

Extrinsic Motivation and Work Motivation of Public Officials in Vietnam: Theoretical Perspectives and Empirical Insights from Ben Cat City, Binh Duong

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ABSTRACT: Work motivation plays a key role in improving the performance of public organizations, especially in the context of administrative reform in Vietnam. This article focuses on analyzing the role of exogenous motivational factors on the work motivation of public servants and public employees, based on two fundamental theories: Herzberg's two-factor theory and Vroom's expectancy theory. Based on the synthesis of international theories, combined with practical reflections from research in Ben Cat city, Binh Duong province, the article identifies four main groups of exogenous factors that affect work motivation, including: salary and bonus, benefits, working environment, and training and promotion opportunities. The analysis results show that the working environment is the factor with the most profound impact, followed by salary and promotion, while benefits play a stable supporting role. From there, the article proposes some policy implications to design a comprehensive public service motivation system, suitable for the administrative context of Vietnam, contributing to improving the efficiency and service quality of the state apparatus.

KEYWORDS: Work motivation; Extrinsic motivation; Civil servants; Public administration; Administrative reform.

1. INTRODUCTION

Work motivation has long been recognized as a critical determinant of individual performance, organizational effectiveness, and public service quality. In the context of increasing demands for efficiency, accountability, and citizen satisfaction, particularly within the public sector, enhancing work motivation among civil servants is no longer a peripheral concern but a strategic imperative. Especially in developing countries like Vietnam, where the public sector plays a pivotal role in socio-economic governance and service delivery, understanding and improving the factors that influence employee motivation becomes a pressing issue in both theory and practice.

Within the broad landscape of motivational psychology, scholars have distinguished between intrinsic and extrinsic motivation. While intrinsic motivation stems from internal drives such as personal fulfillment and enjoyment of the task itself, extrinsic motivation arises from external rewards and pressures, including salary, bonuses, benefits, recognition, and promotion opportunities. In practice, especially in bureaucratic environments where intrinsic values may be constrained by rigid institutional settings, extrinsic motivators often serve as the more immediate levers for influencing work behavior and organizational engagement (Herzberg, 1959; Vroom, 1964; Manzoor et al., 2021).

In Vietnam, public sector employees continue to face structural challenges related to compensation, work environment, promotion transparency, and limited opportunities for professional development. These issues are particularly acute in rapidly developing urban areas such as Ben Cat City in Binh Duong province, where public institutions are under increasing pressure to deliver quality services in the context of urbanization and administrative reform. Understanding how extrinsic factors influence work motivation in such a setting can provide timely insights for both local and national policy makers.

Although a considerable body of research has examined public sector motivation in Vietnam, most studies have focused either on general satisfaction or specific occupational groups (e.g., teachers, healthcare workers), with limited attention to the integrated role of multiple extrinsic factors within a structured theoretical framework. This study aims to address that gap by combining theoretical perspectives from Herzberg's two-factor theory and Vroom's expectancy theory with empirical evidence collected from civil servants in Ben Cat City.

The objective of this article is twofold: (1) to synthesize international theories on extrinsic motivation and their applicability in the public sector, and (2) to analyze the actual influence of key extrinsic factors including salary, welfare, working environment, and promotion opportunities on work motivation among public employees in a Vietnamese locality. By doing so, the study contributes

Extrinsic Motivation and Work Motivation of Public Officials in Vietnam: Theoretical Perspectives and Empirical Insights from Ben Cat City, Binh Duong

to a more nuanced understanding of motivation dynamics in the public sector and offers practical policy implications for enhancing employee engagement in local governance.

2. CONCEPTS OF WORK MOTIVATION AND EXTRINSIC MOTIVATION

2.1. Work motivation

Work motivation is a multidimensional concept, defined by many researchers from different perspectives. In general, work motivation can be understood as a set of internal factors or external forces that stimulate, direct and maintain an individual's behavior in the process of performing work to achieve set goals. Nelson and Quick (2013) define motivation as the process of arousing and maintaining goal-oriented behavior. According to Michell (1982), motivation is the degree to which an individual desires and chooses to commit to his or her behavior. Meanwhile, Robin (1993) believes that motivation is the willingness to exert a high level of effort to achieve organizational goals, provided that such efforts also satisfy some personal needs. Wesson (2010) describes motivation as the internal and external sources of energy that initiate a work-related effort and thereby determine the direction, intensity, and persistence of that effort. Motivation is not a fixed personality trait but a changeable psychological state, influenced by many factors, both subjective and objective. The core components of motivation often include: direction – the choice of a particular behavior among alternatives; intensity – the level of effort an individual puts into performing that behavior; and persistence – the ability to maintain effort over time, even in the face of difficulties and challenges. Understanding these components is important in business management, because managers need to not only create the desire to work (direction), but also create conditions and incentives for employees to maintain their efforts (intensity and persistence) towards the common goals of the organization. Recognizing the different manifestations of motivation, or lack of motivation, will help managers apply more appropriate and effective intervention strategies.

The importance of work motivation is undeniable. It is the foundation for high work performance, promoting creativity, innovation and increasing employee commitment to the organization. A Gallup study found that organizations with highly motivated employees are 20% more productive than those that are not. In particular, in the public sector, the motivation of civil servants has a direct and profound impact on the quality of public services, the efficiency of the state administrative apparatus, and ultimately the satisfaction and trust of the people. In the context of Vietnam promoting administrative reform and improving the quality of public services, the research and search for solutions to promote the motivation of this group is becoming more urgent.

2.2. Extrinsic motivation

Extrinsic motivation is a type of motivation that arises from factors outside the individual, in contrast to endogenous motivation that comes from within. These exogenous factors can be tangible rewards such as salary, bonuses, benefits, or social recognition factors such as praise, promotion opportunities, reputation, as well as the avoidance of punishment or negative outcomes. When a person is motivated by extrinsic motivation, their behavior is usually aimed at achieving a specific outcome or reward from the external environment, rather than because they find joy, excitement, or satisfaction in the work itself. Typical examples of extrinsic motivation include an employee working overtime to receive a bonus, a student studying hard to get good grades and receive a scholarship, or an individual working in a job that they do not really love but provides a stable income to cover their living expenses. To better understand extrinsic motivation, it is necessary to distinguish it from intrinsic motivation. Intrinsic motivation originates from factors within the individual, such as passion, love for the job, a sense of being challenged, opportunities to learn and grow, or satisfaction from completing a meaningful task. For intrinsic motivation, the act of performing the work itself is a reward. This fundamental difference is shown in the following comparison table:

Table 1. Comparison between Intrinsic and Extrinsic Motivation

Aspect	Intrinsic Motivation	Extrinsic Motivation
Source	Internal to the individual (e.g., interest, passion, personal values, curiosity)	External to the individual (e.g., salary, bonuses, recognition, promotion, pressure)
Behavioral Goal	Satisfaction, joy, and a sense of fulfillment from performing the task itself	Obtaining a specific reward or avoiding a negative consequence from the external environment
Examples	Working out of love for the job, desire to contribute to society, or personal growth	Working for high salary, promotion, praise, or to avoid reprimand or job loss
Long-term Impact	Often more sustainable; promotes creativity, autonomy, and high-quality performance	May produce quick results in the short term but can decline if rewards diminish or disappear

Source: Compiled by the author.

Extrinsic Motivation and Work Motivation of Public Officials in Vietnam: Theoretical Perspectives and Empirical Insights from Ben Cat City, Binh Duong

In management practice, especially in the public sector, it is extremely important to balance the use of exogenous factors and the cultivation of endogenous motivation. This thesis and the reference documents emphasize the indispensable role of exogenous factors such as salary, bonus, working conditions in motivating cadres and civil servants. However, scientific studies also show that endogenous motivation often leads to a higher level of creativity, innovation and deeper commitment to work (Fischer et al., 2019). Overemphasizing or inappropriately using exogenous factors can lead to the “overjustification effect”, which reduces the inherent intrinsic motivation of employees.

In the public sector, where values such as community service spirit and sense of responsibility (manifestations of endogenous motivation) play an important role, understanding and harmoniously applying both types of motivation is an essential requirement. Therefore, compensation policies should not only focus on material rewards (extrinsic) but also need to create a meaningful working environment, provide appropriate autonomy and recognize non-material contributions to stimulate and develop the intrinsic motivation of staff. Extrinsic motivation is an important component in the overall structure of work motivation. The relationship between them is complex, exogenous factors can enhance, supplement or even weaken intrinsic motivation, depending on the nature of the extrinsic factors, how they are applied and how employees perceive them. Research by Manzoor et al. (2021) shows that employees with strong intrinsic motivation tend to have higher levels of engagement and lower rates of burnout than those who are primarily motivated by external rewards.

2.3. Theories of work motivation

Work motivation is an important factor affecting the productivity and quality of work of employees in every organization. To better understand the relationship between extrinsic motivation and work effort, this study is based on the following fundamental theories: Herzberg's two-factor theory (1959) and Vroom's expectancy theory (1964).

Herzberg's two-factor theory suggests that job satisfaction and motivation are influenced by two distinct types of factors: motivators and intrinsic factors. Motivators, such as recognition, promotion opportunities, and responsibility, are essential to enhance employee satisfaction and commitment. Research has supported the assertion that recognition is an important driver of job satisfaction. For example, Bojadjev et al. found that recognition was a significant predictor of job satisfaction for public administration employees, emphasizing its importance in the work environment (Bojadjev et al., 2015). Similarly, Smerek and Peterson's examination of Herzberg's theory in a university context found that nonacademic employees reported higher job satisfaction when they were recognized and given opportunities for professional development (Smerek & Peterson, 2006). Furthermore, the importance of recognition goes beyond mere recognition; it fosters a sense of belonging and enhances social cohesion within organizations. Strongman emphasizes that expressions of recognition contribute to the social structure of the workplace, promoting productivity and guiding employee behavior. This is consistent with the findings of Faßauer and Hartz, who argue that the struggle for recognition can lead to both compliance and resistance within organizational structures, highlighting the complex interplay between recognition and employee engagement (Faßauer & Hartz, 2016). Furthermore, the role of endogenous factors, including working conditions, wages, and job security, cannot be ignored. Although these factors do not directly motivate employees, their absence can lead to dissatisfaction. In contrast, hygiene factors, such as wages, benefits, and working conditions, do not directly motivate employees but serve to prevent employee dissatisfaction. Herzberg argues that hygiene factors, or exogenous factors, can reduce dissatisfaction but cannot promote strong intrinsic motivation. Vroom's (1964) expectancy theory suggests that employee motivation depends on three important components: expectancy, instrumentality, and reward value. Expectancy refers to employees' belief that their efforts will lead to desired outcomes, while instrumentality involves the confidence that these outcomes will bring rewards. Finally, reward value refers to how attractive these rewards are to employees. The interaction of these components suggests that when extrinsic factors are consistent with employees' expectations, their motivation and drive to work will be positively affected (Ananda, 2023). Research indicates that intrinsic and extrinsic motivation play distinct roles in shaping employee behavior and performance. For example, intrinsically motivated employees, who derive satisfaction from their work, tend to exhibit higher levels of engagement and lower rates of burnout than those who are primarily motivated by extrinsic rewards (Manzoor et al., 2021). This is consistent with Vroom's assertion that the perceived value of rewards significantly impacts motivation; if employees find rewards attractive, they are more likely to exert effort to achieve them (Ananda, 2023; Yating, 2024).

Both theories suggest that extrinsic motivation plays an important role in maintaining and motivating work efforts, especially when these factors are managed and optimized to meet employees' needs. This is the theoretical basis for analyzing the relationship between extrinsic motivation and work motivation of officials and civil servants in Ben Cat city.

Extrinsic Motivation and Work Motivation of Public Officials in Vietnam: Theoretical Perspectives and Empirical Insights from Ben Cat City, Binh Duong

2.4. Exogenous factors in the public sector

2.4.1. Salary and bonuses

Salary and bonuses are one of the basic exogenous factors and have the most direct impact on the lives and work motivation of cadres and civil servants. Salary not only meets essential material needs but is also considered a recognition of the value of the individual's contribution and position in the organization. In the Vietnamese public sector, the issue of salary always receives special attention, partly because the general level may not be really competitive compared to the private sector, especially for positions requiring high expertise or in dynamically developing cities.

The impact of salary on motivation is very clear. A salary that is not enough to cover basic living expenses, not commensurate with the effort put in, professional qualifications or job responsibilities will easily cause dissatisfaction, frustration and significantly reduce the work motivation of cadres and civil servants. Many studies have shown that low wages are a factor that hinders motivation, for example, studies by Dieleman et al. (2003) on rural health workers, Nguyen et al. (2023) on health workers after the COVID-19 pandemic, Tien (2018) on teachers, or Viet et al. (2024) on doctors at district-level public hospitals. On the contrary, a full, fair and competitive salary and benefits regime can be a powerful lever, promoting high levels of work motivation. Studies by Do and Ha (2023), Mafini and Dlodlo (2014), Nguyen (2016), Quang (2020), Thanh and Thi (2023), Van and Thao (2023) all confirm this positive role of income and benefits. In addition to basic salary, bonuses (regular holiday and Tet bonuses, special bonuses based on achievements, bonuses based on work efficiency) are also an important incentive tool. However, for bonuses to be effective, the review and payment mechanism must ensure transparency, fairness and timeliness. Research by Pham and Tran (2020) emphasized that salary and welfare policies are important factors in maintaining stability in the civil service workforce in Vietnam. Elicit's synthesis report on 14 studies in Vietnam on salary shows a diverse picture: 7 studies reported high effectiveness of financial incentives as a motivating factor, 3 studies reported average effectiveness, and 4 studies showed low effectiveness, often related to inadequate salary policies.

2.4.2. Welfare

Welfare and benefits are important exogenous factors, demonstrating the organization's concern for the material and spiritual life of employees, beyond the scope of basic salary. In the public sector, the welfare system often includes social insurance, health insurance, unemployment insurance according to the provisions of law; annual leave, sick leave, maternity leave; special allowances such as seniority allowance, regional allowance, toxic and dangerous allowance (if any). In addition, many agencies and units also have other benefits policies such as support for travel expenses, lunch, providing public housing (for some subjects), organizing periodic health check-ups, cultural activities, arts, sports, sightseeing, vacations for officials, civil servants and their families.

A good welfare and compensation system not only helps officials and civil servants reduce worries about personal and family issues, but also creates a sense of security at work, enhances commitment and loyalty to the organization, thereby improving work motivation. Nguyen's (2021) study has shown that welfare has a positive impact on the work motivation of employees in the public sector in Vietnam. Similarly, Smith (2020) also concluded that adequate welfare is one of the exogenous factors that has a significant impact on the level of employee commitment. Many studies summarized in the Elicit report also confirm this role, such as the study by Do and Ha (2023) on doctors' income and benefits, Nguyen et al. (2021b) on medical benefits for hospital administrative staff, or Quang (2020), Thanh Tung et al. (2022), Thanh and Thi (2023), Viet et al. (2024) all mentioned benefits as a factor that affects motivation.

2.4.3. Working environment

Working environment is a broad concept, including both physical and non-physical factors in the workplace, which have a profound impact on the psychology, health and motivation of workers.

Physical conditions: Including infrastructure, office equipment, working space (area, arrangement), light, temperature, air, noise, hygiene and occupational safety. A spacious, clean, safe working environment with full modern equipment will create favorable conditions for officers and civil servants to perform their work effectively and feel more comfortable. On the contrary, difficult, inadequate, and outdated working conditions can be a factor that inhibits and reduces motivation, as shown by Dieleman et al. (2003).

Organizational culture: This is an intangible factor, expressed through the general psychological atmosphere in the workplace, core values, behavioral standards, codes of conduct and communication styles shared within the organization. A positive organizational culture, where mutual respect, trust, cooperation, support, openness and encouragement of innovation are promoted, will create a healthy, inspiring and highly motivating working environment. Relationships between colleagues and superiors: The quality of relationships in the workplace has a great impact on satisfaction and motivation. Cooperation, support

Extrinsic Motivation and Work Motivation of Public Officials in Vietnam: Theoretical Perspectives and Empirical Insights from Ben Cat City, Binh Duong

and experience sharing from colleagues help work go more smoothly and create a sense of connection. For superiors, a fair leadership style, knowing how to listen, understand, promptly recognize efforts and achievements, and providing clear directions and instructions will create trust and respect from subordinates. Studies by Do and Ha (2023), Quang (2020), Thanh and Thi (2023), Van and Thao (2023) all emphasize the importance of good relationships with superiors and colleagues for work motivation.

Person-Organization Fit: This factor refers to the degree of similarity in values, beliefs, goals and working styles between an individual and an organization. When employees feel that their values are consistent with those of the organization, they will easily integrate, feel more committed and have higher motivation to contribute. The study "Enhancing Work Engagement" (2024) and Thao et al. (2024) have shown the role of this fit in enhancing the engagement and motivation of public sector employees.

2.4.4. Promotion opportunities

The need for self-development and career advancement is one of the important motivations of employees, including officials and civil servants in the public sector.

Training and career development policy: The organization creates conditions for employees to participate in training and development courses to improve their professional qualifications, update new knowledge, practice soft skills and management skills not only helps improve the capacity of the team but also shows the organization's investment in people. This makes employees feel valued and motivated to learn and develop.

Promotion opportunities: A clear, transparent career path, based on capacity and dedication, along with real opportunities to be promoted to higher, more responsible positions is a strong attractive factor. Promotion opportunities not only bring higher status and income but also meet the need to assert themselves and develop the potential of each individual.

According to Smith (2020), promotion opportunities contribute to increasing employee engagement and motivation. However, the results from studies summarized in the Elicit report on the impact of training and promotion opportunities on motivation in the public sector in Vietnam are quite diverse and sometimes contradictory. Of the 11 studies that mentioned this factor, 3 studies reported high effectiveness, 4 studies reported average effectiveness, and 4 studies showed low effectiveness. Some studies such as Dieleman et al. (2003), Do and Ha (2023), Quang (2020), Thanh and Thi (2023) showed that training and promotion opportunities have a positive impact on motivation. In contrast, Mafini and Dlodlo (2014) found that promotion was not significantly related to job satisfaction, while Nguyen (2016) found that promotion opportunities were insignificantly related to satisfaction, and Tien (2018) even found that promotion was a factor of dissatisfaction among teachers. This discrepancy suggests that the design and implementation of training and promotion policies should be done carefully, ensuring fairness, transparency, and alignment with expectations and actual capabilities of staff to avoid unwanted impacts.

Table 2. Summary of Key Extrinsic Factors Influencing Work Motivation in the Public Sector

Extrinsic Factor	Description / Key Characteristics	Potential Impact on Motivation	Representative Studies (Public Sector)
Salary and Bonuses	Basic salary, various allowances, performance-based bonuses, holiday bonuses.	Satisfies material needs, recognizes contributions, promotes fairness. Low pay causes dissatisfaction; fair, competitive pay enhances motivation.	Pham & Tran (2020); Dieleman et al. (2003); Do and Ha (2023)
Welfare and Benefits	Social, health, and unemployment insurance; annual and sick leave; housing and transport support; healthcare; cultural and recreational activities.	Reflects organizational care; reduces personal stress; enhances commitment and work stability.	Nguyen (2021); Smith (2020); Quang (2020)
Work Environment	Physical conditions (infrastructure, equipment), organizational culture, relationships with colleagues and supervisors, person-organization fit.	Provides comfort, safety, support, trust, and cohesion. Positive environments enhance satisfaction and performance.	Andarsari & Setiadi (2023); <i>Enhancing Work Engagement</i> (2024); Thao et al. (2024)
Training and Promotion Opportunities	Training policies, professional and soft-skill development programs, transparent and merit-based career advancement paths.	Supports self-development needs, builds confidence and commitment. Findings across studies remain mixed.	Smith (2020); Do and Ha (2023); Tien (2018)

Source: Compiled by the author.

Extrinsic Motivation and Work Motivation of Public Officials in Vietnam: Theoretical Perspectives and Empirical Insights from Ben Cat City, Binh Duong

3. RESEARCH METHOD

This paper uses a qualitative research method, combining an overview of international theory and an analysis of practical cases in Ben Cat city, Binh Duong province. This approach aims to clarify the role of extrinsic motivational factors on the work motivation of public servants and public employees in the current administrative context of Vietnam.

In the theoretical overview section, the article inherits and systematizes the classical and modern views on work motivation, especially the two-factor theory of Herzberg (1959) and the expectancy theory of Vroom (1964). Concepts such as endogenous motivation, extrinsic motivation, as well as specific factors such as salary, benefits, working environment and promotion opportunities are analyzed and compared based on recent typical research works.

At the same time, the article also uses practical data from a field study in Ben Cat city (2024), where the authors surveyed the opinions of a number of civil servants and public employees working in administrative departments of the City People's Committee. The results from this descriptive survey are not statistical tests but serve as qualitative illustrations, aiming to reflect and dialogue with the synthesized theoretical conclusions.

The combination of international theory and local practical experience allows the article to make general assessments but still closely linked to the specific public management context in Vietnam. Thereby, the article aims to propose some feasible policy implications in building an effective working environment, improving motivation for cadres and civil servants in the process of reforming the public administration.

4. RESEARCH RESULTS

Through the synthesis of international theory and analysis of local practices, the study identified four main groups of exogenous factors that affect the work motivation of public servants and public employees in Vietnam, specifically in Ben Cat city, Binh Duong province. These factors include: salary and bonus, benefits and treatment, working environment, and training and promotion opportunities. Each factor has specific manifestations and impacts on different aspects of public service motivation.

4.1. Salary and bonus: fundamental but not sufficient factors

Salary and bonuses are the first factors that civil servants in Ben Cat mentioned the most when talking about job satisfaction. This is a factor that helps meet basic material needs, while also demonstrating the organization's recognition of individual contributions. However, through discussions, many civil servants said that the current salary is not commensurate with the workload and cost of living in a rapidly developing urban area like Ben Cat. This is consistent with the conclusions of previous studies such as Dieleman et al. (2003) or Pham and Tran (2020), that low salary can become a major barrier to public service motivation. On the contrary, when the salary is improved along with clear, timely and fair bonuses, many civil servants expressed higher satisfaction and were willing to stay long-term.

4.2. Welfare and treatment: creating a sense of security and attachment

In addition to salary, welfare regimes such as insurance, leave regime, lunch allowance, travel allowance, and periodic health check-ups also play an important role. Some units in Ben Cat have applied the form of supporting public housing for new cadres assigned to work away from home or organizing annual extracurricular activities, which have been positively evaluated by many civil servants. These policies help reduce the psychological and financial burden and create a sense of care, thereby contributing to strengthening motivation. This result is similar to the research of Smith (2020) and Nguyen (2021), which suggests that a good welfare system will increase the level of commitment and sense of responsibility of public sector employees.

4.3. Working environment: the most influential factor

The factor most highly appreciated through practical contact is the working environment, including both physical conditions (office, equipment, lighting) and non-physical factors such as organizational culture, relationships between colleagues and superiors. In Ben Cat, administrative departments are invested in building spacious, modern equipment, but what makes civil servants most satisfied comes from the support, fairness and development encouragement from the leader. This is consistent with Herzberg's (1959) view that working conditions are not only a maintenance factor but can also create motivation if well organized. In addition, the connection between individuals and organizational values is also clearly reflected: civil servants who feel they fit the culture and goals of the unit often show higher motivation, in agreement with the conclusions of Thao et al. (2024) on the importance of "person-organization fit" in the public sector.

4.4. Training and promotion opportunities: high expectations, limited reality

Many young civil servants in Ben Cat shared that they have a need to study to improve their qualifications and want to develop their careers. However, sending for training is still a formality or the selection criteria are unclear, causing some people to lose

Extrinsic Motivation and Work Motivation of Public Officials in Vietnam: Theoretical Perspectives and Empirical Insights from Ben Cat City, Binh Duong

faith in the possibility of fair promotion. This is the reason why the motivational effect of this factor is uneven – similar to the synthesis results of the Elicit report (2024) showing that the effectiveness of promotions in the public sector in Vietnam tends to be differentiated. Some middle-aged officials also believe that the lack of a clear career path can easily lead to a “stalemate” mentality, especially in purely administrative positions.

5. CONCLUSIONS AND POLICY IMPLICATIONS

5.1. Conclusions

The article has systematized the theoretical foundations of work motivation, especially extrinsic motivation, through Herzberg's two-factor theory and Vroom's expectancy theory, and analyzed the factors affecting the work motivation of public servants and public employees in Vietnam. Through a practical case in Ben Cat city, Binh Duong province, the study identified four main groups of exogenous factors that affect work motivation, including: salary and bonus, benefits, working environment, and training and promotion opportunities.

The results show that, in the context of the public sector still having many limitations in financial compensation mechanisms, the working environment and humane leadership style become the factors that have the strongest influence on public service motivation. Next is salary – although a maintenance factor according to Herzberg's theory, if designed fairly and competitively, it can still contribute significantly to retaining and motivating the team. On the contrary, training and promotion opportunities, if lacking transparency and substance, can erode motivation instead of promoting it.

In general, exogenous factors play an important role in maintaining and enhancing work motivation in the public sector, especially when they are designed and implemented in accordance with the expectations and actual context of the civil servants and public employees.

5.2. Policy implications

From theoretical analysis and practical feedback, the article proposes some policy implications to enhance work motivation in the public sector:

Reforming salary and allowance policies towards linking them to job positions, contribution levels and work efficiency. This not only increases fairness but also enhances the competitiveness of the public sector compared to the private sector.

Expand the soft welfare system, including spiritual support, organizing extracurricular activities, culture - sports, periodic health care ... to create peace of mind, long-term commitment and improve the quality of public life.

Invest in building a positive working environment, not only in terms of facilities but also in terms of organizational culture, office relationships and inspirational leadership. It is necessary to focus on training middle-level leaders in the direction of humanistic guidance and supporting human resource development.

Design a transparent, clear and substantial training and promotion mechanism, with a specific career path linked to criteria for assessing capacity and contribution. At the same time, it is necessary to eliminate the "average" or "prioritizing form" mentality in sending cadres to study or promoting them.

Combining the international theoretical framework and reflections from practice in a specific locality, the article hopes to contribute a scientific basis for designing a civil service motivation policy that is more suitable to the characteristics of Vietnam in the context of administrative reform, towards a professional, effective and people-friendly civil service.

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Extrinsic Motivation and Work Motivation of Public Officials in Vietnam: Theoretical Perspectives and Empirical Insights from Ben Cat City, Binh Duong

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Extrinsic Motivation and Work Motivation of Public Officials in Vietnam: Theoretical Perspectives and Empirical Insights from Ben Cat City, Binh Duong

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