



## Employee Motivation at Institutes of International Studies: Evidences from the State-owned Sector in Vietnam

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### Abstract

Employee motivation is a must in any organization, both for private enterprises and state-owned ones. In Vietnam, the private sector has the flexibility to meet the remuneration needs for workers according to the natural principles of the labor market (ie, treating workers according to the law of supply and demand). However, for organizations and units which are belonging to the State, the remuneration mechanism is fixed according to ranks and employment positions. This promotes the social and political contributions of the employees. This study clarifies the motivation for employees at some chosen international research institutions under the State's governance with their own characteristics in the human resource management process, as stipulated in the relevant laws of Vietnam. The research results and research conclusions have been explained with data and figures from the survey of relevant officials and employees therein. This will be a good reference to the public management process regarding issues of employees in a unique and interesting research context. The study also employs the help of Excel and JASP 16.3 for descriptive data analyses and SEM-CB model confirmation of the organizational motivation scheme.

**Discipline:** Business Administration (Human Resource Management), Economic Management.

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# 1 Introduction

In economic development, people are considered as a factor to ensure sustainable economic growth. Human capital, on the other hand, often plays the role of a special capital for development. In fact, management practice requires a professional human resource management process at each of the stages of human resource planning, recruitment, selection, and motivation of employees by orientation and training, personal development, performance appraisal, compensation, and career development. In which, motivation can be understood as working motivation, which is defined as a person's desire and willingness to increase efforts to achieve a specific goal or result in work (Zhao & Pan, 2017).

The Institutes of International Studies are scientific research organizations, whose function is to study basic issues of international policy, and to provide scientific basis for the formulation of guidelines, strategies and policies of the Socialist Republic of Vietnam. The Central Party and the State have been developing the scientific research industry, promoting the expansion of international cooperation relations in the professional areas that these Institutes are in charge of (Bui Nhat Quang, 2013). With the policy of downsizing in state agencies, especially when the private sector is willing to pay higher salaries, creating labor motivation to retain talented staff is more important than ever in Vietnam, especially with the government-affiliated international research institutions. However, the current motivational scheme has not brought the desired effect. Therefore, the authors' paper will be a research with scientific significance and high practicality, contributing to the goal of improving work motivation for staff of some international research institutes in the system of agencies directly under the Government of Vietnam. This is as a typical situation illustrating state management related to labor resource issues, which are pivotal for Vietnam's development in the context of an open economy and proactive integration.

## 2 Literature Review

### 2.1 Concepts and Theories Related to Work Motivation

#### 2.1.1 Work Motivation

According to several typical textbooks on Human Resource Management and Organizational Behavior in Vietnam, work motivation is the desire and voluntariness of employees to increase efforts towards the achievement of organizational goals (Nguyen et al., 2012), or labor motivation are internal factors that stimulate people to actively work in conditions that allow to create high productivity and efficiency. Manifestations of motivation are willingness, effort and passion to work to achieve the goals of the organization as well as the employees themselves (Tuan and Huong, 2009). From there, labor motivation is understood as a system of policies, measures and management tips that affect employees in order to make employees motivated at work.

Motivation is a critical source in explaining human actions (Samadova & Rustamov, 2015). Global scholars also agree in dividing motivation into two main areas: intrinsic motivation, and extrinsic motivation (Jensen, 2018). Intrinsic motivation gives people energy and persistence in

action through self-satisfaction, associated with effective actions according to the will. Motivation refers to a set of groups of causes such as beliefs, attitudes, values, preferences, and actions that are directly related to each other. Accordingly, there are also different approaches to motivation based on the study of volitional behaviors (such as controlling and using strategies), or non-volitional aspects (such as beliefs, attitudes), or both of them (Lim et al., 2019). However, there is no better general theory about motivation because the increasing amount of knowledge about motivating employees in many different contexts and different levels of management has found that employee motivation has become more and more diverse. This theory has become the premise for the unborn theories in the same field (Lee & Raschke, 2016). This makes it significant for managers in every organization to understand exactly what factors affect employee performance so that they can do their best at work and be highly engaged with the organization.

Thus, collective bargaining normally comes from the thoughts of each individual, which can be observed through specific work as well as the behavior of employees (Sabbagha et al., 2018). In reality, labor unions are the factor that motivates employees to work more actively in order to improve productivity and work efficiency.

### **2.1.2 Employee Motivation at Work**

Motivation is a combination of measures and behaviors of organizations and managers to create the desire and voluntariness of employees, forcing them to make efforts and strive to achieve the goals proposed by the organization that they want to achieve (Dysvik & Kuvaas, 2008). The proposed measures can be either financial or non-financial stimuli, while the behavior of the organization is reflected in how the organization treats employees (Ha, 2012). The intrinsic part of employees' motivation motivates them to work because of an internal satisfaction rather than because of some isolated outcome as in the case of extrinsic motivation (Conrad et al., 2015). When being stimulated from the inside, the workers will work for joy, having a desire to discover and the excitement about work results or the desire to conquer obstacles in the work. The natural tendency of these actions is an integral part of their own cognitive, social and physical development as their natural needs also evolve with knowledge and skills they have accumulated. Working has always been a natural human need (Wiley, 1997). And, it has become so natural for workers to perform their jobs that we have long forgotten to ask ourselves "What motivates us?" or "What really force workers to work?" in economic management. We seem to be more used to questioning why people rush to the top of mountains to commit suicide than to find motivational foundations for the daily work of the workers.

Broussard and Garrison (2004) have observed that human motivation in their research often revolves around the answers to three main questions, namely:

- Can I do this? – Those who follow this question are often interested in the study of theories of self-satisfaction and self-worth. Self-satisfaction is the self-assessment of how well an individual is able to perform the set of actions in expected situations. Self-worth is also reflected in self-satisfaction and the people's ability to control their own successes and failures.

- Do I want to do this and why? – In this view, Kovach (1995) put forward the theory of expected value, intrinsic motivation and self-determination. Intrinsic motivation refers to those motivated by personal satisfaction, preference, or enjoyment and is often contrasted with extrinsic motivations. Extrinsic motivation, otherwise, is usually generated by the random situations.

- What do I have to do to do this well? – With this branch of research, Broussard and Garrison have shown the relationship of motivation to rational actions created when there is the development of self-ruling in each person.

## 2.2 Typical Motivation Models

### 2.2.1 A. Maslow's Hierarchy of Needs (1943)

Maslow's Hierarchy of Needs is a well-known model of human psychology and motivation. The pyramid consists of 5 stages corresponding to 5 levels of human needs from the lowest to the highest. Based on Maslow's theory (Figure 1), we can see that human needs range from basic needs that are gradually improved to the need of expressing themselves. Therefore, it is necessary to determine what their needs are in order to satisfy them with appropriate policies. Amazingly, this theory of A. Maslow can be approached and explained in both directions, forward and backward (Kevin Healy, 2016). Each angle will give different implications for the business administration processes in the companies. In which, self-fulfillment needs can be the last ones to be achieved in the top level or they can be the first ones that each individual approach in their normal life. For the latter, the basic needs of physiological aspects turn out to be the top level of needs aimed.

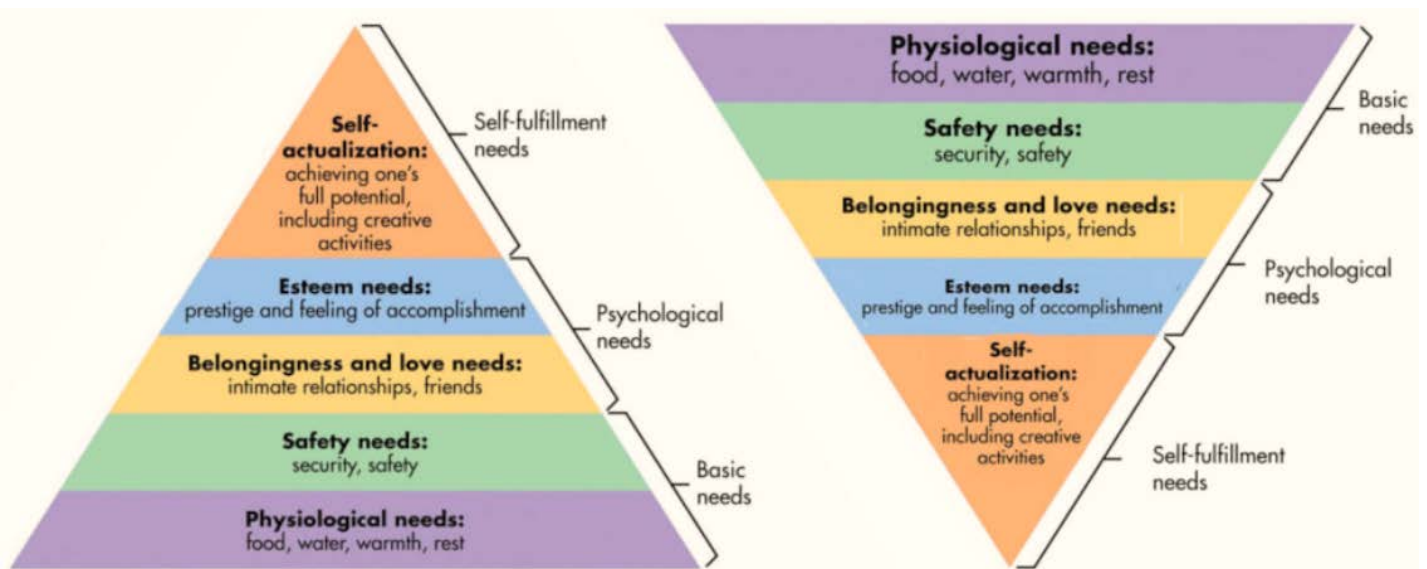
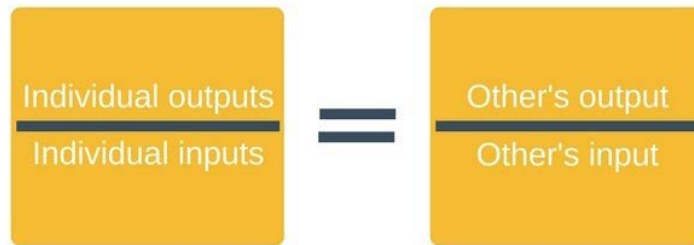


Figure 1: Hierarchy of Needs (Source: Maslow (1943)).

### 2.2.2 J. Stacy Adams's Theory of Equity (1963)

Equity theory also regards the employee motivation, which has been introduced by John Stacy Adams in 1963. In this, J. Stacey Adams argues that people tend to judge fairness by comparing their efforts to those of other employees. Through which, they compare what they received as well as their rate with those of their colleagues (Figure 2).



**Figure 2:** Schemaization of J. Stacy Adams's theory of Equity (Source: Adams (1963)).

If the results of that comparison are equal, they will maintain their efforts and performance. If the received remuneration exceeds their expectations, they will increase their work efforts and vice versa (Adams, 1963b). However, while the individuals often tend to exaggerate their own achievements, it is difficult to establish a fair assessment.

### 2.2.3 F. Herzberg's Two-Factor Theory (1959)

The Two-factor theory includes two groups of factors for analysis: Group 1 is the group of factors that create motivation and satisfaction for the person performing the job in the field of work and for the individual needs of the employee. Group 2 consists of factors, which belong to the organizational environment. This group is positive in helping to prevent employee dissatisfaction (Hur, 2017).

**Table 1:** Motivators and Hygiene Factors in the view of Herzberg (1959).

Motivators	Hygiene Factors
1. Success	1. Working conditions of employees.
2. The honor, the recognition of the organization's achievements, leaders and colleagues.	2. Supervision and management at work.
3. Characteristics and inner nature of the work.	3. Policies and management regimes in enterprises.
4. Responsibilities at work.	4. Salary and bonus policies.
5. Opportunities for career advancement.	5. Relationships between people in the enterprise.

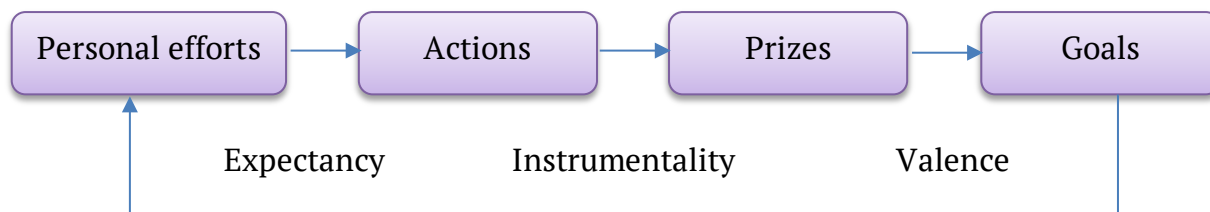
However, this theory is sometimes not feasible because of the fact that these factors are not totally separate from each other, yet they exist in parallel.

### 2.2.4 Victor Vroom's Theory of Expectancy (1964)

Unlike Maslow (1943) and Herzberg (1959), Vroom (1964) does not focus much on needs, but mainly on results, separating efforts, actions and effectiveness. He argued that people's behavior and motivation to work are not necessarily determined by reality but are determined by people's perception of future expectations (Hollander, 1973). Thus, Vroom's theory of expectancy is built with the formula:

$$\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$$

where: Expectancy is the employee's belief that if they work hard, the task will be completed; Instrumentality is the employee's belief that they will receive a reward after fulfilling the task; Valence reflects the importance of the reward to the performer.



**Figure 3:** Schemaization of Victor Vroom's Theory of Expectancy (Source: Vroom (1964)).

From the behavioral perspective, the theory of expectancy has raised a number of issues to be noted in motivating employees: (1) behavioral theory emphasizes payment and rewards; (2) expectancy theory emphasizes expected behavior; (3) the theory is concerned with individual expectations.

### 3 Methodology

- *Observational method:* observing the actual situation of working motivation of officials and employees at the International Research Institutes of VASS.

- *Data collection methods:*

- + Secondary sources: the authors collect and synthesize from year-end reports, journals, archives at the Institutes, not excluding the relevant textbooks, research materials, books, newspapers, and website information.

- + Primary sources: the authors collect data through surveying officials and employees at the Institutes. The questionnaire consists of both closed and open questions.

- *Qualitative research:* from synthesizing data with actual observations, the paper conducted analyses to draw out necessary conclusions for the research of motivational tasks at the Institutes.

- *Quantitative research:* survey results are processed using Excel and JASP 16.3 software, combining with Lavaan Syntax, to assess the level of satisfaction of officials and employees within the motivational schemes at the Institutes (Touré-Tillery & Fishbach, 2014).

The authors have conducted a survey to collect opinions of 270 officials and employees in the Institutes. Based on the theoretical basis and initial survey results, the authors have come up with 10 most important criteria for employee motivation (Table 2).

**Table 2:** Demands of Officials and Employees at International Research Institutes

No.	Demands	Ranking
1	High and satisfactory income	1
2	Good welfare regime	2
3	Being trained for personal development	4
4	Being assigned with jobs that match qualifications	6
5	Fair performance appraisal	7
6	Promotional opportunities at work	5
7	A good job to do	9
8	Low pressure at work	10
9	Favorable working environment	3
10	Convenient working conditions	6

Source: Authors' compilation and survey (2021)

- Research approach: the paper approaches the research problems in Business Administration directions. The characteristics of the observed samples selected for this study are as follows:

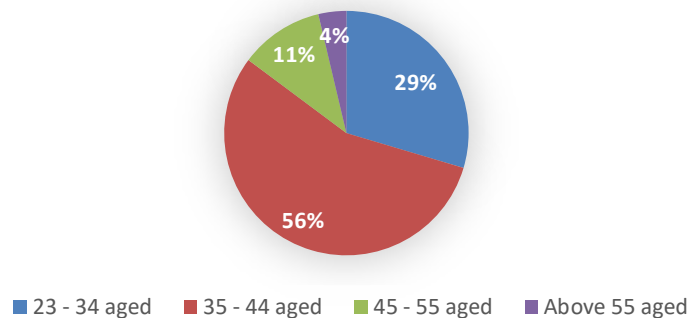
**Structure by gender** (Table 3)

**Table 3:** Research structure by gender in 2021 (Unit: %)

Gender	Year			
	2005	2010	2015	2021
Male	23	32	33,3	48,1
Female	77	68	66,7	51,9

*Source: Authors' compilation and survey (2021)*

**Structure by age group**



**Figure 4:** Research structure by age groups in 2021

*Source: Authors' compilation and survey (2021)*

In general, the human resources of the Institutes are young, mainly in the age group of 35-44 years old (56%) and 23-34 years old (29%). Therefore, they are usually inexperienced. Moreover, young people are believed to choose and change the working environment very fast according to high market demand. This will significantly affect their working motivation and engagement to the organization.

## 4 Results and Discussion

### 4.1 Actual Situation of Working Motivation at the International Research Institutes

#### 4.1.1 Motivation with Financial Stimuli

##### 4.1.1.1 Salary Regime

The International Research Institutes pay and raise wages according to the provisions of the corresponding law. In addition, officials and employees are also entitled to additional non-salary income such as per diem, money for conducting projects and seminars at all levels, etc. KPI in the Institute system includes: quality of research and management, policy and intellectual consulting, international cooperation, and human resource development. For those, the year-end review meetings evaluate, rank, emulate and reward each employee due to their final outcomes at work. The bonus levels are as prescribed for each title of recognition (Table 4).

**Table 4: Bonus levels at International Research Institutes (Unit: VND)**

No.	Competition title	Bonus level
1	Grassroots emulation warrior	1,390,000
2	Advanced Labor	420,000
3	Excellent Team of workers	2,090,000
4	Advanced Labor Collective	1,120,000

*Source: Organization and Personnel Department, VASS*

#### **4.1.1.2 Social Welfare System**

The International Research Institutes have always strictly implemented compulsory social welfare regimes such as social insurance, health insurance, maternity benefits for female officials and employees, and vacations. determined. At the same time, the Institutes implement voluntary welfare regimes to show encouragement to employees such as paying bonuses for holidays, organizing seminars on International Women's Day 8/3 and on the annual anniversary of the Vietnam Women's Union 20/10 for female workers, presenting gifts in Children's Tet Festival 1/6 and Mid-Autumn Festival, while giving special gifts to the children of employees with excellent academic achievements, and visiting individuals as well as family members of the Institutes in times of illness and filial piety.

#### **4.1.2 Motivation with Non-financial Incentives**

##### **4.1.2.1 Recruiting, Training and Employing Employees**

Since the Institutes are a part of the International Research Division at VASS, staff in the researching positions must have a university degree and an English certificate of level 3 or higher. Employees in the Institutes are assigned with tasks in accordance with their previously trained qualifications. However, there are still a number of positions that are not really suitable for the profession, so the Institutes are to develop a project of employment positions to restructure themselves and overcome this problem. While the Institutes do not have funds for training activities, especially for PhD and Master training courses abroad, so the training to improve professional qualifications is mainly done by individual through self-financing.

##### **4.1.2.2 Working Environment and Promotion Opportunities**

Most of the staff and colleagues in the Institutes maintain a close, supportive and open relationship with each other. The system of departments is streamlined, while fully equipped with office facilities. In the period of 2016 - 2020, the Institutes have carried out special procedures for staff with doctoral degrees to become Main Researchers from Researcher rank, and special offers for Associate Professors to hold the title of High-ranked Researchers. Simultaneously, they have created the best conditions for Associate Professors to upgrade their academic ranks to full Professors. From 2008 to 2020, the Institutes have strived to have at least one official to be appointed to a higher position each year.

##### **4.1.2.3 Spiritual Life Nurturing**

Every year, the administration system of the Institutes organizes periodical health checks, cultural exchange programs, and sports competitions for all officials and employees.



## 4.2 Assessing the Current Situation of Labor Motivation at International Research Institutes

### 4.2.1 Labor Motivation of Officials and Employees at International Research Institutes

#### 4.2.1.1 Satisfaction Level of Officials and Employees

##### \* Satisfaction with Wage & Bonus

Through the survey results, the majority of officials and employees gave normal answers (62.96%), with 18.52% dissatisfied and very dissatisfied (Table 5). This shows that the current salary system has not created enough working motivation.

**Table 5: Satisfaction with Wage & Bonus regime (Coded: WB) (Unit: %)**

No.	Contents	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
1	Salary commensurate with workload	7.41	11.11	62.96	11.11	7.41
2	Wages are paid in full on time		7.41	11.11	48.15	33.33
3	The time limit for consideration of salary increase shall comply with regulations	3.70		7.41	29.63	59.26
4	Are you satisfied with the reward received?	3.70	11.11	51.85	22.22	11.11
5	The conditions for consideration of emulation and commendation are reasonable and clear		3.70	18.52	62.96	14.81
6	The reward policy has the effect of encouraging working spirit	3.70	11.11	51.85	22.22	11.11
7	The evaluation of emulation and commendation is very fair and transparent		11.11	22.22	40.74	25.93
8	The reward levels are commensurate with the work results	3.70	11.11	44.44	25.93	14.81

*Source: Authors' compilation and survey (2021)*

Officials and employees 66.67% agree that the evaluation of emulation and reward is fair and transparent. 11.11% are not satisfied by secret ballot though. The rate of agreeing and strongly agreeing with the current bonus level accounts for 40.74%, while up to 14.81% are not satisfied. The percentage of agreeing with the view that the reward policy has the effect of encouraging working spirit accounted for 22.22%; 51.85% responded normally, whereas very dissatisfied and dissatisfied accounted for 14.81% (Table 5). The reward policy of the Institutes has encouraged the spirit of work, but has not really satisfied the needs of the employees to work well.

##### \* Satisfaction level with Recruitment & Use

Most agree that the recruitment work of the Institutes is fair and transparent (59.26%), while 18.52% in Table 6 think that the policy for attracting high-quality human resources is not good. Regarding the arrangement of labor, up to 66.66% of the respondents are satisfied and very satisfied because the work they are undertaking is consistent with their professional qualifications. However, there are still 11.11% unsatisfied responses because most of the officials and employees at the Institutes are trained and graduated with a major in economics.

**Table 6: Satisfaction with recruitment and labor arrangement (Coded: RU) (Unit: %)**

No.	Contents	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
1	Fair and transparent recruitment	3.70	3.70	25.93	48.15	11.11
2	Choose people with the right qualifications for the positions	3.70	3.70	40.74	44.44	3.70
3	The policy of attracting high-quality human resources is good	7.41	11.11	62.96	7.41	7.41
4	Focus on expertise	7.41		29.63	40.74	18.52
5	Focus on foreign languages		3.70	37.04	29.63	25.93
6	To be accepted to work in accordance with the level of professional training		11.11	22.22	44.44	22.22
7	Be assigned a clear task			22.22	44.44	33.33
8	The pressure at work is not too great	3.70	0.00	18.52	37.04	40.74
9	Moderate workload, suitable for ability		3.70	18.52	44.44	33.33
10	The current job helps you develop your abilities and strengths		11.11	22.22	40.74	18.52

*Source: Authors' compilation and survey (2021)*

#### \* Satisfaction level with Working Environment

From Table 7, 40.74% feel satisfied and 22.22% feel very satisfied about the working environment. 59.26% agree that the working space is comfortable and fully equipped. However, up to 14.82% of dissatisfaction may be due to degraded equipment, while some rooms do not have enough seats due to the recent increase in the number of staff at the Institutes.

**Table 7: Satisfaction with the environment and working conditions (Coded: WE) (Unit: %)**

No.	Contents	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
1	The working environment of the agency is fun and comfortable			37.04	40.74	22.22
2	Everyone strictly abides by the rules set forth	7.41	7.41	29.63	29.63	25.93
3	Comfortable working space (Fully equipped machinery and equipment)	7.41	7.41	25.93	40.74	18.52
4	Everyone is always treated fairly at work			44.44	37.04	18.52
5	Always receive the attention and help from colleagues		3.70	33.33	37.04	25.93
6	Everyone helps and supports new comers	3.70	7.41	14.81	33.33	40.74

*Source: Authors' compilation and survey (2021)*

#### \* Satisfaction with Health & Mentality

Most respondents are satisfied with mental health care activities. This is the result that the Institutes need to maintain and further promote to motivate officials and employees.

**Table 8: Satisfaction with health care activities and spiritual life (Coded: HM) (Unit: %)**

No.	Contents	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
1	Organizing periodical health check			22.22	59.26	18.52
2	Organizing annual activities such as spring travel, vacations			14.81	33.33	51.85
3	Cultural and sports activities are held every year			29.63	29.63	40.74
4	Leaders and trade unions always pay attention, visit and encourage when someone is sick.			14.81	37.04	48.15

*Source: Authors' compilation and survey (2021)*

#### \* Satisfaction with Education & Training

From the Table 9, 51.85% of respondents agree that they have attended training courses to improve their professional qualifications. The percentage agreeing that the training content is relevant to reality accounts for 40.74%. However, there are still 33.33% who answer normally and 11.11% feel that the training content is not appropriate.

**Table 9: Satisfaction with training (Coded: ET) (Unit: %)**

No.	Contents	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
1	Training courses are organized to improve professional qualifications and professional skills	7.41		18.52	22.22	51.85
2	Everyone has the same opportunity to be trained	3.70	3.70	7.41	33.33	51.85
3	The training content is practical and useful for the job	3.70	7.41	33.33	40.74	14.81
4	Partially subsidized by the VASS for training costs	3.70	7.41	29.63	33.33	25.93
5	There are opportunities for promotion after finishing training courses	3.70	11.11	40.74	40.74	3.70

*Source: Authors' compilation and survey (2021)*

40.74% agree that there are opportunities for promotion after finishing the training courses. There are 14.81% dissatisfied and very dissatisfied because it depends a lot on actually acquired knowledge and personal capacity.

#### \* Satisfaction level with Performance Appraisal

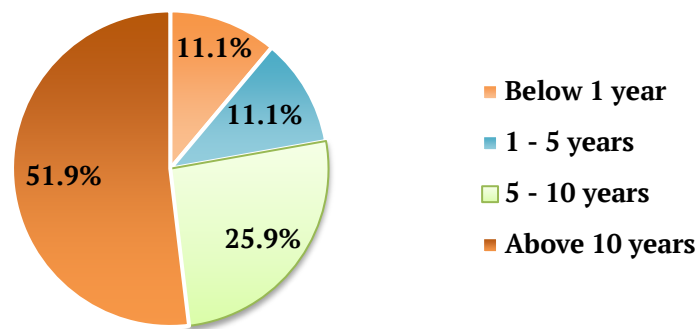
In 2020, the Institutes have developed a spreadsheet to measure job performance (KPI). This system helps evaluate each individual's performance. Table 10, the majority of officials and employees agree that the job performance appraisal results reflect the individual working capacity. However, there are still some unsatisfied opinions because this is the first time that the Institutes have adopted the KPI-based assessment.

**Table 10:** Satisfaction level with performance appraisal activities (Coded: PA) (Unit: %)

No.	Contents	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
1	The results of the job performance evaluation accurately reflect the working capacity		11.11	40.74	40.74	7.41
2	The performance evaluation criteria are very reasonable			37.04	51.85	11.11
3	The results of the performance evaluation are publicized and transparent			29.63	55.56	14.81
4	Performance results are recognized by the Board of Directors and all of the colleagues		3.70	29.63	44.44	22.22

Source: Authors' compilation and survey (2021)

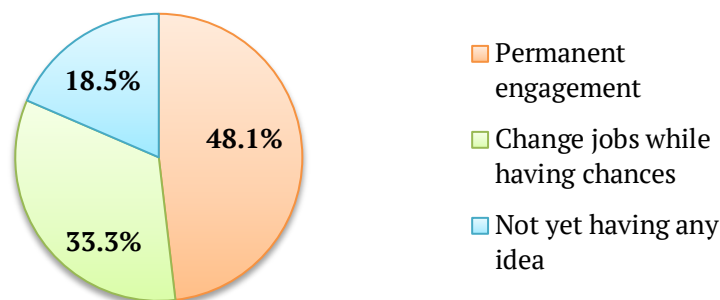
#### 4.2.2 The Consequent Commitment to the Organization



**Figure 5:** Working seniority of officials and employees at the Institutes

Source: Authors' compilation and survey (2021)

Employees who have worked at the Institutes for more than 10 years and 5-10 years accounts for 51.9% and 25.9% respectively. Only 22.2% have been with the Institutes for 0-5 years (Figure 5). This is a good demonstration of the results of the motivational process that has taken place in the International Research Institutes over the past time. The higher the employee engagement, the more satisfied they are with the job, and the more loyal to the organization they can be.



**Figure 6:** Intentions for work at Institutes Source: Authors' compilation and survey (2021).

Regarding their upcoming intentions, the officials and employees who intend to stay in a long-term with the Institutes account for 48.1%, while the others of 18.5% having no plans. 33.3% answered that they would change jobs when given the opportunity (Figure 6). With such a ratio, the current job does not seem to encourage people to work hard. This is also a point of contradiction

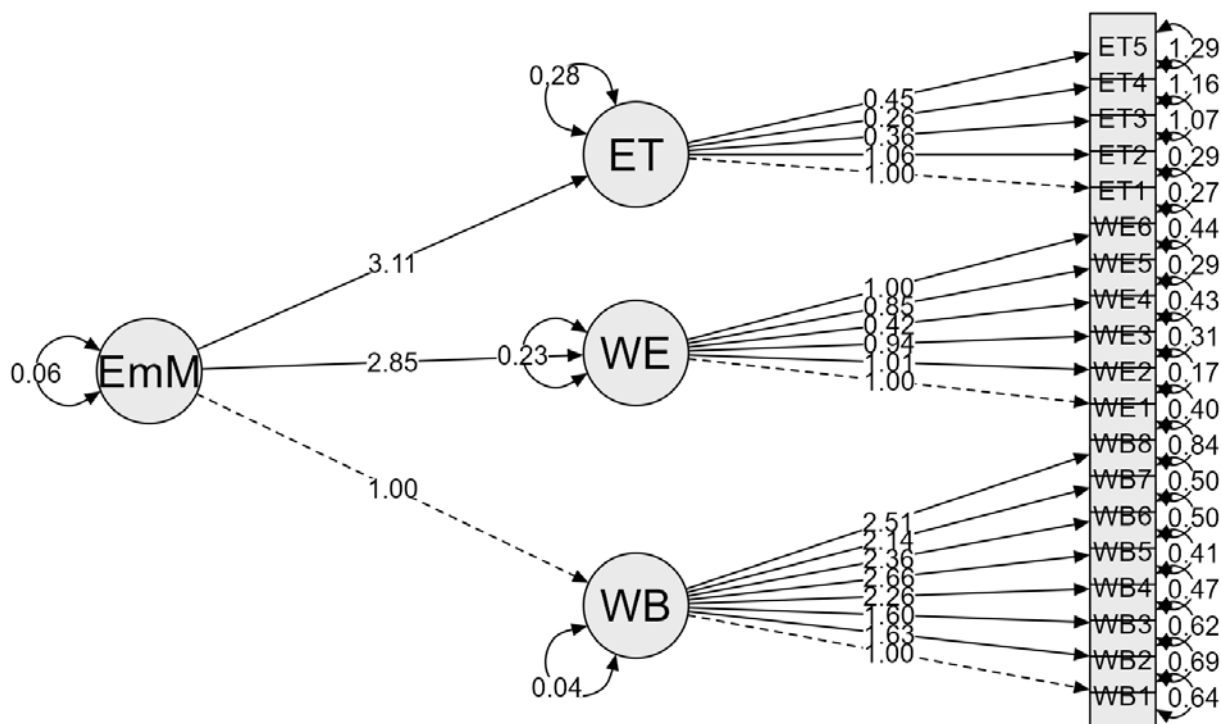
with the research seniority. The mismatch in the results of this study is also a suggestion for further analysis directions.

### 4.2.3 Results of SEM-CB Analysis for Latent Variables

With the latent variables: EmMo (Employee Motivation), WB (Wage & Bonus), WE (Working Environment) and ET (Education & Training), we form SEM-CB analysis to confirm the theoretical model that can be established for the criteria, mostly appreciated by employees in the organization for their effectiveness to their work motivation (Tommasetti et al., 2019). The results of analyses and SEM model obtained are in Table 11 and Figures 7.

**Table 11:** Indicators of data – model fitness

FIT Indices	EmMo Model
Root mean square error of approximation (RMSEA)	0.084
Goodness of fit index (GFI)	0.953
Comparative Fit Index (CFI)	0.949
Tucker-Lewis Index (TLI)	0.942
Bentler-Bonett Non-normed Fit Index (NNFI)	0.942
$\chi^2/df$	2.843



**Figure 7:** Path diagram for latent variables in employee motivation

## 4.3 Overall Evaluation

### 4.3.1 Achievements

Through financial and non-financial stimulating measures to create work motivation, the Institutes have achieved certain results such as: promulgating and fully implementing internal rules and regulations; disseminating the contents to all officers and employees in the Institutes and are strictly adhered to; institutes have implemented regulations on salary and bonus according to

the State's regulations; the social welfare regime is well implemented by the Institute based on the Institute's responsiveness; Institutes always create conditions for training to improve professional qualifications and skills, focusing on career advancement; Institutes have been creating good working environment and conditions; Institutes have focused and well implemented activities to take care of the health and spiritual life of officials and employees.

#### **4.3.2 Pitfalls**

Firstly, the Institutes have not come up with appropriate policies to promote the efforts of officials and employees, not being clearly identified and satisfied of each specific target group.

Second, low salary regime, long salary raising period because it depends on the regulations of the State; the remuneration regime has not yet attracted high-quality human resources and retained talents.

Third, the majority of officials and employees in the Institutes are young people who have not had much experience. expertise is not high, so the quality of scientific products is not really good.

Fourth, the reward work of the Institutes is not really fair, and has not properly assessed the capacity and work efficiency.

Fifth, the arrangement of human resources at the Institutes is not really effective at present. With the current downsizing policy, it is very difficult to add more human resources.

Sixth, internal training contents and programs are still heavy on theory and lack of practice.

## **5 Conclusion**

Human resources are one of the key factors determining the success of an organization (Kuvaas et al., 2017). Therefore, the group of the International Research Institutes needs to bring into full play the working capacity of all individuals in the organization through work motivation (Le Phuoc Minh, 2018). Based on the database of issues related to work motivation at International Research Institutes, the authors analyzed and assessed the current situation, thereby proposing solutions to improve the work of motivation and work at the Institute in the near future. Although certain successes have been achieved, the motivational work still has many limitations. Issues such as perfecting the salary regime, emulation and commendation work, welfare regimes and activities to take care of the spiritual life of officials and employees, recruitment, placement, use and evaluation of officers and employees, training, improving the environment and working conditions can be considered as the focus for the process of motivating workers at state-owned institutions in the coming time.

## **6 Availability of Data and Material**

Data can be made available by contacting the corresponding author.

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