

RELATIONS OF PUBLIC SERVICE MOTIVATION AND JOB PERFORMANCE, EVIDENCE FROM VIETNAM

Suong H.T.T.*

Abstract: The aim of this study is to identify factors affecting public service motivation (PSM) on civil servants' job performance in Vietnamese State-owned Enterprises (SOEs) in the telecommunications industry. SOEs have not paid much attention to intensive investment in technology and equipment innovation, production techniques in order to improve the labor productivity of the staff. Meanwhile, proposing solutions to increase job performance by focusing on PSM and employees' passion are the priority strategy of SOEs managers. To implement this research, the author has reviewed the theoretical framework in PSM, work passion and job performance of SOEs' carders, namely civil servant -- those relationships have been carried out. By quality research methods, the author has adjusted and inspected all scales and theory of relativity to explore the factors. Out of 320 observations, the study has considered 281 valid respondents for hypothesis testing. Quantitative research methods include Cronbach's alpha, Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) to test the relationship of factors. The findings reveal that there are significant relationships among constructed factors. The results also attain validity and reliability of variable scales, including PSM, passion and performance. Therefore, SOE's leaders must consider intrinsic and extrinsic PSM in order to enhance performance. The proposed solutions could be supported in encouraging and nurturing passion and performance of their SOEs. Research results also suggest implied solutions that will help SOEs leaders realize the nature of PSM relating to positive emotions and performance, contributing to the creativity and innovation of their performances instead of relying only on working conditions.

Keywords: public service motivation, telecommunication, performance, civil servant

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Introduction

Over the last few decades, State-owned Enterprises (SOEs) reform has been one of the most important aspects of economic renovation in Vietnam. Creating motivation for employees is all activities that SOEs can do for their employees in order to contribute their abilities to their workplace. According to Decree, Decision No 26 in 2019, Prime Minister approved 103 SOEs with more than 65% from the State and others contributed by the parties. According to Vietnamese Law on State Enterprises (2003), "public sectors include public goods and governmental services

* **Huynh Thi Thu Suong** Dr, Vietnam University of Finance – Marketing (UFM), Faculty of Business Administration

✉ corresponding author: huynhthusuong@ufm.edu.vn

such as the military, law enforcement, infrastructures such as public roads, bridges, tunnels, water supply, sewers, electrical grids, *telecommunications*, etc., public transport, public education, along with health care and those working for the government". Concerning this sector, five SOEs, including major corporations such as Viettel, Vinaphone, MobiFone, are owned by the States from 50% to 65% of the shares. According to MOIT (2019), the revenue of this industry reached VND 470,000 billion, which has increased by 19% compared to 2018 and made a big contribution to the state budget revenue. For many years, the total market share of the top three companies, including Viettel, Vinaphone and MobiFone have been 96.2%. Specifically, the total revenue in 2019 of VNPT Corporation reached VND 167,983 billion, which had a slight increase of 2.7%. While MobiFone has not announced revenue, with 4,000 employees, labor productivity of 9 billion VND/year, the estimated revenue of MobiFone is nearly 36,000 billion VND, and profit margin is estimated at 6,078 billion VND, up 3.5% compared to 2018, contributing to the state budget VND 5,526 billion (Kunmin and Nguyen, 2019). Therefore, decision-makers are often concerned about how the productivity of SOEs had changed since 2007 when Vietnam joined the WTO. It is widely agreed that productivity improvement is excellent evidence of successful SOEs reform and adaptation to the 4.0 era. In Vietnamese telecommunication SOEs, civil servants play an essential role in enhancing the SOEs' competitiveness and sustainable development. The workforce in this industry is diverse in terms of qualifications, awareness, educational background and career skills. Nevertheless, the way they perform and contribute to their organizations is quite different. Therefore, how to make this team of civil servants conscientious is not an easy matter for leaders. This issue requires the leaders in this industry to carefully consider the needs of the workforce in order to have appropriate personnel policies motivating them to be passionate and willing to serve the organization. For leaders, the most important thing is to create beliefs, trust, and love for the organization by setting transparent and clear operational goals. Inspiring civil servants' pride and leading them to work for this sector's sustainable development are important. In fact, the desired performance only comes from motivation and passion of civil servants from SOEs in Vietnam related to positive behaviors. As work motivation has an important influence on the working efficiency of administrative organizations, creating work motivation is always interested in any organization. This is considered as one of the important functions of the manager, the decisive factor for the performance and competitiveness of an organization, whether it is a public or private organization. For a developing country like Vietnam, creating motivation for the contingent of cadres and civil servants is of special importance, because they are an important part of determining the effectiveness and efficiency of the state apparatus. Motivation affects the performance of individuals and organizations. This is always true for any organization, but for SOEs, this is more important, because if civil servants do not have motivation or motivation to work is not positive, it will affect

their performance and negatively impact on society, and people benefit from SOEs' services.

Literature review and research model

Numerous previous scholars have studied PSM, and their research results are of interest. Over time, many scholars become aware of the more popular nature of PSM. According to Perry and Wise (1990), it is assumed that PSM may be understood as individual's response to serving primarily or uniquely in the public sector. PSM is considered as the positive status of individuals to perform meaningful public services (Brewer and Selden, 1998). While Houston (2006) assumed that "the workforce in public service is whoever engages in public services and is characterized by an ethic built on benevolence, helping others, and a desire to affect the community". Taylor (2010) supposed that PSM is a mindset that leads individuals to dedicate themselves to the community. Vandenabeele (2011) defined "PSM as beliefs, values and attitudes that go beyond personal and organizational interests, regarding the interests of a larger political entity and motivate individuals to act accordingly whenever appropriate PSM is a specific expression of other social-oriented motives, goals and values". PSM refers to remarkable institutional efforts related to public services, which also consider values and beliefs that transcend personal and organizational interests regarding altruism, sacrifice and dedication. Bozeman and Su (2015) showed that we have three innate psychological needs concluding competence, autonomy, and relatedness. Kjeldsen (2012) implied PSM is a term that defines the motivation of a person who is willing to devote himself to working life as well as giving his help to others. With the desire to have a positive impact on society, combined with the nature of public services different from private ones, PSM tends to be connected with the motivation for public service. Similar to motivation in general, PSM also has intrinsic and extrinsic motivation. It is highly significant for individuals when they choose their workplace and their job. After all, a specific working environment and field will create intrinsic and extrinsic PSM. Therefore, leaders need to be aware of building, motivating and inspiring carders by providing satisfactory policies on human resources (O'Riordan, 2013). According to Perry et al. (2010), PSM commissioned four components such as "Faith in Organization", "Transformational Leadership", "Clear objectives" and "Recognize Individual Contributions". In this study, the researchers refer to extrinsic PSM – affected by factors coming from its working environment (Perry, Hondeghem and Wise, 2010; Vandenabeele, 2008). Whenever those needs are met, carders are happy, motivated and productive. They are willing to dedicate themselves to community and society. Bielefeld and Cleveland (2013) defined Faith in Organization (FIO) concerning their values based on beliefs. Faith-based organization implies social values in which the activists believe particular faith in the community. Regardless of the size and type of the organization, it refers to people who are willing to serve with positive thoughts. As usual, whenever the faith-based organizations are reminded,

it is approved that these organizations have carried out belief – linked activities (Kearns et al., 2005). Nevertheless, Chaves and Wineburg (2010) shared their views on Faith in an organization, which tends to believe in the truth. Thus, this term has been used in numerous aspects to describe organizational – based faith levels. As a consequence of this concept, it contains many aspects from employees relating behaviors, thoughts and beliefs toward their organizations. These are positive emotions and feelings whenever and wherever employees think about their organization.

Transformational Leadership (TFL) is used for describing a certain approach of a leader who guides and inspires by supporting their followers. According to Avolio and Bass (1988), transformational leadership is one of the best styles for any leader. Bass (1998) assumed that such leaders usually encourage followers to find the best ways to overcome the challenges of working environment and job performance. The essential position of leaders, whether they are part of reform or not, was also acknowledged by Yukl (1999). Transformational leadership explains, based on the theoretical assessment, that leaders should outline a constructive schedule that can be communicated within the organization and categorized into three components such as individual consideration, intellectual stimulation and specifically charisma (Bass and Avolio, 2000). Kim and Nguyen (2019) refer to transformational leadership that influences followers who are willing to become higher in order and transcends self-interest for the sake of mutual benefits. Transformational leaders foster and promote long term cooperation (Vuong and Rajagopal, 2019). Rawat (2015) encourages the exchange of information, empowering members through the communication of high expectations, and focuses on intellectual stimulation, including the intelligence, awareness and learning of members. Overall, mutual, cooperative and remarkable factors of transformational leadership would encourage organizational communication to be conducted to form a pleasant understanding and optimistic environment in the cooperation process, contributing to better results (Northouse, 2007).

Employees' behavior also focuses on organizational beliefs. Objectives include total expectations of the individuals, divisions and departments within the organization. Cliffs (1984) stated the goals for employees to work and help focus their energy and effort. Stimulating and accompany the desire to set their own goals, they are more inspired to achieve them. The organization has a clear objective that will convince employees to implement the general goal. To help employees understand how they contribute to the overall goals of the organization, it can encourage them to decide to spend their working time that is consistent with the priorities of the organization because transparent goals allow employees to monitor their progress and adjust their efforts as needed (Carton et al., 2014). As a result, employees know what they must do, how well they have to do, and why they are dedicating. Once they understand anything that needs to be accomplished, they would voluntarily overcome difficulties to achieve their desired expectations (Hoffman and Woehr, 2006). O' Riordan (2013) realized that it is important to

have virtual objectives that push employees to contribute to maintaining their sense of motivation.

Deeprouse (2006) supposed that it is significant for employees once they recognise their contributions by their leaders. Nevertheless, five types of interaction related to the field of acknowledgement, such as organizational, vertical, horizontal, external and social, have been characterized (Brun and Dugas, 2008). Recognition means a sense of appreciation, emphasizing the commitment of individuals to job success. This has made workers feel like they belong to a group and start to feel valued for the excellent contribution to their professional lives (Clot 1999). This is considered as the incentive systems, which have close associations with the public service motivation of workers and their job success (O’Riordan, 2013).

Numerous researchers have previously conducted a study on the term “passion”. Vallerand (2010) supposed that this state energizes people to pursue their jobs, to cope with challenges. This is a strong tendency towards an activity that is favorable to anyone, and they are willing to devote all their strength. “Passion” refers to the positive feeling of autonomy, partnership, growth, justice, acknowledgement, connection with peers, and connection with the leader. This results in behavioral adjustments to adhere to discretionary effort, long-term commitment, high performance, low turnover, and increased loyalty with the organization (Vallerand et al., 2007, 2008). Moreover, Zigarmi et al. (2007) suggest that passion is the persistent state of well-being of the person, resulting from on-going, repeated cognitive and emotional evaluations of different work and organizational contexts, resulting from consistent and constructive intentions.

O’Toole and Kenneth (2015) assumed that “Performance” is a common term related to the public management sector. It is used to indicate that measurement of results such as outputs or outcomes encourages both individuals and teams to effectively work together (Ketelaar and Turkisch, 2007). Employees play an irreplaceable role among input resources in performing tasks to achieve the goals and contribute to the best performance (O’Toole and Kenneth, 2015). In fact, a business is not easy to run, survive, compete and develop. The key to being successful in business requires the contribution of employees to work and good performance in different jobs and positions. Job performance results from purchasing, production, manufacturing, storage, marketing, shipping, distribution, company promotion, finance accounting and human property (Hondeghem and Perry, 2009). Managers need to observe and choose effective ways to motivate employees to perform at their best, whether they are talented or not.

Previous researches have shown strong evidence of existing tight relationships on “PSM”, “work passion” and “job performance”. It is approved by Perry and Wise (1990) that the higher PSM has better performance attainment. Mageau and Vallerand (2007) agreed that employees with passion would have more opportunities to engage in related activities. The result found that passion has a positive effect on performance. Astakhova and Porter (2015) have also affirmed the harmonious relationship between work passion and job performance. In-depth

studies show that perceptions of the person-organization moderate the indirect effects of both types of work passion on performance.

Proposal model of research

Based on the observation of previous studies of Mageau and Vallerand (2007), Vandenberghe (2008), Astakhova (2015), Homberg et al. (2015), Kim & Nguyen (2019), this study also uses qualitative research on practical assessments of PSM and employees' passion affecting employees' performance in Vietnamese SOEs. When people are passionate about their job, they are eager to do the job, they can devote their time and energy, and they want to contribute to the development of the organization. The research of Jensen (2016) tested in the case of application at Vietnamese SOEs, and its result revealed several similar and different studies with Jensen's research. Considering this, the researcher has decided to use the research model of Jensen to conduct research because the model has all key factors that affect PSM, and the main aim is to encourage job efficiency. The performance of civil servants has been shown by the analysis of published research concerning that several factors influence various aspects. In this analysis, four variables combine literature review and experimental basis to build a model study for Vietnamese SOEs. Therefore, the relationship between PSM, passion for work and performance is hypothesized as follows:

H1: Faith in Organization is positively related to Work passion

H2: Transformational Leadership is positively related to Work passion

H3: Clear objectives are positively related to Work passion

H4: Recognize Individual Contributions is positively related to Work passion

H5: Work passion is positively related to Public service motivation

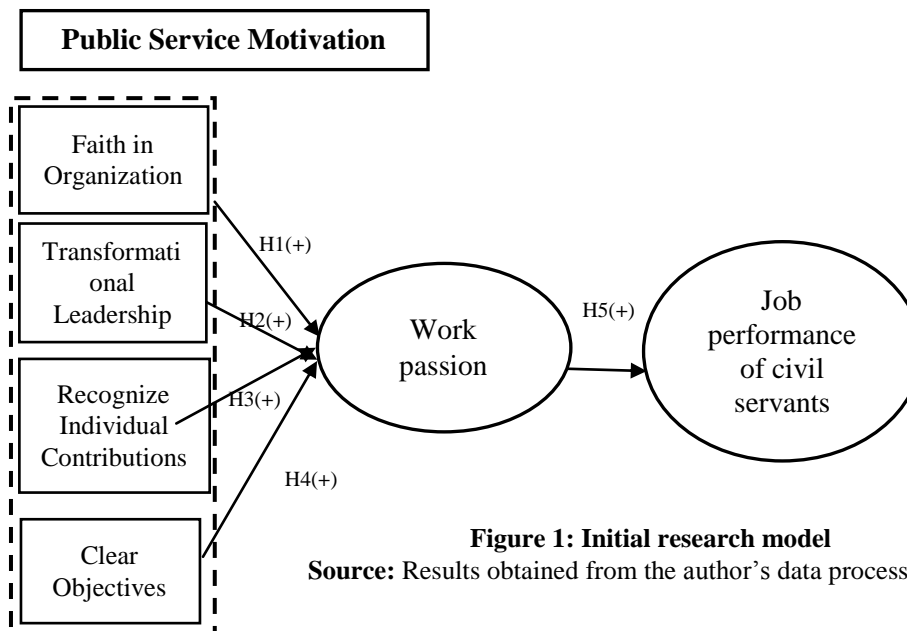


Figure 1: Initial research model

Source: Results obtained from the author's data process (2020)

Research methodology

Civil servants currently being employed at three telecommunications SOEs in Vietnam are the survey's participants. In this study, the author only considers SOEs complied with Decision 26 which the Prime Minister had approved. Based on capital, labor and market share, three selected SOEs, including Viettel, Mobifone, Vinaphone, specialized in the telecommunication sector are represented in this research. The scales of varieties in this research are Faith In Organization (FIO) from the research of Hondelghem and Perry (2009), Transformational Leadership (TFL) from the research of Bass and Avolio (2003), Recognize Individual Contributions (RIC) from the research of Brun and Dugas (2008) and Clear Objective (COJ) from the research of Hoffman and Woehr (2006) and WPS by Zigarmi et al. (2007). The researcher administered a single-item measure for the PSM, Passion or Performance subscales ("On a scale from 1 to 5, indicate the amount of performance"). It was impossible to predict the reliability of scores on the single-item performance measure, but other general single-item measures have proven useful. As a deliberate challenge to the biased validity of the performance measure scores of employees by Astakhova and Porter (2015) and Ketelaar et al. (2007), the author anticipated this approach to optimize the variance of the approach among job enthusiasm, employee performance and PSM, thereby providing best-case evidence of the overlap between these measures. The extrinsic PSM items had the same survey response formats and instructions for respondents as other intentional outcomes of this research.

The analysis uses qualitative as well as quantitative approaches. The scale testing is carried out through the following steps: Test the reliability using Cronbach's Alpha, Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). The research model was tested by analyzing Structural Equation Modeling (SEM) based on AMOS (Analysis of Moment Structures) data results.

Research results

The sample is selected by stratified sampling. A five-week period of data collection resulted in 320 respondents. The survey was carried out in the first quarter of 2020. An online and offline questionnaire survey was developed to collect primary data from the full-time civil servants working in three SOEs in the telecommunications sector in Vietnam, such as Viettel, Vinaphone and Mobifone. The author received 320 responses, which is equivalent to a 26.18% response rate. By discarding 39 incomplete or inconsistent responses, 281 questionnaires can be used for further tests and analysis. The data collection techniques used are documentation, interview and questionnaire techniques using variable measurements with a Likert scale.

The below table contains the demographic profile of the respondents in this research. So, the demographic characteristics studied in this research are gender, education and basic competencies of a civil servant. Table 1 summarizes the

demographic information of the respondents. Out of 281 carders, around half of them were female (52.7%), 24.5% had their MBA and MSC degree, and more than 53% were from 26 to 40 years old age group. Moreover, more than 60% had over 5 years of these SOEs working experience. Moreover, the statistic required characteristics of a civil servant show that most of them responded to the requirement for a civil servant.

Table 1. Descriptive statistics Results

Demographic feature		Frequency	Percent (%)
Gender	Female	148	52.7
	Male	133	47.3
Interested Criteria of Civil servant	Having capacity of civil servants	148	52.7
	Having professional qualifications of civil servants	139	49.5
	Having moral qualities	263	93.6
	Having working attitude of civil servants	268	95.4
	Having standards of behavioral attitudes when performing affairs of civil servants	271	96.4
Numbers of Civil servant	Viettel	135	48.04
	Mobifone	70	24.92
	Vinaphone	76	27.04

Source: Results obtained from the author's data process (2020)

In order to conduct the survey, the author has built a scale and used the Linkert scale, which is a hierarchical scale format with the form of a continuous series of numbers from 1 to 5 with the increasing level of agreement, in which 1: Strongly disagree to 5: Strongly agree. Through that, the level of agreement of the respondents on the questions asked in the survey will be assessed. Quantitative research method used interview survey techniques via Google forms on <http://docs.google.com> and a few directly printed questionnaires. The analysis shows Cronbach's alpha > 0.80, and correlations are significant in the directions as expected for all variables. Therefore, convergent and validity of all constructs have been achieved.

Table 2. Summary of scales testing results

Scales	No. of items	Reliability statistics		Variance extracted	Validity
		Cronbach's Alpha	Total		
Faith in Organization (FIO)	5	.915	.653637333	.918142601	Accepted

Scales	No. of	Reliability statistics		Variance extracted	Validity
Transformational Leadership (TFL)	3	.861	.783108	.915435034	
Clear objectives (COJ)	5	.924	.7820964	.945722125	
Recognize Individual Contributions (RIC)	5	.927	.8489824	.965573744	
Work Passion (WPS)	5	.940	.7375438	.933122371	
Job performance (JPC)	5	.884	.6098764	.906704412	

Source: Results from the author's data process (2020)

The findings show that 5 factors are derived, explaining 74.927% (> 50%) of the variance at 1.108 with eigenvalue. In the CFA analysis, the observed variables are all included.

The results of the study show that Chi-squared with $df = 360$, $P = .000$ is 733.172. $Cmin/df = 2.037 < 5$ satisfies the compatibility criterion. $TLI = .950 > .9$, $GFI = .851$, $CFI = .956 > .9$ and $RMSEA = .061 < .08$ are all appropriate.

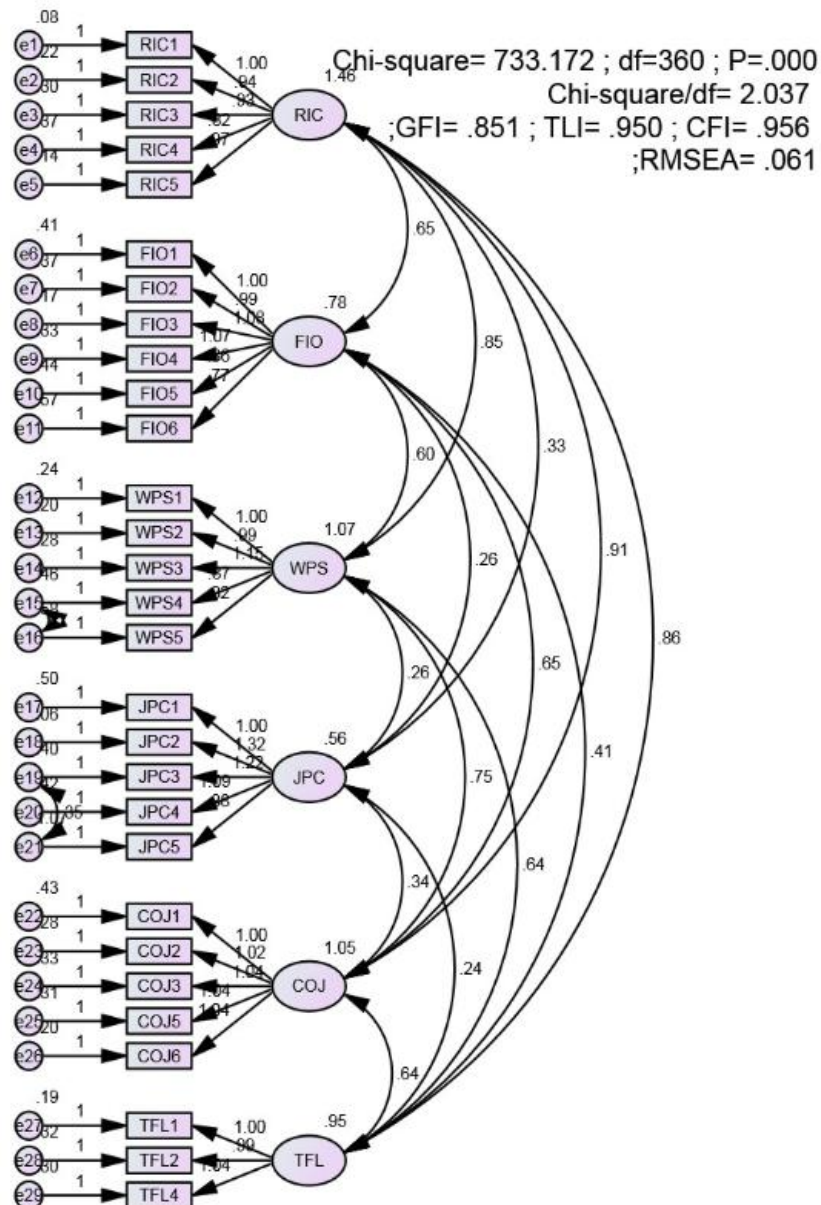


Figure 2: Results of CFA research model
 Source: Results obtained from the author's data process (2020)

Using preliminary analysis, the author applied different confirmatory factor analyses (CFA) to test the adequacy of each scale. Therefore, the study calculated two additional reliability indices: the coefficient of Composite Reliability (CR) and

the Average Variance Extracted (AVE) (Hair, Black, Babin, Anderson and Tatham, 2010). In addition, the author calculated the Pearson correlations between variables. Secondly, the researcher applied a structural equation model (SEM) to test the proposed model of relations between variables (Figure 1), following the two-step approach, estimating the measurement model and the structural model (Byrne, 2010). Finally, the study analyzed the mediated relations between variables with different SEMs using bootstrap (Preacher and Hayes, 2008). As goodness-of-fit indices in the two steps of SEM, the present research used the following (Byrne, 2010): chi-square (χ^2), chi-square divided by degrees of freedom (χ^2/df), the comparative fit index (CFI), the goodness of fit index (GFI), the root mean square error of approximation (RMSEA) and the standardized root mean square residual (SRMR). For both CFI and GFI, values greater than 0.90 indicate a good fit. Values below 0.08 for RMSEA and SRMR indicate an acceptable fit.

By using Structural Equation Modeling (SEM) to measure the effect of PSM on work passion and job performance of civil servants of the mentioned SOEs in Vietnam, the findings are shown in Table 3 and Figure 3 as follows:

Table 3. The results of testing the relationship between the concepts (Standardized)

Relationships	Estimation	SE	CR	P-value	Conclusion
WPS <--- FIO	.330	.079	4.166	***	H1 is accepted
WPS <--- TFL	.232	.072	3.237	.001	H2 is accepted
WPS <--- COJ	.230	.082	2.800	.005	H3 is accepted
WPS <--- RIC	.151	.063	2.392	.017	H4 is accepted
JPC <--- WPS	.294	.048	6.141	***	H5 is accepted

Source: Results obtained from the author's data process (2020)

The findings suggest that the relationships are statistically important. Therefore, all hypotheses are accepted. Besides, there is a positive correlation (standardized coefficient > 0). Other indexes: (1) *Convergent validity*: The coefficients (standardized) are > 0.5, the unstandardized coefficients are valid, so the scales attain convergent validity. (2) *Discriminant validity*: All P-values are < 0.05, so the correlation coefficients of the concepts are not 1, with the reliability is 95%. Therefore, all the concepts attain discriminant validity. (3) *Reliability*: reliability test results through the following indexes: (i) composite reliability; (ii) total variance extracted and (iii) Cronbach's alpha. All the scales have composite reliability > 0.5, total variance extracted > 0.5, and Cronbach's alpha > 0.8, so the scales attain reliability.

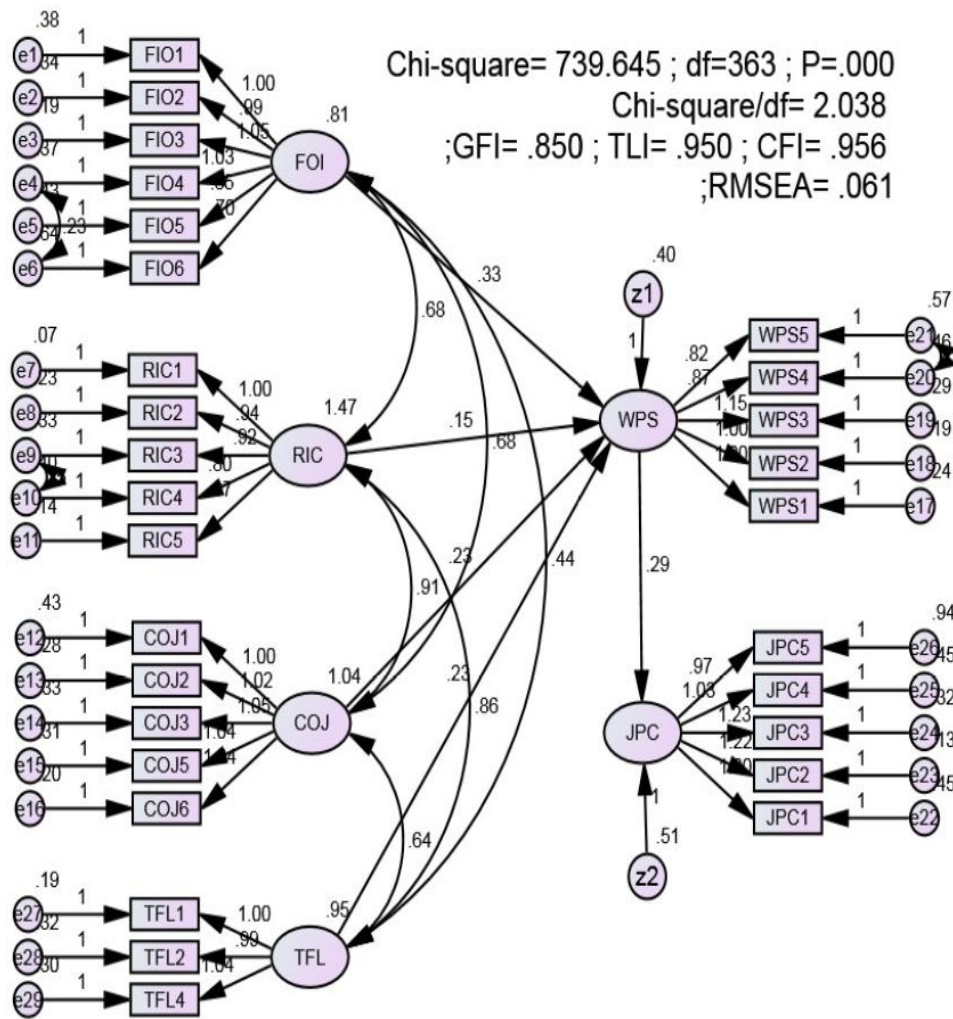


Figure 3: SEM results for the standardized model
Source: Results obtained from the author's data process (2020)

The sampling with replacement is bootstrap, and the crowd is an original sampling. The study uses the sample N = 1,000 bootstrap. In table 4, the findings are summarized as follows:

Table 4. The estimation results with N = 1,000

Parameter	SE	SE-SE	Mean	Bias	SE-Bias	Estimate
WPS <-- FOI	.111	.004	.326	-.004	.005	.330
WPS <-- RIC	.090	.003	.153	.002	.004	.151

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WPS	<--	COJ	.107	.003	.231	.001	.005	.230
WPS	<--	TFL	.101	.003	.235	.003	.005	.232
JPC	<--	WPS	.061	.002	.289	-.005	.003	.294

Source: Results obtained from the author's data process (2020)

There is no statistical significance to the variance (Table 4). In this way, it can be concluded that the model gains reliability. "Faith in Organization" (FIO) has the strongest impact directly on "Work Passion" (WPS) with $\beta = 0.330$. This proves that Faith in Organization is very appropriate in public service environment, and Faith in Organization is very effective in increasing passion of working civil servants. The weakest impact is "Recognize Individual Contributions" (RIC) with $\beta = 0.151$. Besides, the regression coefficient of "Faith in Organization" (FIO) indirectly impacts on "Job performance" (JPC): *Faith in Organization * Work Passion = 0.097*. This shows that when other factors do not change, the Faith in Organization and Work Passion increase 1, Job performance increases 0.097. Similarly, the Recognize Individual Contributions and Work Passion increase 1, Job performance increases 0.044. Therefore, the hypotheses, H1, H2, H3 and H4, are accepted. Work passion has a positive impact on Job performance, so hypothesis H5 is accepted.

Discussion

The study results are consistent with the results of previous researches on the impact of PSM on JPC, such as Mageau and Vallerand (2007), Astakhova (2015), Homberg et al. (2015), Kim and Nguyen (2019). Regarding PSM, intrinsic motivation will nurture passion and job performance. However, this study has discovered the mediator as work passion, which considers as a significant role in pushing increase individual performance of civil servants in the telecommunication sector in Vietnam. Under the influence of the market economy, many civil servants lost their passion, and they were attracted by the high income and good working conditions. Therefore, building and maintaining the passion for work is very important for employees in general and for employees in the public sector, it is the priority. Moreover, this research aims to determine the motivation of civil servants to increase their performance in telecommunication sector and determine the mediating effect of attitude in the relationship between PSM and motivation through work passion. The result of this study showed that there is a significant relationship between Faith in Organization, Transformational Leadership, Clear objectives, Recognize Individual Contributions and Job performance and work passion (mediator). According to the results, there is a significant relationship between mediates and independent variables and dependent variable.

As mentioned in table 1, most civil servants in the telecommunication sector have strong political bravery, ethics and exemplary lifestyles, and consciously organize discipline, cultivate and practice, qualifications, and capabilities to meet the assigned requirements and tasks. However, the quality of this human resource has not basically met the requirements of reality. It emerges the limitation of foreign language, communication skills, the ability to work in an international environment, the ability to predict proactively to formulate programs, work plans, and perform tasks. Nevertheless, capacity for synthesis and coordination, working style and style are slow to be renovated, office culture, administrative communication and unprofessional attitudes and behaviors in public service execution. Thanks to public service motivation having an important impact on civil servants' performance, therefore, creating a dynamic impact is always of interest in any organization. This is considered a significant function of management and is the decisive factor in the work efficiency and competitiveness of this sector. To Vietnam, creating a force for the contingent of civil servants is of special importance, because they are an important part of determining the effectiveness and efficiency of the country apparatus. Motivation affects the performance of individuals and organizations, especially for the state organization. It is more important, without motivation will cause work passive and will affect the performance of each carder, their organizations, the society and citizens who benefit from this sector. Since the state will continue to hold 100% of the charter capital in SOEs that conduct business in large, major, and sensitive sectors other than telecommunications, a key position in Vietnam's economic society is revealed.

Conclusion

This analysis contributes to this research agenda by exploring the causes and impacts of extrinsic PSM, work enthusiasm and job performance. The motivation of a person supports others and society through public service delivery. Research demonstrates that if people value service to society and are inspired by a concern for the wellbeing of other people and society as a whole, they will make an additional effort and commit to their job. Therefore, it is essential to develop an increased acknowledgement of whether PSM can be stimulated and how it translates into particular service behaviors. This research also contributes to the rising body of literature exploring the relationship between PSM and work satisfaction by demonstrating a positive relationship between PSM and working efficiency. In addition to this, the final results provide strong support for the idea of opportunities in this relationship to serve the public as moderators.

For leaders and practitioners in this sector, these findings have important implications, calling for a reallocation of resources toward choosing people predisposed to PSM, particularly those with a strong commitment to public interest and a sense of self-sacrifice. Another implication is that practitioners should make an attempt to actively pursue and create opportunities to serve citizens directly in

order to maximize employees' job satisfaction. PSM relates to the notion that people are driven to work in public service since it offers them the opportunity to assist others in particular and society in general. SOEs' managers must refresh their mindsets, perspectives, and doing things in the new context. It is advisable that they should continue renovating business administration, complete managerial apparatus, intensify training and enable business managers to fulfill market mechanism administrative requirements. Moreover, they should also carefully consider selecting executives who have encountered various managerial roles to be fully able to lead SOEs, train the workforce, take into account the precious resources of businesses with respect to labor efficiency, actively apply scientific research, take the lead in scientific and technological renewal and in the fourth industrial revolution, invest in the renewal of technology, products and services with the goal of increasing the added values and the competitiveness of products and services, thanks to the increasingly better performance of civil servants.

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RELACJE MOTYWACJI SŁUŻBY PUBLICZNEJ I WYKONYWANIA PRACY, DOWODY Z WIETNAMU

Streszczenie: Celem tego badania jest identyfikacja czynników wpływających na motywację do służby publicznej (PSM) na wydajność pracy urzędników państwowych w wietnamskich przedsiębiorstwach państwowych (SOE) w branży telekomunikacyjnej. Przedsiębiorstwa państwowe nie przywiązywały dużej wagi do intensywnej inwestycji w innowacje technologiczne i sprzętowe, techniki produkcji w celu poprawy wydajności pracy personelu. Tymczasem proponowanie rozwiązań zwiększających wydajność pracy poprzez skupienie się na PSM i pasji pracowników jest priorytetową strategią menedżerów przedsiębiorstw państwowych. Aby zrealizować te badania, autor dokonał przeglądu ram teoretycznych w PSM, pasji do pracy i wydajności zawodowej przedsiębiorców państwowych, czyli urzędników państwowych - te relacje zostały zrealizowane. Za pomocą wysokiej jakości metod badawczych autor dostosował i zbadał wszystkie skale i teorie względności, aby zbadać czynniki. Spośród 320 obserwacji w badaniu uwzględniono 281 ważnych respondentów do testowania hipotez. Ilościowe metody badawcze obejmują alfa Cronbacha, confirmacyjną analizę czynnikową (CFA) i modelowanie równań strukturalnych (SEM) do testowania zależności czynników. Wyniki ujawniają, że istnieją istotne zależności między skonstruowanymi czynnikami. Wyniki osiągają również trafność i wiarygodność zmiennych skal, w tym PSM, pasji i wydajności. Dlatego liderzy SOE muszą wziąć pod uwagę wewnętrzne i zewnętrzne PSM, aby zwiększyć wydajność. Proponowane rozwiązania można by wspierać w zachęcaniu i pielęgnowaniu pasji i wyników ich przedsiębiorstw państwowych. Wyniki badań sugerują również sugerowane rozwiązania, które pomogą liderom przedsiębiorstw publicznych uświadomić sobie naturę

PSM związana z pozytywnymi emocjami i wynikami, przyczyniając się do kreatywności i innowacyjności ich występów, zamiast polegać wyłącznie na warunkach pracy.

Słowa kluczowe: motywacja do służby publicznej, telekomunikacja, wydajność, urzędnik

公共服务动机与工作绩效的关系, 越南的证据

摘要:本研究旨在确定影响电信行业越南国有企业(SOE)公务员工作绩效的公共服务动机(PSM)的因素。国有企业并未对技术和设备创新, 生产技术的大量投资给予太多关注, 以提高员工的劳动生产率。同时, 提出解决方案以关注PSM和员工的热情来提高工作绩效, 这是国有企业管理者的优先策略。为了实施这项研究, 作者回顾了PSM的理论框架, 国有企业的主要工作人员即公务员的工作热情和工作绩效, 这些关系已经建立。通过质量研究方法, 作者调整并检查了相对论的所有尺度和理论, 以探索影响因素。在320个观察结果中, 该研究考虑了281个有效的假设检验受访者。定量研究方法包括Cronbach的alpha, 验证性因子分析(CFA)和结构方程模型(SEM)来测试因子之间的关系。研究结果表明, 构造因素之间存在显着的关系。结果还获得了可变尺度(包括PSM, 激情和绩效)的有效性和可靠性。因此, 国有企业的领导者必须考虑内在和外在的PSM, 以提高绩效。可以在鼓励和培养国有企业的热情和绩效方面为提出的解决方案提供支持。研究结果还提出了隐含的解决方案, 这些解决方案将帮助国有企业的领导者认识到与积极情绪和绩效有关的PSM的本质, 有助于其绩效的创造力和创新, 而不仅仅是依靠工作条件。

关键词: 公共服务动机, 电信, 绩效, 公务员