

Title	心理的安全性を媒介とした公共サービスにおける動機づけとチーム学習行動の構造的関係:タイの国立研究開発法人における実証研究
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## **Abstract**

Public service motivation (PSM) and collaboration are widely acknowledged as fundamental catalysts for effective public service. However, research examining the interplay between individual (PSM) and team-level (psychological safety [PS]) factors within R&D project teams remains limited. This study fills this void by presenting a theoretical model that examines the combined influence of PSM and PS on the project team learning process (PTLP) in national R&D organizations. Additionally, the study explores moderating effects of project management type (fully agile vs. partially agile), team member role (head vs. member), and team familiarity (less than 10 years vs. more than 10 years) on these relationships.

Employing a multimethod approach, the study utilizes Partial Least Squares – Structural Equation Modeling (PLS-SEM) to evaluate quantitative data and semi-structured interviews for collecting qualitative data for result refinement and deeper understanding. The results indicate a strong and positive correlation between PSM, PS, and PTLP, with PS playing a critical role as a mediator. Particularly noteworthy was the stronger link between PSM and PTLP observed in fully agile project management compared to partially agile environments. Furthermore, team member characteristics and lower team familiarity emerged as potential factors influencing the path coefficients of the model.

These findings suggest that fostering psychological safety within R&D project teams is critical to enhancing PTLP. Additionally, adopting fully agile project management practices can further strengthen the positive influence of PSM on learning outcomes. Both project teams and organizations should emphasize the promotion of PS and consider the identified moderating effects to foster a sustainable learning environment for R&D teams, thereby enhancing public service delivery in national R&D institutions.

**Keywords:** Public service motivation; Psychological safety; Project-based team learning; Research team; national R&D organization; Project management