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DETERMINANTS OF WORK MOTIVATION AND ITS EFFECTS ON JOB PERFORMANCE VIA P-O FIT: EVIDENCE OF TAIWANESE-INVESTED ENTERPRISES IN VIETNAM

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Abstract

The purpose of this study is to explore the main determinants of employees' work motivation working in Taiwanese-invested enterprises in Vietnam. How these determinants affect workers' job performance is then examined by person-organization fit (P-O fit). The empirical results show that physiological needs, love and belonging needs, self-esteem needs and self-actualization needs are the main determinants of the work motivation of Vietnamese employees in Taiwanese-invested enterprises. Among them, employees' love and belonging needs, esteem needs and self-actualization needs will affect task performance and contextual performance via P-O fit. These results may suggest that in order to strengthen the motivation for Vietnamese employees working in Taiwanese-invested enterprises on their job performance, it is necessary to pay more attention to the P-O fit as an intermediary role. The enterprises can develop appropriate strategies to reduce strikes and turnover rates by enhancing work motivation, while improving job performance through P-O fit.

Keywords: *work motivation; P-O fit; jobpPerformance; Vietnamese workers; Taiwanese-invested enterprises in Vietnam.*
JEL Codes: F23, J28, M12

Introduction

Human resource management promises that if people are treated as strategic resources and managed, it can help businesses gain a competitive advantage, leading to superior performance (Heijltjes and Witteloostuijn, 2003; Reiche, Lee and Allen, 2019). The task of human resource management is to put the right people in the right jobs to improve efficiency and personal acceptance of their work. We also believe that worker

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(employee) motivation needs to be understood, as it affects employee and organizational performance. Therefore, it is necessary to study the interactions between the influence of employee motivation and job that they can improve job performance while considering both worker motivation and P-O fit simultaneously. Because we believe that person and organizational needs and supplies can be met and job performance improved.

Human resource management also plays a vital role in developing the skills, qualifications, knowledge and abilities of employees to improve their work and organizational performance. The effective functioning of any organization depends not only on its available technological resources, but also on the reputation and competence of the employees that the organization needs to meet its future human resource needs. Employees are the main factors that determine the performance of an organization. Unfortunately, people are capricious and human resource management is a daunting task, especially in cross-cultural human resource management. Vu and Tran (2021) discussed the Labor disputes and illegal strikes in sustainable development of Vietnam's industrial parks and mentioned that there were 5,843 strikes from 1995 to the end of 2018. In particular, the enterprises with foreign investment such as Taiwan, Korea, Japan, etc., accounted for 75.4% (about 3,122 cases of strikes). These strikes lead us to believe that not only does work motivation affect employee's job performance, but so does P-O fit. Therefore, it is an essential issue to study the relationships of employee motivation and job performance via P-O fit between Vietnamese workers and foreign enterprises. According to the statistics from Vietnam government, Taiwanese enterprises are one of the most significant foreign investors in Vietnam. Thus, our research focuses on studying the relationships between Vietnamese workers and Taiwanese enterprises as well as the key determinants of work motivations and their impact on job performance via P-O fit.

In this study, we not only examine the relationships between the motivations of Vietnamese labor when joining the Taiwanese-invested enterprises with job performance, but also at the same time consider the intermediary effects of P-O fit. Because according to the research of Byrne (1969), Tsui and O'Reilly III (1989) and Cable and Edwards (2004), the congruency of individuals and organizations would affect employee attitude and behavior because people are more attracted to and trusted by people who are similar to them. In sum, the current research intends to explore the relationships between work motivation and job performance while considering P-O fit as a mediating variable. There is little literature to show the relationship between these variables in the context of workers joining FDI enterprises, such as Taiwanese-owned enterprises operating in Vietnam. This study will help add to the knowledge of the existing literature by examining the impact of these variables on work motivation of Taiwanese firms operating in Vietnam. It will guide the managers to understand the phenomenon of work motivation and job performance,

taking P-O fit into account, which will help to adjust employees in organizational operations, thus improving job and organizational performance.

The remainder of this research is structured as follows. Section 2 reviews the related literature. Section 3 describes the conceptual framework and hypotheses. Section 4 depicts the study method of this research. Section 5 analyzes the empirical results. Section 6 then provides the concluding remarks.

Literature Review

This study attempts to explore the main determinants of work motivation and their effects on job performance via P-O fit. In this section, relevant theories and literature are described in order to effectively propose research hypotheses and build an analytical framework.

Work Motivation

The concept of motivation varies with the motivation and purpose of research. There are many definitions that describe motivation. Locke (1996) pointed out that work motivation is a continuous process from individual needs to behavioral results. Robbins (1998) pointed out that motivation is the willingness of individuals to work hard to achieve corporate goals. Gagné and Deci (2005) further mentioned that power (force) motivation is the reason for individuals to devote themselves to work. Work motivation is an internal organic psychological state. It is a series of motivating and working performances. Work motivation is the important factor that affects labor behavior and work performance (Hemakumara, 2020). Therefore, work motivation will have an impact on individual and organizational performance.

The need hierarchy concept (Maslow, 1970) acknowledged classical theories of human motivation. It is the most widely used theory in the study of organizational motivation. Maslow (1970) divides human needs from low to high into five levels: physiological needs, security needs, social needs (friendship connectedness and belonging needs), respect needs, and self-actualization needs. Understanding the needs of employees is an important prerequisite for applying hierarchy of needs theory to motivate employees. The employee needs of different organizations, different periods, and different employees within the organization are full of differences and often change. Therefore, managers should often conduct research in various ways to find out which needs of employees are not being met, and then carry out targeted incentives. Maslow (1970) stresses that all of these needs require to happen in sequence. Kaur (2013) and Basalamah and As'ad (2021) argued that needs theory and work environment are intertwined, and this relationship has a

significant impact on work motivation. These five levels of need hierarchy can be used as five dimensions to manifest and measure work motivation.

Person-Organization Fit (P-O Fit)

P-O fit indicates compatibility between an individual and the organization they serve, such that employees share the same values, goals, and beliefs with the organization they serve. According to Kristof (1996), P-O fit is important for maintaining the loyal workforce necessary in a competitive business environment. In practice, P-O fit is one of the most important indicators in employee selection.

The essence of P-O fit research involves the precedents and effects of compatibility between individual and the organization where they work. Kristof (1996) divides P-O fit into four types: (1) value compatibility between people and organizations; (2) the compatibility between people and organizational goals; (3) compatibility between personnel requirements and organizational structure; (4) compatibility between personality traits and organizational climate. Kristof (1996) showed the implication of P-O fit, it including the supplementary fit and complementary fit. Kristof (1996) also claimed that complementary fit is the fitness of demand and supply between individual and organization whereas supplementary fit is the sharing of values, goals, beliefs and cultures between the individual and the organization.

The literature on P-O fit can be traced back to Schneider's (1987) "Attraction-Selection-Attribution (ASA)" viewpoint, which pointed out that organizations attract the same types of people, and then select people with the same characteristics as other members of the organization to enter the organization, and finally choose to leave when the personal characteristics do not match other members of the organization. Kristof (1996) defines the P-O fit as the consistency between the individual and the organization. The theory of P-O fit also assumes that the characteristics of the organization are consistent with the characteristics of the individual, and that the attitude or behavior of the individual affects the consistency or fit between the individual and the organization (Cable and Edwards, 2004; Hoffman and Woehr, 2006; Ahmad, 2012; Pattnaik, Mishra and Tripathy, 2020; Thuy and Phinaitrup, 2023). Therefore, the overall meaning of the P-O fit should include the consistency of individual characteristics, beliefs, values and the organizational culture, organizational norms, organizational values and strategic needs in the organization.

In the past research, the fit between individuals and organizations is mostly discussed in terms of value consistency, including complementary fit (representing the similarity of personal and organizational traits in the same environment) and supplementary fit (a needs-supplies fit is achieved when the resources and opportunities provided by the organization are aligned with the needs of the individual, whereas a demands-abilities fit is achieved

when individuals and organizations agree on resources and knowledge skills). Among the research findings on relationship between the P-O fit and job performance, the findings on value alignment showed that P-O fit was highly correlated with job satisfaction and organizational performance. More employees and organization fit, employees have more willingness to contribute to the organization (Hoffman and Woehr, 2006; Farooqui and Nagendra, 2014; Jehanzeb and Mohanty, 2018; Kao, Hsu, Thomas, Cheng, Lin and Li, 2021; Thuy and Phinaitrup, 2023). In this study, we explore the P-O fit dimensions from the perspectives of supplementary and complementary fit.

Job Performance

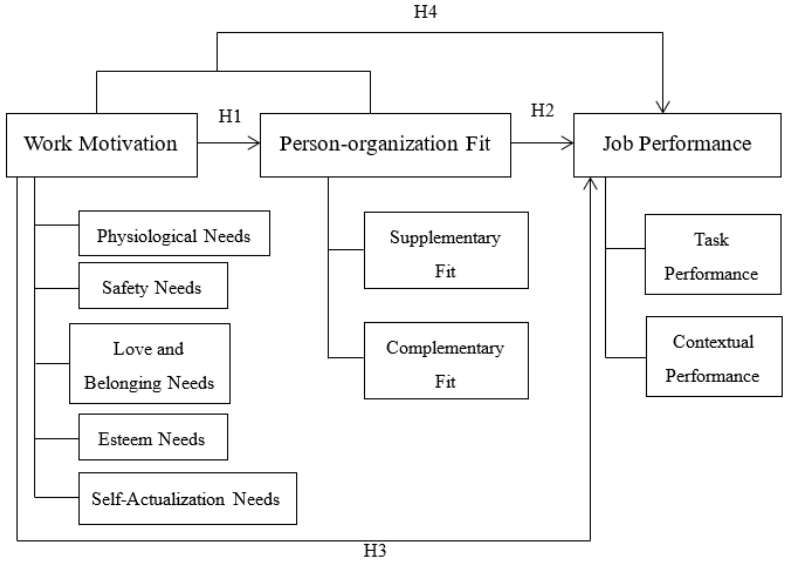
Job performance is a very important aspect of evaluating work performance, including individuals, groups and organizations (Pandey, 2018). It focuses on actions that will affect company goals and achievements positively or negatively. Generally speaking, job performance is a routine task for the personnel department to review or evaluate the work performance of employees. It is a measure of employee appreciation and devaluation. Borman and Motowidlo (1997) classified job performance into task performance and contextual performance. Task performance is more likely to be related to the job description, which refers to compliance with obligations that benefit the company and its products (Griffin, Neal and Neale, 2000; Farooqui and Nagendra, 2014; Akca and Ozdemir, 2020; Papadopoulou, 2020). It can take the form of accomplishing tasks, such as reaching performance and contextual performance are two different dimensions of work behavior that can independently contribute to the effective outcomes of an organization. Contextual performance is important because it represents a behavior that is largely controlled by individual motivation (Robbins and Judge, 2017; Akca and Ozdemir, 2020; Rabhi, Harizi, Djoual and Thamri, 2023). Task performance is recognized as the core skill or technology in getting the job done flawlessly. Contextual performance is considered as the activities which contribute to the climate of the organization. For example, high team spirit, high willingness to follow the rules of an organization and help coworkers.

When describing a job performance, it should not be viewed from a general perspective, but from a specific perspective. The work performance of employees at work is seen as a multidimensional concept that may vary depending on the outcome and how it is achieved. It can be task performance and/or contextual performance (Sonntag, Volmer, and Spychala, 2008; Jehanzeb and Mohanty, 2018; Akça and Özdemir, 2020; Hue, Vo Thai and Tran, 2022). These two performance effects directly determine organizational performance. Therefore, in this study, task and contextual performance are used to measure job performance.

Conceptual Framework and Hypotheses Development

As previously mentioned, this study takes P-O fit as a mediator variable to investigate the link and influence between work motivation and job performance. Based on the relevant literature review above, the conceptual framework (Figure 1) and hypotheses are explained together as follows.

Figure no. 1 Conceptual Framework and Hypotheses



Source: Authors' own research

Based on the information in the literature overview above and as shown in Figure 1, we can consider that work motivation leads to P-O fit and job performance. The work motivation consists of five dimensions: Physiological needs, safety needs, love and belonging needs, esteem needs and self-actualization needs. P-O fit is composed of two dimensions: supplementary fit and complementary fit. The dimensions of task and contextual performance are used to measure job performance. In this research, work motivation is the independent (antecedent) variable, P-O fit is the intermediary (mediator), and the dependent (consequence) variable is job performance.

The interaction between factors will also be tested. Furthermore, a causal relationship between job motivation, P-O fit and job performance has been previously found. This causal sequence will also be accounted in the research. However, these hypotheses will be elaborated upon after factor analysis. The conceptual model is shown in

Figure 1. The focus of this study is to explore the relationship between work motivation and job performance from the perspective of P-O fit. We want to detect a direct relationship work motivation and job performance or an indirect relationship through P-O fit, i.e., P-O fit mediates relationship between work motivation and job performance.

These four hypotheses are put forward on the basis of the above discussions:

Direct Effect

H1: Work motivation has a positive effect on P-O fit

H2: P-O fit has a positive effect on job performance

H3: Work motivation has a positive effect to job performance

Indirect Effect

H4: Work motivation has a stronger positive effect on the job performance when P-O fit is the mediator (intermediary)

Study Methods

Measures and Questionnaire

Based on the research framework (Figure 1), the constructs of work motivation, P-O fit and job performance are needed to assist test the hypotheses. The empirical data were collected by self-filling questionnaires. The questionnaire has been pre-tested and adjusted to ensure the validity of the content. The questionnaire consists of three parts. The first part is work motivation, which consists of three dimensions: physiological needs, safety needs, love and belonging needs, esteem needs and self-actualization needs. The second part is P-O fit, including two dimensions of complementary and complementary fit. Job performance is measured by two dimensions, namely task and contextual performance. All items in the three sections were assessed using a 5-point Likert scale ranging from "strongly disagree" to "strongly agree."

Sampling and Survey

The questionnaire for this study was filled out by employees working in Taiwanese-invested firms in Vietnam. Questionnaires were distributed directly to a random sample of Taiwanese-invested firms in Vietnam. A total of 581 responses were collected. 178 unused responses were removed, resulting in a response rate of about 80%.

Econometric Method (Data Analysis)

For the purpose of this study, econometric methods were used for statistical analysis. SPSS was used for reliability, validity and factor analysis, and the principal factors of work motivation, P-O fit and job performance were extracted. Then, the principal components and varimax rotation in factor analysis are applied to calculate to select the principal

factors. Structural equation models (SEM) were analyzed using LISREL8 computer software packages, and estimating path coefficients through maximum likelihood estimation (MLE).

Empirical Results and Implications

Demographical Characteristics

According to Comrey and Lee's (2013) suggestion, the sample size should be more than 300 for conducting a factor analysis and the related statistical analysis. As mentioned above, 403 responses were successfully collected in this study. The basic statistics of demographical characteristics are indicated in Table 1.

Table no.1 - Demographical Characteristics of Respondents (Samples=403）

Variable	Frequency	Percentage	F-Value (P-Value)
Sex			0.127 (0.721)
Male	108	26.8%	
Female	295	73.2%	
Age			3.29 (0.158)
20-30	263	65.3%	
30-40	126	31.3%	
Above 40	14	3.5%	
Education			0.793 (0.555)
junior high school	1	0.2%	
High school	110	27.3%	
Technical College	71	17.6%	
Associate Bachelor	67	16.6%	
Bachelor	138	34.2%	
Postgraduate	16	4.0%	
Foreign Language			1.986 (0.096)
Chinese	68	16.9%	
English	152	37.7%	
Both (Chinese and English)	72	17.9%	
Vietnamese	63	15.6%	
Others	48	11.9%	
Industry			
Manufacturing	267	66.3%	
Trading	44	10.9%	
Service	64	15.9%	
Banking/Finance	18	4.5%	
Others	10	2.5%	

Position			0.429 (0.788)
Executive Personnel	158	39.2%	
Financial Personnel	50	12.4%	
Personnel	50	12.4%	
Technical Personnel	46	11.4%	
Worker	99	24.6%	

Source: Authors' own research

As shown in Table 1, the majority of respondents were female, accounting for about 73.2%. This is related to the position of the majority of respondents working in an office, as most administrative work is usually performed by women. As expected, the majority of respondents were younger, aged between 20 and 30, accounting for 65.3%. The rest of the respondents were aged between 30 and 40. Most of the respondents had a high school education or above, and about 34.2% had a bachelor's degree. This shows that these respondents can provide more accurate answers for the study. As all interviewees work for Taiwanese-invested enterprises in Vietnam, their foreign language ability needs to be learned. Research shows that Vietnamese workers mainly use English as a foreign language. 37.7 % of the respondents were able to communicate in English and 16.9 % in Chinese. Because the main industry of Taiwanese-invested enterprise is manufacture, therefore, the collected questionnaires are 66.3% from manufacturing industry. The questionnaires were distributed to different division of Taiwanese-invested enterprises. The responses were from workers, technicians, administrators and financial personnel on the production line. In addition, Table 1 also details the results of the ANOVA analysis according to different age, gender, education, language communication, job position and industry type, suggesting that sample selection and empirical analysis in this study are not affected by these demographic variables.

Reliability and Validity Analysis

In order to evaluate the measurement model to be useful, it is necessary to ensure that reliability and validity are achieved from questionnaires. This study assessed scale reliability through internal consistency reliability. As shown in Table 2, Cronbach's α of the three constructs reflecting latent variables (work motivation, P-O fit and job performance) ranged from 0.824 to 0.887. Even Cronbach's α 0.848 of the total scale is well on high the threshold level of 0.7 suggested by Nunnally (1978). Thus, their internal consistency is verified. Regarding the validity of the scale, convergent validity and discriminant validity were tested. Zaltaman and Burger (1975) proposed using commonality (between observed variables and their underlying constructs) to assess validity. It has been suggested that an average extraction variance (AVE)/commonality

approaching or exceeding 0.5 (Bagozzi and Yi, 1988) indicates reasonable and good convergent validity (Bagozzi and Yi, 1988). Additionally, the square root of AVE was used to test the cross-correlation of this construct with other constructs to ensure discriminative validity (Chin, 2010). We also found that whatever square roots of AVE exceeded the correlations with other variables (items). As can be seen from Table 2, the (AVE)/commonality of all extracts (items) also surpass 0.5. Thus, we confirm the convergent and discriminative validity of these constructs.

*Table no. 2 - Cronbach's α and AVE /Communalities**

Work Motivation (Cronbach's α = 0.824)					
AVE /Communality					
Physiological needs					
A1	0.593	A3	0.642	A5	0.565
A2	0.505	A4	0.673		
Safety need					
B1	0.592	B3	0.561	B5	0.530
B2	0.515	B4	0.562		
Love and belonging needs					
C1	0.517	C3	0.591	C5	0.502
C2	0.576	C4	0.634		
Esteem needs					
D1	0.646	D3	0.621	D5	0.660
D2	0.570	D4	0.683		
Self-actualization needs					
E1	0.537	E3	0.651	E5	0.537
E2	0.698	E4	0.411		
P-O Fit (Cronbach's α = 0.884)					
AVE /Communality					
Supplementary Fit					
F1	0.840	F3	0.821	F5	0.785
F2	0.742	F4	0.816		
Complementary Fit					
G1	0.741	G3	0.698	G5	0.777
G2	0.810	G4	0.609		
Job Performance (Cronbach's α = 0.887)					
AVE /Communality					
Task performance					

H1	0.713	H3	0.645	H5	0.749
H2	0.734	H4	0.614		
contextual performance					
I1	0.711	I3	0.861	I5	0.754
I2	0.828	I4	0.831		
Total (Cronbach's α = 0.848)					

Source: Authors' own research
Note: Please see Appendix 1 for a list of item abbreviations with each construct

Factor Analysis

Scores of KMO (Kaiser-Meyer-Olkin sampling adequacy indicator) above 0.9 for all dimensions (Table 3) meet the minimum requirement of 0.6, also entailing that the null hypothesis of the correlation matrix can be rejected as the identity matrix in the Bartlett test of sphericity as it is significant ($p<0.01$). This demonstrates that factor analysis can be carried out successfully. Factor analysis was performed using the principal component method with maximum variance rotation. Eigenvalues greater than 1 are applied to identify the number of components express in the data. The extracted factors were then renamed by using the features of items with factor loadings greater than 0.7.

Table no. 3 - Kaiser-Meyer-Olkin and Bartlett's Test of Sphericity Results

Dimension(Construct)	Kaiser-Meyer Olkin	Significance Level for Bartlett Test of Sphericity
Total	0.967	0.000
Work Motivation	0.943	0.000
P-O Fit	0.938	0.000
Work Performance	0.921	0.000

Source: Authors' own research

Work Motivation

Initially, there are five factors of work motivation: physiological needs, safety needs, love and belonging needs, respect needs and self-actualization needs. However, the factor analysis results show that there are 3 factors with eigenvalues greater than 1. Then, the extracted factors are renamed by using the features of items with factor loading greater than 0.7, namely "aspiration need" (eigenvalue =10.624, variation ratio =42.496), "love and belonging needs" (eigenvalue =2.118, variation ratio =8.473) and "physical needs" (eigenvalue =1.440, variation ratio =5.760). The cumulative variation proportion of the three factors is 56.729%. In addition, Cronbach's α of the factors is greater than 0.8, and the internal reliability of the factors is high.

The first factor “aspiration needs (including esteem and self-actualization needs)” refers to positive feedback, accepting new work arrangements and challenges, job performance evaluation, having the confidence to tell others that I work for a foreign company, liking companies with high efficiency requirements, educational suitability, learning new knowledge, success is better work results than others as well as work harder, fair and open promotion system. The second factor “love and belonging needs” refers to identifying and recognizing well-behaved employees, conducting employee activities, caring for employees, listening to employees, accepting help from managers and colleagues to solve problems, and union protecting the interests and rights of our employees. The third factor, "physical needs (including physiological and safety needs)," consists of questionnaire items related to salary, company-provided food safety and hygiene, bonuses, and labor and health insurance.

P-O Fit

By using the varimax rotation in the principal component analysis, the factor analysis results show that there are two factors with eigenvalues greater than 1 in this construct. Then, the extracted factors are renamed by using the features of items with factor loading greater than 0.7, namely "supplementary fit" (eigenvalue = 6.065, variation ratio = 60.649) and "supplementary fit" (eigenvalue = 1.376, variation ratio = 13.758). These are the same as our two hypothesized dimensions (factors) of this construct. The cumulative variation proportion of the three factors is 74.407%. In addition, Cronbach’s α of the factors is greater than 0.8, and the internal reliability of the factors is high.

The first factor “supplementary fit” is made up by five questionnaire items which more related to organizational images (knowledge, belief, and feeling structures) match their own personal self-concepts such as sharing of values, goal, beliefs and cultures between individual and organization, attending training courses, gaining respect and trust and concerning whether the company treats its employees fairly. The second factor “complementary fit” refers to employee skills and knowledge can improve output, positive attitude and cooperation on the job and aim to increase the company's profits.

Job Performance

There are 10 items in the job performance construct. The factor analysis result shows two factors with eigenvalues greater than 1 in this construct. Then, the extracted factors are renamed by using the features of items with factor loading greater than 0.7, namely "contextual performance" (eigenvalue = 6.066, variation ratio = 60.661) and "task performance" (eigenvalue = 1.374, variation ratio = 13.742). These are the same as our two hypothesized dimensions (factors) of this construct. The cumulative variation proportion

of the three factors is 74.403%. In addition, Cronbach's α of the factors is greater than 0.8, and the internal reliability of the factors is high.

The first factor "contextual performance" includes five items such as helping colleagues, helping new comers, working weekends, learning additional skills, volunteering for company events and responsibility. The second factor "task performance" refers to sufficient knowledge to manage tasks, advancing management, completing work on time and never repeating mistakes.

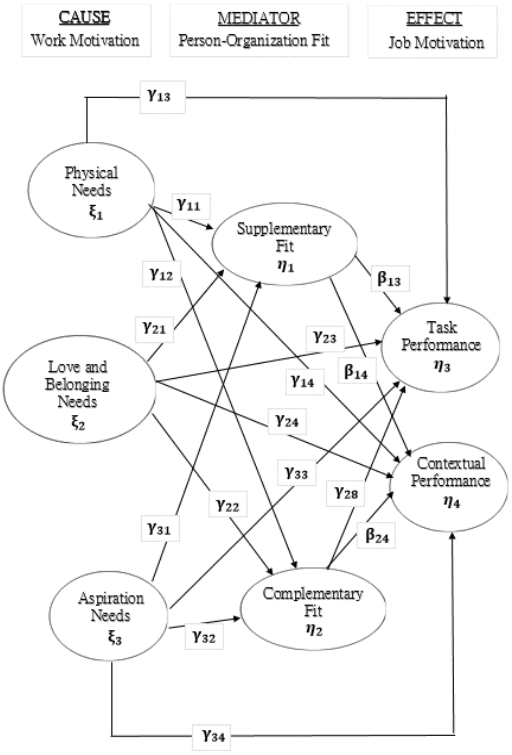
Estimated Results of the Reformulated Hypotheses

Now, the hypotheses are reformulated as follows to comprise the assorted factors found in the factor analysis and the related path diagram is shown in Figure 2.

H1a: Physical needs have positive effect on supplementary fit

H1b: Physical needs have positive effect on complementary fit

Figure no. 2 The Estimated Path Coefficients of the Final Model



Source: Authors' own research

H1c: Love and Belonging needs have positive effect on supplementary fit

H1d: Love and Belonging needs have positive effect on complementary fit
H1e: Aspiration needs have positive effect on supplementary fit
H1f: Aspiration needs have positive effect on complementary fit
H2a: Supplementary fit has positive effect on task performance
H2b: Supplementary fit has positive effect on contextual performance
H2c: Complementary fit has positive effect on task performance
H2d: Complementary fit has positive effect on contextual performance
H3a: Physical needs have positive effect on task performance
H3b: Physical needs have positive effect on contextual performance
H3c: Love and Belonging needs have positive effect on task performance
H3d: Love and Belonging needs have positive effect on contextual performance
H3e: Aspiration needs have positive effect on task performance
H3f: Aspiration needs have positive effect on contextual performance
H4: Work motivation has stronger positive effect on the job performance when P-O fit is the mediator (intermediary)

In order to test the above hypotheses, the following basic structural equation model is also established:

$$\eta_1 = \gamma_{11}\xi_1 + \gamma_{21}\xi_2 + \gamma_{31}\xi_3 + \zeta_1$$
$$\eta_2 = \gamma_{12}\xi_1 + \gamma_{22}\xi_2 + \gamma_{32}\xi_3 + \zeta_2$$
$$\eta_3 = \gamma_{13}\xi_1 + \gamma_{23}\xi_2 + \gamma_{33}\xi_3 + \beta_{13}\eta_1 + \beta_{23}\eta_2 + \zeta_3$$
$$\eta_4 = \gamma_{14}\xi_1 + \gamma_{24}\xi_2 + \gamma_{34}\xi_3 + \beta_{14}\eta_1 + \beta_{24}\eta_2 + \zeta_4$$

Where η_j: dependent latent variables, j=1, 2
ξ_i: independent latent variables, i=1, 2 ,…,5
γ_{ij} and $\beta_{13}, \beta_{23}, \beta_{14}, \beta_{24}$: regression coefficients, i= 1, 2,…5 j= 1, 2 and
ζ_j: disturbance terms, j=1, 2

Evaluation of Goodness-of-Fit

After several modifications, the final estimation model is obtained through MLE. The modifications has further improved the goodness-of-fit of the estimated model. The goodness-of-fit of the final estimated model is shown in Table 4. This indicates that the performance of the final estimated model is within an acceptable range. Therefore, the final estimation model can be applied to analyze the hypothesized relationships, as well as the direct and indirect effects of the modeled structure.

Table no.4 - Comparisons of Goodness-of-Fit of the Final Structural Equation Models

Type of Measure	Measure	Recommended Limits	Original model	Acceptable
Absolute	X^2/df	<3	362.52/165=2.197	Yes
	GFI	>0.9	0.93	Yes
	RMR	<0.06	0.048	Yes
	RMSEA	<0.05	0.049	Yes
Relative	AGFI	>0.9	0.91	Yes
	NNFI	>.09	0.99	Yes
	CFI	>0.9	0.99	Yes
Adjusted	PNFI	>0.5	0.77	Yes
	PGFI	>0.5	0.66	Yes

Source: Authors' own research

Results and Implications of Hypothesis Testing

The estimated path coefficients of the final MLE model are shown in Figure 3. A solid line indicates a significant effect at a significant level of 1% or 5%, while a dashed line indicates a non-significant result. The results of all hypothesis tests are disserted as follows:

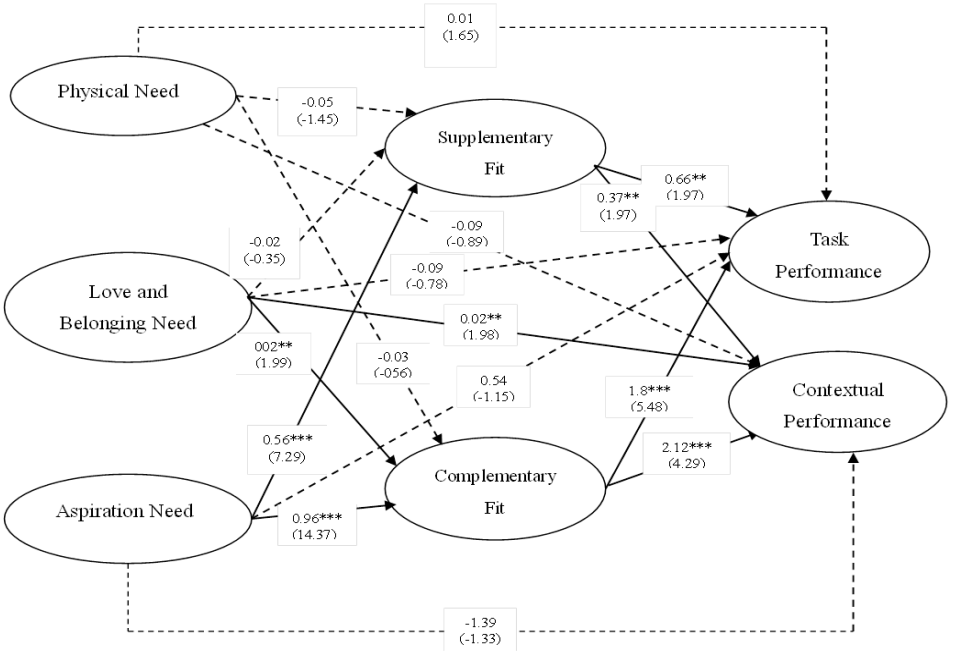
H1a-H1f: The effect of work motivation on P-O fit

Based on the results shown in Figure 3, the estimated coefficient of physical needs on supplementary fit is -0.05 and non-significant at 5% level (t-value -1.45). Hypothesis H1a is not supported. Supplementary fit is not affected by physical needs. The reason maybe that the supplementary fit is a shared spirit, value and culture between employees and organizations. However, physical needs are expressed as material needs. Therefore, Taiwanese-invested enterprises in Vietnam provide physical needs as worker motivation may not allow employees to share in the values and culture of the business.

The physical needs of work motivation had no significant effect on the complementary fit (path coefficients, -0.03 and -0.56 t-value). H1b is not supported, meaning that there is no significant relationship between physical needs and complementary fit (e.g., providing more resources, opportunities, task-related interludes, etc.). This result may indicate that the physical needs of work motivation do not motivate

employees work in Taiwanese-invested enterprises in Vietnam to devote time and energy to meet organizational needs. Physical needs for work motivation are not a major concern for employees.

Figure no. 3 The Final Model Path Coefficients and t-value



Source: Authors' own research
Note: 1. Dotted lines mean the coefficients do not reach the significant level.
2. *** 1% significant level, ** 5% significant level
3. ( ) t-value

Love and belonging needs had no significant effect on supplementary fit (path coefficient, -0.02 and non-significant at 5% level (t-value -0.35). H1c is not supported. One reason for this result may be that supplementary fit (such as sharing of values, goals, beliefs and cultures between employee and organization) does not come from an employee's need for love and belonging. Taiwanese-invested enterprises in Vietnam need to focus on higher-level needs of employees, such as aspirational needs (respect and self-actualization), to improve the supplementary fit between employees and the organization.

The estimated effect (path coefficient 0.02, t-value of 1.99) of love and belonging needs on complementary fit is positive and significant at 5% level. H1d is supported. It

implies that when the love and belonging needs of employee is satisfied, this enables employees work in Taiwanese-invested enterprises in Vietnam to have a positive attitude to work with the companies, contribute skills and knowledge to improve output, as well as the companies can identify and recognize good performers. Complementary needs between companies and employees can be met.

The effect of aspiration needs on supplementary fit is significantly positive because the estimated path coefficient (0.56) is tested significantly at 1% level (t-value 7.29). H1e is supported, indicating that the aspiration needs of work motivation will obviously help to achieve complementary fit, i.e., promoting the aspiration needs of work motivation for employees work in Taiwanese-invested enterprises in Vietnam can really foster a shared understanding of values, goals, beliefs and culture among employees and organizations.

The effect of aspiration need of work motivation on complementary fit is supported by statistical result where the path coefficient is 0.96 and significantly at 1% level (t-value 14.37). H1f is supported, showing that the aspiration need can lead to complementary fit between employees and organizations which satisfy their demand and supply together. Specifically, aspiration need enables employees work in Taiwanese-invested enterprises in Vietnam to have a positive attitude to work with the companies, contribute skills and knowledge to improve output, as well as the companies can identify and recognize good performers.

H2a-H2e: The effect of P-O fit on job performance

The estimated effect (path coefficient 0.66, t-value 1.97) of supplementary fit on task performance is positive and significant at 5% level. The hypothesis H2a is supported, implying that employee task performance (such as completing work on time, having sufficient knowledge to manage tasks, etc.) can be improved by the alignment of values and goals between the employee and the organization. Therefore, organizations can consider how to establish complementary fit between organizations and their employees in order to improve their task performance.

The effect (path coefficient 0.37) of the Supplementary fit of P-O fit on contextual performance is significant at 5% level (t value 1.97). H2b is supported, depicting that contextual performance (e.g., high team spirit, high willingness to follow organizational rules, and help colleagues, new employees, etc.) is achieved when supplementary fit of P-O fit which employees enables employees work in Taiwanese-invested enterprises in Vietnam to identify the organization's values, culture and operational goals.

Based on the statistical test (path coefficient 0.66, t-value 1.97 and significant at 5% level), the complementary fit of P-O fit has a significantly positive effect on task

performance. H2c is supported. It implies that Taiwanese-invested enterprises in Vietnam want to improve employees' task performance, they can promote the complementary fit.

Still based on the statistical test (path coefficient 2.12, t-value 4.29 and significant at 5% level), the complementary fit of P-O fit has also a significantly positive effect on contextual performance. H2d is supported. This means that Taiwanese-invested enterprises in Vietnam need to achieve complementary fit when they want to improve employees' contextual performance.

H3a- H3d：The effect of work motivation on job performance

The effect of physical needs on task performance is 0.01 (t-value -1.64) and non-significant at 5% level. H3a is not supported. The reason may be that employees' task performance is not just based on their physical needs. This means that Taiwanese-invested enterprises in Vietnam provide physical or material needs as employee motivation cannot lead the employees to achieve the organization's task performance.

As shown in Figure 3, the effect of physical needs on contextual performance is -0.09 and t-value -0.89 under non-significant at 5% level. H3b is not supported. This result may indicate that contextual performance is still not based on physical needs of employee motivation for Taiwanese-invested enterprises in Vietnam.

The effect of love and belonging needs of work motivation on task performance is not significantly negative because the estimated path coefficient (-0.09) is tested non-significantly at 1% level (t-value -0.78). H3c is not supported. This reason maybe that satisfying love and belonging needs of employee motivation for Taiwanese-invested enterprises in Vietnam cannot directly improve employees' task performance such as having sufficient knowledge to manage tasks, advancing management, completing work on time and never repeating mistakes, etc.

The effect (path coefficient 0.02) of love and belonging needs on contextual performance is positive and significant at 5% level (t value 1.98). The hypothesis H3d is supported, meaning that employees' contextual performance is based on their love and belonging needs being met, i.e. the Taiwanese-invested enterprises in Vietnam provide employees with more love and belonging motivation, and they can promote contextual performance.

The effect (path coefficient -0.54) of aspiration needs of work motivation on task performance is negative but not significant at 5% level (t value -1.15). H3e is not supported. This result indicates that task performance is not solely based on aspiration needs of employees. There are also one or more additional conditions, such as the P-O fit in this study needs to act as a mediator between aspiration needs and task performance. We will discuss later.

The effect of aspiration needs on contextual performance is -1.39 (t-value -1.33) and non-significant at 5% level. H3f is not supported. This result may indicates that there is no direct effect of aspiration needs on contextual performance. The reason may be that employees' contextual performance is not just based on their aspiration needs. The P-O fit in this study needs to act as a mediator between aspiration needs and contextual performance. We will also discuss later. The testing results of hypotheses discussed above are summarized in Table 5.

Table no.5 - Summary of Hypothesis Tests

Hypothesis	Description	Conclusion
H1a	Basic need of work motivation has positive impact on supplementary fit	Reject
H1b	Basic need of work motivation has positive impact on complementary fit	Reject
H1c	Love and belonging need of work motivation has positive impact on supplementary fit	Reject
H1d	Love and belonging need of work motivation has positive impact on complementary fit	Accept
H1e	Aspiration need of work motivation has positive impact on supplementary fit	Accept
H1f	Aspiration need of work motivation has positive impact on complementary fit	Accept
H2a	Supplementary fit of P-O fit has positive impact on task performance	Accept
H2b	Supplementary fit of P-O fit has positive impact on contextual performance	Accept
H2c	Complementary fit of P-O fit has positive impact on task performance	Accept
H2d	Complementary fit of P-O fit has positive impact on contextual performance	Accept
H3a	Basic need of motivation of work has positive impact on task performance	Reject
H3b	Basic need of work motivation has positive impact on contextual performance	Reject
H3c	Love and belonging need of work motivation has positive impact on task performance	Reject
H3d	Love and belonging need of work motivation has positive impact on contextual performance	Accept
H3e	Aspiration need of work motivation has positive impact on task performance	Reject
H3f	Aspiration need of work motivation has positive impact on contextual performance	Reject
H4	Work motivation has stronger positive impact on job performance when P-O fit is the mediator (intermediary).	Accept

Source: Authors' own research

Direct, Indirect and Total Effects of the Path Analysis

The purpose of path analysis is to determine the relative strength of different paths on job performance. The test results of the direct, indirect and total effects of the estimated model are summarized in Table 6.

Table no. 6 - Direct, Indirect Effect and Total Effect

Path	Direct Effect	Indirect Effect	Total Effect
PhN(ξ_1)→SF(η_1)	-0.05 (-1.45)	---	---
PhN(ξ_1)→CF(η_2)	-0.03 (-0.56)	---	---
PhN(ξ_1)→TP(η_3)	0.01* (1.65)	---	---
PhN(ξ_1)→CP(η_4)	-0.09 (-0.89)	---	---
LBN(ξ_2)→SF(η_1)	-0.02 (-0.35)	---	---
LBN(ξ_2)→CF (η_2)	0.02*** (1.99)	---	---
LBN(ξ_2)→TP(η_3)	-0.09 (-0.78)	---	---
LBN(ξ_2)→ CP(η_4)	0.02** (1.98)	---	---
AN(ξ_3)→SF(η_1)	0.56 ** (7.29)	---	---
AN(ξ_3)→CF(η_2)	0.96*** (4.37)	---	---
AN(ξ_3)→TP(η_3)	-0.54 (-1.15)	---	---
AN(ξ_3)→CP(η_4)	-1.39 (-1.33)	---	---
SF(η_1)→TP(η_3)	0.66** (1.97)	---	---
SF(η_1)→CP(η_4)	0.37 ** (1.97)	---	---
CF(η_2)→TP(η_3)	1.80 *** (5.48)	---	---
CF(η_2)→CP(η_4)	2.12 *** (4.29)	---	---
LBN(ξ_2)→CF(η_2)→TP(η_3)	0.02*** (1.99)	0.0360	0.0560
LBN(ξ_2)→CF(η_2)→CP(η_4)	0.02*** (1.99)	0.0424	0.0624
AN(ξ_3)→SF(η_1)→TP(η_3)	0.56 ** (7.29)	0.2072	0.7672
AN(ξ_3)→CF(η_2)→TP(η_3)	-0.54 (-1.15)	1.7280	1.7280
AN(ξ_3)→SF(η_1)→CP(η_4)	0.56 ** (7.29)	0.3696	0.9296
AN(ξ_3)→CF(η_2)→CP(η_4)	0.96*** (4.37)	2.0352	2.9952

Source: Authors' own research

Note: PhN= Physical Need; LBN= Love and Belonging Need; AN=Aspiration Need; SF=Supplementary Fit; CF=Complementary Fit; TP=Task Performance; CP=Contextual Performance

( ) t-value

As shown in the empirical results (Figure 3 and Table 6), in general, the complementary and complementary fits of the P-O fit have a positive effect on task performance and contextual performance of work motivation. The direct effects between work motivation (physical need, love and belonging need and aspiration need) and job

performance (task performance and contextual performance) are weaker than the indirect effect which is the effect through P-O fit. Therefore, P-O fit is considered as mediator while Taiwanese-invested enterprises adopt P-O fit concept to affect the Vietnamese employees' job performance. The direct and indirect effects are described as follows.

Direct Effects

The direct effect of the linear structural relation model is as previously explained in the estimated results of H1a, H1b, H1c, H1d, H1e, H2a, H2b, H2c, H2d, H2e and H3, thus this section will not be further detailed here.

Indirect Effects

The various indirect paths under different aspects of work motivation that affect job performance via P-O fit is as follows:

As notified in Figure2 and Table 6, regarding the six indirect path of love and belonging needs → complementary fit → task performance, love and belonging needs → complementary fit → contextual performance, aspiration needs → complementary fit → task performance, aspiration needs → supplementary fit → contextual performance, aspiration needs → supplementary fit → task performance, aspiration needs → supplementary fit → contextual performance, we find that the indirect effects of love and belonging needs and aspiration needs on job performance(task or contextual performance) through P-O fit (complementary or supplementary fit) are 0.036, 0.0424, 0.2072, 1.728, 0.3696 and 2.0352, respectively. As indicated in the aforementioned six direct effects of love and belonging needs → task performance, love and belonging needs → contextual performance, aspiration needs → task performance, aspiration needs → contextual performance, aspiration needs → task performance, aspiration needs → contextual performance, the direct effects of love and belonging needs and aspiration needs on job performance (task or contextual performance) are -0.09, 0.02, -0.54, -0.54, -1.39, and -1.39, respectively.

Total Effects

The total effects of 0.056, 0.0624, 0.7672, 1.728, 0.9296 and 2.9952 are all larger than the direct effects. Based on the empirical results under these six path analyses, we draw the hypothesis H4: Work motivation has a stronger positive impact on job performance when P-O fit is the mediator (intermediary).

The purpose of path analysis is to determine the relative strength of different paths on job performance. Table 6 describes the direct, indirect, and total effects of the estimated model. As indicated above, these six indirect path of love and belonging needs or aspiration

needs are found to have larger effect on job performance (task performance and/or contextual performance) via P-O fit (complementary and Supplementary fit) than the direct effect. Compared with physical needs, love and belonging needs and aspiration needs are main determinants of employees' work motivation for Taiwanese-invested enterprises in Vietnam. We also find that in order for belonging needs and/or aspiration needs of work motivation to have a positive impact on job performance, P-O fit (complementary and Supplementary fit) needs to be included as a mediating variable.

Love and belonging needs and aspiration needs interacting with P-O fit (complementary and supplementary fit) has a stronger effect on job performance (task performance and/or contextual performance) than a direct effect. Especially, some of direct effect for love and belonging needs and aspiration needs on job performance (task performance and contextual performance) are negative (-0.09,-0.54, -1.39). However, using P-O fit (complementary or supplementary fit) as a mediator reverses this directly negative influence effect, as the total effects (0.056, 0.7672, 1.278) all turn into positive influence effects. This reversal effect highlights the importance of P-O fit as a mediator for job performance. The above results also suggest that administrators/operators of of Taiwanese-invested enterprises in Vietnam should intentionally encourage employees' work motivations to interact with P-O fit, as this interaction will lead to improved work performance (task performance and situational performance). Furthermore, the strength of this indirect effect displays the potentially powerful nature of P-O fit (complementary and/or supplementary fit) as a role of intermediary.

Concluding Remarks

This section presents the conclusions drawn from the empirical results of this study. It then makes recommendations to Taiwanese-invested enterprises in Vietnam and Vietnamese laborers wish to work in these enterprises.

Main Findings

Our empirical research results show that the main determinants of work motivation of Vietnamese employees working in Taiwanese-invested enterprises in Vietnam are aspiration, love and belonging, and physical needs in order. In addition, based on the research results of SEM, the intermediary effect of P-O fit can be defined as an important mediating factor (intermediary) between love and belonging as well as aspiration needs of work motivation and job performance. The direct effects from these work motivation to job performance are smaller than the indirect effect from these work motivation to job performance with P-O fit as an intermediary. The empirical results also imply that these work motivations alone are not sufficient to generate the best job performance unless P-O

fit is considered. Therefore, it is necessary to consider the supplementary and complementary fit within P-O fit to obtain a greater effect for Taiwanese-invested enterprises in Vietnam.

Managerial Implications

Taiwanese-invested enterprises in Vietnam can base the relationships among these seven factors to satisfy their work motivation and fulfill P-O fit and job performance. The physical need is high pay and benefits; love and belonging need is caring employees and rewarding employees for good performance; aspiration needs are learning new knowledge and positive feedback from managers. Supplementary fit manifests as fair treaties and respect from managers. Complementary fit is such as meeting work goals on time and keeping working hours. The last two factors are task and contextual performance, including managing emotions, identifying job responsibilities, helping colleagues and newcomers. With the interactions of the work environment, enterprises can also understand the real relationship between work motivation and job performance. Through the coordination of the P-O fit, the ability to explain the variation of work motivation on job performance can indeed be improved. Therefore, the enterprises can formulate appropriate human resource management strategies, which can not only reduce strike and turnover rate by enhancing work motivation but also improve job performance via P-O fit in their organization.

Vietnamese labors who work for Taiwanese-invested enterprises may consider the love and belonging and aspiration needs as their work motivations, also combining the person-organization fit. For supplementary fit, employees share the spirit, the value and the culture with organizations. For complementary fit, supplying more resources, time, effort, commitment, experience, etc. to reach the tasks and further contribute to the company's job performance as they work.

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Appendix: List of Abbreviations used in the Empirical Analyses

Work Motivation

A1: I joined this company because the salary meets my expectations
A2: I joined this company because of the annual salary accumulation system
A3: The salary paid by the company is relatively high, so I have a lot of motivation to work hard
A4: I am highly motivated to work harder for a company where employee benefits meet my needs
A5: I am concerned about the amount of bonuses the company pays
B1: A safe working environment allows me to focus on my work
B2: I don't need to worry about food safety and hygiene because my company is well managed

B3: Because the company has a labor union to protect the rights and interests of employees, I can concentrate on work
B4: Foreign companies must have labor insurance.
B5: A foreign company pays health insurance for its employees
C1: My manager always cares about our employees and listens to us
C2: I enjoyed my work very much because of my good relationship with my colleagues
C3: I get enough resources from my manager and colleagues to resolve the issue
C4: My company has always identified and recognized employees who perform well
C5: My company regularly hosts employee events such as parties, sports, outings, family days, etc.
D1: I believe that my company can provide me with a platform to learn new knowledge
D2: The company's fair and open promotion system motivates me to work harder
D3: My company has detailed planning procedures that make it easy for me to achieve my goal
D4: I am I concerned about how my manager evaluates my performance
D5: I have the confidence to tell others that I work in a foreign company
E1: The company I like should require high efficiency
E2: Managers give positive feedback that enables me to maintain or improve their work performance
E3: I am willing to accept new work arrangements and challenges
E4: My recognition of success is to produce better work than others
E5: Thanks to my high degree, I can join a foreign company

P-O Fit

F1: I am very concerned about the quality of my work
F2: I care deeply about whether my company treats our employees fairly
F3: I am happy to attend the training courses arranged by the company to improve my skills and knowledge
F4: Gaining the manager's respect and trust can motivate me to work hard
F5: To increase the company's profits as the goal is my work goal
G1: My skills and knowledge can improve the company's outputs
G2: My positive attitude and cooperating on work can improve company outputs
G3: I absolutely abide by the company's working hours, including the need to work overtime
G4: Due to the good working environment, I was able to meet the work goals on time
G5: I enjoy the satisfaction of my job and grow in it

Job Performance

H1: I always finish the work assigned by the manager on time
H2: I have sufficient knowledge to manage tasks assigned by my manager
H3: I can manage my motion without affecting my work
H4: I keep making repeated mistakes at the same job
H5: I see my job as a responsibility
I1: I voluntarily participate in the arrangement of company activities
I2: I always help newcomers in the company to improve their work efficiency

I3: I always help my colleagues solve problems that I am familiar with and able to handle
I4: I am willing to learn additional job-related skills and knowledge to increase my productivity
I5: I am willing to work on weekends if need be