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The Influence of Human Resource Management Practices, Work Motivation and Organizational Commitment on Organizational Effectiveness in State Agencies

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Abstract: The research goals of this study is to identify and evaluate the relationship between human resource management practices, work motivation, organizational commitment to organizational effectiveness, thereby proposing several management implications to improve the effectiveness of state agencies. The study has built a component model to assess the impact of human resource management practices, work motivation, and organizational commitment on organizational effectiveness in state agencies in Ho Chi Minh City. Based on theories and previous studies related to the topic, a research model of three components affecting the organizational effectiveness in state agencies is proposed, including human resource management practices, work motivation, and organizational commitment. Based on 275 questionnaires of employees working in state agencies in Ho Chi Minh City, the author used the quantitative analysis of structural equation modeling (SEM) to evaluate the relationship between research concepts. Research results show that three components: human resource management practices, work motivation, and organizational commitment, positively influence organizational effectiveness. One of the study's findings is that HRM is the factor that has the strongest impact on the effectiveness of state agencies, instead of the work motivation of civil servants or organizational commitment. The research results help managers have a basis to improve human resource management factors, work motivation, and organizational commitment in a positive way in order to increase organizational efficiency at state agencies in Ho Chi Minh City.

Keywords: human resource management practices, work motivation, organizational commitment, organizational effectiveness, state agencies.

人力資源管理實踐、工作動機和組織承諾對國家機構組織有效性的影響

摘要: 本研究的研究目標是確定和評估人力資源管理實踐、工作動機、組織承諾對組織有效性之間的關係，從而提出一些管理啟示，以提高國家機構的有效性。該研究建立了一個組件模型來評估人力資源管理實踐、工作動機和組織承諾對胡志明市國家機構組織有效性的影響。基於與該主題相關的理論和以往研究，提出了一個由影響國家機構組織有效性的三個組成部分組成的研究模型，包括：人力資源管理實踐、工作動機和組織承諾。筆者以胡志明市國家機關工作人員的 275 份問卷為基礎，採用結構方程模型的定量分析方法對研究概念之間的關係進行評價。研究結果表明，人力資源管理實踐、工作動機和組織承諾三個組成部分對組織有效性有正向影響。該研究的一項發現是，人力資源管理是對國家機構有效性影響最大的因素，而不是公務員的工作動機或組織承諾。研究結果有助於管理人員以積極的方式改善人力資源管理因素、工作動機和組織承諾，以提高胡志明市國家機構的組織效率。

关键词： 人力資源管理實踐，工作動機，組織承諾，組織效能，國家機構。

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1. Introduction

To build an organization that operates effectively and achieves the planned goals, the role of human resource management practices is very important. Human resource management practices manifest themselves in controlling employees or increasing employee commitment to the organization [1, 2]. Good human resource management helps reduce conflicts, coordinate and control, create work motivation, and create competitive advantages. Human resource management helps to increase work efficiency for employees, from which employees see their goals, work orientation, create good relationships between cadres and civil servants, and a working environment, comfortable, healthy work.

Managing human resources most effectively, maximizing employees' abilities, and at the same time building employee loyalty to the organization has been a big challenge for managers. Studying the influence of human resource management practices on work motivation and organizational performance is of great significance, as this is the basis for state managers to have a more specific view on human resource management activities, contributing to perfecting the system of appropriate management and development regulations, creating work motivation for employees, connecting employees with the organization and improving operational efficiency organization's action. This study investigates the influence of human resource management practices, work motivation, and organizational commitment on organizational effectiveness.

Ho Chi Minh City is the country's economic locomotive, but the Provincial Competitiveness Index (PCI) has continuously declined. The Vietnam Chamber of Commerce and Industry (VCCI) announced the Provincial Competitiveness Index 2020 (PCI 2020) [3]. Based on a survey of nearly 12,300 enterprises (more than 10,700 private enterprises and 1,600 foreign-invested enterprises), foreign - FDI). The ranking results show that Ho Chi Minh City ranks 14th in PCI, with 65.7 points belonging to good provinces. Thus, this is the second year in a row that Ho Chi Minh City has left the Top 10 - a group of provinces with high PCI. Before that, HCMC's PCI ranking point in 2019 was 67.16. This index has promoted substantive actions of the provincial and city governments, improved governance quality, and created a favorable business environment. From this result, it can be seen that the city needs to continue to improve the performance of public administration service centers and one-door gadgets and optimize human resource management. The evaluation and supervision of civil servants operating the human resource management

system should be done more actively. Previous studies [4-6] showed that human resource management practices have an important influence on organizational performance. Therefore, the problem is to do well in human resource management so that civil servants are always motivated to work, contributing to improving the quality and efficiency of operations in state agencies.

The study surveys civil servants and public employees who have worked for two years or more and work at state agencies, organizations, and units in Ho Chi Minh City. This study aims to evaluate the impact of human resource management practices, working motivation, and organizational commitment on the organizational effectiveness of state agencies in Ho Chi Minh City. From there, it helps managers of state agencies know the impact of the relationship between human resource management practices, working motivation, organizational commitment of civil servants, and organizational effectiveness in Ho Chi Minh City government agencies. Thereby, the study proposes managerial implications for managers to improve the elements of human resource management in a positive direction to increase the working motivation of civil servants and the organizational effectiveness of state agencies in Ho Chi Minh City.

2. Literature Review

2.1. Human Resource Management Practices

The concept of human resource management originated in the US in the 1950s, then developed in the UK in the 1980s, and is now widely used in many countries. Human resource management is one of the necessary inputs to increase the business performance of enterprises.

According to [7], human resource management practice is defined as attracting, developing, motivating, and retaining employees to ensure the effective performance and survival of organizations and their members. Sharing the same view, [8] considers human resource management practice a set of practices organizations use to manage human resources through capacity development conditions. Human resource management practices involve specific practices, formal policies, and philosophies designed to attract, develop, motivate and retain employees who ensure the effective functioning of the organization.

[9] argue that Human Resource Management is a set of functional activities and related distinct processes aimed at attracting, developing, and retaining an enterprise's human resources. Formal HRM can be seen when a company begins to form a hierarchical structure, approaching division of labor and increasing

administrative processes [10]. Human resource management is defined as a very important function in the operation of an organization, including recruitment, compensation, development within organizations, safety, employee motivation, health care, share information, train and effectively managing all employee-related activities and ways to help employees carry out activities to achieve organizational goals [11].

Some authors argue that when employers and employees are considered to have common interests, the main function of human resource management is how people can best manage for the benefit of other organizations' interests. Human resource management is the design of formal systems in an organization to ensure effective and efficient use of human talent to accomplish the organization's goals. Human resource management is defined as a coherent and strategic approach to managing the most valuable assets - employees (or talents) working for the organization, individually and collectively contributing to achieving organizational goals [12].

Due to the importance of Human Resource Management, there has been significant research in recent years in this field. The term HRM has continued to evolve and change over time, such as human resource management, human resource management, human resource management strategy, human resource management, human capital, resource capital..., which is the cause of the diversity in Human Resource Management functions and practices. In recent years, one of the main goals of Human Resource Management has emphasized the policies, practices, and systems that influence employee behavior, attitudes, and performance. The most recently interesting definition of the strategy and the humane role of HRM represents a trend for sustainable development [13].

Although many different aspects have stated human resource management, human resource management aims to satisfy employees' needs, invest adequately in employees to develop personal capabilities, and improve labor productivity and work efficiency.

Based on previous studies, Human Resource Management can be understood as all activities related to managing people in enterprises. These activities are often referred to as HR policies (such as recruitment and selection, employee training, and engagement) designed to create benefits for the organization.

Human resource management practices can be expected to promote unique attributes in human resources, which give the organization a competitive advantage and enhance operational performance [14].

[15] based on summarizing previous studies that all HRM activities lead to outstanding performance, there are many definitions presented such as "practices related to participation high," "HRM best practices," "high commitment practices," and "higher productivity and product quality." Notably, in most case studies, all

definitions of HRM practices have a positive relationship with a competitive advantage [16].

From the above concepts, it can be drawn that human resource management practice can be understood as a system of opinions, policies, and practices used in the human resource management of an organization to achieve goals—optimal results for both the organization and its employees. Human resource management practices include organizational activities directed at managing human resources to ensure these resources are being used to accomplish organizational goals. Human resources consider people as a valuable asset of organizations and businesses; businesses move from saving labor costs to reduce costs to investing in human resources to have a high competitive advantage, more profitable, and more efficient.

2.2. Work Motivation

[17] define work motivation as the part of an individual's performance on certain tasks. Employee motivation was defined by [18] as behavior or activity related to the organization's goals. In addition, the behavior will be controlled by the individual, thus excluding behavior that is forced by the environment [19]. According to [20] in work, "The motivation to work" said, "Work motivation is the desire and voluntariness of employees to increase efforts towards the achievement of organizational goals."

[21] show that the nature of the results in the job depends on the requirements of the job, the goals, and the organization's mission. According to [22], the work motivation of high-productivity employees is related to two aspects that are personal skills and the support of colleagues in the organization. Employee creativity allows organizations to maintain and adapt to changes in the environment and employee performance is very important for organizational success because, through the activities of employees, an organization can achieve its goals [23].

Measuring work motivation is the process of determining results and operating effectively [24]. Organizations measure work motivation to improve future performance; consider salary and bonus; identify the strengths and weaknesses in the individual's job to develop the necessary and appropriate training program. At the same time, discovering the potential abilities of each individual to orient each individual to develop and create opportunities for them to advance.

Work motivation is measured in two directions: Performance is defined as employee retention, achievement of organizational goals, objective performance evaluation system; financial performance measures the monetary and non-monetary benefits of employees.

Employee motivation is assessed according to the following aspects: Work completion, which is the motivation to work, compared to the set goals; the

employee's qualities and skills are relevant to the job; workload, methods to handle work; coordination at work.

Work motivation, including volume, quality, and completion of assigned work targets, are important criteria for evaluating employee performance. However, many employees do not believe that performance appraisals accurately reflect their work motivation. The employee's perspective will contribute to the evaluation of their work performance. The employee self-assessed work motivation scale has been used in many studies and shows that the self-assessment of employees' work motivation results consistent with the assessment of the company's management [25].

2.3. Organizational Commitment

According to [26], organizational commitment is the strength of an individual's identification with the organization and active participation. Employees who express a high level of commitment to the organization are more satisfied, less likely to leave their jobs, and less likely to leave the organization. At least three interrelated components can describe organizational commitment: (1) A strong belief in and acceptance of the organization's goals and values; (2) Willingness to make an above-average effort to contribute to the development of the organization; (3) A strong desire to remain a member of the organization.

Organizational commitment is defined as the psychological state of an organization member, reflecting the extent to which the individual absorbs or accepts organizational characteristics [27]. Organizational commitment is the willingness to give full effort to the organization, be closely attached to the organization, and maintain a relationship with the organization [28]. Organizational engagement is defined as the bond or association between individuals and organizations [29].

[30] considered commitment to the organization as a psychological state that denotes the employee's relationship with the organization, closely related to the decision to remain in the organization. [31] also showed that employee engagement is a mediating variable linking factors related to the work environment and other outcomes, such as turnover rate and satisfaction in work and commitment. Commitment is a powerful force that links an individual to a series of actions related to a particular goal [32].

2.4. Organizational Effectiveness

The effectiveness of an organization under the traditional accounting concept reflects the economic value added or return on investment (according to the Dupont model). The effectiveness of an organization in the public sector is the assessment of the means used (inputs), processes, products (outputs), and the results

achieved. Evaluation of an organization's effectiveness can be through assessing economic resources, costs, results, service quality, financial performance, and overall efficiency. However, from the point of view of modern accounting, the above criteria do not fully reflect the organization's operation, so the organization's performance, according to the point of view of [33, 34], covers both financial and non-financial gifts shops.

In the same view, [35] said that organizational effectiveness is a multidimensional structure in which common factors combined with organizational performance create overall efficiency. According to [36], the organization's overall performance is assessed through efficiency, productivity, service quality, and achievements in all aspects of the organization. In the study [6], who also have the same opinion as [36], the overall OS aggregates criteria on the organization's effectiveness, productivity, and quality. According to [37], organizational effectiveness is generally understood as the past, present, or future achievement of the organization's mission or the tendency to re-evaluate a known set of standards for the organization, accuracy, completeness, value, or time.

Goal performance ratings are difficult to integrate into a large survey and are currently unavailable [38]. For this reason, previous studies of organizational effectiveness have employed indirect strategies using self-report items. For example, [39] used a set of four items on self-reported performance. [40], by contrast, use only one.

In this study, organizational performance was measured through the lens of individual perception of organizational effectiveness. Of course, perceived organizational effectiveness cannot be considered a complete definition of organizational effectiveness, but it does form an important dimension. Following the examples cited, we decided to follow the same strategy and measure organizational effectiveness through items designed to capture respondents' perceptions of their organizational effectiveness.

2.5. Research Concept Frameworks

Effective human resource management practices help improve organizational effectiveness [41, 42]. Furthermore, consistent with empirical confirmation from public institutions, civil servants are more likely to desire intrinsic rewards at work than extrinsic ones. This empirical evidence led to the following hypothesis H1:

H1: Human resource management practices have a direct positive effect on organizational effectiveness.

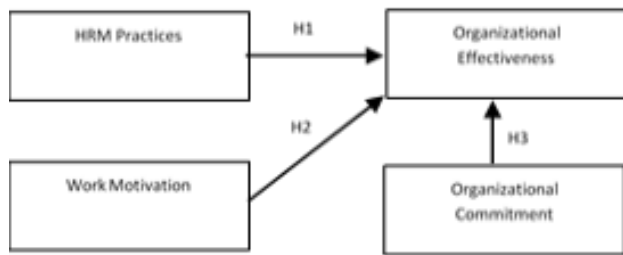


Fig. 1 Research concept framework

No empirical studies confirm a direct and positive association between public service motivation and organizational effectiveness. However, several studies have shown that public service motivation can indirectly affect organizational performance when work attitudes are considered. At the same time, similar results regarding human organization are consistent in the relationship between public service motivation and job performance [43]. This evidence helps us to hypothesize that public service motivation is directly related to organizational effectiveness. Therefore, hypothesis H2 is stated as follows:

H2: Work motivation has a direct positive effect on organizational effectiveness.

[30] defined organizational commitment as a highly emotional connection in which employees feel committed to the goals and values of the organization – employees choose to participate in activities of the organization. [44] argue that employee commitment is always related to organizational performance. Employee commitment can be applied to predict employee performance outcomes and organizational success, including financial performance. Employees will perform well and commit to the organization positively, affecting their work, colleagues, and themselves [45].

In addition, [45] also reviewed research related to this area and found that deep employee commitment affects the positive effects of organizations in many areas aspects, such as job satisfaction, organizational commitment, turnover rate, and employee behavior. Many authors also believe that the success of any organization requires employee engagement and employees' trust in the organization's goals. Therefore, hypothesis H3 is stated as follows:

H3: Organizational commitment has a direct positive effect on organizational effectiveness.

3. Research Methods

This research uses a quantitative method, namely testing the hypothesis between the research variables using statistical tools. Subjects selected for the survey in this study are civil servants and public employees working in state agencies in Ho Chi Minh City with two years of working experience or more. Data were collected using a questionnaire with a Likert scale approach, in which responses were given from one (strongly disagree) to five (strongly agree). To implement the Likert scale, the researchers used a

questionnaire to check the validity and research of the model. The questionnaire consists of questions posed by the researcher. Data were obtained using a closed questionnaire with well-defined questions to respond to only one definite answer from several alternatives.

There are 275 verified questionnaires, which are essential for conducting the research. The researchers used the data used by the researchers to test the hypotheses provided using the Structural Equation Modeling (SEM) technique. The model is considered suitable with market data when the Chi-square test has a P-value > 0.05. However, Chi-square has the disadvantage of being dependent on sample size. The model that receives GFI, TLI, CFI values ≥ 0.9 is very good [46], GFI, TLI, CFI indexes that can be below 0.9 are also acceptable [47]; $CMIN/df \leq 2$, in some cases $CMIN/df$ can be ≤ 3 [48]; $RMSEA \leq 0.08$, $RMSEA \leq 0.05$ are considered very good [49].

To measure the actual performance of human resource management, the study uses a scale developed by [50] with eight observed variables. The work motivation scale includes eight observed variables, which are synthesized from the scale of Perry [51]. The scale of organizational commitment includes four observed variables developed from the scale of [52]. The organizational effectiveness scale includes four observed variables inherited from the study [50].

4. Results and Discussion

4.1. Demographics Results

The survey results show that surveying civil servants at state agencies in Ho Chi Minh City have 57.8% male and 42.2% female. Thereby reflecting the characteristics of civil servants with a higher proportion of men relative to the proportion of women. In terms of working time, the highest proportion is civil servants with working time from 5-10 years accounting for 61.5%, civil servants with 3-5 years seniority accounting for 27.3%, civil servants working jobs over ten years account for 8.4%, and the lowest rate is civil servants under three years with 2.9%.

It shows that human resources have been working in organizations for a long time, thereby meeting the accuracy when surveying human resource management at the unit. In terms of salary, in general, human resources at state agencies in Ho Chi Minh City have a good salary. The highest percentage is income from 7-10 million VND/month with 62.9%, followed by over 10 million VND/month with 24.4% and the lowest is the salary under 7 million VND/month with 12.7% rate, in which mainly new civil servants work with low salary. In terms of age, the highest proportion is civil servants aged 25-35 with 38.5%, followed by 35-45 with 37.5%. The lowest rate is over 45 years old with 10.5%. In general, the structure of human resources in terms of age at state agencies in Ho Chi Minh City is quite good, fully meeting the objectives and

requirements in the organization's development process.

4.2. Analysis of Model and Hypotheses

The results of testing the scale's reliability through Cronbach's alpha coefficient show that all scales meet the requirements greater than 0.7. The human resource practice scale has Cronbach's alpha coefficient of 0.925. The working motivation scale has Cronbach's alpha coefficient of 0.921. The organizational commitment scale has Cronbach's alpha coefficient of 0.829. The organizational effectiveness scale has Cronbach's alpha coefficient is 0.795. The results of exploratory factor analysis EFA by data extraction method Principal Axis Factoring and Promax rotation show that the factor loading coefficients of all observed variables are greater than 0.5, which is satisfactory. The composite reliability of all factors is greater than 0.7, thus satisfying the conditions. Calculation results of Average Variance Extracted (AVE) according to Table 1 are all greater than 0.5, meeting CFA confirmatory factor analysis requirements.

Table 1 Summary of results

Variable	Reliability and Validity		
	Factor loading	Composite reliability	AVE
HRM practices Cronbach's $\alpha = .925$		.926	.611
HR1 It is important that I have a secure job	.812		
HR2 It is important that I get a good salary	.825		
HR3 It is important that I have good career development opportunities	.731		
HR4 Colleagues in my organization are treated fairly and appropriately in all duties	.745		
HR5 It is important that I have many other jobs	.721		
HR6 It is important that my opinion influences the important decisions of the organization to some extent	.743		
HR7 I receive from my leadership the support I need to develop holistically	.825		
HR8 The bottom line is that I can define my performance goals	.843		
Working motivation Cronbach's $\alpha = .921$		.921	.594
WM1 I am very interested in the job of a public servant.	.813		
WM2 I enjoy discussing public sector topics	.781		
WM3 It is important that I contribute to the overall results of the organization	.727		
WM4 For me, public service is my civic responsibility	.687		
WM5 Most social programs play an important role in my work	.766		
WM6 I am often reminded by how interconnected everyday events are	.783		
WM7 I am willing to sacrifice personal gain to help others	.797		
WM8 I think people should contribute more to society than they get from it	.810		
Organizational commitment Cronbach's $\alpha = .829$		.831	.553
OC1 It would be very difficult for me to leave the organization at this time, even if I wanted to	.750		
OC2 Many things in my life will be affected if I decide to leave this organization now	.760		
OC3 I feel obligated to stay with my current	.797		

	leader		
OC4	I would be happy to spend the rest of my career time in this organization	.665	
	Organizational effectiveness		.799
	Cronbach's $\alpha = .795$		.571
OP1	In my organization, we get things done by simplifying work processes	.692	
OP2	Over the past two years, my organization's productivity has increased	.821	
OP3	In my organization, there are clear goals aimed at responding to and meeting the expectations of citizens	.750	

The analysis results of the linear structural model SEM Figure 2 show that: Chi-square/df index is $1.602 < 2$, GFI index is $0.904 > 0.9$; CFI is $0.964 > 0.9$, TLI is $0.958 > 0.9$ and RMSEA is $0.047 < 0.08$ show that the theoretical model is suitable for the market. All relationships have 95% confidence with $p = 0.000$, the relationship between work motivation and organizational effectiveness ($p = 0.024$). This proves that the measurement scales of the concepts in the research model have theoretical relevance.

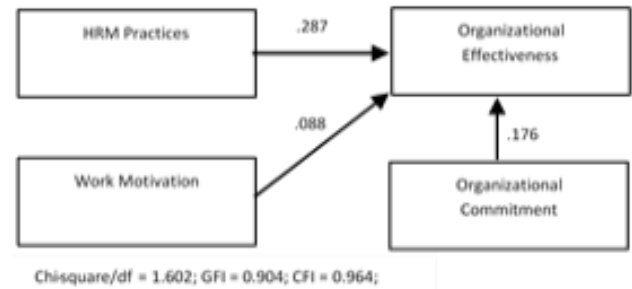


Fig. 2 Research hypothesis results

The results of theoretical model estimation in SEM analysis show that hypotheses H1, H2, H3 are accepted with 95% confidence.

Table 2 Research hypothesis test

Hypothesis Test		Estimate	S.E.	C.R.	P
HRM practices	→ Organizational effectiveness	.287	.054	5.290	***
Working motivation	→ Organizational effectiveness	.088	.039	2.252	.024
Organizational commitment	→ Organizational effectiveness	.176	.050	3.501	***

The results of Table 2 show that human resource management practices have the strongest impact on organizational effectiveness, with a coefficient of 0.287 at a 1% significance level. The element of organizational commitment has the second strongest impact on organizational effectiveness, with a coefficient of 0.176, at the 1% significance level.

Finally, the work motivation factor has the third strongest impact on organizational effectiveness with a coefficient of 0.088, at the 5% significance level. From here on, leaders and managers need to perform well in human resource management, which focuses on the core functions necessary for management activities, including jobs such as human resource planning, recruitment and selection, recruitment, selection and

orientation, training, socialization, and integration, career performance and management, employee compensation and information sharing [7].

5. Discussion

In terms of research methods, based on previous studies and actual characteristics of state agencies in Ho Chi Minh City, the study has contributed to building a suitable scale system to measure the influence of Ho Chi Minh City of human resource management practices on work motivation and organizational effectiveness in state agencies. The results of the standardized estimation are consistent with the studies [41, 42, 53, 54]. In practical terms, the study helps leaders of state agencies better understand the positive impact of human resource management practices on work motivation and organizational effectiveness. Using methods to analyze and test the theoretical model shows that the relationships and measurement scales of the concepts in the research model reach theoretical relevance.

The research results show that the factors that affect the organization's effectiveness in order of priority are the human resource management practice having the strongest impact, the organizational commitment factor having the second impact, and the third is the work motivation factor. Research results show that it is clear that civil servants pay attention to their working context. If their organization supports them to get the job done, they will be more motivated and positively feel its performance. For example, public service motivation is driven by perceptions that influence key decisions (participation), which can be enhanced by personal interviews or assessments that allow public officials to identify key decisions, identify their work goals (personal appraisal), offer the necessary support for professional development (professional development), and last but not least the availability of multidisciplinary activities form and substandard (job enrichment).

As a result, civil servants are more sensitive to human resource management practices to improve working conditions than human resource management practices aimed at increasing personal effectiveness on a monetary basis. Furthermore, intrinsic HRM practices can also lead to developing a specific type of motivation, that of public service, which has been widely demonstrated to be associated with commitment and intention to stay in the organization.

6. Conclusion

Based on the theory of practice of human resource management, work motivation, organizational commitment, and organizational effectiveness, inheriting the studies of previous authors, the study has built a model of the impact of human resource management practices, work motivation, and organizational commitment on organizational

effectiveness in state agencies in Ho Chi Minh City. The research results show that the hypotheses in the model are accepted with the existing data.

Research results have clarified the importance of the impact of human resource management, work motivation, and organizational commitment on the effectiveness of state agencies. First, the research results have shown the strong impact of human resource management practices on the effectiveness of state agencies, where almost all human resource management activities are controlled and governed by predefined rules. Therefore, the role of managers in state-owned units is very important in promoting human resource management practices to improve organizational effectiveness. Second, the research results also confirm the positive relationship between work motivations on the effectiveness of state agencies. A lack of motivation characterizes most public servants to work because the jobs are stereotyped and repetitive. Therefore, how to improve the work motivation of civil servants is a big challenge for managers. Third, the positive relationship between organizational commitment and organizational effectiveness is also confirmed in the results of this study. The factor of long-term stability at work is a common trend for public servants because the characteristics of state policies and personal psychological factors of civil servants make civil servants less likely to change their jobs. However, administrators also need to make specific adjustments to improve the cohesion of civil servants because of the big changes and competition of the current labor market. These results are quite interesting in studies related to the effectiveness of public agencies.

The author has some recommendations from the above results that need to be paid attention to by management leaders. For the practice of human resource management, the first is that the recruitment needs to screen the candidates obtained after the recruitment process according to specific standards, by the organization's job requirements and decide to intend to use them. Job requirements are specifically identified through the job analysis process and expressed through job descriptions and job standards. Recruitment can take place inside or outside the organization. Attract new civil servants into the organization's activities, create a friendly and comfortable environment, encourage new civil servants to make decisions related to the work of their departments. It is necessary to organize dialogue sessions between new civil servants and leaders, thereby understanding their thoughts and aspirations. Create a friendly atmosphere; reduce the gap between new civil servants and leaders. Training and development activities need to ensure that all departments understand the organization's mission objectives so that training programs for civil servants can be defined and implemented. The training

documents shown by the job instructions, work instructions that have been standardized and put on the system must be reviewed regularly and divided according to departmental responsibilities so that changes can be promptly updated—the latest on the standard. The objective of the evaluation system must be specific and communicated to the public in writing to ensure that the public servant can understand it. Performance appraisals should be evaluated promptly with the individual's efforts for their work. Thereby they will see the organization appreciates their efforts. They will be more excited at work. This will partly reflect the working attitude of the civil servant, and it will help the civil servant be more attached to the organization. Fair evaluation is also a very important factor when implementing remuneration regimes not to create negative reactions from civil servants. In addition, leaders also need to pay attention to issues related to the components of human resource management, thus creating motivation for employees and improving operational efficiency activities of the organization, contributing to improving the quality and operational efficiency of the political system in our country.

For organizational commitment, it is necessary to create stability and development in work, working environment, and opportunities for promotion. Finally, for the work motivation factor, it is necessary to implement solutions to help increase employees' passion for work and profession, bring into full play their hidden and existing abilities to improve efficiency; fully equipped to perform the job: tools, equipment, support, working mechanism.

Regarding the scope of application of the results, this study is only limited to the state agencies in Ho Chi Minh City. This limitation comes from many reasons, from funding reasons to the structure of state agencies. Besides, this study only surveyed the number of 275 by convenient sampling method. In addition, the research scope of the topic is generally narrow, focusing only on state agencies. In particular, the relationship between personal characteristics and work performance has not been deeply evaluated. Continue to research, propose more factors, and add intermediate variables by expanding experts' consultation and sampling scope.

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