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PUBLIC SECTOR MOTIVATION AND PERFORMANCE

Observations in the Finnish Municipal Sector: The City of Helsinki

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TABLE OF CONTENTS

LIST OF FIGURES	3
LIST OF TABLES	3
ABSTRACT	5
1. INTRODUCTION	7
1.1. Background	7
1.2. Previous research studies	8
1.3. Research Questions	10
1.4. The Structure of the Study	11
2. PUBLIC SECTOR MOTIVATION AND PERFORMANCE: A THEORETICAL FRAMEWORK	12
2.1. General overview of the Public Sector Motivation Research	12
2.2. Public Service Motivation Defined	17
2.3. Public Sector Motivation: Measurement Approaches	20
2.3.1. James L. Perry Measurement Scale	20
2.3.2. Brewer, Selden and Facer Individual Conceptions of PSM	22
2.4. Motivation in the Public Service: Basic Concepts	25
2.4.1. Extrinsic and Intrinsic Motivation	27
2.4.2. Values, Needs, Motives, and Incentives	29
2.5. Theories of Work Motivation	30
2.5.1. Hierarchy of needs by A.H Maslow	30
2.5.2. Two-Factor Theory by Frederick Herzberg	33
2.6. Performance Defined	35
2.6.1. Relationship between PSM and Performance	37
2.6.2. Typologies studying PSM and Performance	38
2.7. Summary	42

3. METHODOLOGY	44
3.1. Research Method and Strategy	44
3.2. Data Collection and Analysis	45
3.3. Contextual Background: The City of Helsinki.	48
3.4. The Sample	50
3.4.1. Helsingin Kaupungin Hankintakeskus (Procurement Center)	51
3.5. Validity and Reliability	52
4. EMPIRICAL FINDINGS	55
4.1. PSM	55
4.1.1. Public Interest	56
4.1.2. Self- Sacrifice	58
4.1.3. Attraction to Public Policy	60
4.1.4. Compassion	62
4.2. Performance	63
4.3. Work Motivation/ Work Effort	66
4.4. Extrinsic and Intrinsic Motivators	70
4.5. Individual Characteristics using the Individual Conceptions Theory by Brewer, Selden, and Facer II.	72
4.6. Summary	73
5. CONCLUSIONS AND DISCUSSION	77
5.1. Main Findings	77
5.2. Further Discussion	80
REFERENCES	81
APPENDICES	90
Appendix 1. Original Survey form (English)	90
Appendix 2. Survey form in Finnish	95

Appendix 3. Cover Letter in Finnish	100
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LIST OF FIGURES

Figure 1. Individual Conception Theory	23
Figure 2. Maslow's Hierarchy of Needs	31
Figure 3. Herzberg's Two Factor theory and Maslow's Hierarchy of needs: Differences and Main Characteristics	33

LIST OF TABLES

Table 1. Main Perspectives in PSM and Performance	14
Table 2. Typologies of PSM in correlation with Performance	38
Table 3. Main themes and questions in the survey	46
Table 4. Interest and Contribution in their community	55
Table 5. Importance of Public Service and Civil duty	55
Table 6. Perception on public officials in regard to their community and their own interests	56
Table 7. Willingness to substitute tangible personal rewards for service to others	57
Table 8. Willingness to make sacrifices to pursue the interest of the entire society	58
Table 9. Attitudes towards Politics, Politicians, and Public Policy Decision-Making	59
Table 10. Reaction towards the underprivileged and patriotism	60
Table 11. Importance of social programs	61
Table 12. Viewpoints towards in relation to performance appraisals	62
Table 13. Work effort in daily activities	63
Table 14. Work effort compared to other employees within the organization	64
Table 15. Extra work frequency	64
Table 16. Self-reported perception on how hard the respondents work	65
Table 17. Financial rewarding in relation with a better performance	65
Table 18. General attitudes in relation to the job	66
Table 19. Extrinsic and Intrinsic Motivators	67

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ABSTRACT

For the past two decades, political leaders have started to search new ways for improving the public service ethic, particularly, regarding the Public Sector Motivation (PSM). Reasons are varied: an evident decline in public trust in government, bureaucracy and its bad reputation, and a crisis in government service. The role of Public Sector Motivation (PSM), especially in Human Resource Management, is crucial to understand what motivates public servants and how it can influence performance.

This research seeks to shed some light on the persistent dilemma on how human resource managers can take advantage of motivation for purposes of recruiting and selecting better employees in the aim to hopefully benefit the government in terms of confidence, efficacy, efficiency, and fairness. Also, this study will explore current constructs and measures of PSM and Performance supported by traditional theories and research studies in the hope to better understand the motives of public servants, and thus, help managers link these motives to strategies to cultivate PSM and enhance its impact.

Although this study is closer to a qualitative research, a triangulation method has been approached to check, validate, and analyze research questions. Using a survey, 41 questionnaires (quantitative) were verified by analyzing a case study: The Finnish Municipal Public Sector, focusing particularly in The City of Helsinki (qualitative)- delimitating the sample in one of its Departments, in this case: the Procurement Center. The results portrayed a particular outcome: on the one hand, there were indeed patterns showing the existence of PSM factors within the respondents, on the other hand, however, there were some unexpected discrepancies with main theories when it came to intrinsic and extrinsic motivation. Added to this, even though results showed evidence linking PSM to a higher level on performance, there was a persistent neutral view from the respondents towards this particular topic. This could lead to the possibility that there are other external factors at play, or that PSM might be the consequence of an efficient performance, not the cause.

KEYWORDS: Motivation, Public Service Motivation, Performance

1. INTRODUCTION

1.1. Background

“Public Service’ is a concept, an attitude, a sense of duty-yes, even a sense of public morality”

-Staats (1998)

Today, it is widely acknowledged the fact that motivation serves as an essential element for the development function in human resource management. There is a continuous search to find effective ways to recognize and potentially influence the public service employees in order to positively enhance their motivation. And it is precisely motivation, the pillar of the PSM constitution. PSM theory pioneers, Perry and Wise (1990) emphasized the significant behavioral implications of PSM, stating that the level and type of an individual’s public service motivation and the motivational construct of a public organization’s workforce is considered to influence an individual’s job choice, his/her performance, and the organizational effectiveness overall. Thus, it can be said that managerial reforms in the public sector should be designed in a way that they provide an opportunity to satisfy the public service motives of public employees (Houston 2000).

In essence, the theory of PSM states that some individuals have a “predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations” (Perry and Wise 1990: 386). Added to this, Brewer and Selden (1998: 417) suggested that this predisposition induces them to “perform meaningful...public, community, and social service”. Other characteristics that can contribute to these ideas are for example, a deeper desire to make a difference, or an ability to have an impact on public affairs (Brewer 2002), among others.

As increasing motivation among workers is the primary goal for human resource management, increasing productivity is the intended outturn. Quality of the employees proves to play a central role when determining the performance of the organization.

Employees ultimately determine the success or failure of the organization (Condrey 1998). Individuals with high PSM or “favorably predisposed to government service” could be considered as formula for success (Lewis and Frank 2002: 395-404).

1.2. Previous research studies

We have seen that during the past two decades, approximately, the concept of PSM has been interestingly growing. A considerable amount of research and theories support the theory that individuals with high PSM levels are naturally predisposed to work in the government, providing a meaningful public service, which is in turn intrinsically rewarding. Early research about PSM started in the United States, and is mainly focused on the attitudes and behavior of public employees working in government organizations. Now days, although we see research studies from scholars all over the world, USA remains as the dominant region for research in this particular topic.

To prove these assumptions, particular research designs have been implemented. Unfortunately, these research designs, such as the cross-sectional survey research, provide certain limitations: there is no certainty that PSM influences neither performance nor the organizational setting. Although these research methods have helped amplify a PSM generalization, they usually present a limited internal validity and contextual realism. Some scholars even claim that PSM research leads to a dead end.

In favor or against, however, research on PSM has contributed positively in the Public Administration field. The dilemma of how public managers can motivate employees remains a “hot topic” in the public sector arena, and an increase of articles published proves that. Most of these articles are found in four main journals, which are in great part a basis for my theoretical research; these are: Journal of Public Administration Research and Theory, Public Administration Review, the International Public Management Journal, and Review of Public Personnel Administration. Perhaps the most renowned scholars in PSM

theories are Perry and Wise (1990: 368). They established the first definitions of the concept, stipulating that public service motives are linked directly to public institutions; they also inferred that these motives are more relevant to public employees. Still today, Perry's measurement scale is widely used for empirical research purposes. However, there are some scholars like Vandenabeele (2008) who based his research on another measurement scale, a modified one with different dimensions or new items. Other scholars who followed Vandenabeele are Kim (2009) and Park and Rainey (2008).

In relation to performance and PSM, Perry and Wise (1990) stated that performance is the central driving force behind PSM research. They based their claim on the idea that individuals with high PSM levels are expected to excel more effort in providing public service, because their intrinsic will to help society. Nonetheless, it has been very difficult to test this claim empirically. The majority of the existing research studies show a positive relation between PSM and Performance (e.g. Vandenabeele 2009; Naff and Crum 1999). A critical challenge presented as a bias in Performance-PSM research studies is getting objective performance data- there is a high probability of employees biasing their own perceptions of their performance, leading to inflate their own performance. At the end of the line, what is high performance to one individual might be a different definition to another. Wright (2007) proposes following research on work motivation theories to have a better and stronger theory backup.

A deeper review on different typologies proposed by several scholars regarding the study of the relationship between PSM and Performance will be explored in further details in Chapter II.

1.3. Research Questions

This thesis aims to prove that PSM has important implications in the field of public administration and beyond. To validate this, the following research questions will try to be addressed:

Firstly, there is an assumed claim that public sector organizations will most likely to hire individuals whose values and needs are consistent with the public service mission of the organization (Perry and Wise, 1990). These individuals are thought to have an innate public service motivation that leans toward intrinsic satisfaction of serving the public interest. The research question and two sub-questions are the following:

Research Question 1: Are individuals indeed predisposed to perform public service?

Research Sub-Question: What are the characteristics of these Public Sector workers that motivated them to choose their job?

Research Sub-Question: Do public employees with PSM rely less on utilitarian (extrinsic) incentives to perform effectively? Or is it the other way around?

Second, the performance concept in relationship with PSM is of crucial importance. One of the main PSM venues is the assumption that PSM has a positive effect on performance, as individuals with high PSM levels will work better and harder when they find their work meaningful/ intrinsic satisfaction, thus being more productive while boosting their performance efficiently. The research question and two sub-questions are as following:

Research Question 2: Is there a relationship between PSM and performance?

Research Sub-Question: What is the relationship between them?

Research Sub-Question: What is the effect of PSM on employee performance?

1.4. The Structure of the Study

The organization of this thesis is as follows: Chapter II presents the theoretical framework for PSM and Performance. Here, a literature overview is presented explaining different theories and advances, and measurement research studies. Within this chapter, also basic theories of work motivation and concepts such values, needs, motives and incentives will be analyzed in an effort to explore and understand better what motivates employees. Lastly, Chapter II will conclude examining the relationship between PSM and Performance from a public administration perspective.

Chapter III explains the methodology used in this study: what type of research, theoretical propositions, and data were used. For the empirical testing, a reliance on survey data was used and it was based mainly on James L. Perry's measurement scale. However, to stay as true as possible to contextual realism, Brewer, Selden, and Facer's Individual Conception theory was also incorporated. Within this chapter, the case study will also be presented, in this case the City of Helsinki: particularly the Procurement Department. Those individuals, to whom the questionnaire was applied, have been carefully selected as representative of the population to be studied. Lastly, the process and codification of my data collection will be discussed.

Chapter IV presents all the empirical findings collected from my field research. In this chapter, a deeper analysis of the questionnaire will be exhibited. Correlation between the questions and the theoretical framework in Chapter II will be interpreted, and results will be displayed.

Lastly, Chapter V will lay out a summary about this research, discussing about it and making conclusions. Also, limitations faced during the empirical research and some suggestions for further research are presented.

2. PUBLIC SECTOR MOTIVATION AND PERFORMANCE: A THEORETICAL FRAMEWORK

This chapter will firstly present an overview of different research studies proposed by Public Administration academics about PSM and performance. Next, basic concepts will be defined along with work motivation theories and measurement approaches, considered the base for my empirical research. They provided a useful insight in what motivates people at work.

Throughout this research, motivation will be taken from the human resource perspective, as a working concept. Acquired from the Latin word “move”, work motivation defines a “person’s desire to work hard and work well-to the arousal, direction, and persistence of effort in work settings” (Brewer and Selden 1998: 413).

2.1. General overview of the Public Sector Motivation Research

It is widely known that Bruce Buchanan II was one of the first academics attempting to study PSM. In 1975, he conducted a research in an attempt to differentiate public and private sector employees. Buchanan used a multiple-item scale to measure job involvement as PSM. His results were contrary to what he initially expected: public sector managers scored lower levels of job involvement than the private sector ones. Buchanan pointed bureaucracy out as the main reason for this.

Few years after, in 1982, Hal G. Rainey took Buchanan’s research and concluded that public managers were not asked more directly about public service, hence, the low scores in job involvement. Rainey decided then to conduct his own research this time in a more direct and sturdy way. Even though this time public managers scored much higher than the private managers, job involvement continued to be weak. However, scores were strongly related to job satisfaction. Rainey categorically accepted that the major obstacle when

conducting this type of research is principally the mere concept of public service; it might be conceived differently among individuals.

After Rainey, many other scholars tried to replicate his empirical research, such as Reed (1988). However, many mixed findings were perceived, questioning PSM and its measurement. Based on the fact that PSM is a broad and relative concept, Perry and Wise (1990) constructed another theoretical framework for studying PSM. Basically, they separated motives for public service into three categories: Rational, which states that motives are based in enlightened self-interest and present in individuals who consider that their interests correspond with those of the society; Norm Based, which denotes a desire to serve the public interest, loyalty to the government, and a concern for social equity; lastly, Affective, defining particular motives such as helping others.

Although Perry and Wise indeed provided a purposive theoretical framework, many critics claimed that there is no precise definition of public interest, thus Perry and Wise's categories overlap.

Perry (1997: 181-208) then designed a 24-item (the original sample consists of 40) measurement scale and identified four factors for PSM: public policy-making, public interest, compassion, and self-sacrifice.

The strongest criticism to Perry's measurement scale is that it does not collect differences in individual conceptions of PSM. An alternative perspective to measure PSM was proposed by Philip E. Crewson (1997), who formulated four questions relating to the PSM theory. He concluded that PSM is the difference between an individual's service orientation and the individual's economic orientation. Crewson's research was later used by David J. Houston (2000: 713-727), who analyzed and compared intrinsic and extrinsic rewards in public and private sector works from the General Social Survey data.

Other scholars such as Brewer, Seldon, and Facer used the so called Q-methodology as an alternative to Perry's measurement scale to study attitudes and motives that are associated with the public service (Brewer 2000: 254-264). The difference between this technique and Perry's, is that the Q-methodology does capture the concept of PSM from the individual's point of view. The Q-methodology technique seeks to provide a more systematic perspective of PSM involving a comprehensive understanding of the motives involved in the public service. In accordance with their findings, four PSM conceptions were proposed: Patriots, Samaritans, Humanitarians, and Communitarians. Brewer (2002: 79-85), based on this, later expressed that the public service is a "pro social behavior that permits selfish and altruistic motives".

Work motivation theories are hand-in-hand with PSM understanding. As PSM is a measure of intrinsic motivation, two of these theories will be studied in this thesis: Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory.

Abraham Maslow (1943) proposed one of the first theories that best describes behavior associated with satisfaction of human needs. This theory is based on the idea that people are motivated to satisfy their needs, which are classified in five ascending hierarchical categories. Particularly, Maslow's Hierarchy of Needs theory sheds some light on the social and psychological needs of individuals, especially when it comes to non-monetary incentives for motivation, and consequently performance. Frederick Herzberg (1966) on the other hand, studied the factors that trigger satisfaction and dissatisfaction in the work environment among workers. According to Herzberg, two entirely separate dimensions influence employee's work behavior: hygiene factors and motivators. Hygiene factors (such as salary or status) can be considered maintenance factors- they avoid dissatisfaction, do not contribute to job satisfaction. Motivators (such as work itself, or recognition), on the other side, are associated to job satisfaction and the nature of work *per se*. Motivators are of great importance, if they are present, workers are intensely motivated to work. In a nutshell: hygiene factors help prevent job dissatisfaction, and are needed to provide employees' basic needs. Motivators, per contra, should be integrated to work processes to provide

employees' higher-level needs, guiding them towards achievement and performance satisfaction.

Sequent researchers have studied the link between higher performance levels to workers with service ethics. Besides Crewson's studies resulting in a positive relationship between PSM and productivity in organizations, Naff and Crum (1999) found valid concerns about these studies, as they could have been somehow biased. Nonetheless, they agreed that upon the positive correlation between PSM and Performance.

Alonso and Lewis (2001) also studied the link between PSM and job performance using a famous multiple regression and logic analysis technique on two surveys. While previous research showed that extrinsic rewards systems have a negative effect on individuals with high PSM, or that PSM is positively related to performance levels, Alonso and Lewis found no evidence that the link between material rewards and performance meant any less to those with high PSM. Surprisingly, they found evidence that the higher the respondents place high income as a value, the more likely they were to prefer government employment. The following figure portrays the main researchers along with their line of study.

Table 1. Main Perspectives in PSM and Performance

Bruce Buchanan II (1975)	First known attempt to study PSM using a multiple-item scale to measure job involvement as PSM. Results: public sector managers scored lower levels of job involvement than the private sector ones.
Hal G. Rainey (1982)	His research measured job involvement as PSM. Results: weak job involvement, but high scores related to job satisfaction. Ambiguity of the public service concept.
	Proposed another theoretical framework for

Perry and Wise (1990)	studying PSM: separated motives for public service into three categories: Norm Based, Rational, and Affective.
Perry (1996)	Designed a 24-item measurement scale and identified four factors for PSM: public policy-making, public interest, compassion, and self-sacrifice
Philip E. Crewson (1997)	Concluded that PSM is the difference between an individual's service orientation and the individual's economic orientation. His studies showed a positive relationship between PSM and productivity in organizations.
David J. Houston (2000)	Analyzed and compared intrinsic and extrinsic rewards in public and private sector works from the General Social Survey data.
Brewer, Seldon, and Facer (2000)	Proposed an alternative/complementary theory to Perry's 1996 measurement scale. Used a methodology that provided a more systematic perspective of PSM. Four PSM conceptions were proposed: Patriots, Samaritans, Humanitarians, and Communitarians.
Naff and Crum (1999)	Their studies showed a positive correlation between PSM and Performance.
Alonso and Lewis (2001)	Studied the link between PSM and job performance using a famous multiple regression and logic analysis technique on two surveys. Results: no evidence that the link between material rewards and performance meant any less to those with high PSM. However, evidence showed that the higher the respondents place high income as a value, the

	more likely they were to prefer government employment
Vandenabeele (2007)	Claimed that PSM is the belief, values and attitudes that go beyond self-interest or organizational interest, that concern the interest of a larger political entity and that motivate individuals to act accordingly whenever appropriate.

2.2. Public Service Motivation Defined

One of the main questions in Public Administrations is why people want to work for the government, or what makes them remain there. Rainey (2009) concludes that the answer relies in the service ethic, a desire to serve the public. This is wide known as Public Service Motivation, or PSM. In general terms, PSM is all about understanding what are the motives people have for behavior (Wise 2000).

Perry and Wise (1990: 386) stated that PSM is the predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations” and that “PSM is composed of affective, normative, and rational motives, is an intrinsic, altruistic, and pro-social value set closely related to managerial and organizational outcomes in the public sector”. Brewer and Selden (1998: 417) suggested that this predisposition induces them to “perform meaningful...public, community, and social service”. Vandenabeele (2007: 547) claims that PSM is the belief, values and attitudes that go beyond self-interest or organizational interest, that concern the interest of a larger political entity and that motivate individuals to act accordingly whenever appropriate.

Despite the fact that PSM’s definition slightly varies according to different authors, they all agree on the fact that motives and action that are intended to do well for others and shape

the well-being of society (Perry and Hondeghem 2008). The relevance of PSM is particularly high for government.

The introduction of PSM has led to a greater emphasis on the question of what makes the public sector unique and how these specific qualities are influenced by public workers. In general, PSM goes hand in hand with those theories in the sense that it provides a theory of motivation that links the pursuit of the public interest with administrative behavior (Moynihan and Pandey 2007). However, PSM is considered a process theory. Process theories seek to understand what people think when they decide whether or not to try harder into any particular task. Thus, it claims that thought influence behavior; especially in how individuals select behaviors that meet their needs.

Perry and Wise (1990) proposed the hypothesis that individuals with a high sense of public interest are more predisposed to choose the public service as their career. Several scholars such as Houston (2000), Rainey (1982), Naff and Crum (1999), and Wright (2003), supported this claim by analyzing different levels of PSM among public and private sector employees. According to their findings, high PSM individuals exhibited higher levels of organizational commitment, they work harder because they thought their jobs were important, and as being high performers, they had in return a high job satisfaction, thus, they were less likely to leave their jobs.

Perry's view (2000) of PSM as a process theory offers the most significant theoretical development in the topic since Perry and Wise (1990). According to Perry (2000), PSM can be considered as an alternative to traditional motivation theories, which he considered rational and self-interested. He concluded that PSM can in fact, influence beliefs and modify behavioral outcomes. In few words, Perry's theory claims that the individual behavior is not just a result of rational, self-interested decisions, but it is based in normative and affective motives. He insisted that the traditional rational theories partly provided a perspective in understanding motivation, that the social processes are the ones that in fact,

shape each individual's normative beliefs and emotional understandings of the environment (Moynihan and Pandey 2007).

Initially, academic public literature stated that public employees differed from their private sector parts in the sense that public employees are characterized by an ethic that prioritizes intrinsic rewards over extrinsic rewards (Crewson 1997): a sense of service not found in private sector employees. Perry (1996) and Staats (1988) concluded that the public sector more than being a job, was a calling, a sense of duty. Thus, workers in government organizations are seen as motivated by a concern for the community and a desire to serve the public interest (Houston 2000). As a result a question arises if indeed this so-called public service ethic is a characteristic of public employees, and if it is true that public employees focus more on intrinsic rewards than the private sector workers. A considerable amount of empirical researches (e.g. Crewson 1997, Gabris and Simo 1995, Rainey 1982, and Houston 2000) have been made to answer these questions and to support the argument that public employees are characterized by public-service motives such as high pay, job security, prestige, status and promotion, and serving the public interest. Despite some contradicting findings, the general conclusion persists that public employees are distinguished by public-sector motives, valuing higher extrinsic rewards- suggesting the PSM does exist.

Referring to these public-sector motives, Perry and Wise in one of their earliest theoretical frameworks for PSM, classified the motives for public service into three categories: rational, norm-based, and affective. Despite these categories being criticized for lacking specificity and objectivity and not observing distinct behaviors (Mann 2006), at a more abstract level these types of motives can be considered as a supportive source for insights about PSM antecedents.

2.3. Public Sector Motivation: Measurement Approaches

2.3.1. James L. Perry Measurement Scale

Nonetheless, the 40-item measurement scale proposed by Perry has been helpful to measure the relationship between PSM and performance, as to examine motives in deeper scope. In 1996, Perry established a list of forty items representing six constituent dimensions of PSM. These dimensions were derived mainly from two sources: existent literature and focus groups. Before finalizing his instrument, he tested and revised these items three times. These dimensions are: attraction to public policy making, commitment to the public interest, social justice, civic duty, compassion, and self-sacrifice. Attraction to policy making is a public service motive which originally relates to the desire to satisfy personal needs while serving the public interest. Commitment to the public interest is considered a norm-based motive because it is based on the desire to accomplish societal obligations. Social justice refers to the activities intended to enhance the well-being of minorities who lack political and economic resources. This means the desire to provide a service in an efficient way while enhancing social equity. Civic duty relates to the public service ethic *per se*, meaning the feeling of being a nonelected trustee of the state's sovereign power. Compassion refers to emotions such as love, concern for others and a desire that others be protected. Lastly, self-sacrifice is portrayed as an independent dimension because of its historical background with the perception of the public service.

It is important to note that the analysis that yielded a six-dimensional model of public service measured by 40 statements is considered the original sample. The updated version by Perry generated a four-dimensional model of public service measured by only 24 statements. This thesis will use the 24-item scale as a base because the original 40-item scale would be too long for practical purposes in typical public administration questionnaires (Coursey and Pandey 2007). Interesting enough, these four dimensions relate to the previously mentioned three-dimensional psychological model of motivation: rational, norm-based, and affective.

Although Perry's approach along with his measurement scale is considered to be one of the cornerstones for understanding PSM's antecedents, overtime, researchers have discovered different limitations when analyzing the operational definitions of PSM. For example: Vandenberghe (2009) and Brewer (2000). Vandenberghe (2009) on the one hand, suggested that some dimensionalities of PSM needed to be refined for better explaining and predicting public service behavior, since these limitations could somehow affect the ability to replicate the measurement scale. He concluded that attraction to public policy making should be redefined as the attraction to public participation for the community and social development. Commitment to public interest could be refined as the commitment to public values. This particular motive should include new items to prevent overlapping with self-sacrifice. Compassion should be revised to incorporate new and more appropriate items to better define it in a unique way. It must be noted that the validity of this dimension is questioned. Wright and Pandey (2005) concluded that this dimension could not be validated in the United States, and according to Vandenberghe (2009), in Belgium it has no particular correlation with individual performance in accordance with other dimensions of PSM.

Perry took it further and continued to use this scale to investigate the correlation between PSM and five antecedents: parental socialization, religious socialization, professional identification, political ideology, and individual demographic characteristics (Perry, 1997:181). This research lead to question until what extent does an individual's motivation when entering an organization and following experiences influence PSM, or how organizational policies or leadership practices influence levels of PSM among the employees. Three years later, in 2000, Perry continued with his research and established another perspective towards the PSM theory, emphasizing on pro social behavior and the variations across institutions in the motivational process.

2.3.2. Brewer, Selden and Facer Individual Conceptions of PSM

Brewer, Selden and Facer (2000), on the other hand, claimed Perry's approach was not designed to capture differences in individual conceptions of PSM. Their research, based on Perry's research on PSM, seeks to provide a more systematic and comprehensive view of PSM, delivering a clear understanding of the motives involved in performing public service. Their research examined the motives of 69 individuals using the Q-methodology. The results were the distinction of four conceptions of PSM referred to individuals as: Samaritans, Communitarians, Patriots, and Humanitarians. By correlating all participants' answers with the statements taken from Perry (1996), factors are loaded and consequently represent individuals' conceptions of PSM. These factors are interpreted as the four conceptions. The results revealed that PSM is a multifaceted concept in the sense that while each of these factors represents a particular perspective towards public service: they overlap in different ways. Thus, revealing once more how complex PSM is. And, although these four conceptions concur with Perry and Wise (1990) argument that PSM is "made" of rational, norm-based and affected bases of motivation, motives for performing public service are mixed. However, each conception is fixed in a strong desire towards the public service.

Samaritans constitute the first factor. According to Brewer, Selden, and Facer, Samaritans are those individuals who are strongly motivated to help other people. They easily feel "moved" when they see people in distress, thus, they see themselves as guardians of the underprivileged, mainly because they identify with them. They are compassionate and empathetic for people in need, which is why they feel committed to make society fair. Possibly a negative side could be that Samaritans expect too much from the people they help; a helping behavior should be reciprocal. Mainly, Samaritans are motivated because they find their work intrinsically rewarding, leaving aside the monetary compensation. However, they are not willing to sacrifice their own interests even though they support public programs and causes. This means that they act not because of a sense of duty or

altruistic tendencies, but because they seek balance between their concerns for the underprivileged with their personal needs and interests.

The next factor is constituted by Communitarians. These individuals are motivated by a sense of civic duty and public service because they firmly believe there is a strong connection between public servants and citizens. Communitarians also regard public service as the vehicle by which a person can serve the country, thus, they are constantly involved in their communities' activities. A possible downside could be their sense of elitism and pride since they endorse high ethical standards for public officials. In contrast with Samaritans, Communitarians do not lead towards self-interest tendencies; rather, they believe citizens should give more back to society. In conclusion, these individuals' main motivators revolve around a sense to serve the community, give something back to society, and contribute to a meaningful public service.

Patriots construct the third factor. Working for the good of the public, advocating, and protecting, are characteristics of these individuals. They truly have a sense of loyalty to duty, even placing duty before them. They feel ultimately obligated and responsible for the public, which is why they insist public officials to do what is best for the whole, despite personal consequences. They also expect high ethical standards from public officials. A possible negative side of Patriots is that they can lean more towards idealism than activism, thinking that they are willing to risk everything for the rights of others for the good of the nation.

Humanitarians constitute the fourth and last factor. Social justice and public service motivate this group. In a way, Humanitarians views on welfare are more societal than for example, Samaritans. These individuals are characterized by a desire to make a difference in society over their own achievements. They believe that if one group is excluded from society, the society's whole prosperity will diminish. Humanitarians, as Patriots and Communitarians, expect public officials to be competent and with high ethical standards.

Brewer, Selden, and Facer concluded through their research that the role of economic rewards do not contribute to the desire to perform public service. In addition, they discovered that all four groups share the same perspective towards politicians: they expect them to translate good ideas into law while maintaining high ethical standards. All four groups showed neutrality towards the public policy making process- par contra, they are instead motivated to serve the public, make a difference in society and ensure equality.

What really differentiates these groups is their scope of concern; while Samaritans emphasize their concern in individuals, Communitarians do so about their community, Patriots about their nation, and lastly, Humanitarians about humankind. These findings translate into a complex concept of PSM, leading to more questions about the origins of PSM, and if this changes overtime.

In sum, Brewer, Selden, and Facer's research have important implications for public managers and policymakers, showing that a strong number of people do have the motivation to perform public service. Brewer, Selden, and Facer also suggest that traditional paradigms about employee motivation should be redesigned to complement current PSM strategies, and the way to do so is by listening to people who perform in the public service. A comprehensive way to understand the Individual Conception Theory is presented in the following Figure 1.

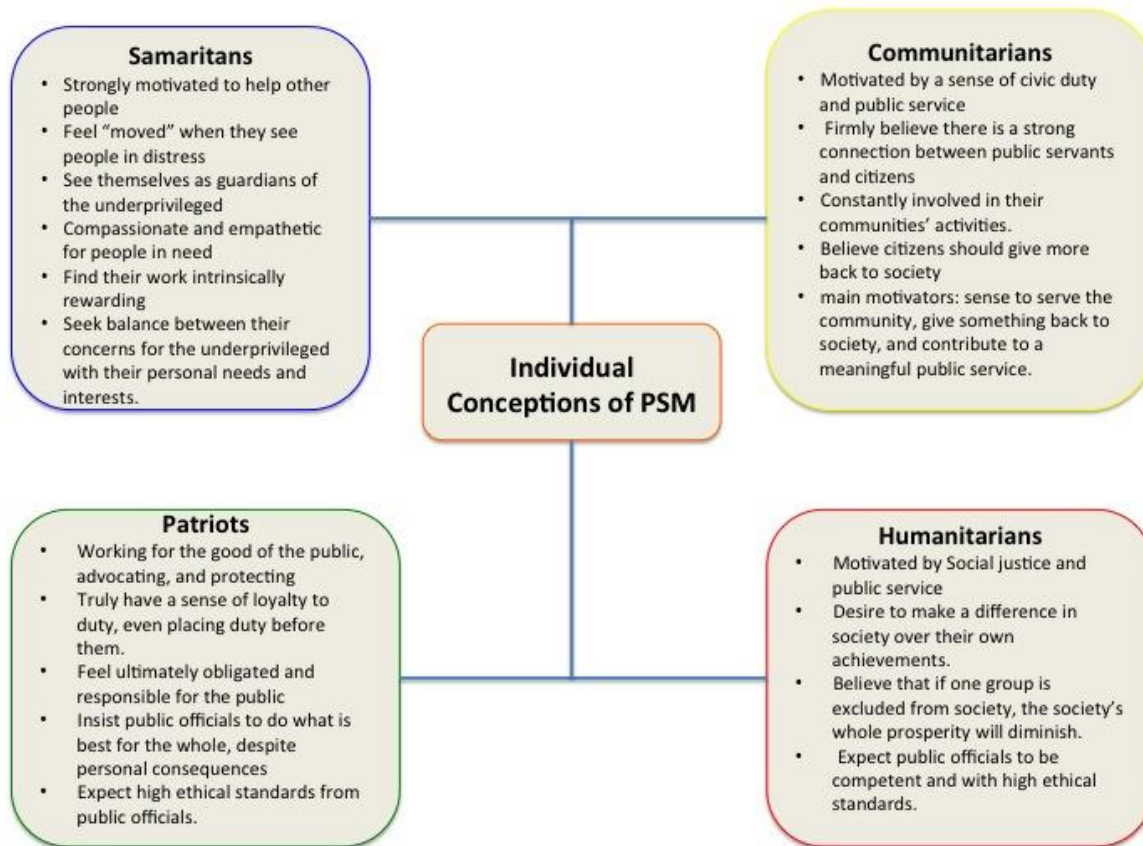


Figure 1. Individual Conception Theory (Brewer, Selden, and Facer (2000): 254-264)

2.4. Motivation in the Public Service: Basic Concepts

To understand PSM, there is a need to know about motivation *per se* in management field. Motivation has been one of the most researched topics and there is an extensive amount of literature that seeks to analyze the concept of motivation and the influence it has within organizations. As earlier mentioned, this thesis motivation will be taken as a working concept from the human resource perspective.

There are several definitions that although not inclusive, they enrich the perspective on work motivation in the public sector. Brewer (1998: 413) for example, defines motivation

as: a “person’s desire to work hard and work well-to the arousal, direction, and persistence of effort in work settings”. Michael Armstrong (2006) goes deeper and briefly defines these three components of motivation; direction as to what a person is trying to do; effort as how hard a person is trying; and persistence as to how long a person keeps trying. In few words, direction is needed to know the way; effort determines the impetus, and finally persistence determines the magnitude of the outcome.

Vandenabeele (2007: 545-556) added that motivation is “an umbrella concept that captures the psychological forces that direct, energize, and maintain action). Managers are still faced with the challenge of motivating employees to be effective and positive in performing their tasks. Primary HR functions to select, retain, and manage highly motivated people remain on the red flag. Work motivation is one of the vital “organs” needed for an organization’s development and achievement.

The role public managers and supervisors play in work motivation is if not significant, critical. The reason is simple: as leaders, their behavior is transmitted to their employees. This means that if a supervisor or manager is motivated to excel a good job, most probably the employees will follow this behavioral pattern. Perry and Hondeghem (2008: 268-293) clearly pin-pointed this issue by stating that PSM can be effectively enriched and administrated by incorporating PSM into the public sector management systems.

Robert Behn (1995) goes even further and affirmed that one of the main concerns of HR management in the public sector is how to strengthen employees’ work motivation to consequently increase performance and efficiency at a micro-level but also seeking social goals at a macro-level.

Measuring Work Motivation is a challenge researchers are continuously faced to. Mainly, is because the concept of motivation *per se* is somehow blurry, thus, scales often do not provide an adequate comprehensive measurement. It is evident that motivation is hard to measure using a simple questionnaire; however, researchers have been trying to address

this by using several tactics to measure work motivation in different ways. For example, measuring intrinsic motivation using questions about growth, self-esteem, or feeling of accomplishment can give a better picture of the work-related attitudes, but unfortunately not about work effort or its direction.

This alternative means to measure intrinsic motivation lead to an increasing curiosity to learn more about the relationship between Work Motivation and PSM. Early constructs were often one-dimensional and scope limited. According to Rainey (1982: 288-302), this means that intrinsic incentives were considered as mere operational, seen as a “desire to engage in meaningful public service” contrary to extrinsic rewards, which were represented by measures such as promotions, or pay. Perry and Hondeghem (2008) even classified PSM as a “branch” of intrinsic work motivation in the public sector: they both share common values and orientations not just within the public sector but also reaching the non-profit arena. Many scholars partly agree with Perry and Hondeghem in the fact that although PSM deeply describes the intrinsic motivation of public sector employees, there are still some gray areas in the motivational aspect still unexplored. As previously mentioned, there are some public workers that are more motivated extrinsically than others, and this should be widely acknowledged by managers when identifying or integrating regulations (Ryan and Deci 2000).

2.4.1. Extrinsic and Intrinsic Motivation

Although reasons for motivation are not clearly defined, literature categorizes two types of factors that influence work motivation: Intrinsic and Extrinsic. These two are considered the main determinants of human behaviors within organization. Research has demonstrated that in general, public-sector employees are less interested in extrinsic rewards or incentives, and more affectively committed to intrinsic values compared to private sector employees- of course; there are also some motivated extrinsically.

According to Sansone & Harackiewicz (2000), motivation can be described as being “intrinsic” or “extrinsic” in nature. This means that intrinsic and extrinsic motivational effects affect motivation. Hence, incentive mechanisms, monetary or not, are designed to deliver extrinsic and/or intrinsic motivation. Particularly within the HR management context, PSM tends to rely more over intrinsic rewards, such as sense of accomplishment, over extrinsic rewards like pay rise.

Intrinsic on the one hand involves self-generated factors that tend to perpetuate a deeper and lasting effect. For example: responsibilities, interesting challenging work tasks, develop own skills, among others). This type of motivation comes from deep within a person’s desire to do something that gives certain pleasure, or seems to be a moral duty. According to Ryan and Deci’s Self-Determination Theory (SDT) (2000: 56), intrinsic motivation is “the doing of an activity for its inherent satisfaction rather than for some separable consequence...” Luthans and Kreitner (1975) stated that intrinsic motivation or “natural rewards” do not lead to satiation and can “be given” out to the employees every day- any time, contrary to extrinsic rewards, where there are difficulties in terms of frequency and costs.

Extrinsic, on the other hand, entail an immediate and powerful effect, not tending to last long. They are used for people to get motivated: for example, rewards or punishments. Again, Ryan and Deci (2000: 56) define extrinsic motivation as a “construct that pertains whenever an activity is done in order to attain some separable outcome. Thus, extrinsic motivation contrasts with intrinsic motivation, which refers to doing an activity simply for the enjoyment of the activity itself, rather than its instrumental value”.

This type of motivation contrary to coming from deep within a person’s desire is initiated by external factors not particularly related to a task. “Tangible” incentives can be considered as part of extrinsic motivation, examples of these are: salaries, bonuses in cash, coupons for cultural venues, and so on. According to McCann (2000), these “tangible” incentives must get bigger and better continuously to repeat results. This is an important

drawback. First of all these type of reinforcers- particularly the monetary ones- involve costs for the organization. Secondly, as McCann stated, extrinsic motivation leads to the employees' satiation.

In a nutshell, even though it is safe to say that the variables affecting motivation have intrinsic and extrinsic motivational effects, their efficiency is relative depending on the situation and the person, since we all are motivated by different things. The core relevance rely here: it is utterly important to know how and by what each person is motivated in order to direct motivation in direction of effective performance and success. Nonetheless, both factors play a pivotal role in ensuring motivation within the work environment.

2.4.2. Values, Needs, Motives, and Incentives

Values, motives, and incentives come hand-in-hand with work motivation and performance. Not just researchers, but managers themselves face the complex question of how these elements influence motivation. There is a general agreement that external and internal impulses direct and enhance effort. To better understand this mechanism, two prominent theories of motivation will be explained in section 2.7.

The importance of values, needs, motives, and incentives in management has been getting prominent in recent years, along with their complexity due to their overlapping definition and their complicated interrelation. Nonetheless, public managers agree that their purpose must be in addressed in a way to influence employees. To define these factors I decided to take Rainey's (2009: 252) definitions. "A need is a resource or condition required for the well-being of an individual. A motive is force acting within an individual that causes him/her to seek to obtain or avoid some external object or condition. An incentive is an external object or condition that evokes behaviors aimed at attaining or avoiding it". Rokeach (1973: 5) defines a value as "an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence".

Incentives can be considered of particular importance to motivation in the public sector. Mainly, because Government does not provide a financial gain as workers in the private sector get. However, public sector employees do get other benefits, such as job security. So the question is how public workers reflect their attitude towards incentives. An extensive amount of research reflects complicated results. For example, Houston (2000), Rainey (1983), or Karl and Sutton (1998) reveal that government employees place less value on money than private sector ones- their ultimate goal in their working life is not money. Others, such as Gabris and Simo (1995), reveal no difference in the attitude towards money between public and private sector workers. The complications arise primarily because workers' attitudes towards money change over time, or differ depending on the type of organization, country, and professional level of the individual. So, if monetary compensation did not influence public sector workers, then what is it? Crewson (1995) and Hartman and Weber (1981) came to the assumption that challenge and the desire to perform public service were the main interests. These can be taken as their first motivators, rather than high profits. Other research complemented these first motivators, achieve job security, stable health and retirement benefits are also present for many public sector employees.

As we can see, pay issues plays a peculiar role in the motivation of public sector employees. Along with monetary rewards, other motives and incentives serve as the force that induces them to work for the government and remain there.

2.5. Theories of Work Motivation

2.5.1. Hierarchy of needs by A.H Maslow

One of the most influential theories of motivation is the Hierarchy of Needs proposed by Abraham Maslow originally in 1943. The Hierarchy of needs theory is based on a more humanistic perspective, with a psychological background. This means that it concerns itself

with characteristics distinctly human. Maslow was one of the pioneers who thought that behavior is directed towards the satisfaction of human needs.

Maslow (1943) claimed that human needs arrange themselves in hierarchies of pre-potency. These needs are classified into five categories in ascending hierarchy, where the first three are lower level needs and the last two are higher order needs: Psychological needs, safety needs, belongingness and love needs, esteem needs and self-actualization needs.

The psychological needs, according to Maslow, are taken as the starting point for this motivation theory. It refers to things our body requires to live, such as food, water, and air. If we translate these psychological needs to a work environment, we can mention a base salary to survive. Safety needs refer to needs related to security and protection from external dangers, for example any physical pain, or any unfamiliar, strange and uncontrollable situation that can cause danger or terror. In a work environment it refers to job security, a safe job or fringe benefits. Belongingness and Love (also referred to social needs) refer to a “hunger” for affectionate relations with people in general, a place in a group, and a sense of belonging. It is important that is reciprocal. In the work environment it refers to colleague relationships, team work participation or positive relationship employee-supervisor. Esteem needs evolve around a desire for achievement, strength, confidence, recognition, and respect. Maslow sub-categorized esteem needs into two parts. The first one is the need for adequacy, independence, confidence, and freedom. The second one is the desire for reputation or prestige. In work-terms, esteem is related to a motivation to be recognized, to achieve a high status, or to feel appreciated for contributions to the organization.

Lastly, Self-Actualization needs relate to a longing for self-fulfillment- to make actual what one is potentially. It evolves around personal-growth, creativity, a search for meaning in life, and job satisfaction. In a work environment, it means implementing mechanisms that help employees grow and be more creative, for example intensive and dynamic training programs.

Summarizing, these five basic needs briefly explained, can also be referred as five set of goals that are related to each other, but arranged in a hierarchical fashion. This means that the most predominant goal will dominate until being satisfied, and then move to the next one. In other words, needs are satisfied in sequence. If unsatisfied, a state of tension, a psychological threat. To solve this, a goal is established to satisfy that need through a particular behavior. However, when a lower need is satisfied, it no longer instigates behavior. Interestingly, higher-order needs are the ones that provide more motivation, nevertheless, this is not universal-different people have different concerns and priorities.

Therefore, according to Maslow's theory it is assumed that behavior is motivated by unsatisfied needs. In an organizational setting, people's motivation can be enhanced if their work satisfies their needs. Managers then need to identify which needs are relevant for employees, and based on that, provide convenient motivators.

Despite heavy criticisms against Maslow's Hierarchy of Needs theory, Michael Armstrong (2012) claims that this motivation theory sheds some light in explaining the factors that affect goal directed behavior and therefore influences the approaches used in HRM to improve the situation in which people are committed to the organization and their job, thus motivated to achieve higher levels of performance. Figure 2 portrays Maslow's Hierarchy of Needs discussion.

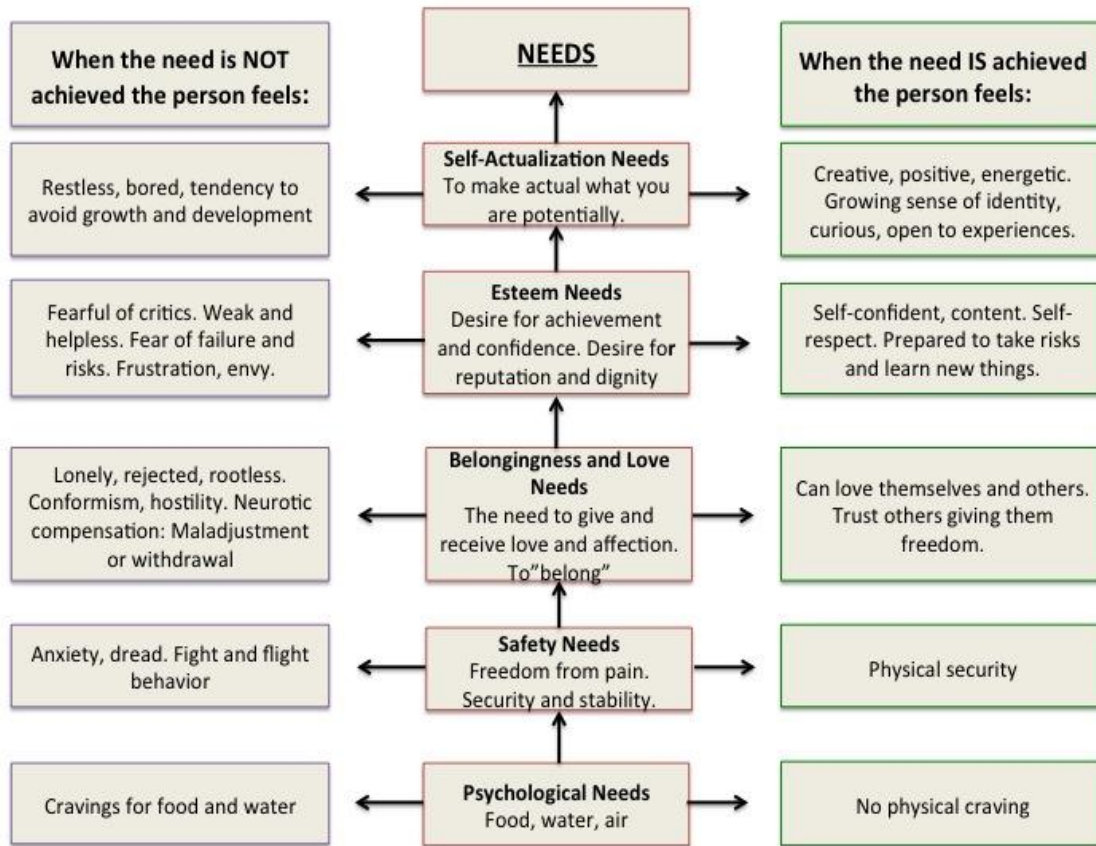


Figure 2. Maslow's Hierarchy of Needs (Teacher's tool box, and Maslow (1943))

2.5.2. Two-Factor Theory by Frederick Herzberg

Frederick Herzberg was a behavioral scientist. In 1959, he proposed a theory called Two-Factor theory or also referred as Motivation-Hygiene theory. Herzberg was particularly interested in studying the factors that caused satisfaction and dissatisfaction among the workers in a work environment. He conducted a research based on interviewing 200 workers when they felt highly motivated and other times when they were unmotivated at work. In 1966, he concluded that there were factors that indeed cause job satisfaction, but there were completely different than from those that cause job dissatisfaction. However, Herzberg pointed out that they are not opposites of one another.

These two factors, or dimensions, influence an employee's behavior at work. Herzberg classified these job factors into two categories: Hygiene factors and Motivational factors.

Hygiene factors refer to those job factors that are considered essential for existence of motivation at workplace. However, they will not provide a long-term satisfaction and will only maintain employees in the job. It is important to note that if these factors are absent, they will surely lead to dissatisfaction. They do not contribute to job satisfaction and motivation, but they rather relate to those psychological needs employees want to fulfill. Concrete hygiene examples are salary, security or organization's policies.

Motivators, contrary to Hygiene factors, ultimately lead to job satisfaction, as they are inherent to work itself. They are also called satisfiers, as they motivate employees for a better performance. Motivators relate to those psychological needs employees perceive as a surplus, an added benefit. Examples are recognition, meaningfulness of job, or promotional opportunities. Contrary with Hygiene factors, when motivators are absent, employees are not dissatisfied, but rather neutral. Nonetheless, when they are present, the contrast is highly visible: employees are notably more motivated to perform better at work.

Herzberg's theory suggests that management should guarantee hygiene factors to prevent dissatisfaction, but also improve motivators so that employees feel motivated to excel their performance in a more efficient and effective way, thus improving the organization's work quality. Figure 3 presents Herzberg's Two Factor theory and Maslow's Hierarchy of needs, emphasizing their differences and main characteristics.

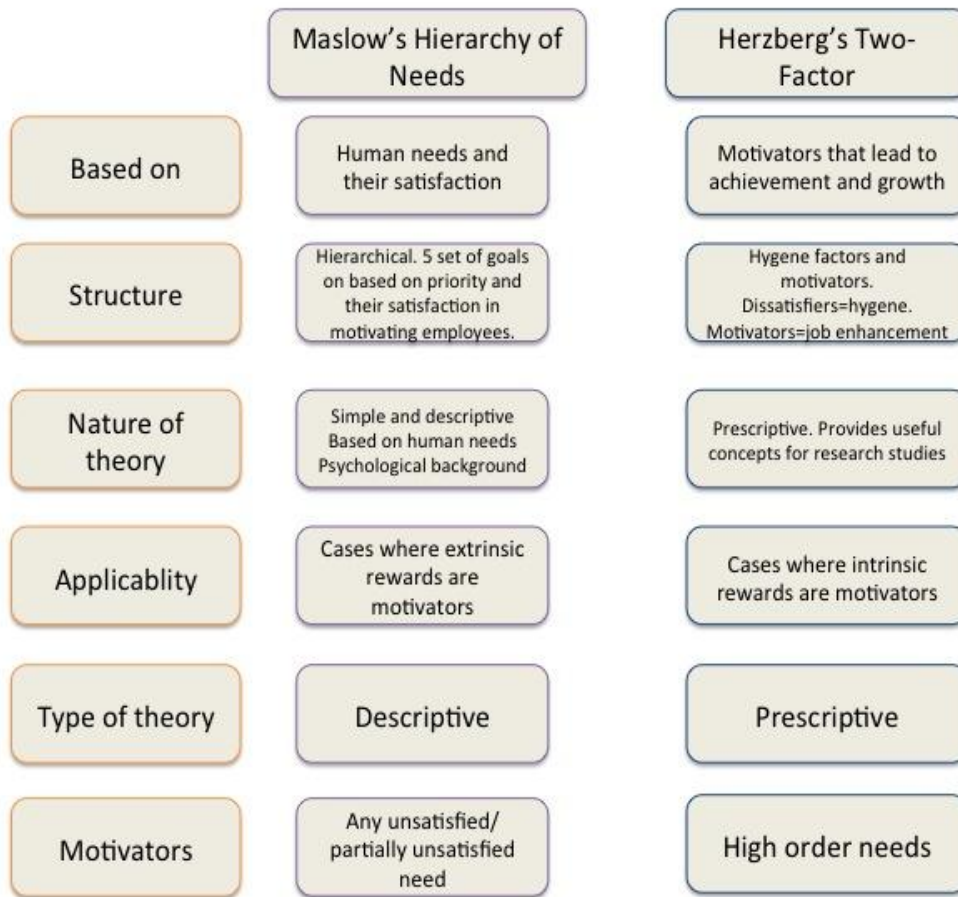


Figure 3. Herzberg's Two Factor theory and Maslow's Hierarchy of needs: Differences and Main Characteristics (Maslow (1943) and Herzberg (1959))

2.6. Performance Defined

There appears to be a general view on the difference from public to private agencies. Perry and Porter (1982) exposed certain characteristics peculiar to the public sector and directly related to motivation in public organizations. For example, the absence of economic markets for the outputs of the public agency, diffuseness of incentives and performance indicators in the public sector, a complex and dynamic political and public policy processes involving different actors and interests, external influences that affect structures and rules

not just on the public agency per se, but also rules that influence training and personnel growth, among others.

Performance started to get attention at the end of the 1970's when the public sector faced serious critics. Academics proposed that the public sector should incorporate private sector management techniques to boost its productivity. Input and process were substituted by output and outcome. Values were also swapped- from fairness and equality to efficiency and economy.

According to Perry and Hondeghem (2009), performance has been changing over time, transforming into a multi-dimensional concept. Now, it can be studied from wider and deeper perspective, depending our focus of study. It can be from an internal or external context, and engages values from efficiency to fairness. Before, performance was downsized to merely efficiency-related measures. Boyne (2002) narrows performance as outputs and outcomes, in particular efficiency, effectiveness, and equity. Existing operational definitions for performance are classified in terms of the unit of analysis (for example, individuals, or work units), in terms of methodology (for example, records and results), and in terms of external reviews (for example, peer evaluations).

Being a multidimensional concept, Brewer and Selden (2000) categorized performance into six dimensions combining internal and external values: internal efficiency, internal effectiveness, internal fairness, external efficiency, external effectiveness, and external fairness.

Drivers of performance also have been facing transformations. Theoretical paradigms have been changing from a rational choice background where the individual was perceived as a self-interested. Thus, for achieving a better performance or maximize utilities, organizations were advised to focus on the individual's self-interest. The mechanism to reach this was through what we know as a performance-related pay.

2.6.1. Relationship between PSM and Performance

The relationship between motivation and performance in the public sector is considered to be a “hot” topic within the public administration. It is thought that individuals who work in the public sector are characterized by possessing unique traits that predispose them to seek membership in public organizations. Although performance can be studied from an organizational perspective, this thesis will take performance from an individual’s one. The main goal when measuring performance is to gather information and analyze how well the objectives have been reached. When agencies measure their performance, they can have a far-reaching opinion about how the agency is operating and if it is leading to a success.

One of the main venues of PSM is the assumption that PSM has a positive effect on performance. However, these claims are often unstated and misunderstood; the main reason remains: there is a lack of evidence to support this and the literature available is based on non-experimental research designs, which can pose a limitation when measuring PSM and performance variables. Also, motivation is thought by some, not to be the only factor that determines performance.

Perry and Wise’s article in 1990 lead to an increasing curiosity by scholars to analyze the link between job performance and PSM. They hypothesized that PSM is positively related to individual performance. They argued that individuals are motivated to perform well when finding their work meaningful. Currently, there is a distinction of four streams of research that provide strong evidence to the dilemma of whether PSM boosts job performance. These will be explained in the following section 2.6.2.

Despite Perry and Wise’s (1990) assumption that performance for public services is always what it is good for others and society, and several research studies that agree with the fact that individuals with a high PSM are most likely willing to deliver services to people for the good of society, it is impossible to confirm that this apply to every individual, since the idea of what is beneficial and what is not differs from one another, leading to different

behaviors. To make it even more difficult, individuals have different conceptions of what public interest is, and they are influenced not just by PSM but also by other factors such as pay, educational level, among others (Rainey and Steinbauer, 1999). Hence, the measurement of performance is difficult.

However, individual performance is mostly measured by self-reported performance tests. Kim (2005: 212) points out positive and negative sides of this measurement test. On the bright side, one can get data from any group of employees, no matter how hard or how impossible the tasks. On the downside, perceptions on self-performance have a tendency to be biased, meaning that the individual could overestimate his/her performance and consequently PSM. Added to this, a self-reported measurement does not have a fixed conception of what high performance is- it leaves it to the individual own perception. Researchers such as Alonso and Lewis (2001) have proposed a solution- suggesting that performance should be measured from the supervisors' performance appraisals and promotions of the employees. However, this proposal is considered non-objective, since it might lead to favoritisms from supervisors. This means that supervisors can promote or award anyone who they consider with high PSM. For this reason, it is imperative that PSM-performance literature meets an objective performance measurement.

2.6.2. Typologies studying PSM and Performance

One of the first typologies to study the relation between PSM and performance was by Naff and Crum (1999) through a cross-sectional survey data from 10,000 U.S federal employees using self-reported individual performance ratings. They concluded that PSM and the self-reported individual performance ratings shared a positive relationship. This result was partially confirmed by Alonso and Lewis (2001). Even though they confirmed this positive association, they found some discrepancies for the 1991 and 1996 data sets.

The second type of typology is constituted mainly by Bright (2007), and Leisink and Steijn's (2009). These last two conducted a research based on a sample of 4,130 Dutch public employees regardless of their government level or what type of services they

provided. They concluded that PSM and three performance-related outcome variables were inconsistent with the person-organization variable. To continue this line of research, Vandenamelee (2009) collected data from the Flemish public service and consequently determined that on the one hand, there was a direct relationship between PSM and a self-reported performance, and on the other hand, that there was a clear indirect association between job satisfaction and a normative and affective commitment.

Frank and Lewis (2004) are part of the third type of typology. Using data from the 1989 and 1998 General Social Survey, they discovered a positive association between doing a challenging job that permits someone to help others and self-reported work effort with no difference between public and private sector employees. Besides Frank and Lewis, Moynihan and Pandey (2010) used a survey data from a sample of 1,538 senior managers in U.S local government jurisdictions; they concluded that PSM was positively linked with performance.

Lastly, the fourth type of typology is based on theoretical information primarily by Perry and Wise (1990), and a wide variety of academic public administration articles. Altogether, they proposed three main hypotheses: the first one claims that the higher an individual's PSM, the more the chances are of him/her seeking membership in the public sector. The second claim states that PSM is positively related to performance in public sector organizations. The third and last hypothesis argues that members with high levels of PSM working in public sector organizations are most likely to depend less on utilitarian rewards to perform effectively.

Continuing with this last typology, it is in debate whether this applies for all jobs. This means that there are certain areas where delivery of public services is not a natural process. Thus, according to Hondeghem and Perry (2009: 6) PSM can only increase performance for jobs in which individuals are allowed to do good for others and society. Or in Taylor's perspective (2008: 71) there should be a PSM fit between the individuals' needs to serve the public interest and the conditions provided by their organization to fulfill these needs,

altruistic motives and preferences- only then there would be a positive relation between PSM and job satisfaction, and consequently their performance.

Table 2. Typologies of PSM in correlation with Performance

<u>Typology 1</u>	
Naff and Crum (1999)	Conducted a cross-sectional survey data from 10,000 U.S federal employees using self-reported individual performance ratings. Results: positive relationship between Public Sector Motivation (PSM) and performance.
Alonso and Lewis (2001)	Results: partially confirmed this positive association, but found some discrepancies for the 1991 and 1996 data sets.
<u>Typology 2</u>	
Bright (2007)	Used a sample of 205 public employees randomly drawn from three public organizations. Results: PSM had no significant direct impact on the performance of public employees when Person-Organization Fit (P-O Fit) was taken into account.
Leisink and Steijn's (2009)	Conducted a research based on a sample of 4,130 Dutch public employees regardless of their government level or what type of services they provided. Results: PSM and three performance-related outcome variables were inconsistent with the person-organization variable. Collected data from the Flemish public service.

Vandenabeele (2009)	Results: Identified a direct relationship between PSM and a self-reported performance, but also a clear indirect association between job satisfaction and a normative and affective commitment.
<u>Typology 3</u>	
Frank and Lewis (2004)	Used data from the 1989 and 1998 General Social Survey. Results: A positive association between doing a challenging job that permits someone to help others and self-reported work effort with no difference between public and private sector employees.
Moynihan and Pandey (2010)	Used a survey data from a sample of 1,538 senior managers in U.S local government jurisdictions. Results: PSM positively linked with performance.
<u>Typology 4</u>	
Perry and Wise (1990)	Based on theoretical information and academic public administration articles. Three main hypotheses proposed: 1) The higher an individual's PSM, the more the chances are of him/her seeking membership in the public sector. 2) PSM is positively related to performance in public sector organizations. 3) Members with high levels of PSM working in the public sector are most likely to depend less on utilitarian rewards to perform effectively.

2.7. Summary

Chapter two presented in a wider scope the body of work and empirical evidence gathered by previous research studies based on previous and current literature on Public Service Motivation (PSM) and Performance which suggest that PSM is a desire to make a difference and a possible motivational force for human resource managers. Overall, the majority of the researchers in this field agree that a research agenda should be prioritized in understanding better the motivational context in the public sector sphere. And, although measuring and defining what PSM is has not been an easy task, there has been an increasing and continuous attempt to incorporate new alternative perspectives towards PSM related to a service ethic.

It is important to notice, nonetheless, the complex context involving the PSM construct. Ultimately, the motivation concept remains the foundation of the PSM composition and it has been one of the most research topics when trying to explore what exactly is and how it influences organizations. Understanding what motivation is, and how it works, will provide a better picture of how PSM fits and by what factors is shaped and influenced. Crucial concepts, such as intrinsic and extrinsic motivators, remain as one of the pillars in human behavior within organizations. Elements such as values, needs, motives, and incentives, are thought to influence these internal and external impulses, and in return, enhance and direct effort. Thus, for Human Resource Management, it is fundamental to increase an employee's motivation to achieve a better productivity.

The relationship between PSM and performance has been growing in the public administration community. Even though some research studies positively link these two concepts, others, however, have struggled to reaffirm this. Particularly, the main hypothesis that employees with high PSM levels are better performers on the job has been the center for a considerable amount of research studies, with mixed results. Some of them are unable to replicate previous findings of a positive relation between PSM and performance. In relation with extrinsic and intrinsic motivators, the general claim is that extrinsic rewards (such as performance appraisal systems) have a negative effect on employees with high

levels of PSM. Some studies suggest that these individuals place less attention on extrinsic motivators. However, others have proved no evidence of such.

For the empirical research, I will heavily focus on the most commonly cited author James L. Perry and one of his earliest theoretical frameworks for understanding PSM: the 24-item measurement scale, with its four dimensions. However, Brewer, Seldon, and Facer's measurement approach will also be integrated to better understand these individual's characteristics linked to PSM. Attitudes and intrinsic/extrinsic motivators will be studied through a survey instrument: a questionnaire, considered the primary method of PSM identification in public sector employees.

In terms of Performance, this research leans towards the fourth and last typology explained in section 2.6.2 which is part of the four streams of research focusing on the question of whether PSM boosts job performance. This typology evolve around three main ideas- if PSM levels in an individual who seeks membership in the public sectors are predisposed, if there is a positive correlation between PSM and performance, and if intrinsic motivators indeed make an individual perform in a more effective manner.

3. METHODOLOGY

3.1. Research Method and Strategy

Methodology can be simply explained as the process used to collect information and data for the purpose of exploring and understanding phenomena (Bickman and Rog 2009). It can be considered as a platform to the researcher, as it “maps out” relevant information, thus solidifying the research plan. Adopting a suitable methodology helps the researcher to get more involved in the particular field he/she is studying: in other words, it is like a compass that guides, or points out the right direction.

The main paradigms known to verify theoretical propositions are positivism and anti-positivism (Mcneill and Chapman 2005) In general terms, the research approach for positivism is a quantitative research and hypotheses are tested using empirical observations through for example, surveys or questionnaires. On the other hand, a qualitative research is used as the research approach for anti-positivism and it is based on collecting descriptive data, people’s own words and behavior (Taylor and Bogdan 1984: 2). Qualitative research test hypotheses through case studies, for example. Qualitative data helps sustain a chronological continuity, easily identify facts and consequences, and determine useful explanations.

Although my thesis is closer to a qualitative research, I decided however, to use triangulation as my method to check, validate, and analyze my research questions for this thesis. Triangulation means basically using qualitative and quantitative methods together. The reason many researchers use this method is because sometimes qualitative research can also produce hypotheses that can then be verified using quantitative methods. In the aim to back up a research, triangulation uses one set of findings from one method of data collection endorsed by one methodology, with another very different method endorsed by another methodology (Mcneill and Chapman 2005). The possible limitations for using

these multiple method approaches are that they might bring up contradictory findings, and consequently superfluous data, or a vast accumulation of information difficult to analyze.

In sum, theory triangulation involves the use of multiple perspectives to interpret a single set of data. In this thesis, questionnaires (quantitative) responses were verified by analyzing a case study: The Finnish Public Service and Employees focusing particularly in The City of Helsinki (qualitative), emphasizing the Procurement Department.

In order to gain more comprehensive understanding of PSM and its relationship with Performance in the public sector agencies, a case study was presented. The main goal in presenting case studies is to understand the dynamics of management in general- PSM and performance in particular, in this case The City of Helsinki as part of the Finnish public sector service. I chose particularly this case because to me it seems to portray new aspects of the studied phenomenon, in this case PSM and Performance.

Within The City of Helsinki, a particular department was chosen for the research survey: Helsingin Kaupungin Hankintakeskus (Procurement Center). My main goal was to depict a Department involved in the City's daily tasks and with continuous contact with the other Departments.

3.2. Data Collection and Analysis

To collect data, I used a survey-style research using a questionnaire. This was my primary data for this thesis. My secondary data included public records, visual media, and official data from the government's websites. A survey is a method of obtaining large amount of data, from a number of people, in a statistical form. As previously stated, a survey usually takes the form of a questionnaire, self- completed or filled-in by the researcher itself- also known as "interview schedule". Normally, a survey can be explanatory, descriptive, or both. Questionnaires aid the research study to be more logical and systematic. And most

importantly, they are objective and value-free, which means that there is no subjectivity that could affect the results as it involves minimal interaction with the researcher. Overall, a survey-style research is regarded as verifiable because it can be analyzed, compared, and correlated and more representative (McNeill and Chapman 2005: 29).

Although a survey-style research has been the most used method of social research, it is important to consider that it does not portray 100% a true picture of the respondents' activities. This means that there is always the possibility that the data collected mirrored exactly what respondents are really doing, feeling, or thinking. That being said, questionnaires can be bounded by out of reach external factors. Another limitation is the meaning-opinion problem, since the researcher cannot be sure if all respondents are indeed sharing his or her meaning. Attitudes and experiences people face in everyday life might be too complex to fit within a set of categories or answers to choose from.

Before I started formulating my questionnaire, I prepared a literature review. I spent time reading what other researchers and scholars have written about PSM, performance, and public sector. I did a systematic research through library catalogues, mainly online journals. All this gave me ideas about what to research, pin-point key issues and choose my method to collect data. It also increased my general knowledge about public management, and the important contributions of previous works for the public sector.

I then re-evaluated my hypotheses. A hypothesis is an informed guess about what the researcher thinks might be happening based on previous readings, research, or even observation (McNeill and Chapman 2005). Once I did this, I broke these hypotheses down into a number of indicators, which then were turned into measurable factors.

After measurable factors were proposed, concepts were taken from the theoretical part, then, operationalized into question form to measure work motivation, PSM, and performance. My questionnaires are made up of fixed closed questions (twenty-nine in total). To construct the structured type questionnaire, the respondents indicated their extent

of agreement or disagreement with each item using a five point Likert scale in Questions 1-17, and single fixed response with ordinal categories in Questions 18-29. The first 16 questions are entirely based on Perry's six dimensions of PSM represented by twenty four items, in which, for the purpose of this thesis, I used only 16 of the twenty four items and four of the six dimensions. The last three questions (17, 18, and 19) along with questions 24 y 27 were used to measure performance in relation with extrinsic and intrinsic motivators. I took performance survey questions based on the 2000 Merit Principles Survey- one of a series of surveys the U.S. Merit Systems Protection Board (MSPB) has conducted every 3 years or so since 1983. The survey was conducted in Finnish and the translation was done with care to maintain the semantic meaning.

The survey was available via E-Lomake provided by the University of Vaasa. The hyperlink was available until the January 31st, 2014. After choosing carefully the Departments to which the survey was going to be conducted, I contacted the administrative manager; introducing me and attaching information about my research, instructions and the hyperlink to the inquiry (see the Annexes for the original cover letter in Finnish language).

Limitations regarding this questionnaire are, as with other academic research studies in the field, not having the complete certainty that the respondents answered truthfully to the questions. Also, that closed questions limit the scope of the possible answers, not portraying 100% reality. Lastly, measuring motivation still is a problematic concept, difficult to measure with simple questionnaires. Caution should be exercised in generalizing results for other cases, for example, private sector, or other countries. However, the originality/value of this research relies on the fact that there is currently limited evidence on PSM and Performance in Finnish public employees. To the extent of the researcher's knowledge, this research is one of the very few that has been made from the employees' perspective, and in English.

The main themes and questions of the survey are shown in Table 3 below. Word reversed questions, indicate terms that express the opposite of the concept being measured, as a way

of varying the pattern of questions and answers. In other words, the respondent should disagree with such statements if they are good measures of the concept (Perry 1996). The correlation between interpretations along with the findings will be presented in Chapter IV.

Table 3. Main themes and Questions of the Survey

Areas of Survey Questions	Specific Questions
Public Sector Motivation (PSM)	1-16 (Where 1,6,11, and 12 are word reversed)
Performance	17,18,19, 24
Work Effort	20,21,22,23,25,26
Intrinsic and Extrinsic Motivators	27
Background Questions	28,29

Once all the questionnaires were completed and collected, I processed data and analyzed the results, placing answers into categories, adding up totals, and most importantly, finding patterns in the responses and expressing them not just in statistical terms, but also into a descriptive interpretative form. In an attempt to explore individuals' motives for performing public service even further, the individual conception theory proposed by Brewer, Selden, and Facer (2000) will be incorporated and explained in Chapter IV, in the summary section. The purpose is to examine how individuals view the motives proposed by James L. Perry.

3.3. Contextual Background: The City of Helsinki.

The following data is taken in its entirety from official visual and online media from the general Finnish government (www.government.fi), and from The City of Helsinki (www.hel.fi), and particularly the sections of employment (www.helsinkirekry.fi), the Department chosen for this research (<http://www.hel.fi/hki/Hank/fi/Etusivu>), and brochures from (www.valtiolle.fi) with useful information and statistical data about the Finnish

Government as an employer, recruitment processes, articles, events, and experiences of current employees.

The City of Helsinki employs the largest amount of employees in the country. It seeks to offer a wide variety of job opportunities to young professionals and experienced individuals. According to official data, the total amount of employees working for this large municipal organization is around 40,000. The annual expenditure of the organization is around 3,000 million euro and most of this income is derived from tax revenues.

According to the City of Helsinki official data, employees working for the City of Helsinki contribute in large scale for the city's "well-being". They are the ones that with their unique skills make the city "work". In exchange for this, the City offers the employee with appealing benefits. For example, it offers reliability-a stable job where one can develop professional skills; own bank services for the City's personnel-easier loans and consumer credit. The City also offers recreation packages and discount coupons.

The official website, particularly the recruitment section, shares information about different values that seek to permeate into all City operations-including The City's staff. Basically, these operative values need to be implemented in all related matters concerning the City's well-being. Added to this, it is mentioned that these values do not represent the political goals of the City's operations. Even though these values are meant to be internal, they cannot counter the values of the citizens. In short words, the City's values should go hand-in hand with the citizens' views.

The most important value for the City of Helsinki is the customer service. The citizens are the most important customers of the City, so that means that the work employees do is aimed for the citizens. Secondly, the City aims for a sustainable development where the future can be guaranteed for future generations. Justice is considered as a fundamental pillar in any society- the City seeks to treat customers justly, lawfully, and equally. Economic efficiency is another value the City emphasizes: resources should be used in a

purposeful and efficient manner. Citizen's trust in its own public service is an important value for the City of Helsinki, which aims to provide its customers with permanence and quality along with a pleasant and safe environment. Lastly, the value of entrepreneurship—this value is specifically oriented towards its employees' motivation to complete their task and achieve a successful performance. The City supports the personal growth of its employees and intends to integrate entrepreneurship activities in strategic policy attitudes and economic approaches.

The City of Helsinki has its own recruitment process found online through its official section (Helsinkirekry) within the official website. Throughout this section, available positions within the Departments are posted, as well as other job-related topics, such as internships, thesis projects, and summer jobs.

Due to its large size and the breadth of operations, the City of Helsinki enables flexibility in terms of employment relationship in terms of work arrangements, career progress, and training. Two major components are emphasized: salary and vacations. Important to notice is that the salary of The City of Helsinki employees consists of job-specific component and of personal work performance component. The amount of the job-specific component is determined by how demanding the work is. The amount of the personal work performance component varies depending on trade union agreements. For example, in social and health sector and in office work, the personal work performance component is at least 5 percent of the job specific component after 5 years of employment and at least 10 percent after 10 years of employment. Work that is done in the same field but for another employer than the City counts to the years of employment for this purpose.

3.4. The Sample

In theory, choosing a sample for a survey-style research should be representative of the population as a whole (in this case all Finnish public sector employees). This means that

what is true of the sample, should be true of the population- it should be representative (Hughes and Sharrock 2007). Those individuals, to whom the questionnaire was applied, have been selected as representative of the population to be studied.

My sample of the population was in this case the public sector employees working in Finnish departments in The City of Helsinki. Particularly the respondents of my survey are employees of one department in specific: Helsingin Kaupungin Hankintakeskus (Procurement Center). The potential respondents are bottom-level employees who can provide useful information from an employee's perception as well as insights of particular characteristics about their PSM level, extrinsic and intrinsic motives, work effort and performance views, independently of their age, antiquity in the Department, or sex.

3.4.1. Helsingin Kaupungin Hankintakeskus (Procurement Center)

According to its official website (<http://www.hel.fi/hki/Hank/fi/Etusivu>), The City of Helsinki Agency operates the city's procurement expertise and tendering and produces a joint procurement services to the city administration to municipalities or agencies and business organizations.

The Agency is responsible for the city's acquisition strategy and to produce the city's management and administrative sectors by volume and analysis of information about the city and its services procurement. The Procurement Center department is responsible for the joint tendering of products purchasing, warehousing and distribution offices in the city.

The Agency's operations are guided and supervised by the technical service board. The Agency's operated by the Purchasing Director. The Agency's Board and technical service purchasing decisions may appeal to the Board of technical service and can make an application to the Market Court.

The decision to purchase is public when it has been signed. Other procurement documents are available to the public after the contract is given. Provider has the right to be informed about purchasing decision after the signing of the documents. The total number of employees in this department is fifty-five.

3.5. Validity and Reliability

According to Bickman and Rog (2009: 12) finding plausible and credible outcome explanations is central to all research. Validity and Reliability help to establish trustworthiness in research. Results have no value if the methods are lacking legitimacy. Thus, it is important to deliver truthful outcomes.

Internal validity can be defined as “the extent that one can say the independent variable causes the effects of the dependent variables”. This means that causation can be assumed to the extent of the researcher’s control. It can be explained in one question: “Does the researcher is actually observing or measuring what he/she thinks is observing or measuring? If the answer is positive, then there is internal validity. External validity, on the other hand, is the “extent that a study is generalizable to other people, groups, or investigations” (LeCompte and Goetz 1982). This means that results should be tested and generalized by scientific researchers across groups.

For researchers who conduct a quantitative methodology, achieving an internal validity requires great effort since they need to efficiently measure test conducting- under the same environmental conditions, by the same researcher with the same instrument.

This research has validity because the research methods used were consistent with the philosophical underpinnings of the topic. The goals and objectives were clearly defined and operationalized, relationships between the operationalized variables were re-examined, and the empirically established relationships were checked to be congruent with the

relationships presented throughout the theory. Also, statistical conclusion validity was ensured. This means that the sample size was large enough for predicting a statistical conclusion. However, statistics are just predictions based on probabilities, and that could be in some extent a bias, since it can differ from the empirical reality.

My field experiment, in this case my survey questionnaire establishes internal validity while maintaining high levels of external validity. Added to this, the inquiry was elaborated in a way that questions were clear and unambiguous. The number of questions were limited, otherwise the respondents' willingness to respond would have decreased, and consequently, affecting the empirical results. Background questions were chosen to increase external validity. Also, other factors such as anonymity and confidentiality helped strengthen validity, along with the fact that the respondents were independently from me there was no contact. Secondary data was also incorporated as a way to provide more validity and not over-rely on just one source. This secondary data included official documents from The City of Helsinki and visual media, all from the official website (www.hel.fi), Recruitment (www.helsinkirekry.fi), the Finnish government (www.government.fi), the Procurement Department chosen for this research (<http://www.hel.fi/hki/Hank/fi/Etusivu>), and brochures from (www.valtiolle.fi).

An important factor to mention is the generalization of the results within the public sector: the sampling used in this research should reflect the general population, in this case: the public sector employees in Finland. In other words, my sample was representative of the complete population or universe.

Reliability means that any significant result from an experiment, test, or any measuring procedure must be the same on repeated trials. In Quantitative research, reliability is a statistical measure of how reproducible the survey's instruments are (Litwin 1995: 5). Also, how accurate data is. The basic purpose of reliability is to help researchers estimate validity as an estimate of measurement error.

Reliability throughout this research is good. Repeated application of this research upon identical persons will have identical results. Yet, there is always an uncertainty, as we do not know 100% if the respondents did understand the questions, or if they responded truthfully. These random errors can decrease reliability in the research. Also the fact that closed questions questionnaires cannot “grasp” the whole respondents’ point of view towards the topic. However, the questions were formulated in the best possible way to measure similar concepts from different angles.

4. EMPIRICAL FINDINGS

This Chapter lays out the findings achieved from primary data in correlation with the two main hypotheses along with their respective sub-research questions. The general information about the respondents, based on the background questions, gives a descriptive overview: Most of the respondents were females (78%), over 50 years old (34%), where 49% have been working for 1-3 years in the Department.

The structure of this chapter starts emphasizing PSM. The aim is to discuss if individuals working in the public sector are indeed predisposed to perform public service. In addition to this, their characteristics will be described and how these characteristics forecast their decision to work in the public sector.

Following this, the performance topic will be exposed. It describes the relationship between PSM and performance and by what factors is this relationship affected, for example, extrinsic and/or intrinsic incentives. Also work motivation results will be provided along with general information about the respondents.

Lastly, a summary will be presented and results will be interpreted using Brewer, Seldon, and Facer's Individual Conception theory- this in hope to provide a more systematic and comprehensive view of the results.

4.1. PSM

The service ethic, the desire to serve the public, known as PSM, has been increasingly studied over the past years. Overall, studies suggest that besides significant work, having the opportunity to provide a public service is often the main attraction for individuals to choose the public sector as their professional careers. Thus, public sector employees are characterized by an ethic to serve the public, and they are motivated by different job

characteristics than private sector ones. Studies seek to identify the components of this public-service ethic and prove if it is indeed correct.

Questions 1-16 regarding PSM was measured by sixteen-item scale using a five-point Likert scale (agree, strongly agree, neutral, disagree, and strongly disagree).

4.1.1. Public Interest

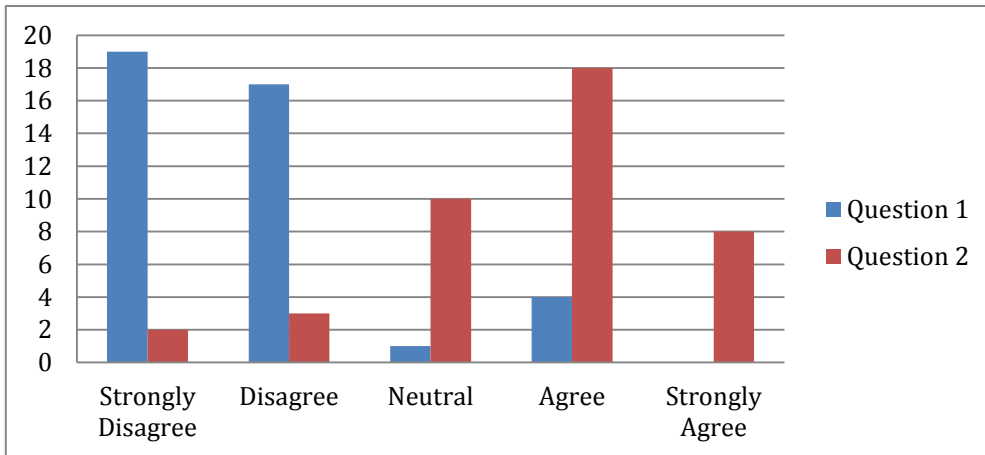
According to Perry (1996: 6), one of the most known normative foundations for public service is the public interest dimension. Perry cites Down (1967) when describing public interest in public sector employees as "...the desire to serve the public interest is essentially altruistic even when the public interest is conceived as an individual's opinion".

Buchanan (1975) initially stated that a desire to serve the public interest revolves around an ethic, giving it a unique sense of civic duty. The speculation behind this derives from, according to Buchanan, the role as non-elected trustees public employees have from the state's sovereign power.

Overall, this dimension claims that civil servants are distinguished by a motivation to serve the public interest. These individuals are committed to those interests, and thus, have a stronger desire to serve society.

Findings in this research, displayed in Table 4, found that the majority, 46% of the respondents are interested in what is going on within their community. This interest "moves" them to unselfishly contribute to their community (43%). 24% remain neutral. There were no respondents who were not interested at all.

Table 4. Interest and Contribution in their community

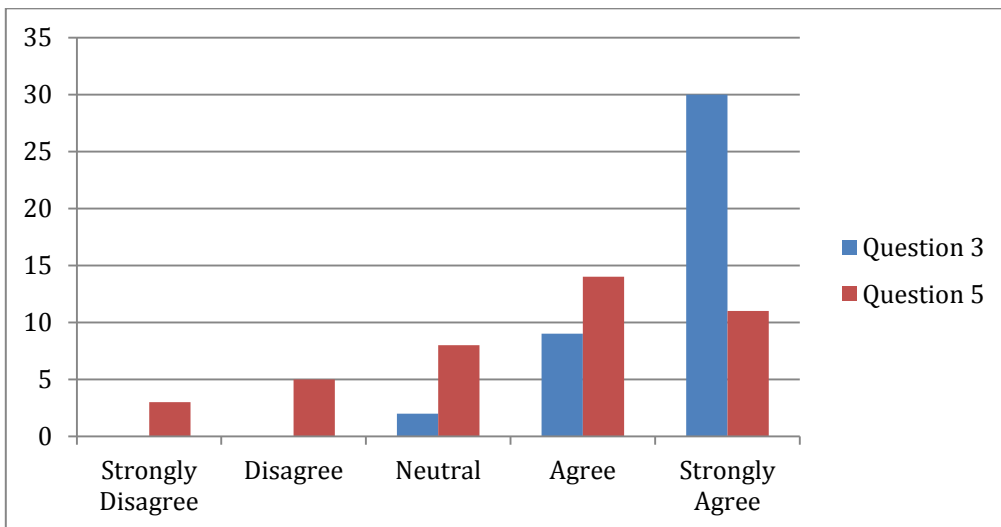


Question 1: It is hard for me to get intensely interested in what is going on in my community*

Question 2: I unselfishly contribute to my community.

As shown in Table 5, individuals were also asked about how important a meaningful public service is. The results were overwhelming- 73%, almost the entire majority strongly agreed about the importance of a meaningful public service. Added to this, the majority of respondents agreed (34%) or strongly agreed (26%) that public service is a civic duty.

Table 5. Importance of Public Service and Civil duty

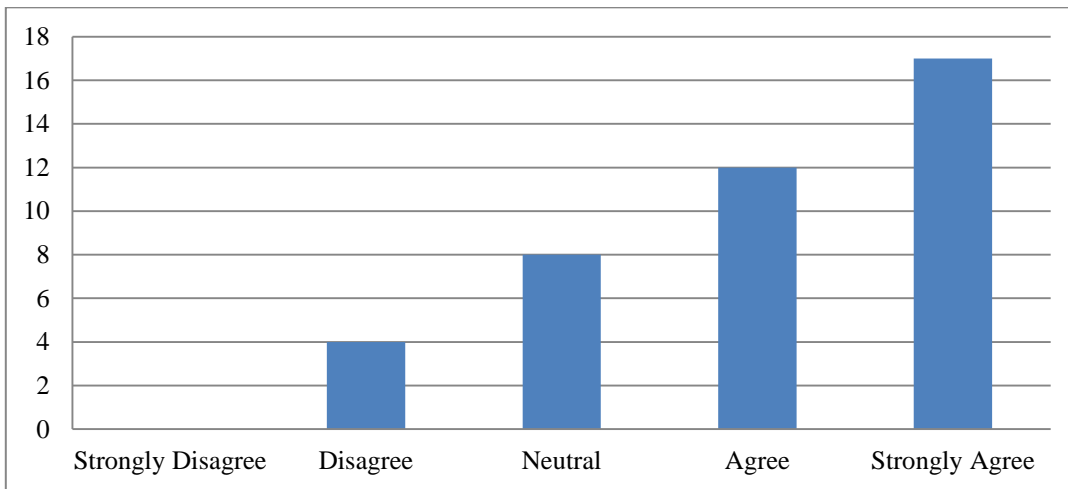


Question 3: Meaningful public service is very important to me.

Question 5: I consider public service my civic duty.

Besides a meaningful public service, the majority of the respondents, 41% strongly agreed their preference towards public officials doing what is best for the entire society even if it harmed the respondent's own interests.

Table 6. Perception on public officials in regard to their community and their own interests



Question 4: I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.

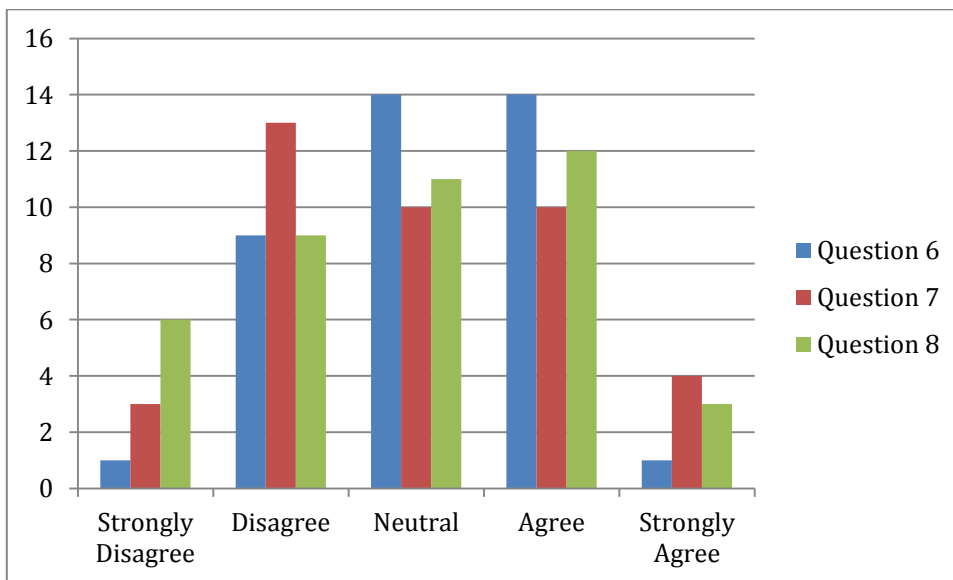
4.1.2. Self- Sacrifice

Perry (1996) considers this dimension as the willingness to substitute tangible personal rewards for service to others. It represents the altruistic and social origins of PSM as the extent of how an individual is willing to sacrifice some private interests to do good for others

The evidence found in this research, presented in Table 7, shows that when it comes to making a difference in society above personal achievements, individuals remain between neutral (34%) and agree (34%). In general, 21% of the respondents disagreed. Also, when respondents were asked about financial rewards over doing good for society (intangible rewards), results were varied. Although the majority disagreed (31%) in this case, meaning they do think doing good deeds is more important than doing well financially, high responses remain between neutral (24%) and agreement (24%), this shows that financial rewards play a high role in public sector employees in Finland.

As previously mentioned, the Self-Sacrifice dimension revolves around values such as altruism, but also around justice and devotion to the welfare of the whole society. Individuals were also asked about their attitudes towards serving citizens, again, above monetary compensations. Results showed in Table 7 that 29% of the respondents agreed on this claim, however, a high number (26%) remained neutral. Giving again some doubts about the importance of financial compensation in the public sector workforce.

Table 7. Willingness to substitute tangible personal rewards for service to others



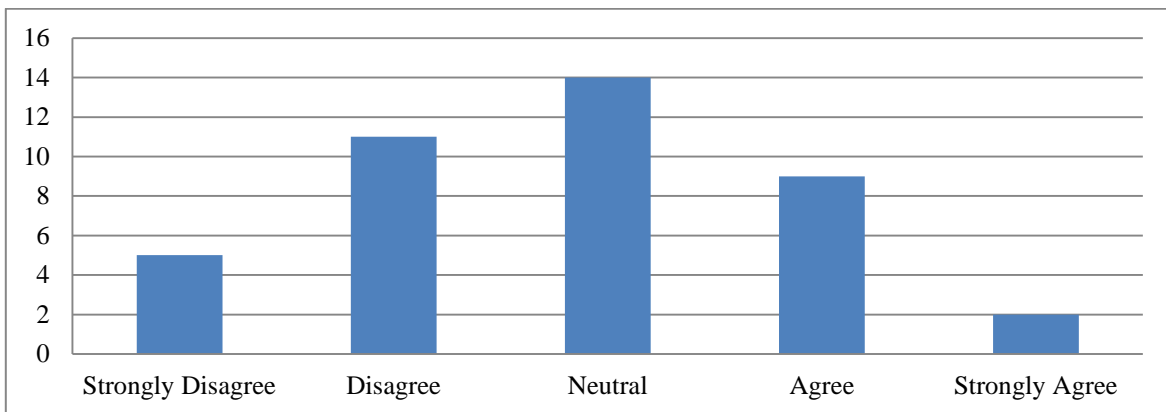
Question 6: Making a difference in society means more to me than personal achievements.

Question 7: Doing well financially is definitely more important to me than doing good deeds.*

Question 8: Serving citizens would give me a good feeling even if no one paid me for it.

Lastly, Self-Sacrifice seeks to pursue the interests of the whole group- in this case, the entire society, with willingness even if there is nothing in return. Results surprisingly showed the majority remaining neutral (34%), following 26% in disagreement. Even 12% strongly disagreed, and 21% agreed or strongly agreed (2%) they are prepared to make significant sacrifices for the society.

Table 8. Willingness to make sacrifices to pursue the interest of the entire society



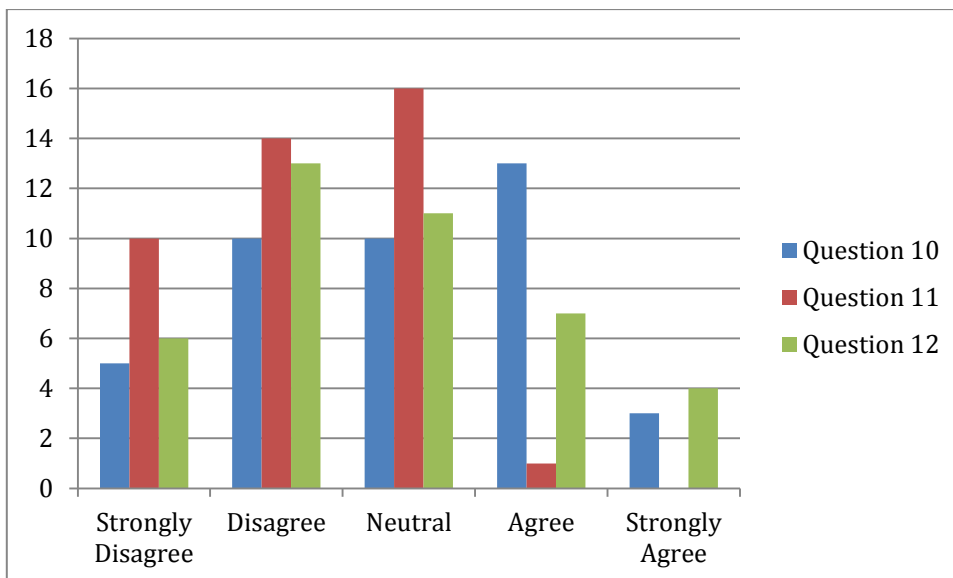
Question 9: I am prepared to make enormous sacrifices for the good of society.

4.1.3. Attraction to Public Policy

This dimension is based on the desire to satisfy personal needs while serving the public interest. Scholars such as Kim and Vandenabeele (2009) also suggest that Attraction to Public Policy should include also attraction to public participation. Perry (1996) stated that Attraction to Public Policy refers to the motives to urge and enforce self- image building.

Questions 10, 11 (word reversed), and 12 (word reversed) aimed to show how respondents relate politics, politicians, and the public policy decision-making processes. As shown in table 6, the majority of the respondents (31%) relate politics to a positive connotation. Nonetheless, unexpectedly, 24% remain neutral and 24% disagreed, giving us a clue about their perceptions about the Finnish political arena. Concerning the policy decision-making process, even though the majority remained neutral (39%), a high percentage disagreed (34%) or strongly disagreed (24%) that the public policy decision-making processes are not appealing to them. This shows their motivation towards knowing and possibly improving public policy decisions. Lastly, Public policy making is intrinsically related to those who are involved in the decision-making process and implementation: politicians. That is why individuals were asked their perceptions towards lawmakers. The majority (31%) disagreed to the question if they did not care much for politicians: meaning they do have a strong interest towards lawmakers. 26% remained neutral and 7% showed no interest in political leaders.

Table 9. Attitudes towards Politics, Politicians, and Public Policy Decision-Making



Question 10: Politics is a good word.

Question 11: The give and take of public policy making doesn't appeal to me.*

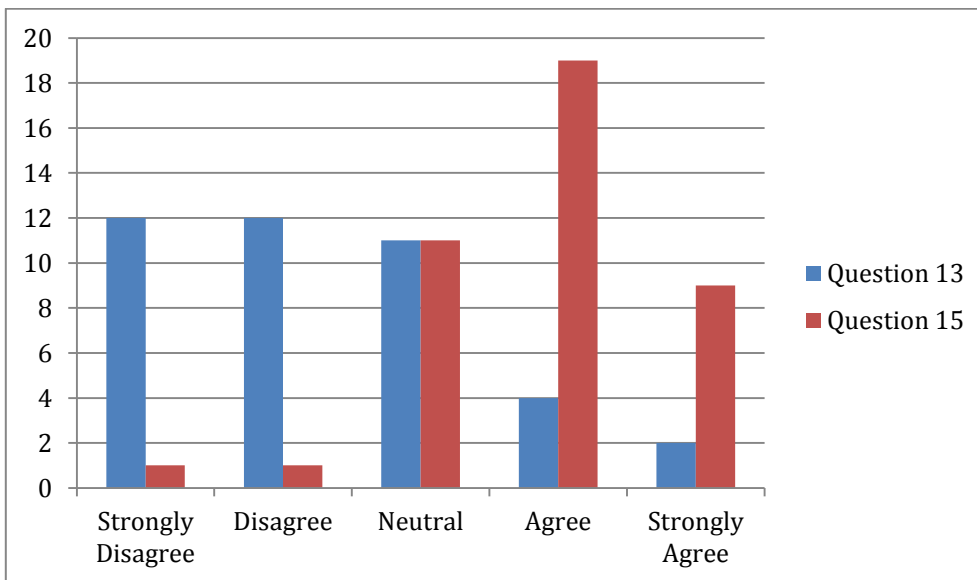
Question 12: I don't care much for politicians.*

4.1.4. Compassion

According to Perry (1997), Compassion relates to an emotionally based motivation that revolves around values of identification and empathy.

Questions 13 and 15 measured respondents' views towards the underprivileged sector of society. The research results, portrayed in table 7, show the majority of the respondents (29%) perceive an emotional response toward impoverished people. In relation to this, 46% of the respondents strongly agreed that patriotism includes seeing to the welfare of others. 26% remained neutral.

Table 10. Reaction towards the underprivileged and patriotism



Question 13: I am rarely moved by the plight of the underprivileged.*

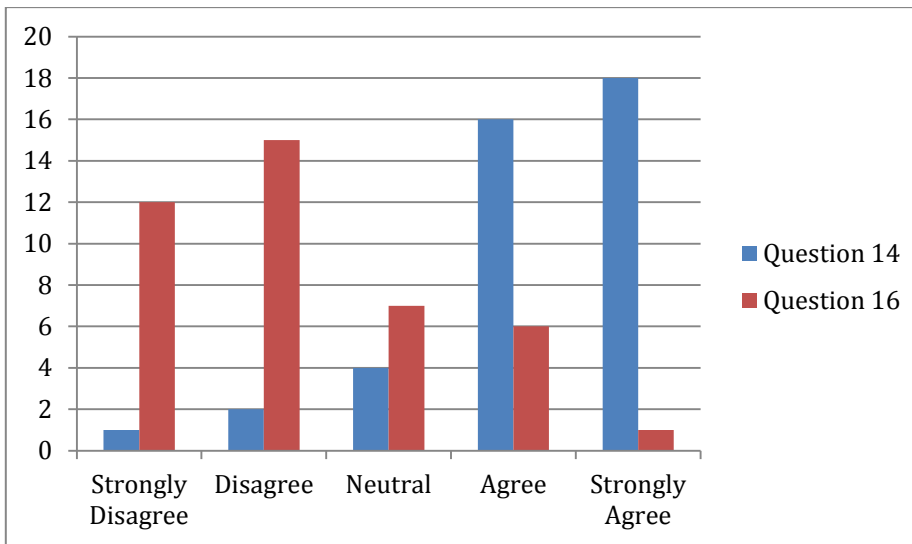
Question 15: To me, patriotism includes seeing to the welfare of others.

Part of acknowledging the underprivileged groups in society is recognizing how important social programs are for the overall welfare. Question 14 asked individuals if they thought

social programs are indispensable in society. The majority with 43% strongly agreed social programs are too vital to do without. Only 1 respondent strongly disagreed.

Perry (1990) mentioned how civil servants should also have patriotism of benevolence. This means caring for all the people within political boundaries, seeking they are protected in all their basic rights. In other words, an interest in regime values while being empathic towards others. Question 16, word-reversed, aimed to capture if there is a preference for an active role of government. The majority (36%) showed a positive response to public programs

Table 11. Importance of social programs



Question 14: Most social programs are too vital to do without.

Question 16: There are few public programs that I truly support*

4.2. Performance

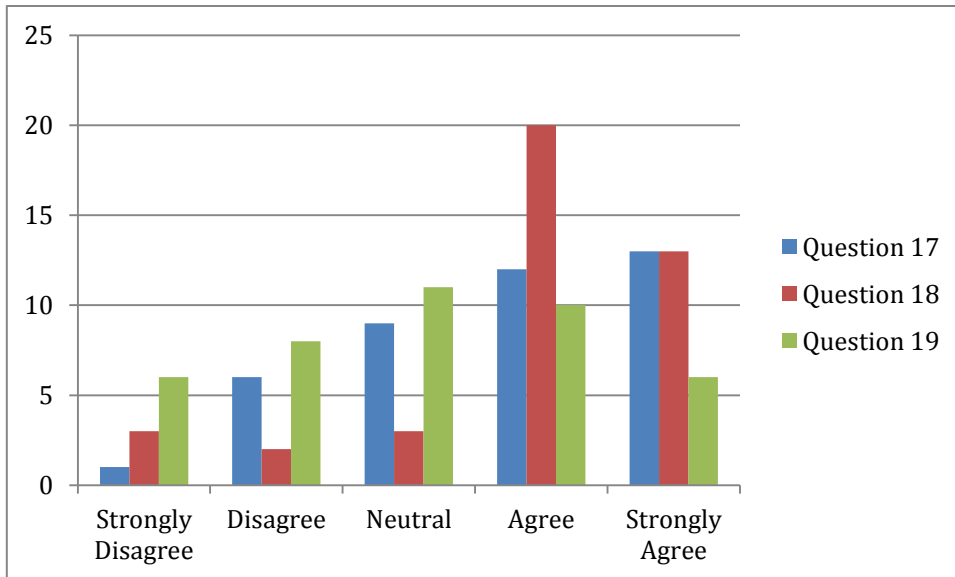
Questions 17-19 and 24 are related to performance. Overall, they seek to reveal performance-reward linkages on work effort. Are these employees recognized by their effort? Do they believe their behavior can determine their job performance? Also, these

questions provide an insight on how the topic of rewards, mentioned in chapter II, is indeed conducted to motivation engagement and performance.

Question 17, 18, and 19 relate to the perceptions about performance appraisals. Firstly, question 17 intended to measure how intrinsically motivated the employee is in the sense that those with higher levels of intrinsic motivation will show more negative perceptions about the motivational power of performance appraisals. Surprisingly, evidence in this research showed quite the opposite. The majority (31%) strongly agreed that the standards used to evaluate their performance were fair. Only one respondent strongly disagreed and 14% disagreed. Secondly, question 18 measures the employee's satisfaction towards the leadership in his/her department and/or work unit. Those with higher motivation will tend to agree that their supervisor is doing a good job. In this case, 48%: a high percentage, agreed on this claim, while 7% strongly disagreed.

Lastly, individuals were asked if individuals if a Performance Appraisal System would motivate them to do a better job. Results show that the majority of respondents remain neutral towards this claim (26%), while 24% agreed upon this assumption. These findings mean that even though the current standards to evaluate their performance are fair, they do not necessarily motivates them to a better job.

Table 12. Viewpoints towards in relation to performance appraisals



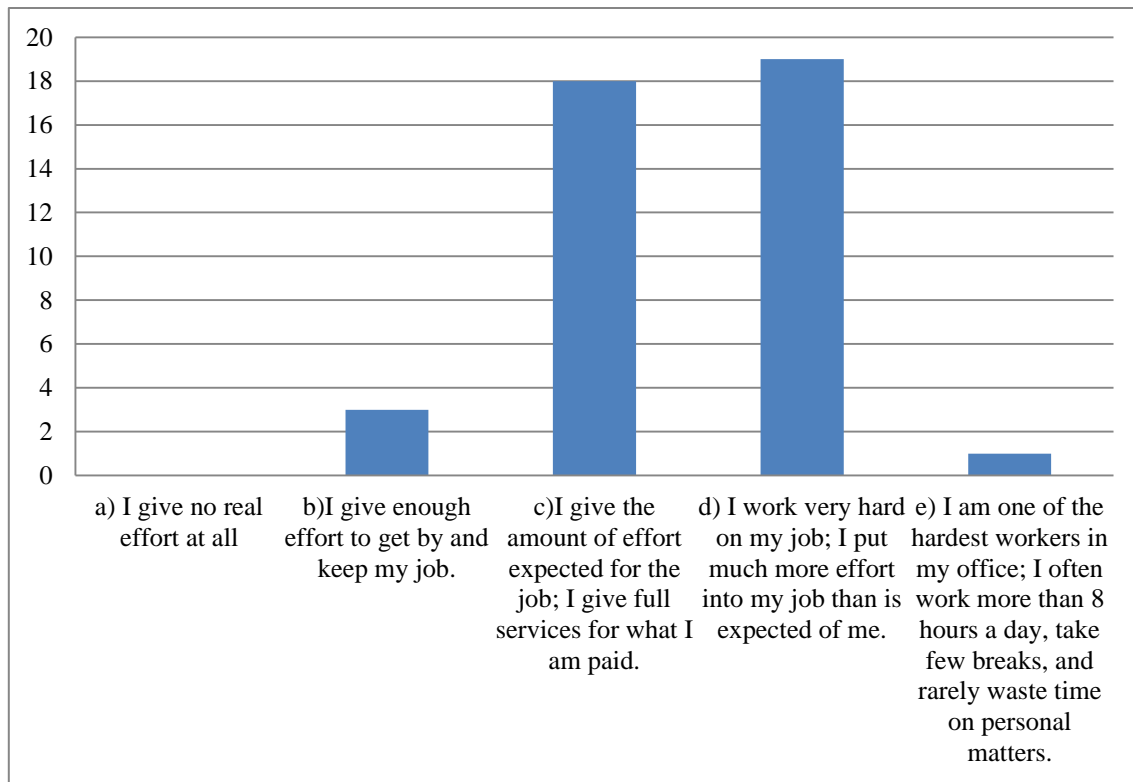
Question 17: The standards used to evaluate performance are fair.

Question 18: Overall, I am satisfied with my supervisor.

Question 19: A Performance Appraisal System would motivate me to do a better job.

The amount of effort employees consider they put in to their daily activities was measured in question 24. Table 13 exhibits closed results between some respondents who answered they excel the amount of effort expected for the job (43%) and other respondents who stated that they work very hard on their job, putting more effort than what is expected of them (46%).

Table 13. Work effort in daily activities



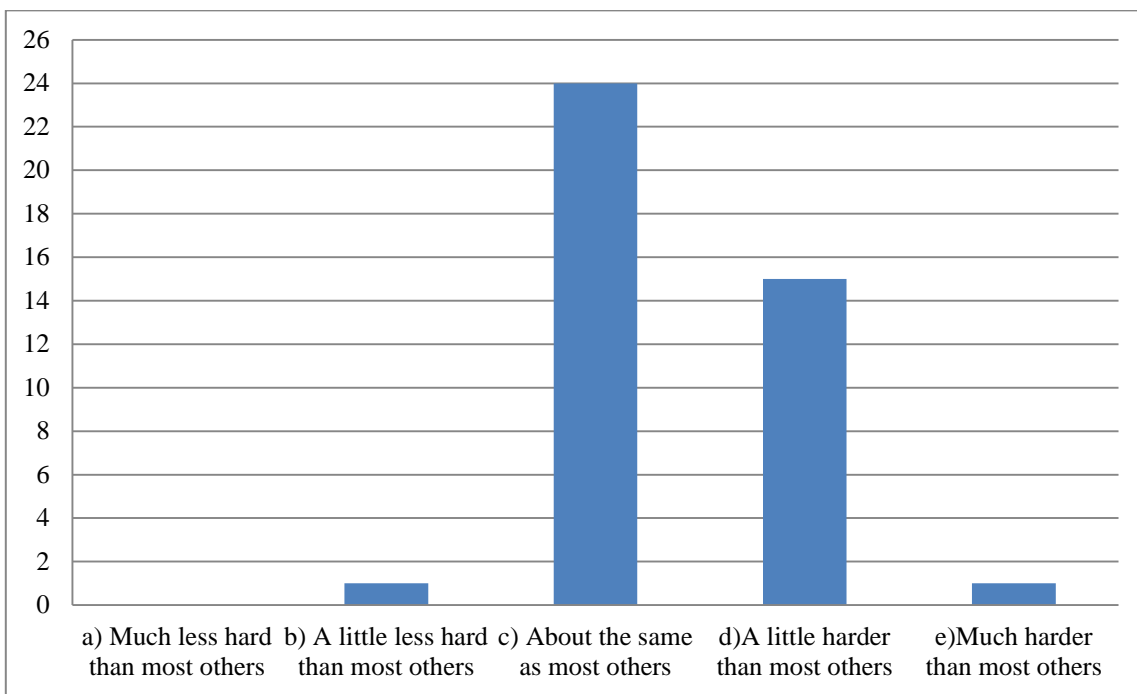
Question 24: Rate the amount of effort you consider to put into your work activities during an average workday.

4.3. Work Motivation/ Work Effort

According to Frank and Lewis (2004), the basic strategy for determining how hard people work is to simply ask them. Questions 20, 21, 22, 23, and 25 show items used to measure work effort and are precisely based on Frank and Lewis' research "Government Employees: Working Hard or Hardly Working?" published in 2004, in which they used several sources such as Brehm & Gates' (1997: 90) Federal Employee Attitude Surveys applied between 1979-1981 and Patchen's 1965 collaboration with Pelz, and Allen "Some questionnaire measures of employee motivation and morale: A report on their reliability and validity".

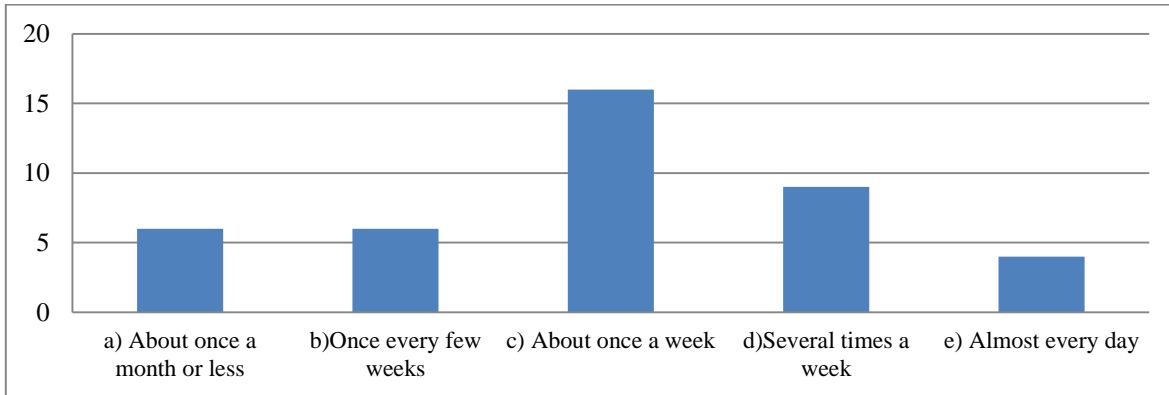
As exposed in table 14, the majority, 58% of respondents feel that their work effort is about the same as most of their co-workers. When asking the respondents how often they do extra work that is not part of their duties, results displayed in table 15 show that 39% do extra work about once a week. 9% stated that almost daily. The majority (58/%) also rated themselves as “hard-workers” (table 16).

Table 14. Work effort compared to other employees within the organization



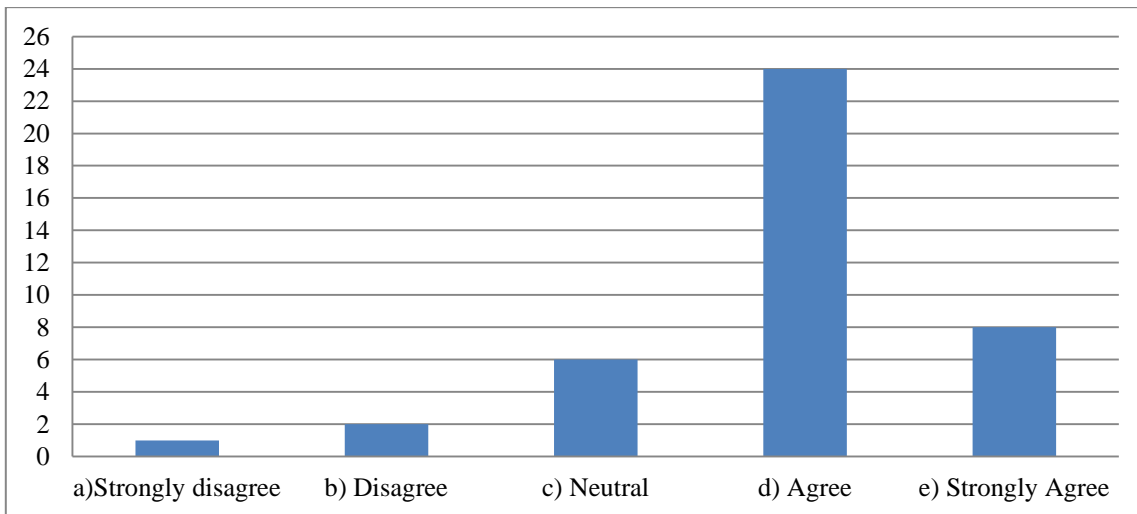
Question 20: Would you say that you work harder, less hard, or about the same as other people doing the same type of work in your organization?

Table 15. Extra work frequency



Question 21: How often do you do some extra work for your job which isn't really required of you?

Table 16. Self-reported perception on how hard the respondents work

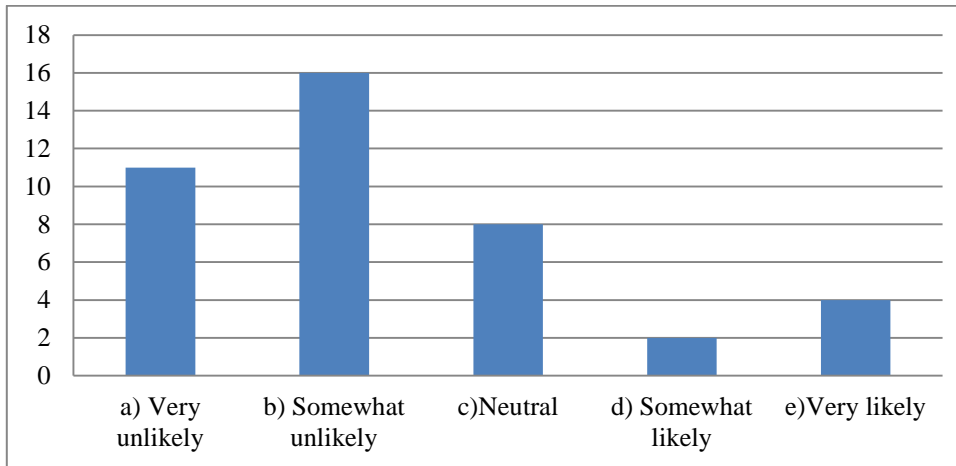


Question 22: Do you agree or disagree with the statement "I work hard on my job"?

As mentioned throughout the theoretical framework in this study, public sector is known for rarely or not even using financial rewarding at all for better performance as the private sector does. Question 23 asked the respondents how likely they would receive a financial

reward. Results show an unlikeliness of them receiving more pay for their performance: 39% answered somewhat unlikely and 26% very unlikely.

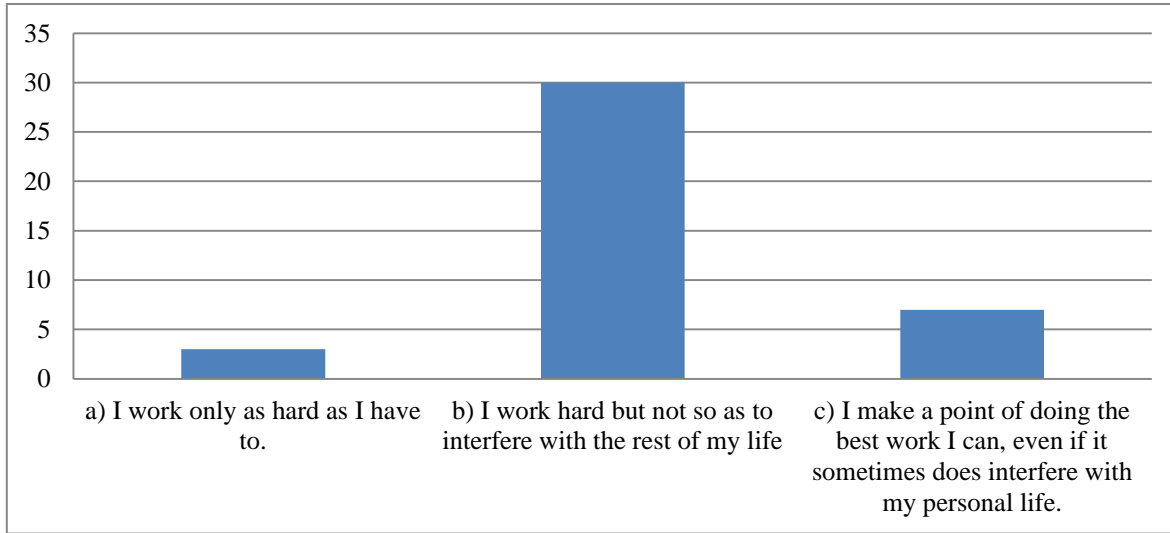
Table 17. Financial rewarding in relation with a better performance



Question 23: If you perform better in your present job, how likely is that you will receive more pay (e.g., bonus, promotion, cash rewards)?

Question 25, presented in table 18, measured how respondents feel about their job, and the majority, with a very high rate (73%) stated that they do work hard, but not letting their work to interfere with their personal life. 17 % claimed they work the best they can, often this interfering with their personal life.

Table 18. General attitudes in relation to the job



Question 25: Which of the following statements best describes your feelings about your job?

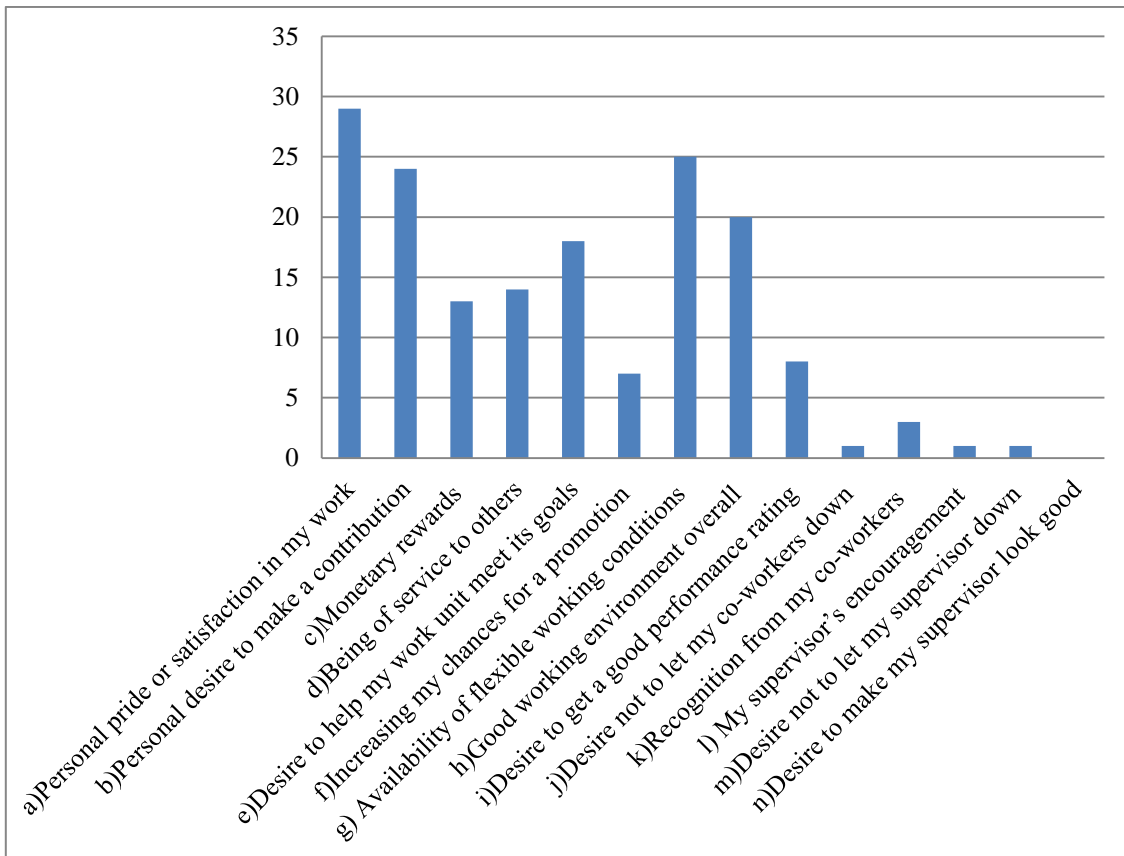
4.4. Extrinsic and Intrinsic Motivators

Crewson (1997) stated that PSM can be characterized as a reliance on intrinsic rewards over extrinsic rewards. While intrinsic rewards are derived from the satisfaction an individual receives from performing a task, extrinsic rewards are those provided by someone else. The general question among researchers is whether PSM is indeed detected within public sector employees. Do public sector employees favor more intrinsic or extrinsic rewards?

In relation with this, question 26 determined how employees categorize intrinsic and extrinsic motivators in relation to their work effort. An employee with a high PSM level will place a high value on intrinsic motivators over extrinsic ones. According to Walker (et al., 1982), individuals appear to choose jobs that maximize the type of rewards that they value most. In general, public sector employees who are intrinsically satisfied with their job are most likely to answer that they work hard (Brehm and Gates, 1997)

The empirical research results in this thesis found that out of the 14 options to choose from, the highest rates were personal pride or satisfaction in work (70%), availability of flexible working conditions (60%), and personal desire to make a contribution (58%). Respondents also thought a good working environment overall motivates them to do a good job. Again, unexpectedly, monetary rewards (31%), was almost as high as being of service of others (34%). A low rate considered promotion, getting good performance rating, and recognition from co-workers as motivating factors for doing a good job. Almost no respondents chose supervisor-related factors as motivators (2% or zero).

Table 19. Extrinsic and Intrinsic Motivators



Question 26: Choose four factors that motivate you to do a good job

4.5. Individual Characteristics using the Individual Conceptions Theory by Brewer, Selden, and Facer II.

Brewer, Selden, and Facer II's research revealed that PSM is a many sided concept involving four orientations, which are explained in Chapter II, Table 2. Each orientation portrays a specific viewpoint. However, they do not exclude themselves, and they often overlap. Taking the evidence from the empirical research in this study, several patterns were observed when describing the respondents' characteristics. Overall, there was no predominance over one conception, however, this information could be used for future studies aiming to explore the public servant's behavior complementing with the existing studies about PSM.

Question 1, 3, and 7 are related to the Communitarians conception. Due to the high scored results, we can say that these individuals are motivated by feelings of civic duty and public service and are highly stimulated to get involved in what is going on in their communities. Communitarians tend to associate public service with government service and expect public officials to have high ethical standards. They appreciate more a good action than doing well financially.

Most of the respondents had positive perceptions about society's welfare. Questions 4, 14, 15, and 16 relate to the Patriots conception. It is clear that these public employees believe in protecting, advocating, and working for the good of the people is highly important. They strongly believe public officials have to do what is best for the whole community, even if personal consequences are at stake.

Question 3, 6, and 15 are associated with the Humanitarians conception. Especially question number 3 gives us strong evidence that these individuals are characterized by a strong sense of social justice and public service. They support public programs as a mean to achieving a fair society, even categorizing the respect of other's welfare as a patriotic act. Overall, humanitarians are "moved" to make a difference in society, even more than

personal achievement. They also tend to expect high ethical and competent behavior from public officials.

Samaritans, lastly, constitute the last conception. Scores in questions 13,8,16, 9, and 4 describe individuals who show motivation to help other people. They are moved emotionally when they observe people in distress. And because their work is intrinsically satisfying, they are willing to aid people even if they would not get paid for that. They also support many social programs, but they are not willing, or are not prepared to sacrifice their own interest-this reflects particularly on the high neutral or negative scores in question 9.

In conclusion, analyzing responses with the Individual Conception Theory, we can see a variation of employees who are concerned about their community, their nation, and in humankind overall. Perhaps, taking the Finnish context, there is a visible tendency towards a Communitarian-Humanitarian perspective. They all show a desire, somehow, to perform a meaningful public service, showing interest towards public officials who create laws based on good ideas. However, there were responses portraying a strong indifference-particularly question 11, where the majority of responses were neutral.

4.6. Summary

Evidence collected in this research through a conducted survey among a limited number of civil servants in the City of Helsinki exposed certain traits found in previous research studies by several scholars in the field.

Evidence gathered in this research, shows that the majority of the respondents share an interest in their community- this interest makes them dedicate themselves towards the realization of the common good. Almost all of the respondents strongly agreed about the importance of a meaningful public service, this shows an existence within the respondents of a sense of obligation to society- a civic duty.

General theory in academic literature states that the reason behind individuals seeking membership in the public sector workforce is emotional responses to humankind, such as self-sacrifice and compassion. Results in this empirical research were varied. Even though the majority of the respondents did show compassionate feelings towards particular targeted groups and supporting social welfare programs, neutral responses were significantly high when it came to self-sacrifice. However, overall, the response rate portrays individuals who are willing to risk personal loss in the pursuit of a goal considered as fundamental.

Another feature of public service orientation comprises attraction to public policy making. According to main PSM theories, employees can accomplish their need to contribute to a greater good for society by getting involved in the policy-making process. The empirical findings in this research showed a positive connotation towards politics, however, a high response for neutral and disagreement is somewhat alarming. Respondents showed interest for politicians, but remained uncertain about the public policy decision-making process. This was reflected in a high rate of neutral responses in question 11.

The general hypothesis in PSM and performance is that employees with high PSM levels are motivated to perform more effectively and efficiently because their job fulfill their orientation to deliver service to people with the purpose of doing good for others and society. Results in this research suggest individuals are satisfied by the current standards used to evaluate their performance and their supervisor- a high response strongly agreed. This suggests that their efforts are recognized, and thus, motivates them to work more- this could also be corroborated by the results in question 24, where respondents rated the amount of effort they put in their daily work tasks. The highest rates were between executing the amount of effort expected from them, "I give full services from what I am paid", and working very hard, doing much more than what they are expected to.

However, in question 19, respondents were asked if a Performance Appraisal System would motivate them to do a better job. Responses were varied- the majority remained neutral and

a high number agreed. This particular result contradicts the general theory that those with high level of intrinsic motivation will display negative perceptions about the motivational influence of performance appraisals.

Several studies conducted by renowned researchers seek to explain the existence and dynamics of the motivation-performance relation in relation to extrinsic and intrinsic motivators. There is the claim that public organizations that attract members with high PSM levels are most likely to depend less on utilitarian incentives to make employees perform more effectively. Some research studies found that public employees are indeed more likely to place a higher value on the intrinsic reward of work (See section 2.6.2).

Question 26 intended to measure these claims by asking respondents to choose several factors they consider motivates them to do a good job. The general conclusions in this particular issue are that the main motivators chosen by the respondents are:

- Personal pride/ satisfaction in their work
- Personal desire to make a contribution
- Availability of flexible working conditions
- Good working environment overall

In line with the general concept of PSM, respondents were expected to rank higher other factors such as being of service to others. Important to notice is the important place respondents gave to monetary rewards, as opposed to the PSM assumptions suggesting that employees with high PSM levels would rank lower extrinsic rewards, especially monetary ones.

These results are intrinsically related to the work motivation/work effort questions conducted in the survey, showing that individuals considered they work hard on their job- the majority doing some extra work non-related to their tasks about once a week, and a very high rate excels just the amount of effort as to not interfere with their personal life. In the matter of rewarding, discussed in Chapter II, respondents think it is somewhat-very

unlikely they would receive more pay (such as bonus, promotion, cash, etc.) for better performance. This verifies the general assumption that the public sector rarely uses financial rewarding as a mean to boost performance, as opposed to the private sector.

Lastly, a high majority of the respondents were females, over 50 years old, and most of them have been working in the department for 1-3 years. However, it is important to notice another high age group of young workers- 30-40 years old.

5. CONCLUSIONS AND DISCUSSION

5.1. Main Findings

One of the main assumptions of PSM research is that individuals with greater PSM are more likely to work for a government organization because of the opportunities to provide a meaningful public service. Also, it is thought that employees with high PSM levels are motivated to perform more effectively because the job they do allows them to express and fulfill their values.

The fact that the public sector can detect, attract, hold, and motivate employees who show a high capability of delivering complicated goals of the public service, displays just how important this topic of study is for public administration- particularly for the Human Resources department.

However, the concept of PSM and its scope remains ambiguous because PSM is naturally difficult to measure and define. Research studies available have provided reliable evidence that public employees have predisposed PSM characteristics, and this research aimed to replicate these findings in a sampling conducted in the Finnish public sector.

In relation with the first main research question for this thesis: *Are individuals indeed predisposed to perform public service?* Results were diverse, showing indeed some patterns in PSM factors related to Perry's four dimensions, particularly Interest in the Public Service and Attraction to Public Policy

The first sub-question: *What are the characteristics of these Public Sector workers that motivated them to choose their job?* Using Brewer, Selden and Facer's Individual Conceptions of PSM theory we can have a better picture of certain characteristics about these individuals. Even though there was not a high predominance of one conception over the other, results suggest that the respondents are individuals whose motivation is influenced by feelings of civil duty and public service with a high stimulation towards what

is going on in their community. Also, since they associate public service with government service, they have high expectations from public officials in regards to their ethical standards- they have to do what is best for the whole community, even if personal consequences are at stake. Also evidence suggest that the majority of the respondents support a welfare system based on social justice and public service aimed to achieve a fair society. Protecting, advocating, and working for the good of the people are highly important- even considered as a patriotic act. However, evidence suggests that although these individuals support social programs, they are not willing to sacrifice their own interest.

The second sub-question: *Do public employees with PSM rely less on utilitarian (extrinsic) incentives to perform effectively? Or is it the other way around?* Some unexpected discrepancies appeared regarding the main theories when it came to intrinsic and extrinsic motivation. Results suggest that although intrinsic motivators were highly ranked, such as satisfaction in the work, good working environment, being of service to others, and personal desire to make a contribution, extrinsic motivators-particularly money, were considerably important for respondents. This could be of great significance for public service managers in the sense that they can identify ways to foster and support other high rated intrinsic motivations when money related factors, such as pay, are often being reduced.

The second main question in this thesis: *Is there a relationship between PSM and performance?* Results were inconclusive. Although there is some evidence linking PSM to higher levels on performance, most of respondents remained neutral towards a Performance Appraisal System, yet, they feel satisfied with the current standards used to evaluate their performance. This relates to the sub-question: *What is the relationship between them?*, where the inconclusive evidence could indicate the possibility of other factors at play that cause PSM and performance to increase-or decrease, and the possibility of PSM not being the cause of an efficient performance, but rather the consequence, or that even PSM could be moderated by other external factors. Due to the inconclusive results, for the last sub-

question: *What is the effect of PSM on employee performance?*, job satisfaction and how much effort respondents put in their work could give us a hint on the effect on the PSM-performance relationship, for example, low scores could indicate lower than expected performance. Results in this research show that the majority of the respondents do work hard, but only what is required from them and as to not interfere with their personal lives.

The biggest limitation in this research could be perhaps the fact that the public service values that endorse the measurement scale might differ depending on historic, political, geographic, and institutional contexts. There is a difficulty in managing a shared understanding of language using Perry's measurement scale in other countries, especially Europe- where terms could have different meanings, or are often confusing, for example "community" or "patriotism". A possible bias could be that the majority of the respondents were females- more than half of the total population.

Nonetheless, in the Finnish context, this research can provide public service managers useful information about those who join and remain in the public sector: who are they, what are their work values, what are their characteristics and what work values they share. Having this valuable information could serve as a guide for managers to carry out systems to identify, recruit, and retain "fruitful" employees. The challenge is to know how to make underlying motivations and incentives interact positively- and that is embedded in the public policy decision-making.

Lastly, it is crucial for public service managers to acknowledge the significance and the reach of what is known as public service ethos. This goes beyond the public employees and involves politicians and state officials. Providing a public service is ultimately a reflection of the government, and it come hand-in-hand with responsibilities. A government that works smoothly and provides an efficient and effective public service impacts people's perceptions when choosing to work for the public service.

5.2. Further Discussion

Even though we know what PSM is, moving from theory to practice has been difficult for managers and public service specialists. There is an urgent need for more research in the practical uses of PSM in organizations. Results in this empirical research showed public servants who can be considered self-interested, but who are also moved by a desire to perform a public service. Even though this research was not deeply focused on the HR field, integrating PSM into Human Resource Management processes seems to be one of the most important steps for achieving a value system based on PSM. Unfortunately, existing research tells us little about how to do this.

Based on the Finnish public sector case taken for this research, and its results, tactics suggested integrating PSM into HRM processes would be to implement, or adapt performance appraisals based not on the task, but also with a clear purpose of public service. To create a meaningful and purposive job, a method suggested, is setting a clear linkage between the job and the Department's goals.

As results scored high in motivators related to the work environment and available flexible working conditions, establishing a supportive workplace environment where individuals are encouraged to interact and participate is a tactic for boosting PSM in the work environment. Added to this, incentives should be adjusted with the employees' PSM values and characteristics. Of great emphasis, based on the highly scored monetary incentives, compensation systems should be re-designed in a way that attracts the employee but without ruling out those intrinsic ones. Lastly, the Finnish Public Sector should continue creating a societal legitimacy, using any type of media to bring attention about public service, providing information about the public sector as an employer and other's employees' experiences.

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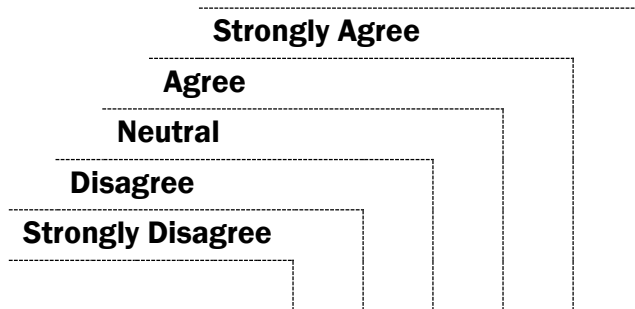
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APPENDICES

APPENDIX 1. Original Survey form (English)



- | | | | | | |
|---|---|---|---|---|---|
| 1. It is hard for me to get intensely interested in what is going on in my community* | 1 | 2 | 3 | 4 | 5 |
| 2. I unselfishly contribute to my community. | 1 | 2 | 3 | 4 | 5 |
| 3. Meaningful public service is very important to me. | 1 | 2 | 3 | 4 | 5 |
| 4. I would prefer seeing public officials do what is best for the whole community even if it harmed my interests. | 1 | 2 | 3 | 4 | 5 |
| 5. I consider public service my civic duty. | 1 | 2 | 3 | 4 | 5 |
| 6. Making a difference in society means more to me than personal achievements. | 1 | 2 | 3 | 4 | 5 |
| 7. Doing well financially is definitely more important to me than doing good deeds.* | 1 | 2 | 3 | 4 | 5 |
| 8. Serving citizens would give me a good feeling even if no one paid me for it. | 1 | 2 | 3 | 4 | 5 |

9. I am prepared to make enormous sacrifices for the good of society.	1	2	3	4	5
10. Politics is a good word.	1	2	3	4	5
11. The give and take of public policy making doesn't appeal to me.*	1	2	3	4	5
12. I don't care much for politicians.*	1	2	3	4	5
13. I am rarely moved by the plight of the underprivileged.*	1	2	3	4	5
14. Most social programs are too vital to do without.	1	2	3	4	5
15. To me, patriotism includes seeing to the welfare of others.	1	2	3	4	5
16. There are few public programs that I truly support.*	1	2	3	4	5
17. The standards used to evaluate performance are fair.	1	2	3	4	5
18. Overall, I am satisfied with my supervisor.	1	2	3	4	5
19. A Performance Appraisal System would motivate me to do a better job.	1	2	3	4	5

20. Would you say that you work harder, less hard, or about the same as other people doing the same type of work in your organization?

a) Much less hard than most others

- b) A little less hard than most others
- c) About the same as most others
- d) A little harder than most others
- e) Much harder than most others

21. How often do you do some extra work for your job which isn't really required of you?

- a) About once a month or less
- b) Once every few weeks
- c) About once a week
- d) Several times a week
- e) Almost every day

22. Do you agree or disagree with the statement: "I work hard on my job?"

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly Agree

23. If you perform better in your present job, how likely is it that you will receive more pay (e.g., bonus, promotion, cash rewards)?

- a) Very unlikely
- b) Somewhat unlikely
- c) Neutral
- d) Somewhat likely
- e) Very likely

24. Rate the amount of effort you consider to put into your work activities during an average workday.

- a) I give no real effort at all.
- b) I give enough effort to get by and keep my job.
- c) I give the amount of effort expected for the job; I give full services for what I am paid.
- d) I work very hard on my job; I put much more effort into my job than is expected of me.
- e) I am one of the hardest workers in my office; I often work more than 8 hours a day, take few breaks, and rarely waste time on personal matters.

25. Which of the following statements best describes your feelings about the job?

- a) I work only as hard as I have to.
- b) I work hard but not so as to interfere with the rest of my life.
- c) I make a point of doing the best work I can, even if it sometimes does interfere with my personal life.

26. Choose four (4) factors that most motivate you to do a good job

- a) Personal pride or satisfaction in my work
- b) Personal desire to make a contribution
- c) Monetary rewards
- d) Being of service to others
- e) Desire to help my work unit meet its goals
- f) Increasing my chances for a promotion
- g) Availability of flexible working conditions
- h) Good working environment overall
- i) Desire to get a good performance rating
- j) Desire not to let my co-workers down

- k) Recognition from my co-workers
- l) My supervisor's encouragement
- m) Desire not to let my supervisor down
- n) Desire to make my supervisor look good

27. What is your gender?

- a) Male
- b) Female

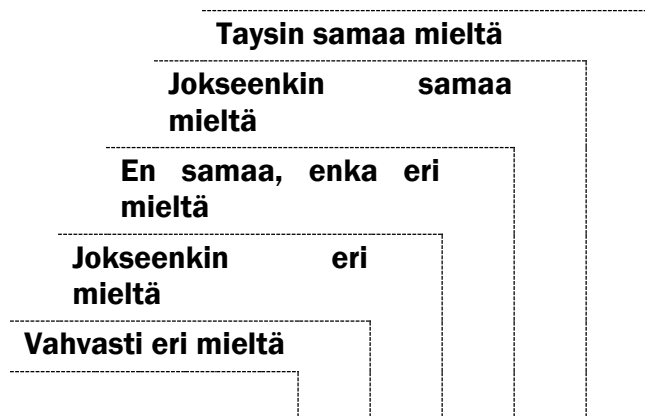
28. Choose your age range

- a) 20-30
- b) 30-40
- c) 40-50
- d) 50+

29. How long have you been working in this Department?

- a) 1-3 years
- b) 4-8 years
- c) 9 years+

APPENDIX 2. Survey form in Finnish



- | | | | | | |
|---|---|---|---|---|---|
| 1. Minun on vaikeaa olla erittäin kiinnostunut yhteisöissäni (työpaikka, naapurusto, kotikunta jne.) tapahtuvista asioista.* | 1 | 2 | 3 | 4 | 5 |
| 2. Osallistun ja vaikutan epäitsekäästi yhteisöjeni asioihin. | 1 | 2 | 3 | 4 | 5 |
| 3. Julkiset palvelut ovat minulle tärkeitä. | 1 | 2 | 3 | 4 | 5 |
| 4. Julkisten virkamiesten tulee mielestäni toimia koko yhteisön parhaaksi, vaikka se vahingoittaisi henkilökohtaisia etujani. | 1 | 2 | 3 | 4 | 5 |
| 5. Koen julkisen palvelun kansalaisvelvollisuudekseni. | 1 | 2 | 3 | 4 | 5 |
| 6. Yhteiskunnan asioiden parantaminen merkitsee minulle enemmän, kuin henkilökohtaisten tavoitteiden saavuttaminen. | 1 | 2 | 3 | 4 | 5 |
| 7. Pärjääminen taloudellisesti on minulle ehdottomasti tärkeämpää, kuin merkittävien työtehtävien tekeminen. | 1 | 2 | 3 | 4 | 5 |

8. Kansalaisten palveleminen tuottaisi minulle mielihyvää, vaikka en saisi siitä palkkaa.	1	2	3	4	5
9. Olen valmis tekemään isoja uhrauksia yhteiskunnan hyväksi.	1	2	3	4	5
10. Poliitikko on minulle positiivinen sana.	1	2	3	4	5
11. Julkisen talouden kompromissit, joissa toisilta otetaan ja toisille annetaan, eivät juurikaan kiinnosta minua.*	1	2	3	4	5
12. En juurikaan välitä poliitikoista.	1	2	3	4	5
13. Liikutun harvoin vähäosaisten ahdingosta.*	1	2	3	4	5
14. Useimmat julkiset palvelut ovat niin tärkeitä, ettei niistä voi luopua kokonaan.	1	2	3	4	5
15. Muiden kansalaisten hyvinvointi on osa isänmaallisuutta.	1	2	3	4	5
16. Vain harvat julkiset palvelut saavat täyden tukeni.*	1	2	3	4	5
17. Työn suorittamisen mittaaminen, arviointi ja seuranta on reilua.	1	2	3	4	5
18. Olen yleisesti ottaen tyytyväinen esimieheeni.	1	2	3	4	5
19. Työsuoritusten systemaattinen seuraaminen ja arviointi motivoisi minua työskentelemään paremmin.	1	2	3	4	5

20. Verrattuna samaa tai samantasoista työtä tekeviin ihmisiin organisaatiossasi, työskenteletkö mielestäsi:

- a) Paljon vähemmän kuin muut
- b) Hieman vähemmän kuin muut
- c) Yhta paljon kuin muut
- d) Hieman enemmän kuin muut
- e) Paljon enemmän kuin muut

21. Kuinka usein teet sellaista ylimääräistä työtä, jota sinun ei välttämättä kuuluisi tehdä?

- a) Kerran kuussa tai harvemmin
- b) Noin joka toinen viikko
- c) Noin kerran viikossa
- d) Useita kertoja viikossa
- e) Lähes päivittäin

22. Oletko samaa mieltä väittämän "työskentelen kovasti työssäni" kanssa?

- a) Vahvasti eri mieltä
- b) Jokseenkin eri mieltä
- c) En samaa enkä eri mieltä
- d) Jokseenkin samaa mieltä
- e) Vahvasti samaa mieltä

23. Jos suoriudut hyvin työssäsi, kuinka todennäköisenä pidät, että hyödyt siitä taloudellisesti? (esim. ylennys, palkankorotus, bonus jne.)

- a) Erittäin epätodennäköisenä
- b) Jokseenkin epätodennäköisenä
- c) En epätodennäköisenä enkä todennäköisenä

- d) Jokseenkin todennäköisenä
- e) Erittäin todennäköisenä

24. Arvioi, kuinka paljon näet vaivaa työsuoritustesi eteen keskivertopäivänä.

- a) En ollenkaan.
- b) Juuri sen verran, että pärjään ja saan pitää työni.
- c) Sen verran, kuin minulta odotetaan. Olen palkkani arvoinen.
- d) Työskentelen erittäin kovasti. Näen enemmän vaivaa, kuin minulta odotetaan.
- e) Olen yksi toimistomme kovimmin työskentelevistä työntekijöistä. Teen usein ylitöitä, pidän harvoin taukoja ja hoidan vain harvoin omia asioitani työajalla.

25. Mika seuraavista väittämistä kuvaa parhaiten tuntemuksiasi työsi suhteen.

- a) Työskentelen vain niin kovasti, kuin minun tarvitsee pärjätäkseni työssäni.
- b) Työskentelen erittäin kovasti, mutta en anna työni häiritä muuta elämääni.
- c) Työskentelen niin kovasti kuin mahdollista, vaikka se välillä vaikuttaisikin muuhun elämääni.

26. Valitse neljä (4) tekijää, jotka parhaiten motivoivat sinua tekemään työsi hyvin

- a) Henkilökohtainen tyydytys ja ylpeys työstä
- b) Henkilökohtainen halu suoriutua hyvin
- c) Rahalliset palkkiot
- d) Olla hyödyksi muille
- e) Halu auttaa työyhteistöäni saavuttamaan tavoitteet
- f) Mahdollisuus ylennykseen
- g) Mahdollisuus joustavaan työaikaan ja -mahdollisuuksiin

- h) Hyvä työympäristö
- i) Halu saada hyvää palautetta
- j) Pelko työkavereille aiheutetusta pettymyksestä
- k) Tunnustus työkavereilta
- l) Esimiehen kannustus
- m) Pelko esimiehelle aiheutetusta pettymyksestä
- n) Halu saada esimies näyttämään hyvältä

27. Sukupuolesi?

- a) Mies
- b) Nainen

28. Valitse ikähaarukki

- a) 20-30
- b) 30-40
- c) 40-50
- d) 50+

29. Kuinka pitkään olet työskennellyt samalla osastolla?

- a) 1-3 vuotta
- b) 4-8 vuotta
- c) 9 vuotta tai enemmän

APPENDIX 3. Cover Letter in Finnish

Arvoisa kyselyn vastaanottaja,

Olen viestinnän ja julkisjohtamisen opiskelija Vaasan yliopistosta. Teen pro gradu - tutkielmani julkisen sektorin (erityisesti Helsingin kaupungin) työntekijöiden työmotivaatiosta ja siihen vaikuttavista tekijöistä. Tutkielmani ohjaajana toimii professori Ari Salminen.

Työn laatu ja työmotivaatio näyttelevät tärkeää roolia organisaation menestyksessä. Tämän tutkielman teoreettisena lähtökohtana toimii Public Service Motivation (PSM), joka ehdottaa, että osalla työntekijöistä on luontainen taipumus ja motivaatio toimia julkisissa instituutioissa ja organisaatioissa.

Tämä tutkimus pyrkii todistamaan, että PSM:llä on tärkeä rooli julkisten organisaatioiden johtamisessa. Tämän väitteen todentamiseksi pyrin löytämään vastauksia seuraaviin kysymyksiin:

- Mikä motivoi julkisen sektorin työntekijöitä valitsemaan työpaikkansa?
- Onko näillä työntekijöillä luontainen taipumus hakeutua julkiselle sektorille?
- Mikä on työsuorituksen ja PSM:n välinen yhteys?
- Mikä vaikutus PSM:llä on työsuoritukseen?

Tällä tutkielmalla on tärkeitä käytännöllisiä johtopäätöksiä. Julkisen sektorin työntekijän motivaation ja siihen vaikuttavien tekijöiden voidaan nähdä vaikuttavan yksilön työpaikan valintaan, hänen työsuoritukseensa ja siten koko organisaation tehokkuuteen.

Tämä tutkielma koostuu teoria- ja tutkimusosuuksista. Teoria ja kirjallisuuskatsaus sisältää aiheen kannalta tärkeimmät teoreettiset lähtökohdat sekä aikaisempien akateemisten tutkimusten läpikäynnit. Tutkielman empiirinen osuus tehdään kyselytutkimuksena ja se

koostuu Vaasan yliopiston portaalissa suoritettavasta 29 kysymyksen lomakkeesta. Kyselyyn vastaaminen kestää noin 5-8 minuuttia. Saadut vastaukset tullaan käsittelemään luottamuksellisesti sekä anonyymisti. Aineisto tullaan tuhoamaan tutkimuksen valmistuttua ja vain allekirjoittanut tulee käsittelemään vastausaineistoa.

Linkki kyselyyn: <https://eforms.uwasa.fi/lomakkeet/3137/lomake.html>

Avustanne etukäteen kiittäen,

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