

## Determinants influencing performance of employees in public organizations: The case of Ho Chi Minh City

### *Faktor yang memengaruhi kinerja karyawan di organisasi publik: Studi kasus di Kota Ho Chi Minh*

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#### **Abstract**

Ho Chi Minh City is a socioeconomic center in Vietnam with more than 122,111 public employees estimated in 2020. With the purpose of increasing performance of public servants, the research concentrates on public employees' perception of factors affecting their performance in the public sector in this city. From April 1st to April 30th, 331 survey forms were delivered to the low and middle public employees by two ways including 251 online and 80 offline surveys. Only 256 questionnaires were considered appropriate for analysis. The research used a quantitative approach and utilized descriptive statistics, reliability analysis, EFA, Pearson correlation analysis, and multiple linear regression via SPSS version 20. This study show that there is a statistically significant (0.05) relationship between the factors of recruitment and selection process, leadership, organizational culture, and reward management have a statistically significant impact on employee performance while there was no evidence to depict any association between working environment, training and development, and employee performance ( $p > 0.05$ ). This study concludes that more attention and readjustment to reward management factors, organizational culture, recruitment and selection processes, and leadership are able to improve employee performance in public organizations.

**Keywords:** employee performance; Ho Chi Minh City; organizational culture; reward management

#### **Abstrak**

*Kota Ho Chi Minh adalah pusat sosial ekonomi di Vietnam dengan perkiraan lebih dari 122.111 pegawai negeri pada tahun 2020. Dengan tujuan untuk meningkatkan kinerja pegawai negeri, studi ini berkonsentrasi pada persepsi pegawai negeri tentang faktor-faktor yang mempengaruhi kinerja mereka di sektor publik di kota ini. Dari 1 April hingga 30 April, 331 formulir survei dikirimkan kepada pegawai negeri menengah dan bawah melalui dua cara termasuk 251 survei online dan 80 survei offline. Hanya 256 kuesioner yang dianggap tepat untuk dianalisis. Studi ini menggunakan pendekatan kuantitatif dan menggunakan statistik deskriptif, analisis reliabilitas, EFA, analisis korelasi Pearson, dan regresi linier berganda melalui SPSS versi 20. Studi ini menunjukkan bahwa ada hubungan yang signifikan secara statistik (0,05) antara faktor-faktor proses rekrutmen dan seleksi, kepemimpinan, budaya organisasi, dan manajemen penghargaan memiliki dampak signifikan secara statistik terhadap kinerja karyawan, sementara tidak ada bukti yang menggambarkan hubungan antara lingkungan kerja, pelatihan dan pengembangan, dan kinerja karyawan ( $p > 0,05$ ). Studi ini menyimpulkan bahwa perhatian dan penyesuaian yang lebih terhadap faktor manajemen penghargaan, budaya organisasi, proses rekrutmen dan seleksi, serta kepemimpinan mampu meningkatkan kinerja pegawai di organisasi publik.*

**Kata kunci:** kinerja karyawan; Kota Ho Chi Minh; budaya organisasi; manajemen penghargaan

## **Introduction**

Indicators of objective performance evaluation in the field of State organization are still low. The Corruption Perceptions Index of Vietnam (104<sup>th</sup>) indicates low public sector performance (Transparency International 2020). Vietnam experienced a slight decrease in this index from 2019 to 2020. Public Administration Reform has also become a top concern in both developing and developed countries recently. Only when human resource matters are prioritized in reform design with consensus participation of the labor force, will reform be successful and productive (Ssengooba et al. 2007).

In 2020, Ho Chi Minh City was estimated to have more than 122,111 public servants. In general, the arrangement of the positions of employees in most of the regions of Ho Chi Minh City basically met the management requirements of the administration system, and the quality of the contingent of public servants has been improved quite undoubtedly (Ngoc 2019). This city always attempts to boost the performance of the contingent of cadres, civil servants, officials in most areas ranging from districts, wards, communes, and townships.

In fact, many public servants in Ho Chi Minh city are not completely informed of the objectives and structure, encounter multiple challenges and confusions in their work. This situation contributes to numerous failures in fostering the effectiveness of the public employees, including slow handling of local matters. The lack of quality of a number of cadres and civil servants also triggers skepticism among the local people (Ho Chi Minh City Party Committee 2020). Because of this context, the National Assembly passed a Resolution on piloting specific policies and mechanisms for Ho Chi Minh City development, in which the effective operation of civil servants is considered (Nhan Dan newspaper 2018).

Hence, Ho Chi Minh City's public sector needs to search for optimal solutions to increase the performance of its public servants. This process requires the public organization to examine thoroughly many related factors that can increase public servants' performance. Unfortunately, there has been limited number of literature in Vietnam on this topic. To highlight these gaps, this study aims at assessing the impact of some determinants of public servant performance in this city.

Public organizations in this paper include state agencies, public schools, public hospitals, and public servants under People's Committees. The research reviewed in the field of determinants impacting employee performance in public organizations can be divided into numerous perspectives. Xiaohua (2008) proved that public service motivation relates significantly to employee performance in the public sector. Meanwhile, Iqbal et al. (2017) mentioned the aspect of justice including organizational justice, distributive justice, procedural justice, interactional justice and explored the distinct effects of them on employee performance in the public sector.

The aspect of justice is taken into consideration regardless of the type of job as well as the individual designation to emphasize organizational equity. Furthermore, Bashir and Khattak (2008) claimed employee performance of the public sector can be significantly affected by compensation practices, promotion practices and it directly affects the economic prosperity of the workforce because lower-level employees in developing countries are underpaid. According to Kiyana and Bett (2017), the need to effectively administer relates to the effect of training and development. The training and development are a structured approach for building a staff's expertise, knowledge, and proficiency for individuals to perform their jobs efficiently.

In addition to the studies mentioned earlier, there are a variety of studies on the factors affecting employee performance in public sectors published consistently in reliable journals in the period 2007 to 2020. The ever-increasing number of articles proves that employee performance in public organizations is an outstanding topic in the improvement of organizations. Table 1 depicts articles assessing the factors affecting employee performance in public organizations in the number of papers.

**Table 1.**  
Summary of factors impacting employee performance in public sector

Authors	Country	Methods	Survey respondent	EP measurement criteria	Findings
Paarlberg (2007)	The U.S	Quantitative and qualitative approach	Employees from department of defense installation	Customer service orientation	Customer service orientation has a strong positive impact on EP
Xiaohua (2008)	China	Survey data collected	Employees from central government agencies	PSM, JS, Organizational commitment	PSM, JS has influence on EP Organizational commitment has no influence on EP
Kiruja and Mukuuru (2013)	Kenya	Descriptive research design	Staff from public middle level technical training institutions	Motivation	Motivation has a positive relationship with EP
Caillier (2014)	The U.S	Web-based survey	Employees from federal, state, and local government	TS, Mission valence, PSM	TS has a direct, positive effect on EP Mission valence moderate the influence between TS and EP PSM does not moderate the influence of TS on EP
Ali and Farooqi (2014)	Pakistan	Strategy of enquiry, Proportionate stratified sampling	Staff of public sector university of Gujranwala Division	JS	JS has positive relationship with EP
Khalid, Rehman, and Ilyas (2014)	Pakistan	Rationale based on observation and numeric measurement, Random sampling	Managers of 11 public organizations	Training, Performance appraisal, Compensation programs, Career planning, Employee participation	Training, Performance appraisal and Compensation program influence significantly in EP. Career planning and Employee participation is insignificant in building EP
Darto, Setyadi, Riadi, and Hariyadi (2015)	Indonesia	Quantitative and descriptive research design, Saturated sample technique	Employees of regional offices	TS, Religiosity, JS, OC, OCB	TS, JS does not have considerably impact EP Religiosity, OC, OCB has significant influence on the EP EP is co-related with motivation
Baloch, Shafi, Shafi, Memon, and Fatima (2016)	Pakistan	Descriptive research design, Random sampling	Employees from 2 public sector universities	Motivation	EP is co-related with motivation
Isa, Ugheoke, and Noor (2016)	Oman	Quantitative approach, Stratified random sampling	Employees from the Ministry of Education	Supportive culture, Bureaucratic culture, Innovative culture	Supportive culture, Bureaucratic culture has a significant positive influence on the Innovative culture

Abbas and Awan (2017)	Pakistan	Descriptive research design, Convenience sampling	Employees of 15 public sector organizations	Organizational political	does not have a positive effect on EP Organizational politics has a significant but weak influence on EP
Iqbal et al. (2017)	Pakistan	Quantitative approach, Convenience sampling	Employees of Pakistan railways	Organizational justice, Distributive Justice, Procedural justice, Interactional justice	Organizational justice, Distributive Justice, Interactional justice has positive significant impact on EP Procedural justice has insignificant impact on EP
Napitupulu, Haryono, Riani, Sawitri, and Harsono (2017)	Indonesia	Stratified random sampling	Civil servants of Ministry of Finance of Indonesia	Career development, Organizational support, Motivation, Affective commitment	Career development has a negative insignificant influence on EP Organizational support, Motivation, Affective commitment has a positive effect on EP
Razak, Sarpan, and Ramlan (2018)	Indonesia	A descriptive and cross-sectional survey research design, Simple random sampling	Employees of Makassar Government region	Promotion, JS	Promotion and JS has a significant influence on EP
Sendawula, Kimuli, Bananuka, and Muganga (2018)	Uganda	Descriptive and cross-sectional survey research design, Stratified random sampling and simple random sampling	Employees from 4 hospitals	Employee engagement, Training	Training and Employee engagement has a significant positive relationship with EP Employee engagement plays a mediating role between Training and EP
Vu, Plimmer, Berman, and Sabharwal (2019)	Vietnam	Mixed methods study, Purposive sampling	Respondents from 29 public organizations	Work motivation, Organizational commitment, JS, Organizational performance	Work motivation, Organizational commitment, JS, Organizational performance impact significantly on EP
Mukminin, Semmaila, and Ramlawati (2020)	Indonesia	Descriptive research design, Quantitative approach	Employees in Maros Regency Public Works Office	Training and education, Work discipline, OC	Training and education, Work discipline and OC has a positive significant effect on the EP

Notes: EP = Employee performance, PSM= Public service motivation, TS= Transformational leadership, OCB = Organizational Citizenship Behavior, Organizational culture = OC, JS = Job satisfaction

Source: Incorporated by authors

## **Research Method**

The aforementioned review reveals that recruitment, working environment, leadership, training and development, organizational culture, and reward management could have impact on employee performance. This also allows to generate the conceptual framework and hypothesis of the study as below:

### **The relationship between recruitment and selection process and employee performance**

From a great amount of research, there is a relationship between the recruitment and selection and employee performance (Armstrong 2009, Kepha et al. 2014). According to Nwabuzor and Anyamele (2002), a rise in the list of applicants boosts the chances of the potential employees' attraction for work vacancies. Armstrong (2009) advocated that job descriptions should be clear, concise, and accurate; concurrently, job descriptions must clearly point out personal characteristics and competencies that the expected applicant must have to qualify for the position. Furthermore, on the condition that personnel are recruited and selected fairly, an organization may acquire employees that are committed to the organization's values. The organization tends to utilize a range of approaches, including interviews, tests (practical or psychometric), and so on. Specifically, interviews are by far the most common selection method; they can also be effective providing that they are well-structured and unbiased. The hypothesis could be set for the following:

*H1: Recruitment and selection process impacts significantly on employee performance.*

### **The relationship between working environment and employee performance**

The behavioral environment involves the extent of staff associated with others, and the effect of the office environment on the behavior of the employees, whereas the physical environment regarding the performance of its workforce is divided into two categories such as office layout and office comfort. Moreover, the strengthening of the imaginative output of staff is essential to stay competitive in a dynamic environment since the impact of the working environment is the equivalent necessity of imaginative employment (Janssen & Van Yperen 2004). Hence, the subsequent hypothesis can be established:

*H2: Working environment impacts significantly on employee performance.*

### **The relationship between leadership and employee performance**

Ogunola et al. (2013) acknowledged that effective leaders instruct the role personnel should take on. Furthermore, the interaction between leaders and followers, and the leaders' oversight of employees' behaviors, perspectives, regular feedback are essential to ensure a high work performance for the organization. In addition, leaders who has planning in the project setting and abdicate some of authority through delegation to the lower cadres could create a great organization. Besides that, the ongoing disputes within functioning units necessitate that upper-level staff address issues arising from circumstances that are either non-routine or unexpected (Kerzner 2003). Hence, the following hypothesis is proposed:

*H3: Leadership impacts significantly on employee performance.*

### **The relationship between training and development and employee performance**

Some studies claimed that on-the-job training not only provides staff skills, knowledge that makes them more effective, but also helps to familiarize new hires with their positions' duties and obligation

(Thomas 1997). Sarboland and Aghayi (2012) discovered in-service training such as succession management has an impact on personnel' personal skills, level of knowledge, and promotion. It is important to realize, and improve the capacity of the employee for greater responsibility and challenging activities. Therefore, the hypothesis can be established as follows:

*H4: Training and Development impacts significantly on employee performance.*

#### **The relationship between organizational culture and employee performance**

A good organizational culture inspires personnel toward a shared purpose and objective, and ultimately channeling employees' behavior to that path of functional strategies. Furthermore, the shared value of employees is a fundamental element of organizational culture, which is a collection of social norms defining the human interaction of the members of organizations, is a product of causal culture premises (Schein 1994). Franke et al. (1991) developed several dimensions of organizational culture in which the employee-oriented versus job-oriented dimension describes the importance of making critical decisions and appropriate employee treatment. Thus, the study established the subsequent hypothesis:

*H5: Organizational culture impacts significantly on employee performance.*

#### **The relationship between reward management and employee performance**

There are several types of research that proved the relationship between reward management and employee performance (Aktar et al. 2012, Sopiiah 2013). According to Kessler (2000), the major causes for rising workforce turnover in organizations is providing poor compensation. Njanja et al. (2013) claimed a successful reward system rewarding employees and their colleagues would act as a motivator for employees to do well and ultimately achieve the organizational goals. Yokoyama (2007) also mentioned immediate rewards including being praised or a tangible reward. Moreover, long-term rewards are awarded to employees who become loyal to the organization, and it decreases employee turnover. According to Sarvadi (2010), additional benefits such as a pension, health insurance, club membership, and commuter allowance are rewarding methods, and employees concern strongly of the above-mentioned benefits their organization offers. Hence, the hypothesis can be proposed the following:

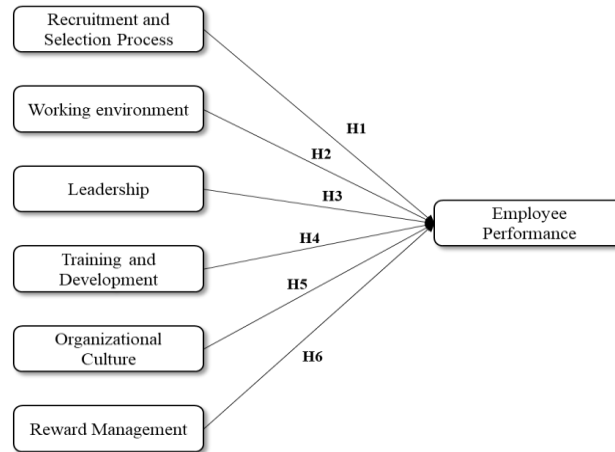
*H6: Reward management impacts significantly on employee performance*

Figure 1 presents several evidence proving these above factors are likely to be relevant in the context of Ho Chi Minh City. Initially, focusing on the recruitment and selection process and training and development has brought many positive results about civil servants' performance (Dinh & Vu 2016). Second, many public sectors in Vietnam having a horrific working environment leads to the low quality and performance of employees (Li 2008). Third, the Ho Chi Minh City Party Committee (2021) affirmed that building strategic-level leaders is a breakthrough point to keep employee performance. Moreover, organizational culture determines the quality and efficiency of the organization as well as the contribution of civil servants to build a professional, civilized, and modern administration (Dao & Nguyen 2020). Lastly, the Vietnamese State pointed out that worthy and reasonable reward management would help to enhance the effectiveness of employees (Pham 2020). The research is mainly based on the conceptual framework adopted from the reputable journals (Ohemeng et al. 2018, Rahmany 2018, Majau & Wanjohi 2019) and some modification is developed to adapt to the Vietnamese context.

The purpose of this research is to achieve subsequent goals including identifying the major elements affecting public employee performance of Ho Chi Minh City, investigating which degree of the influence of factors on the performance of employees in the public sector of Ho Chi Minh City, and offering some recommendations to improve the performance of employees.

## Son & Thao Vy: "Determinants influencing performance of employees"

The study answers the main research questions based on the research objectives: (1) What are the factors that impact employee performance in the public sector in Ho Chi Minh city? (2) To what degree do these independent elements influence on the performance of employees in the public sector of Ho Chi Minh City? (3) What are the recommendations for the public sectors in Ho Chi Minh to regulate these factors to improve the performance of employees?



**Figure 1.**

Conceptual model

Source: Modified personal document

The target population is public servants in Ho Chi Minh City. The survey is conducted by two methods including an online survey generated on Google Forms and delivered by Facebook and Zalo, and offline survey distributed to the public organizations. The research also takes advantage of purposive sampling and snowball sampling of non-probability sampling. By using purposive sampling, the researcher only asks respondents who fit the target population to do the survey. Concurrently, snowball sampling is utilized by requesting respondents to inform their friends and acquaintances who are also the target population of this research to finish the survey. We directly distributed 331 questionnaires through several organizations includes State agencies, public hospitals, public schools, etc., in Ho Chi Minh City. Finally, there were only 256 qualified surveys for data analysis in the total of 304 samples received. The research took a total of five months, from February to June of 2021. Based on these justifications; thus, a quantitative approach was utilized to conduct the study in terms of collecting and analyzing the data by using descriptive statistics, reliability, EFA, Pearson correlation and linear regression.

The raw statistics were analyzed using the Statistical Package for Social Sciences (SPSS). This analysis was categorized into several main phases: step of data processing, and it described the main characteristics of the dataset as well as variations in respondent characteristics. Moreover, the descriptive analytical frame contained the total number of samples (N), mean, standard deviation, minimum and maximum value. To evaluate the consistency and reliability of the scales, reliability analysis was utilized. The study utilized Cronbach's alpha to test reliability. This coefficient has a value between 0 and 1. Thereafter, the sig of Bartlett's Test of Sphericity must be smaller than 0.05. Afterward, the Total Variance Explained must be higher than 50%; simultaneously, the Eigenvalue will be acceptable on the condition that it is higher than 1. Lastly, the factor loadings must be greater than or equal to 0.5. For any item's factor loadings less than 0.5, the item must be dismissed. If the item has 2-factor loading, the disparity in factor loading must also be greater than 0.3. Correlation analysis then was conducted and followed by the correlation test, with the final analysis being linear regression. As regard the ANOVA table, if the sig value of the F-test is less than 0.05, it could be concluded that the independent variables reliably predict the dependent variable. The subsequent multiple regression equation in which a as constant and b as partial regression coefficient is:

$$EP = a + b_1 \times RS + b_2 \times WE + b_3 \times LD + b_4 \times TD + b_5 \times OC + b_6 \times RW$$

## Results and Discussion

### Sample demographic

Table 2 summarizes of the demographic details of the participants developed in five categories: gender, age, qualifications, job position, the length of working.

**Table 2.**  
Summary demographic of respondents

		Frequency	Percentage
Gender	Male	133	52.0%
	Female	123	48.0%
Age	Under 30 years old	67	26.2%
	31 - 40 years old	80	31.3%
	41 - 50 years old	70	27.3%
	51 - 60 years old	33	12.9%
	Over 61 years old	6	2.3%
Qualifications	High School Graduation	14	5.5%
	Intermediate college	27	10.5%
	University	150	58.6%
	Postgraduate	65	25.4%
Job positions	Manager	71	27.7%
	Staff	185	72.3%
The length of working	Less than 5 years	78	30.5%
	6 - 10 years	62	24.2%
	11 - 15 years	67	26.2%
	16 - 20 years	36	14.1%
	Over 21 years	13	5%

Source: Primary data

The number of males answering the survey is slightly higher the number of females, the difference between two figures is 4%. The majority of respondents ages are from 31 to 40 (31.3%). The group of respondents with over 61 years old makes up least with 2.3%. The number of respondents with university degree is the highest at 58.6% while high school graduation group makes up for a tiny minority at 5.5%. About 73.3% of respondents are employees working in the public sector. However, the share of those working in the public sector as managers makes up only 27.7%. Most participants have worked in the public sector less than five years whereas only 5% of respondents have worked over 21 years.

### Reliability analysis

There are 44 items grouped into seven variables. After running a reliability test, there are three items that have been excluded from the factors because of their inconsistent item-total correlation demonstrated by lower than 0.3 including LD3, OC3, RW3. In general, the Cronbach's alpha of Recruitment and Selection process, Leadership, Organizational Culture, and Reward Management is considered as a good evaluation since its indicators are greater than 0.8, while the Cronbach's alpha of Working Environment and Training and Development are deemed as acceptable evaluation as the indicators are between 0.7 and 0.8.

### Exploratory Factor Analysis (EFA)

Table 3 presents the results of exploratory factor analysis. When checking exploratory factor analysis for independent variables, six items have been removed from the factors because LD2, RW6, WE1 have factor loadings smaller than 0.5 and RW1, WE4, TD6 are separated in another group. Consequently, only 28 items are grouped into six variables. The current KMO values at 0.898 considering a good evaluation and Bartlett's Test of Sphericity is  $p = 0.00$ . Moreover, the Total



Variance Explained in this research is 63.494%. As a result, not only the EFA is satisfactory, but it also reveals that six extracted components may account for 63.494% of the total variance in the 28 items.

**Table 3.**  
Rotated component matrix<sup>a</sup> for independent variables final round

	Component					
	1	2	3	4	5	6
RS1	.739					
RS5	.735					
RS2	.733					
RS4	.726					
RS7	.694					
RS6	.655					
RS3	.651					
LD4		.776				
LD7		.758				
LD1		.703				
LD5		.701				
LD6		.698				
OC5			.753			
OC2			.710			
OC1			.700			
OC4			.671			
TD4				.717		
TD5				.672		
TD2				.589		
TD3				.569		
TD1				.526		
RW7					.761	
RW5					.744	
RW4					.646	
RW2					.544	
WE2						.786
WE3						.777
WE5						.618

Extraction method: Principal component analysis.  
Rotation method: Varimax with Kaiser normalization.  
a. Rotation converged in 7 iterations.

Source: Primary data

As regard KMO and Bartlett's Test for Dependent Variables, its Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.855, demonstrating a good evaluation. Bartlett's Test of Sphericity of this variable is also significant at 0.000. Simultaneously, the Total Variance Explained is 50.328%. Moreover, regarding Component Matrix, all items have factor loadings that exceed 0.5. Hence, all items are appropriate and will be kept for the subsequent phases.

### Correlation analysis

Correlation analysis was required to assess the interrelationship between each independent variable and dependent variable based on the significant level and the Pearson correlation figure. When evaluating correlation analysis, the Pearson correlation figures between independent variables including Recruitment and Selection process, Working Environment, Leadership, Training, Organizational Culture, Reward Management and dependent variable which is Employee Performance are 0.545, 0.527, 0.549, 0.573, 0.638, and 0.674, respectively. Moreover, all variables have sig less than 0.05 denoting the possibility of correlations between the dependent variable and

each of the six independent variables. The correlation among variables is also significant in the case that the value of the significance level is less than 0.01 (2-tailed).

**Regression analysis**

Linear regression was utilized to model the relationship between independent variables and dependent variables. After running correlation analysis, the adjusted R square value of 0.614 indicates six independent variables that have 61.4% influence in the changes of the dependent variable. When it comes to the ANOVA table, the sig value of the F-test in this research is 0.000, that is less than 0.05. Thus, the independent variables in this research reliably predict the dependent variable. There is not a multi-collinearity phenomenon in the model as the VIFs of all independent variables are less than 10.

Based on the hypothesis tested by several methods through SPSS version 20. The p-value of Working Environment, Training and Development is 0.236 and 0.159, respectively (p-value must be less than 0.05), so hypotheses are not supported. In other words, there is no relationship between Working Environment, Training and Development on Employee Performance. Hence, Working Environment, Training and Development is removed from the proposed research model. The remaining factors have acceptable p-value proving the relationship between Recruitment and Selection process, Leadership, Organizational Culture, and Reward Management on Employee Performance.

Reward Management has the most impact on Employee Performance since its beta is 0.304. The second most influencing on Employee Performance is Organizational Culture where its beta value is 0.246, followed by the Recruitment and Selection process in which its beta equals 0.121. Moreover, Leadership is the determinant having the least impact on Employee Performance because its beta is 0.101.

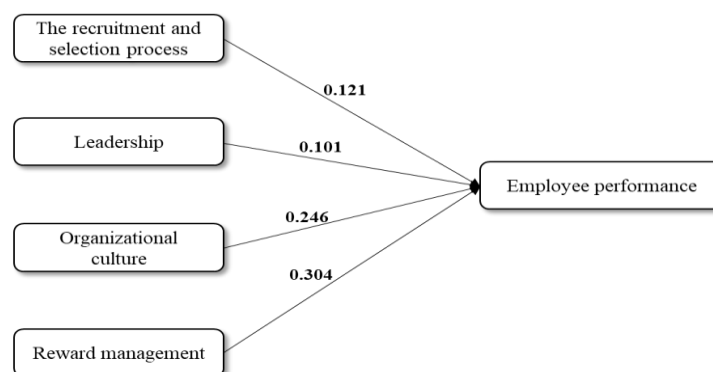
From the Unstandardized Coefficients Beta, the linear equation is established:

$$EP = 0.432 + 0.121 * RS + 0.101 * LD + 0.246 * OC + 0.304 * LW$$

As shown in the above linear equation, RW (Reward Management) has highest impact on employee performance with  $\beta=0.304$ . OC (Organizational Culture) comes to the second with  $\beta=0.246$  which is then followed by RS (Recruitment and Selection process) with  $\beta=0.121$ . LD (Leadership) has least influence on employee performance as  $\beta$  is lowest with 0.121.

**Revised model**

When carrying out all necessary analysis steps to check the reliability, validity, correlation, and regression among independent variables and dependent variables, Figure 2 shows a revised model with applicable factors affecting the dependent factor consisting of the Recruitment and Selection process, Leadership, Organizational Culture, and Reward Management.



**Figure 2.**  
Final research model with coefficients  
Source: Primary data

Firstly, hypothesis 1 in the research is supported ( $p < 0.05$ ). This result is the same with the previous study of Rahmany (2018), Kepha et al. (2014), and Gamage (2014), which implies that the recruitment and selection process positively affects employee performance. In this study, this dimension is the third most influential factor in the public sector located in Ho Chi Minh city ( $\beta = 0.121$ ). It is no doubt the fact that many Vietnamese employees work slowly, inefficiently and one of the causes of this situation is the unsuitable capacity of employees for the job which represents the lack of effectiveness of the recruitment and selection process in the organization. Therefore, if the recruitment and selection process contains obvious identification's job description and job specifications, as well as public, equal, unbiased, appropriate techniques in the recruiting process, it is obvious that the performance of employees in Ho Chi Minh City increases.

Secondly, hypothesis 2 is not supported ( $p > 0.05$ ). While Strong et al. (1999) and Purba et al. (2017) proved that the relationship between working environment and employee performance was positive; however, this may not have much impact on civil servants, cadres in Ho Chi Minh City. As regard working environment, the factor is evaluated based on a sense of professional achievement, great ways to do things, sufficient facilities. It can be explained that, for a long time, the subconscious of Vietnamese people has been firmly embedded by the belief that individuals can only work in the public sector if they have relationships with people in the organization. Hence, it is reasonable that employees do not feel professional achievement. Moreover, the Vietnamese public sector has not really created a working environment for taking advantage of talented people, so it cannot bring the inspiration or great way for the staff to do tasks. The personnel also get acquainted with the lacking and out-of-date facilities as Vietnam is a developing country. Therefore, it cannot influence employee performance in the public sector in Ho Chi Minh city.

Thirdly, hypothesis 3 is supported ( $p < 0.05$ ). Leadership affects positively employee performance of the public sector ( $\beta = 0.101$ ). Accordingly, this outcome is consistent with Huang et al. (2011), and Limakrisna et al. (2016), which proposes that there is an impact of leadership on employee performance. It further emphasizes that leadership is considered strongly in the Vietnamese public organization recently. Only when a leader is fully aware of his role and has real leadership capacity, will they ensure that Vietnamese civil servant performance increases. It is exemplified by focusing on guiding subordinates in the organization's activities, dealing with conflicts, interacting, and improving relationships, and evaluating tasks of cadres and civil servants at each stage.

Fourthly, hypothesis 4 is not supported ( $p > 0.05$ ). In the previous study (Ghelich 2007, Appiah 2012, Sanyal & Hisam 2018), it is said that the increasing in training and development contributed to the increase in employee performance. However, in this research, training and development does not impact on employee performance. It is assessed based on knowledge and skills attainment, knowledge gaps reduction, acquaintance of responsibility, working confidently in a superior position, and taking greater responsibility. In fact, the aim of Vietnamese civil servants engaging in training courses is primarily to follow organizational rules, so it seems they do not have a learning spirit to gain more knowledge from training course. Besides that, some public organizations only provide training with theories, and some of them cannot be applied by public employees in practical situations. Therefore, training may not impact on employee performance of employee performance. Moreover, due to the COVID-19 epidemic, public employees must constantly change their tasks to adapt to the epidemic, so it is difficult for them to be familiar with their tasks. Furthermore, the training curriculum at public organizations remains backward and slow to innovate, so it is impossible for cadres to develop to gain higher positions and responsibilities within the organizations. Thus, it concludes that this factor does not affect employee performance.

Moreover, the hypothesis 5 is supported ( $p < 0.05$ ). Regarding Organizational Culture, this factor is the second most important effect on employee performance in the public sector in Ho Chi Minh city ( $\beta = 0.246$ ). It attains the same insight revealed in earlier scholars such as Gajendran and Brewer (2007), Cools (2010), and Darto et al. (2015), which reveals the positive relationship between organizational culture and employee performance. In fact, the term organizational culture has been used in recent

times, but insights of organizational culture have appeared for a long time in the documents of the Communist Party and Vietnamese State since 2001 that clearly stipulate on working attitude and communication standards of the civil servants and cadres. Therefore, organizational culture is deeply rooted in the values of each Vietnamese employee, which can support their performance. Hence, if employees have common sense and behavior toward purpose and goals, type of communication, the good treatment among employees with the higher intensity means they can work with higher performance.

Finally, hypothesis 6 is supported ( $p < 0.05$ ). With respect to reward management, it has the most impact on Employee performance ( $\beta = 0.304$ ). It offers strong support for the previous study (Aktar et al. 2012, Sopiah 2013, Martono et al. 2018), in which reward management impacts positively on employee performance. This finding fits to Vietnamese people, as they tend to enjoy being recognized and rewarded when they successfully complete their work, which helps them receive admiration from the colleagues and can attempt to work higher effectively. Moreover, they can achieve higher social status due to promotion. Therefore, the more respect, honors, tangible reward, additional benefits they receive, and even promotion when they work longer in the organization, the more performance they can increase.

## Conclusion

Firstly, the rewards regime must be clearly defined so that public employees can set their own goals in advance to achieve rewards. It is necessary to continually amend legal documents on emulation and commendation. Organizations should increase types of rewards and ensure to provide pensions, health insurance, and monthly benefits. Secondly, building a strong organizational culture enables employees to perform well in the organization. The organization needs to modify unnecessary and inappropriate cultural values that can negatively impact job performance. Moreover, organizational culture should be binding on all public employees as it encourages uniformity of consciousness and behavior among members regarding goals, mission, and vision. Concurrently, the organization should praise and commend public servants complying excellently with organizational culture. Thirdly, in terms of the Recruitment and Selection process, the organization should develop a clear job description and job specification so that candidates can determine whether their competency is suitable for the job.

Furthermore, many forms of assessment need to be combined such as multiple-choice, written test, and interview. In addition, to further enhance the transparency of the recruitment period, the organization should not appoint acquaintances of candidates as a recruitment committee. Finally, regarding Leadership factor, leaders should have specific instructions on the subordinates' assigned tasks so they can conduct tasks without making mistakes. In addition, the leaders should encourage a free interaction between superiors and subordinates so that the subordinates feel comfortable and confidently give their ideas. Contradictions and disagreements easily happen in the organization, leaders need to seek and solve this issue in a satisfactory way; hence, employees do not feel injustice. When employees do not perform tasks well, the leader should not criticize the employee's result harshly, instead, the leader should provide positive advice.

Due to time and geographic constraints, the research was carried out with 256 observations which account for the minority in the target population as the total of employees in Ho Chi Minh City is about 122,111 people. Therefore, further research should be conducted with a larger sample for the reliability of the research results. In addition, since the author's experience is insufficient, this study does not encompass all facets of public employees to propose strong recommendations. Hence, in-depth studies can propose practical suggestions to help increase employee performance.

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