise provided for by law; To sign contracts with other agencies, organizations or units not prohibited by law but must complete assigned tasks and obtain the consent of heads of public non-business units; To contribute capital but not participate in the management and administration of limited liability companies, joint stock companies, partnerships, cooperatives, private hospitals, private schools, and private scientific research organizations, unless otherwise provided for by specialized laws".

Other benefits of employees: "Employees are rewarded, honored, and allowed to participate in socio-economic activities; enjoy preferential housing policies; be facilitated to study professional activities at home and abroad by the provisions of law. In case of injury or death in the performance of assigned work or duties, they shall be considered as invalids or considered for recognition as martyrs by law."

III. WORK MOTIVATION ROLE AND MEASURES TO MOTIVATE WORK

3.1. Classification of work motivation

There are many classifications of motivation such as classification by positive and negative effects or classification by internal and external effects.

Classification of working motivation according to positive and negative effects. Positive motivation or reward-based incentive motivation. Employees are motivated to achieve desired goals. Incentives include higher salaries, promotions, recognition, etc. Employees receive encouragement and voluntarily strive to improve their performance. Negative motivation is based on fear. Fear causes employees to behave in certain ways. If you fail to take appropriate action, you could face dismissal. Fear acts as a motivation mechanism. Although employees do not cooperate voluntarily, they often cooperate because they want to avoid punishment. This type of dynamic generates anger and frustration, which can lead to anxiety in the workplace. Despite the limitations of negative motivation, this method is still universally used to achieve the desired result.

Classification of working motivation according to internal and external influences. Extrinsic motivation is motivation that comes from outside the person, usually through rewards or punishments. Rewards such as money, gifts, and praise aim to promote competitiveness in employees and encourage efforts to achieve goals beyond the norm, thereby increasing productivity. Punishments such as pay cuts and criticism can help motivate employees to work more carefully and create a serious, disciplined work environment. Intrinsic motivation is motivation that comes from within an individual and is often rooted in love, passion, joy at work, and a desire to contribute to the company they are working for.

3.2. The role of motivation

If there is no motivation, the employees try only to carry out minimal activities in the enterprise. Work motivation helps: Increase engagement; Improve satisfaction; Staff development; Improve work efficiency. Therefore, motivation plays many important roles for employees, organizations, and society. Specifically: For employees, motivation plays an important role in determining employee behavior. For the organization, human resources are an indispensable important part, so the motivation of employees plays a decisive role in the strength of the organization. For society, creating motivation to express the increasing satisfaction of people's needs, ensuring their happiness and comprehensive development, thereby promoting society to contribute to the development of the country's economy.

3.3. Measures to promote motivation to work

Create a sense of meaningful work: When employees feel that the work they are doing is meaningful, they are more interested and enthusiastic about working.

Reward, praise efforts: Rewards, praise, and praise from superiors for the efforts in the work of employees will create a competitive environment and they will try harder in the future.

Salary increases policy: A reasonable, fair salary for each position of an employee will help them feel treated equally and focus wholeheartedly on work.

Listen and respect employees' opinions: This helps employees feel a voice and respect so that they can trust and get along with managers, increasing teamwork efficiency.

Communicate feedback on performance: Employees can see problems and easily get things done as managers want, they will also be more

open and confident when proposing ideas that they find reasonable.

Trust in employees' abilities: If they are not trusted, they will easily have a depressed mentality, low self-esteem, and do not try and work efficiency gradually decreases.

Create a dynamic and creative working environment: Work pressure makes employees susceptible to stress and fatigue. Therefore, creating acomfortable space and organizing games, meals, and conversations will help employees relax, be excited, and create a better working mood. Parties, outings, and picnics can give employees opportunities to exchange ideas and get to know each other better, making collaboration easier and more productive.

IV. RESULTS

Survey data are collected at public educational institutions. The survey sample is selected in a non-probability format. The research team selected schools in the Thach That and Hoai Duc districts to collect data. The questionnaire is designed with questions related to the working rights of workers in these public non-business units. Survey questions are rated on a scale of 1 to 5 with a scale of 1 being "Strongly Disagree", a scale of 2 being "Disagreeing", a scale of 3 being "Normal", a scale of 4 being "Agreeing" and a scale of 5 beings "Strongly agree". 326 valid responses were used in this analysis. The results of the pharmacopeia analysis we present in turn are as follows:

4.1. Create work sense

Cedefop (2012) and Bosma et al. (2003) argue that the nature of work has an impact on employee motivation. Specifically, the more interesting, attractive, and challenging the job, the more motivated it will be for employees to explore, learn, and improve their skills and knowledge to complete the job in the best way. Therefore, educational institutions need to make workers feel that they are doing meaningful and important jobs for the community and society. To assess the current state of motivation through creating job meaning for employees, we use survey question No. 1 on Employee Motivation: "Do you feel that the work you are doing is humane, meaningful, and brings many benefits to society?"

Table 2: Statistical results of employees' assessment of job meaning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	,3	,3	,3
	Disagree	1	,3	,3	,6
	Normal	50	15,3	15,3	16,0
	Agree	125	38,3	38,3	54,3
	Totally agree	149	45,7	45,7	100,0
	Total	326	100,0	100,0	

Source: Synthesis of research team survey data

The statistical results of the data in Table 2 show that workers in public education institutions in Hanoi appreciate quite highly when answering questions about the sense of meaning of the work they are doing. Specifically, only two workers chose the option "Strongly disagree" and "disagree", accounting for 0.6%. In contrast, 274 workers, accounting for 82%, said that the work they are doing is humane and important to society. They feel their work is indispensable and needs to be done better. Many respondents also said that they are more engaged and motivated to work when they see the meaning of the work they are doing. However, there are still 50 workers who do not feel the meaning of the work they are doing. They feel that the work they are doing is similar and normal to other jobs, without specialness. So, they find themselves doing a normal job, with no motivation to work brought about by the meaning of the work they are doing.

4.2. Rewards

Reward is an important tool in motivating employees. To gauge how employees feel about the level of reward they receive at work, we formulate the question "Do you receive the reward you deserve for your contributions to the organization?"

Table 3: Statistical results of employees' assessment of reward

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	,3	,3	,3
	Disagree	1	,3	,3	,6
	Normal	65	19,9	19,9	20,6
	Agree	177	54,3	54,3	74,8
	Totally agree	82	25,2	25,2	100,0
	Total	326	100,0	100,0	

Source: Synthesis of research team survey data

The statistical results in Table 3 show that the majority of employees believe that they receive rewards commensurate with their contributions to the organization. The data showed that 177 workers chose the consent option, accounting for 54.3%, and 82 workers chose the fully agreeing option, accounting for 25.2%. The other group of 65 workers chose the normal option, and said that the organization's reward was not worthy of their contributions. In particular, there were two opinions expressing that they felt that the organization's reward policy was not the right person or the right job. The level of reward they receive is completely unworthy of their dedication and contribution at work.

4.3. Salary policy

Assess the level of perception of employees about the salary policy at the organization they are working for. We formulate the question with the content "Do you think the current salary is suitable for your professional competence?"

Table 4: Results of statistical assessment of employees on salary policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	,6	,6	,6
	Normal	76	23,3	23,3	23,9
	Agree	178	54,6	54,6	78,5
	Totally agree	70	21,5	21,5	100,0
	Total	326	100,0	100,0	

Source: Synthesis of research team survey data

The results in Table 4 showed that none of the workers who chose the option completely disagreed. However, the number of people who chose to disagree normally increased significantly compared to previous survey questions. Specifically, two workers chose to disagree. They argue that wage policies in public non-business units do not reflect their professional capacity and contributions. After that, 76 workers chose the normal option, accounting for 23.3%. These workers believe that their salary policy is not high and does not stand out from other professions. Therefore, salary policies at public non-business units have not created motivation for them. The remaining group accounted for the majority, with 70 workers who chose the option to completely agree, accounting for 21.5%, and the group accounting for the highest proportion were workers who chose the option to agree with 178 choices, accounting for 54. These two groups of workers said that the salary policy clearly showed their working capacity and expertise. In addition, they also said that, when working in public non-business units, the salary cannot be as high as the group of workers working at enterprises. However, they are satisfied with their current jobs because the intensity of work is not stressful compared to workers in the corporate sector.

4.4. Listen and respect

The element of listening and respect is identified through the question "Do you think you are always heard and respected at work?" The survey results in Table 5 are not consistent with the previous questions. Specifically, two workers chose the option to completely disagree or disagree, accounting for 0.6%. These two workers believe that they are not listened to and respected by unit leaders. The normal assessment option was chosen by 137 workers, accounting for 42%. These people argue that listening and respect at public service units is not really what it means. They are less listened to when they give feedback that makes them feel disrespected. They also said that this factor does not motivate workers to work for them. In the remaining group, 56 workers chose the

option to completely agree, accounting for 17.2%, and 131 workers chose the option to agree, accounting for 40.2%. This group of workers said that they are heard when making contributions to

the policies and documents of the unit. Therefore, they feel respected and they want to stick with the work they are doing.

Table 5: Statistical results of workers' assessment of Listening and Respect

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	,3	,3	,3
	Disagree	1	,3	,3	,6
	Normal	137	42,0	42,0	42,6
	Agree	131	40,2	40,2	82,8
	Totally agree	56	17,2	17,2	100,0
	Total	326	100,0	100,0	

Source: Synthesis of research team survey data

4.5. Feedback on work results

Vigoda-Gadot &; Angert (2007) and Latham &; Yukl (1975) both argue that "work goals are contributing factors to employee motivation. This means that when goals are clearly defined, employees can rely on them to identify necessary tasks or specific behaviors to promote efficiency

and performance; Conversely, if goals are not focused and unclear, employees can quickly lose motivation." The question we use to evaluate the "performance feedback" factor of employees in public non-business units is, "Do you think you always receive feedback from the unit about your performance?"

Table 6: Statistical results of employees' assessment of feedback on work results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	,3	,3	,3
	Disagree	1	,3	,3	,6
	Normal	90	27,6	27,6	28,2
	Agree	183	56,1	56,1	84,4
	Totally agree	51	15,6	15,6	100,0
	Total	326	100,0	100,0	

Source: Synthesis of research team survey data

The survey results showed that one worker chose the option to completely disagree and one who chose the disagree option and the group of workers who chose the normal option had 90 people, accounting for 27.6%. They all believe that their work results are not responded to in time, making them unable to keep up and unable to change at the right time. They assessed that this factor did not create motivation in the work process. In contrast, 183 workers chose the consent option, accounting for 56.1%, and 51 workers chose the completely agreeing option, accounting for 15.6%. These two groups claim that they always receive feedback on their performance in the course of their work and that this feedback

appreciates their performance. Therefore, they feel that their work is always cared for and closely monitored at the unit. Therefore, it creates motivation to work for them.

4.6. Working environment

Kangas et al. (1999) clarify that a supportive work environment from colleagues is one of the factors affecting employees' motivation and job satisfaction. The working environment is a factor that has an indirect impact on the motivation of employees. A comfortable, sociable work environment and colleagues helping each other will make us feel like we want to stick with the workplace.

Table 7: Statistical results of employees' assessment of the working environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	,6	,6	,6
	Disagree	2	,6	,6	1,2
	Normal	108	33,1	33,1	34,4
	Agree	159	48,8	48,8	83,1
	Totally agree	55	16,9	16,9	100,0
	Total	326	100,0	100,0	

Source: Synthesis of research team survey data

The survey results about the work environment through the question "Do you think your work environment is friendly and supportive?". The survey results showed that up to 112 workers said their work environment was not appreciated. They believe that there is no shared interest in life and work among colleagues, so they do not feel the attachment and motivation to work. In contrast, up to 159 workers chose the option of consent, and 5 years of employees chose the option of completely agreeing. These workers say that their working environment is friendly, there is cohesion between employees, and they feel connected to their jobs. The work environment makes them more motivated at work.

V. CONCLUSIONS

The article has clarified the theoretical basis of motivation, motivation to work, public non-business units, and the rights of employees in public non-business units. In the empirical evaluation, the authors identified factors affecting the motivation of employees such as: creating the meaning of work; reward policy; wage policy; listening and respect; feedback on work results, and working environment. The majority of employees surveyed said that they are quite satisfied with the motivational factors at the organization they are working for. A small number of others feel that these factors do not motivate them to work.

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