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**FACTORS AFFECTING THE WORK MOTIVATION OF
STATE ADMINISTRATIVE CIVIL SERVANTS IN
HANOI CITY**

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SUMMARY OF THE PH.D. DISSERTATION

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- National Library of Vietnam.
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**LIST OF PUBLISHED SCIENTIFIC WORKS RELATED TO THE
CONTENT OF THE DISSERTATION BY THE AUTHOR**

Publication Year	Journal Article Title, Names of Scientific Research Works	Name, Journal Issue Number, Research Project Code	Degree of Participation (as an author/co-author)
2016	Improving the Quality of the County-Level Administrative Civil Servants - Practices and Key Issues	The Journal of Profession and Life, Issue 84, October 2016	Author
2021	The Influence of Public Service Motivation on the Work Motivation of Administrative Civil Servants in Hanoi City	Asia-Pacific Journal, Issue 599, October 2021	Author
2022	Some Solutions to Enhance the Work Motivation of Administrative Civil Servants in Hanoi City	Asia-Pacific Journal, Issue 613, June 2022	Author
2022	The Influence of Promotion and Career Development on the Work Motivation of Public Administrative Officials in Hanoi City	Proceedings of the National Scientific Conference: Human Resource Management in the Public Sector in Vietnam in the New Context, Volume 35.	Author

INTRODUCTION

1. Reasons for choosing the topic

Work motivation significantly affects the efficiency of an organization and is a critical aspect that needs attention in any organization. Unlike other sectors, the public administrative industry operates uniquely, relying on state budgets, and characterized by a strict hierarchy and authority structure. This sector is susceptible to stagnation, bureaucracy, and employee complacency. Furthermore, there is no competition among units in the public administrative sector, and there needs to be more customer demand (in this case, the citizens using public administrative services). As a result, the workforce in this sector often needs to meet the rigorous demands of the market economy in the context of international integration.

Researching the factors influencing work motivation allows leaders to identify what affects the motivation of employees within an organization. This research can serve as a basis for formulating policies encouraging employees to work diligently and efficiently, ultimately benefiting the organization.

The choice to conduct this research in Hanoi's public administrative sector was made for several reasons. Hanoi is one of the country's two major economic, cultural, and political centers, with a concentration of numerous public administrative agencies, departments, and organizations.

Additionally, the workforce in the public administrative sector in Hanoi primarily comes from the northern provinces, leading to distinct habits, lifestyles, beliefs, and cultures compared to the central and southern regions. Conducting this research in Hanoi allows for a more focused study.

For these reasons, selecting the research topic, "FACTORS AFFECTING THE WORK MOTIVATION OF STATE ADMINISTRATIVE CIVIL SERVANTS IN HANOI CITY" is of theoretical and practical significance.

2. Research Objectives and Questions

2.1. General objectives

The dissertation is focused on researching and determining the extent of influence of various factors on the work motivation of public administrative officials in Hanoi City. Based on this research, the author proposes appropriate solutions to enhance the work motivation of the public administrative officials in Hanoi City.

2.2. Specific Objectives

"Firstly, to systematize the theoretical foundation of the work motivation of the state administrative officials and construct a theoretical framework regarding the influencing factors of work motivation for the state administrative officials in Hanoi City. This includes proposing a research model for the dissertation.

Secondly, to validate the theoretical model and research hypotheses, identifying the influencing factors and the degree of influence of each element on the work motivation of state administrative officials in Hanoi City.

Thirdly, based on the research findings, the dissertation will propose several solutions to enhance the work motivation of state administrative officials in Hanoi City."

3. Research Questions

Which factors influence the work motivation of the state administrative civil servants in Hanoi City?

What is the degree of impact of these factors on the work motivation of state administrative civil servants in Hanoi City?

What solutions can be implemented to enhance the work motivation of state administrative civil servants in Hanoi City?

4. Research object and Scope

4.1. Research object

The Factors Influencing the Work Motivation of the state administrative civil servants

4.2. Research Scope

In terms of space:

The dissertation selects state administrative officials in Hanoi as the research subjects, including those working in local government administrative agencies under Departments and Bureaus, as well as administrative officials in district and township-level government administrative units.

In terms of time: The dissertation conducted work motivation interviews with state administrative civil servants in 2021, with recommendations proposed for the period leading up to 2025 and a vision for the year 2030.

5. Contributions

5.1. Theoretical Contributions

The dissertation has clarified the essence of administrative civil servants, highlighting their distinctions from other workforce segments. It has also provided insights into the nature of work motivation and established criteria for assessing the work motivation of the administrative civil servant team.

Furthermore, the dissertation has developed a theoretical framework encompassing the influencing factors on the work motivation of state administrative officials in Hanoi City. These factors include financial compensation, career advancement and development, job characteristics, relationships with colleagues and superiors, public service motivation, and working conditions.

5.2. Practical Contributions

The research results have identified six decreasingly influential factors on the work motivation of the state administrative officials in Hanoi City: financial compensation, career advancement and development, job characteristics, relationships with colleagues and superiors, public service motivation, and working conditions.

The research findings presented in the dissertation offer recommendations for enhancing the work motivation of the administrative civil servant team in Hanoi City.

6. Structure

In addition to the introduction, conclusion, and references, the dissertation is structured into five specific chapters as follows:

Chapter 1: Research Overview

Chapter 2: Theoretical Framework and Research Model

Chapter 3: Research Methodology

Chapter 4: Research Findings

Chapter 5: Development Direction and Solutions

CHAPTER 1. RESEARCH OVERVIEW

1.1. Research on Work Motivation

Research on work motivation has been conducted by numerous authors both domestically and internationally, including Kovach (1987), Abby M. Brooks (2007), Tan and Waheed (2011), Nguyễn Trung Thành (2021), Nguyễn Hồng Chương (2023), Mạc Thị Việt Hà (2023), and others. In general, the research above has elucidated the extent of the influence of certain factors on work motivation among employees in various organizations. This forms a crucial foundation for the author's research on the factors affecting the work motivation of the administrative civil servant team.

1.2. Research on Work Motivation of Civil Servants

The research study "Civil Servants Motivation and Work Performance in Romanian Public Institutions" by A. Ciobanu and A. Androniceanu (2015) revealed that the leadership style of direct managers is the most influential factor in the work motivation of civil servants.

In the study "Increasing the Motivation of civil servants in Kazakhstan" by G. Junusbekova (2016), recommendations were provided to improve the motivation and work effectiveness of civil servants.

AM Bercu and M. Onofrei (2017) researched the work motivation of civil servants in Romania. The research results indicated that employees who feel highly valued by the organization tend to pursue their goals actively, increasing their job engagement.

In the study "Improving Performance of Civil Servants: The effect of leadership, work motivation, and competence" by S. Syamsuddin, AR. Kadir and S. Alam (2020) argued that optimal performance of civil servants is the goal of every state government organization. The study aimed to analyze the influence of leadership style, work motivation, and competence, in part, on the performance of employees in the Revenue Service Office of the West Sulawesi Province.

A. Tenrisanna, H. Tamsah, and U. Farida (2021), in their research "Analysis of Motivation and Work Programs on the Performance of State Civil Servants through Teamwork," found that work motivation influences employee work results, and the higher the motivation, the higher the employee's competence.

The research studies mentioned, including "Factors Influencing the Work Motivation of Civil Servants in the Inspectorate of Trà Vinh Province" by Diệp Thanh Tùng and colleagues (2021), "Enhancing the Work Motivation of District Officials and Civil Servants in Cái Nước District, Ca Mau Province" by Nguyen Be Sau (2022), and "Factors Affecting the Work Motivation of Commune Ward Officials in Thái Nguyên City" by Trần Thị Bích Thủy, Nguyễn Thị Thu Trang, and Nguyễn Văn Thông (2017), aim to analyze the factors influencing the work motivation of civil servants in various regions. These studies contribute to evaluating the current state of work motivation among civil servants and analyzing the factors that affect their motivation, providing valuable managerial implications.

It is evident that both nationally and internationally, there have been numerous studies on the work motivation of public officials. These studies aim to assess work motivation among public servants, analyze the factors influencing their work motivation, and provide managerial insights.

This section delves into previous research and scholarly inquiries regarding the work motivation of public servants.

1.3. Research on Factors Affecting the Work Motivation of State Administrative Civil Servants

1.3.1. Job Characteristics

Scott and Cummings (1969) argued that there are significant consequences on behavior due to variations in task design. Perry and Porter (1982) later posited that the nature of a job can influence work motivation. Janssen, Jonge, and Bakker (1999) also observed that engaging in challenging and meaningful work can generate intrinsic work motivation in an employee.

In the research study by Tran Thi Bich Thuy, Nguyen Thi Thu Trang, and Nguyen Van Thong (2017) titled "Factors Affecting the Work Motivation of Commune Ward Officials in Thái Nguyên City," data was collected from a survey of 200 commune ward officials in Thái Nguyên City. The results indicated that four groups of factors influence the work motivation of commune ward

officials in Thai Nguyen City, with "Job Characteristics" being the variable with the most substantial impact on work motivation. Thus, it can be observed that job characteristics significantly influence civil servants' work motivation.

In the research study "Factors Influencing the Work Motivation of Provincial Inspectorate Officials in Trà Vinh Province" by Diệp Thanh Tùng and colleagues (2021), the study found that the group of factors related to job characteristics and opportunities has the most substantial impact on the work motivation of provincial inspectorate officials in Trà Vinh Province, reflecting the specific nature of the workforce in the Inspectorate sector.

1.3.2. Financial Compensation

Financial compensation comprises the monetary rewards employees receive for their participation in work during a specific period. This includes salaries, incentives, and benefits. Taylor (1919) believed in a link between wages and performance, leading employers to pay employees based on their productivity, thus enhancing job performance. According to Ting (1997), wages significantly impact job satisfaction among government employees. Naeem Ilham, Hadi, Shishi, and Piarala (2011) also found a positive and significant relationship between job satisfaction and financial compensation among civil servants in the Republic of Maldives.

In the research study conducted by Bùi Quang Hưng and Nguyễn Thanh Bé (2018) titled "Factors Affecting the Work Motivation of Civil Servants at the Tax Department of Ho Chi Minh City," the regression results showed that seven factors influence the motivation of civil servants at the Tax Department of Ho Chi Minh City, with income being the most influential factor.

Vu Truc Phuc and colleagues conducted a study titled "Factors Affecting the Work Motivation of Officials and Employees at the Social Insurance Office of Ba Ria – Vung Tau Province." The research results indicated that to enhance employee work motivation, organizations should prioritize various factors in the following order of importance: income, promotion, leadership, training, job role, and working conditions. Among these factors, income was the most crucial factor influencing employee work motivation.

In the study "Factors Influencing the Work Motivation of Employees at the Social Insurance Office of An Giang Province" by Hoang Manh Dung and Bui Hong Trang (2021), the research revealed five factors influencing the work motivation of employees at the Social Insurance Office of An Giang Province, with the "Income and Benefits" factor being the most influential, especially for employees driven primarily by the desire for a high income to support their lives and savings, rather than passion for their work.

1.3.3. Working Conditions

Research conducted by Kennett S. Kovach (1987), Nguyen Ngoc Duy Phuong, Nguyen Tien Chi (2019), Le Van Phuc, Nguyen Hoang Ngoc Linh (2019), Nguyen Trung Thanh, Nguyen Duc Thanh (2021), and Đào Le Kieu Anh and Duong Thi Kim Anh (2021) all indicate that working conditions are one of the most significant factors affecting work motivation.

1.3.4. Relationships with Colleagues and Superiors

Perry and Porter (1982) have pointed out that one of the most influential and direct factors within an individual's work environment in the public sector is the relationships with colleagues and superiors. Research by Posner and Schmidt (1996) and Khojasteh (1993) supports the idea that public sector employees highly value their ability to maintain positive relationships with their peers.

The studies conducted by Bui Quang Hung and Nguyen Thanh Be (2018), Nguyen Ngoc Duy Phuong and Nguyen Tien Chi (2019), Tran Thi Bich Thuy, Nguyen Thi Thu Trang, Nguyen Van Thong (2017), as well as the doctoral dissertation by Ph.D. candidate Lê Hoàng Thuya (2023), all provide evidence that relationships with colleagues and superiors significantly influence the work motivation of employees.

1.3.5. Advancement and Development

Dessler (2003) pointed out that achieving excellence in goals makes employees feel career advancement. Career advancement is an intrinsic motivation that harnesses the abilities of civil servants.

Ting (1997) proposed that by creating opportunities for advancement, employees will voluntarily work.

Studies by Vu Truc Phuc and colleagues (2020), Tran Thi Bich Thuy, Nguyen Thi Thu Trang, Nguyen Van Thong (2017), Hoang Manh Dung and Bui Hong Trang (2021) all yielded results that career advancement and development factors impact the work motivation of employees.

1.3.6. Public Service Motivation (PMS)

Public Service Motivation (PSM) originates from public administration literature, broadly defined as an individual's inclination to primarily or exclusively respond to motives within public organizations. PSM seeks to explain attitudes such as self-sacrifice, belief in the common good, and public servant altruism. Through research conducted by Vandenabeele and Van den Heuvel (2009), Steijn (2008), and Perry (1996), it can be observed that public service motivation plays a significant role in driving the efforts of employees within public organizations, thereby contributing to the enhancement of organizational performance.

1.3.7. Demographic Characteristics and Other Relevant Factors

Every organization and locality has distinct economic and socio-cultural characteristics, while employees in the public sector also exhibit differences in personality, age, needs, qualifications, experience, and working hours (Pilukienė, 2017). This leads to variations in the labor motivation of employees. Therefore, each organization needs to identify specific factors related to employee motivation (Kovach, 1995).

1.4. Research Gap

An overview of domestic and international studies reveals that research has yet to be conducted on the factors influencing the work motivation of administrative civil servants in Hanoi. Therefore, this represents a research gap.

Summarizing studies conducted by domestic authors, there is no research proposal regarding the factor "Public Service Motivation." As a result, the author has decided to introduce this factor as one of the elements influencing the work motivation of civil servants in Hanoi. This will also be a novel aspect of the author's research.

CHAPTER 2

THEORETICAL FOUNDATIONS AND RESEARCH MODEL

2.1. Some Concepts Related to the Work Motivation of Civil Servants in the State Administration

2.1.1. Work Motivation

Work motivation is a worker's desire and voluntary inclination to enhance their efforts to achieve specific goals or outcomes in their job.

2.1.2. Creating Work Motivation

Creating work motivation is applying policies, measures, and management methods that impact employees to enhance their work motivation and be more satisfied with their jobs.

2.1.3. Administrative Civil Servants

According to Article 1 of the Law amending and supplementing some articles of the Law on Cadres and Civil Servants and the Law on Public Employees: "A civil servant is a Vietnamese citizen who is recruited and appointed to a position, rank, or title corresponding to the job position in the agencies of the Communist Party of Vietnam, the state, political and social organizations at the central, provincial, and district levels; in military units of the People's Army who are not officers, professional military personnel, or defense workers; in public security agencies of the People's Police who are not officers, non-commissioned officers serving under professional regime, or public security workers, on the payroll and salary funded by the state budget."

An administrative civil servant is a civil servant who meets all the conditions mentioned above and is recruited and appointed to the administrative field in the agencies organizations of the Communist Party, the state, the Fatherland Front,

and political and social organizations at the central, provincial, and district levels (based on Article 2 of Circular No. 02/2021/TT-BNV).

2.1.4. Work Motivation of the Administrative Civil Servant Team

The work motivation of the administrative civil servant team is the effort and voluntary commitment of civil servants in performing their duties to fulfill the objectives of the public sector organization.

2.2. Characteristics of the Administrative Civil servant Team

Firstly, the administrative civil service team enjoys the rights stipulated in the Labor Code. In addition, they also have other rights and obligations as defined in the Law on Cadres and Civil Servants and other relevant legal documents.

Secondly, administrative civil servants carry out official duties as prescribed by the law to fulfill the functions and tasks of the state, serving the interests of the state, the people, and society.

Thirdly, the working environment in the public sector is characterized by a high degree of stability.

Fourthly, administrative civil servants are an essential part of the organizational human resources, serving as the core force in state administrative management agencies, directly or indirectly involved in administrative management tasks.

Fifthly, administrative civil servants are a professionally oriented workforce.

Sixthly, the activities of administrative civil servants occur regularly, continuously, on a broad scale, and are complex.

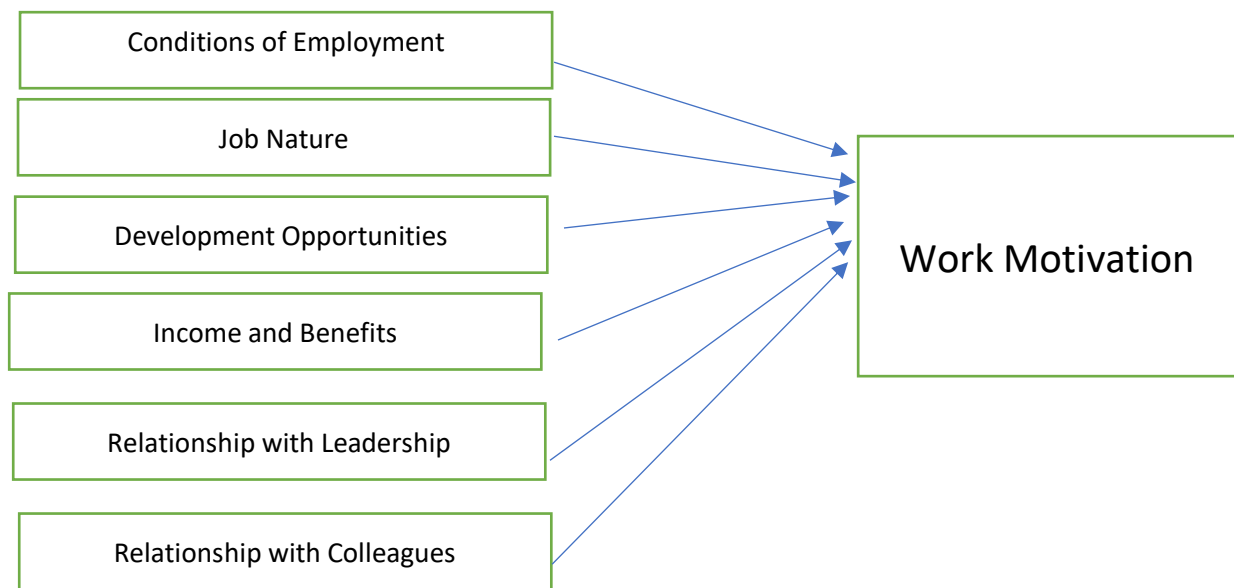
2.3. Theories of Work Motivation

First, it is necessary to mention the group of theories concerning needs, including Maslow, Clayton Alderfer, and David McClelland. The commonality among these theories is that they all posit that work motivation stems from individuals' desires to fulfill their needs. Building on the research in need-based theories, in 1959, Frederick Herzberg, an American psychologist, introduced the Two-Factor Theory, distinguishing between Motivator Factors and Hygiene Factors. In 1964, Victor Vroom proposed the Expectancy Theory, which describes that employee motivation depends on three key factors: expectancy, valence, and instrumentality. In 1953, Burrhus Frederic Skinner, an American psychologist, put forth the Positive Reinforcement Theory, which involves using positive reinforcement to encourage effective work behavior. These theories provide different approaches to understanding and applying work motivation in work environments and can have implications for studying work motivation in administrative civil servants.

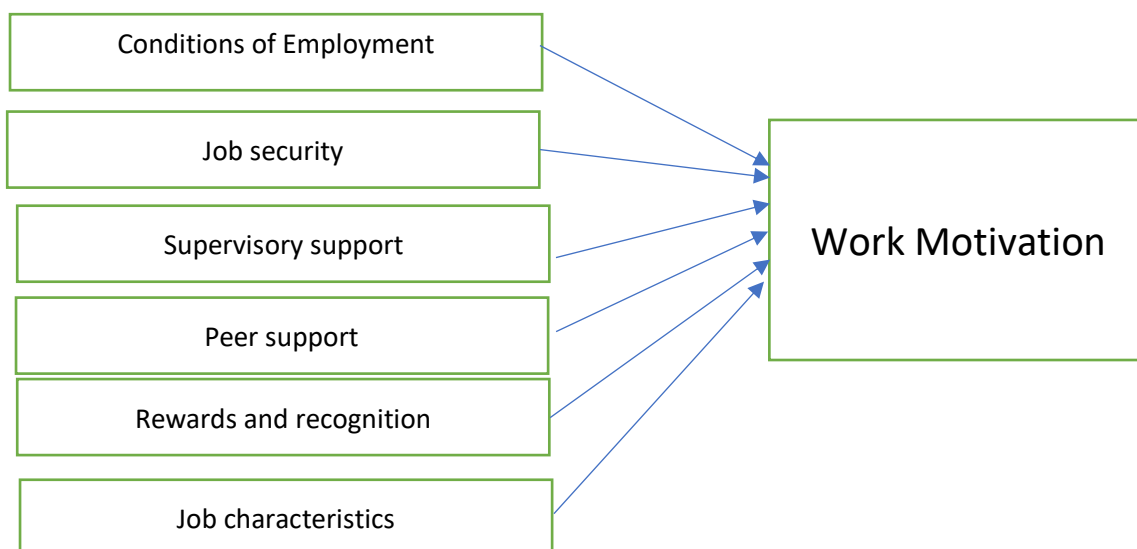
2.4. Research Models and Hypotheses

2.4.1. Some Research Models on Factors Influencing the Work Motivation of Civil Servants

According to Le Van Phuc and Nguyen Hoang Ngoc Linh (2019) in their study titled "Factors Affecting the Work Motivation of Civil Servants at the Provincial People's Committee of Thua Thien Hue Province," the research team processed data collected from 181 civil servants at the research site using SPSS and various techniques such as descriptive statistics, Cronbach's Alpha, Exploratory Factor Analysis, and Multivariate Regression Analysis. Based on Herzberg's theory with adjustments and additions (including the inclusion of some observed variables through group discussions), the results indicated that there were six factors influencing the work motivation of civil servants, including:



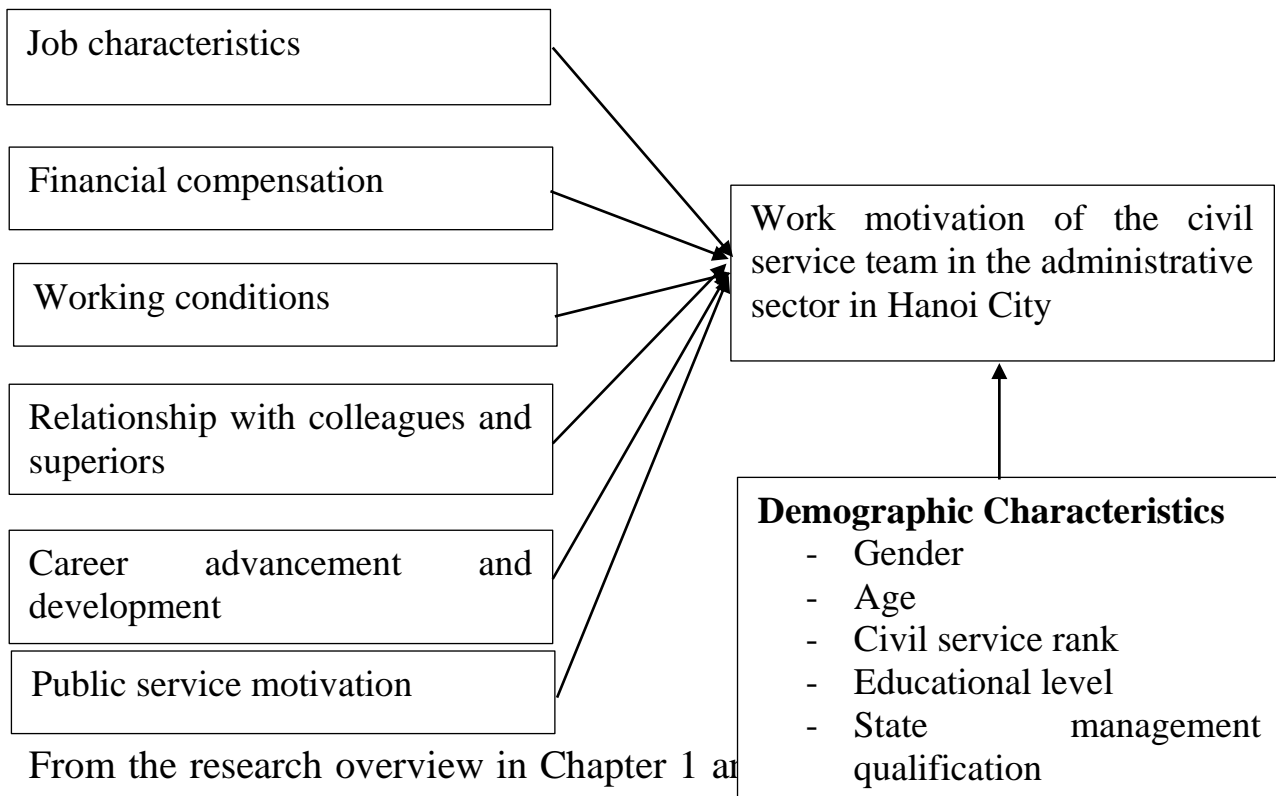
According to Le Nhat Khanh and Boon Anan Phinaitrup (2021), in their study titled "A Model of Factors Affecting Work Motivation of Civil Servants: An Evidence from Public Department in Vietnam," the research constructed a model of factors influencing the work motivation of Vietnamese civil servants based on six specific factors. These factors are as follows:



2.4.2. Research Model and Hypotheses

Based on the theoretical research findings, the initial research model regarding the work motivation of civil servants in the administrative sector in Hanoi was proposed by the authors. This model was established by identifying the influences of various factors on the work motivation of the civil service team in Hanoi.

Figure 2.3. Research Model of Factors Influencing the Work Motivation of the Civil Servants in the Administrative Sector in Hanoi City



From the research overview in Chapter 1 and the research model, the authors have formulated the following research hypotheses:

H1: Job characteristics are positively associated with the work motivation of the civil service team in the administrative sector in Hanoi City.

H2: Financial compensation is positively associated with the work motivation of the civil service team in the administrative sector in Hanoi City.

H3: Working conditions are positively associated with the work motivation of the civil service team in the administrative sector in Hanoi City.

H4: Relationships with colleagues and superiors are positively associated with the work motivation of the civil service team in the administrative sector in Hanoi City.

H5: Career advancement and development are positively associated with the work motivation of the civil service team in the administrative sector in Hanoi City.

H6: Public service motivation is positively associated with the work motivation of the civil service team in the administrative sector in Hanoi City.

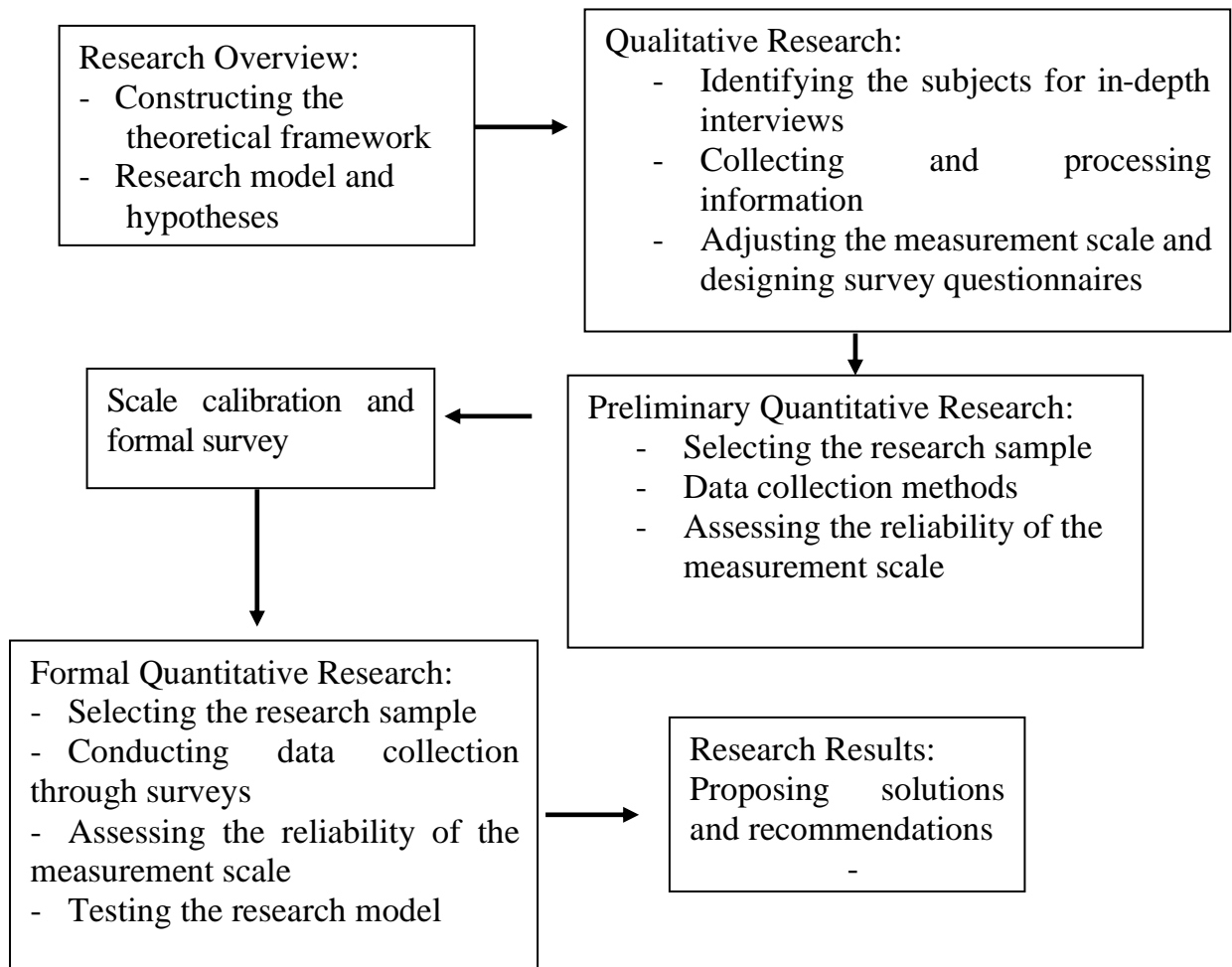
H7: There are differences in the work motivation of the civil service team in the administrative sector in Hanoi City based on demographic characteristics (gender, age, civil service rank, educational level).

CHAPTER 3 RESEARCH METHODOLOGY

3.1. Research Procedure of the Thesis

In this thesis, the research procedure regarding the factors influencing the work motivation of the civil service team in the administrative sector in Hanoi City was conducted by the research student as follows:

Figure 3.1. Research Procedure



3.2. Data Sources

3.2.1. Secondary Data Sources

Secondary data were collected from relevant documents related to the public administrative sector, particularly legal documents, laws, decrees, and regulations directly related to the group of civil servants in Vietnam.

3.2.2. Primary Data Sources

The author collected primary data through surveys consisting of 6 independent variables and one dependent variable to measure the influence of various factors on the work motivation of administrative civil servants in Hanoi City.

3.2.2.1. Survey Questionnaire Development Process

The questionnaire was developed as follows:

- Define the theoretical concepts of the variables and how to measure them based on previous research.
- Construct the questionnaire.
- The questionnaire was subjected to discussion and feedback to ensure everything was understood regarding the language and content of the questions.
- Adjust the initial questionnaire and distribute it to the survey participants in both online and in-person formats to test the reliability of the measurement scales.
- Make final adjustments to complete the official questionnaire.

Based on the results of scale construction for the variables in the research model through qualitative and preliminary quantitative research steps, the author developed the survey questionnaire after drafting, revising, and finalizing it.

3.2.2.2. Scale Development

The researcher developed the scales used in the research based on previous studies. Building upon existing scales from prior research, the researcher inherited, developed, and adjusted the scales to fit the research context of the thesis.

Table 3.1: Summary of Measurement Scales for Factors Influencing the Work Motivation of Civil Servants in the Public Administrative Sector

Content	Variable Code	Observed Variable Content	Source
1. Job Characteristics	ĐC1	The job I do requires various skills.	Hackman và Oldham (1980)
	ĐC2	The job I do has a certain level of importance for the organization.	
	ĐC3	I am provided with opportunities to unleash my creativity, abilities, and strengths in my work.	
	ĐC4	My job involves interacting with many people and helps me enhance my professional expertise and skills.	
	ĐC5	I receive timely feedback on my work from my superiors.	
2. Financial compensation	TL1	What is important to me is having a high salary.	S. Anderfuhre

	TL2	What is important to me is being paid a high salary based on job performance.	n-Biget, F. Varone, D. Giauque & A. Ritz (2010)
	TL3	What is important to me is having rewards for exceptional work.	
	TL4	Equitable and reasonable salary policies are crucial.	
	TL5	My current salary is commensurate with my work capabilities.	
	TL6	The current financial compensation ensures a decent living.	Proposed research student
	TL7	The financial compensation is on par with the same position in other organizations.	
3. Working conditions	DK1	The workplace ensures a safe and comfortable environment.	Shaemi Barzoki và cộng sự J.Raudeliūnienė, I.M Kavaliauskiene (2014)
	DK2	The workplace is equipped with all the necessary machinery and equipment for work.	
	DK3	The working hours and breaks are reasonable.	Kovach (1987)
	DK4	My organization provides favorable infrastructure conditions to support work.	
	DK5	I feel anxious and tired when dealing with work during the COVID-19 pandemic.	Proposed research student
	DK6	I am enthusiastic about work when the organization implements e-government measures.	Proposed research student
4. Relationship with colleagues and superiors	QH1	Positive feedback from my superiors is critical to me.	S. Anderfuhren-Biget, F. Varone, D. Giauque & A. Ritz (2010)
	QH2	Positive feedback from my colleagues is vital to me.	
	QH3	Having a good relationship with my colleagues is important to me.	
	QH4	My colleagues deserve my complete trust.	
5. Career advancement and development	PT1	Individuals are encouraged by department heads to explore and pursue further research.	Kangi (2007)
	PT2	Individuals are encouraged to think and work independently to complete various tasks.	

	PT3	Opportunities to participate in advanced training courses and job-related workshops are available.	
	PT4	Good opportunities for career advancement exist.	
	PT5	The job involves a sense of responsibility to the community.	
6. Public service motivation	DV1	Public service is my civic duty.	Perry (1996)
	DV2	Serving the public is very meaningful to me.	
	DV3	Serving other citizens makes me feel good even when no one pays me.	
	DV4	I am willing to sacrifice a lot for a better society.	
	DV5	I am willing to use my abilities to make society fairer.	
	DV6	I feel responsible for solving other people's problems.	
	DV7	To me, the phrases "duty," "honor," and "country" evoke deep emotions.	
7. Work motivation	DLLV1	I put in my best effort to complete my work.	Wright (2004)
	DLLV2	I am willing to start work early or stay late to complete a task.	
	DLLV3	My current job is challenging for me.	
	DLLV4	I may not work as diligently as others in similar jobs.	
	DLLV5	I do extra work for my job that is not expected of me.	
	DLLV6	Time seems to drag on when I am working.	

Source: Compiled by the research student.

The scale used for the variables is a 5-point Likert scale.

3.2.3. Qualitative Research Method

The author conducted qualitative research using expert reviews and in-depth interviews.

3.2.3.1. Group Discussion Method

To address any uncertainties and gain clarity regarding the work motivation of Civil Servants (CCHC) and the influencing factors, the research student selected participants for group discussions who have extensive teaching and research

experience in the field of human resource management and are currently employed in higher education institutions.

3.2.3.2. *In-Depth Interview Method*

In-depth interviews were conducted with civil servants working in government agencies, Party organizations, and Hanoi youth organizations, including managerial and non-managerial employees. Most of the interviewees provided feedback on the appropriateness of the scales, and based on their input, the research student made some adjustments to the wording and clarity of the questions to develop a quantitative survey.

3.2.4. *Preliminary Quantitative Research*

In the preliminary quantitative research phase, the author conducted an exploratory study involving 80 civil servants from 10 districts, towns, and cities.

After data processing and entry into SPSS software, the data will be analyzed to assess the reliability of the scales using Cronbach's alpha coefficient.

Preliminary Quantitative Research Results:

- The "Financial Compensation" scale has a Cronbach's alpha coefficient of 0.673. The correlation coefficient between the component variable and the observed variable, "What is important to me is having a high salary," is 0.219, and the correlation coefficient, "My current salary is commensurate with my work capabilities" is 0.182. These values suggest that these observed variables do not ensure the scale's reliability.

- The "Relationship with Colleagues and Superiors" scale has a Cronbach's alpha coefficient of 0.729. The correlation coefficient between the component variable and the observed variable "Positive feedback from my colleagues is significant to me" is 0.147, indicating that this variable does not ensure reliability.

- The "Career Advancement and Development" scale has a Cronbach's alpha coefficient of 0.794. The correlation coefficient between the component variable and the observed variable "Individuals are encouraged by department heads to explore and pursue further research" is 0.194, indicating that this observed variable does not ensure reliability.

- The "Public Service Motivation" scale has a Cronbach's alpha coefficient of 0.715. The correlation coefficient between the component variable and the observed variable "I consider public service as my civic duty" is 0.253, indicating that this variable does not ensure reliability and will not be used in the study.

- The remaining observed variables have component-variable to observed-variable correlation coefficients greater than 0.3 and Cronbach's alpha coefficients greater than 0.6, indicating that they ensure reliability and will be used in further analysis.

3.2.5. *Formal Quantitative Research*

Survey Sample

The number of civil servants participating in the survey was determined using the Slovin formula:

$$N = N / (1 + Ne^2)$$

From the given formula, the number of administrative civil servants in the city of Hanoi is determined as follows:

$$n = \frac{8071}{1+8071*(0.05)^2} = 380,5 \approx 381 \text{ người}$$

From the obtained results, the research team (NCS) proceeded to survey 400 administrative civil servants currently working in the city of Hanoi, which is entirely acceptable.

To collect information from these administrative civil servants, the research team employed a proportional allocation sampling method based on the population using the following formula:

$$n_i = \frac{N_i}{N} * n$$

In this context:

- n_i : the number of sample units based on characteristic i .
- N_i : the number of population units with characteristic i .
- N : the total number of population units.
- n : the total number of sample units.

To collect information from 420 administrative civil servants currently working in Hanoi city, the researcher selected 10 districts, counties, and towns: Thanh Xuan district, Hoan Kiem district, Hoang Mai district, Long Biên district, Ha Dong district, Đông Anh county, Ba Vi county, Phuc Tho county, My Duc county, and Son Tay town. For each selected district, county, or town, the researcher collected information from 40 administrative civil servants currently working in government departments, agencies, and Party organizations at the district, commune, and ward levels. The interviews were conducted from September to October 2020.

Based on the calculation of the survey sample size, the author distributed 420 questionnaires and collected 385 valid responses (accounting for 96.25%), along with 35 invalid answers (accounting for 8.33%).

3.3. Analysis Methodology

Step 1: Descriptive statistics is the initial step in analyzing quantitative data to determine the distribution of the research dataset.

Step 2: The reliability of the measurement scale is assessed using the Cronbach's alpha coefficient, similar to preliminary quantitative research.

Step 3: Measuring the convergence of the factors.

Step 4: Analyzing the research results.

3.4. Data Processing

For secondary data, the researcher uses Excel software to compile and analyze the current status of administrative civil servants working in Hanoi city.

For primary data, after data collection, the information is cleaned and processed using SPSS 22.0 software.

CHAPTER 4 RESEARCH RESULTS

4.1. Overview of the State Administrative civil servants in Hanoi City

4.1.1. Scale of State Administrative civil servants in Hanoi City

According to the report sent by Hanoi City People's Committee to the Ministry of Home Affairs, in 2022, Hanoi City had a total of 7,951 state administrative officials on its payroll. Among them, the number of approved and allocated state administrative positions by the Hanoi City People's Council and People's Committee was 9,408 in 2015, 9,116 in 2017, and 8,042 in 2020. Therefore, the number of state administrative positions in Hanoi City decreased from 2015 to 2022.

As of December 31, 2022, the total number of current state administrative officials in Hanoi City is 7,286 people. Among them, 3,192 are female, accounting for 43.81% of the total state administrative officials, while 4,094 are male, accounting for 56.19%.

4.1.2. Quality of State Administrative civil servants in Hanoi City

4.1.2.1. Educational Qualifications

In 2022, 96.98% of state administrative officials in Hanoi City had educational qualifications at the university level or above. Only 3.02% of state administrative officials had educational qualifications below the university level and mainly served in staff and support positions. Additionally, 36.96% of state administrative officials in Hanoi City had postgraduate qualifications.

4.1.2.2. Political Theory Knowledge

In 2022, most state administrative officials in Hanoi City, both in the government departments and districts/counties, had basic and intermediate-level political theory knowledge, accounting for 62%. The percentage of those with advanced-level political theory knowledge was 18%, and those with a bachelor's degree accounted for 2.25%.

4.1.2.3. Computer and Language Skills

In 2022, all state administrative officials in Hanoi City possessed computer and language skills for their professional duties. The percentage of officials with computer certification was 94.01% in government departments and 96.14% in districts/counties. Moreover, 90.46% of government departments and 93.36% of districts/counties had language certification.

4.1.2.4. State Management Skills

In 2022, most state administrative officials in Hanoi City had state management skills at the specialist and equivalent levels. The percentage of specialists and equivalents in government departments was 50.38%, while in districts/counties, it was 75.74%.

4.1.3. Structure of State Administrative civil servants

4.1.3.1. Age Structure

The age structure of state administrative officials in Hanoi City is relatively high, with 78.04% of officials aged between 31 and 50. Those below 30 and above 51 years old accounted for 21.946%, indicating that the age structure of state administrative officials in Hanoi City still needs to ensure a balanced age distribution.

4.1.3.2. Rank Structure

The highest percentage of state administrative officials held positions in the specialist and equivalent ranks, at 78.9%. Specialist chief and equivalent positions accounted for 15.11%, and senior specialist and equivalent positions accounted for 0.38%.

4.2. Work Motivation of State Administrative civil servants in Hanoi City

4.2.1. Work Motivation of State Administrative civil servants in Hanoi City

The survey results indicate that the work motivation of state administrative officials is evaluated with an average score of 3.39. The criterion with the highest rating is "I have made every effort to complete my tasks" with a score of 3.82. This suggests that administrative civil servants are more conscious of fulfilling their duties.

4.2.2. Factors Affecting the Work Motivation of State Administrative civil servants in Hanoi City

*** Job Characteristics**

According to the survey results, the average rating for job characteristics as a motivating factor for those surveyed is 4.1866, indicating that the workforce of state administrative officials in Hanoi City considers this a factor that drives their motivation at work. The coefficient of 0.413 indicates a positive correlation between work motivation and job characteristics. The significance level of 0.000 indicates a statistically significant relationship, confirming hypothesis H1 in this study, i.e., job characteristics impact work motivation.

*** Financial Compensation**

The average rating for financial compensation is 3.1635, suggesting that this factor does not significantly contribute to the work motivation of state administrative officials in Hanoi City. The correlation coefficient of 0.351 shows a positive correlation between work motivation and financial compensation. The significance level of less than 0.05 indicates a statistically significant relationship, confirming hypothesis H2 in this study.

* Working Conditions

Working conditions are rated with an average rating of 3.9147 by civil servants. The correlation coefficient 0.215 reflects a positive correlation between work motivation and working conditions. The significance level of 0.000 indicates a statistically significant relationship, confirming hypothesis H3 in this study.

* Relationships with Colleagues and Superiors

Manager feedback has a less significant impact on the work motivation of civil servants, with an average rating of 3.97. The correlation coefficient of 0.336 indicates a positive correlation between work motivation and relationships with colleagues and superiors. The significance level of 0.000 indicates a statistically significant relationship, confirming hypothesis H4 in this study.

* Advancement and Development

Advancement and development are among the factors that drive the work motivation of administrative civil servants in Hanoi City, with an average rating of 3.8747. The correlation coefficient of 0.335 reflects a positive correlation between work motivation and advancement and development. The significance level of 0.000 indicates a statistically significant relationship, confirming hypothesis H3 in this study.

* Public Service Motivation

Public service motivation is evaluated with an average rating of 3.6071. The correlation coefficient of 0.351 shows a positive correlation between work motivation and public service motivation. The significance level of 0.000 indicates a statistically significant relationship, confirming hypothesis H3 in this study.

4.3. Exploratory Factor Analysis (EFA) on Factors Influencing the Work Motivation of State Administrative civil servants in Hanoi City

4.3.1. Reliability Testing of Measurement Scales

4.3.1.1. Cronbach's Alpha Test for Dependent Variable

The analysis results show that the Cronbach's alpha coefficient for the variable "Work Motivation" is 0.762, more significant than 0.7. The correlation coefficient with the total score of the observed variables (DL1, DL2, DL3, DL4, DL5, DL6) is more significant than 0.3. The Cronbach's alpha coefficients of these component variables are all greater than 0.6. Therefore, the component variables of the dependent variable in the research model have high reliability and will be used for further analysis in subsequent steps.

4.3.1.2. Cronbach's Alpha Test for Independent Variables

Based on the analysis results in the table, the Cronbach's alpha coefficients for the variables "Job Characteristics," "Financial Compensation," "Working Conditions," "Relationships with Colleagues and Superiors," "Advancement and Development," and "Public Service Motivation" are 0.842, 0.757, 0.861, 0.735,

0.9, and 0.855, respectively. All of them have values greater than 0.7. The correlation coefficients with the total score of the observed variables are all greater than 0.3. The Cronbach's alpha coefficients of these component variables are all greater than 0.6. Therefore, the component variables of the independent variables in the research model have high reliability and will be used for further analysis in subsequent steps.

4.3.1.3. Suitability Testing of the Model

The Kaiser-Meyer-Olkin (KMO) measure has a value of 0.763, meeting the KMO condition ranging from 0.5 to 1. Therefore, the factor analysis is suitable for the actual data.

The result of Bartlett's Test is 5542.859 with a significance level of Sig = 0.000 < 0.05, indicating that the observed variables correlate in the overall dataset.

Based on the results in the table, it can be concluded that the data is suitable for conducting Exploratory Factor Analysis (EFA).

4.3.1.4. Variance Extraction Testing for Factors

In the summary table of variance extraction, the accepted criterion for variance extraction is 50%. In the results table, the total variance extraction in Component 6 is 62.911%, which is greater than 50%. Therefore, it meets the criterion.

Conclusion: 62.911% of the variance is explained by the observed variables.

- Factor Loading Coefficient Test

Since the sample size chosen by the author is 389, the Factor Loading coefficient should be ≥ 0.5 .

The Factor Loading coefficients of the observed variables meet the condition for factor analysis, with Factor Loading coefficients ≥ 0.5 , and the analysis yields 6 factors.

Thus, the official research model with 29 observed variables for independent variables and 6 observed variables for the dependent variable, as confirmed through the Cronbach's Alpha and EFA reliability tests, ensures the reliability of all 35 observed variables. The results of the EFA analysis show high convergence for the observed variables. Therefore, all 35 observed variables are used in the subsequent steps of the study.

The EFA results for the independent variables of the factor rotation matrix show that the Factor Loading coefficients of the observed variables meet the condition for factor analysis, with Factor Loading coefficients ≥ 0.5 , and the analysis yields 6 factors.

4.3.2. Determining the Influence Levels of Factors Affecting the Work Motivation of State Administrative Officials in Hanoi City

- Regression Coefficient Test

In the regression analysis with a chosen confidence level of 95%, they correspond to the requirement that all independent variables have Sig. < .05 and have positive standardized beta coefficients, the table above shows that the Sig values for each independent variable are all < 0.05. Therefore, all these independent variables are statistically significant in explaining the dependent variable, and no variables are eliminated from the model.

Next is the standardized beta coefficient, in which the independent variable with the largest Beta has the most significant impact on the dependent variable. Specifically, the results indicate that "Financial Compensation" influences work motivation most, while "Working Conditions" has the most negligible impact.

The VIF values in the table are used to check for multicollinearity; all of them are <2, indicating no multicollinearity issue.

- Model Fit Test

- Adjusted R-Square, also known as the adjusted coefficient of determination, reflects the degree of influence of independent variables on the dependent variable. In this case, the six independent variables included in the model collectively explain 46% of the variation in the dependent variable. In contrast, the remaining 45.1% is attributed to external variables and random error.

- Testing Model Fit through ANOVA Variance

The author performed a linear regression model test to examine the F-value in the ANOVA model.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.057	6	8.343	54.194	.000 ^b
	Residual	58.807	382	.154		
	Total	108.865	388			

Dependent Variable: DL

b. Predictors: (Constant), TL, QH, PT, DV, DK, DV

The ANOVA table above shows that the Sig value for the F-test is 0.000, less than 0.05. Therefore, the linear regression model fits the overall dataset well.

The regression equation is as follows:

$$DL = 0.307TL + 0.266PT + 0.238DC + 0.225QH + 0.179DV + 0.1DK$$

Discussion of the Research Results on Factors Affecting the Work Motivation of State Administrative Officials in Hanoi City:

In the quantitative part of the study, based on the theoretical foundation of the qualitative findings, six factors influencing the work motivation of state administrative officials in Hanoi City are discussed as follows:

- Financial Compensation (TL):

The variable TL has a coefficient of 0.307 and a positive relationship with work motivation (ĐL). This means that when the factor "Financial Compensation" increases by 1 unit, its impact on the work motivation of state administrative officials increases by an additional 0.307 units. The quantitative research results confirm the qualitative findings that "Financial Compensation" significantly influences the work motivation of state administrative officials in Hanoi City.

- Career Advancement and Development (PT):

The variable PT has a coefficient of 0.266 and a positive relationship with work motivation (ĐL). This implies that when the factor "Career Advancement and Development" increases by 1 unit, its impact on the work motivation of state administrative officials in Hanoi City increases by an additional 0.266 units. The quantitative research results align with the qualitative findings, indicating that "Career Advancement and Development" significantly influences work motivation.

- Job Characteristics (DC):

The variable DC has a coefficient of 0.238 and a positive relationship with work motivation (ĐL). When the factor "Job Characteristics" increases by 1 unit, its impact on the work motivation of state administrative officials in Hanoi City increases by an additional 0.238 units. The quantitative findings corroborate the qualitative results, emphasizing the significance of job characteristics in influencing work motivation.

- Relationships with Colleagues and Superiors (QH):

The variable QH has a coefficient of 0.225 and a positive relationship with work motivation (ĐL). If the factor "Relationships with Colleagues and Superiors" increases by 1 unit, its impact on the work motivation of state administrative officials in Hanoi City increases by an additional 0.225 units. The quantitative research results reinforce the qualitative findings, indicating how interpersonal relationships affect work motivation.

- Public Service Motivation (DV):

The variable DV has a coefficient of 0.179 and a positive relationship with work motivation (ĐL). When the factor "Public Service Motivation" increases by 1 unit, its impact on the work motivation of state administrative officials in Hanoi City increases by an additional 0.179 units. The quantitative findings support the qualitative results, highlighting the role of public service motivation in influencing work motivation.

- Working Conditions (DK):

The variable DK has a coefficient of 0.1 and a positive relationship with work motivation (ĐL). If the factor "Working Conditions" increases by 1 unit, its

impact on the work motivation of state administrative officials in Hanoi City increases by an additional 0.1 units. The quantitative research results concur with the qualitative findings, emphasizing the significance of working conditions affecting work motivation.

4.3.3. Examination of Differences in Work Motivation among Administrative Civil Servants in Hanoi City

- By gender, male administrative civil servants exhibit higher work motivation than their female counterparts. This is primarily because male civil servants can focus more on their work, whereas family-related responsibilities influence female civil servants.

- The age structure of Hanoi City's civil service workforce still needs to ensure age diversity. The reason for this is the significant reduction in civil service positions in Hanoi City during the 2015-2020. Consequently, the recruitment of new civil servants in Hanoi City has been limited, affecting the age composition of the workforce.

- Administrative civil servants aged 51 and above have lower work motivation than other age groups.

- There are differences in work motivation between groups with different educational levels, namely primary, secondary, and tertiary education, compared to those with a university degree or higher. The group with primary, secondary, and tertiary education levels display lower work motivation as they typically perform tasks in non-managerial roles, resulting in limited career advancement opportunities. Conversely, there are no differences in work motivation among civil servants with a university degree or higher is the same since they have equal opportunities for career advancement and, therefore, similar motivation to fulfill their duties and advance in their careers.

- Civil servants in administrative and equivalent positions exhibit lower work motivation than those in other job categories. This is due to the limited potential for career advancement into managerial roles in their respective positions compared to different job categories, resulting in lower work motivation for this group compared to civil servants in specialist positions and equivalent roles.

CHAPTER 5: DEVELOPMENT ORIENTATION AND SOLUTIONS

5.1. Development Trends of Hanoi City Affecting the Administrative Civil Servants and Their Work Motivation

The Political Bureau has issued Resolution No. 15-NQ/TW on the development direction and tasks of Hanoi Capital until 2030, with a vision towards 2045. To effectively implement this direction and achieve the city's development goals, the collective efforts of all party levels, organizations, and the political system in Hanoi are required. Therefore, the role of administrative civil servants significantly contributes to the successful implementation of this resolution.

In Vietnam, Resolution No. 52-NQ/TW dated September 27, 2019, by the Political Bureau, titled "Regarding certain proactive policies and strategies for participation in the Fourth Industrial Revolution," identified the development of e-government as a focal task. The solid digital transformation in state administrative agencies not only simplifies procedures for managers, allowing them to focus on more critical tasks and enhance the quality of public services, but also aligns with the trend of establishing an "e-civil service" in the activities of state agencies. This trend may impact the work motivation of administrative civil servants due to the evolving nature and characteristics of their work

5.2. Some Solutions to Enhance the Work Motivation of Administrative Civil Servants in Hanoi City

5.2.1. Implementing Salary Policies Linked to Competence and Performance in Task Execution

Salary policies should be implemented within the framework the state allows and carries out somewhat, encouraging legitimate income growth for civil servants.

5.2.2. Creating Opportunities for Promotion and Development for the Administrative Civil Servants

Clear responsibilities should be defined for leadership positions concerning talent recruitment and appointment, with a transparent system of rewards and penalties. A competitive mechanism for talent recruitment and selection in leadership positions should be established. Each administrative unit should develop specific training plans tailored to the functions and tasks of each unit, including additional training in soft skills such as management, organizational skills, task resolution, and communication.

5.2.3. Diversifying Job Content

Different levels, sectors, and agencies should establish a system of job positions and job title standards for civil servants. Specific regulations regarding job objectives, requirements, and job content for each type of work should be developed, along with the allocation and implementation of suitable, highly effective policy regimes.

5.2.4. Improving Relations with Colleagues and Superiors

To enhance work motivation, leaders and managers should understand employees' work to achieve their goals, thereby promoting work motivation and performance. Leaders should possess in-depth and broad expertise, be suitable for their roles, and adapt to their leadership positions.

5.2.5. Enhancing Motivation for Public Service

Training should be provided to help administrative civil servants understand their service recipients, their requirements, and the regulations governing their

tasks. All administrative civil servants should receive education and training regarding a sense of responsibility and service to the nation and the people.

5.2.6. *Improving Working Conditions*

Unit leaders should listen to the evaluations of civil servants regarding equipment usage as they are the ones who use them daily. Maintenance and repair should be performed regularly, and gradual investments should be made in upgrading and modernizing each department's offices, equipment, and working facilities.

5.3. Some Limitations and Future Research Directions

The survey sample only covered 10 districts and counties, not the entire districts and counties in Hanoi City. Therefore, conducting a comprehensive survey could yield more generalized results.

The author did not deeply analyze two factors, "e-government" and the "impact of the COVID-19 pandemic," which were only briefly touched upon. The actual application of "e-government" and the analysis of the impact of COVID-19 on the work motivation of administrative civil servants in Hanoi City were not fully explored.

Although efforts were made to thoroughly analyze the factors influencing the work motivation of administrative civil servants in Hanoi City, it is recognized that the six factors: Job Characteristics, Financial Rewards, Working Conditions, Relationships with Colleagues and Superiors, Promotion and Development, Public Service Motivation, may not fully and comprehensively cover all the influences on the work motivation of the administrative civil service in general and in Hanoi in particular. This research should continue to be developed and improved in future research projects.

CONCLUSION

Hanoi is not only the administrative capital of the country but also an area with a large and highly educated administrative civil servant workforce that is gradually modernizing its management and administration. Therefore, this dissertation researched the administrative civil servant workforce in Hanoi in terms of quantity, quality, and capacity to meet development requirements and delved into the factors affecting their work motivation in-depth. The study has provided an overall understanding of the factors influencing the work motivation of the administrative civil servant workforce in Hanoi, such as job characteristics, promotion and development, salary, working conditions, relationships with colleagues and superiors, and public service motivation. From this understanding, the dissertation has proposed new requirements and suggested directions to enhance the work motivation of Hanoi's administrative civil servant workforce until 2030.