

PalArch's Journal of Archaeology of Egypt / Egyptology

PUBLIC SERVICE MOTIVATION AS A MODERATOR OF THE RELATIONSHIP BETWEEN CIVIL SERVANTS' WORK SATISFACTION AND THEIR WORK PERFORMANCE - A PRELIMINARY STUDY IN VIETNAM

Nguyen Thi Le Thu

The National Economics University, Vietnam

Email: lethu@neu.edu.vn

Nguyen Thi Le Thu. Public Service Motivation as A Moderator of The Relationship Between Civil Servants' Work Satisfaction and Their Work Performance - A Preliminary Study in Vietnam -- Palarch's Journal of Archaeology of Egypt/Egyptology 19(2), 89-108. ISSN 1567-214x

Keywords: Public Service Motivation; Work Satisfaction; Work Performance; Bureaucrat; Public Sector; Vietnam

ABSTRACT

The working environment in the public sector in Vietnam attracts a large number of applicants every year. Vietnam is currently among the countries in the world with the highest proportion of civil servants to the population. The Vietnamese government is now enacting a policy reducing the number of people working in this field. There are presently few studies on public service motivation in Vietnam. The purpose of this study is to fill a theoretical gap and give further evidence on the relationship between public service motivation, civil servants' work enjoyment, and their task performance in the Vietnamese public sector. In particular, it also examines the moderating role of public service motivation in the relationship between their work enjoyment and task performance in the public sector in Vietnam. It is carried out through a cross-sectional survey using a purposeful sampling technique (n=200). The authors used multivariate linear and moderator regression approaches to prove the hypotheses. R is a programming language used to analyze research data. Its research findings indicate that public service motivation has a positive and significant impact on Vietnamese civil servants' work enjoyment. Their enthusiasm at work has a considerable and favorable effect on their task performance. Public service motivation, in particular, is thought to be a modulator of the link between work enjoyment and task performance.

INTRODUCTION

Civil servants who are Vietnamese citizens are recruited according to their working positions, work under working contracts, and earn wages from the

public non-business units' salary fund as required by law (Decree No. 92). Vietnam has the highest proportion of civil servants to the population of any country in the world (Tan, 2018). Many studies on civil servants' work motivation in Vietnam focus on issues other than public service motivation (Cuong Tien Vi, 2019; Huong, 2021). The Vietnamese government is attempting to cut the number of civil servants in the country (Thu Hang, 2001). There is currently a scarcity of quantitative studies on civil servants' work motivation in Vietnam. Qualitative studies on their work motivation in this country mainly approach public service motivation.

Developing human resources through getting them motivated is an intriguing issue that allows organizations to investigate aspects related to their motivation and work satisfaction (Munyengabe et al., 2017). In recent years, increasing employee satisfaction at work has been one of every company's top concerns (Garcia et al., 2005). Public sector managers must motivate their employees to perform their tasks at the maximum degree of productivity and efficiency at the lowest cost (Perry & Porter, 1982) because they have a reputation for being indolent and indifferent to the assigned duties (Wilson, 1989, Wright, 2001). Organizations will struggle to compete if their employees are dissatisfied or disagree with them (Garcia et al., 2005). Many studies have also discovered that in the past time, organizations have paid much attention to their work results but less attention to research in all different angles related to factors that can cause a decrease in their employees' motivation and work satisfaction. Work motivation has a significant societal impact and is regarded as a valuable resource that public organizations can employ to improve the quality of their operations (Perry & Wise, 1990; Brewer, 2008; Oshagbemi, 1999).

The studies primarily identify factors affecting employees' work motivation, such as a good salary, good service conditions, quick and regular promotion, recognition and feedback, and improved working conditions (Osakwe, 2014), as well as career development programs, empowerment, a good work environment, challenging and diverse jobs, participation in decision-making, and funding, which are all thought to have a significant impact on motivation levels and work satisfaction (Munyengabe et al., 2017; Osakwe, 2014). Studies have also identified the same factors affecting motivation and work enjoyment such as encouragement, love of the profession, salary, promotion opportunities, society, code of conduct, and others like financial rewards, relationships with supervisors, the volume of work, and stress levels; respect from colleagues and working conditions (Hill & Power, 2013; Munyengabe et al., 2016). In the meanwhile, research into the role of public service motivation in mental health is limited (Nelson & Guick, 2003). A job that matches the employees' skills and abilities will increase their commitment and work motivation (Herzberget al., 1959). Individuals with a high public service motive prefer work that serves others regardless of the type of organization (Christensen & Wright, 2011).

In both the professional and academic worlds, increasing work enjoyment has become a hot topic (Garcia et al., 2005). However, few studies have looked at the role of public service motivation as a moderator of the relationship between employees' work enjoyment and job performance in the public sector. The impact of public service motivation has had a positive relationship with positive

attitudes such as work enjoyment and organizational commitment mentioned in many studies (Bright, 2008; Kjeldsen & Andersen, 2012, Taylor, 2008; Vandenabeele, 2009; Bellé, 2013; Gould -Williams et al., 2013; Kim, 2006; Naff & Crum, 1999). Therefore, this study aims to fill the theoretical gap, to provide more evidence on the relationship between public service motivation and employees' work enjoyment and their labor performance in the public sector in Vietnam. In particular, it also examines the moderating role of public service motivation in the relationship between employees' work enjoyment and performance in the public sector in Vietnam.

LITERATURE REVIEWS

Public Service Motivation

Public service motivation is defined as a desire by employees to contribute to society (Perry & Wise, 1990). It manifests in compassion. In other words, it refers to an emotional response and empathy for others as self-sacrifice that reflects a shared desire to put the benefit of the community above personal interests (Vandenabeele, 2007). It is primarily concerned with one's sense of obligation, commitment, or identification with the value of public service (Vandenabeele, 2013). It manifests in an individual's willingness to engage in and contribute to improving public services (Perry, 1996). It is dedicated to the common good, exhibiting a sense of personal responsibility and dedication to society (Perry, 1996), including self-sacrifice (Anderfuhren-Biget, 2012). Studies have also found that public service motivations can change over time (Jacobsen et al., 2013; Kjeldsen, 2013; Oberfield, 2014) and vary between the types of public service providers and the level of professionalism (Kjeldsen, 2012). Public service motivation can be seen as an incentive for individuals to contribute to society and help others (Perry & Petereghem, 2008). It is a set of beliefs, values, and attitudes beyond self-interest involving the interests of a larger political entity and motivating such individuals to act appropriately whenever appropriate (Vandenabeele, 2007; March & Olsen, 1989).

Public servants' public service motivation is shown in their desire to advance their careers, do as little as possible, and optimize their organization's or department's budget. (Downs, 1967; Brehm & Gates, 1997; Niskanen, 1971; DiIulio, 1994; Perry & Wise, 1990). Public servants with a high public service motivation score are more prominent in the organization in terms of contributing to society and helping others. They are more willing to put their interests aside for the sake of society, such as risking their safety to help others (DiIulio, 1994; Perry & Wise, 1990), putting their self-interests aside, and fulfilling their societal obligations (Horton, 2008; Horton, 2008; Perry & Wise, 1990; Perry & Petereghem, 2008; Vandenabeele et al., 2013). Self-determination, autonomy, and external commitments (Deci & Ryan, 2000; Houston, 2011; Vandenabeele, 2013), as well as the desire to work hard for obligations, identification with core public values (Houston, 2011; Vandenabeele, 2013), individual behavioral promotion (Brewer & Selden, 1998; Wright, 2001; Grant, 2008), are all examples of public service motivation. The degree of public service motivation is higher in public organizations because those with high motivation are attracted to such environments and are

less likely to quit. (Kjeldsen, 2012; Vandenabeele, 2008). Teamwork, effort, performance, expectations, and sacrifices are all aspects of public service motivation (Pinder, 2008; Taylor & Taylor, 2011; Kjeldsen, 2012; Vandenabeele, 2008; Perry & Peteeghem, 2008; Perry & Wise, 1990; Andersen et al., 2014; Brewer & Selden, 2000; Naff & Crum, 1999; Kim, 2006; Leisink & Steijn, 2009, Vandenabeele, 2009), and it is a tool that public organizations can use to improve their performance (Steen & Rutgers, 2011; Alonso & Lewis, 2001; Petrovsky & Ritz, 2014; Ritz, 2009; Perry et al., 2010; Prebble, 2014; Wright & Grant, 2010). Public service motivation is not tied to a specific business, but rather to organizations that provide public services (Houston, 2000). It may be found in everyone, not just those working in the public sector (Steen, 2008; Prebble, 2014).

Work performance

Work performance is the output of a process (Boyne, 2002; Andrew et al., 2010; Brewer & Walker 2013; Walker et al., 2011; Atwater et al. 1998; Brewer & Selden, 2000; Delery & Shaw, 2001). It is affected by four factors which are ability, task knowledge, environment, and individual motivation (Mitchell, 1982). It is the reality that employees believe they are under pressure to perform effectively (Dias & Maynard-Moody, 2007), a personal contribution to the organization's public mission (Boyne, 2002; Jørgensen & Bozeman, 2007), appropriate thinking and action (Jørgensen & Bozeman, 2007), and responsiveness, fairness, accountability, and reliability (Jørgensen & Bozeman, 2007).

Because it is a subjective concept, measuring it from any aspect is challenging. Every measurement makes sense (Andrew et al., 2011; Brewer & Selden, 2000; Boyne, 2002; Conway & Lance, 2010; Spector, 2006; Jørgensen & Bozeman, 2007; Andrews et al., 2006), especially in the public service sector (Boyne, 2002). There are various perspectives on how to evaluate task performance. Objective measures are the gold standard because subjective ones are biased as individuals control their task performance (Meier & O'hèToole, 2013). Others argue that there is no objective measure because all measures taken are political (Brewer, 2006).

Work satisfaction

Work satisfaction is a happy or positive emotional state that occurs as a result of a job appraisal or experience (Locke, 1976). It is related to the emotional dedication, offers, all of the characteristics that constitute the work environment and the work itself (Churchil et al., 1974), and individuals' evaluations of their duties on matters crucial (Sempene et al., 2002).

Relationship between Public Service Motivation and Work Satisfaction

Work enjoyment is related to public service motivation since it positively affects their behavior in the workplace (Beck, 1983; Buitendach, 2005). It explains their overall perception and attitude towards work (Graham, 1982), originates from within, and causes them to get internally stimulated (Bruce &

Pepitone, 1998). It also increases task performance and is linked to the ability to finish desired activities (Ololube, 2006). There is a link between public service motivation and the quality and happiness of one's employment, and organizations are no exception (Boyne 2002; Brewer, 2006; Walker et al., 2011). Allowing public servants to recognize the societal consequences connected with their work can boost their motivation (Grant, 2008).

Relationship between Public Service Motivation and Work Performance

A cheerful emotional state that emerges as a result of a job appraisal or experience is known as work satisfaction (Locke, 1976). It has to do with emotional commitment, offers, all of the factors that make up the work environment and the work itself (Churchil et al., 1974), and people's assessments of their responsibilities on critical issues (Sempene et al., 2002).

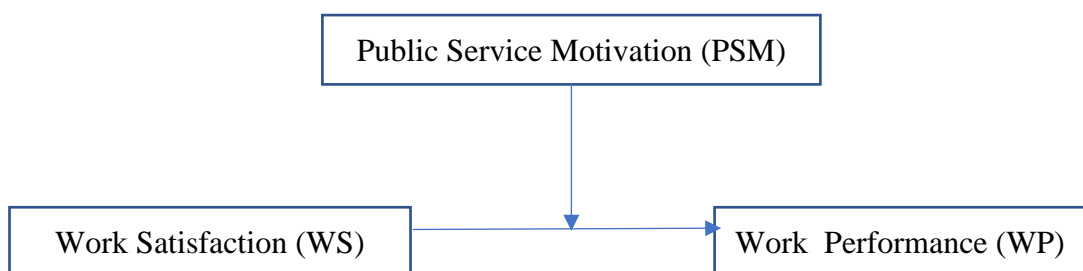
Relationship between Public Service Motivation and Work Performance

Many studies have proven that the nature of factors constituting public sector performance is complex as it can refer to the efficiency and effectiveness of the private sector type or more specific public sector goals such as public access, transparency, or non- corruption (Pollitt, 2018). Individuals with high public service motivation do better and harder, exert more effort, and deliver better quality (Brewer, 2008; Vandenabeele, 2009). They score higher on work performance and get more satisfied with their job position and organization (Andersen et al., 2014; Bellé, 2013; Brewer & Selden, 2000; Bright, 2007; Kim, 2005; Leisink & Steijn, 2009; Naff & Crum, 1999; Vandenabeele, 2009; Brewer & Selden, 2000; Kim, 2005). Many factors affect task performance, such as employee attitudes (Potipiroon & Faerman, 2016), policies and procedures in the workplace (Anand et al., 2012), leadership ability (Schwarz et al., 2016), and intrinsic motivation (Cerasoli, Nicklin, & Ford, 2014).

Public service motivation is favorably associated with individual performance in public sector bodies (Perry & Wise, 1990). It motivates them to work harder as they accept joint work with high task significance (Perry et al., 2010). Individuals can live up to their values and beliefs affecting their performance (Schott, Van Kleef, & Steen, 2015) and task performance (Naff & Crum, 1999; Bellé, 2013; Andersen, Heinesen, & Pedersen, 2014; Camilleri & Van der Heijden, 2007; Leisink & Steijn, 2009; Vandenabeele, 2009; Alonso & Lewis, 2001). However, the relationship between public service motivation and task performance is inconsistent (Schott et al., 2015).

The authors have developed a research model based on the literature review, as illustrated in Figure 1 below:

Figure 1 The Research Model



HYPOTHESES

Based on the above documents, the following hypotheses have been formed:

- H1.** Public Service Motivation has a positive and significant impact on Work Performance
- H2.** Work Satisfaction has a positive and significant impact on Work Performance.
- H3.** Public Service Motivation regulates the relationship between Work Satisfaction và Work Performance.

RESEARCH METHOD

Surveyed Area

The research was carried out in administrative offices in Hanoi and Ho Chi Minh City, where the Vietnamese administrative apparatus has over 100 headquarters. The people who handle administrative procedures for individuals and organizations they represent are eligible to participate in the survey.

Research Samples and Methods

To conduct this study, the authors conducted a preliminary and formalized survey to collect the participants' opinions.

Preliminary investigation

The research team used a qualitative method by in-depth interviews with public administration and psychology researchers to adjust the research scale and better the questionnaire to suit the characteristics of the surveyed area. Based on the results from the literature review and their comments, the questionnaire is designed with two parts, in which part 1 collects data about the participants' demographics such as ages, genders, education levels, and occupations whereas Part 2 collects data on job satisfaction using a five-item version of the scale by Johri, Misra, and Bhattacharjee (2016); data on work performance using a five-item version of the scale developed by Ramos, Pedro, Juan Ramón, Elena, & Linda (2019); and data on public service motivation using a four-item version of the scale developed Kim (2009).

The English questionnaire was translated into Vietnamese by two professional interpreters. The translation was carried out under specific rules to adapt to various Vietnamese cultures. A single Vietnamese version was created after a discussion and consensus between the translators and the principal investigator. A bilingual professional education expert contributed his ideas to this version to generate a final one. Then, it was pre-tested on 40 participants selected to be demographically representative of ages, genders, education levels, and occupations. During the assessment period, they were instructed to complete this final version. Following that, minor tweaks were made to perfect the questions and make them easier to understand. Finally, it was used for the official survey.

Official Investigation

Participating in the study is a selection of adults living in Hochiminh city, Binh Duong, and Bac Ninh provinces. The questionnaire was directly sent to them by the non-random sampling method. As a result, achieving a response rate of 100%. Table 1 below shows their demographic statistics (Table 1).

Table 1 Demographic characteristics of survey participants

		Occupation											
		Court staff		Diplomatic staff		Judicial officer		Police		Tax officer		Teacher	
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
Gender	Female	15	16.9%	18	20.2%	15	16.9%	14	15.7%	11	12.4%	16	18.0%
	Male	16	14.4%	19	17.1%	25	22.5%	17	15.3%	22	19.8%	12	10.8%
Age	25-30 years	5	13.9%	3	8.3%	12	33.3%	5	13.9%	6	16.7%	5	13.9%
	31-35 years	3	9.4%	11	34.4%	5	15.6%	3	9.4%	7	21.9%	3	9.4%
	36-40 years	6	16.2%	6	16.2%	5	13.5%	9	24.3%	6	16.2%	5	13.5%

	41-45 years	5	14.7%	6	17.6%	5	14.7%	3	8.8%	7	20.6%	8	23.5%
	46-50 years	9	25.0%	7	19.4%	3	8.3%	9	25.0%	4	11.1%	4	11.1%
	Above 50 years	3	12.0%	4	16.0%	10	40.0%	2	8.0%	3	12.0%	3	12.0%
Education	BA	11	15.5%	11	15.5%	20	28.2%	8	11.3%	13	18.3%	8	11.3%
	MA	12	21.8%	12	21.8%	10	18.2%	12	21.8%	3	5.5%	6	10.9%
	PhD	8	10.8%	14	18.9%	10	13.5%	11	14.9%	17	23.0%	14	18.9%

RESEARCH RESULTS

The R Programming language is used to analyze the reliability of the scales, the exploratory factors, correlation, linear regression. Its results suggest removing and merging some observed variables, helping the scale evaluate concepts more accurately.

Analyzing the Reliability of the Scales

The Cronbach's Alpha reliability coefficient is used for exploratory factor analysis to find and eliminate junk variables to avoid generating misleading components. Cronbach's Alpha coefficient has a range of values between 0 and 1 [0,1]. If a measurement variable has a total correlation coefficient of Corrected Item - Total Correlation ≥ 0.3 , it satisfies the criteria (Cronbach, 1951; Taber, 2018). The Cronbach's Alpha coefficient must be larger than 0.6, and the correlation coefficient of the total variance in each scale must be greater than 0.3, according to the verification criteria (Hair, Black, Babin, & Anderson, 2010). The scales of the factors all meet the criteria, as shown in Table 2. As a result, they can be trusted and used in the subsequent factor analyses.

Table 2
Summary of Reliability and Relative Minimum Variables of Scales

Scales	Number of variables observed	Reliability coefficients (Cronbach Alpha)	The correlation coefficient of the smallest total variable
PSM	4	0.788	0.529
WS	5	0.797	0.561
WP	5	0.799	0.515

Exploratory factor analysis (EFA) is utilized to check the unidirectional, convergent, and discriminant values of the scales after testing Cronbach's Alpha. It is used to group the other factors by extracting the Principal Components Analysis factor and using Varimax rotation. With a sample size of 200, the factor loading of the observed variables must be more than 0.5; variables converge on the same factor and are distinguishable from other factors. In addition, the Kaiser-Meyer-Olkin coefficient (KMO) is an index used to consider the suitability of factor analysis and must be in the range of $0.5 \leq KMO \leq 1$ (Cerny & Kaiser, 1977; Kaiser, 1974; Snedecor, George, Cochran & William, 1989).

The analysis results in Table 3 indicate that all factor loading coefficients of the observed variables are higher than 0.5; Bartlett tested with Sig meaning. = 0.000 and KMO factor = 0.881. All 14 items using EFA are extracted into three components with Eigenvalues higher than 1.00 and Cumulative variance percent = 57.598%. As a result, a research model with two independent and one dependent variable is used for multivariable linear regression analysis and proposed hypothesis testing.

Table 3

Exploratory factor analysis
Principal Components Analysis
Call: principal (r = da, nfactors = 3, rotate = "varimax")
Standardized loadings (pattern matrix) based upon correlation matrix

item	RC2	RC1	RC3	h2	u2	com
WP2	11	0.76		0.63	0.37	1.2
WP4	13	0.75		0.60	0.40	1.1
WP3	12	0.73		0.61	0.39	1.3
WP1	10	0.68		0.50	0.50	1.2
WP5	14	0.65		0.47	0.53	1.3
WS2	6	0.76		0.59	0.41	1.1
WS4	8	0.72		0.58	0.42	1.2
WS3	7	0.71		0.56	0.44	1.2
WS1	5	0.71		0.54	0.46	1.2
WS5	9	0.64		0.51	0.49	1.5
PSM3	3		0.79	0.66	0.34	1.1
PSM1	1		0.79	0.70	0.30	1.2
PSM2	2		0.74	0.60	0.40	1.2

PSM4 4 0.66 0.51 0.49 1.4

RC2 RC1 RC3
 SS loadings 2.80 2.78 2.48
 Proportion Var 0.20 0.20 0.18
 Cumulative Var 0.20 0.40 0.58
 Proportion Explained 0.35 0.35 0.31
 Cumulative Proportion 0.35 0.69 1.00

Mean item complexity = 1.2

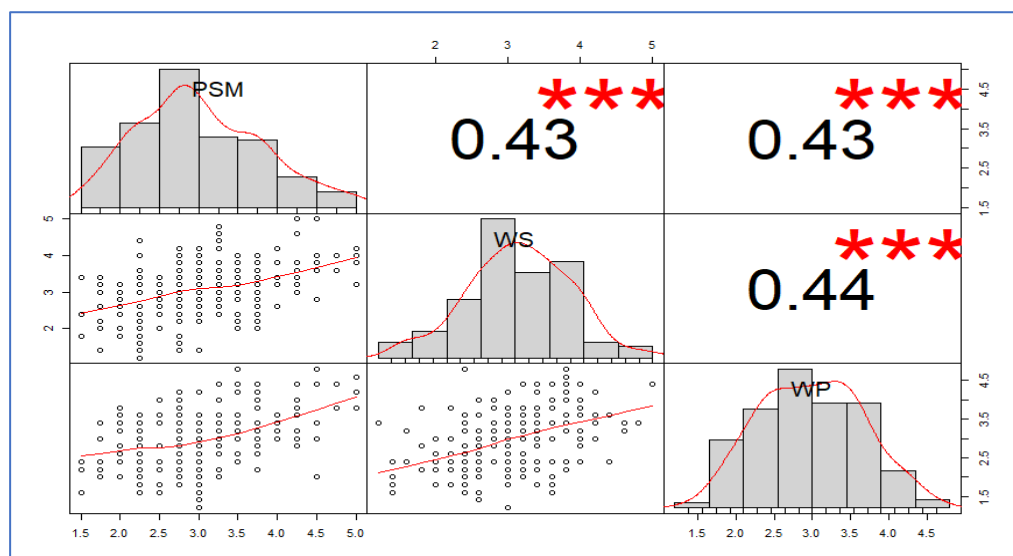
Test of the hypothesis that 3 components are sufficient.

The root mean square of the residuals (RMSR) is 0.07 with the empirical chi-square 158.8 with prob < 9.6e-13
 Fit based upon off-diagonal values = 0.96
 Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)= 0.881
 Bartlett's Test of Sphericity Approx (Chi-Square =888.767; df = 91; Sig.=0.000)
 Initial Eigenvalues = 1.497; Extraction Sums of Squared Loadings =57.598

Pearson Correlation Analysis

The authors employ Pearson correlation analysis to examine the relationship between quantitative variables. As shown in Figure 2, with a significance of 95%, the correlation coefficient indicates that the relationship between the dependent and the independent variables is statistically significant (Sig. < 0.05). The magnitude of the correlation coefficients assures that the variables are employed in the next phase to examine the multivariable linear regression model and control variable regression.

Figure 2 Pearson correlation analysis results



Linear Regression and Moderation Regression Analysis

The Multivariable linear regression is analyzed based on the relationship

between two independent variables, namely WS and PSM, and one dependent one, WP (model1), and Moderation regression Analysis is used to determine the PSM that moderates the relationship between XWS and MWP (model 2). Table 4 has shown all of the hypotheses given are acceptable, implying that both the independent variables have a statistically significant effect on the dependent variable. Model1 with R2 = 0.260% and model2 with R2 = 0.285%. According to the moderation regression model (model2), the MPSM is the moderation variable that moderates the positive relationship between the XWS and WP. That means as the PSM increases or decreases, the link between the WS and WP also rises and falls.

Table 4

The results of regression and moderation regression analysis

Dependent variable:		
	WP	
	(1)	(2)
WS	0.316*** (0.069)	
PSM	0.275*** (0.064)	
XWS		0.290*** (0.061)
MPSM		0.255*** (0.060)
MPSM: XWS		0.134* (0.069)
Constant	1.193*** (0.221)	2.952*** (0.050)
Observations	200	200
R2	0.260	0.270
Adjusted R2	0.252	0.259
Residual Std. Error	0.653 (df = 197)	0.650 (df = 196)
F Statistic	34.576*** (df = 2; 197)	24.213*** (df = 3; 196)

Note: *p<0.1; **p<0.05; ***p<0.01

Table 4 has demonstrated that, with a 95% confidence level, the hypotheses

proposed by the research team are acceptable. Specifically, model 1 has shows that WS has the highest effect on WP ($\beta = 0.316$) and with a 95% confidence level (p.value = 0.000), followed by PSM variable ($\beta = 0.275$) with a 95% confidence level (p.value = 0.000). Model 2 has indicated that the MPSM moderates the association between XWS and WP ($\beta = 0.295$) with a 95% confidence level (p.value = 0.050), implying that as the public service motivation rises or falls, the relationship between Work satisfaction and Work Performance rises or falls as well.

DISCUSSION AND CONCLUSIONS

Firstly, the research findings in Table 4 show that public service motivation has a positive and significant relationship with work performance. They show that public service motivation is positively related to individual performance in public sector organizations (Perry & Wise, 1990). They also indicate that civil servants with strong public service motivation work better and harder, exert more effort and deliver better service (Brewer, 2008; Vandenabeele, 2009). Similarly, public service motivation motivates employees to work harder because they accept public tasks with a strong sense of responsibility (Perry et al, 2010; Schott, Van Kleef, & Steen, 2015), and work performance (Naff & Crum, 1999; Bellé, 2013; Andersen, Heinesen, & Pedersen, 2014; Camilleri & Van der Heijden, 2007; Leisink & Steijn, 2009; Vandenabeele, 2009; Alonso & Lewis, 2001).

Secondly, the research findings (Table 4) also indicate that work satisfaction is related to work performance favorably and substantially. They discovered that in public organizations, work satisfaction refers to a state of commitment and work performance (Churchil et al., 1974; Sempene et al., 2002; Cerasoli, Nicklin, & Ford, 2014; Munyengabe et al., 2016).

Finally, the research results (Table 4) demonstrate that public service motivation moderates the relationship between work satisfaction and work performance. They continue to prove that in public organizations, the ones score higher in their work performance and satisfaction with their job positions and organizations when they have a high score on public service motivation (Andersen et al., 2014; Bellé 2013; Brewer & Selden, 2000; Bright, 2007; Kim, 2005; Leisink & Steijn, 2009; Naff & Crum, 1999; Vandenabeele, 2009; Brewer & Selden, 2000; Kim, 2005).

These findings suggest that the Vietnamese government should acknowledge that civil servants' public service motivation is crucial to society and should be regarded as a valuable resource for improving the quality of public services (Perry & Wise, 1990; Brewer, 2008) and that factors affecting work satisfaction are linked to improving employee happiness (Oshagbemi, 1999). Public service motivation is not a consistent characteristic (Prebble, 2014). Because it occurs in an institutional setting (Brewer et al., 2000; Kjeldsen, 2013; Kjeldsen & Jacobsen, 2012), public organizations must establish professional development programs that enable employees to participate in the decision-making process while also fostering a positive working environment that boosts employee motivation, work satisfaction, and work efficiency (Munyengabe et al., 2017; Osakwe, 2014). Public employees are motivated when they have autonomy,

have opportunities to enhance their skills, and are happy at work (Deci & Ryan, 1985; Schraw, 2006).

LIMITATIONS

Like other experimental studies, this study has some limitations that should be considered when analyzing the findings. First and foremost, our survey approach reflects the respondents' subjective perception of the subjects under investigation. Subjective data, like any other survey, has some inherent flaws that are difficult to eliminate (Pakpour, Gellert, Asefzadeh, Updegraff, Molloy, & Sniehotta, 2016). In other words, because our data were collected over a particular period, the analysis and interpretation of its findings are limited (Xin & Zhanyou, 2019). A combination of cross-sectional and long-term studies will be needed in the future.

The intentional sampling method has its own set of restrictions and does not entirely reflect the features of the population (Lin et al., 2016; Strong et al., 2018). Because our survey was conducted in a Vietnamese cultural context, more general statements should be put forward by applying more development research models and results from other countries and cultures (Sun et al., 2012). This study has yet to examine demographic variables. More study is needed to take demographic factors into account like ages, genders, occupations, and so on to obtain more thorough knowledge regarding civil employees' public service motivation in Vietnam.

ACKNOWLEDGMENTS

The author sincerely thanks the The National Economics University student community for supporting the survey.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

REFERENCES

- Alonso, P., & Lewis, G. B. (2001). Public service motivation and job performance: Evidence from the federal sector. *American Review of Public Administration*, 31(4), 363–380.
- Anand, P., et al. (2012). Autonomy and improved performance: Lessons from an NHS policy reform. *Public Money & Management*, 32(3), 209–216.
- Anderfuhren-Biget, S. (2012). Profiles of Public Service-Motivated Civil Servants: Evidence from a Multicultural Country. *International Journal of Public Administration*, 35 (1), 5- 18.
- Andersen, L. B., Heinesen, E., & Pedersen, L. H. (2014). How does public service motivation among teachers affect student performance in schools? *Journal of Public Administration Research and Theory*, 24(3), 651–671.
- Andrews, R., Boyne, G. & Walker, R.M. (2011). The Impact of Management on Administrative and Survey Measures of Organizational Performance. *Public Management Review*, 13(2), 227-255.
- Andrews, R., Boyne, G.A. & Walker, R.M. (2006). Subjective and objective measures of organizational performance: An empirical exploration. In:

- Boyne, G.A., Meier, K.J., O'Toole, L.J. and Walker, R.M. (eds). Public Service Performance. Cambridge: University Press.
- Andrews, R., Boyne, G.A., Moon, M.J. & Walker, R.M. 2010. Assessing Organizational Performance: Exploring Differences between Internal and External Measures. *International Public Management Journal*, 13(2), 105-129.
- Atwater, L.E., Ostroff, C., Yammarino, F.J. & Fleenor, J.W. (1998). Self-other agreement: Does it matter? *Personnel Psychology*, 51, 577-598.
- Beck, R. (1983). *Motivation: Theories and principles* (2nd edition). New Jersey: Prentice-Hall.
- Bellé, N. (2013). Experimental evidence on the relationship between public service motivation and job performance. *Public Administration Review*, 73(1), 143–153.
- Boselie, P., Dietz, G & Boon, C. (2005). Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal*, 15(3), 67-94.
- Boyne, G.A. (2002). Concepts and indicators of local authority performance: An evaluation of the statutory framework in England and Wales. *Public Money and Management*, 22 (4), 17-24.
- Brehm, J. & Gates, S. (1997). *Working, Shirking, and Sabotage. Bureaucratic Response to a Democratic Public*. University of Michigan Press.
- Brewer, G.A. & Brewer, G.A. jr. (2011). Parsing Public/Private Differences in Work Motivation and Performance: An Experimental Study. *Journal of Public Administration Research and Practice*, 21, i347-362.
- Brewer, G.A. & Selden, S.A. 2000. Why Elephants Gallop: Assessing and Predicting Organizational Performance in Federal Agencies. *Journal of Public Administration Research and Theory*, 10 (4), 685-711.
- Brewer, G.A. & Selden, S.A. (2000). Why Elephants Gallop: Assessing and Predicting Organizational performance in Federal Agencies. *Journal of Public Administration Research and Theory*, 10 (4), 685-711.
- Brewer, G.A. & Walker, R.M. (2013). Personnel Constraints in Public Organizations: The Impact of Rewards and Punishment on Organization Performance. *Public Administration Review*, 73 (1), 121-131.
- Brewer, G.A. (2006). All measures of performance are subjective: More evidence on US federal agencies. *Public Service Performance*, eds Boyne, G.A., Meier, K.J., O'Toole, L.J. & Walker, R.M. (2006) Cambridge: Cambridge University Press.
- Brewer, G.A. (2008). Employee and Organizational Performance. In J. L. Perry, & A. Hondeghem (Eds.), *Motivation in Public Management: The Call of Public Service* (pp. 136-156). Oxford: Oxford University Press.
- Brewer, G.A. (2010). Public service motivation and performance. In: Walker, R.M., Boyne, G.A. & Brewer, G.A. *Public Management and Performance: Research directions*, Cambridge: Cambridge University Press.
- Bright, L. (2007). Does Person-Organization Fit Mediate the Relationship Between Public Service Motivation and the Job Performance of Public Employees? *Review of Public Personnel Administration*, 27(4), 361-379.
- Bright, L. (2007). Does Person-Organization Fit Mediate the Relationship Between Public Service Motivation and the Job Performance of Public

- Employees? *Review of Public Personnel Administration*, 27(4), 361-379.
- Bright, L. (2008). Does Public Service Motivation Make a Difference on the Work satisfaction and Turnover Intentions of Public Employees? *The American Review of Public Administration*, 38(2), 149-166.
- Bruce, Anne & Pepitone, James S. (1998). *Motivating employees*, A briefcase book. McGraw-Hill Professional.
- Buitendach, J., & De Witte, H. (2005). Job insecurity, extrinsic & intrinsic work satisfaction, and effective organizational commitment of maintenance workers in a parastatal. *South African Journal of Business Management*, 36(2), 27-37.
- Camilleri, E., & Van der Heijden, B. I. J. M. (2007). Organizational commitment, public service motivation, and performance within the public sector. *Public Performance and Management Review*, 31(2), 241–274.
- Cerasoli, C. P., Nicklin, J. M., & Ford, M. T. (2014). Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological Bulletin*, 140(4), 980–1008.
- Cerny, B. A., & Kaiser, H. F. (1977). A study of a measure of sampling adequacy for factor-analytic correlation matrices. *Multivariate Behavioral Research*, 12(1), 43–47. https://doi.org/10.1207/s15327906mbr1201_3.
- Christensen, R. K., and B. E. Wright. (2011). The effects of public service motivation on job choice decisions: Disentangling the contributions of person-organization fit and person-job fit. *Journal of Public Administration Research and Theory* 21(4), 723-743.
- Churchill, G. A, Ford, N. M., & Walker, O. C. (1974). Measuring the Work satisfaction of Industrial Salesmen. *Journal of Marketing Research*, 11, 254-260.
- Conway, J.M. & Lance, C.E. (2010). What Reviewers Should Expect from Authors Regarding Common Method Bias in Organizational Research. *Journal of Business Psychology*, 25, 325-334.
- Cronbach, L.J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16, 297–334. <https://doi.org/10.1007/BF02310555>.
- Cuong Tien Vi. (2019). Training and Retraining Civil Servants of Home Affairs in Vietnam in Response to the Requirements of International Integration. *International Journal of Human Resource Studies*, 9(1), 126-135. <https://ideas.repec.org/a/mth/ijhr88/v9y2019i1p126-135.html>.
- Deci, E. L. & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Springer Science & Business Media.
- Deci, E.L. & Ryan, R.M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11, 227-268.
- Decree No. 92/2009/ND-CP regarding titles, quantities, regimes, and policies for public servants and civil servants at communes, wards, towns,s, and the person working part-time at the communal level
- Delery, J.E. & Shaw, J.D. (2001). The strategic management of people in work organizations: Review, synthesis, and extension. *Research in Personnel and Human Resources Management*, 20, 165-197.

- DiIulio, J.D. (1994). Principled agents: The cultural bases of behavior in a federal government bureaucracy. *Journal of Public Administration Research and Theory*, 4, 277-318.
- Downs, A. (1967). *Inside Bureaucracy*. Boston: Little, Brown.
- Garcia-Bernal, J., Gargallo-Castel, A., Marzo-Navarro, M., & Rivera-Torres, P. (2005). Work satisfaction: empirical evidence of gender differences. *Women in Management Review*, 20(4), 279-288.
- Gould-Williams, J.S., Mostafa, A.M.S. & Bottomley, P. (2013). Public Service Motivation and Employee Outcomes in the Egyptian Public Sector: Testing the Mediating Effect of person-organize Fit. *Journal of Public Administration Research and Theory*, doi:10.1093/ part/mut053.
- Graham, G. H. (1982). *Understanding human relations. The individual, organizations, and management*. Chicago Inc. USA: Science Research Associates.
- Grant, A. M. (2008). Employees without a cause: The motivational effects of prosocial impact in public service. *International Public Management Journal*, 11 (1), 48-66.
- Guest, D.E. (1997). Human resource management and performance: a review and research agenda. *International Journal of Human Resource Management*, 8(3): 263-276.
- Herzberg, F., Mausner, B., Bloch, B. (1959). *The motivation to work*. New York, NY: John Wiley and Sons.
- Hill, B., & Power. D. (2013). *The Pocket Small Business Owner's Guide to Business Plans (Pocket Small Business Owner's Guides) (1st edition)*. New York City: Allworth Press. Available at
- Horton, S. (2008). History and Persistence of an Idea and an Ideal. In J. L. Perry, & A. Hondeghem (Eds.), *Motivation in Public Management: The call of public service* (pp. 56-79). Oxford: Oxford University Press.
- Houston, D.J. (2000). Public-Service Motivation: A Multivariate Test. *Journal of Public Administration Research and Theory*, 10(4), 713-728.
- Huong, Nguyen. (2021). Management of Vietnamese Civil Servants Research: A Descriptive Approach. *Journal of Public Administration and Governance*, 11, 285. 10.5296/jpjpeg11i1.18427.
- Jacobsen, Christian & HVITVED, JOHAN & Andersen, Lotte. (2013). Command and Motivation: How the Perception of External Interventions Relates to Intrinsic Motivation and Public Service Motivation. *Public Administration*, 92. 10.1111/padm.12024.
- Johri, R., Misra, R. K., & Bhattacharjee, S. (2016). Work Passion: Construction of Reliable and Valid Measurement Scale in the Indian Context. *Global Business Review*, 17(3), 147S-158S. <https://doi.org/10.1177/0972150916631206>
- Jørgensen, T. B., & Bozeman, B. (2007). Public Values: An Inventory. *Administration & Society*, 39(3), 354-381. <https://doi.org/10.1177/0095399707300703>.
- Kaiser, H. F. (1974). An index of factorial simplicity. *Psychometrika*, 39(1), 31-36. <https://doi.org/10.1007/BF02291575>.
- Kim, S. (2005). Individual-Level Factors and Organizational Performance in Government Organizations. *Journal of Public Administration Research and Theory*, 15 (2), 245-261.

- Kim, S. (2006). Public service motivation and organizational citizenship behavior in Korea. *International Journal of Manpower*, 27 (8), 722-740.
- Kim, Sangmook. (2009). Revising Perry's Measurement Scale of Public Service Motivation. *American Review of Public Administration - AMER REV PUBLIC ADM*, 39. 149-163. 10.1177/0275074008317681.
- Kjeldsen, A.M. & Andersen, L.B. (2012). How Pro-social Motivation Affects Work satisfaction: An International Analysis of Countries with Different Welfare State Regimes. *Scandinavian Political Studies*, 36(2), 153-176.
- Kjeldsen, A.M. & Jacobsen, C.B. (2012). Public Service Motivation and Employment Sector: Attraction or Socialization? *Journal of Public Administration Research and Theory*, 23(4), 899-926.
- Kjeldsen, A.M. (2012). Sector and Occupational Differences in Public Service Motivation: A Qualitative Study. *International Journal of Public Administration*, 35(1), 58-69.
- Kjeldsen, A.M. (2013). Dynamics of Public Service Motivation: Attraction–Selection and Socialization in the Production and Regulation of Social Services. *Public Administration Review*, 74(1), 101-112.
- Leisink, P., & Steijn, B. (2009). Public service motivation and job performance of public sector employees in the Netherlands. *International Review of Administrative Sciences*, 75(1), 35–52.
- Lin CY, Updegraff JA, Pakpour AH. (2016). The relationship between the theory of planned behavior and medication adherence in patients with epilepsy. *Epilepsy & Behavior*, 61,231–6.
- Locke, E. A. (1976). The nature and causes of work satisfaction. In M.D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297 - 1349). Chicago: Rand McNally.
- March, J.G. & Olsen, J.P. (1989). *Rediscovering Institutions*. New York: Free Press.
- Maynard-Moody, S. & Musheno, M. (2003). *Cops, teachers, counselors: stories from the front lines of public service*. The University of Michigan Press.
- Meier, K.J. and O'Toole, L.J. (2013). Subjective Organizational Performance and Measurement Error: Common Source Bias and Spurious Relationships. *Journal of Public Administration Research and Theory*, 23(2), 429-456.
- Mitchell, Terence R. (1982). Motivation: New Directions for Theory, Research, and Practice. *The Academy of Management Review*, 7(1), 80-88.
- Moynihan Vandenabeele, W. (2007). Toward a public administration theory of public service motivation. *Public Management Review*, 9(4), 545-556.
- Munyengabe, S., He, H., & Yiyi, Z. (2016). The Analysis of Factors and Levels Associated with Lecturers' Motivation and Work satisfaction in the University of Rwanda. *Journal of Education and Practice*, 7(30), 188-200.
- Munyengabe, S., Yiyi, Z., Haiyan, H. & Jiefei, S. (2017). Similarities and Differences in Factors and Levels Associated with Lecturers' Motivation and Work satisfaction. A Comparative Study between Rwanda and

- China. *International Journal of Environmental and Science Education*, 12(5), 945-964.
- Naff, K. C., & Crum, J. (1999). Working for America. Does public service motivation make a difference? *Review of Public Personnel Administration*, 19(4), 5–16.
- Nelson, D.L. and Quick, J.C. (2003). *Organizational Behaviour: Foundation, Realities, and Challenges* (4th ed.). Australia: Thomson South-Western.
- Niskanen, W. (1971). *Bureaucracy and Representative Government*. Chicago: Aldine-Atherton.
- Oberfield, Z. 2014. Motivation, Change, and Stability. Findings From an Urban Police Department, *The American Review of Public Administration*, 44(2): 210-232.
- Ololube, N. P. (2006). Teachers Work satisfaction and Motivation for School Effectiveness: An Assessment. *Essays in Education*, 18, 1-19.
- Osakwe, R. N. (2014). Factors affecting motivation and work satisfaction of academic staff of universities in the south-south geopolitical zone of Nigeria. *International Education Studies*, 7(7), 43-51.
- Oshagbemi, T. (1999). Academics and their managers: A comparative study in work satisfaction. *Personnel Review*, 28(1/2), 108-123
- Pakpour AH, Gellert P, Asefzadeh S, Updegraff JA, Molloy GJ, Sniehotta FF. (2014). Intention and planning predicting medication adherence following coronary artery bypass graft surgery. *Journal of Psychosomatic Research*, 77(4), 287–95. <https://doi.org/10.1016/j.jpsychores.2014.07.001> PMID: 25280826.
- Perry, J. L., & Wise, L. R. (1990). The motivational bases of public service. *Public Administration Review*, 50(3), 367–373.
- Perry, J. L., Hondeghem, A., & Wise, L. R. (2010). Revisiting the motivational bases of public service: Twenty years of research and an agenda for the future. *Public Administration Review*, 70(5), 681–690.
- Perry, J.L. & Hondeghem, A. (2008). Directions for Future Theory and Research. In J. L. Perry, & A. Hondeghem (Eds.), *Motivation in Public Management* (pp. 294-313). Oxford: Oxford University Press.
- Perry, J.L. & Wise, L.R. (1990). The motivational bases of public service. *Public Administration Review*, 75(1), 53-78.
- Perry, J.L. (1996). Measuring Public Service Motivation: An Assessment of Construct Reliability and Validity. *Journal of Public Administration Research and Theory*, 6(1), 5-22.
- Perry, J.L. (2000). Bringing Society In: Toward a Theory of Public-Service Motivation. *Journal of Public Administration Research and Theory*, 10(2), 471-488.
- Perry, J.L., & Vandenabeele, W.V. (2008). Behavioral Dynamics: Institutions, Identities, and Self-Regulation. In J. L. Perry, & A. Hondeghem (Eds.), *Motivation in public management: The call of public service* (pp. 56-79). Oxford: Oxford University Press.
- Perry, James L., & Porter, Lyman W. (1982). Factors Affecting the Context for Motivation in Public Organizations. *The Academy of Management Review*, 7(1), 89-98.
- Petrovsky, N. and Ritz, A. (2014). Public service motivation and performance: a critical perspective. *Evidence-based HRM*, 2(1), 57-79.

- Pollitt, C. (2018). Performance management 40 years on A review. Some key decisions and consequences. *Public Money & Management*, 38(3), 167–174.
- Potipiroon, W., & Faerman, S. (2016). What difference do ethical leaders make? Exploring the mediating role of interpersonal justice and the moderating role of public service motivation. *International Public Management Journal*, 19(2), 171–207.
- Prebble, M. (2016). Has the Study of Public Service Motivation Addressed the Issues That Motivated the Study? *The American Review of Public Administration*, 46(3), 267–291. <https://doi.org/10.1177/0275074014554651>.
- Ramos-Villagrasa, Pedro J. & Barrada, Juan Ramón & Río, Elena & Koopmans, Linda. (2019). Assessing Job Performance Using Brief Self-report Scales: The Case of the Individual Work Performance Questionnaire. *Revista de Psicología del Trabajo y de las Organizaciones*, 35. 195-205. 10.5093/jwop2019a21.
- Ritz, A. (2009). Public service motivation and organizational performance in Swiss federal government. *International Review of Administrative Sciences*, 75(1), 53-78.
- Schott, C., Van Kleef, D. D., & Steen, T. (2015). What does it mean and imply to be public service motivated? *American Review of Public Administration*, 45(6), 689–707.
- Schraw, G. (2006). Promoting self-regulation in science education: Metacognition as part of a broader perspective on learning. *Research in Science Education*, 36, 111-139.
- Schwarz, G., et al. (2016). Servant leadership and follower job performance: The mediating effect of public service motivation. *Public Administration*, 94(4), 1025–1041.
- Sempane, M. S., Rieger, H. S., & Roodt, G. (2002). Work satisfaction about organizational culture. *South African Journal of Industrial Psychology*, 28(2), 23-30.
- Snedecor, George W. and Cochran, William G. (1989). *Statistical Methods*, Eighth Edition. Iowa State University Press.
- Spector, P.E. (2006). Method Variance in Organizational Research: Truth or Urban Legend? *Organizational Research Methods*, 9(2), 221-232.
- Steen, T. (2008). Not a government Monopoly: The Private, Nonprofit and Voluntary Sectors. In *Motivation in public management. The call of public service*. Oxford University Press.
- Strong C, Lin CY, Jalilolghadr S, Updegraff JA, Brostrom A, Pakpour AH. (2018). Sleep hygiene behaviors in Iranian adolescents: an application of the Theory of Planned Behavior. *Journal of Sleep Research*, 27(1), 23–31. <https://doi.org/10.1111/jsr.12566> PMID: 28593637.
- Sun Y, Fang Y, Lim KH, Straub D. (2012). User satisfaction with information technology services: A social capital perspective. *Information Systems Research*, 23(4), 1195–211.
- Taber, K.S. (2018). The Use of Cronbach's Alpha When Developing and Reporting Research Instruments in Science Education. *Res Sci Educ*, 48, 1273–1296. <https://doi.org/10.1007/s11165-016-9602-2>.

- Tan, L. (2018). Ongoing reformation of the civil service in Vietnam. Retrieved from <https://vietnamlawmagazine.vn/ongoing-reform-of-the-civil-service-in-vietnam-6108.html>.
- Taylor, J. (2008). Organizational influences, public service motivation and work outcomes: An Australian study. *International Public Management Journal*, 11, 67-88.
- Thu Hang. (2021). The number of civil servants to increase by over 7,000 in 2022. <https://vietnamnet.vn/en/politics/number-of-civil-servants-to-increase-by-over-7-000-in-2022-777554.html>
- Vandenabeele, W. (2009). The mediating effect of work satisfaction and organizational commitment on self-reported performance: More robust evidence of the PSM-performance relationship. *International Review of Administrative Sciences*, 75(1), 11–34.
- Vandenabeele, W. (2007). Toward a public administration theory of public service motivation. *Public Management Review*, 9(4), 545-556.
- Vandenabeele, W. (2008). Development of a public service motivation measurement scale: corroborating and extending Perry's measurement instrument. *International Public Management Journal*, 11(1), 143-167.
- Vandenabeele, W. (2009). The mediating effect of work satisfaction and organizational commitment on self-reported performance: more robust evidence of the PSM—performance relationship. *International Review of Administrative Sciences*, 75(1), 11-34.
- Vandenabeele, W. (2013). Further integration of public service motivation theory and self-determination theory: concepts and antecedents. Paper presented at the International Public Service Motivation Conference, Utrecht.
- Vandenabeele, W., Leisink, P.L.M. & Knies, E. (2013). Public value creation and strategic human resource management: Public service motivation as a linking mechanism. In P. Leisink, P. Boselie, M. VanBattenburgg & D. Hosking (eds), *Managing Social Issues: A Public Values Perspective*. Cheltenham, UK/Northampton, MA, USA: Edward Elgar.
- Walker, R.M., Boyne, G.A., Brewer, G.A. & Avellaneda, C.N. (2011). Market Orientation and Public Service Performance: New Public Management Gone Mad? *Public Administration Review*, 71(5), 707-717.
- Wilson, James Q. (1989). *Bureaucracy: What Government Agencies Do and Why They Do it*, Basic Books.
- Wright, Bradley E. (2001). Public Sector Work Motivation: Review of Current Literature and a Revised Conceptual Model. *Journal of Public Administration and Theory*, 11(4), 559-586.
- Xin Z, Liang M, Zhanyou W, Hua X . (2019). Psychosocial factors influencing shared bicycle travel choices among Chinese: An application of theory planned behavior. *PLoS ONE*, 14(1), e0210964. <https://doi.org/10.1371/journal.pone.0210964>.