
| RESEARCH ARTICLE

The Impact of Public Service Motivation, Leadership Role, and Work Environment on Employee Resilience in the Public Sector: Evidence from Ho Chi Minh City

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| ABSTRACT

Employee resilience has become an increasingly important issue in public sector management due to rising work pressure, organizational restructuring, and administrative reform. In the context of Vietnam, public employees are facing significant challenges associated with digital transformation, increasing service demands, and institutional changes. However, empirical studies on employee resilience in the Vietnamese public sector remain limited. This study examines the effects of public service motivation, leadership role, and work environment on employee resilience among civil servants in Ho Chi Minh City. Drawing upon Public Service Motivation theory, Conservation of Resources theory, and Employee Resilience theory, the study proposes a research model explaining the determinants of resilience in the public sector context. A quantitative research approach was employed using survey data collected from civil servants working in public organizations in Ho Chi Minh City. The collected data were analyzed using SPSS 26 through reliability testing, exploratory factor analysis, correlation analysis, and multiple regression analysis. The findings indicate that leadership role, work environment, and public service motivation all have significant positive effects on employee resilience. Among these factors, leadership role demonstrates the strongest influence on resilience, followed by work environment and public service motivation. The study contributes to the literature on public sector resilience by providing empirical evidence from a developing country context. In addition, the findings offer practical implications for policymakers and public administrators in improving employee resilience and enhancing organizational effectiveness during administrative reform.

| KEYWORDS

Employee resilience; public service motivation; leadership role; work environment; public sector; Ho Chi Minh City

| ARTICLE INFORMATION

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1. Introduction

Public sector organizations worldwide are operating in increasingly dynamic and uncertain environments shaped by administrative reform, digital transformation, fiscal constraints, and rising citizen expectations. Governments are under growing pressure to improve efficiency, transparency, accountability, and service quality while simultaneously responding to rapid technological and institutional changes (Osborne, 2010; Pollitt & Bouckaert, 2017). In this context, public employees are required not only to maintain operational effectiveness but also to continuously adapt to organizational restructuring, policy reforms, and evolving governance systems. Consequently, resilience has become an essential capability for sustaining employee performance and organizational stability in the public sector (Bryson et al., 2014; Hartmann et al., 2020).

Employee resilience has attracted increasing scholarly attention in organizational behavior and public administration research because resilient employees are generally more capable of coping with workplace stress, adapting to change, and maintaining psychological well-being under pressure (Fletcher & Sarkar, 2013). Resilience is commonly defined as an individual's capacity to recover, adapt, and grow from adversity or challenging work conditions (Luthans et al., 2006). In organizational settings, resilience contributes positively to work engagement, job performance, organizational commitment, and long-term career sustainability (Robertson et al., 2015). Previous studies have also demonstrated that resilient employees are less vulnerable to emotional exhaustion and occupational stress, particularly in highly demanding organizational environments (Britt et al., 2016; Shin et al., 2012).

The importance of resilience is particularly evident in the public sector, where employees frequently encounter bureaucratic complexity, political pressure, resource limitations, and administrative accountability. Compared to private organizations, public institutions often operate under stricter regulations and higher levels of public scrutiny, which may increase occupational stress and emotional fatigue among employees (Vigoda-Gadot & Meiri, 2008). In addition, administrative reforms and digital governance initiatives implemented in many countries have substantially transformed public sector working conditions, requiring civil servants to adapt rapidly to organizational and technological changes (Bakker & Demerouti, 2017). Therefore, strengthening employee resilience has become a strategic priority for improving public sector effectiveness and sustainability.

In Vietnam, the public sector has undergone significant institutional and administrative transformation in recent years. The Vietnamese government has promoted administrative reform, digital governance, organizational restructuring, and workforce streamlining to improve state management effectiveness and public service quality. Ho Chi Minh City, as the country's largest economic and administrative center, has experienced particularly strong reform pressure due to rapid urbanization, population growth, and increasing public service demands. Public employees in the city are currently facing substantial workload pressure associated with digital transformation, online public service systems, and organizational restructuring policies. According to reports from the Ministry of Home Affairs and local administrative agencies, civil servants are required to process increasing volumes of administrative tasks while simultaneously adapting to new governance procedures and technological systems. Under these circumstances, resilience becomes a critical psychological and professional capability that enables public employees to maintain work effectiveness and organizational commitment.

According to reports from local authorities, public employees in Ho Chi Minh City must process a significantly larger volume of administrative work compared to many other provinces in Vietnam. The rapid growth of online public services and digital administrative procedures has also required employees to continuously adapt to new technologies and working methods. Under these circumstances, employee resilience becomes an essential capability that allows civil servants to maintain work effectiveness, psychological well-being, and professional commitment. However, despite its practical importance, empirical studies examining employee resilience in Vietnam's public sector remain limited.

Previous international studies have identified several important factors influencing employee resilience, including leadership support, organizational environment, psychological resources, and public service motivation (Plimmer et al., 2022; Kim et al., 2024). Among these factors, public service motivation (PSM) has attracted significant attention in public administration research. PSM reflects an individual's desire to contribute to society and serve the public interest beyond personal gain (Perry & Wise, 1990). Employees with high levels of PSM are generally more committed to organizational goals and better able to cope with workplace challenges. Similarly, leadership role and work environment have been recognized as critical organizational resources that support employee adaptation and psychological recovery during periods of stress and change.

Although previous studies have provided valuable insights into employee resilience, several research gaps remain. First, most resilience studies have focused on private organizations or healthcare settings, while empirical evidence

from the public sector remains relatively limited, particularly in developing countries. Second, resilience research in Vietnam has primarily concentrated on organizational resilience or disaster resilience rather than employee resilience within public institutions. Third, few studies have simultaneously examined the combined effects of public service motivation, leadership role, and work environment on employee resilience in the context of administrative reform. Therefore, further investigation is needed to better understand the determinants of resilience among public employees in Vietnam.

To address these gaps, this study examines the impact of public service motivation, leadership role, and work environment on employee resilience among civil servants in Ho Chi Minh City. The study applies Public Service Motivation theory, Conservation of Resources theory, and Employee Resilience theory to develop a conceptual framework explaining how individual and organizational factors contribute to resilience in the public sector. By providing empirical evidence from Vietnam, this study contributes to the growing literature on employee resilience and public sector human resource management.

The findings of this study are expected to provide both theoretical and practical contributions. Theoretically, the study extends the resilience literature by integrating motivational and organizational factors within the public sector context of a developing economy. Practically, the findings may assist policymakers and public managers in designing appropriate leadership strategies, work environments, and motivational policies that enhance employee resilience and improve public sector performance during periods of administrative transformation.

2. Literature Review and Hypothesis Development

2.1. Employee Resilience

Employee resilience has become a major topic in organizational and psychological research due to the increasing instability and uncertainty of modern workplaces. The concept was originally introduced in ecology by Holling (1973), who described resilience as the ability of systems to absorb disturbances while maintaining their core functions. Later, resilience theory was expanded into psychology and organizational studies to explain individuals' adaptive capacity under stressful or adverse conditions (Fletcher & Sarkar, 2013).

In organizational contexts, employee resilience refers to an individual's ability to recover, adapt, and maintain effective functioning when facing workplace challenges, uncertainty, or pressure (Luthans et al., 2006). Resilient employees are generally capable of sustaining emotional stability, maintaining positive attitudes, and continuing productive work behavior despite experiencing occupational stress or organizational disruption (Robertson et al., 2015). Hartmann et al. (2020) further emphasized that resilience supports employee adaptability and organizational sustainability during periods of institutional change and environmental turbulence.

Previous studies have demonstrated that employee resilience contributes positively to organizational outcomes such as work engagement, job satisfaction, organizational commitment, and performance (Shin et al., 2012). Resilient employees are also more capable of coping with emotional exhaustion and maintaining psychological well-being under high work demands (Britt et al., 2016). Consequently, resilience is increasingly viewed as an important psychological resource that enhances long-term organizational effectiveness and employee sustainability.

In the public sector, employee resilience is particularly important because public employees often work under bureaucratic pressure, resource constraints, and administrative complexity. Public organizations are frequently affected by policy reforms, institutional restructuring, and increasing accountability requirements, all of which create significant psychological and professional pressure for civil servants. Therefore, understanding the factors that strengthen employee resilience has become increasingly important in public administration research.

2.2. Public Service Motivation

Public Service Motivation (PSM) is one of the most influential concepts in public administration research and has been widely used to explain employee attitudes and behaviors in public organizations. Perry and Wise (1990) defined PSM as an individual's predisposition to respond to motives grounded primarily in public institutions and

public service values. Unlike extrinsic motivation, which focuses on financial rewards or career advancement, PSM reflects intrinsic values such as commitment to public interest, compassion, self-sacrifice, and social responsibility.

Perry (1996) conceptualized PSM as a multidimensional construct consisting of attraction to public policy making, commitment to public interest, compassion, and self-sacrifice. Later studies further expanded and refined the concept, emphasizing its psychological and cultural dimensions within public organizations (Vandenabeele, 2007; Kim et al., 2013). Employees with high levels of PSM are generally more willing to contribute to society, maintain professional commitment, and prioritize collective interests over personal benefits (Ritz & Brewer, 2013).

Previous studies have consistently demonstrated that PSM positively influences job satisfaction, organizational commitment, work engagement, and employee performance (Bright, 2008; Wright et al., 2013). Public employees who perceive their work as meaningful and socially valuable are more likely to maintain positive attitudes and demonstrate stronger adaptability under stressful conditions. From the perspective of Conservation of Resources theory, intrinsic motivation may function as an important psychological resource that supports resilience and emotional stability during periods of organizational uncertainty (Hobfoll, 1989).

Recent empirical evidence also supports the relationship between PSM and employee resilience. Plimmer et al. (2022) found that public managers with stronger public service motivation demonstrated higher levels of resilience and adaptability. Similarly, Kim et al. (2024) emphasized that motivational resources significantly contribute to employees' capacity to cope with organizational pressure and institutional changes. Therefore, public service motivation may play an essential role in strengthening resilience among civil servants in Vietnam's public sector context.

In the context of Vietnam's public sector reform, PSM may play an important role in helping civil servants maintain professional commitment and psychological stability despite increasing workload pressure and organizational restructuring. Employees who strongly value public contribution and social responsibility may be better able to cope with workplace challenges and sustain positive work behavior.

Therefore, the following hypothesis is proposed:

H1: Public service motivation positively affects employee resilience.

2.3. Leadership Role

Leadership is widely recognized as one of the most important organizational factors influencing employee attitudes, behaviors, and psychological well-being. In organizational research, leadership refers to the ability of leaders to influence, support, and guide employees toward achieving organizational goals. Effective leadership is particularly important during periods of organizational change, uncertainty, and high work pressure because leaders provide direction, emotional support, and resource allocation for employees.

Previous studies have emphasized that supportive and transformational leadership styles positively influence employee resilience. Leaders who communicate effectively, provide encouragement, recognize employee contributions, and create trustful relationships can strengthen employees' psychological resources and adaptive capacity. Such leadership behaviors help employees maintain confidence and emotional stability during stressful situations.

According to COR theory, leadership support represents an important social and organizational resource that helps employees reduce stress and preserve psychological energy. Employees who perceive strong support from leaders are generally more capable of coping with workplace challenges and recovering from setbacks. Leadership also contributes to resilience by promoting a positive organizational climate and facilitating access to necessary work-related resources.

In public organizations, leadership plays an especially critical role because public employees often work under rigid regulations, heavy workloads, and increasing accountability pressures. Leaders in the public sector are expected not only to coordinate administrative tasks but also to motivate employees, manage organizational change, and maintain workplace stability. During administrative reforms or organizational restructuring, supportive leadership becomes essential for helping employees adapt to uncertainty and maintain work effectiveness.

Empirical studies have consistently demonstrated the positive influence of leadership on employee resilience. Plimmer et al. (2022) reported that constructive leadership significantly improved resilience among public managers in New Zealand. Similarly, Cooper et al. (2013) found that leadership support enhanced employees' ability to adapt to workplace stress and organizational challenges.

In the Vietnamese public sector, leadership may have an even stronger influence on resilience due to the hierarchical nature of administrative organizations and the high dependence of employees on managerial guidance and organizational support. Civil servants who receive encouragement, recognition, and clear direction from leaders are likely to develop stronger resilience and professional confidence.

Accordingly, the following hypothesis is proposed:

H2: Leadership role positively affects employee resilience.

2.4. Work Environment

Work environment refers to the physical, social, and organizational conditions in which employees perform their duties. A positive work environment generally includes supportive interpersonal relationships, adequate organizational resources, transparent communication, fair treatment, and opportunities for professional development. In contrast, unfavorable work environments characterized by excessive pressure, poor communication, and limited support may negatively affect employee well-being and performance.

The work environment is considered a critical determinant of employee psychological health and organizational behavior. Previous studies have shown that supportive work environments contribute positively to job satisfaction, organizational commitment, work engagement, and employee performance. In stressful organizational settings, work environment may also function as an important external resource that enhances resilience and coping ability.

COR theory suggests that employees are more capable of adapting to stressful conditions when they have access to sufficient organizational resources, including supportive work relationships, stable communication systems, and positive workplace climates. These organizational resources help individuals maintain psychological stability and recover more effectively from work-related stress.

In public sector organizations, work environment becomes especially important because public employees frequently experience bureaucratic procedures, administrative pressure, and organizational constraints. A supportive work environment can reduce emotional exhaustion and create favorable conditions for adaptation during periods of reform or institutional change. Conversely, toxic or highly stressful work environments may weaken employee morale and resilience.

Empirical studies have consistently supported the positive relationship between work environment and resilience. Plimmer et al. (2022) found that innovative and supportive work environments significantly enhanced resilience among public employees. Likewise, Stephenson (2010) emphasized that organizational adaptability and supportive workplace conditions were critical components of resilience in public institutions.

In the context of Ho Chi Minh City, public employees are currently facing increasing workload pressure associated with digital transformation, administrative reform, and organizational restructuring. Therefore, a supportive work

environment may play a significant role in helping civil servants maintain psychological well-being, adapt to changes, and sustain work performance.

Thus, the following hypothesis is proposed:

H3: Work environment positively affects employee resilience.

2.5. Research Model

Based on Public Service Motivation theory, Conservation of Resources theory, Employee Resilience theory, and previous empirical studies, this study proposes a research model examining the effects of public service motivation, leadership role, and work environment on employee resilience among civil servants in Ho Chi Minh City.

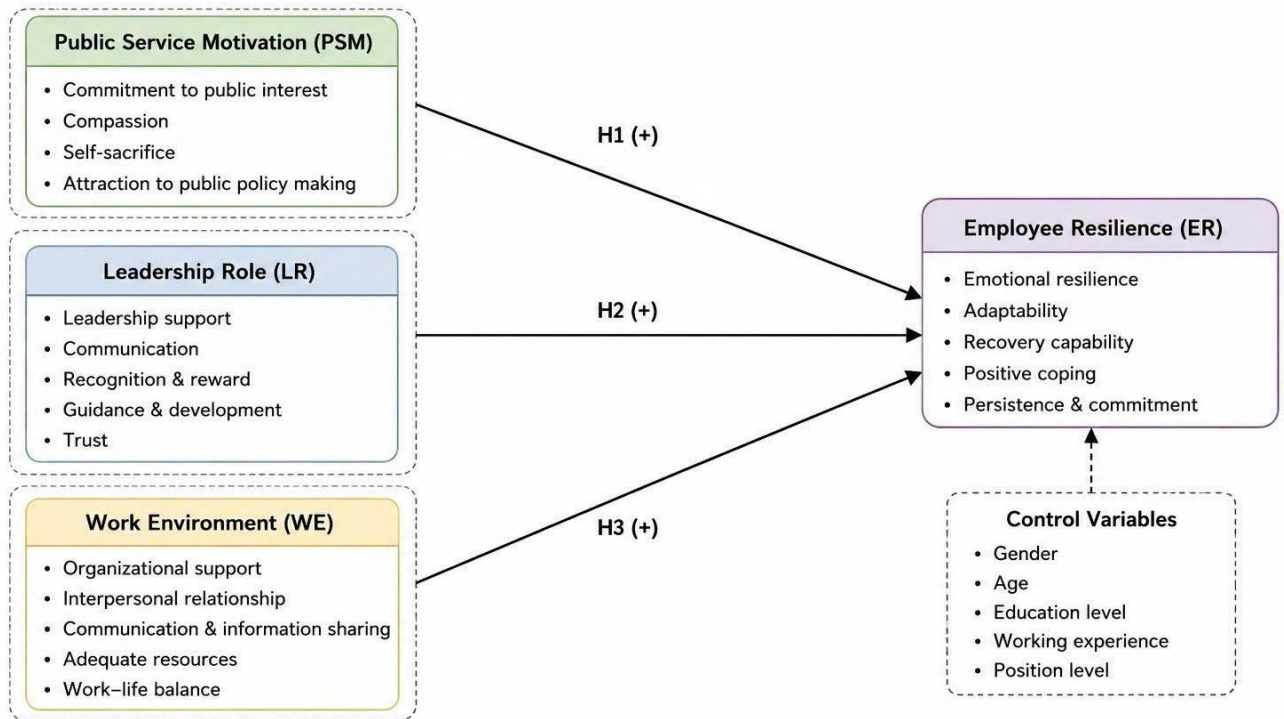


Figure 1. Research Model

3. Research Methods

3.1 Research Design

This study employed a quantitative research approach to examine the effects of public service motivation, leadership role, and work environment on employee resilience in the public sector. Quantitative research was considered appropriate because the study aimed to test the relationships among variables and evaluate the proposed research hypotheses using statistical analysis.

The study was conducted in two stages. In the first stage, a review of previous studies and theoretical foundations was carried out to identify relevant constructs and measurement scales. Existing scales from prior studies were adapted and refined to fit the context of public organizations in Ho Chi Minh City. In the second stage, a formal survey was conducted to collect empirical data from civil servants working in public sector organizations.

The research model proposes that public service motivation, leadership role, and work environment positively influence employee resilience. Based on this framework, three hypotheses were developed and tested through quantitative analysis.

3.2. Population and Sampling

The target population of this study consisted of civil servants working in public sector organizations in Ho Chi Minh City, Vietnam. Respondents included employees from administrative agencies, local government offices, and public institutions operating at municipal, district, and ward levels.

Ho Chi Minh City was selected as the research setting because it is the largest economic and administrative center in Vietnam and has experienced significant public sector reform and organizational restructuring in recent years. Public employees in the city are currently facing increasing work pressure associated with administrative reform, digital transformation, and organizational streamlining. Therefore, the city provides an appropriate context for examining employee resilience in the public sector.

A convenience sampling method was used due to accessibility and time limitations. Questionnaires were distributed directly and through online platforms to civil servants working in various public organizations across the city. Participation in the survey was voluntary, and respondents were informed that all collected information would remain confidential and used solely for academic purposes.

A total of 420 questionnaires were distributed. After eliminating incomplete and invalid responses, 392 valid questionnaires were retained for data analysis. The final sample size satisfied the minimum requirements for regression analysis and exploratory factor analysis.

3.3. Measurement Scales

The questionnaire consisted of two main sections. The first section collected respondents' demographic information, including gender, age, educational level, job position, and working experience. The second section measured the research constructs using Likert-scale items ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Public Service Motivation

Public service motivation was measured using adapted items from Perry (1996) and subsequent public administration studies. The scale assessed respondents' commitment to public interest, willingness to contribute to society, and sense of responsibility toward public service.

Sample items included:

- "I am motivated to contribute to society through my work."
- "Serving the public interest is important to me."
- "I am willing to put organizational goals above personal interests."

Leadership Role

Leadership role was measured based on previous leadership and organizational behavior studies. The scale evaluated employees' perceptions of leadership support, communication, guidance, and recognition in the workplace.

Sample items included:

- "My leader provides support when I encounter difficulties."
- "Leaders in my organization communicate clearly and effectively."
- "My leader recognizes employees' contributions fairly."

Work Environment

The work environment scale assessed organizational conditions, interpersonal relationships, and workplace support. The measurement items were adapted from prior organizational climate and work environment studies.

Sample items included:

- “My organization provides a supportive working environment.”
- “Employees cooperate effectively in the workplace.”
- “I have adequate resources to perform my job.”

Employee Resilience

Employee resilience was measured using adapted items from resilience and psychological capital research. The scale evaluated employees’ ability to adapt to pressure, recover from setbacks, and maintain positive work attitudes under challenging conditions.

Sample items included:

- “I can adapt quickly to changes in my work.”
- “I remain positive even under stressful situations.”
- “I can recover effectively after facing work difficulties.”

3.4. Data Collection Procedure

Data collection was conducted between January and March 2026. The questionnaire was initially pilot-tested with a small group of public employees to ensure clarity and content validity. Minor wording adjustments were made before the formal survey was implemented.

Questionnaires were distributed both directly and online to increase response rates and improve accessibility. Respondents completed the survey anonymously to reduce social desirability bias and encourage honest responses.

After the collection process, all responses were screened for completeness and consistency. Invalid questionnaires with excessive missing data or inconsistent answers were removed before statistical analysis.

3.5. Data Analysis Techniques

The collected data were analyzed using SPSS 26. Several statistical techniques were employed to evaluate the measurement scales and test the proposed hypotheses.

First, descriptive statistics were used to summarize respondents’ demographic characteristics. Second, Cronbach’s Alpha analysis was conducted to assess the reliability and internal consistency of the measurement scales. A Cronbach’s Alpha value above 0.70 was considered acceptable.

Third, Exploratory Factor Analysis (EFA) was performed to evaluate construct validity and identify the underlying factor structure of the measurement items. The Kaiser-Meyer-Olkin (KMO) measure and Bartlett’s Test of Sphericity were used to determine the suitability of the data for factor analysis.

Fourth, Pearson correlation analysis was conducted to examine the relationships among variables. Finally, multiple regression analysis was employed to test the research hypotheses and determine the effects of public service motivation, leadership role, and work environment on employee resilience.

In addition, multicollinearity diagnostics were assessed using Variance Inflation Factor (VIF) values to ensure the reliability of the regression results. Adjusted R^2 and significance levels were also examined to evaluate the explanatory power and statistical significance of the proposed model.

4. Results

4.1 Sample Characteristics

Among the 392 valid responses collected for this study, female respondents accounted for a slightly higher proportion than male respondents. Most participants were between 30 and 45 years old, reflecting the dominant

working-age group in the public sector workforce. Regarding educational background, the majority of respondents possessed undergraduate degrees, while a smaller proportion held postgraduate qualifications.

In terms of work experience, most respondents had worked in the public sector for more than five years, indicating that the sample included employees with substantial professional experience and familiarity with administrative procedures. Respondents were employed across different levels of public administration, including municipal agencies, district offices, and ward-level institutions. This diversity enhanced the representativeness of the sample and provided a broader understanding of employee resilience within the public sector context of Ho Chi Minh City.

4.2. Reliability Analysis

Cronbach's Alpha analysis was conducted to evaluate the internal consistency and reliability of the measurement scales. The results indicated that all constructs achieved acceptable reliability levels, with Cronbach's Alpha values exceeding the recommended threshold of 0.70.

Specifically, the public service motivation scale demonstrated strong reliability, indicating consistent responses among measurement items. The leadership role and work environment scales also achieved satisfactory reliability values, suggesting that the items effectively measured their respective constructs. Similarly, the employee resilience scale showed high internal consistency and was therefore considered suitable for further analysis.

In addition, corrected item-total correlation values for all items exceeded the minimum acceptable level of 0.30. Consequently, no measurement items were removed from the analysis. The reliability results confirmed that the measurement scales were appropriate for exploratory factor analysis and regression analysis.

4.3. Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) was conducted to examine the construct validity of the measurement scales and identify the underlying factor structure of the observed variables.

The Kaiser-Meyer-Olkin (KMO) measure exceeded the recommended threshold of 0.50, indicating that the sample size was adequate for factor analysis. Bartlett's Test of Sphericity was statistically significant at the 0.001 level, confirming that the observed variables were sufficiently correlated to justify factor extraction.

The EFA results revealed that the observed variables were grouped into four distinct factors corresponding to the proposed constructs: public service motivation, leadership role, work environment, and employee resilience. All factor loadings exceeded 0.50, demonstrating satisfactory convergent validity. Furthermore, the extracted factors explained a substantial proportion of total variance, indicating that the factor structure adequately represented the underlying constructs.

No significant cross-loading issues were identified during the analysis, suggesting acceptable discriminant validity among the constructs. Therefore, the measurement model was considered appropriate for subsequent correlation and regression analyses.

4.4. Correlation Analysis

Pearson correlation analysis was conducted to examine the relationships among public service motivation, leadership role, work environment, and employee resilience.

The results indicated that all independent variables were positively correlated with employee resilience at statistically significant levels. Leadership role demonstrated the strongest correlation with resilience, followed by work environment and public service motivation. These findings suggest that employees who perceive stronger leadership support, more favorable working conditions, and higher levels of public service motivation are more likely to demonstrate resilience in the workplace.

In addition, correlations among independent variables were below the threshold indicating multicollinearity concerns. Therefore, the variables were considered suitable for multiple regression analysis.

4.5. Multiple Regression Analysis

Multiple regression analysis was performed to evaluate the effects of public service motivation, leadership role, and work environment on employee resilience.

The regression model was statistically significant, indicating that the independent variables collectively explained a substantial proportion of variance in employee resilience. The adjusted R^2 value demonstrated that the model possessed acceptable explanatory power within the public sector context.

The results showed that all three independent variables had significant positive effects on employee resilience.

Public Service Motivation and Employee Resilience

Public service motivation positively influenced employee resilience. Civil servants with stronger commitment to public service and social contribution were more capable of adapting to workplace pressure and maintaining positive attitudes during organizational changes. This finding supports the argument that intrinsic motivation functions as an important psychological resource that enhances resilience.

Leadership Role and Employee Resilience

Leadership role had the strongest positive effect on employee resilience among all predictors. Employees who perceived greater leadership support, communication, and recognition demonstrated higher levels of adaptability and psychological stability. The finding indicates that supportive leadership plays a crucial role in helping public employees cope with work-related stress and organizational uncertainty.

Work Environment and Employee Resilience

Work environment also positively affected employee resilience. Favorable workplace conditions, supportive relationships, and adequate organizational resources contributed significantly to employees' ability to recover from difficulties and maintain work effectiveness. Employees working in supportive organizational environments were more likely to remain motivated and psychologically stable under pressure.

4.6. Multicollinearity Diagnostics

Variance Inflation Factor (VIF) values were examined to assess multicollinearity among the independent variables. All VIF values were below the commonly accepted threshold of 5.0, indicating that multicollinearity was not a significant concern in the regression model.

Therefore, the regression coefficients were considered stable and reliable for hypothesis testing.

4.7. Hypothesis Testing

Based on the regression results, all proposed hypotheses were supported.

- **H1:** Public service motivation positively affects employee resilience → Supported.
- **H2:** Leadership role positively affects employee resilience → Supported.
- **H3:** Work environment positively affects employee resilience → Supported.

Among the three predictors, leadership role exerted the strongest influence on employee resilience, followed by work environment and public service motivation. These findings highlight the importance of both organizational support and intrinsic motivation in strengthening resilience among public employees in Ho Chi Minh City.

5. Discussion

The findings of this study provide important insights into the determinants of employee resilience in the public sector context of Ho Chi Minh City. The results indicate that public service motivation, leadership role, and work environment all have significant positive effects on employee resilience. Among these factors, leadership role demonstrates the strongest influence, followed by work environment and public service motivation. These findings are generally consistent with previous studies on resilience and public sector management.

First, the study confirms that public service motivation positively influences employee resilience. Civil servants who possess stronger intrinsic motivation and commitment to public interest are more capable of adapting to stressful working conditions and maintaining positive attitudes during organizational changes. This finding supports Public Service Motivation theory proposed by Perry and Wise (1990), which suggests that employees who are motivated by social contribution and public values tend to demonstrate stronger organizational commitment and work engagement.

The positive relationship between public service motivation and resilience may be explained by the psychological meaning attached to public service work. Employees who perceive their work as socially valuable are more likely to sustain emotional stability and professional dedication despite experiencing pressure or uncertainty. In the context of administrative reform and organizational restructuring in Vietnam, intrinsic motivation may function as an important psychological resource that helps civil servants cope with increasing workload demands and institutional changes.

The result is also consistent with the findings of Plimmer et al. (2022), who reported that public service motivation significantly enhanced resilience among public managers in New Zealand. Similarly, Kim et al. (2024) emphasized that motivational factors positively contribute to employee adaptability and recovery capacity during organizational challenges. Therefore, the current study extends previous resilience research by providing additional empirical evidence from a developing country context.

Second, leadership role was found to have the strongest positive influence on employee resilience. This result suggests that leadership support, communication, recognition, and guidance play critical roles in helping public employees manage workplace pressure and adapt to organizational changes. Employees who perceive their leaders as supportive and trustworthy are more likely to maintain confidence, emotional stability, and work commitment under stressful conditions.

This finding can be interpreted through the lens of Conservation of Resources (COR) theory. Leadership support represents a valuable organizational resource that helps employees preserve psychological energy and reduce emotional exhaustion. Supportive leaders not only provide practical assistance but also create a sense of security and trust that enables employees to cope more effectively with uncertainty and work-related challenges.

The strong influence of leadership may also reflect the hierarchical characteristics of public organizations in Vietnam. In many public institutions, employees rely heavily on leadership direction, communication, and evaluation. Consequently, leadership quality significantly shapes employees' perceptions of organizational support and workplace stability. During periods of administrative reform and restructuring, supportive leadership becomes especially important in reducing employee anxiety and maintaining organizational morale.

The result is consistent with previous studies emphasizing the importance of leadership in resilience development. Cooper et al. (2013) found that supportive leadership enhanced employees' capacity to recover from occupational stress. Likewise, Plimmer et al. (2022) reported that constructive leadership positively influenced resilience among public sector employees. Therefore, the present study reinforces the argument that leadership is a critical determinant of resilience in public organizations.

Third, the study demonstrates that work environment positively affects employee resilience. Employees who work in supportive organizational environments with adequate resources, positive interpersonal relationships, and effective

communication systems are more likely to demonstrate resilience under pressure. A favorable work environment helps employees maintain psychological well-being and reduces the negative effects of occupational stress.

This finding is consistent with COR theory, which argues that organizational resources contribute significantly to individuals' ability to adapt and recover from stressful situations. Supportive work environments provide employees with social, emotional, and professional resources that facilitate resilience development. In contrast, unfavorable work environments characterized by excessive pressure, poor communication, and limited support may weaken employees' psychological capacity and reduce organizational commitment.

The result also aligns with previous empirical studies. Stephenson (2010) emphasized the importance of organizational adaptability and supportive workplace conditions in promoting resilience. Similarly, Plimmer et al. (2022) found that innovative and collaborative work environments positively influenced resilience among public managers.

In the context of Ho Chi Minh City, public employees are currently operating in increasingly demanding environments associated with digital transformation, administrative modernization, and institutional reform. Under such conditions, supportive workplace environments become essential for maintaining employee well-being and long-term work effectiveness. Therefore, improving organizational climate and workplace support systems may significantly strengthen resilience within the public sector.

Overall, the findings of this study contribute to the literature on employee resilience in several ways. First, the study expands resilience research within the public sector context of a developing country, where empirical evidence remains limited. Second, the study integrates individual and organizational factors into a unified framework explaining employee resilience. Third, the findings provide additional support for the applicability of Public Service Motivation theory and Conservation of Resources theory in understanding resilience among public employees.

In practical terms, the findings suggest that public organizations should prioritize leadership development, organizational support, and motivational strategies to strengthen employee resilience. Public administrators should encourage supportive leadership behaviors, improve workplace communication, and create favorable working conditions that promote employee psychological well-being. In addition, fostering public service values and strengthening employees' sense of social contribution may help sustain resilience and organizational commitment during periods of administrative transformation.

6. Conclusion

This study examined the effects of public service motivation, leadership role, and work environment on employee resilience among civil servants in Ho Chi Minh City. Drawing upon Public Service Motivation theory, Conservation of Resources theory, and Employee Resilience theory, the study proposed and tested a research model explaining resilience in the public sector context.

The findings revealed that all three factors significantly and positively affect employee resilience. Among them, leadership role exerted the strongest influence, followed by work environment and public service motivation. These results indicate that both organizational support and intrinsic motivation are important determinants of resilience among public employees.

The study provides several theoretical contributions. First, it extends the literature on employee resilience by examining resilience in the context of Vietnam's public sector, where empirical studies remain limited. Second, the study integrates motivational and organizational perspectives into a unified analytical framework. Third, the findings provide empirical support for the relevance of Public Service Motivation theory and Conservation of Resources theory in explaining resilience among civil servants.

From a practical perspective, the findings suggest that public organizations should strengthen leadership quality, improve workplace conditions, and foster public service motivation in order to enhance employee resilience. Supportive leadership, collaborative work environments, and meaningful public service values may help civil servants cope more effectively with organizational pressure and administrative changes.

Despite its contributions, the study has several limitations. First, the research focused only on public employees in Ho Chi Minh City, which may limit the generalizability of the findings to other regions or organizational contexts. Second, the study employed a cross-sectional research design, making it difficult to capture changes in resilience over time. Third, the study examined only three independent variables, while other factors such as organizational culture, psychological capital, and job stress may also influence resilience.

Future studies should expand the research scope by examining additional determinants of employee resilience and applying more advanced analytical methods such as Structural Equation Modeling (SEM). Comparative studies across different regions or sectors may also provide deeper insights into resilience development in public organizations. Furthermore, longitudinal research designs could help explore how resilience evolves during periods of organizational reform and institutional transformation.

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