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THESIS

**PSYCHOLOGICAL CAPITAL AND QUALITY OF WORK LIFE
AMONG EMPLOYEES IN PUBLIC SECTOR: EVIDENCE FROM
HO CHI MINH CITY DEPARTMENT OF CULTURE AND SPORTS.**

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ABSTRACT

In the modern world, employee's organizational performance is seen as one of the most important factor in developing an organization for both public and private sectors. The literature review also showed a lack of empirical research on the topic in the context of Vietnam, especially in the public sector about PsyCap in relation with Performance. Therefore, this study aims to examine the impact of PsyCap and Quality of work life on employee performance in public agencies such as Department of Culture and Sport in Ho Chi Minh City. 28 questions with the seven-point Likert scale were used to the research. Respondents in this study were 157 employees working full-time in this Department in Ho Chi Minh City. SPSS 20 and AMOS 20 were used to analyze the collected data. The research findings proved the significant effect of PsyCap Performance as well as QWL and performance in the public organizations in Ho Chi Minh City. This study provides not only better understanding of the subject but also the practical implications for personnel management of the organization.

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LIST OF ABBREVIATION

AVE	: Average variance extracted
CFA	: Confirmatory factor analysis
CR	: Composite reliability
DCS	: Department of Culture and Sports
FDI	: Foreign direct investment
GDP	: Average gross domestic product
HCMC	: Ho Chi Minh City
POB	: Positive organizational behavior
PsyCap	: Psychological Capital
QWL	: Quality of work life
SEM	: Structural equation modeling

CHAPTER 1 – INTRODUCTION

1.1 Research background

According to Friedman (2007), in the present era – “flat world”, people has more prospects to collaborate and compete with each other than ever in the modern world. In new competition between organizations, in order to become the leader, firms have been forced to non-stop develop their business and market. Besides, cutting price and cost or even downsizing the number of employee to survive is also the strategy chosen by many enterprises in such new business environment (Luthan, Norman, Avolio and Avey, 2008). Mentioned as intangible resource, employee has increasingly vital role in organization as well as in economic productivity (Garvin and Mason, 2004). They are able to afford to contribute to organizations’ operation, success or even survival. Moreover, in order to access how effective an individual does, organization usually depends on their job performance. Therefore, job performance is used to measure the work result, responsibility of employee, ability to complete tasks from the perspective of the judging party. In other words, employee performance has a positive impact on organizational effectiveness in terms of productivity, profitability, customer loyalty or staff turnover (Harter, Schmidt, Killham and Asplund, 2006).

It is noted that firms having more engaged staff have double rate of success compared with lower engaged firms (Baldoni, 2013). For more evidence, Jensen, Luthans, Lebsack and Lebsack (2007) mentioned rising one standard deviation of high performance work practice will enhance sale per employee up to \$27,000 per year, increase profitability approximately \$4,000 per employee and boost market value of organization up to \$18,000 per employee. This in turn has required organizations to approach their human resource as competitive advantage due to its difficulties in imitation in order for sustainable growth by new resource-based perspective (Barney, 1991). It illustrated the relevance of organizations’ outcome and employee performance. On the one hand, firms can reach their goals from production process, delivery goods and services to take care their customers by highly performing employees. On the other hand, recognized as highly performing individuals, employees feel not only proud of their effort but also increase their satisfaction in workplace. Without satisfaction, they can fail to implement tasks, make full use of skills and knowledge to achieve their own objectives as well as organization’s mission (Sonnentag and Frese, 2002). It shows employee, especially higher performing individuals are strategic asset and play critical role in to the overall success of organizations. Based on this view, firms have tried to find out amongst their employees who are well performed as well as improving staff performance is also emphasized. However, it is noted that performance level varies in different tasks, positions and

context-specific of organizations (Rothmann and Welsh, 2013). It means such positive outcomes of performance can be gained by understanding in depth its antecedents which should be focused by organization and policy makers.

When it comes to Vietnam, since implementing the economic reform *Doi moi* which was initiated in 1986 to date, many economic success have achieved by the Government and Vietnamese citizen. For specific, according to General Statistics Office (2008) (GSO), average gross domestic product (GDP) increased eight per cent in 1997 – 2007 period; foreign direct investment (FDI) rose ten times, from US\$2.45 billion in 2001 to \$20.3 billion in 2007. With changes and rapid economic growth over the last two decades, more and more private enterprises and state-owned enterprises have been established, promoting control and management ability of the Government in such increasingly complex market economy. As representative organizations of the Government, public organizations have more responsibilities in management, formulating to implementing policies and planning project than ever in *Doi moi* process in order to meet the demand of society, citizens as well as dynamic market economy. Increasingly recognizing the pivotal role of public sector, the Government has reorganized and modernized public sector, aiming to enhance the quality of operation of private sector and the whole of economy, step by step moving to a socialist-oriented market economy.

It is noted that in a Socialist country like Vietnam, the state agency has constituted of large proportion of organizations and created huge amount of employment – represented by civil servants who play key role in managing and directing policies issued by the Government. Civil servants are defined as “a Vietnamese citizen who is recruited, appointed to have a permanent job in a state agency and get the salary from the state budget” in Decree in May 1991. Based on such definition about civil servant, it is estimated that there are currently 1.2 million employees working for state agencies. They are those who involved in executing the political decisions of the Government and State Administration, managing public activities and providing socioeconomic activities. According to Ho Chi Minh delegator in the 13th National Assembly of Vietnam, State Administration is currently too cumbersome and need to be restructured in order to meet the demand of global integration. The purpose of reorganization is to make the bureaucracy more flexible, adaptive and efficiency in the modern world. And from this starting point, the Government is able to pay the ways for fostering sustainable economic growth. Moreover, in such new paradigm business environment, it is essential to purge the “input-based” and “process-oriented” system and move toward to “outcome-based” and “service-oriented” system. It is noted that although the expense for a huge amount of civil servants has occupied approximately sixty seven per cent of annual expense of the Government, weakness and backwardness are reported in operation of public sector in

general and of civil servant in particular (Ives, 2000). Thus, Vietnamese civil servant does not meet the requirement of civil servant performance put by the Government and citizens.

As the bridge connecting citizens to the Government and vice-versa; and be executor in developing the public policies, it is necessary to explore performance of civil servant in order to enhance their outcomes. Therefore, the antecedents of low performance in public sector have been considered and searched by public management managers as well as researchers. In such contexts, some causes which may have influence on civil servants' performance have been come to light and presented such as recruitment, salary, promotion and training (Bruynooghe et al., 2008). Regarding recruitment, as stated by Nguyen (2008), Vietnamese practice in public sector was the formalistic recruitment which emphasizes on diplomas/certifications and staff quotas allocation. Recruiting without clear criteria, content and plan of entrance examination and lack of job description in combination would generate officials with poor performance. Secondly, salary and compensation/incentives were interestingly discussed in conferences, seminars relating to servant in public sector due to its practical today. It must be pointed out that the current salary of Vietnamese civil servant is low and not competitive with not only private sector but also comparator countries such as Thailand, Indonesia, Philippines, etc. To illustrate for this statement, Table 1 shows wages in Vietnam and other countries in the early 1990s. Appropriate remuneration is considered as crucial tool to attract as well as retain qualified and skilled employees; moreover, it can also motivate them in implementing tasks and ensure better performance. Nevertheless, civil servants' salary was based on their rank, the length of service as well as minimum wage. It was not reflected by level of performance or efficiency in work of civil servants. Hence, the Government failed to motivate and retain qualified public employees. Thirdly, it was examined promotion in Government agencies did not depend on performance, working capacity. Under career-based system, promoting may need to satisfy some requirements such as tenure, quotas system, personal network or political consideration (Painter, 2006), which lacking clear link between promotion and performance. In some organizations, the length of service was mentioned as criteria for promotion. All of this make public employee fail to improve their performance as well as contribution to success of organizations. Finally, training was a topic which has been rarely discussed in public sector not due to unimportant role of this factor. It was believed that training programs was only designed for senior expert grade or principle experts with main content relating to legal information, restructuring policies, new methodologies issued by the Government in general. It is not practical knowledge or skill served for officials' work or even programs toward individual performance. Through training, public employees are able to feel the organization's consideration as well as

investment in long-term. In addition, training program can create the positive environment where each individual can feel their efficiency and try to make better effort.

Table 1 *Employment and wages in Vietnam and other countries in the early 1990s*

Country	Total Civilian Employment		Wages based on	
	<i>No. (million)</i>	<i>% of population</i>	<i>% of GDP</i>	<i>Multiple of per capital GDP</i>
Thailand	2.8	5%	5.2%	4.2
China	2.8	.2%	3.8%	1.3
Philippines	2.1	3%	5.5%	2.3
Vietnam	3.2	4%	3%	1.1
Indonesia	2.1	1%	3%	1.6

Sources: Schiavo-Campo and Sundaram, 2001

Recognizing the role of enhancing performance and quality of civil servant force, the Government had specific policies for each antecedent in order to meet the demand of society. First of all, to recruitment, the Government' changes are recorded with positive signs by the United Nations (2004). The recruitment is more transparency, and step by step has been reformed about procedures and methods to be aligned with the tendency of developing countries. To date, compulsory recruitment examination is chosen as the main tool in recruiting Vietnamese officials working for Government agencies. Today, most candidates are familiar with entry-examination when applying in public sector. By this method, the Government firstly can screen unqualified employee and attract more skilled individuals, minimizing public employee with poor performance. Secondly, salary also has significant development to adapt with new business environment. Thereby, the Government has begun increasing the minimum wage in order to pay the way for rising salary for officials. As a result, although the level of increase is not much, it somewhat enhances the quality of life of public employees as well as encourages them in their work (Gainsborough, 2006). From accounting for 3 percent of GDP as mentioned in Table 1, wages and salary of civil servant have been increased up to 33 percent of total of Government expenditure in 2002. Besides, 4.3 is recorded as the rising number of wage as multiple of per capital GDP in 2006,

beyond this index of Philippines and Indonesia. Table 2 will show the increase of minimum wage in Vietnam in 1994 – 2003 periods.

Table 2 Minimum Wage Increases and Inflation Rates (1994-2003)

Year	Per month (000 VND)	Annual increase (%)	Accumulated increase (%)	Annual increase (%)	Accumulated increase (%)
1994	120	.0	.0	14.2	14.2
1995	120	.0	.0	12.9	28.9
1996	120	.0	.0	4.5	34.7
1997	144	20.0	20.0	3.6	39.6
1998	144	.0	20.0	9.2	52.4
1999	180	25.0	50.0	.1	52.6
2000	210	16.7	75.0	-.6	51.7
2001	210	.0	75.0	.8	52.9
2002	210	.0	75.0	4/0	59
2003	290	38.1	141.7	4.0	65.4

Source: Government of Vietnam General Statistics Office (2003)

Turning to promotion and training, the Government is initially applying position-based systems instead of career-based system in combination with a set of managerial reforms usually term “New Public Management”, or simply PM. In new module, both promotion and training are turned toward directly individual and their performance for promotion. While career-based system was closed and focused on senior and mid-level position in promotion as well as training, position-based system has paid more attention to the best-suited candidates and based on their performance and training for relevant promotion. For such advantages, the Government expects positive outcomes brought by new public management in near future.

In spite of above effort of the Government, it is recognized that the performance of civil servant has not been achieved significant results. Besides, the World Economic Forum considered

that on global competitiveness in 2014-2015, the competitiveness index of Vietnam increased by only 2 levels, from 70 to 68 positions in 148 economies. And the Business Environment Report of the World Bank in 2014 ranked that Vietnam is at 78th rank of 189 countries (Thu, nd). Clearly, although there have been many attempts, the competitiveness of Vietnam has been slowly to improve and has a modest ranking position than many countries in the region. Consequently, in addition to reforming and implementing above policies, the public agencies have simultaneously tried to find out key antecedents of phenomena which have association with officials' performance. As to workplace and human resource, in recent years, there are two new emerging concepts relating to employee performance which have been received much attention from not only scholars but also managers in organizations. First of all, psychological capital or simply PsyCap in combination with human and social which is believed that can make greater influence on organization's performance than any previous independent sources, leading to desirable performance outcomes (Luthans et al., 2007). The second is quality of work life (QWL) which has directly relationship with job satisfaction and performance in workplace (Sirgy 2006; Wright and Cropanzano 2004). Based on such new variables, the performance of officials is expected to be improved and increased the quality of service in the society.

As a Vietnamese public agency, Ho Chi Minh City Department of Culture and Sports or simply DCS, is a specialized agency under the Commission of Ho Chi Minh City's People Committee (PC), also experiences low performance as previously mentioned of general circumstance. This Department has the function of advising and assisting the Ho Chi Minh City's People Committee to manage the state of culture (cultural heritage; performing arts, cinema; art, photography, exhibitions; copyright and related rights where the literary works of art; the library; advertisement; popular culture, ethnic culture and propaganda); family (equal rights and against violence in the family), fitness, sports (community sports, high performance sports and professional sports). With these important functions and tasks, productivity, quality of service, quality of work of DCS as well as officials' performance has always been considered and evaluated. However, also need to recognize the fact: a part of officials and employees work less efficiency. They lack the dynamism, creativity and innovation with slow style, cumbersome, irresponsibility ... It led that affairs and interests of the people are harmed. For example, the licensing of entertainment is delayed. That causes artist performances are stopped, artist loss of reputation and finances. Low performance of civil servant has been illustrated through increasingly complaints from citizens and other Departments such as the length of addressing issue are too long, attitude of officials are not positive and etc. It poses the importance of enhancing the performance of employee in order to decrease negative outcomes of DCS in particular and of public sector in general in citizens' view. It

is necessary to investigate whether PsyCap and QWL has association with officials' performance in DCS. Due to the role of PsyCap and QWL in job performance, several researches have been complemented in organizations. For instance, Mortazavi, Yazdi and Amini (2012) tested the effect of PsyCap and QWL in hospital industry in Mashhad City and such relationship is also investigated among nurses in China (Sun, Zhao, Yang and Fan, 2012). In Vietnam, Nguyen and Nguyen (2012) also examined the relationship between PsyCap, QWL and job performance in marketing sector with the significant result. In pressure working environment as public sector, it is necessary to explore the level of PsyCap and QWL to civil servants' performance because officials are representative for the Government in order to support citizens in their daily life. Nevertheless, there is no research investigated such relation in public sector. To fulfill this gap, this study would like to undertake an empirical test to explore the relationship between PsyCap, QWL and job performance.

Thus, the title of this research is *“Psychological Capital and Quality of Work Life among employees in public sector: evidence from Ho Chi Minh City Department of Culture and Sports.”*

1.2 The research target

The purpose of this research is to figure out the research questions as following:

1. How does Psychological Capital impact on officials' performance in Ho Chi Minh City Department of Culture and Sports?
2. How does Quality of Work Life impact on officials' performance in Ho Chi Minh City Department of Culture and Sports?
3. Which avenues can improve the performance of employee in Ho Chi Minh City Department of Culture and Sports in particular and in public sector in general?

In order to examine and response above questions, the research specifically attempts to investigate:

- The relationship between Psychological Capital (PsyCap) and Civil servants' performance.
- The relationship between Quality of Work Life (QWL) and Civil servants' performance.

1.3 Central terms and concepts

Psychological capital is defined as state-like belonging to positive psychology of an individual which is open to develop (Luthans et al., 2005; Luthans et al., 2008) and so far characterized by four components such as self-efficacy, optimism, hope and resiliency. The term of psychological capital is simply exerted to mention the individual motivational predisposition accumulated through positive psychological dimensions (self-efficacy, optimism, hope and resiliency).

According to Sirgy & et al. (2001), **Quality of work life** refers to wide ranges of needs/demands of employee can be satisfied through several resources, activities and outcome generated by

participation in their workplace and including three dimensions: survival, belonging and knowledge needs. QWL has been examined as a multi-dimensional construct and it may not last forever.

“**Performance** is what the organization hires one to do, and do well” (Campbell et al., 1993, p. 40).

Individual performance is changeable and not stable over time. So that, investigating the antecedents of performance can help retain or enhance current individual outcomes which have a positive link to organization’s performance or effectiveness.

1.4 Research methodology and Research scope

The research consists of two phases; a qualitative study and a main survey that have been conducted in Ho Chi Minh City Department of Culture and Sports (DCS) in Ho Chi Minh City, the principal business center of Vietnam. This study uses a questionnaire to collect data which was originally developed in English and has been translated into Vietnamese. It has also been modified through qualitative test. The purpose of the qualitative phase is to modify Vietnamese questionnaire version by in-depth interview with five officials before conducting the main survey. The next stage is to analyze the collected data. SPSS 20 and Amos 20 were used to test the model. The reliability and the validity were tested by Confirmatory factor analysis (CFA). The model is then further analyzed by Structural equation modeling (SEM).

1.5 Research contribution

Firstly, the comprehensive review of literature reveals that there is a limited research regarding to public employee performance in Vietnam, specifically in a typical agencies such as Ho Chi Minh City Department of Culture and Sports (DCS), so the current research contributes to the extant knowledge of officials’ performance.

Secondly, differentiating from the previous studied which measuring civil servants’ performance through subjective scales such as self-evaluation, peer-assessment etc. or through other antecedents such as salary, empowerment, appraisal systems, training etc. this research focuses on the psychological constructs and quality of work life in order to examine performance.

Lastly, the findings of the current research will provide meaningful and practical contributions to the Government, particularly to the public agencies, which have the intention of growing and enhancing the servant’s performance in Vietnam. The discussion of managerial implications will provide a new approach for manager and policy maker to reform and increase the quality of service as well as human resource in public sector.

1.6 Organization of the study

This study includes four chapters after chapter 1 Introduction, as below:

Chapter 2 – Literature review: this chapter includes Definition of Psychological Capital, Quality of Work Life, Performance, theoretical background of Positive organizational behavior and the hypothesis development each constructs in model.

Chapter 3 – Research method: this chapter consists of research process, measurement scale, the qualitative survey and the main research which was conducted.

Chapter 4 – Data analysis: this chapter describes how each measurement scale was evaluated and the result of testing the hypothesis. It consists of sample description, measurement scale data analysis, and method analysis.

Chapter 5 – Conclusion and recommendation: this chapter presents brief description about research findings and some of implications has mentioned. At the end, research limitation and recommendations for future research have been presented as well.

CHAPTER 2 – LITERATURE REVIEW

2.1 Introduction

Chapter 1 introduced overview of research, including research background, statement of problem, research objectives, research methodology and scope, research contributions and research structure. Chapter 2 firstly aims to present the theoretical background relating to the constructs as well as the model in this research. The definitions of main variable and other constructs are presented before discussing the hypotheses. Finally, a research model is proposed, simultaneously, its constructs and relationship hypothesized and these constructs are also discussed.

2.2 Overview of Ho Chi Minh City

Ho Chi Minh City (HCMC) is located in central of Vietnam Southeastern. HCMC has an area about 2095.239 km². HCMC population is 7,162,864 people (accounting for 8.34% of the national population, which male accounted for 47.97%, women accounted for 52.03% of HCMC population), the average density of 3419 people/km² (GSO, 2009; PSO, 2015). But if you also count immigrants, HCMC real population is over 10 million people. HCMC is one of the 40 most populous cities in the world. Besides, HCMC is a special municipality, a center of economic, cultural, scientific – technical of Vietnam. Ho Chi Minh City has 24 district-level administrative units (including 19 urban districts and 05 suburban districts) and 322 commune-level administrative units (communes, wards and towns). Under the People's Committee of Ho Chi Minh City, there are 18 Departments as specialized agencies and 26 other departments' equivalent, with a total of 12,605 public servants. Besides, there are 128,990 employees are working at business units. Thus the total number of public servants is 141,595 people.

Dynamism and acumen to market economic mechanism of people are the main strengths of Ho Chi Minh City in the development process. In the 40 years from the date of reunification, Ho Chi Minh City always is the economic center of Vietnam. Economic growth rate of HCMC in 2015 rose 9.85%; Ho Chi Minh export turnover increased 26.3%/year. State budget revenues in 2015 of the city was 280,767 billion VND, increased on average by 28.45%/year, Ho Chi Minh City contribution to revenue of Vietnam is accounting for over 30%. Those are important achievements and significant contributions to the overall development of the country.

2.3 Ho Chi Minh City Department of Culture and Sports

2.3.1 Formation history of Ho Chi Minh City Department of Culture and Sports

DCS is surrounded by three illustrious streets in the center of HCMC: Dong Khoi, Nguyen Du and Ly Tu Trong. DCS is located at 164 Dong Khoi Street, Ben Nghe Ward, District 1. Dong Khoi Street is the most expensive street of HCMC. Many ancient monuments which are recognized

as cultural heritages are located on this road. Therefore, DCS occupies the extremely favorable position: the right is the Notre Dame Cathedral and City Post Office, the left are the Central Square, Nguyen Hue Pedestrian Street and the office of HCMC People's Committee. Not just only that, DCS is near to the Opera house and two ancient famous hotels: Continental Hotel and Majestic Hotel. Moreover, DCS is also near three biggest shopping malls: Vincom A, Vincom B and Parkson Le Thanh Ton.

According to Nguyen (2012), his research shows that this building was built in 1881 and was restored in 1933. This address was listed as the “Recette locale” (Department of local tax) in the year 1905 to 1906 and “Receveur special” (Department of special cashier) from the year 1907 to 1911. From the year 1912 to 1917, this place was known as “Trésor public” (Treasury). Until to the year 1917, when the newly built new Treasury on Charner Avenue (Nguyen Hue Street), the French colonist government layout for the Southern Secret Service and Central Police Department used this site as a place to arrest, to torture the patriots. This prison was located on Catinat Street (Dong Khoi Street), so people often call this place is “Catinat station” (Nguyen, 2012).

Catinat station had one deep underground bunker, many large and small cells, where French secret agencies detained many political prisoners. Catinat station was well-known as “the hell on earth” but it was situated next to Notre Dame Cathedral, so Saigon residents who used to quip that: "Next to Heaven is Hell". After 1954, Catinat station was used by Saigon Government as headquarter of the Interior Ministry. After 1975, the place of 164 Dong Khoi Street was used as the head office of HCMC Department of Culture and Information.

Following requirements in the new age, Ministry of Culture, Sports and Tourism & Ministry of Internal Affairs (2008) issued Joint Circular No. 43/2008/TTLT-BVHTTDL-BNV dated 06 June 2008 in order to merge four specialized units (Department of Culture, Department of Tourism, Department of Sports and Committee for Population, Family Planning of all provinces and cities in Vietnam) into the Department of Culture, Sports and Tourism in 2008. However, HCMC is a big center of economy, finance, and culture, social in the country. HCMC which established only one department to manage all important fields created a number of shortcomings. Therefore, according to Decision No. 32/2014/QD-UBND dated 06 October 2014 and Decision No. 34/2014/QD-UBND dated 21 October 2014, the HCMC Department of Culture, Sports and Tourism is the first office in Vietnam is permitted by the Government to split into two departments: the Department of Tourism and the Department of Culture and Sports (People's Committee of Ho Chi Minh City, 2014).

2.3.2 Operating regulations of Ho Chi Minh City Department of Culture and Sports

In addition of changing the name, Decision No. 34/2014/QD-UBND also specifies the functions, tasks and operating regulations of DCS (People’s Committee of HCMC, 2014). Being a

specialized organization for assisting People's Committee (PC) to perform the function of State administrative management on city planning, plans, policies and regulations in the fields of culture, sports and family, the DCS has the following functions. Firstly, DCS direct cultural, sports and family activities in the city administration; monitoring of cultural, sports and family activities of citizens, economic - social organizations, and other agencies (including the armed forces) in the city. Secondly, DCS is under direction and managed about organization and work by PC and subject to the direction of professional competences by the Ministry of Culture, Sports and Tourism. Last but not least, creating cooperative relationship with Department of Culture, Sports and Tourism of other cities and creating favorable environment to cultural exchange and coordinated manage.

With these functions, the DCS has some main duties and authorities. First, assisting PC to zoning, planning and developing of the cultural, sports and family activities under the guidance of the Ministry of Culture, Sports and Tourism and economy - society plans of PC; planning budget investment, organization, training and retraining of professional staff to implement policies promulgated by Ministry of Culture, Sports and Tourism and PC. Second, assisting PC to manage administration and being authorized by PC to State manage in the fields of culture, sports and family activities; organizing guidelines, monitoring the implementation of guidelines, policies and legislation in the field of culture, sports and family activities. Third, guiding and monitoring contents of cultural, sports and family activities in HCMC are oriented and planned by State. Forth, checking registration and identification of contents of artistic performances, exhibitions, information, advertising, fairs, decentralized cultural products (in the form of performances, publications, tapes, records, ...) in order to circulate or suspend spreading in public places. Fifth, recommending PC who decides to allow or suspend operation and handle violations of agencies and economic - social organizations and citizens for cultural, sports and family activities in HCMC. Next, organizing, guiding, training, professional training, encouraging movements of cultural, sports and family activities, the Culture Houses, religions, Chinese communities, Cham communities, schools, city-level agencies under policies and laws of the State.

2.3.3 Organizational regulations of Ho Chi Minh City Department of Culture and Sports

With the key functions listed above, besides the Board of Director of the Department with one director and five deputy directors are responsible for the overall management, DCS has twelve main chambers: Main office, chamber of Organization – Staffs, chamber of Planning, chamber of Finance, chamber of Inspection, chamber of Art, chamber of Cultural heritages, chamber of Culture and Family, chamber of Community sports, chamber of High performance sports, chamber of Legal and chamber of Festival and Event with total 157 employees (excluding directorates, drivers and

housekeepers) in order to cover all tasks about HCMC’s implementation of state management of culture; family; fitness, sports and advertising (excluding advertising in the press, in the network environment, on publications and advertising on the product integration, postal services, telecommunications, information technology).

With both characteristics of culture - arts and sports, DCS quantities of men and women are approximately equal. There are 86 females, accounting for 54.8% of the total number of DCS employees and 71 males. In 157 people mentioned above, labor force aged from 31 to 40 years old is accounted for the highest proportion with 40.8%. In contrast, the labor force aged over 50 has 21 people, makes up the lowest rate with 13.4%. It means that DCS workforce is considered young workforce. Besides, the level of education of DCS employees is relatively high compared with the average of the agencies under PC: 128 people in bachelor degree, 25 employees in post graduate, just only 4 people in college degree and no one in high school or vocational degree. However, with such a level of education, salary of the staffs is quite low. Staffs who have salary of “above 10 million VND per month are only 7 people, this occupies the lowest percentage with 4.5% .The remaining salary respectively in the ascending ratio are “less than 2.5 million” with 7.0%, from “2.5 to 4 million” with 12.7%, from “4 to 6 million” with 57% and from “6 to 10 million” with 62%.

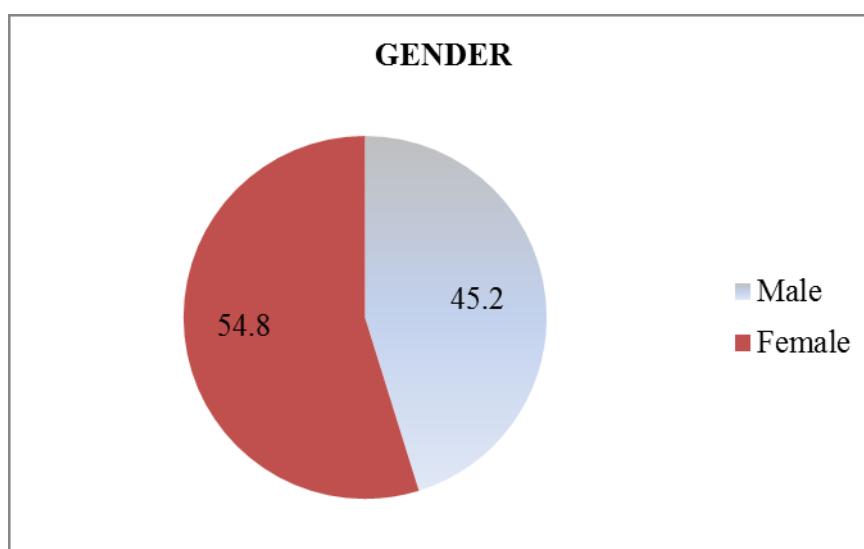


Figure 1 Gender status of civil servants in DCS

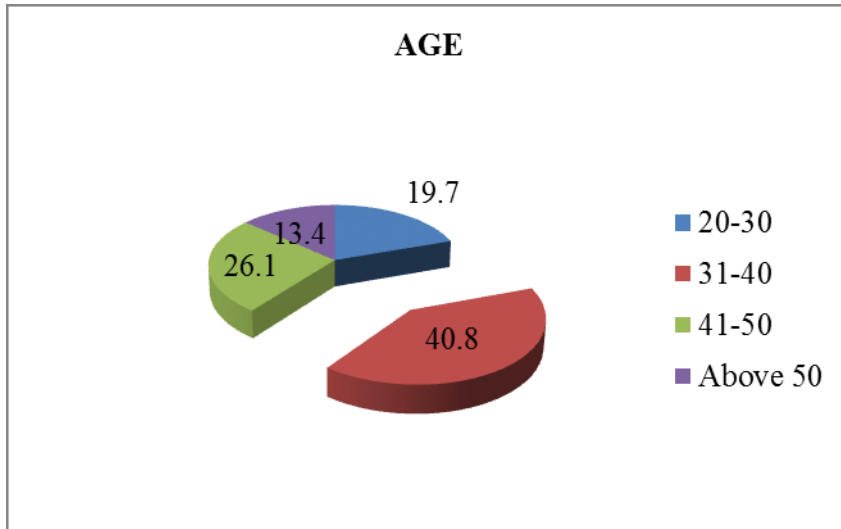


Figure 2 Age group of civil servant in DCS

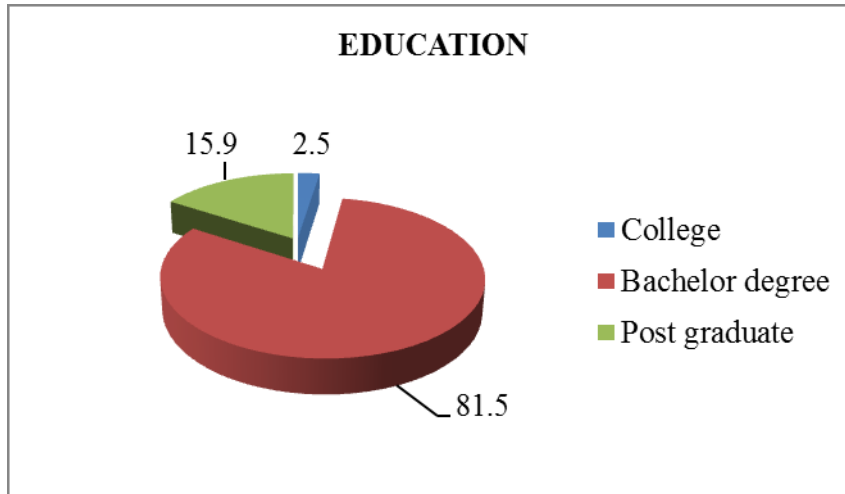


Figure 3 Education levels of civil servants in DCS

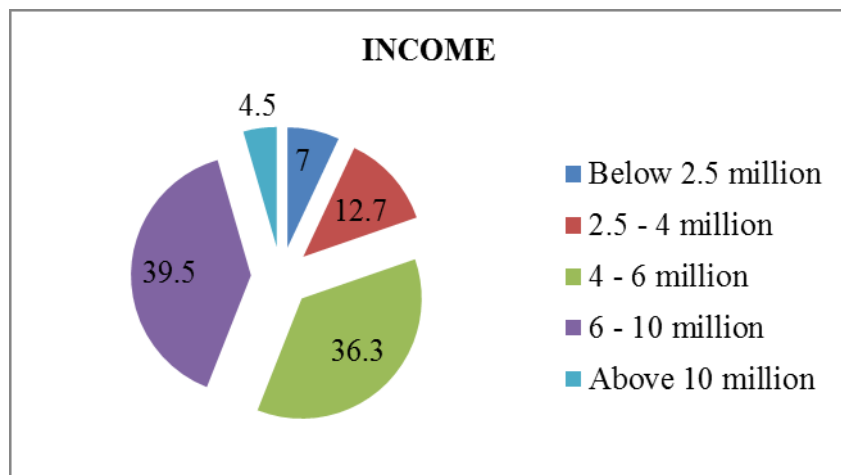


Figure 4 Income of civil servants in DCS

2.3.4 A brief description of Performance in Ho Chi Minh City Department of Culture and Sports (DCS)

157 stuffs, excluding directorates, drivers and housekeepers, who are working in 12 chambers, perform all important functions and duties listed above. Therefore, in the coordination of work, just one phase of the chain is stuck; it will influence one or many parts of cultural, sports and family of this big city. Chamber of Art is the unit which is responsible for managing art activities of HCMC, including procedures related to arts activities. Besides, chamber of Legal is the unit which publishes all procedures related to administration of DCS. However, recently, chamber of Art delays to propose licensing procedures related to license HCMC's karaoke operating. Therefore, chamber of Legal cannot release procedures involving licensed karaoke. It is clear that this causes grave effects on karaoke business on all 24 districts of HCMC.

Chamber of Cultural heritages is responsible for managing the registration of relics and antiques in HCMC. Individuals and organizations who want to register relics and antiques will contact with DCS through "one door one seal" room - which is one part of Main office. DCS will forward the file to chamber of Cultural heritages. However, due to some objective and subjective reasons of individuals who take responsibility and due to works of unit, sometimes, implementations of registration delay, which affect implementing process of the Department as well as citizens' request. These above things are some examples of non-performance tasks. There is no doubt that affects whole outcome of DCS' works as well as cultural, sports and family activities in HCMC.

2.4 Theoretical background and hypothesis development

2.4.1 The meaning of Psychological of Organizational Behavior

Positive psychology has been the scientific study having more increasing value in human resources management for a long time (Seligman & Csikszentmihalyi, 2000; Luthans et al., 2007b). Also defined by Seligman & Csikszentmihalyi (2000), the field of positive psychology is properly functioning and developing on multiple levels that including the dimensions of biology, personality, relation, institution, culture, and global in life. Positive psychology focuses on the growth of individual. Firstly initiated in 1998 by Martin Seligman, positive psychology was used to get idea about the nature of happiness and well-being of human. Such psychology not only help employee solve their own problems but also contribute to building up strengths in employees. In many years, Seligman tried to explore which attributes of positive psychology increasing the strengths of individuals, organization as well as society. Due to value in management, positive psychology have been applied in several sectors and have been examined its relationship with job performance,

motivation, job satisfaction (Martin, 2005; Quinn, 2005; Peterson et al., 2008). From that, new attention relating to positive psychology has been investigated, emphasizing on the strengths and capacities of human than weaknesses. It is not stated that positivity's value has been explored by positive psychology. Nevertheless, it can balance the consideration between exploring and increasing what is proposed to be right with people and the way they can be thrived (Luthans et al., 2008).

When shifting to workplace, such positive psychology have been become positive organizational behavior or simply POB. POB can be understood as the set of studies and application regarding positive strengths and psychological capacities of human which can be measured. Such strengths and capacities can also be developed and managed efficiency in order to enhance performance and management in current workplaces (Luthans, 2002b). Hence, in order to differentiate among positive approaches, POB need to have some states which meet some criteria such as (a) based on strong theoretical and research foundation; (b) valid measurement; (c) have effective relation to organizational behavior section; (d) state-like having characteristics which is open to develop and change (as opposed to a fixed trait which stable over the time); and (e) have a positive influence on performance and satisfaction of individual in workplace (Luthans et al., 2007, p.542). Therefore, due to above characteristics, POB is used more to emphasize on the performance impact at micro-level. It is also noted that more and more implications for human resources management and performance management have been approached by POB. The states of POB are different from other psychological constructs such as the Big Five' personality traits (Barrick and Mount, 1991; Mount, Barrick, and Stewart, 1998) and emotional intelligence (Mayer, Salovey, and Caruso, 2000). Although having a strong theory and valid measures, positive personality traits (conscientiousness or self-esteem) may not be listed in POB due to dispositional and fixed characteristics which are not easy to open for development and changes. More specially, POB is consists of positive strengths or psychological capacity, or state-like (as be opposed to trait-like). Luthans (2005) recommended POB including psychological states can be validity measured and malleable when the purpose of organization's intervention is to enhance the performance in workplace. In POB, there are four constructs which meet these inclusion criteria of positive psychology such as self-efficiency, hope, optimism and resilience. And when four states are combined, it represents for the term of Psychological Capital or simply PsyCap (Luthans and Youssef, 2004; Luthans et al. 2007).

2.4.2 Psychological Capital (PsyCap)

The term of capital in PsyCap is understood as the value of human resource (human capital). It is similar with intellectual capital, social capital and etc. So that the term of Psychological Capital

represents for positive appraisal to situation and ability/probability for that individual succeed in combination with his or her motivated effort and perseverance (Luthans et al., 2007, p. 550). It is demonstrated that PsyCap is the important factor in performance at level of both organization and individual (Luthans et al., 2007). At the macro level, organization, through enhancing employee performance, PsyCap creates leverage and competitive advantage. Similarly, at the micro level, performance of individuals also is improved and developed by the sources of PsyCap. Moreover, Walumbwa et al. (2011) and Avey, Luthans, and Youssef (2010) have found the additive role of PsyCap in measuring the positive behaviors of employee such as organizational citizenship, personality traits and core self-evaluation. More specific, PsyCap is defined as a core positively variable in terms of psychology in general and be aligned with criteria of states of Positive organizational behavior in particular. Such variables are developed than current capital of human and society in order to make the competitive advantages by investing term of “who you are” (Luthans et al.2005, p. 253). Also accordingly Luthans et al., the set of positive psychology as PsyCap is used to predict employee’s outcomes better than separate individual components.

Increasingly challenges confronted by managers in motivating employee and improving performance, more organizations have experienced to issues relating to human in new business environment. However, according to Luthans et al. (2005), little consideration has currently been paid for both state-like psychological capacity and trait-like personality of employee in the field of organizational behavior. It is noted that while state-like psychological capacities tend to be malleable over time and depend on specific circumstance or tasks, trait-like personality is not momentary states and not based on specific situation (Nguyen and Nguyen, 2012). It can be distinguished based on Luthans et al. (2007, p.544) recommendations about positive states, state-like, positive traits and trait-like as below:

1. Positive States — momentary and very changeable; represents our feelings. Examples could include pleasure, positive moods, and happiness.
2. State-Like — relatively malleable and open to development; the constructs could include not only efficacy, hope, resilience, and optimism, but also a case has been made for positive constructs such as wisdom, well-being, gratitude, forgiveness, and courage as having “state-like” properties as well (Luthans et al., 2007).
3. Trait-Like — relatively stable and difficult to change; represents personality factors and strengths. Examples could include the Big Five personality dimensions, core self-evaluations, and character strengths and virtues (CSVs).
4. Positive Traits—very stable, fixed, and very difficult to change. Examples could include intelligence, talents, and positive heritable characteristics.

It is recognized that PsyCap resources is more stable than states (moods, feeling or emotion) but may not be fixed as traits personalities (conscientiousness or core self-evaluations). Based on the definition of PsyCap and inclusion criteria best meet POB, the four components of PsyCap: self-efficiency, hope, optimism and resilience are theoretically and empirically supported (Luthans et al., 2007):

an individual's positive psychological state of development that is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success. (Luthans, Youssef, and Avolio 2007, p.3)

Self-efficiency

Self-efficacy refers to ones' evaluation about their ability, capability or resources to accomplish given tasks in well performance (Parker 1998). This positive construct is created based on the comprehensive theory and is associated with positive psychology. Regarding workplace, efficacy is defined as the individual's confidence about his or her abilities to maximize the motivation, cognitive resources to implementing specific task (Stajkovic and Luthans, 1998). Also regarding the result of meta-analysis, Stajkovic and Luthans (1998) found that self-efficacy has the strong positive relationship with employee performance in workplace. Applied in public agencies, self-efficiency supports officials to get more confidence about their knowledge, capacities and skills in implementing their tasks in specific situation. Specifically, self-efficiency is not similar other constructs in PsyCap resource because when having self-efficiency, civil servant has a belief basement in specific circumstance or task whereas optimism is created based on general expectation about their positive result (Luthans et al., 2010). It must be pointed out that one employee has just recognized own self-efficiency when they linked personality's ability and desirable outcomes. Bandura (1997) also demonstrated self-efficiency can be improved by four specific methods. Firstly, when civil servant can overcome the challenged tasks in specific circumstance, they will experience their success. This task mastery provides more confidence and ability to implement the next difficult tasks. Secondly, self-efficiency can be enhanced by vicarious learning by observing relevant others in comparison with their task. It means when relevant others achieve success in given tasks, individual can increase their efficiency follow such modeling. Thirdly, the persons who have earned individual's respect may be persuaded or influenced on his or her belief in order for more confidence. For instance, if they received the positive feedback from leader who they respect, they will have more confidence to accomplish a given task. However, this method must be

depended on the level respect as well as credibility between persuaders and executors. Finally, personal efficiency can be improved by caring philosophy, psychology, emotional arouse and/or wellness. For example, the leader provides emotional support, emotional cares or appreciation to their subordinates in order to ensure mental and physical conditions that having the significant relationship with performance outcomes of employees.

Hope

As element of positive psychology, hope is a construct belonging to theoretical development and research support and receiving consideration as “empowering way of thinking” (Snyder, 1994, p. 2). Snyder et al., (1996) defined hope as state of positive motivation generated by originating successful senses, including two components: agency (goal directed energy or called as “will power”) and pathways (planning to meet goals or term of way power). Thus, pathways portray one’s capacity to planning the working process to achieve desirable objectives whereas agency refers to his or her perceived capacity in using such pathways in order to reach those desirable objectives (Snyder et al., 1996). More specific, the purpose of agency is to motivate one generating their positive energy to accomplish the given tasks and pathways is considered as means for her or him reach their goals or succeed such given tasks. According to Snyder et al., (1996), these components cannot operate independently; they have to be combined in one to accomplish specific tasks. When applied in public units, pathways provide civil servants general and clear objectives of Department so that they can set own goals and derive such goals to actions, resulting in gaining the given goals. Agency supports officials in managing those actions to reach their goals as well as applying the requisite encourage to better alternative pathways (Luthans et al. 2008; Snyder, Rand, and Sigmon 2002). It means individual which is highly hopeful can generate one or more or multiple pathways to reach the given goals in specific situation. In addition to researches illustrated the positive association between hope and academic and athletic (Snyder, 2000, 2002), there is study linking hope and employee performance on workplace (Youssef and Luthans, 2007). These studies reveal that if employee possesses hope, they might be motivated and get more confident to overcome challenges, leading to high performance.

Optimism

Traditionally, optimism was considered as a goal-based construct occurring with the value of outcome (Scheier and Carver, 1985). Nevertheless, currently, Schneider (2001) defined optimism as the predisposition to keep up a positive outlook forward future because the optimists are those who always expect good things will come to them. In addition to be state in positive psychology, some scholars demonstrated the direct relation between optimism and performance of employee in workplace (Schulman, 1999; Seligman, 1998a). It proposed that employee with high level of

optimism, especially, realistic optimism which was emphasized by POB, may increase their performance in work. According to Schneider (2001) realistic optimism which ‘involves enhancing and focusing on the favorable aspects of our experiences’ (p. 253), comprises an objective evaluation of resource to accomplish the given tasks and vary them. If people have expectation about desirable result, they will do their best or make more effort to achieve it. Carver and Scheier (2002) also illustrated with such positive expectation, they are able to put forth effort even when facing increasing adversity. Hence, to optimist, they rarely feel failures, all unsuccessful outcomes seem to be challenges and prospects in order for enhancing, aiming to better results. As a result, in spite of less optimism, individual’s positive expectation can be improved and increased. This view supported more for state-like characteristic of optimism in POB. Turning to public sector, optimistic officials are those possessing and remaining positive expectations toward their result in new competitive working environment (Luthans et al., 2008). They can translate their positive attitude toward an event even negative situation into effort for accomplishing given tasks.

Resiliency

Resiliency refers to positively adaptable ability of ones even after facing the significant adversities or risks (Masten and Reed 2002) which help individual to “bounce back” in quick and in effect from adverse, uncertainty or failure situation. In more specific, individual who are resilient may be more effective in the wide range of life activities, negative events. As seen the quality of state-like, resilience can be improved by positive emotion when individual are facing the disadvantage or negative events. Hence, resilient people who get good recovery after negative events are totally different from who remain distressed and find hard to move ahead (Luthans et al., 2010). Because resiliency is a part of positive psychology, it is proposed the association between resiliency and enhanced performance in workplace. Consequently, Luthans et al. (2005) demonstrated the significant impact of resiliency on work performance of Chinese employee. Moreover, Larson and Luthans (2006) did find out the link of resilient staff and job satisfaction, commitment and happiness in workplace. As to public agencies, resiliency can be categorized by imitating reactions in not only adverse but also extreme positive events (Nguyen and Nguyen, 2012, p.89).

In summary, the study comprises four attributes self-efficacy; hope, optimism and resiliency of PsyCap have independently positive influence on performance, job satisfaction in workplace. Nevertheless, according to Luthans et al., (2007), PsyCap in form of four dimensions is better to predict job performance than its each component. So also following such statement, this study emphasizes the predictive strength of overall PsyCap than independent component. Thus, this research proposes the positive relationship between overall PsyCap and Job Performance in DCS.

H1: PsyCap has positive association with Job Performance.

2.4.3 Quality of Work Life (QWL)

Because there is limited formal definition of QWL, most of scholar agreed that QWL refers to wide ranges of needs/demands of employee can be satisfied through several resources, activities and outcome generated by participation in their workplace (Sirgy et al. 2001, p.241). Specifically, QWL refers to well-being of employee in which QWL is seen as beyond of job satisfaction. The variety need is consist of physical need, esteem need, recognized need and knowledge need which based on hierarchy theory of Maslow. In general, QWL which is seen as need satisfaction creating from combination of needs of employee such as survival, social or self-esteem needs should be met by organization's resource. It can be stated that QWL reflects the effect of workplace on satisfaction of employee. Hence, other definition of QWL is place where employees' needs can be met by organization's mechanisms in which individuals can make decision by themselves in designing her or his lives in workplace. It is the bilateral relation, when employee contribute their effort and positive strengths to organization's success, organization response them by respect and altitude. In the wide range of need of staff, organization cannot satisfy all of them, they have just focused on crucial need and most effective to attitude as well as productivity of employees. According to (Korunka, Hoonakker, and Carayon 2008; Rego and Cunha 2008), QWL has a positive impact on employee's productivity, loyalty and performance. Thus, this study proposes the positive relationship between QWL and Job performance as below hypothesis.

H2: Quality of Work Life has positive association with Job Performance.

2.5 The proposal model and hypotheses of the research

There are two hypotheses created from the proposal model presented in Figure 2. Proposal model consists of two independent variables such as PsyCap and QWL; and a dependent variable is Job Performance.

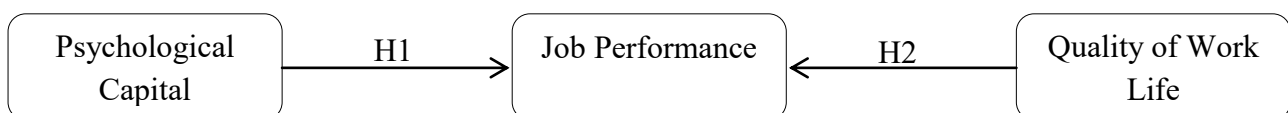


Figure 5 Theoretical framework

There are a total of two hypotheses developed from the proposal model in this research:

H1: PsyCap has positive association with Job Performance.

H2: Quality of Work Life has positive association with Job Performance.

In doing so, Table 3 summarizes definitions of all variables used in this research.

Table 3 Operational definitions of variables used

List of variables	Conceptual definition	Source
Psychological Capital	The term of Psychological Capital represents for positive appraisal to situation and ability/probability for that individual succeed in combination with his or her motivated effort and perseverance.	Luthans et al., 2007, p. 550
- <i>Self-efficacy</i>	Self-efficacy refers to ones' evaluation about their ability, capability or resources to accomplish given tasks in well performance	Parker 1998, p.835
- <i>Hope</i>	Hope as state of positive motivation generated by originating successful senses, including two components: agency (goal directed energy or called as "will power") and pathways (planning to meet goals or term of way power)	Snyder et al., 1996
- <i>Optimism</i>	Optimism is defined as the predisposition to keep up a positive outlook forward future	Schneider, 2001, p.253
- <i>Resiliency</i>	Resiliency refers to positively adaptable ability of ones even after facing the significant adversities or risks which help individual to "bounce back" in quick and in effect from adverse, uncertainty or failure situation	Masten and Reed 2002, p.75

Quality of work life	QWL refers to wide ranges of needs/demands of employee can be satisfied through several resources, activities and outcome generated by participation in their workplace	Sirgy & et al. 2001, p.241
Job performance	<i>Performance</i> is what the organization hires one to do, and do well”	Campbell et al., 1993, p. 40

2.6 Summary

In summary, this chapter presents theoretical background and definition of each concept in the model. The model would be tested and discussed in the rest of study in order to figure out research objectives in Chapter 1 in context of Vietnam. In this model, two hypotheses were discussed: First, PsyCap has positive association with Job Performance. Secondly, Quality of Work Life has positive association with Job Performance. Based on the discussion of literature review, the next chapter would discuss the methodology that has been used to analyse the data and to test the hypotheses of the research model.

CHAPTER 3 - METHODOLOGY

3.1 Introduction

Chapter 2 introduced the theory of Positive Organizational Behavior and definition of concepts in research. A theoretical framework was built up in combination with two hypotheses. Chapter 3 presents research methodology and method for data collection and data analysis specifically. Research design would firstly outline the steps conducted in research followed by sample method, measurement scale, questionnaire design, data collection and procedure. Data analysis method would be presented in the last section.

3.2 Research design

Two phases of study were undertaken in this research: a qualitative and quantitative stage. The purpose of qualitative stage is to modify the plausibility of questionnaire. Based on the literature review, the draft questionnaire includes the measurement items of all the studied constructs (i.e., PsyCap, Quality of Work Life and Job performance) which was firstly developed in English, and then translated into Vietnamese in order to conduct the pre-test. To ensure the Vietnamese questionnaire version would be understood by most respondents and contribute to the improvement to the official version, an in-depth interview with five civil servants was conducted in DCS in Ho Chi Minh City.

In the second stage, the quantitative one, the modified questionnaire was used for the survey to collect data, aimed at testing the measurement model and structural model. The questionnaire was directly distributed via hard copies to 157 employees of DCS. After collecting the data, both SPSS 20 and Amos 20 was used to analyze the data and test the research model. The reliability and validity were checked using the Cronbach's alpha and Confirmatory factor analysis (CFA) to check the measurement model, respectively. Based on the composite reliability (CR), the author evaluated the measurement scale's reliability and used average variance extracted (AVE) to conclude the convergent validity and the correlation between items (r) to identify the discriminated validity. Then structural equation modelling (SEM) was used to test the hypothesized model and was applied to estimate path coefficients for each proposed relationship in the structural model. Research process includes the following steps as illustrated in Figure 2.

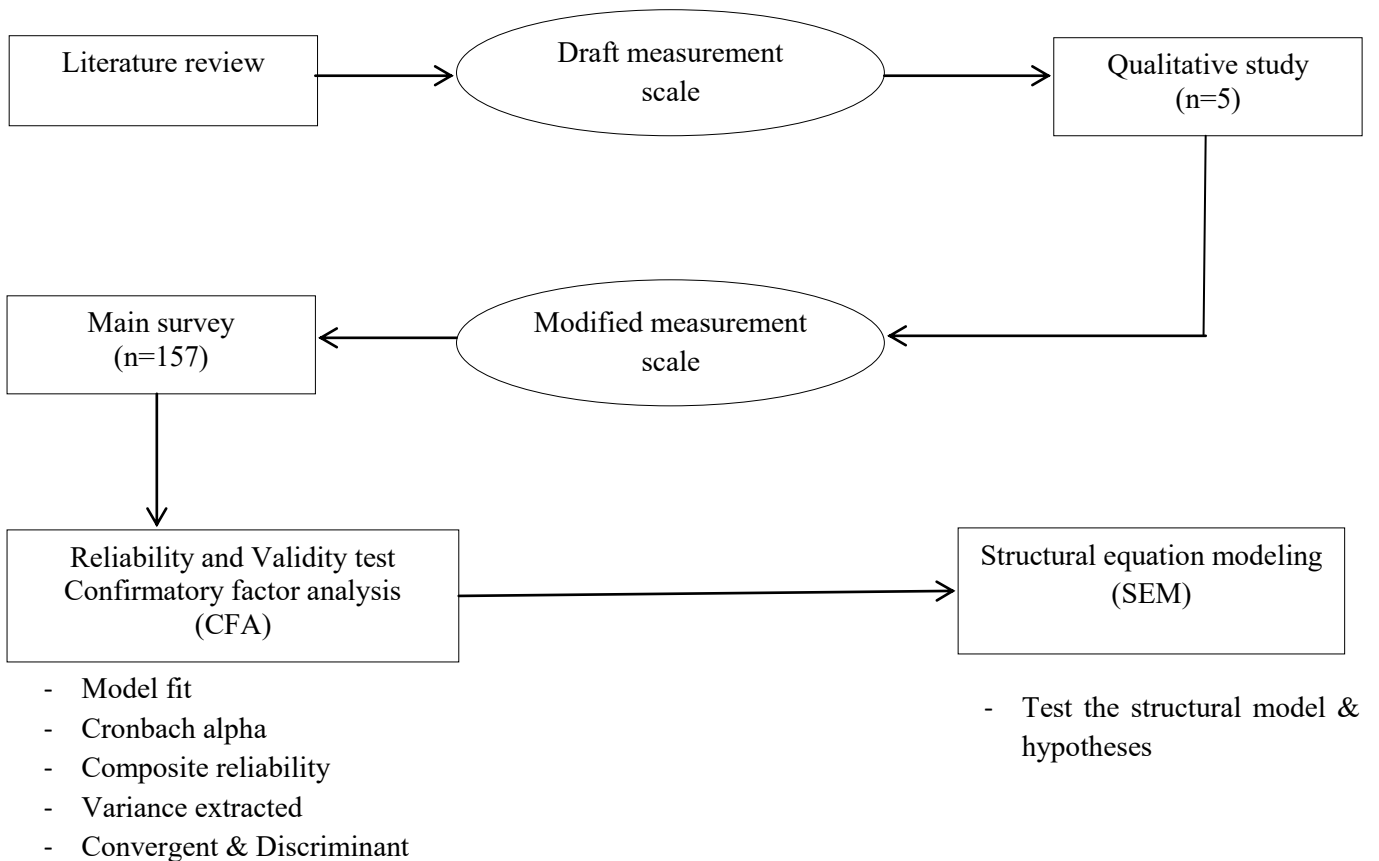


Figure 6 Research process

3.3 Qualitative and quantitative data

Quantitative data is defined using numeric data created by data survey, collection through questionnaires and then analyzed by specific methods (Saunders et al, 2009, p.151). There are some noted characteristics of quantitative method such as: using numbers and applying statistics and mathematics to figure out the evidence for evaluating the result. From such evidences, the research can contribute to objectives initially set as well as provide implications through supported numbers. It is suggested that quantitative is applied in economics and social sciences. The process is started by collecting data based on theoretical background and proposed model as well as hypotheses in order to analyses (Rajasekar, Philominathan and Chinnathambi (2006).

Qualitative data is collected through interview, categorizing data which creating the non-numeric data (Saunders et al, 2009, p.151). Quality researches usually pay attention in qualitative phenomenon relating to quality. It is represented by some attributes of qualitative methodology: using words to explain the reasons; applying descriptive in order to get the meaning and describe the phenomenon. It is exploratory research to find out the answer for why question.

According to Saunders et al, 2009, mix method “combines quantitative and qualitative data collection techniques and analysis procedures as well as combining quantitative and qualitative approaches at other phases of the research”. Hence, in this research, mix method is chosen as main approach. Before using technique to analyze collected data in main survey, qualitative method was used to pre-test the questionnaire by in-depth interview with five civil servants in DCS. After in-depth interview, the questionnaire was modified in order for being appropriate for larger sample.

3.4 Measurement scales

Total two second-order constructs, including two independent variables (PsyCap and Quality of Work Life), and a dependent variable (Job Performance) were used in this study. This study measured the questionnaire items by means of “seven-point Likert scale from 1 to 7” rating from entirely disagreement to entirely agreement.

In this study, Hope was captured by four items which adapted from Nguyen and Nguyen (2012). Being adopted scales of Carver and Scheier (2002), this study uses three items to measure Optimism while Resiliency was evaluated by four items which adopted from Block and Kremen (1996). Self-efficacy was accessed by four items adapted from Nguyen and Nguyen (2012). Then QWL was accessed by nine items which are used to address need satisfaction of officials (Sirgy et al., 2001). Job performance was approached by four items adapted from Nguyen and Nguyen (2012)

Table 4 summarizes the sources of items used in this study, including sources and adjusted statements.

Table 4 Sources of measurement scale

Constructs	Coding	Statements	Source
Psychological Capital			
<i>Self-efficacy</i>	PSE1	1. I feel confident of analyzing a long-term problem to find a solution.	Nguyen and Nguyen (2012)
	PSE2	2. I feel confident of presenting my work area in meetings with senior management.	
	PSE3	3. I feel confident of contacting people outside the company	
		4. I feel confident of presenting information to a	

	PSE4	group of colleagues.	
Hope	PH1	5. At the present time, I am energetically pursuing my goals	Nguyen and Nguyen (2012)
	PH2	6. There are a lot of ways around any problem that I am facing now	
	PH3	7. I can think many ways to reach my current goals	
	PH4	8. At this time, I am meeting the goals that I have set for myself	
Optimism	PO1	9. In uncertain times, I usually expect the best.	Carver and Scheier (2002)
	PO2	10. I always expect things go to my way	
	PO3	11. Overall, I expect more good things to happen to me than bad	
	PO4	12. I'm always optimistic about my future	
Resiliency	PR1	13. I quickly get over and recover from being startled	Block and Kremen (1996)
	PR2	14. I am generous with my colleagues	
	PR3	15. I get over my anger at someone reasonably quickly	
Quality of work life			
Survival need	QS1	16. My job provides good health benefits	(Sirgy et al., 2001)
	QS2	17. I am satisfied with what I'm getting paid for my work	
	QS3	18. My job does well for my family	
Knowledge needs	QK1	19. I have good friends at work.	
	QK2	20. I have enough time away from work to enjoy other things in life	

	QK3	21. I feel appreciated at work.	
<i>Belonging needs</i>	QB1	22. I feel that my job allows me to realize my full potential	
	QB2	23. My job allows me to sharpen my professional skills	
	QB3	24. My job helps me develop my creativity	
Job Performance			
	JP1	25. I believe I am an effective employee	Nguyen and Nguyen (2012)
	JP2	26. I am happy with the quality of my work output	
	JP3	27. My manager believes I am an efficient worker	
	JP4	28. My colleagues believe I am a very productive employee	

3.5 Questionnaire design

The questionnaire uses seven-point Likert to collect data for the research. Items are mostly adapted from previous research in order to content validity. The Table 4 summarized the reference sources of measurement scale used for each factors. There are a total of 28 items for 3 factors which were translated from English into Vietnamese by researcher and reference from others. In detail, the Vietnamese questionnaire was translated by author, and then discussed with two English Linguists in order to detect any misunderstanding due to translation. Finally, the questionnaire items were checked by a scholar in the field of human management who is expert in both languages in the subject area in Vietnam. The structure of questionnaire consisted of two main parts as follow:

- Part 1: The main information included statements which were based on the scale of measurement was proposed for the research. All items were measured on the seven-point Likert from 1 – 7 (Entirely disagree, Mostly disagree, Somewhat disagree, Neither agree nor disagree, Somewhat agree, Mostly agree and Entirely agree). Specifically, 15 items of PsyCap and 9 items of QWL and 4 items of Performance were employed in this section.

- Part 2: Demographics information such as gender, age, education level, tenure and income of the respondents is fulfilled in this part. Such information was utilized to classify and compare groups of respondents.

3.6 Measurement refinement

The purpose of an in-depth interview was to modify and revise the official questionnaire used for the main survey through respondents' comments on draft version. In qualitative study, all observed items of draft questionnaire translated into Vietnamese were used to ask five employees of DCS in order to make sure all translations were easy to understand by most participants in the main survey. The procedure of conducting in-depth interviews started with identifying the purpose of the research in terms of what information was required. Then the detailed questionnaire was shown to the interviewees for checking their understanding. In this step, if any question caused confusion or ambiguity, it would be noted and modified based on the comments of respondents. After completing the first phase, the revised questionnaire was launched for main survey. Accordingly, the list of participants and their comments as well as recommendations were described and taken note in Appendix C and D in sequence. Most changes were made on the Vietnamese version by interviewees' recommendations. This step is very important before launching the quantitative study although most scales were widely used in the previous researches due to differences in applying research (e.g. Vietnamese context). After modification and revision, the official questionnaire used for the main survey is shown in Appendix A for English version and Appendix B for Vietnamese version.

3.7 The quantitative study

3.7.1 Sample method

The participant in this study is all civil servants in Ho Chi Minh City Department of Culture and Sports as introduced in the first part of Chapter 2 – Literature Review. This study used Confirmatory factor analysis (CFA) and Structural equation modeling (SEM) as the data analysis method. To make sure statistical significance, researchers in this field agree that the sample size of this method should be large enough. However, it has not been identified which number presents a large sample. In addition, Hair et al. (2009) claimed that the suggested minimum sample using for statistical analysis have to be at least 50 and preferably 100. And the rate of observation/items should be 5:1. It represents that for each item there should be a minimum of five observations. The minimum sample size for having at least five times as many observations as the number of variables to be analysed would be larger than 100. In this study, there are 28 items so the sample size should

be at least 140 observations ($28 \times 5 = 140$). In comparison with minimum sample size, the number of sample size $n = 157$ in this research was quite satisfactory.

3.7.2 Data collection and procedure

The data collecting process of this research was undertaken in Ho Chi Minh City Department of Culture and Sports. To collect $n=157$ given, 157 questionnaires were distributed. The researcher distributed the paper questionnaires and had face-to-face interview with colleagues in order to support and check for the needed information before the target participants were involved in the survey to make sure of the validity of their answers. By distributing the questionnaire directly, the researcher could support the respondents with an explanation of some specialized terms in order to eliminate the invalid questionnaires immediately (respondents just chose one option for all questions or their answers were implausible). Data collection was conducted throughout the week during a month. After the data collection and verification, none questionnaires were eliminated. There were a total of 157 responses with a valid questionnaire after the grand total were checked and used in research.

Table 5 Source of data collection

Source	Distributed	Collected	Response rate	Eliminated	Valid
Paper	157	157	100%	0	157
Total	157	157	100%	0	157

3.7.3 Data analysis method

Total of 157 responses were used for data analysis. SPSS 20 and Amos 20 were employed to test the model. SPSS 20 was used to report descriptive statistics relating to respondents' demographic as well as their perception on research's statements. As to Amos 20, collected data was tested through two techniques: Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) in order for empirical results.

According to Hair et al., (2009), Confirmatory Factor Analysis (CFA) is data analyzing technique aiming to supply confirmatory test of research measurement theory where measured variables representing for constructs in theoretical model are logically and systematically demonstrated. Simply, in such measurement theory, the set of relationships is not directly measured, thus, these measurement theories can be used to identify SEM models by combination with a structural theories. In order to answer the question relating to the reason choosing CFA instead of Exploratory factor analysis (EFA) as data analyzing technique in this research, some differences between CFA and EFA may be useful to explain. While the number of constructs (factors) is not

specified before running data in EFA, the author have to firstly define how many factors in their research through based on theory and literature review in CFA. It means EFA *explores* the collected data and its results can supply information for author how many constructs are represented the data through factor loading estimates. In other words, factor structure in EFA is specified by statistical result *after* running the software not by theory. When EFA is employed, the author uses established guidelines to examine the number of appropriate constructs via its loading estimates. It is quite different in CFA technique. It is noted that in measurement theory a construct have to be firstly defined. It means the researcher have to determined how many constructs as well as factor structure *before* computing the data. In this case, this technique is not used to distribute variables to constructs like EFA, it requires the author makes full use of literature review or theory to perform factors. In doing so, CFA will help researcher know “how well our theoretical specification of the factors matches reality (the actual data) (p. 669), leading to *confirming* or rejecting preconceived theory; whereas EFA let statistical tools determine the number of constructs. Hence, measurement theory is used to primarily determine the number of constructs as well as which variables should be loaded on these constructs through operation of measurement model. Turn into this study, the measurement scales were come into theory and previous researches, so that the author confirms them in public sector, leading to using CFA as data analyzing method. Before computing the data, based on theory and previous researches, the author determined the number of factors and their variables such as Hope, Optimism, Self-efficacy and Resiliency belonging to PsyCap, QWL including survival, belongings and knowledge needs and performance in the measurement model.

After testing the measurement model by CFA, SEM is applied to test the structure model. SEM is a set of statistical model that combines multivariate technique and multiple regressions in order to simultaneously investigate the wide range of interrelated relationship which was in hypothesized model, including the relation between variables and factors or between latent constructs. It is noted that there are a wide range of statistical tools which are served to answer theoretical and managerial questions such as multiple regression, factor analysis, etc; however, these tool often confront common limitation regarding interrelated relationships. It means previously listed tool can only examine the single relationship between independent and dependent variables at the same time. To meet the increasingly demand in the field of research, the series of interrelated relationship are more required to compute data. In such cases, SEM is used as comprehensive technique to help researchers address all demands. More specific, SEM is more useful to test theories which consist of multiple equations depicting the relationship among factors (constructs). Such factors can be unobserved variables or latent constructs. It is stated that SEM is “a multivariate technique based on variates in both the measurement and structural models” (p.669).

Accordingly, in order to define the constructs, a set of indicators will be presented collectively in the measurement model and then this construct have the correlation or relationship with other constructs. Hence, it is suggested that when the research has multiple constructs which is performed by many several measured variables, researcher should use SEM to test data. So in this study, there are three constructs in which there are two second order constructs (PsyCap and QWL) and performance. To higher order construct like PsyCap and QWL, it is satisfied and appropriated when using SEM method. Having consideration about confirmatory analysis, structural model have to be also built up from strong theoretical foundation. Moreover, similar to measurement model, all relationship in SEM need to be specified through theories before structural model can be estimated. In a nutshell, CFA and SEM are considered as main technique in this study.

For more detail, in the first part, Cronbach' alpha was used to test the reliability for each measurement component separately. Considering the convergent and discriminated validity, the inappropriate items were removed if deemed necessary. Based on composite reliability (CR), average variance extracted (AVE), and item reliability, the author evaluated the convergent validity and then the correlation between constructs (r) and then compared it to the square root of the AVE for each construct. This was done to determine the correlation between the construct and other constructs in the model are used to identify the discriminant validity. In second part, the author ran Amos 20 for CFA and SEM with purpose of enhancing the value of the model. The CFA results would indicate the model fit if CMIN/DF was less than 3 with p-value larger than 5%, GFI, TLI, and CFI were larger than 0.9, and RMSEA was smaller than 10%. Then structural equation modeling (SEM) was used to test the hypothesized model and was applied to estimate path coefficients for each proposed relationship in the structural model. Finally, bootstrap was used to re-test the suitable and reliability of our model.

3.8 Advantages and disadvantages in conducting the research

Due to the importance of research results for not only theoretical contribution but also practical management in Ho Chi Minh City Department of Culture and Sport (DCS), the author focuses on advantages to support result as well as confronts couple of difficulties in research process.

Firstly, the objects of survey are civil servants in DCS who are colleagues of author. After understanding of the purpose of research, they are who involves in survey was supportive engaged answering all statements in questionnaire. It did not take a lot of time to invite participants as well as receive questionnaire in order to collect data. Everyone tried to understand clearly statements to give correct choose based on Likert 7 points. This helps the research result be more accurate and

reflect the situation in DCS, providing objective overview about PsyCap, QWL and performance and recommendation in the next phase of research.

Secondly, with the guidance of supervisor from idea to conducting the research, model as well as scales was well prepared in previous stages. It provides strong foundation relating to knowledge and method for author to promote steps in research process. Besides, the support regarding effort and time of organization make the movements easier and smoother. Two conditions are the vital advantage which encourage author in conducting survey.

Thirdly, the survey time is sufficient to conduct all steps and technique for analyzing collected data. The research time was appropriately managed by the institute and organization. It took three weeks for distributing and receiving back questionnaires; and two weeks for screening the data and input in statistical technique. Specifically, running data required nearly a month to accomplish all procedure and perform the results.

Finally, the only difficulty was faced is explaining the statements relating to psychology in organization to respondents. The participants were quite strange with such ideas regarding to psychological perceptions and they also was not confident to check statements about QWL. The author spent a lot of time to convince and show the purpose of research as well as confidential information of participants.

3.9 Summary

To sum up, chapter 3 describes the sample size, measurement scales, and research method applied to process the collected data. Based on previous measurement scales, the questionnaire was designed, including PsyCap, QWL and Job performance. The draft questionnaire was made up with a total of 28 items to investigate the perception of officials. Modification to the Vietnamese version of the questionnaire was conducted with in-depth interviews with five staff in DCS before launching main survey. In the quantitative survey, 157 questionnaires were distributed, collected and verified with a number of 157 valid responses. A total of 157 questionnaires were used as valid data for this research. Amos 20 is used to test the measurement and theoretical model. The next chapter will present data analysis results of main survey.

CHAPTER 4 – DATA ANALYSIS

4.1 Introduction

Chapter 3 introduced data analysis method in order to test the measurement model and conceptual model. The purpose of chapter 4 is to present the results from the analysis, which included respondents' demographics, reliability and validity test, confirmatory factor analysis (CFA), and structural equation modelling (SEM). While CFA examined the reliability and validity of the final measurement model, SEM was used to test the theoretical. Based on the analysis's results, the research findings were discussed.

4.2 Descriptive statistics

4.2.1 Sample description

In the purpose of providing the general information of respondents, the SPSS – Statistical Package for the Social Sciences was employed to analyze the collected data. The results of a descriptive statistic of data are summarized in following tables. The total number of respondents is 200 people.

In specific, the gender was reported with 86 (54.8%) female and 71 (45.2%) male and age group was 19.7%, 40.8%, 26.1% and 13.4% for 20-30; 31 – 40; 41 – 50 and above 50, respectively.

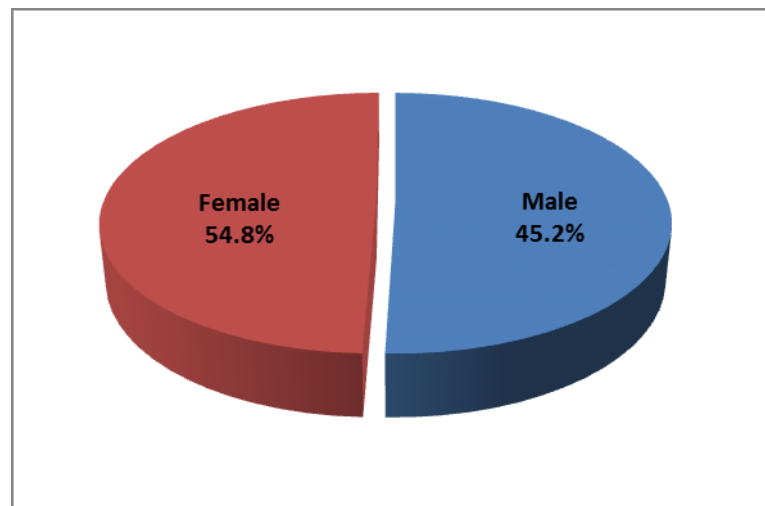


Figure 7 Gender of respondents

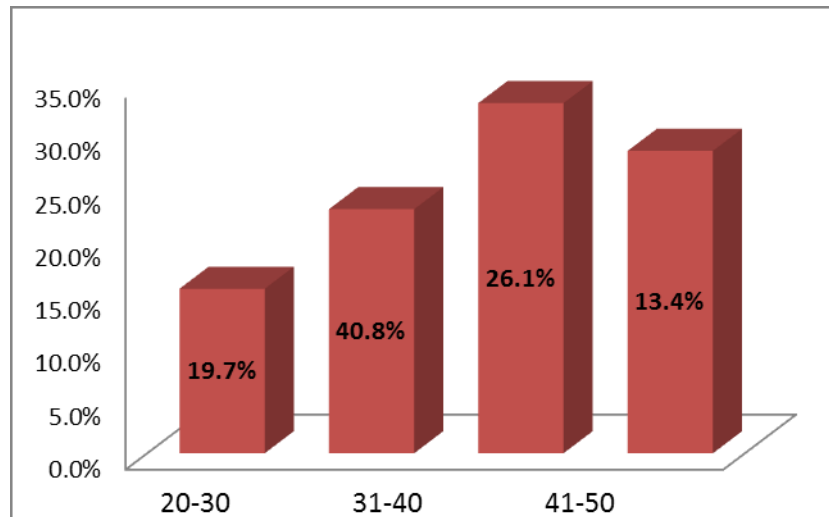


Figure 8 Age of respondents

Most respondents had good education level. More half of the respondents had the Bachelor degree, reaching 81.5% of total sample. Respondents with College and Post graduate accounted for 2.5% and 15.9% in that order.

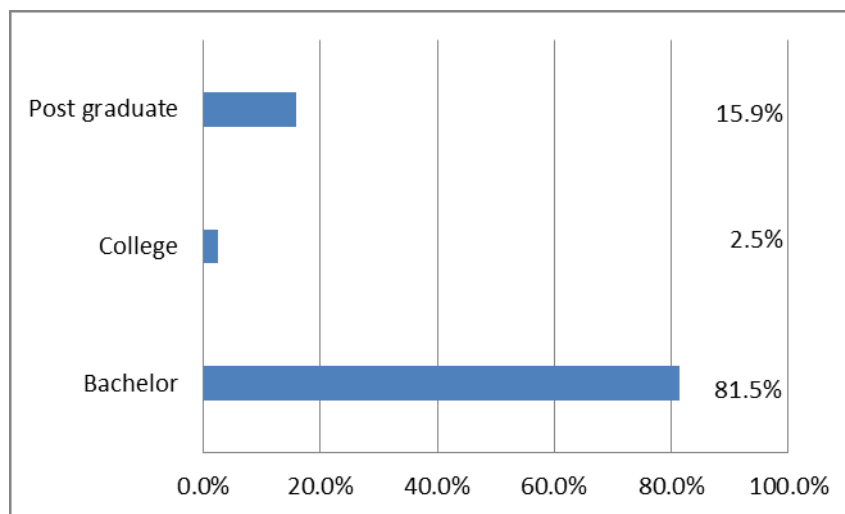


Figure 9 Education levels of respondents

Income per month was investigated within four groups. Most respondents came from an income group of 6-10 million VND per month (39.5%). In the second place, group of 4-6 million VND seized 36.3% of respondents. The next group is 2.5-4 million VND with 12.7% and 7% of below 2.5. The last portion with the lowest percentages (4.5%) was the respondents with the income fluctuated above 10 million VND per month.

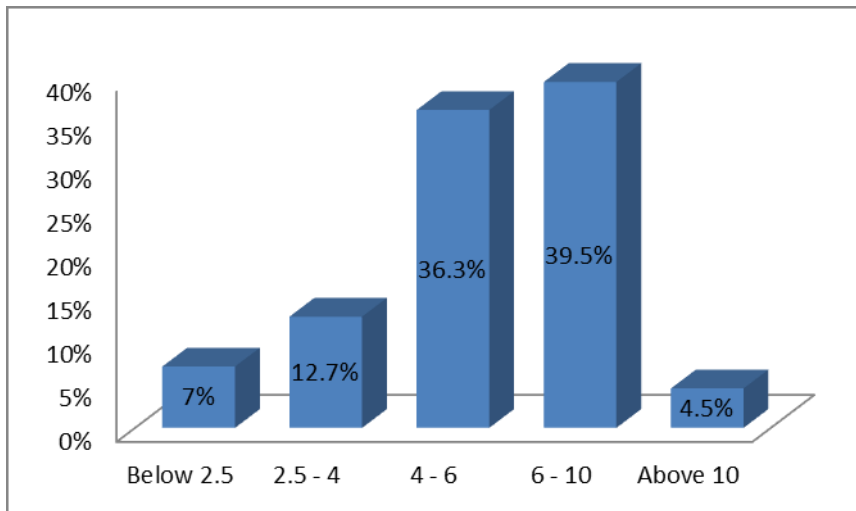


Figure 10 Income of respondents

In terms of organizational tenure, above 10 years had the largest percentage with 42.7%; where above 6-10 years percentage was 31.2%. The next was from 4 to 5 years with 15.3%; and from 1 to 3 years were 9.6% and the last is below 1 with 1.3%.

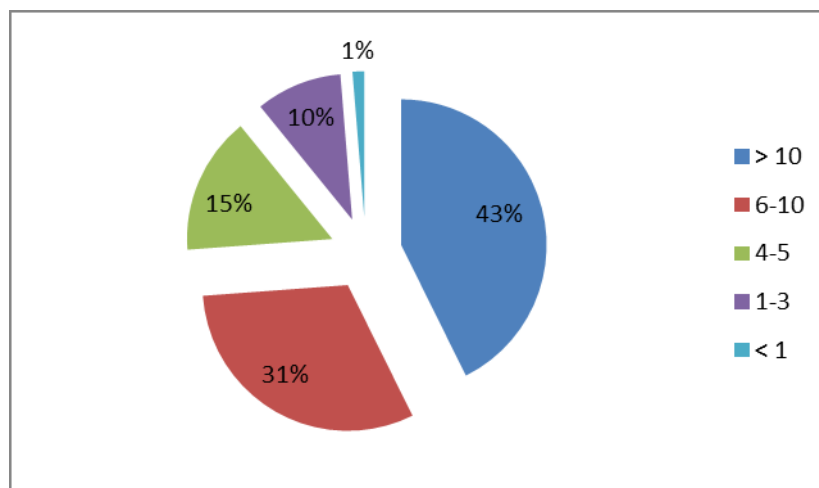


Figure 11 Tenure of respondents

Turning to position, most respondents come from Staff with 76.4%, Sub-header is 18.5% and the smallest portion is Header with 5.1%.

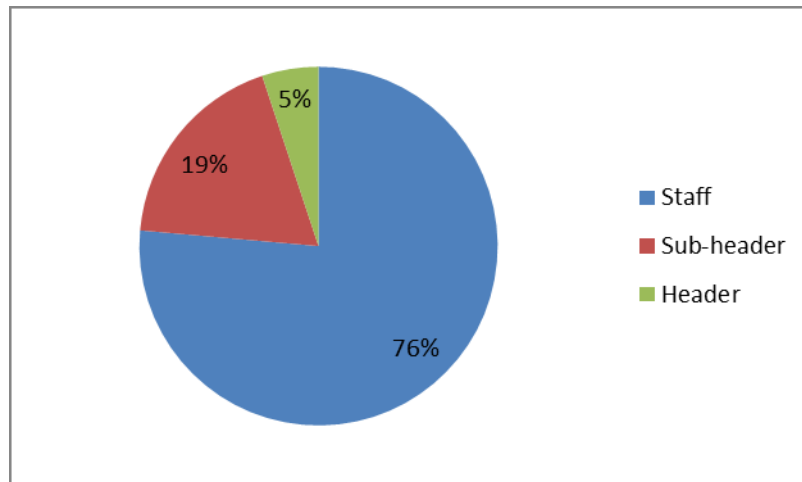


Figure 12 Position of respondents

4.2.2 Descriptive analysis

4.2.2.1 Psychological Capital

In terms of PsyCap, there are four components in this study: self-efficacy, hope, optimism and resiliency. They are investigated in turn as below:

Self-efficacy

This dimension includes four items in which PSE4 relating to confidence to represent in front of group or colleagues have highest mean value ($M = 6.20$) and highest agree rate (80.2%). It means to the employees, they perceived capacity to communicate or share information in group or teams. Regarding the item having lowest mean value ($M = 5.29$), PSE1, there are highest neutral percentage (19.1%) and high disagree rating is approximately 7.9% among statements in this component. It indicates employee finds difficulties in analyzing the long-term problem and solving it.

Table 6: Descriptive statistic for Self-efficacy

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Devi
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
PSE1	2	5	6	30	31	50	32	5.29	1.414
	1.9%	3.2%	2.8%	19.1%	19.7%	31.8%	20.4%		
PSE2	2	5	4	10	21	46	69	5.91	1.375
	1.3%	3.2%	2.5%	6.4%	13.4%	29.3%	43.9%		
PSE3	2	1	2	6	23	74	49	5.96	1.073
	1.3%	.6%	1.3%	3.8%	14.6%	47.1%	31.2%		
PSE4	0	1	5	3	22	47	79	6.20	1.036
	0%	.6%	3.2%	1.9%	14%	29.9%	50.3%		

Hope

Hope comprises four items to measure the level of hopeful belonged to by respondents. Most respondents (nearly 80%) think that they possess alternative pathways in order to accomplish the given tasks (PH3). It is demonstrated by highest mean value (5.81) and Standard deviation (1.087). It also such respondents make full use of their thinking agency. Whereas there was 5.7% of respondents chose neutral when asking about ways around problem facing by them in DCS (PH2).

Table 7: Descriptive statistic for Hope

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Devi
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
PH1	5	3	4	24	24	53	44	5.51	1.466
	3.2%	1.9%	2.5%	15.3%	15.3%	33.8%	28%		
PH2	1	3	6	9	29	66	43	5.75	1.202
	.6%	1.9%	3.8%	5.7%	18.5%	42%	27.4%		
PH3	2	1	1	10	34	68	41	5.81	1.087
	3.8%	1.3%	5.7%	9.6%	26.1%	27.4%	26.1%		
PH4	6	2	9	15	41	43	41	5.39	1.493
	3.8%	1.3%	5.7%	9.6%	26.1%	27.4%	26.1%		

Optimism

Regarding optimism which including four statements, the following table shows that the most important factor impacting on civil servants' optimism is expectation about desirable goals achieved in given task accordingly the way they think (PO2) with highest mean value (M=6.11) and the agreement rating is 81%. As to lowest mean value (PO3), 5.1% of total respondents choose neutral with this statement, making the mean value of this group 4.24.

Table 8: Descriptive statistic for Optimism

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Devi
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
PO1	1	6	6	21	20	60	43	5.48	1.555
	.6%	3.8%	3.8%	13.4%	12.7%	38.2%	27.4%		
PO2	5	5	11	9	32	48	47	6.11	1.34
	3.2%	3.2%	7.0%	5.7%	20.4%	30.6%	29.9%		
PO3	2	3	5	8	18	32	89	4.24	1.645
	1.3%	1.9%	3.2%	5.1%	11.5%	20.4%	56.7%		
PO4	8	22	17	39	35	21	15	5.51	1.466
	5.1%	14%	10.8%	24.8%	22.3%	13.4%	9.6%		

Resiliency

Including three items, resiliency refers to positively adaptable ability of ones even after facing the significant adversities or risks which help individual to “bounce back” in quick and in effect from adverse, uncertainty or failure situation. Thus, most items in this dimension illustrate recovery ability of civil servants after negative events or bad relationship. In this context, with high mean value (M=6.20), officials agree that they generous with their colleagues, they never mind and can build up relationship even after bad situation. With highest neutral rating (5.1%), PO3 represented for capacity to get over or control officials’ angry.

Table 9: Descriptive statistic for Resiliency

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Devi
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
PR1	1	6	6	21	20	60	43	5.42	1.311
	.6%	3.8%	3.8%	13.4%	12.7%	38.2%	27.4%		
PR2	5	5	11	9	32	48	47	6.20	1.106
	3.2%	3.2%	7.0%	5.7%	20.4%	30.6%	29.9%		
PR3	2	3	5	8	18	32	89	5.52	1.352
	1.3%	1.9%	3.2%	5.1%	11.5%	20.4%	56.7%		

4.2.2.2 Quality of work life

Quality of work life (QWL) is second-order construct, including three attributes representing for the needs of civil servant: Survival need, Belonging need and Knowledge need. QWL refers to wide ranges of needs/demands of employee can be satisfied through several resources, activities and outcome generated by participation in their workplace

Survival needs

Turning to survival needs which is including three items relating to psychology need of officials. In which there is 62.5% agreement rating for QS3, leading to highest mean value (M=4.88), being in term of need for not only civil servants as well as their family. It also reveals there was 20.4% respondents disagree with QS1, the item considers health benefits of themselves in workplace.

Table 10: Descriptive statistic for Survival needs

Coding	Frequencies							Mean	Std. Devi
	(Number of respondents and percent rate among total)								
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
QS1	6	21	5	32	35	43	15	4.64	1.641
	3.8%	13.4%	3.2%	20.4%	22.3%	27.4%	9.6%		
QS2	11	9	9	21	40	39	28	4.9	1.724
	7%	5.7%	5.7%	13.4%	25.5%	24.8%	17.8%		
QS3	8	14	11	26	24	45	29	4.88	1.759
	5.1%	8.9%	7%	16.6%	15.3%	28.7%	18.5%		

Belonging needs

There are three statements in this component, in which QB1 have highest mean value (M= 5.75) and high agreement rating (90.4%) relating to good friends in workplace. It means civil servant is supported much from their colleagues, making the harmony workplace. In addition, to QB3, there is low disagreement rating with 2.5% in 157 participants and highest neutral percentage 21%.

Table 11: Descriptive statistic for Belonging need

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Devi
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
QB1	3	6	2	4	27	74	41	5.75	1.299
	1.9%	3.8%	1.3%	2.5%	17.2%	47.1%	26.1%		
QB2	1	11	5	28	24	51	37	5.32	1.489
	.6%	7%	3.2%	17.8%	15.3%	32.5%	23.6%		
QB3	3	1	2	33	22	67	29	5.46	1.258
	1.9%	.6%	1.3%	21%	14%	42.7%	18.5%		

Knowledge needs

Including three items, knowledge needs indicates the demand of officials relating to prospects to develop themselves by integrating knowledge in workplace and work activities. QK1 shows the high neutral percent (21.7%) when the respondents were asked about ability to recognize potential through work/tasks.

Table 12: Descriptive statistic for Knowledge needs

Coding	Frequencies							Mean	Std. Devi
	(Number of respondents and percent rate among total)								
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
QK1	2	9	11	34	26	41	34	5.11	1.532
	1.3%	5.7%	7%	21.7%	16.6%	26.1%	21.7%		
QK2	4	4	10	9	48	43	39	5.41	1.436
	2.5%	2.5%	6.4%	5.7%	30.6%	27.4%	24.8%		
QK3	9	9	4	12	53	48	22	5.06	1.578
	5.7%	5.7%	2.5%	7.6%	33.8%	30.6%	14%		

4.2.2.3 Job Performance

Job performance is first-order construct representing for outcome of employee. Among four items, JP2 accounted for nearly 91% agreement rating, leading to highest mean value (M=5.90). This statement indicates the level of employees' satisfaction about their outcome in given tasks. Regarding to lowest disagreement rating, JP3 has 1.3% of respondents express appreciation they can received from managers. It seems they lack motivation or encourage from leader, having impact on their outcome.

Table 13: Descriptive statistic for Knowledge needs

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Devi
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
JP1	2	1	4	12	26	68	44	5.80	1.170
	1.3%	.6%	2.5%	7.6%	16.6%	43.3%	28%		
JP2	1	2	4	8	19	78	45	5.90	1.097
	.6%	1.3%	2.5%	5.1%	12.1%	49.7%	28.7%		
JP3	2	0	1	25	32	55	42	5.66	1.174
	1.3%	0%	.6%	15.9%	20.4%	35%	26.8%		
JP4	2	3	5	12	27	75	33	5.65	1.219
	1.3%	1.9%	3.2%	7.6%	17.2%	47.8%	21%		

4.3 Reliability and Validity testing

After testing the reliability by Cronbach's α for constructs, in order to test the measurement model, this research included the estimation of convergent and discriminant validity of the instrument items. Assessment criteria includes composite reliability (CR), average variance extracted (AVE), item reliability, correlation between constructs (r); and the comparison of the square root of the AVE for each construct with the correlation between the construct and other constructs in the model.

The method of maximum likelihood is used to estimate the parameters of model. Although there were some slight deviation from normal, most of the univariate Kurtoses and Skewnesses were within the range of [-1,1]. Thus, maximum likelihood estimation was used (Muthen and Kaplan, 1985).

4.3.1 Reliability test

The reliability analysis was conducted by calculating the Cronbach's α . According to Molina et al., (2007), the minimum proposed Cronbach's alpha is above 0.6. The result of three

constructs exceeding the 0.6 threshold required. In table 14, the Cronbach's α coefficient of "PsyCap" is .8244, that of "QWL" is .8284, and "Job performance" is .8185. Nevertheless, item PH4 of "Hope state" and item PO4 of "Optimism state" were not satisfied item-total correlations (>0.3). Specifically, PH4 is .087 and PO4 is .004. Thus, these items were eliminated from further analysis. The measurements of this study are acceptable in reliability.

4.3.2 Validity test

Convergent validity of the measurement model was assessed by three measures: item reliability, composite reliability (CR) and average variance extracted (AVE) (Fornell and Larcker, 1981). Item reliability was evaluated by the size of the loadings of the measurement. The loading should be above .5, indicating each measure is making up 50 per cent or more of the variance. The result of factor loading was shown all items loaded strongly ($>.5$) on their appropriate factors which supported their unidimensionality. There are 26 measured variables having loading higher .5. Especially, JP1 satisfied sufficiently with loading exactly .5. Composite reliability was assessed on the basis of internal consistency. The internal consistency measure is similar to Cronbach's alpha. Cronbach's alpha that there are assumes parallel measures, and represents a lower bound of composite reliability. According to Molina et al., (2007), the minimum proposed composite reliability value is .70. The result of this criterion was satisfactory and reported in Appendix E. More specific, CR of three constructs is above .8, it illustrated each factor has high reliability. According to Hair et al. (2009), high reliability means less measurement error of model in reality. To complete the analysis, the AVE was computed, in which the minimum suggested value is .5. Convergent validity is adequate when constructs have an AVE greater than .5, the variance shared with a construct and its measures is greater than the error. As shown in Appendix E all the constructs have an AVE score above .50. With factor loading of all items is higher than 0.5, CR above 0.7 and AVE greater than 0.5, the result implied the measurement was good.

Discriminant validity was assessed using two methods: correlation between constructs (r); and the comparison of the square root of the AVE for each construct with the correlation between the construct and other constructs in the model. Correlation between constructs in combination with standard error in table 14 indicated all of them are different from 1. In addition, Chin (1998) states that if the square root of the AVE for each construct is larger than the correlation between the construct and any other construct in the model, then the measures should be considered to have adequate discriminant validity. Table 15 shows all constructs in the estimated model satisfied this criterion. Since none of the off-diagonal elements exceeded the respective diagonal element, the criteria for discriminant validity were considered satisfied.

According to the above results, the reliability and validity in this study are acceptable.

Table 14 Correlation between constructs (r)

Correlation	r	se	p
PsyCap <--> Job performance	.082	.088	***
QWL <--> Job performance	.262	.040	***
PsyCap <--> QWL	.522	.086	***

Table 15 Correlation among construct scores

	PsyCap	Job Performance	QWL
PsyCap	.718		
Job performance	.082	.801	
QWL	.522	.262	.838

Note: Square root of AVE in the diagonal and bold

4.4 Confirmatory Factor Analysis (CFA)

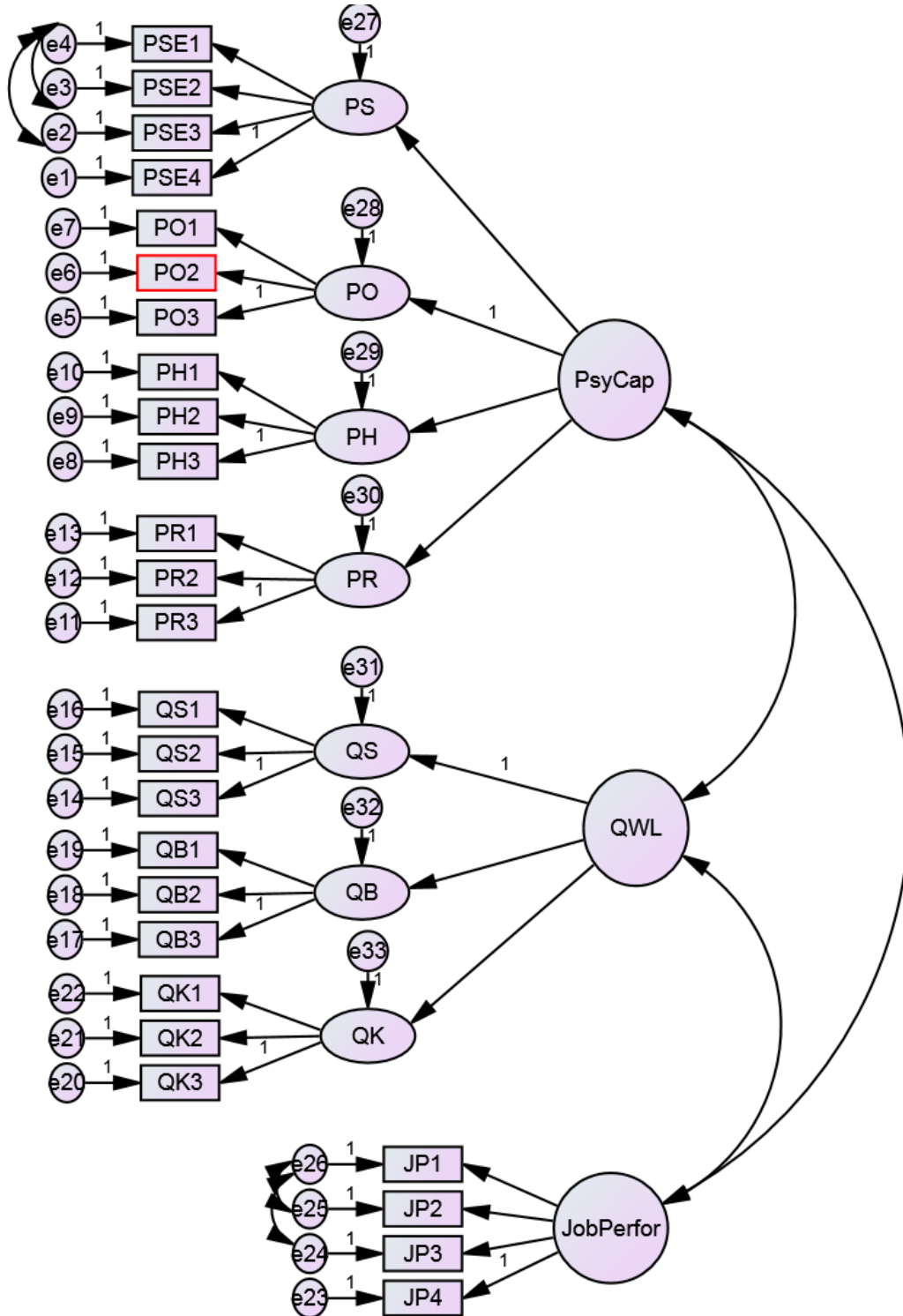
In CFA, the model fit if CMIN/df is less than 3 with p-value larger than 5 per cent. The goodness of fit index (GFI) is a measure of fit between the hypothesized model and the observed covariance matrix. The GFI ranged between 0 and 1, with a cut-off value of 0.9 generally indicating acceptable model fit. The comparative fit index (CFI) analyses the model fit by examining the discrepancy between the data and the hypothesized model, while adjusting the issues of sample size in the chi-squared test of model fit, and the normed fit index. A CFI value of 0.90 or larger was generally considered to indicate acceptable model fit. The root mean square error of approximation (RMSEA) avoided issues of sample size by analyzing the discrepancy between the hypothesized model, with an optimally chosen parameter estimates, and the population covariance matrix. A value of .06 or less indicates an acceptable model fit in combination of PCLOSE higher than .5.

After removing items due to factor loading lower than .5, the rest of all the observed items which were significant and substantial (>.5) were run as a whole for the final measurement model. The final measurement model had a good fit to the data: Chi-square = 832.215; df = 284; Chi-

square/df = 2.93; P = .000; GFI = .772; CFI = .728; RMSEA = .097. In this research, due to small sample (n=157), the GFI and CFI cannot be reached above .9.

Overall, the measurement model results supported for convergent and discriminant validities of the measures used in this research.

Figure 13 Final measurement model



$$\chi^2_{(248)} = 832.215 (p = .000); CMIN/df = 2.93; GFI = .772; CFI = .728; RMSEA = .098$$

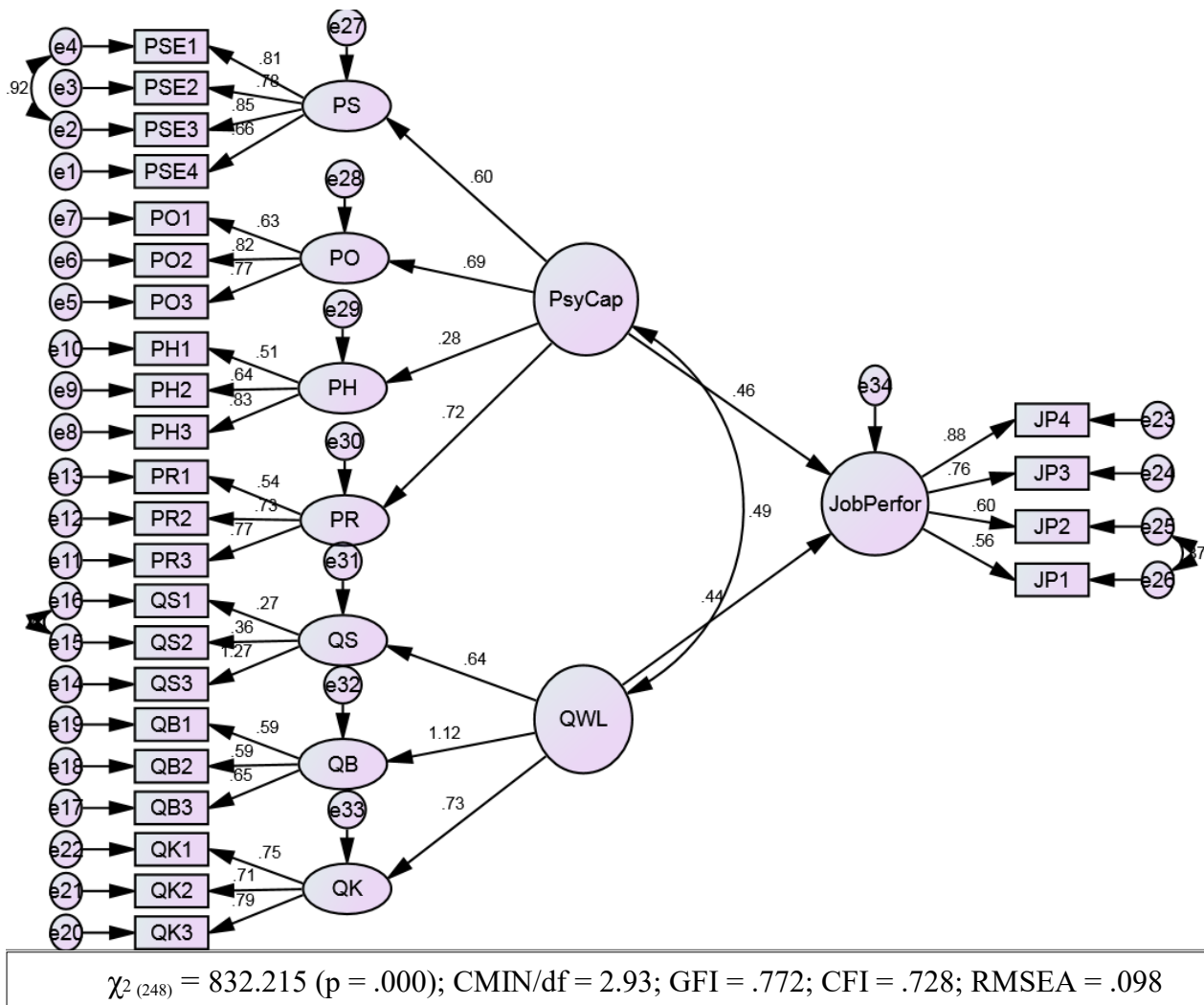
4.5 Structural equation modeling (SEM)

The structural equation modeling results indicated that the theoretical model had a fit to the data: $\chi^2_{[286]} = 893.113$; $P = .000$; $GFI = .764$; $CFI = .725$; $RMSEA = .099$. The result supported two hypotheses. All of the regression weight values were positive and significant ($p < .001$). The unstandardized estimates are presented in Table 16, and the standardized estimates are in Figure 14. Consistent with H1, PsyCap was tested to be positively associated with Job Performance ($\gamma = .461$, $p < 0.001$). In doing so, the result also investigated the vital role of Optimism as component of PsyCap. It is illustrated by the highest loading of Optimism compared with the rest of dimensions ($r = .726$, $p < .001$). H2 posits a positive relationship between QWL and Job performance. This hypothesis was also supported ($\gamma = .438$, $p < .001$).

Table 16 *Unstandardized structural paths*

Hypotheses structural paths	Testing result	Est.(se)	p-value
H1 PsyCap has positive impact on Job performance	Supported	.694 (.188)	***
H2 QWL has positive impact on Job performance	Supported	.328 (.072)	***

Notes: *** $p < .001$; Est. (se): Estimate (standard error)



Notes: $p < 0.05$: (*), $p < 0.01$ (**), $p < 0.001$ (***)

Figure 14 Structural results (standardized estimates)

4.6 Discussion of research findings

The aim of this study is to examine the role of Psychological capital and Quality of Work Life on Job performance of civil servants in DCS in Ho Chi Minh City. In doing so, the study also contributes to our understanding of key antecedents of Job performance in workplace. The result confirmed positive relationship of constructs as predicted by H1 and H2. Moreover, the results of this study also provide evidence for the important role that Psychological capital ($\gamma = .653$) plays in relation to Job performance in workplace in Vietnamese context, compared to that of the other antecedents. This study possesses two main findings.

Firstly, consistent with literature review, the recent results confirmed that Job performance can be captured by PsyCap ($\gamma = .461$, $p < 0.001$). PsyCap has not only impact on job performance but also is the most effective in predicting civil servants' performance. This result is also supported

by research of Luthans et al., (2007) when exploring the association as well as measurement of PsyCap in relation with performance. Moreover, the result indicated depending on theoretical and research support, state-like as component of positive psychology and POB can be identified (Seligman, Steen, Park, & Peterson, 2005; Snyder & Lopez, 2002; Luthans et al., 2007). In accordance with this study's result, Luthans et al., (2005) confirmed the PsyCap and its components have positive and significant influence on job performance in Chinese context. Hence, the result is consistent with meanings of Psychological Organizational Behavior: when individual holds positive attitude toward their work and their own capacities, they can accomplish given tasks, get over the negative feelings as well as win the challenges to reach specific goals and organization's objectives.

Especially, in the context of public agencies, PsyCap is able to motivate officials' working spirit in serving citizens besides compensation or tangible awards, leading to higher performance. It is noted that considering about PsyCap's components may explain and approach performance of civil servant better than traditional ways of salary, recruitment or promotion in organization as introduced in Chapter 1. The result also answers the first question of study about the level impact of PsyCap on Performance, when increasing positive psychology, performance is raised. Although this study consider overall of PsyCap in relation with performance, the result moreover indicated Optimism state has most predictive to positive psychology due to highest loading index ($r = .726$, $p < .001$), compared the rest of components. To find out the explanation for this outcome, look at the demographic analysis of respondents. Most of them are female (54.8%) and 26.1% represented for age group from 41-50. They have collected adequate experience and capacities to face the obstacles and passed them because most of them have high tenure in DCS (above 10 years). They can control and keep themselves in optimism state to accomplish given task in changing world by utilizing own capacities and experience. Moreover, approximately 76% of participants are staff who being executor policy of the Government, communicate with citizens in everyday, they should express their optimal attitude in order to encourage citizens and implement the tasks given by the Government.

Secondly, the research examined the positive and significant association between QWL and performance ($\gamma = .438$, $p < 0.001$). In consistent with literature review, higher QWL, higher performance can be generated in context of DCS. There is limited study investigating the role of QWL and performance so that this result also contributes to human resource management of understanding of QWL. It is clear that when organization can meet the demand of staff (survival, belonging, knowledge needs), it will generate satisfaction from employee, which be benefited by organization. This result is supported by research of Nguyen and Nguyen (2012) when they figured

out the influence of QWL on performance of marketers in Vietnam. Specifically, this study explores the role of belonging needs in QWL ($r = .632, p < .001$). Civil servant in DCS have enjoyed their life and supported feelings from others in workplace. It can be come from good colleagues, appreciation of superior or they can enjoy their own life after working time. These are common need of human and it should be approached by organization as well as managers. Again, characteristic of participants in survey is used to find out the issue. As presented, most officials is female from 41-50 year old, they need care their family and enjoy their life with relatives after working time. To explain it, the tradition of Vietnamese women is come to light, they love to family and expect to experience lots of time with them. After pressure working time, home and family is a place they can relax and love as well as to be love with others. Besides, such staff also expects to receive good feedback from organization, header or line manager. It reveals Vietnamese officials have high self-esteem and they hope to be recognized by other. In Maslow's hierarchy, this need is very import to people. So that it is easily understand the reason most respondents pay a lot of attention for this need.

4.7 Summary

In summary, this chapter presents data analysis results of measurement scales, research model, and hypotheses. Total 02 of 28 items of theoretical measure scales were eliminated after data analysis and the total retained 26 of 28 items measured 03 constructs. Considering the conceptual meaning of the final measurement constructs, all of constructs had within constructs relevance. Results of CFA indicated that most measurement variables were appropriate for measuring each construct. It also shown scales and measurement model had a good fit to data and can be explain in reality. The elimination of measurement items could be due to wording problems, conceptual appropriateness, differences in individual level, or the uniqueness of Vietnamese culture.

Regarding the SEM results, there were two hypotheses as mentioned in chapter 2 which were supported by positive results. H1 represented for the relationship between Psychological Capital and Job Performance. Consistent with H1, PsyCap was found to be positively associated with Job Performance ($\gamma = .461, p < 0.001$). In doing so, through the structural result, it was explored the vital role of Optimism in formulate PsyCap in civil servants with highest loading compared with the rest of PsyCap's dimensions ($r = .726, p < .001$). This will help managerial levels have clearer approaches in motivating and enhancing the performance of their officials. Similarly, H2 posits a positive relationship between QWL and Job performance. This hypothesis was also supported ($\gamma = .438, p < 0.001$). Finally, the next chapter would summarize all discussions and conclusions of this study from Chapter 1 to Chapter 4; and based on theoretical and empirical

results to suggest implications in operational management in public sector in general and Ho Chi Minh City Department of Culture and Sports in particular. At the end of this research, the author would like to present limitation of study as well as recommend some ideas for further researches.

CHAPTER 5 – CONCLUSION, IMPLICATION AND LIMITATION

5.1 Summary of study

Overall, in the field of psychology as well as human resource management, employee performance is most considerable issue by scholars and managers due to its impact on productivity and success of organization. Traditionally, performance's antecedents is considered by tangible resource or financial terms. This approach might not suitable in modern world, changing business environment where creating more opportunities to compete among organization. Public agency has to be aligned with this trend, so that nowadays, the Government increasingly turns attention into civil servants as executors in communicating and supporting citizens as well as the Government. In case of "flat-world", PsyCap and positive psychology constructs as well as the quality of workplace are paid more attention from researchers. It is argued that there are limited researches relating to PsyCap in organization in Vietnam (Nguyen and Nguyen, 2012), especially in public agencies. Thus, the objective of this study is to investigate the role of PsyCap and QWL and performance in DCS as public agency which being charged of advising and assisting the Ho Chi Minh City's People Committee to manage the state of culture, fitness and sports Ho Chi Minh City. Based on comprehensive review of previous researches relating to PsyCap and performance, a total of three factors including two second-order constructs: PsyCap (self-efficacy, hope, optimism and resiliency) and QWL (survival, belonging and knowledge needs); and first-order construct Job performance with 28 items was formulated the conceptual model and two hypothesis in the context of Vietnam. H1 was used to test the relationship between PsyCap and performance in DCS whereas H2 investigated the association between QWL and performance of officials in that order. The survey was conducted in Ho Chi Minh City with 157 valid questionnaires collected within one month. Amos 20 is run in chapter four to test the measurement and theoretical model. The results of structural equation model had proved the positive impact of PsyCap and QWL on performance.

There are three contributions in this study. Firstly, the result provides more empirical research relating to performance and PsyCap in Vietnam, especially the research regarding to public employee performance in Vietnam, and in a typical agency such as Ho Chi Minh City Department of Culture and Sports (DCS), so the current research contributes to the extant knowledge of officials' performance. Secondly, differentiating from the previous studied which measuring civil servants' performance through subjective scales such as self-evaluation, peer-assessment etc. or through other antecedents such as salary, empowerment, appraisal systems, training etc. this

research focuses on the psychological constructs and quality of work life in order to examine performance. Finally, the findings of the current research will provide meaningful and practical contributions to the Government, particularly to the public agencies, which have the intention of growing and enhancing the servant's performance in Vietnam. The discussion of managerial implications will provide a new approach for manager and policy maker to reform and increase the quality of service as well as human resource in public sector through implications.

5.2 Implications

As confirmed result, this study would like to provide some implication in order to enhance job performance of civil servants in DCS.

Firstly, the positive relationship between PsyCap and Job performance has been confirmed and supported in Department. It indicates the official who has higher PsyCap would generate better performance. Thus, the Department should recruit individual having high PsyCap for executing the mission assigned by the Government. It requires human resource department designing or planning the interview process and method in order for hire employee which have high PsyCap. It is nothod that the research also figures out state-like characteristic of PsyCap than trait-like, so that PsyCap can be developed and enhanced in organization (Luthans et al, 2008). With motive appropriate policy of human resource management, the Department can promote as well as increase PsyCap of civil servant, leading to high job performance, resulting in benefits of organization.

Secondly, the supported impact of QWL and performance provides more evidence for statement of Garvin and Mason (2004) relating to the benefit of work–life integration in new changing working environment today. The employees would be happier and healthier when worked in comfortable environment, and all around elements which be positive toward them. It must be pointed out when happier and healthier, individual make more productivity in work, be harmony with others and significantly enhanced performance. These are factors regarding feeling, emotions of officials. So it is not necessary to promote or increase salary, satisfaction of servants can be improved and increased by meeting the response of organization, leading to higher performance. Hence, enhancing QWL in DCS should be focused by the leader as well as the Government by specific policies to capture employee's needs.

As below are some general implications at macro level in order to build and improve performance in public sector:

The organization would like to suggest to the above department to develop an appropriate salary system based on particular roles and job assessments of the employees. The salary has to

indicate precisely the advancement of the employee's job description. The salary should be appropriate for the living costs of the employee. During the process of determining the salary, the organization should aim towards improving the life of the employees and the salary should at least cover the necessary costs for the employees to exhibit maximum productions at their jobs. Because when the quality of living increases, the production of the workplace will increase along.

On top of that, it is extremely important to develop a salary system that is cohesive, fair and well-descriptive. For example, the individuals that perform the same tasks will receive the same paycheck and the one(s) with the most efforts in the growth and development of the organization will receive a higher salary. Psychologically speaking, paying the individuals that put in the most efforts at the workplace at all time will discourage their future efforts at the tasks due to the obvious lack of conditional rewards. This change will motivate the employees to work harder and more efficiently or vice versa.

On the other hand, the organization should be able to do accurate evaluations of the employees and spread the payments accordingly. Moreover, the organization needs to evaluate if the employees are performing accurately and efficiently on the assigned tasks. The employees that are evaluated fairly by the organization will appreciate the honesty and the caring gesture at their workplace. This will create a strongly motivated employee with much more efficient and stronger production at the tasks at hands.

Another factor that can improve the employees' production is an appropriate and positive workplace environment. It should be well-organized, clean with all the necessary and appropriate tools and necessities. By having a great working environment, the employees will come to work with a positive and excited attitude which ultimately will lead to the better production that we hope for. On top of that, the organization should have clear instructions and explanations to the employees about the goals and achievements that it is trying to reach. Also, the organization should provide the employees with opportunities to improve their knowledge and understanding of the growing industry. By acquiring new knowledge and technology related to the field, the production of the employees can definitely increase with faster and more efficient working pace. Additionally, the managers and executives of the organization should reach out to assist the employees in their difficult times of completing the assigned tasks. This will lead to much better cohesion at the workplace and create a more positive and teamwork-oriented working environment as we have always aimed towards; ultimately will increase the production of the employees.

5.3 Limitations and further recommendations

Although this study has a good contribution to research background of Vietnam, it is not free of limitations, which introduce future research opportunities.

Firstly, this study verifies the hypotheses by means of a questionnaire survey, only providing cross-sectional data, so that this study cannot observe the dynamic change of Psychological capital, Quality of work life and performance in the different stages of the operational organization through longitudinal data. Therefore, future research can set forth toward the longitudinal study to find out the differences of in the different stages of public agency.

Secondly, this study was only carried out in the Department of Culture and Sports Ho Chi Minh City, and thus, the findings have practical values for the organization itself. Moreover, this study cannot represent for the general job performance of employees in Ho Chi Minh City and all employees on the different organizations of Vietnam. The author recommends a comparison among units in the Department of Culture and Sports Ho Chi Minh City with the aim of understanding clearer about job performance in each unit. In so doing, it is suggested that the study should be conducted in other departments in Ho Chi Minh City. Besides, there should be more studies in various organizations in different sectors in order to compare whether the research results are widely applicable or not.

Finally, the author collected information by distributing questionnaires directly to the respondents. In this process of data collection, although the author tried to persuade and explain clearly to respondents, it is inevitable that respondents might not answer objectively compared with their real perception.

This study is looking forward that the research results are supportive to managers, scholars as well as policy makers of the Government and make contribution to future research as reference.

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APPENDICES

Appendix A: Questionnaire in English version

SURVEY QUESTIONNAIRE TO JOB PERFORMANCE IN HO CHI MINH CITY DEPARTMENT OF CULTURE AND SPORTS

Dear Madam/Sir,

My name is Thai Ho Thien Huong, currently a student of the program “Master of Public Administration” of the International School of Business - University of Economics Ho Chi Minh City associated with University of Tampere, Finland. I am undertaking a research to investigate the impact of Psychological Capital and Quality of Work Life on Job Performance in Ho Chi Minh City Department of Culture and Sports. I kindly hope you may give 10 minutes to help me finish this survey. I would like to express my gratefulness to your help and I hereby declare that all information collected is used for the academic purposes and the data would be handled anonymous and strictly confidential. Please answer freely as there is no right or wrong answer. In case there are any questions about this questionnaire, please do not hesitate to contact the author by email thienhuong107@gmail.com or phone number 0919.883.347.

PART 1: The next section explores your perception toward job performance.

Please carefully read each of following statement about job performance and indicate your answer using the following 7-point scale where:

1	2	3	4	5	6	7
Entirely disagree	Mostly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Mostly agree	Entirely agree

STATEMENT

Entirely disagree

→ Entirely agree

Psychological capital: *Self-efficacy*

1. I feel confident of analyzing a long-term problem to find a solution.	1	2	3	4	5	6	7
2. I feel confident of presenting my work area in meetings with senior management.	1	2	3	4	5	6	7
3. I feel confident of contacting people outside the company	1	2	3	4	5	6	7
4. I feel confident of presenting information to a group of colleagues.	1	2	3	4	5	6	7

STATEMENT	Entirely disagree → Entirely agree						
Psychological capital: <i>Optimism</i>							
5. In uncertain times, I usually expect the best	1	2	3	4	5	6	7
6. I always expect things go to my way	1	2	3	4	5	6	7
7. Overall, I expect more good things to happen to me than bad	1	2	3	4	5	6	7
8. I'm always optimistic about my future							
Psychological capital: <i>Hope</i>							
9. At the present time, I am energetically pursuing my goals	1	2	3	4	5	6	7
10. There are a lot of ways around any problem that I am facing now	1	2	3	4	5	6	7
11. I can think many ways to reach my current goals	1	2	3	4	5	6	7
12. At this time, I am meeting the goals that I have set for myself.							
Psychological capital: <i>Resiliency</i>							
13. I quickly get over and recover from being startled	1	2	3	4	5	6	7
14. I am generous with my colleagues	1	2	3	4	5	6	7
15. I get over my anger at someone reasonably quickly	1	2	3	4	5	6	7
Quality of work life: <i>Survival needs</i>							
16. My job provides good health benefits	1	2	3	4	5	6	7
17. I am satisfied with what I'm getting paid for my work	1	2	3	4	5	6	7
18. My job does well for my family	1	2	3	4	5	6	7
Quality of work life: <i>Belonging needs</i>							
19. I have good friends at work.	1	2	3	4	5	6	7
20. I have enough time away from work to enjoy other things in life	1	2	3	4	5	6	7
21. I feel appreciated at work.	1	2	3	4	5	6	7
Quality of work life: <i>Knowledge needs</i>							
22. I feel that my job allows me to realize my full potential	1	2	3	4	5	6	7
23. My job allows me to sharpen my professional skills	1	2	3	4	5	6	7
24. My job helps me develop my creativity	1	2	3	4	5	6	7
Job performance							
25. I believe I am an effective employee	1	2	3	4	5	6	7
26. I am happy with the quality of my work output	1	2	3	4	5	6	7
27. My manager believes I am an efficient worker	1	2	3	4	5	6	7
28. My colleagues believe I am a very productive employee	1	2	3	4	5	6	7

PART 2: OTHER INFORMATION

This section refers to background of biographical information. The information will allow the researcher to classify and compare groups of respondents

Gender: Female Male

Age group: 20-30 31-40 41-50 Above 50

Education level: High school/Vocational degree College
 Bachelor degree Postgraduate

Income per month (million VND/month)

< 2.5 2.5-5 6-7 8-10 above 10

Tenure (years):

<1 1-3 4-5 6-10 >10

Hierarchical level

Leader Sub-leader Staff

THANK YOU FOR YOUR CO-OPERATION IN FINISHING THIS QUESTIONNAIRE.

Appendix B: Questionnaire in Vietnamese version

PHIẾU KHẢO SÁT VỀ HIỆU SUẤT CÔNG VIỆC TẠI SỞ VĂN HOÁ, THỂ THAO VÀ DU LỊCH THÀNH PHỐ HỒ CHÍ MINH

Kính chào Anh/Chị,

Tôi tên Thái Hồ Thiên Hương, hiện là học viên chương trình Thạc sĩ Quản lý hành chính công do trường Đại học Kinh tế thành phố Hồ Chí Minh kết hợp với trường Đại học Tampere, Phần Lan tổ chức. Tôi đang nghiên cứu về sự ảnh hưởng của các yếu tố tâm lý và chất lượng cuộc sống tại nơi làm việc đối với hiệu suất công việc tại Sở Văn hoá, Thể thao và Du lịch thành phố Hồ Chí Minh. Tôi mong anh chị dành khoảng 10 phút để giúp tôi hoàn thành bảng khảo sát này. Tôi xin chân thành cảm ơn sự giúp đỡ của anh chị, tôi xin cam đoan rằng tất cả thông tin thu thập được sẽ chỉ dùng cho mục đích học thuật, và các dữ liệu ấy sẽ được xử lý ẩn danh và tuyệt đối bảo mật. Không có câu trả lời đúng hoặc sai. Nếu có bất kỳ thắc mắc nào, vui lòng liên hệ với tôi theo địa chỉ mail thienhuong107@gmail.com hoặc số điện thoại 0919.883.347.

PHẦN 1: Phần sau tìm hiểu về nhận thức hiệu suất công việc.

Xin Anh/chị hãy đọc cẩn thận từng phát biểu về sản phẩm xanh và cho biết mức độ đồng ý của Anh/Chị đối với các phát biểu bằng cách đánh dấu vào một ô số thích hợp trong khoảng từ 1 đến 7 trong bảng đánh giá dưới đây.

1	2	3	4	5	6	7
Hoàn toàn không đồng ý	Hầu như không đồng ý	Không đồng ý một chút	Trung lập	Đồng ý một chút	Hầu như đồng ý	Hoàn toàn đồng ý

PHÁT BIỂU

Hoàn toàn không đồng ý

→ Hoàn toàn đồng ý

1. Tôi thấy tự tin khi phân tích vấn đề dài hạn để tìm ra giải pháp.	1	2	3	4	5	6	7
2. Tôi thấy tự tin khi thuyết trình công việc của mình cho ban quản trị cấp cao trong các cuộc họp.	1	2	3	4	5	6	7
3. Tôi thấy tự tin khi liên hệ với đối tác bên ngoài công ty.	1	2	3	4	5	6	7
4. Tôi thấy tự tin để trình bày thông tin cho nhóm đồng nghiệp.	1	2	3	4	5	6	7
5. Vào những lúc không chắc chắn, tôi thường hi vọng vào điều tốt nhất.	1	2	3	4	5	6	7
6. Tôi luôn kì vọng mọi thứ theo đúng ý mình.	1	2	3	4	5	6	7
7. Nhìn chung, tôi hi vọng mọi thứ đến với mình đều tốt đẹp.	1	2	3	4	5	6	7
8. Tại thời điểm hiện tại, tôi đang hăng hái theo đuổi mục tiêu của tôi	1	2	3	4	5	6	7
9. Tôi luôn lạc quan về tương lai của mình							

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 10. Có nhiều cách giải quyết đối với bất kỳ vấn đề nào tôi đang gặp phải. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. Tôi có thể nghĩ nhiều cách để đạt được mục tiêu hiện tại của mình. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. Tôi nhanh chóng vượt qua và lấy lại tinh thần sau khi bị hoảng hốt | | | | | | | |
| 13. Thời điểm này, tôi đã đạt được mục tiêu tự đặt | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. Tôi hào phóng với các đồng nghiệp. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. Tôi nhanh chóng vượt qua sự giận dữ với ai một cách hợp lý. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16. Công việc của tôi mang lại nhiều lợi ích về mặt sức khoẻ. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17. Tôi hài lòng với những gì tôi được trả cho công việc của mình. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18. Công việc của tôi mang lại nhiều điều tốt đẹp cho gia đình tôi. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19. Tôi có những người bạn tốt tại nơi làm việc. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20. Tôi có đủ thời gian để tận hưởng những thứ khác trong cuộc sống. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 21. Tôi cảm thấy được đánh giá cao tại nơi làm việc. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 22. Công việc của tôi cho phép tôi nhận thấy tiềm năng toàn diện của mình. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 23. Công việc của tôi cho phép tôi trao đổi những kỹ năng chuyên nghiệp của mình. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 24. Công việc của tôi giúp tôi phát triển khả năng sáng tạo. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 25. Tôi tin rằng mình là một nhân viên có hiệu quả. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 26. Tôi vui với chất lượng kết quả làm việc của mình. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 27. Lãnh đạo của tôi tin rằng tôi là một nhân viên hiệu quả. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 28. Đồng nghiệp tin rằng tôi là một nhân viên có hiệu suất làm việc cao. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Phần 2: THÔNG TIN KHÁC

Giới tính: Nữ Nữ

Nhóm tuổi: 20-30 31-40 41-50 Trên 50

Học vấn: Phổ thông trung học/Trung cấp nghề Cao đẳng
 Đại học Cao học

Thu nhập hàng tháng (triệu VND/tháng)

< 2.5 2.5-5 6-7 8-10 Trên 10

Thâm niên (năm):

<1 1-3 4-5 6-10 >10

Vị trí

- Trưởng phòng Phó phòng Nhân viên chính thức

XIN CHÂN THÀNH CẢM ƠN ANH CHỊ ĐÃ HOÀN THÀNH BẢN KHẢO SÁT

Appendix C: List of in-depth interview participants

No.	Name	Age	Gender	Job title
1	Pham Thanh Nam	40	Male	Header
2	Van Thi Hong Phuong	30	Female	Stuff
3	Nguyen Thanh Long	39	Male	Stuff
4	Ngo To Quyen	40	Female	Stuff
5	Le Thi Tam	25	Female	Stuff

Appendix D: In-depth Interview' refinement measurement scale

Respondent's information	Original measurement scales	Comments	Final measurement scales
<i>Psychological capital: Self-efficacy</i>			
<i>Pham Thanh Nam</i> , 40 years old, male	Tôi thấy tự tin khi phân tích vấn đề dài hạn để tìm ra giải pháp (PSE1)	Mr. Nam said the sentence was not clearly because that “vấn đề” had many meanings. He wanted to change the sentence	Tôi thấy tự tin khi phân tích những khó khăn mang tính dài hạn để tìm ra giải pháp
<i>Pham Thanh Nam</i> , 40 years old, male <i>Van Thi Hong Phuong</i> , 30 years old, female	Tôi thấy tự tin khi thuyết trình công việc của mình cho ban giám đốc trong các cuộc họp. (PSE2)	Interviewees recommended that “khi thuyết trình công việc của mình” should be changed into “khi báo cáo công tác của mình”. The sentence would be easier to understand and more consistent in public sector.	Tôi thấy tự tin khi báo cáo công tác của mình cho ban lãnh đạo trong các cuộc họp.

Respondent's information	Original measurement scales	Comments	Final measurement scales
<i>Psychological capital: Optimism</i>			
<p><i>Nguyen Thanh Long</i> , 39 years old, male</p> <p><i>Ngo To Quyen</i>, 40 years old, female</p>	<p>Vào những lúc không chắc chắn, tôi thường hy vọng vào điều tốt nhất (PO1)</p>	<p>Interviewees recommended that “vào những lúc không chắc chắn” should be changed into “vào những lúc không thuận lợi”. The sentence would be easier to understand</p>	<p>Vào những lúc không thuận lợi, tôi thường hy vọng vào điều tốt nhất.</p>
<i>Psychological capital: Resiliency</i>			
<p><i>Le Thi Tam</i>, 25 years old, female</p>	<p>Tôi nhanh chóng vượt qua và lấy lại tinh thần sau khi bị hoảng hốt. (PR1)</p>	<p>Mrs. Tam said the sentence was not clearly because that “vấn đề” had many meanings. He wanted to change the sentence</p>	<p>Tôi nhanh chóng vượt qua và lấy lại tinh thần sau thất bại trong công việc.</p>
<i>Job performance</i>			
<p><i>Nguyen Thanh Long</i> , 39 years old, male</p>	<p>Tôi tin rằng mình là một nhân viên có hiệu quả (JP1)</p>	<p>Interviewee recommended the “làm việc” should be added in order to clarify the sentence</p>	<p>Tôi tin rằng mình là một nhân viên làm việc có hiệu quả.</p>

Appendix E: *Convergent and discriminant validity of the model constructs*

Constructs	Indicator	Standardized loadings	Criteria (Cronbach's α , CR, AVE)
Psychological Capital			Cronbach's α = .824 CR = .86 AVE = .515
Self-efficacy (PSE)	PSE1	.702	
	PSE2	.736	
	PSE3	.810	
	PSE4	.785	
Hope (PH)	PH1	.635	
	PH2	.674	
	PH3	.689	
	PH4	Eliminated	
Optimism (PO)	PO1	.659	
	PO2	.742	
	PO3	.729	
	PO4	Eliminated	
Resiliency (PR)	PR1	.590	
	PR2	.568	
	PR3	.749	
Quality of work life (QWL)			Cronbach's α = .8284 CR = .868 AVE = .702
Survival needs (QS)	QS1	.872	
	QS2	.842	
	QS3	.532	
Belonging needs (QB)	QB1	.738	
	QB2	.665	
	QB3	.638	
Knowledge needs (QK)	QK1	.744	
	QK2	.714	
	QK3	.716	

Job Performance (JP)	JP1	.5	Cronbach's $\alpha = .818$
	JP2	.639	CR = .877
	JP3	.592	AVE = .642
	JP4	.741	
