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IMPROVING THE MOTIVATIONAL TOOL SYSTEM FOR CIVIL SERVANTS IN THE STATE ADMINISTRATION DEPARTMENTS

Subject: Public management

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SUMMARY OF DOCTORAL THESIS

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INTRODUCTION

1. The necessary of research

In human resource management, motivation and motivating people are topics which particular make interest, not only because motivation represents vitality, flexibility but also is a factors directly affected, critical to the success or failure of the organization. In the administrative departments, based on the important mission of the Public Service, that is providing the best services to citizens, so that, motivation of civil servants can be also understood as the expression for power life, flexibility, effectiveness and efficiency of state administration institutions, as well as the demonstrates accountability in implementation of state power to fulfill the mission of the Public Service.

However, the issue of motivation and motivating public servants is an extremely complex issue and contains many contradictions in all national administrations, irrespective regimes political institutions. That is the contradiction in resolving the "fierce competition" created by "attractive" from the private sector. Consider the elements of salary, bonus, working environment, promotion opportunities, creation of spiritual values ... general mechanisms of human resource management, motivational mechanism in the private sector who seems to always flexible, more efficient in the area of administrative departments. By this reason, the victim "bleeding personnel" from the public sector to the private sector has become a concern and the overall risk for human resource management in the public sector, also influence directly to the effectiveness of civil servants motivation. Therefore, depending on the political regime in each country, depending on the level of economic development - economic development in the various countries although there but the problem of motivation, motivating civil servants has always been the top concerning in managing of human resources. It requires the HR manager needs to pay attention.

In Vietnam, during the transition from centralized economy bureaucracy into the market economy, especially the rapid development of the integration period in recent years has been directly affected motivation of civil servants. There is the fact that, previously, most civil servants working in the State civil service are faithful to the ideals of perfection, for the Communist Party, for the people. For these beautiful purposes, civil servants raised from common interests, identify needs, their interests in the collective common but now, due to the dark side of the market economy, individualism Conditional development

and attempts narrow interests gradually replaced by pure motivation, motivation to work so well was gradually reduced.

In fact, the state administrative agency has been facing a crisis of confidence, moral degradation and decline of motivation for work in a large part of civil servants. Ideally, the belief in the good value they are to serve the community in the state sector gradually lost that many civil servants fall into the whirlpool of the "market economy", the blind devotion to the material values, power leads to depend on material, in coins made of this civil servant abusing his position of power for personal interests, to identify personal interests and contrary to the principles rule, the value of the public service. Evils of embezzlement, corruption, harassment of civil servants in the state administration therefore increasing. Some other civil servants in the context of wage income in the public sector is not enough to maintain the standard of living for individuals and families chose to leave the state, "shift" into the private sector, where have better economic conditions for the payment of adequate salaries, help them solve harmonization than the material interests and spirit of individuals and families. Equally negative is part of civil servants indifference, insensitivity, irresponsibility with work collectives and of itself lead to a "foot in the longer outer leg" or "dark bright umbrellas theft umbrella theft about ".

It was by the situation and negative manifestations of the civil service, a large part of civil servants in administrative departments above has led to the problem of motivation. Motivating public servants is becoming hot topic than ever. There have been many studies conducted in the country, many measures and policies are applied to fix, solve the problem but most of the main policies and solutions are for discrete, asynchronous; the use of motivational tools are not active, the results obtained are not high, so the state administrative institutions, validity, effectiveness of the civil service has not improved; organizational management personnel in the administrative departments becoming weak.

Because of the reasons above, the conduct of the research ***"Improving the motivational tool system for civil servants in the state administration agencies of Vietnam"*** that requires urgent necessity and the terms of theories and practices have been put out. Through the thesis, with the desire to initially clarify system theoretical, especially how to deal with the motivation by applying system theoretical, researcher aims to build theses comprehensive scientific and profound for improving the motivational tool system for civil servants in the state administration agencies of Vietnam

2. Research hypothesis

If we recognize the motivational tool for civil servants as a system and use them in a systematic way, the motivation of civil servants working in the administrative departments will be improved.

3. Objectives and research content

3.1 Objectives

- Develop theoretical framework research on improving the system issues motivational tool for public servants working in the administrative departments;

- Clarifying the dynamics and reality of using system dynamics modeling tools for public servants working in the administrative departments;

- Propose some solutions to improve the system motivational tool for civil servants working in administrative departments

3.2 Research content

With targets have been identified, the thesis will conduct such as specific research content

- Research and scientific works published related to motivational issues for workers in organizations in general; motivate employees in the administrative departments in particular; analyze and evaluate scientific work is to point out the strengths, weaknesses and gaps research to develop scientific basis for the research thesis;

- Look at the actual motivational problem for public servants working in the administrative departments of the Vietnam period from 2001 to present;

- Proposing solutions to complete system motivational tool for public servants working in the administrative departments.

4. Objects and scope of research

4.1 Research Subjects

Subjects of study of the thesis is a system tool to motivate public servants are used in the state administrative bodies

4.2 Scope of Research

- Scope of time: study motivational activities in bodies of state administration reform last HCNN 2001

- The scope of space: Activities motivate civil servants in the state administration bodies at central level (study with 05 ministries) and local (study with 8 provinces and cities).

5. Research Methodology

Subject is conducting research on the basis of the conceptual basis and methodology of dialectical materialism and methodology of historical materialism. Topic using research methods as follows:

5.1 Method of secondary data analysis

The thesis is based on the analysis of secondary documents that the work is related to motivation and motivation. This method of study is very important and commonly used in social science research. The purpose of this research method is through the analysis of documents related blocks directly or indirectly to the motivation and impetus, the researcher can:

- Seeing other authors have to say about this issue, the strengths and weaknesses of what to discuss further their studies

- Search the document as a basis for the formation of the argument, arguments, arguments both in theory and practice

From the analysis of secondary data, the researchers synthesized the views and conclusions of own approach

5.2 Method of survey by questionnaire.

The purpose of this approach is to search, collect information, solve research tasks of the subject is assessing the situation dynamics, factors affecting the motivation of civil servants as well as efficiency use search solution to improve system dynamics modeling tools present in the administrative departments.

Accordingly, from the theoretical framework of the system dynamics and motivational tools, fellows have built survey with questionnaires, conducted interviews with 20 officers, adjust accordingly questionnaire rebuilding to complete the questionnaire before conducting formal investigations, directly and indirectly, in the ministries, provinces and cities with the number of 400 public servants at all levels of state administration.

The questionnaire was designed with 15 questions; interweave the evaluation questions of public servants aware of the existence HCNN of system dynamics modeling tools; the role of each tool; hierarchical arrangement possibilities (importance) of the engine, according to the state administration.

The ministries, branches and localities surveyed by questionnaire consisting of Ministry of Education and Training, Ministry of Health, Ministry of Transport: 60 votes. Hanoi, Ho Chi Minh City, Can Tho, Binh Phuoc, Ba Ria Vung Tau and Dak Lak Province, Cao Bang: 320 votes Time surveyed from March to May 2013 .

The local selection for the investigation to be representative for each region, each region of the country: Region Southeast, Mid-South, the Red River Delta and Northwest, also based on the level of economic development, local economic development (development level of high, medium and low). Number of samples selected patterns at each level as follows: Level Ministry: 60 votes; Provincial, City: 140 votes; district and commune levels: 200 votes.

Investigation concludes that the cleaning process questionnaire combines survey data processing (Appendix 01). The quantitative results from the survey, survey by questionnaire was used as a basis for analyzing and assessing the situation dynamics and the use of motivational tools in the current administrative departments.

5.3. Depth interview method.

Besides the investigation by questionnaire for the quantitative results, Fellows also combined with in-depth interviews to clarify further what in the questionnaire have not fully accomplished, as the basis for interpretation, intelligent witness to the quantitative data with which to finance obtained.

At the conclusion of the investigation by questionnaire at each Ministry, provinces and cities surveyed, Fellows also conduct interviews to identify practical arguments complementary process to clarify the motivation of civil servants public administrations at each level. The process of in-depth interviews were conducted with 02 categories of respondents, the officials and leaders of civil servants in the administrative departments (20 people) and public employees HCNN (30 people).   The questionnaire is built according to the information group: Group questions seeking information reflects the role and influence of each motivational tools in information systems and groups reflect the ability to arrange the order Priority every motivational tool in the system. Information was interviewed shorthand author and graduate student information gathered in groups to handle questions like handling a survey by questionnaire.

5.4. Methodology and expert council

Through 2 times annual conference for PhD students of the Faculty Scientific Council experts, serious authors demand and acquire, edit the comments of scientists specialized in the Council to gradually clarify and sharpen the new location of the thesis.

At the same time, through each stage of the research, from construction syllabi, protect thematic to complete the thesis at the grassroots level, Fellows also regularly consult experts on management theory public management, human resource management and leadership experts, state administration, human resource management state administration to have a unified view of the controversial points in the thesis.

In addition, graduate students also use the interview other authors have been published in the mass media in order to enrich the powerful and persuasive than the arguments, the arguments out in the thesis.

5.5. Comparative method

Implementation process thesis the comparison between theory and practice in order to find consensus or inconsistent, the difference between theory and practice of motivation and motivation, about the use of system tools to create incentives for public employees in the state administration bodies.

6. New research aspects of the thesis

- The thesis has codified a basic theories on motivation, motivational for employees, the basic theories of motivation and motivation; analyze the motivational theory categorical content doctrine, doctrine and theory tools process each group represents authors to see the pros and cons of each type of doctrine.

This thesis has also contributed theoretical subsequent to clarify the many differences in the dynamics and factors that motivate public servants than workers in non-state sector.

- The thesis has developed a theoretical framework that improve the system motivational tool for public administrations and civil servants under the system approach, namely:

+ From the rational kernel of general systems theory, subjects had to find a reasonable approach for the main motivational system approach to improving the system of motivational tools available today. In other words, on the basis of the system approach, the authors identified a theoretical basis and practical science of urgency require synchronization and systematize the application of

modeling tools motivation to work human resources management, motivating public servants actually effective.

+ Emphasizing close relationship of motivational tools throughout the system, subjects affirmed the adoption disjointed, lacking cohesion and unidentifiable central tool is the cause of work motivate civil servants HCNN not effective, affecting reform, civil service reform. Only when applying motivational tools are deployed systems, synchronization, unified; tool to find the center of the system, as the basis prerequisite for effective application of other instruments in the system, effectively creating momentum for civil servants really high results.

+ Therefore, no overlap in individual studies motivational tools traditionally, the subject has employed to create systems theoretical framework to analyze the status system motivational tool for civil servants state administration, draw the problem to be solved both in theory and practice;

- The theme has also proposed solutions to specific overall and complete system motivational tool for public administrations and civil servants under the system approach

7. Structure of the thesis.

Apart from the prologue; Giving the overview of the situation concerning research topic; Conclusion, Exhibit and References, thesis are divided to three chapters. The specific contents are as follows:

OVERVIEW OF THE RESEARCH RELATED TO THE THESIS

1. The abroad study

Motivation and motivational for employees is an important topic of research interest by many foreign scholars. From the late 19th century, early 20th century, with the aim of stimulating and enhancing work efficiency, labor efficiency, the theoretical study of the classical school of the world was focused on the study Research on assignment and specialization can work for labor organizations closely and effectively. These studies lay the foundation of science has led to general administration, human resource management, in particular flourished in the 20th century and the 21st century famous scholars research on motivation and create possible motivation as Frederick Winslow Taylor mention (1911) with the theory of the stick and carrot; Abraham Harold Maslow (1943) with tower needs, Douglas Mc Gregor (1960) with X and Y Theory, Fridetick Herzberg (1959) with two elements graph motivation inside and outside of the employee; Vroom & Brown (1964) with expectancy theory; Adams (1965) with a fair presentation ...

2. The domestic research's

The study of motivation, motivational domestic start early, especially after a comprehensive renovation work in 1986. These country studies on motivation, motivate, and inspire potential actively promote the human factor in the cause of building and socio-economic development to be undertaken to the goal of providing a theoretical basis and practical for the Party and State in the policy formulation, strategic national development strategies. The authors can name as Prof. Dr. Le Huu Tang and Prof. Dr. Nguyen Duy Quy titled "Problem promotion and proper use of the driving role of economic development - social "the author Nguyen Trong Article to research topics" Research completed scientific basis duty regime in Vietnam "... In addition, there are many such studies dissertation thesis Ph.D. in economics" Motivating employees in the management of state enterprises in the province of Hanoi 2020 "Vu Thi Uyen Authors (2007), economic dissertation" Influence of motivation to work on labor efficiency in companies with state capital in Vietnam "by Mai Anh (2008), PhD economics" policy for staff motivation, civil servants - research in the area Nghe An province "by Le Dinh Ly (2012) ... Besides, a lot of curriculum, which has discussed the motivation and motivational for employees of National Economics University, National of Administration Academy.

3. Through the overview above, we can draw some comments:

Depending on the different approaches, research scientists abroad have advantages and disadvantages, difficult to say applies entirely a theoretical framework will provide the best performance for the motivation in organizations. The general systems theory has also been studied, developed to suit the characteristics of each science. The pioneering research aims to use systems theory in the work of the personnel administration and foreign authors have opened up new opportunities for better management, more efficient human resources in organizations office, maximize human potential to the overall development of the organization.

Domestically, issues and motivational dynamics were also interested in research since the renewal of the country, with a wide range of research from (problem of motivation, motivation in promoting the power source National human) to narrow (the problem of motivation, motivation in promoting the strength of human resources at a local, agencies, organizations and companies). The study has provided relatively adequate scientific foundation for the work and practices of human resource management at all levels, promote positive and effective creation of general workers, staff houses in particular water.

But so far, there have not been any projects focused intensive research, analyze the situation of motivational tools and the use of uniform, effective system motivational tool in management personnel in the administrative departments. The study, depending on the approach mostly focuses on clarifying the role of a tool such as food stuff or other tools such as training, recruitment, promotion ... to encourage, motivate general laborers, including cadres and civil servants and not a systems approach, the overall analysis of this motivational tool, in relation interrelated to create dominant legitimacy to motivate civil servants a most efficient way. On the other hand, civil servants is also a special labor object, therefore, distinguish the fundamental differences in their characteristics of workers in the private sector is also necessary to understand the work motivate public servants will be more particular point.

4. Issues for further study and confirmation:

In fact, the salary scale system, evaluation system task execution result, system processes, standards of recruitment, promotion, appointment and re-training system and improving training for staff ... both in terms of theory and practice are an effective tool in encouraging, motivating civil servants to work efficiently, to stick with the public sector, but in fact did not have access to the system should have no effective as desired during use.

Besides, the theory of nuclear systems with logical, as some foreign scientists began to approach, research, develop and demonstrate the urgent need to study and develop a reasonable New theory on the basis of general systems theory to systematize and make the management of human resources, work to motivate workers in the country to bring uniformity, more efficiently, with the using a mount, more interactive systems motivational tool for employees.

Therefore, no overlap in individual studies motivational tools traditionally, subjects not only aims to systematize fundamentally motivation theory, motivate, but also shed light on part What theory and approach system. At the same time, step by step approach and develop the theory of system dynamics modeling tools, improving the system of motivational tool (based on the general theory of systems) for workers in general, including civil servants in the administrative departments.

Chapter 1

THEORETICAL BACKGROUD

This chapter focuses on clarifying the issues of motivation theories, motivating employees in general; Researching, demonstrating the differences between motivating civil servants in the public sector and employees in the private sector; Initial approaches, clarifying system theory, system approach in improving the system of motivational tool for civil servants

1.1 Motivation, motivating employees in general

1.1.1 Basic understanding of motivation, motivation

1.1.1.1 Definition of motivation

Motivation plays a role, especially important significance for the individual and the organization, especially for organizations in many cases, the motivation of human resources are factors that impact directly or indirectly to decide the success, because only when every person in the organization are motivated, have the willingness from within itself, create incentives for employees to work, promoting innovation, increasing labor productivity, aiming to achieve for themselves and for the organization.

According to researcher, motivation can be defined as promoting from within entities (employees) or due to the impact from the outside to make them the subject of voluntary effort, to strive for the goal of completion the assigned work with the best results, thereby contributing to improved productivity and efficiency, the success of the organization.

Motivation is expressed through specific tasks that each employee is responsible and in their attitude toward the organization. This means no labor dynamics common to all employees. Each employee in charge of different tasks may have different motivations to work harder. Motivation is associated with a job, an organization with a specific work environment.

Motivation seems voluntary, depends mainly on the workers themselves, often proactively workers worked hard when they do not feel any pressure or any pressure at work. When working in a voluntary initiative, they can achieve the best productivity.

To get the motivation for employees to work, we must find ways to create that momentum. To be able to create the motivation for employees to understand their need to find work in order to achieve what goals thus boosting their labor motor motivate employees.

Therefore, motivational standpoint of price effects is the process of using synthetic methods, measures to encourage, motivate, arouse desire, self-discipline, willingness of workers to their efforts, striving to complete objectives assigned work with the best results, thereby contributing to improved productivity and efficiency, the success of the organization.

1.1.1.2 The expression of motivation

Motivation is a factor inside but the outside is expressed through signs of attitudes and behavior, in these circumstances, a specific work environment. Through capture the dynamics manifest work of employees, managers will assess the dynamics of their work to have an impact on the personnel management policy suited to motivate they, contribute to increased productivity.

Basically, there are 02 factors that need special expression of interest, that is (i) the level of participation of workers on the job and (ii) the interests of the workers for their careers.

1.1.1.3 Affecting factors of motivation

In fact, there are factors affecting motivation and motivational for employees, including 03 main groups as follows:

Factors associated with the workers themselves as the needs, interests and goals of their own; personality, level of education, expertise, skills ... even demographic characteristics.

Factors associated with labor organizations such as organizational structure, culture, ability to organize labor and the environment, working conditions, especially the leaders factors that affect motivation

The elements of the job as the attractiveness of the job or position trades and fields of activity of the organization fit workers will create their satisfaction, whereas if inappropriate will create the depression, passivity and ineffectiveness.

1.1.2 Theory of motivation

There are many assumptions about the nature of motivation theories. According to Mitchell (1982), the purpose of motivational theories is to predict behavior, and it is not either behavior or performance itself. Armstrong examines the process of motivation that is much more complex than many people believe. He explains: "It does not only explain why people at work behave in the way they do in terms of their efforts and the directions they are being, but also describe what organizations can do to encourage people to apply their efforts and abilities in ways

that will further the achievement of the organization's goals as well as satisfying their own needs". Robert also suggests that motivation theories seek to explain the process through which goals are pursued and achieved in specific situation and environment.

The diversity of motivational concept reflects the richness of motivation theory. These different cognitive theories of motivation are usually divided into three approaches (i) Instrumentality theory; (ii) Content theory and (iii) Process theory. (Armstrong, 2004, pp 215-230)

1.1.2.1   Instrument Theory:

Attempts to explain the impact of rewards and punishments system in motivating people. The assumption is if we do one thing it will lead to another, so, "carrots or sticks" serve as the meaning of ensuring that people behave or act in desired ways. This theory is first introduced by Taylor (1911), then developed by the principle of reinforcement as influenced by Skinner's (1974) theory.

1.1.2.2 Content/Need Theory:

Attempts to explain those specific things, which actually motivate the individual at work. Represented by Maslow's hierarchy of needs (1954); Herzberg's two factor model (1966); Mausner and Synderman's (1957) listed needs which they termed "satisfiers", this theory is concerned with identifying people's needs and their relative strengths, together with the goals they peruse in order to satisfy these needs. Content theories place emphasis on the nature of needs and what motivates people.

1.1.2.3 Process Theory

Attempts to identify the relationship among the dynamic variables, which make up motivation, namely psychological processes. Representing by Vroom and his expectancy theory (1964); Latham and Locke and their goals theory (1979); Adams and perceptions of equity (1965), this theory is concerned more with how behavior is initiated, directed and sustained. It also stresses on the actual process of motivation.

1.2 Motivation, motivating civil servants in the state administrative departments

1.2.1 Concept of civil servants

1.2.1.1 The definition of civil servant

Civil servant is a term used particularly popular and have a unified understanding in most countries around the world. Concerning to civil servants as labor comes to a special group - a team of people who work in the government sector, the bureaucracy of the state, used state power to execute the task state regulation

Civil servants who have the titles, positions and are paid from the state budget, representing state agencies in implementing the functions and tasks of the state as prescribed by law.

1.2.2 Motivation, motivation expression and differences in motivational factors of civil servants

1.2.2.1 Motivation and the expression of civil servants motivation

Motivation of civil servants is the strong faith to carry out significant work to serve the community and society. Usually identifiable work motivation of civil servants through some main manifestations:

- The level of trust, loyalty to the organization of work and the state of civil servants

- The use of working time of civil servants in the administrative departments

- The level of expertise finishing work of civil servants in the administrative departments.

1.2.2.2 The differences in motivational factors of civil servants

There are 03 referenced contents to analyze the differences in work motivation of civil servants HCNN include:

- While public servants pay attention to community interest, a desire to work to create social service affects the workers outside the public sector-oriented to satisfy personal needs, desire to grow market or fair pay for actual work results (difference attributed to personal characteristics)

- While work in the area association with the mission of providing public services, mainly related to the administrative process, paper, non-state sector is characterized by the production process, development market, business, sales (differences due to specific factors work)

- In the state department, working environment is stable, there is sticking with colleagues while in the non-state sector lacks stability, there are many challenges but high income (the difference attributed to it working conditions).

1.3 System theory application to improve motivational tool system for civil servants

1.3.1 General system theories and system approach

1.3.1.1 System definition

The system is a set or a whole of elements or different parts linked, interacting with each other in a certain environment and are arranged in a

sequence that ensures consistency and have the ability to perform certain functions and certain objectives.

1.3.1.2 The system approach

From concept system, according to the author, system approach to define the overall approach things, phenomena before analyzing the relationships between the components of the thing itself phenomenon. Accordingly, access to the system is an effective tool to help managers and policymakers have appropriate solutions before real problems always campaigning, complexity and change over space and time .

If the traditional approach focused on the separation of the different parts of the object being studied (in fact from analysis derived from the original meaning - broken down into component parts), then the system approaches focuses on how subjects are studied in relation to interact with other components of the system containing it. As the concept of the system - which is a collection of molecules interact to create the behavior. This means that instead of isolating the increasingly smaller portion of the system being studied, systems thinking goes towards expanding perspectives on an issue, consider the possible interactions of the overall problem topic to be studied.

System approach which requires a dynamic look for any system, especially management system. This process of looking at "real" help for the researchers formed a general epistemology and thinking towards focusing on the output element - the output of each system, because in fact the thinking process "action "This has helped researchers recognize, establish and gradually complete the synchronization solutions for layout, finishing every element in the system to be compatible with other parts of the system, so the system activity towards efficiency.

With this perspective, the system approach is superior for consideration and resolution of these issues include complex factors, the issue depends very much on the nature of the various elements in it and even the inefficient coordination between elements participate [69, p 30]. Accordingly, access to the system with 04 elements:

+ Access modeled system

+ Access to the system in relation

+ Access to the system under real thinking process:

+ Access to the systems thinking steering:

1.3.1.3 Improving the system by approach system

Completing the system revolves around the elements, the interaction between the elements, the environment inside and outside of the elements in the system, the environment outside the system, even including the environment in every Primary elements of the system, including:

- Completing the first system to optimize the performance of each element in the system

- Completing the system is also set up a mutual relationship between the elements and determines the dominant element of the system

- To create an environment and mechanisms are active for each element and for the whole system

1.3.2 Motivational tool system for civil servants

1.3.2.1 The definition and basic characteristics

According to the author, motivational tool system for civil servants is a set of measures such as compensation policy, job performance evaluation, processes promotion, appointment and recruitment policies, training ... to be used to influence groups of public officials to make public servants, uphold the spirit of responsibility their responsibilities in performing official duties, fulfill objectives and mission of the public sector.

1.2.3.2 Classification of motivational tool system

It is reasonable to classify motivational tool system for civil servants into 02 groups: Group motivational tools through physical (salary and bonus) and group motivation through mental stimulation (job performance evaluation, training...)

The classification seems to be common, because only by the impact of this tool when there is only promoted the positive impact from other tool, in a unified whole. Tools create the material basis, the premise and indispensable tool ads spirit motivating effect physical tools and vice versa.

1.3.3 Improving the motivational tool system for civil servants by approach system

1.3.3.1 Improving every motivational tool

There will not be a complete system and can not complete the term refers to the system if the system each tool are weakened, because the strength of each tool will be the platform to form a Strong System, forming mechanism harmonization and efficiency for the entire system.

1.3.3.2 Establishing, as well as maintaining the relationships and interactions between motivational tools, especially determining on the central tool of the system

In fact, the motivational tool system which is a unified whole, is constituted by the elements as motivational tools ranging from compensation tools, evaluation tool execution result employment, training tools to create attractive from work or improve workplace conditions ... between tools dialectical relationship with each other but when applying this tool system if not create a mechanism for binding instruments will inevitably lead to the fragmentation and lack of unity when operating the tool, make a tool not only to promote their performance but also make for weakening the whole system.

On the other hand, the process of establishing and maintaining mutual relationship between motivational tool as well as the process of creating the exceptional need for systems, not simply the sum of individual results tool still no guarantee for system synchronization. At the same time, also need to define the central tool for the entire system in the process of a single dominant tools by just as determined to be the central tool is the impact on the relationship between the instruments interact in system, based on the interaction determined taking into account the new center offers optimal efficiency while improving the system.

Establishing and maintaining mutual relationship also means ensuring uninterrupted succession result of adopting this tool for the application of other tool or the opposite, a prerequisite for application of other instruments is based on the results of this tool. In practical application of the tool system to motivate civil servants, in many cases, where the dominant features are generated to create the support and promotion of effective motivational tool and for each generation network tools, so if the process of applying the tools without paying attention to the mutual relationship of the element, of each measure will make them cancel each other out, as destructive of human motivation labor.

Through the interaction of motivational tools, can be seen at this stage or other stages, emerged a central tool is the tool assess the results of implementing the work, because the results of job performance evaluation is considered as a basis, the basic premise decide the success or failure of the application of different motivational tools in the system

For example, if compensation policy and the welfare regime is not based on the results of the job performance evaluation, in order to carry out work in a relatively precise meaning will eliminate salary tools, making workers feel the

effort. Their work does not deserve to get paid while workers perform jobs with poorer outcomes to get higher wages, or vice versa. Then, the confidence of workers to organize, on the evaluation system will lose, they will soon fall into a state of depression and lack of motivation to strive for. Likewise, the celebration of workers no proper training subjects, not based on work performance appraisal of human resources would also make sense of this stuff loses

1.3.3.4 Ensuring effective conditions/environment for system dynamics modeling tools

The complete motivational tool system for civil servants should be started with each element of the tool has been strong; establish and maintain a reciprocal relationship between the elements in the system. However, the process of maintaining and successfully operating these elements, operating systems depends much on internal environment and the external environment of the system. In other words, to guarantee the conditions for active system is ensuring a positive environment for the system to operate effectively tools.

CHAPTER 2

MOTIVATIONAL TOOLS SYSTEM FOR CIVIL SERVANTS IN THE STATE ADMINISTRATIVE DEPARTMENTS IN VIET NAM

2.1 Overview of civil servants in the state administrative departments in Viet Nam

2.1.1 Law on civil servants

Paragraph 2 of Article 4 of the Law on officials and public servants 2008 regulations are a citizen of Vietnam, are recruited or promoted to the rank, position, position in organs of Communist Party of Vietnam, the State and organizations Socio-political central, provincial and district levels; in agencies and units of the People's Army, which is not a professional military officers, defense workers; in agencies and units of the People's Police that are not officers, professional soldiers and the leadership and management of public business units, payroll, paid from the state budget water; for public employees in the leadership and management of public business units, the guaranteed salary from the salary fund of public service units as prescribed by law.

Number of civil servants Vietnam large scale increases each year without a close relative quantitative real needs, so the state apparatus increasingly tend to "swell", the objective crystal payroll in the state apparatus fails.

Regarding the level and quality of civil servants, the quality of civil servants is uneven across provinces, cities and regions of the country, particularly for the local areas, remote, mountainous and island, quality of staff and civil servants is not high. A significant number of civil servants do not meet job requirements; affect the effectiveness and efficiency of public service activities.

2.2 Current motivational tools system for civil servants

2.2.1 Motivational tools

2.2.1.1 Motivation tools by material

Inadequate salaries tool have not created real momentum for civil servants are still heavily by leveling, egalitarian, no assessment is really the capacity of civil servants. Payroll system has too many steps in the same category of public servants, the lower rank and less distance there is a difference, and the seniority wage increase also makes it difficult to assess the efforts of public officials, while wage regime does not guarantee minimum living standards of civil servants also causes destructive motivation of civil servants.

2.2.1.2 Motivational tools by mental stimulation

Job performance evaluation tool execution result primarily work "fond of moral judgments, lifestyle while not really seriously evaluating the results of the work; the quantitative assessment criteria are not specific officers; agency guidelines on the assessment level civil servants are not synchronized; the assessment of civil servants are not associated with the planning; exist in reverence psychological evaluation. "

The training of civil servants has fostered positive change. Conditions of training facilities, teaching staff have also been investment in development. However, the training program is designed to meet the general requirements of specialist class, main specialist and senior specialist. Training content is not associated with the practical work of many of the learners and tend to like degrees... making work training ineffective motivational real way.

The adoption of measures to create attractive from work to stimulate the motivation to work for civil servants is very limited. The application measure mainly rotation, maneuvering. Measures to expand and enrich the work has not been adequate attention making the task of the administrative departments somewhat lacking attraction for skilled manpower, high level (primarily choose to work in the region private or foreign institutions), also has a large effect to the work motivation of civil servants.

2.2.2 Relationship between motivational tools in the system

2.2.2.1 The relationship between compensation tool and job performance evaluation

The evaluation of job performance of civil servants is ineffective led to eliminate the motivation to work or make small number of civil servants run delaying lifestyle, egalitarian, work gently soothing, no struggle, no judgment, no struggle. Other consequences are a large part of civil servants capable respectively withdraw from the bureaucracy to move on to work for the non-state sector.

2.2.2.2 The relationship between training tools, layout, use of personnel, promotion and job performance evaluation

Considering both the theoretical and practical, training must be linked to demand and must be linked to other aspects of work, including recruitment of personnel, planning, compensation, layout used after training ... based on an accurate assessment of quality enforcement of civil servants but found incompatible elements. However, the very discrete, no cohesion between these

tools has led to thought, perspective distortions in many places, do not appear substantial expression, "fond" of diplomas, certificates and forget go real capacity factor of civil servants. Therefore, not only can not stimulate and motivate public servants to strive for, but also creates large gaps in the layout, use of such personnel to use the right person, right job, wasting, loss drain the financial resources of the state to spend on training of civil servants.

Besides, the fragmentation of training tools with other contents of the work of staff, especially creating opportunities for promotion made for the training is not really effective motivational for civil servants. It is the treatment and evaluation of civil servants have not really come from the work capacity has reduced the motivation to study and improve the qualifications, working capabilities of civil servants, reduced efficiency of civil servants after digging fostering.

2.3.4 The link between environmental/conditional improvement and job attraction

Besides the positive expression of the conditions and the working environment for civil servants, the operation improved the appeal of job creation - an important tool to support, maintain motivational, but for civil servants has not really been focused in fact should have been limited in the work of public servants motivated. According to the authors on the basis of direct interviews showed that many public servants, administrative work themselves sometimes cause boredom for public officials, measures applied rotation has not really brought attention its inherent meaning should have limited motivational effect.

2.2.3 Problems posed by the current motivational tool system

First, the motivation tools for civil servants are weak and not really optimal effective in motivating

The salary, bonus…is not guarantee minimum living needs for civil servants and not reflect the role of the central tools

The job performance evaluation tool (from the content, processes, forms, methods and use of assessment results) is inaccurate, science and burdened forms.

The training tool for civil servants has fostered positive changes, however, the training program was built primarily to meet the general requirements of civil servants HCNN titles.

With the limitations of the physical tools, the adoption of measures to create attractive from work to stimulate the motivation to work for a very limited function.

Second, the relationship between motivational tools in fragmented systems, lack of cohesion

Second, interactive relationship between the tools in the system

Interactive relationship between the tools in the system, especially between the physical tools and mental encourage tools is fragmented that create a mutual, affecting the effectiveness of the entire system, the purpose of public servants motivational not achieve the desired results.

Compensation tool with the salary scale structure lacks scientific subjects salaried east, set in the socio-economic conditions are not guaranteed, especially the lack of connection with evaluation tool execution result of work should the rake generated by make up egalitarian ideology, lack of motivation to work, the motivation to strive for civil servants is inevitable led to a lack of charisma from the main job for civil servants

Besides, the fragmentation of training tools with other contents of the work of staff, especially creating opportunities for promotion made for the training is not really effective motivational for civil servants. It is the treatment and evaluation of civil servants have not really come from the work capacity has reduced the motivation to study and improve the qualifications, working capabilities of civil servants, reduced efficiency of civil servants after digging fostering.

A further manifestation that training tools are not really motivated to civil servants is the overuse this tool seriously thinking leads to a degree or certificate in review and evaluation officers without associated with practical work to create opportunities for advancement. Therefore, training in many state departments fall into forms, waste, inefficiencies in the administrative departments.

Third, the lack of central tool of the system is the main reason causing the sporadic, lacking links between motivational tools for civil servants HCNN

The purpose of the classification motivational tool system for civil servants into 02 groups, groups motivated by the physical tools and mental encourage tools as defined in section reasoning, only relative. Content is more important than the classification is to determine where the dominant system tools when combining all of these together.

However, reviews the whole relationship between the motivational tool for civil servants, we can find motivational tools in the system is fragmented, missing links and did not create system integration, excel, no tools are emerging as central tool effectively to structure other tools revolves around the tools that make exceptional legality should have been promoted greatly limited in motivate civil servants.

Chapter 3

RECOMMENDATION TO IMPROVE MOTIVATIONAL TOOL SYSTEM FOR CIVIL SERVANTS IN THE VIET NAM'S ADMNISTRATION DEPARTMENT

3.1 Common recommendations

3.1.1 Raising awareness of systematic approach in the human resource management

Be aware of the characteristics of management personnel inherent relationship between a unity in the work, from recruitment, selection, use, training, implementation of policies ... Hence, to motivate public servants, first HCNN operators need effective management of human resources in the administrative departments. The innovation in a particular field is not enough because a field can be effective only when it is considered alongside other issues of human resource management field.

3.1.2 Improving the legal system (regulate documents) related to public service and civil servants

Firstly, It is necessary to define again the advantages of the civil servants law in 2008, proposed the basic orientation should be developed to realize (by issuing legal documents guiding the implementation of it) personnel management to motivate civil servants HCNN.

Secondly, to study the construction, promulgated the Law on civil servants and public service, identify agencies and public officials are only doing what the law allows. Develop ethics standards for each type of staff, public servants and system evaluation criteria, rewarding, disciplining of cadres and civil servants.

Third, build and improve the law on organization, personnel and operations of state administrative agencies in accordance with the objectives and requirements of state administration reform.

Fourth, improve the law on complaints and denunciations, improving the law on the organization and operation of inspection and test, the Law on Complaints and Denunciations... ensure that all management activities are subject to State inspection and examination by the Government

3.1.1 Improving conditions, work environment, building the civil service transparency, effectiveness, based on meritocratic principles

One particularly important factor ensuring the civil service reform in general, including reform conditions and working environment is respected fair objectivity in assessing cadres, civil servants, as the basis for the application of measures to personnel recruitment, planning, appointment, training,

implementation of policies ... Principles of retaining the talented most commonly understood as "capable person to do a job that will get the job. "

3.2 Specific recommendations

3.2.1 Improving both physical tools and mental encourage tools

3.2.1.1 Improving compensation tool

For salary, should apply breakthrough measures, aimed at opening mechanism to promote regional socialization activities administrative departments providing public services to reduce the proportion of state budget spending on investment facilities, reducing the maximum reasonable salary from the state budget for the beneficiaries; must closely manage and reduce the maximum levels for salaried persons from the state budget, to review and assess the staff, public servants and implemented streamlining the staffing changes at the same time basic salary structure public servants, including salary component "hard" according to the scale, common rules and wage equal to the minimum wage which each person is entitled; and allotment "soft" rewarded according to productivity, work efficiency and level of completed tasks, are paid higher wages from the budget allocated by the government for each unit.

3.2.1.2 Improving job performance evaluation tool

With the proposed selection job performance evaluation tool as a central tool to strengthen the mutual relationship between the motivational tools throughout the system, confirmed thesis besides technical requirements as applied scientific evaluation measures, first need to make civil servants understand the implications of the fair evaluation, for agencies, units and for individuals themselves, thus more responsible participation in the evaluation process. The solution has fundamental properties and long term is to gradually change the way you work, from where mainly based on emotional relationships, to exit work objectively, because not for people. There is such assessment particular civil servants and public service activities in general are truly effective.

Continued application of evaluation methods based on civil servants' comments and learn and apply appropriate valuation techniques some of the advanced evaluation methods other that the civil service in the world are using use. Accordingly, the framework should build the capacity of civil servants at the national level, as a basis to improve the criteria for evaluating the implementation capacity of civil servants appropriately according to the description job title is full enough.

Completing the training tool first requires identifying training needs, training linked with employing them. Malaysia's experience in building a national training framework or experienced training officers in Singapore are examples useful to Vietnam reference. Accordingly, the need to identify training needs exactly to plan specific training at every level to ensure measurable and bring viable. Along with that, the training and retraining to focus, focus, as required, the right audience, avoid wasted in training, training must be linked with the layout and use of public employees.

3.2.1.3 Improving training tools

Scheduling training of civil servants on the basis HCNN accurately identify training needs

The training and retraining to focus, as required, the right audience, avoid wastage in education, training must be linked with the layout and use of public employees

Innovation content, programs and methods of training, retraining

Appreciate later stages of evaluating training and retraining

3.1.1 Determining the role of motivational tool central is job performance evaluation

As a motivational tool by encouraging the spirit but job performance appraisal is really becoming a central tool, have an important role in the system of motivational tools. Job performance as a basis for determination of labor involved, as a basis for determining the salaries, bonuses for civil servants; Job performance is base to base wage increase and salary raise for civil servants ahead of time; Job performance result is used as basis promoted or appointed public officials, especially the civil servants have good performance will be promoted in higher positions with higher wages; Job performance as a basis for civil servants to participate in training courses. Those civil servants have executed evaluations low job will need more training to get the job done better.

3.2.3 Strengthening mutual relationship of motivational tools in the whole system

It is necessary to focus on strengthening the role of maintenance tools, motivational through construction, finishing and soon applied parallel system of career and job positions in the Public Service to improve the system of motivational tool because duty regime job placement is appropriate steps for the public service than at present, promising to create a new environment objective, fair and competitive for the Public Service. The system of job placement services will also create major attraction from work, from the condition and its environment and of itself will not eliminate the civil servants to fulfill their tasks.

CONCLUSION

Wishing not only systematized fundamentally motivation theories, but also shed light on the theoretical part and approach system, step by step, approach and develop the theory of motivational tool system, using approach system to improve, motivational tool system (based on the general theory of systems) for employees, including civil servants in the state administrative departments, which aim to give the reality recommended the thesis ***"Improving the motivational tool system for civil servants in the state administration agencies of Vietnam***" has somewhat achieved its objectives.

Overview of theoretical on motivation, motivational for employees to see the diversity and abundance of motivation theories, motivational, thereby once again confirms the central role of the Research in science management system. However there is no specific theory completely pros Vietnam. Each theory has its strengths and limitations when applied in motivating managers need a thorough understanding of the theory to limit the downside, promoting the advantages of each theory. Overall, the general need to know to choose theories motivational measures optimize the best fit.

Due to the different characteristics between the area of administrative departments and the private sector, as well as factors such as the characteristics of employees, job characteristics and environmental/ conditions different work of civil servants should be motivation than the motivation of workers also differ. Human resource managers in the public sector need to promote the advantages of the public sector as job creation stable, very idealistic, because the lofty goal is to serve society, public service environment is the environment with tight cohesion among civil servants together ... to arouse the workers drawn to the area, sticking with regional trust, effectively complete professional tasks assigned.

The thesis also mentioned the generalization of basic awareness about the system, the characteristics of the system, access to the system and improve the system, gradually unravel the advantages of systematic approach in analyze, use, improving the system of motivational tool for employees. Thereby, it can be seen, not only theoretical system perfectly suitable and useful for managers to use to provide appropriate solutions to the practical problems always campaigning, complex and changes over space and time on the basis of opening a view, a panoramic approach to things and phenomena but also particularly practical sense with the human resource manager.

The management of human resources, including motivational task is a central task must have scientific knowledge about the system and mindset to operate the system, using motivational tool for employees effectively. Thus, confirmed thesis, should further enhance the awareness of systematic approach, to identify the characteristics of the management personnel inherent relationship between a unity in the work, from recruitment, selection, use, training, implementation of policies ... .Since then, the innovation in a particular field is not enough because a sector can only be effective when it be considered along with other issues of human resource management field. It should also avoid absolute ideological role of a motivational tool or the abuse that a specific tool that belittled the role of other tools, and to take into account the mutual relationship of system tools in order to create harmony. Also take into account the impact of the economic aspects - cultural - social and regional characteristics of the state in the engine system architecture is a requirement of principle

On the motivation theory and system theory, the thesis has analyzed, assessing the situation and motivation system motivational tool for civil servants to show that: primary research hypothesis head is entirely scientific basis. Because system motivational tool for civil servants currently not effective, because of the weakness of each tool and the disjointed, lacking connection between tools is the main reason that the work motivation for civil servants is inadequate, the work item of human resource management not achieve effectiveness and efficiency as desired.

Therefore, it is necessary to access to the system theory, recognize the motivational tool for civil servants as a system and use them systematically, the motivation of civil servants working in administrative departments will be improved, will address the shortage of sticking with the public sector, is the cause of the state of labor efficiency, work efficiency is low, corruption, bureaucracy and the negative expression and is the main reason causing the weak civil service, not to meet the requirements and demands "rapid development and sustainability" of the country during the integration period.