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Creating Working Incentives for Workers: A Case Study in a Motor Vehicle Testing Center

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Abstract

Vietnam motor vehicle testing center faces workforce challenges despite implementing measures like salary policies and training to enhance productivity. While these efforts address some concerns, issues such as inadequate salaries and inflexible motivational strategies persist, leading to wavering employee motivation and underutilization of potential. Research on workforce motivation at the center is crucial to address these challenges. Despite successes in fostering a positive work environment and addressing employee welfare concerns, certain issues like inadequate salaries and suboptimal organizational arrangements persist. Proposed solutions

include refining employee needs assessment, establishing a scientific compensation system, and improving administrative tools. However, these solutions require further refinement and implementation to effectively achieve organizational goals. In conclusion, amidst economic integration and growing competition, motivating employees is crucial for organizational success. Vietnam motor vehicle testing center must prioritize human resource management to sustainably develop amidst evolving market dynamics. Addressing workforce motivation comprehensively will ensure long-term organizational viability and success.

Keywords: Incentives, Human, Satisfied, Center, Worker, Employee

Introduction

In an organization, the human resources unit is always a crucial factor, carrying significant implications for the development of the organization or unit. Therefore, if an organization or unit desires rapid growth, leveraging the human factor to serve the development best demands managerial attention. Many studies indicate that, alongside qualifications and skills, the quality of human resources and individual labor productivity, as well as the effectiveness of organizational activities, depend on various factors, including the motivation of workers to be enthusiastic, proactive, and passionate about their work. Work motivation is the source driving increased labor productivity and enhancing the quality of human resources. Creating motivation for workers will help promote their peace of mind and long-term dedication, which is also a determining factor for the sustainable development of a business. However, historically, most units and enterprises have only focused on training and enhancing professional qualifications and skills for workers, neglecting the creation of work motivation. This oversight has reduced labor efficiency and led to the misallocation of investment in training when workers are unwilling to work or their effectiveness is low. Experienced workers with high professional qualifications can undoubtedly work effectively if they have work motivation. Therefore, every organization and unit must prioritize attention to the task of creating work motivation for their workers.

Vietnam is known as one of the countries that has made remarkable economic and social developments in recent years. Along with this progress, the increasing population has led to a rise in the number of vehicles, with various types of vehicles increasing as well. Vehicles are constantly undergoing design changes to fit the conditions of development and the trends of the times. For vehicles and equipment to be put into use, they must meet standards and undergo tests to ensure they meet technical requirements according to standards. Achieving this requires thorough research with high applicability, which is one of the essential tasks to ensure safe transportation operations. Currently, this function and task belong to Vietnam motor vehicle testing center, a unit under the Vietnam Register - Ministry of Transport. The center has a limited number of staff and workers, facing significant work pressure. Nevertheless, the unit has continuously researched and developed measures to improve efficiency and productivity for its staff and workers. These measures include policies on salary and income increases,

establishing a safe, friendly, and positive working environment, and providing training to enhance the professional competence of staff and workers. However, these measures have not been implemented systematically and flexibly, nor have they brought about comprehensive effectiveness in enhancing the working capacity of staff and workers. This has led to a portion of the workforce experiencing wavering motivation, lacking the desire to strive, failing to fully utilize their labor capabilities and creativity, or seeking employment in units with higher income and less pressure.

Therefore, researching the creation of work motivation for employees with a case study at Vietnam motor vehicle testing center of the Ministry of Transport in Vietnam is necessary.

Literature Review

Firstly, some relevant theories regarding creating motivation for workers can be considered. According to this theory, lower-level needs must be met before higher-level needs in order to have motivational value, although no need is ever completely satisfied, and once a basic need is satisfied, it no longer serves as a motivator. Over time, Maslow's hierarchy of needs has been modified. The original hierarchy stated that lower levels must be satisfied and fulfilled before moving on to a higher goal. However, scholars today interpret these levels as continuously overlapping. Thus, lower levels may be prioritized for fulfillment over others at any given time.

The Expectancy Theory, introduced by Victor Vroom in 1964, suggests that human behavior and work motivation are not only determined by reality but also by individuals' perceptions of their future expectations. The theory posits that "whether a person chooses to engage in a specific behavior at any given time depends on specific goals and the individual's perception of the relative value of that activity as a means to achieve those goals." Therefore, managers need to develop human resource management policies that clearly demonstrate the relationship between effort and achievement, results and rewards. At the same time, managers need to make rewards appealing for the outcomes that employees achieve. When these policies are fully and accurately implemented, the motivation of employees will be created.

Next is Adams' Equity Theory. According to this theory, individuals are not only concerned about the absolute amount of rewards they receive for their efforts but also about the relationship between that amount and what others receive. Inputs such as effort, experience, education, and talent are compared with outputs such as salary, salary increases, recognition, and other factors. When individuals perceive that there is a discrepancy in the input-output ratio compared to others, tension arises. This tension forms the basis for motivation, as people strive to obtain what they perceive as fair and equitable.

The motivation of workers is greatly influenced by both relative rewards and absolute rewards. When workers perceive injustice, they will take actions to correct the situation. The results could be increased or decreased productivity, improved or decreased quality, increased absenteeism, or voluntary turnover.

Robbins (2013) [7] provides a definition of work motivation or encouragement in work as "the willingness to exert a high level of effort toward organizational goals, conditioned by

the effort's ability to satisfy some individual need." Carr (2005) [3] describes work motivation as "an internal driving force, based on both conscious and unconscious basic needs of an individual, which leads the worker to achieve goals."

Nguyen Van Diem and Nguyen Ngoc Quan (2007) [5] define labor motivation as "the desire and voluntary effort of workers to enhance their efforts to achieve the goals of the organization. Individual motivation is the result of many simultaneous active resources within the individual and in the individual's living and working environment."

In addition, various studies discuss creating motivation for workers. For example, superiors are a very important factor affecting employee motivation. The behavior of leaders is the focus of many studies (Podsakoff & ctg, 1996). Ellickson (2002) [4] and Borzaga and colleagues (2006) [2] argue that a good relationship with superiors, career development, and participation in organizational policies and strategies will affect employee motivation (Ellickson, 2002, Borzaga and Tortia, 2006) [4, 2]. Leaders provide peace of mind and motivation to employees through fair treatment, concern for subordinates, competence, vision, and support in work (Robbins and Coulter, 2005). Support from superiors is defined as the level of consideration and support that employees receive from supervisors (Netemeyer & ctg, 1997). A supportive leader must have the ability to treat employees fairly, encourage two-way communication, and recognize the contributions of employees to achieve the organization's goals (Humphreys, 2002; Singh, 2000).

From these studies, it can be understood that "Motivation is the internal driving force within each individual to work with desire and voluntariness to meet the unmet needs and unmet goals of the organization."

Data and Method

Human beings primarily act based on needs, and needs serve as the primary motivation. Influencing individuals' needs will change their behaviors. The perspective of Vietnam motor vehicle testing center on motivating employees involves implementing human resource management policies, increasing income levels, bonuses, and welfare benefits to attract and retain highly skilled personnel.

According to Maslow's theory of needs, each individual has different needs at a given time, and the priority levels of these needs also differ. Therefore, without identifying the needs of employees, the proposed measures will not focus on and satisfy the desires and needs of the employees, leading not only to a failure to create motivation as set out but also potentially wasting resources.

To determine the needs of employees at the Center, the author conducted a survey of the opinions of Center staff regarding their needs. The author distributed 53 survey forms and received 53 responses. The author categorized the needs of Center staff into two groups: Managerial staff and non-managerial staff.

The author identified the following basic needs of employees:

- Income level
- Welfare benefits
- Working conditions
- Job alignment with expertise
- Opportunities for professional development
- Promotion opportunities.

For each need, employees select a rating scale from 1 to 5, corresponding to increasing levels of necessity. The author

then synthesizes each group and evaluates the priority level from 1 to 6 based on the average score of the collected data.

Center, the author conducted a survey of opinions from non-managerial staff and contract workers regarding their needs. The author distributed 43 survey forms and received 43 responses. From the survey results, the author compiled the following evaluation tables:

Results and Discussion

To assess the level of satisfaction of employees' needs at the

Table 1: Evaluation of Employee Compensation and Benefits at the Center

Item	<i>(Unit: %)</i>				
	Very Dissatisfied	Dissatisfied	Neutral	Rather satisfied	Very satisfied
Salary	0.0	12.2	61.0	26.8	0.0
Bonus	0.0	48.8	19.5	31.7	0.0
Allowances	0.0	63.4	24.4	12.2	12.2
Travel expenses	2.4	14.6	75.6	7.3	24.4
Telephone allowance	24.4	36.6	31.7	7.3	0.0

Source: Author's investigation in October 2023

Table 2: Evaluation of Employee Welfare at the Center

Item	<i>(Unit: %)</i>				
	Very Dissatisfied	Dissatisfied	Neutral	Rather satisfied	Very satisfied
Mandatory benefits	0.0	31.7	51.2	17.1	0.0
Voluntary benefits	0.0	36.6	29.3	9.8	0.0

Source: Author's investigation in October 2023

Table 3: Evaluation of Administrative Tools and Organization by Center Employees

Item	<i>(Unit: %)</i>				
	Very Dissatisfied	Dissatisfied	Neutral	Rather satisfied	Very satisfied
Operating regulations	2	17	61	15	5
Organizational structure	5	10	50	30	5
Other Mechanisms: Party, Labor Union, Youth Union	4	15	60	16	10

Source: Author's investigation in October 2023

Table 4: Evaluation of employees on the working environment and personnel arrangements of the Center

Item	<i>(Unit: %)</i>				
	Very Dissatisfied	Dissatisfied	Neutral	Rather satisfied	Very satisfied
Job Security, Adequate Job Placement Matching Professional Competence and Preferences	0	5	45	35	15
Recognition, discipline	5	15	45	30	5
Work environment	0	5	25	50	20

Source: Author's investigation in October 2023

Table 5: Evaluation of Educational Tools by Center Employees

Item	<i>(Unit: %)</i>				
	Very Dissatisfied	Dissatisfied	Neutral	Rather satisfied	Very satisfied
Communication	0	20	45	15	10
Training and Development Programs for Enhancing Knowledge and Professional Skills	0	30	50	15	5

Source: Author's investigation in October 2023

Table 6: Employee Engagement with the Center

Employment engagement	Unit	Very Dissatisfied	Dissatisfied	Neutral	Rather satisfied	Very satisfied	Total
I always trust the leadership team	Person	2	5	20	13	1	41
	%	4.9	12.2	48.8	31.7	2.4	100
I intend to continue working at the Center for the long term.	Person	2	3	17	15	4	41
	%	4.9	7.3	41.5	36.6	9.8	100
I am willing to leave when there is a better job opportunity elsewhere.	Person	11	14	6	6	4	41
	%	26.8	34.1	14.6	14.6	9.8	100

Source: Author's investigation in October 2023

According to evaluation Table 1, the majority of employees agree with the current salary policy implemented by the center's leadership. However, there are still many opinions suggesting a need to shorten the salary increase cycle for contract workers. Regarding bonuses and allowances, the dissatisfaction rate is very high, specifically 48.8% and

63.4%, respectively. This indicates that the bonuses and allowances are perceived as insufficient compared to the employees' expectations. The telephone allowance is also evaluated as low, leading to a high dissatisfaction rate. One possible reason is that the Center is a non-profit organization, and there are limited sources of revenue

available for bonuses and allowances.

According to Table 2, the majority of employees are satisfied with the welfare policies at the organization. However, there are still some employees who are not satisfied. The reason may be that the Center does not have enough revenue to use for welfare activities, so sometimes it cannot meet the expectations of the employees.

Looking at the evaluation Table 3 of employees regarding administrative tools and organization, the majority of employees are satisfied. However, there are still a few employees who are not satisfied, which may be due to the strict regulations in place.

Looking at the employee evaluation Table 4 regarding psychological tools, the majority of employees are satisfied with ensuring job stability, arranging jobs according to professional competence and preferences, and the work environment. Conversely, a significant portion of employees (around 20%) are not satisfied with recognition and discipline. The reason may be that the recognition process does not meet their expectations.

Looking at the employee evaluation Table 5 regarding educational tools, the majority of employees are satisfied with the leadership's communication efforts at the center. Conversely, a significant portion of employees (around 30%) are not satisfied with the training and development programs aimed at enhancing knowledge and professional skills. The reason may be the limited number of employees sent for training and learning experiences from other organizations.

From Table 6, we can observe that the level of employee engagement within the Center is quite high, with the majority trusting the leadership and wanting to continue working at the unit in the long term. Although the survey table cannot accurately reflect 100% of the thoughts and desires of the staff within the Center, it does show some level of attachment among employees towards the Center.

The Center has established and disseminated decisions regarding the operational goals of the unit to each employee in a timely manner, enabling everyone to clearly understand the agency's objectives and strive to achieve them to the best of their abilities.

The Center has developed a relatively scientific and reasonable salary payment policy, not only based on the number of personnel present and the job grade coefficient but also based on the completion of each individual's tasks. This has helped limit the lack of work consciousness and encouraged creativity and dynamism among the employees. Full compliance with social insurance regulations as prescribed by law has been ensured. The voluntary welfare benefits provided by the Center also demonstrate care for the employees within the unit, thereby making employees feel comfortable and motivated to work, striving to complete assigned tasks excellently.

Various commendation and reward movements, recreational activities help everyone in the Center to restore health, spirits, and regenerate labor, creating new internal strength, enabling employees to fully utilize their abilities to perform their tasks, thereby increasing work efficiency day by day.

The center has established its own unique cultural characteristics and traditions. With a comfortable and friendly working environment, it has had a positive impact on the spiritual life of the center's staff, fostering harmony and unity.

Through an analysis of the current status of motivational tools for employees at the center, several aspects have been highlighted. The activity of analyzing and identifying the needs of employees has not been given sufficient attention. Consequently, the motivational measures implemented by the center remain vague, lacking proper prioritization, leading to generalized tasks, requirements, and standards that are not aligned with reality. The center does not fully grasp the needs and expectations of its employees. Therefore, this greatly affects the effectiveness of employee motivation efforts, as there are no appropriate and timely measures to encourage employees to work positively.

The salary payment structure of the center follows the government's regulations on job grades, which can create subjective perceptions and cause dissatisfaction among employees on the state payroll. The salary levels for individuals with higher qualifications still lack real attractiveness, thus failing to attract talents from outside and failing to instill long-term confidence and commitment among the center's staff members.

The forms of recognition and rewards are limited, and there is a significant gap between each award, which tends to be overly standardized. Bonuses still do not correspond proportionately to the level of job completion by employees. The evaluation of task performance at the center is not objective; it tends to be generalized and lacks specificity, leading to inaccuracies in assigning rewards that do not reflect individuals' actual contributions. This evaluation method treats everyone similarly, which fails to motivate truly talented and proactive individuals and may even demoralize those who strive but feel inadequately rewarded. Clear directions and specific goals have not been set for each department within the organization.

Specialized work has not been deeply understood, and staff from different departments are not fully aware of the roles and responsibilities of other positions. Job assignments are not always aligned with individuals' qualifications and training backgrounds, leading to instances where employees work outside their expertise. The number of staff working outside their field of expertise remains high, contributing to a lack of genuine enthusiasm for assigned tasks and resulting in work outcomes falling short of expectations.

The center has not implemented an appropriate, objective, and fair performance evaluation system for its staff. The evaluation of employees' job performance is qualitative and generalized, which may lead to a lack of motivation among staff to strive for task completion.

The management staff in the General Affairs department lack specialized management training, resulting in limitations and rigidity in human resource allocation and planning. Human resource allocation tasks are rigid and inflexible.

The center's efforts in fostering competition and rewards are not adequately prioritized by leadership, leading to sluggish initiatives and a lack of enthusiasm among employees. Expenditure on receptions, meetings, and office supplies often exceeds the budget, leaving insufficient funds for the welfare fund.

While a significant number of staff members are sent for training, the quality of post-training outcomes for some officials falls short of expectations. Training sessions do not sufficiently focus on administrative, accounting, and archival positions, resulting in these roles often being

performed inadequately, primarily relying on the individuals' personal experiences.

The expansion of the center's service offerings progresses slowly, limiting revenue sources. Consequently, the center's financial resources, including salary structures, allowances, and additional income, remain relatively low compared to the general income levels required to support employees' livelihoods in the capital. This disparity in income levels is a key factor affecting the motivation of staff members.

Conclusion

The process of analyzing the motivation approach from the perspective of "meeting the needs of employees" has yielded certain results regarding work environment satisfaction, cohesive relationships among staff, and the center's attention to the well-being of its employees. The author has assessed both the achievements and limitations in motivating employees at the center: Identifying the goals of motivating employees, establishing systems and measures to encourage active participation and successful completion of tasks and objectives set by the organization.

However, there are still some limitations such as low salaries and bonuses, and a lack of flexibility in promoting labor through cultural and spiritual activities. Issues regarding personnel arrangements and organization are not yet optimal. Researching these issues helps to propose appropriate solutions to motivate employees at the center.

While the center has shown concern for motivating its employees, some of its measures may no longer be suitable in the current context of market economy development and the Fourth Industrial Revolution. Therefore, adjustments are necessary to enhance the effectiveness of motivating employees at the center. The thesis has provided directions for human resource management and specific insights into the goals of motivating employees at the Vehicle Testing Center in the near future.

In the current context of economic integration leading to increasing competition, motivating employees at an organization is an urgent requirement. To meet the increasingly high demands of society, the center needs to pay special attention to its human resources, which are the key factor for sustainable development.

To contribute to motivating employees at the Vehicle Testing Center, the author has proposed several solutions: Refining the process of identifying employee needs; establishing a scientific salary and bonus system; improving administrative tools and organizational structures; emphasizing training and development opportunities for employees; diversifying and enriching organizational activities, commendation, and competition within the center; and providing opportunities for career advancement for employees.

However, these proposed solutions are only the beginning and need to be gradually refined and supplemented during implementation to help the organization achieve its mission and objectives.

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