

RESEARCH ARTICLE

A Qualitative Study on the Relationship between Public Service Motivation and Job Performance through Person-Organization Fit Variable

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Abstract

Public service motivation (PSM) is individuals' orientation and willingness to do good for other people and society. This motivation is expected to contribute to increased employee performance in public organizations while person-organization fit (P-O fit) is assumed to mediate the linkage of PSM and job performance. This study aims to analyze the linkage of PSM with job performance through the mediation effect of the P-O fit variable. Qualitative research was employed by using an in-depth interview method with 8 key informants including one chairman of the People's Committee, one chairwoman of the People's Committee, two deputy chief of office, 2 heads of division, and 2 directors of the

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Legal Department drawn from public organizations under the supervision of the People's Committee of Ho Chi Minh City, Vietnam. Data were analyzed by using a thematic approach. The findings indicated that PSM played an important role in enhancing employee's performance in the public sector and the P-O fit variable greatly influenced that relationship. These results will enable public managers to find more opportunities to enhance PSM to improve performance effectively.

Keywords: Public Service Motivation, Person-Organization Fit, Job Performance

บทความวิจัย

การศึกษาเชิงคุณภาพของความสัมพันธ์ระหว่างแรงจูงใจ ในการบริการสาธารณะและผลการปฏิบัติงานผ่านตัวแปรความ สอดคล้องระหว่างบุคคลกับองค์การ

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บทคัดย่อ

แรงจูงใจในการบริการสาธารณะ คือ มุมมองและความตั้งใจของปัจเจกบุคคลที่จะทำความดีเพื่อผู้อื่นและสังคม แรงจูงใจดังกล่าวนี้ถูกคาดหวังว่าจะช่วยเพิ่มประสิทธิภาพของผู้ปฏิบัติงานในองค์การสาธารณะ ขณะที่ความสอดคล้องระหว่างบุคคลและองค์การก็ได้รับการสันนิษฐานว่า จะเป็นสื่อกลางความเชื่อมโยงระหว่างแรงจูงใจและประสิทธิภาพการปฏิบัติงานดังกล่าว การวิจัยนี้มีวัตถุประสงค์เพื่อวิเคราะห์ความเชื่อมโยงระหว่างแรงจูงใจในการบริการสาธารณะกับผลการปฏิบัติงานจากอิทธิพลการส่งผ่านของตัวแปรความสอดคล้องระหว่างบุคคลและองค์การ โดยใช้การวิจัยเชิงคุณภาพซึ่งเก็บรวบรวมข้อมูลโดยการสัมภาษณ์เชิงลึกจากผู้ให้ข้อมูล จำนวน 8 ท่าน ได้แก่ ประธานผู้บริหารชายและประธานผู้บริหารหญิงของคณะกรรมการประชาชนนครโฮจิมินห์ 2 ท่าน รองประธานฝ่ายกฎหมาย 2 ท่าน หัวหน้าแผนกฝ่ายกฎหมาย 2 ท่าน และผู้อำนวยการฝ่ายกฎหมาย 2 ท่าน จากองค์การสาธารณะภายใต้การกำกับดูแลของคณะกรรมการประชาชนนครโฮจิมินห์ ประเทศเวียดนาม และทำการวิเคราะห์

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ข้อมูลด้วยวิธีวิเคราะห์เนื้อหา ซึ่งผลการวิจัยพบว่า แรงจูงใจในการบริการสาธารณะมีบทบาทสำคัญในการเพิ่มประสิทธิภาพของผู้ปฏิบัติงานในภาครัฐ และตัวแปรความสอดคล้องระหว่างบุคคลและองค์กรมีอิทธิพลเป็นอย่างมากต่อความสัมพันธ์ดังกล่าว ทั้งนี้ ผลการวิจัยนี้จะช่วยให้ผู้บริหารเพิ่มโอกาสในการเสริมสร้างแรงจูงใจในการบริการสาธารณะมากขึ้น อันจะช่วยพัฒนาผลการปฏิบัติงานได้อย่างมีประสิทธิภาพ

คำสำคัญ: แรงจูงใจในการบริการสาธารณะ ความสอดคล้องระหว่างบุคคลกับองค์กร ผลการปฏิบัติงาน

Introduction

The interest in the study on PSM has still attracted many scholars in public management as PSM is believed to enhance employees' job performance in public organizations (Perry & Wise, 1990). In PSM literature, there are two study perspectives on whether the level of PSM has a direct or indirect influence on employee's job performance in the public sector. Several empirical studies have investigated the direct influence of PSM on employees' job performance (Andersen et al., 2012; Leisink & Steijn, 2009; Belle, 2013; Loon, 2016) but several studies have explored that intermediate variables, including job satisfaction, organizational commitment, turnover intention, and P-O fit. However, "the role of intermediate variables, mediating the relationship between PSM and performance, is still unclear" (Perry & Wise, 2010). The PSM-job performance linkage through the intermediate variables, thus, seems complex than Perry and Wise's original proposition that all four indexes of PSM are positively correlated to the performance (Perry & Wise, 1990). Regarding the role of the intermediate variables of P-O fit, a few studies have explored the linkage of employees' PSM with their job performance through its influence on it using quantitative data. (Bright, 2007; Gould-Williams et al., 2015). Bright (2007) reported that PSM did not have directly significant impact on job performance when P-O fit was taken. However, the literature of the P-O fit states that the level of the fit of the employees with their organizations in terms of values, goals, and skills increase, employees' motivation increases to serve the society, thus employees' performance is more productive. The mechanism of the linkage of PSM with the performance through P-O fit does

require examining in-depth interview, qualitative data, and analysis for a deeper understanding of the complexity of this relationship and answering the research questions: (1) Whether PSM has a direct influence on job performance and (2) Whether P-O fit mediates the relationship between PSM and job performance.

Literature Review

1. Public Service Motivation

The first definition of PSM was suggested by Perry and Wise (1990) as “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions or organization” while Rainey and Steinbauer (1999) define PSM as “a general, altruistic motivation to serve the interest of a community of people, a state, a nation or humankind”. Later, Perry and Hondeghem (2008) view PSM as “an individual’s orientation to delivering services to people with a purpose to do good for others and society” (Perry & Hondeghem, 2008). PSM can be viewed as the individual motives mechanism that reflects behaviors of public employees of public service. Perry (1996) suggested that PSM was related with three motives: “affective, normative, and rational motives”. He based on three motives to determine and operationalize four distinct dimensions of motivation in the public service sector, including “the attraction to policy-making, commitment to the public interest, compassion, and self-sacrifice”. These four-dimension measurements provide a validated construct to measure PSM. PSM construct is constituted a global concept with a more stable approach that grounded in motivation theory and incorporated all the dimension

together for an international study on PSM (Brewer & Selden, 2000; Perry & Wise, 1990).

2. Job Performance

Job performance is commonly defined in broader ways to describe how an employee works or performs his/her job in the organization. However, job performance in the public sector can be defined as “an individual’s contribution to achieving the public mission of the organization” (Boyne & Dahya, 2002). Boyne’s (2002) framework of job performance is described employees’ contribution to the mission statement in the public organizations through their behaviors, consisting of “putting in the effort, executing tasks well, exercising their knowledge, and doing their best.” but also through employees behaviors that do not have direct relation to their job, for example, helping colleagues in the organization. Thus, the domain of job performance in the public sector could be defined as “effectiveness, efficiency, outputs, service outcomes responsiveness and democratic outcomes that contribute to the mission of organizational performance” (Boyne & Dahya, 2002).

3. Person-Organization Fit

P-O fit is described as “when employees believe that their values match the organization’s values and the values of other employees in the organization” (Cable & DeRue, 2002), while Bright (2007) suggested that P-O fit is better to state as “the compatibility between individuals and organizational characteristics concerning values, goals, and skills” (Bright, 2007). The concept of P-O fit emerged as an important mechanism to predict employee’

behavior, which relates to public service motivation in public administration (Kim et al., 2013; Kim, 2012). According to Wright (2007), the duty of the public organization is related to the “promotion of the general welfare of society”, it is anticipated that the workforce in the public sector will include employees who have similar values and they are seeking the chance to “satisfy their altruistic motives to serve the public.” This means that the mission statement from public organizations is congruent with the mindset of public employees about the values of public service.

4. The Relationship among PSM, P-O Fit, and Job Performance

Regarding the studies that explore PSM-job performance relationship, it has become one of the most researched topics in the study on public administration. Perry and Wise (1990) argued in their seminal paper that public employees would be motivated to work harder and then perform well in their tasks and jobs in the public sector because their organization provided them opportunities to serve the society and public that they feel that their jobs are important. Therefore, some research has explored a positive direct correlation between PSM and job performance, using self-reported performance and supervisor’s performance ratings. Most of studies found that PSM had a significant positive relationship with public employees’ job performance (Crum & Naff, 1999; Sangmook, 2006; Belle, 2013; Park & Rainey, 2008; Loon, 2016; Vandenabeele, 2009)

Although a collection of researches on the direct link PSM to job performance has increased in recent years, the indirect link

PSM to job performance through P-O fit has also gained interest attention for several scholars when P-O fit has played a mediating role in providing more robust evidence linkage between these two variables. Several scholars proved that P-O fit commonly acts as a mediator in the link between PSM and the performance rating (Bright, 2007; Gould-Williams et al., 2015; Jin et al., 2018; Kim et al., 2013). For instance, Bright (2007) reported that PSM had an indirect influence on job performance through P-O fit among public employees in three US public organizations. Similarly, Kim et al. (2013) argued that the PSM construct had a direct influence on public employees' performance in their job when the level P-O fit was taken as a mediator. He confirmed that P-O fit also partially mediated the linkage of PSM with work-related outcomes (e.g., performance). In line with these studies, Gould-Williams et al. (2015) found that P-O fit partially mediated the effect of four dimensions of PSM on the job performance of employees in the Egyptian public sector.

Methodology

The study used a qualitative approach via conducting in-depth interviews with 8 key informants. A key criteria and requirement of the selected interviewees are leaders' position in the public organizations under the People's Committee of Ho Chi Minh City, Vietnam including managers, supervisors, or directors of the human resource who are experts in the evaluation performance of public servants. They are also representative of the public employee to response of the job performance because they also worked for the public organizations and they could serve as a

reference point. Respondents were randomly selected from a list of public organizations based on their experience and positions.

The study based on theoretical saturation to decide the adequate number of interviewees for qualitative methods. According to Guest, Bunce, and Johnson (2006), theoretical saturation is defined “the point at which no unique information or themes are observed in the data” (Guest et al., 2006). Guest, Bunce, and Johnson, (2006) argued that the number of interviews for qualitative method can be changed from six interviews to twelve interviews because it depends on the saturation point (Guest et al., 2006). Therefore, the 8 interviews are reliable for the qualitative method of this study. Moreover, purposive sampling for the interviews is used to identify 8 experts (key informants), aiming at ensuring the respondents meet the requirements of the research (Robert, 2014). Eight participants for sample size was considered to be appropriate for method and design of qualitative case study and provide the inside understanding of the respondents' in-depth experiences. Focus group discussions was also used to obtain the information of qualitative data from the participants.

The data analysis process was conducted in detail to examine, categorize the data, and tabulate it to produce “empirically based findings” (Robert, 2014). Coding was used to classify and sort the data in the analysis process (Stake, 2010). According to Stake, 2010, “coding is designed to sort data sets according to topics and themes, and to become increasingly more focused as analysis continues” (Stake, 2010). The themes are developed during the process of data analysis and they are consistent and aligned to some themes which emerged in the

literature review. Creswell (2014) proposed the idea that “triangulation is a solid analysis method using thematic approach.” Triangulation method is used to develop a series of themes which is drawn multiple sources data, including the transcribed interviews from the experts, note information interviews and the materials. Coding process was also used to transition the data into selection and emerging codes that allowed the author to develop categories and connect them to themes and the research questions. the interviews were recorded and transcribed to conduct the analysis, the researcher read the transcriptions many times to look for patterns and the emerging concepts to deeper understanding the experience of the experts and how their experience were correlated to aspects of PSM , job performance and P-O fit in the research question.

Research Results

Table 1

The Profiles of Respondents (Key Informants)

Key Informants	Age	Position/Division	District, Commune Level
1/Male	48	Director of Legal Department	People’s Committee of District 10
2/Male	40	Deputy manager of HR department	People’s Committee of District 5
3/Female	35	Chairwoman	Tan Phu Trung Commune People’s Committee
4/Male	52	Chairman	An Phu Commune People’s Committee

Table 1
The Profiles of Respondents (Key Informants) (cont.)

Key Informants	Age	Position/Division	District, Commune Level
5/Male	43	Deputy chief of office	People’s Committee of District 3
6/Female	47	Head of division	Binh Hung Tay Commune People’s Committee, District 2
7/Male	50	Chief inspector	People’s Committee of HCM City
8/Female	38	Vice chairwoman	People’s Committee of District 1

As shown in Table 1, eight key informants (experts) were interviewed with the semi-structured questions addressing the relationship between PSM and job performance through P-O fit. Several themes emerged and developed to support the answering the research questions; 1) whether PSM has a direct influence on job performance? 2) Whether P-O fit can increase the correlation of PSM and performance among public servants, and offering a change for respondents to provide more information. Following themes are presented;

The first theme refers to the level of PSM exists among public servants in Vietnam the public organizations. The idea of motivation for serving the public is expected to identify among public servants. They join the governmental organization with their motive that they can serve and “do something good” for the public

and society. Several respondents shared their perspectives as follows.

“I think that public service motivation can be understood as the motivation that employees should have to serve the public interest when they work for public organizations. The nature of their job or their duty makes employees feel the importance of serving the public interest” [KEYINT 02].

“Besides the idea of serving the public interest, public service motivation is generally perceived that the public servants work for the public sector because they want to enjoy the stability of their job and get a high degree of job security. This idea is often referred to as having an iron rice bowl in the eyes of the public” [KEYINT 07].

“It is evident from our department that many staffs and I have the same purpose (doing good for public or society) work for public organizations. We have highlighted that many important factors are attracted us to work in the public sectors but the motivation in public service is also important to serve the public or society and deliver quality service with professionalism” [KEYINT 06].

All the Vietnam public servants are attracted to work for public organizations when they are somewhat motivated towards "serving the public" and "doing good" for the community or society in the public sector. In sum, three quotes from some above key informants illustrate that public servants have a relatively high level of PSM.

Based on previous studies on the linkage of PSM with performance, PSM is confirmed to contribute to the improvement

of the job performance of public servants. Therefore, the next theme is to see whether PSM can be linked to job performance in the public sector in the Vietnam context through in-depth interviews. All respondents were asked to describe whether and how their motivation influence their performance as well as the public servant's performance. Direct quotes from some interviewees expressed their views as follows.

“A supervisor needs to understand his employees or his supervisee in terms of performance. I can say that motivation in public service can help employees to improve their performance in their job. We have to know that all employees will perform better or have an effort to do their job well because they are motivated in public service toward serving the public or society. However (....) remember that motivation of employees in public service is one of the most important tools to enhance public servants' job performance in the public sector” [KEYINT 05].

“For me, it's clearly about the effect of public service motivation and performance of employees in the public sector [...]. The motivation can be used to improve employee job performance in serving public interest in public organizations. I am responsible for the evaluation of job performance of employees, what I can say that the employees who have a high level of public service motivation will perform better in their job”. [KEYINT 04].

Another view from the key informant indicates that he finds the PSM's effect on the job performance in his organization. He relies on the motivation of public service to make his employees and himself perform better in their job. He also stresses the existence of PSM among public servants in the Vietnam context

because his employees and he have a strong motive to serve the community, public, and society and this leads to a high level of his performance in his job.

“In my opinion, the term of public service motivation may have an influence on job performance of our employees in public organizations. For example, employees. What actually motivates me is that I was able to do something positive for society and I tried to do my job productively” [KEYINT 06].

In sum, all respondents expressed that they and their staff could perform their job well when they have the motivation in public service. In the response, the quote from key informants' interviews implied that PSM can play a significant role in a process of performance enhancement. This means that public servants' high level of PSM is highly likely to perform their job well in public organizations. Furthermore, some empirical materials state that the linkage between PSM and the job performance has much to increase the motives “doing good to society vision” part of PSM. It, thus, is important to maintain the vision, given that public servants were more productive to do their job when they felt highly motivated to public service.

The last theme is related to P-O fit concept. The previous studies supported the meaningful assumption that PSM had a direct and positive effect on P-O fit (Christensen & Wright, 2011; Palma, 2016). This study conducted an in-deep interviews with some key informants. The two quotes from key informants are typical for the correlation between these two variables as follows.

“I believe that the values of motivation in public service are important to influence the congruence between individual and

their organization in the public organization. Person-organization fit is necessary for individuals who work in any organization because it shows the congruence between employees and the organization such as goals, values, mission. I think that PSM is related to P-O fit because the purpose and values of the job and the goals of the individual are clear. Most employees in public organizations have motivation in public service and they look at their job as serving to public interest” [KEYINT 6].

“General speaking, in public organizations in Vietnam, the staff with the high levels of PSM are attracted to the government organizations because they perceive that their characteristics are compatible with their organizations’ characteristics” [KEYINT 1].

The results revealed a similar finding of a positive correlation of PSM with P-O fit, using quantitative data. In fact, the correlation between these two variables exists but it is not strong.

This theme also clarifies whether P-O fit can improve the job performance of public servants. The respondents also were asked to share their experience in using the level of fit to improve their employee’s performance. Three views from the key informants are presented as follows.

“There is something that has been noticed in the public sector. With the purpose of enhancing performance that determines the level of fit because P- O fit is also an important variable that leads to the job performance of employees. I realize that the level of fit of employees in the organization can make a difference, the way public employees work more productive, their performance will be better to do their job in a way that fits the values of the organization” [KEYINT 03].

“We are a kind of public servant. We work for public organizations in the public sector. What I can gather is that the enhancement performance of employees can be based on the compatibility between employees and the organization. What I mean is that an individual fit well with his organization, he may be given the higher level of job performance. This may be due to the fact that it may increase job performance of the individual in the public sector” [KEYINT 05].

“The congruence between the individual values and organization values will lead to higher or better performance. It is placed on the employee’s perception of fit as a kind of enhancement that this employee can perform better his job in the organization. The greater the congruence between the individual values and organization values” [KEYINT 02].

The role of mediating variable of P-O fit on the link PSM to job performance will be also presented in the last theme. Some key informants express their view that the correlation of PSM with job performance is highlighted when public servants perceive that their values, goals are consistent with their public organization's values and goals. One statements from the interviewees ([KEYINT 08] suggest that the degree of “fit” between employees’ characteristics and organizations’ characteristics cannot make employees to perform their job better but it depends on other factor. This means that P-O fit don’t have a direct influence on job performance. Another two-statements indicated that P-O fit is considered as an intermediary to transmit the influence of PSM on job performance. Four statements from the interviewees are expressed as follows:

“What I can gather is that job performance of employees can be increased by many factors. However, person-organization fit is not considered as the main factor to support employees to increase their job performance in Vietnam public sector. What I mean is that some employees don’t perform or work better although the organization satisfied their need or desire in the public organizations. Employees’ performance depends on many factors such as satisfaction, motivation” [KEYINT 08].

Three respondents in this study provided their responses to the role of P-O fit that mediated or intervened the relationship of PSM with performance.

“If our employees have the motivation to work for public organization and they perceive that their characteristics and their organizations’ characteristics are congruent because they feel that our organizations can satisfy their needs and desires. Therefore, am sure that all employees will perform their task or their job well in our organizations” [KEYINT 06].

“For me, the motivation in public service is an important employees’ orientation because it shows our employees attitudes and behavior to serve public interest. Whenever our employees have the motivation to serve the society or community and they also perceive and feel the existence of the compatibility between their values and goals and their organization values and goals and thus their performance will be better” [KEYINT 04].

“If individuals are drawn to public organizations because of the expectations they have about the rewards of public service but those expectations are fulfilled, they are likely to seek

membership in organizations that is compatible with their interest and then they will try to perform their task well” [KEYINT 07].

All three key informants noted the mediation effect of P-O fit on the linkage of PSM with job performance, as supported by the literature. The thematic approach used during data analysis relating to the experts’ view of the mediation effect of P-O fit on the linkage of PSM with performance. Key informants’ personal experiences indicated how P-O fit intervene the relationship of PSM with performance. Their statement stressed the degree of motivation in public service is influenced by the degree of “fit” between employees and their organization. Thus, their employee with the high level of PSM will perceive and feel that their values and goals are congruent with their public organization’s values and goals, and then they will work harder and perform better their task.

In summary, the study focuses on the effect of PSM on job performance through P-O fit in the public organizations. A series of interviews was conducted and several themes is developed during data analysis to support the results. Using experts, who are managers, supervisors in the public organizations, provide a deeper understanding of their perspectives and their view on job performance in the organizations that they work because they have several years of experience with public servants’ supervisors and they also serve as public servants. The semi-structured questions for interview based on the concept developing from the literature on PSM, P-O fit and job performance and their relationship. Interviews, then were recorded and transcribed to code and analyze data.

The literature of PSM argues that public employees with high level of motivation in public service is positively related to job performance in the public sector. (Alonso & Lewis, 2001; Andersen et al., 2012; Crum & Naff, 1999; Leisink & Steijn, 2009; Belle, 2013). The results from themes indicated that the respondents also perceived the directly positive effect of PSM on job performance. Further, P-O fit theory argues that the linkage of PSM and job performance may be fully mediated by the degree of “fit” between individual values and those public organizations values (Bright, 2007; Gould-Williams et al., 2015). The findings from developed themes is consistent with the literature when the respondents seemed perceived PSM also has an indirect effect on performance through P-O fit.

Discussion and Conclusion

A few quantitative researches have concluded a positive effect of PSM on job performance (Alonso & Lewis, 2001; Andersen & Serritzlew, 2012; Lynggaard et al., 2018; Belle, 2013; Loon, 2016; Vandenabeele, 2009). Also, the findings from the quantitative method indicated that the impact of PSM on public employees’ job performance is mediated by P-O fit (Bright, 2007; Gould-Williams et al., 2015; Kim, 2012). Bright (2007) revealed that the influence of P-O fit in public organizations mediated the linkage of PSM and public servants’ performance. Kim (2012) found that P-O fit is fully mediated the relationship of public servant’s PSM and their work performance. Similarity, Gould-Williams et al. (2015) showed that PSM had not only a direct influence but also indirect influence the outcomes through mediating variable of P-O fit. Thus, this study is

robust to use the qualitative analysis through developing themes to deeper understanding of the mechanisms and relationships of PSM with job performance when P-O fit was considered as mediator.

The themes developed during reviewing literature and the data analysis of using thematic approach and documenting the experience of the 8 key informants supported the answering the research questions. Using interview and asking managers or directors as key informants increase the validity of the findings because it contributes to in-depth understandings which can be tested using the quantitative method. Based on their perception and experience, the respondents indicated that PSM contributes to better job performance and it is a main factor to enhance employee performance in the public organizations. The experience and viewpoints noted by experts during collecting, coding and analyzing the data were in line with the concepts proposed by the literature (Higher level of PSM is associated with higher level of employees' performance). Another theme also supported the concept P-O fit developing from the literature and indicating the mediation effect of the degree of "fit" between employees and the organization on the linkage of PSM and performance. The level of PSM serves both a direct and indirectly significant factors through its impact on P-O fit for the contribution to improvement of the job performance in the public sector. Therefore, the qualitative analysis is useful to supplement the existing findings from the quantitative analysis.

The key contribution of the study is, however, that the findings illustrate qualitatively how experts and public servants talk about the level of PSM and job performance, and the direct relationship between these two concepts, and the level of P-O fit

mediate the relationship of the public servant's PSM with the job performance. Using interview data and asking the key informants (public servants, managers and directors) increases the validity of the results because it provides deep-understanding of the measure of PSM and performance. Importantly, the findings also suggest that PSM likely to serve as an important factor for the necessary enhancement performance of public employees in the public sector. Furthermore, the study also contributed to the literature on P-O fit and PSM by showing how P-O fit plays its role in the link PSM to job performance in the public sector.

Still, the study only conducts 8 key informants (respondents) who are experts to provide information about performance evaluation in the Vietnam public sector. The limitation thus refers to the generalizability. The findings alone may not be generalized. The next limitation is related to job performance measurement, in which only supervisor's performance ratings was used to conduct the study, it may carry a risk of common method bias because supervisor's performance ratings reflects one aspect of employees' performance.

The study indicates that national culture is associated with individuals' PSM (Kim, 2016). It may be highly attracted to examine whether the correlation between PSM and job performance is context dependent. Therefore, future research is urged to conduct similar analyses in public organizations with other field and in other countries. Performance have multi-dimension and PSM may have more complex effects on performance than assumed in the current study. Future study can explore that the level of PSM impact all dimensions of performance of employees in the public sector.

The findings from the study might have several implications for public organizations to identify a strategy to enhancing job performance of employees in the public sector when the results showed that public servants have a relatively high degree of public service motivation which effectively translates to positive job performance. Accordingly, public managers or HR managers could rely on the level of motivation in public service to enhance public servants' performance because the study provides insights into "the dynamics and situations" in which the level of PSM leads to higher performance. This study also revealed that the fit between employees and organization is related to job performance. Therefore, public managers should communicate the important values of organizations with their employees, provide opportunities for employees to learn about the values of organizations and make an assessment about how the organizational value match their employees value. This finding adds to the benefits of study on PSM in the public sector, as well as emphasizes the vital strategy to foster the public organizations that attract and retain employees with high level of motivation in public service and provide information about the culture and values of organizations to employees in order to assess whether the organization is a good match with their personal values because employees have high levels of PSM, they also have high levels of fit between their characteristics with their organization's characteristics and they are more likely to have significantly better job performance.

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