

UNIVERSITY OF VAASA
FACULTY OF PHILOSOPHY

Muhammad Farooq Jan

**THE RELATIONSHIP BETWEEN PUBLIC SERVICE MOTIVATION AND
WORK PERFORMANCE**

A study in Finnish public organizations

Master's Thesis in
Public Management

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UNIVERSITY OF VAASA**Faculty of Philosophy**

Author: Muhammad Farooq Jan
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Supervisor: Omoregie Charles Osifo
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ABSTRACT

The purpose of this study was to scrutinize the relationship between public service motivation and work performance by engaging three dimensions which include determination of motivational factors, impact of public service motivation on work performance and identification of motivated employees.

Quantitative research method was adopted. A cross-sectional survey was conducted in Finnish public organizations to collect the research data. Descriptive statistics and statistical mean were applied in data analysis to draw the results.

The research potentially contributes to the field of public service motivation in relation to employee performance. It presents the construct of public service motivation in relation to work performance with three dimensions. The multidimensionality of the study was transformed into a PSM-Performance research model. It offered a PSM-Performance measurement scale to the research field.

The study found a positive relationship between public service motivation and work performance. It further finds that there are several motivating factors which stimulate employee behavior to produce higher performance. Mostly of the public employees were found motivated in the subject Finnish public organizations. It confirms the previous studies on the importance of public service motivation.

The public managers may consider the results of the study to focus on strong areas and to cope with weak areas regarding PSM and performance in their organizations. This thesis study points out new research directions in organizational perspective for the public managers and researchers. It suggests to public organizations for recognizing the link between PSM and work performance.

KEYWORDS: Public service motivation, work performance, motivation, motivational factors, motivated employee

1. INTRODUCTION

1.1. Background

The challenges of identifying work performance in public organizations often employ the study of PSM. Public service motivation (PSM) is a significant field under the subject of public management which takes into consideration of both theoretical and practical perspectives. Perry and Hondeghem (2008) reported that the philosophers and behavioral scientists have investigated the ethical significance of public service and tried to examine that what attracts people to public service work and why they enter public service.

At the present, it adds a lot of judgments, reforms and pragmatic improvements in the profession of public service. However, Waterhouse (2008) states that in empirical research, the public service motivation is relatively a new concept and there is an immense need of renowned researchers to lead on theoretical and empirical fronts. The decade 1975–85 is a period in which PSM appeared in a formalized concept as it is evident from the work of prominent researchers (Buchanan 1975; Perry and Porter 1982; Rainey 1982). Later, it received a worldwide prominence.

It explores the public management approaches, performance of public service organizations and performance of individuals working in public service by applying the theory of public service motivation. As Mann (2006) stated that the motivation is the central component of PMS concept. It is a leading constituent of the function of organizational development in the field of human resources management.

The concept of public service motivation has been originated from the conviction that there are unique and different drives of motivation in public service employees which are different from those of private sector employees (Perry, Hondeghem & Wise 2010). Public service motivation has been defined by various scholars differently. Around two

and half decades ago Perry and Wise (1990) were the first who explicitly defined the concept of public service motivation. They said it is “*an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions and organization*”.

In this definition, it is clear to comprehend that the chief emphasize is on drivers or motives of public service motivation, such as the sense of duty and compassion for public service, which are commonly connected with the public organizations and institutions. It can further be viewed from another aspect. On one hand, there are personal motives of the employees to achieve certain objectives in his life. On other hand, there are organizational motives because a public organization is always expected to fulfill certain goals and objectives over a period of time. So, the public servant has to align his personal objectives with the organizational operations. Basically public service motivation will be assessed by the employee response corresponding to the basic motives of the public organization.

The research on the concept in Europe conducted by Vandenaabeele (2007) is prominent for grasping the definition of public service motivation. He has defined public service motivation as: “*The beliefs, values and attitudes that go beyond self- interest and organizational interest, that concern the interest of a larger political entity and that motivate individuals to act accordingly whenever appropriate*”.

Furthermore, Korzynsk (2013) argued that the social context meaning communal background and framework have a significant impact on personal motivation. It is meant that the social and physical setting in which human resources are actually operating are important. It will help to transform personal motivation into the required work performance eventually.

Performance is referred to the degree of accomplishment of the tasks that makes up an employee’s job over a period of time. However, these tasks will be measured concisely as per preset and known standards. As Robbins and Coulter (2012: 326) stressed out

that people who are working in executive positions need to have knowledge about employee performance. For that a comprehensive performance management system has to set up to evaluate personnel performance by using preset performance standards.

Leadership has to play massive role for higher organizational motivation. It relates effectively to the employee work performance which is primarily required to achieve organization goals and objectives (Anyim et al. 2012). Transformational leadership plays a role to bring performance of groups at higher level (Sosik, Avolio, & Kahai, 1997). Similarly, it happens at organization level also (Howell and Avolio, 1993). Public managers have to play an important role at the front of leadership so as to lead the manpower in the right directions which requires motivation.

1.2. Previous Research on the Construct

The construct of public service motivation has been developing almost for the last twenty five years. The extant literature provides considerable evidence that the employee performance and PMS are associated to each other. In 1990, initial studies on PSM started in the United States of America when the politicians and policy makers were in search of civil service reforms. Afterwards, more than a hundred research studies on public service appeared originating from a dozen of countries around the globe (Perry et al. 2010). The research studies are evident that the American scholars are still prominent in researching public service motivation.

Perry and Wise (1990) were the first who explicitly defined the concept of public service motivation. Subsequently, the definition given by them has been used widely in the field (Moynihan and Pandey 2007). Moreover, the terms 'motives' were explained to figure out that how these motives trigger up human behavior. These motives were divided further into three categories: rational, norm-based and affective. They further demonstrated that these motives play an active role in public institutions. Moreover,

Perry and Wise said that employee performance is affected by the above motives (1990).

Prior to Perry and Wise (1990), Staats (1988) shed some light on motivational factors required to produce adequate public service output. For instance, he enlightened that inadequate pay and the absence of recognition to work lead to lower performance. He has discussed this phenomenon particularly in public-private interdependence. However, such motivational factors later became popular drivers of PSM.

Vandenabeele (2007) elaborated that social context is important for an individual wherein he is operating. He has addressed PSM in a good and simple manner. He has split PSM in two dimensions, i.e. individual's behavior (role and responsibility) and the response from public institutions; making it a two-way traffic. Meaning, on the one hand, the employee should give warm reception to public service values. These values include awareness and participation in politics and policy formulation, public interest, sympathy and self-sacrificing to achieve public service objectives etc. On the other hand, public institutions should respond well to the core psychological wants of each employee. Thus, he presented his research with different dimensions.

Summing up the section, it can be said that the above discussed scholars have done a great job to explain the phenomena of PSM. These are a few prominent names, however, more detailed discussion on PSM research theories, performance and their relationship have been explored in Chapter Two.

1.3. Research Questions

The aim of this research study was to probe into public service motivation, work performance in the field of public management. The following research questions were addressed in this thesis research.

1.3.1. Main Research Question

- What is relationship between public service motivation (PSM) and work performance?

1.3.2. Sub-Questions of the Study

- a) What are the motivational factors those trigger up public servants to exhibit improved performance? (Dimension 1: determination of motivational factors)
- b) What is the impact of public service motivation on the performance of public service employees? (Dimension 2: impact of PSM on work performance)
- c) What is the ratio of motivated employees working in Finnish public organizations chosen for this research? (Dimension 3: identification of motivated employees)

1.4. Scope of the Study

As mentioned earlier, the study basically aimed to explore the relationship between PSM and performance of public service employees in Finnish public organizations. Firstly, this study took an insight into previous research studies linked with PSM. Afterwards, the definition/concept of public service motivation was discussed thoroughly from the work of various prominent research scholars in the field. Then, two of the most popular PSM measurement approaches and scales were discussed.

Further, two of the classical theories on motivation were added to the research. Subsequently, the definition/concept of work performance was discussed. Significantly, the relationship between PSM and performance was discussed in classifications of extant studies. Afterwards, the critical analysis of the results was conducted. Consequently, the key research findings, a few recommendations and future

research directions were presented. The following Figure 1 illustrates the scope of the study.

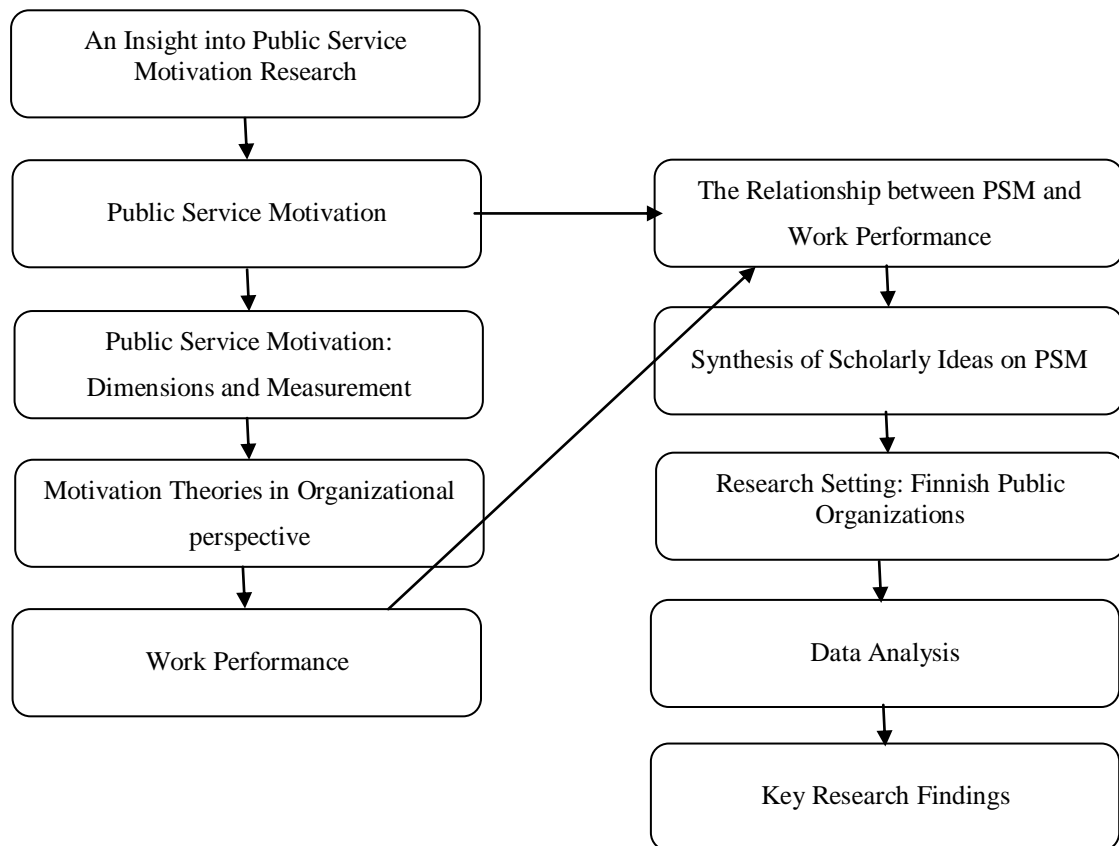


Figure 1. Scope of the Study.

1.5. Limitations of the Study

A few limitations are connected with the study. This research has been conducted in a welfare state model. Finland falls in the Scandinavian countries and the governance structure of the country definitely has an important impact on working environment of public service organizations. Working environment is one of the important factors of motivation. Work culture of Finnish public organization can be another factor to be considered. Low population of the country may leave the working environment more relaxed and less crowded as compared to high populated countries.

1.6. Structure of the Study

The study is structured into five chapters. The Chapter 1 introduces the study. It briefly discusses background of the study with little narration of previous research studies. Prominently, it contains the main research question with three sub-questions of the study. The scope and limitations of the study are also included in this chapter.

The Chapter 2 is dedicated for reviewing the literature connected with the construct of the study. It includes previous researches on PSM, the definition/concept of public service motivation, measurement approaches/scales for PSM, theories of motivation and the definition/concept of performance. The chapter ends with the classifications of extant studies on PSM-performance and synthesis of scholarly ideas on PSM.

The Chapter 3 presents the research methodology of the study. It explains research methodology, research process and approach. The chapter further elaborates research instrument used in the current study, data analysis, survey respondents, research setting, ethical considerations and finishes with the discussion of validity and reliability.

The Chapter 4 is devoted for data analysis. This chapter is primarily divided into four sections: (i) first dimension: the determination of motivational factors (ii) second dimension: the impact of public service motivation on performance (iii) third dimension: the identification of motivated employees and (iv) the summarized analysis of all three dimensions of the study.

The Chapter 5 consists of key findings of the study, recommendations and future research directions.

2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

This chapter is dedicated for reviewing the literature connected with the core concepts of the research study. It includes previous researches on PSM, public service motivation, measurement approaches for PSM, motivation theories in organizational perspective, work performance, the relationship between PSM and performance and synthesis of scholarly ideas on PSM. The chapter outlook is presented through the following Figure 2.

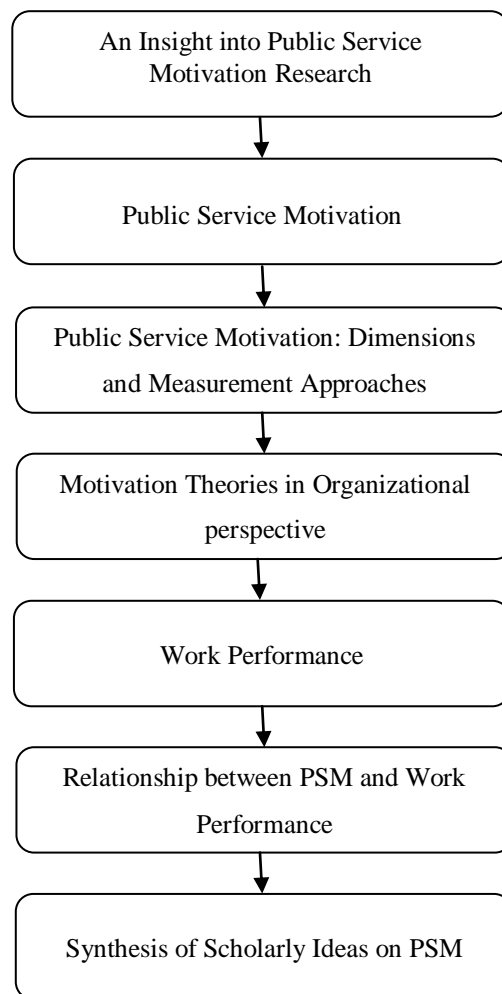


Figure 2. PSM and Work Performance: A Theoretical Framework.

2.1. An Insight into the Public Service Motivation Research

The research essentials of the prominent research scholars on the construct of public service motivation will be presented in this section.

Buchanan

Bruce Buchanan (1975) conducted research on employee motivation in comparison of private and public organizations. Possibly, on that time, the public sector was not established enough for PSM research separately. It was one of the initial studies in the field. He did empirical work and concluded that the extrinsic and intrinsic motivators in both public and private organization are similar. This conclusion was endorsed even after twenty years by Gabris and Simo (1995).

Further, Buchanan figured out the reason of public service employees' frustration that results in lower individual motivation. Thus, he inferred that red tape is the principal cause behind it. Due to red tapism and bureaucratic procedures, the involvement of employees in their job is also lower than that of the private sector.

Hence, from Buchanan's (1975) study, at least two results can be derived. Firstly, extrinsic and extrinsic motivators are similar for both public and private sector employees. Secondly, red tapism and bureaucracy tempted employees for lower job involvement (lower performance resultant).

Perry and Porter

Perry and Porter (1982) presented research study on factors affecting the motivation of employees in public organizations. They discussed in their study four main factors in this regards, i.e. monetary incentives, setting of goals, job design and participation. They concluded that organizations put considerable research effort in choosing

individuals and they pay insufficient research attention on how an individual is choosing the organization. Further, it was said that an employee joins the organization with certain beliefs and perception that affect the motivation.

Perry and Porter further stressed on improved performance measuring techniques. In this regard, organizations have to put their attention towards research. Goal clarity is also important. Goals of the organization should be unchanged. Usually in public organization, it is observed that goals are changed or crisped time to time that lower the employee's interest and commitment towards their work. Job security is another factor which has been discussed that affect motivation. They said job security in private and public does not differ. Only need to utilize this factor properly to get its benefits.

Rainey

Rainey (1982) studied reward preferences available to the managers in both public and private sectors. He discovered that there is noteworthy difference in the perception of public and private managers regarding rewards choices. Public managers considered the ultimate public service and work output more important as compared to other factors like pay, status etc. In case of private manager, it is reversed. Wittmer (1991) also reaches to this conclusion. Thus, it can be said that public managers have to pay attention on both fronts; service end and employee needs as well.

Perry and Wise

Perry and Wise's (1990) work is important for understanding the bases of motivation. They focused on human behavior and found that it is influenced by various motivators. The design of the organizations and institutions is important. So, it must be shaped in a way that the advantage could be taken from such motivators.

Perry and Wise termed these motivational factors as ‘motives’. They divided them into three categories: rational, norm-based and affective. Figure 3 presents classification of motives.

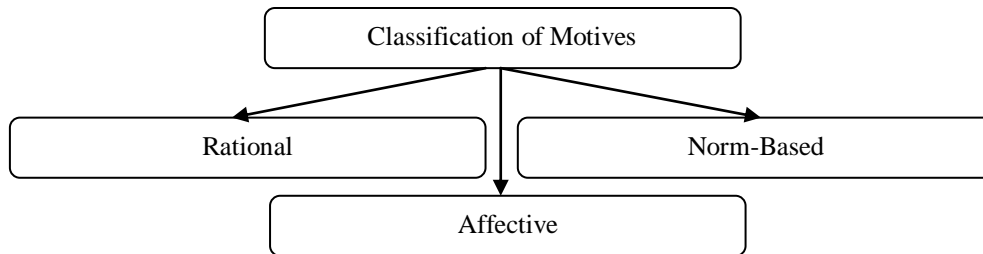


Figure 3. Classification of Motives by Perry and Wise (Based on above discussion).

Rational motives take into account that individual’s interests and societal development (social needs) should be aligned. Individuals having rational motives, they enjoy participation in policy formulation. They are motivated by the commitment towards public programs. They wish to entertain personal identification with the accomplishment of public programs. To advocate deliberately to a special or private interest is also in consideration.

As per norm-based motives, the wish to serve the society is dominant. These include public interest which means that altruistic aspect is prevalent on self-interest. Loyalty to duty and social just is also considered. Affective motives include that the commitment towards public programs should be based on social importance and patriotism. Hence, Perry and Wise’s work gives an effective insight to understand motivation through motivational factors. This study on motives supported to the current thesis research to choose motivational factors to be included in survey instrument.

Perry (1996)

Perry's (1996) study offered a noteworthy advancement in the research of public service motivation since it translated the concept of PSM into a measurement scale. Perry (1996) identified six dimensions of public service motivation and further he designed Likert-type items for each dimension. Those dimensions of PSM are being introduced here briefly:

- Attraction to public policy making: According to this dimension, the individuals get excited to play a role in public policy formulation and it reinforces their image of self-significance
- Commitment to the public interest: It comprises a desire to serve public interest that is essentially an altruistic attitude.
- Civic duty: This dimension involves a unique sense of public responsibility and role of public servants as trustees even if they are non-elected ones.
- Social justice: It comprises of activities addressing the well-being of minorities who are deprived on political and economic fronts.
- Compassion: This dimension stresses on an intensive kindness and love of the citizens. In addition, the basic rights of the citizens must be protected as granted by the relevant legal documents.
- Self-sacrifice: It is associated with the attribute of willingness to serve as substitutes.

Perry (1996) designed a 35-item scale based on previous scholars' work and feedback given by an engaged focus group. Afterwards, a number of test exercises and modifications were made to finalize the instrument. It resulted in a 40-item measurement scale – a survey instrument. After continuous reviews, Perry decided to lessen 16 items and two of the six dimensions from the measurement scale. So, now Perry's scale consists of 24 items and four dimensions as an updated version.

Perry (1997)

Later on Perry (1997) attempted to study PSM in antecedent perspectives. He investigated the relationship of PSM with five sets of correlates: (i) socialization received from parents, (ii) socialization based on religion, (iii) identification linked with profession, (iv) ideology associated with politics and (v) demographic attributes of individual. Findings suggested that it was proved productive to understand motivation through this approach.

In this study, Perry chose four dimensions of PSM: public policy formulation (structure), public interest (service) and public duty (obligation), compassion (sympathy) and self-sacrifice (altruism). Due to significance of construct validity, a scaled was designed particularly and likert-type items were used (Perry 1996).

For data collection, a self-administered survey was conducted. It found that public service motivation is related with many of the antecedents. However, several other relationships between the dimensions of PSM and antecedents found which were other than the predetermined combinations.

Crewson

Contemporarily, Crewson (1997) opted to use secondary data and addressed four questions concerning PSM theory: motivations attained through public-service reward, stability of such motivations with time duration, their influence on the performance of an organization, and the consequences of a public-service morality for representative bureaucracy theory. He made comparative analysis of public and private sectors and concluded that there are generalized and constant disparities in reward motivations for employees working in both sectors.

Further, he drew a more clear depiction that this research study and previous research constantly discovered public servants have different motivations and expectations than the private sector employees. Importantly, Crewson asserted that these findings were also similar to the preceding research, either in case of interviews, case studies or limited cross-sectional surveys.

As per this study, it can be said that public service motivation should not be blended with private sector. The human resources working in both sectors get motivated with different preferences of rewards and implications are different to each other as exhibited in Figure 4.

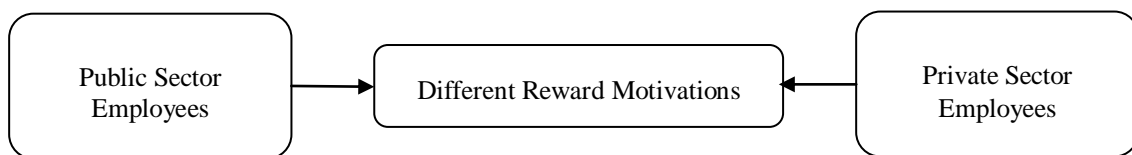


Figure 4. Reward Motivations: Public-Private Sectors (Based on above discussion).

Brewer, Seldon, and Facer

Brewer, Seldon, and Facer (2000) developed their study on the conception that how an individual envisions/perceives motives linked with the public service. A technique called Q-methodology used to investigate motives of 69 individuals. They identified four distinguishing conceptions of public service motivation i.e. samaritans (are concerned with the underprivileged people), communitarians (give value to civic duty and public service), patriots (are focused on their duty and public good) and humanitarians (go for justice).

Basically Q-methodology was opted as an alternative to measurement scale developed by Perry's (1996) and it used as an intensive researching technique through which more expressive responses could be taken from individuals. Their study revealed that PSM is

more complicated concept than portrayed by prior studies. Public service motives are mixed; one group of motives is not superseding in all four perspectives rather various motives are functioning in each perspective.

It further revealed that Perry and Wise's (1990) three motives: rational motives, norm-based motives, and affective motives are important in relation to all four groups of this study.

Alonso and Lewis

Alonso and Lewis (2001) examined the relationship between public service motivation and job/work performance of Federal employees. The argument of Perry and Wise (1990) was behind this study which states that people with higher level of PSM have more inclination to join public jobs. Alonso and Lewis conducted two large scale surveys. They used regression and logit analysis on survey results. This study found that there was mixed proof that PSM had a positive impact on grades and performance ratings.

They found no evidence that the relationship between material rewards and performance meant any less to those people with higher level of public service motivation. It revealed evidence that if the respondents give higher value to income, in this case, there are more chances of preferring government jobs.

Vandenabeele

In recent research on PSM, Vandenabeele's (2007) name is prominent. He focused on social context with relation to PSM in which an individual is performing. Vandenabeele's work is important in European context. He has addressed PSM in a good and simple manner. He has split PSM in two dimensions, i.e. individual's

behavior (role and responsibility) and the response from public institutions. Seemingly he presents the concept in a ‘two-way traffic’ instead of one-sided.

On the one hand, the employee should give warm reception to public service values. These values include awareness and participation in politics and policy formulation, public interest, sympathy and self-sacrificing. Such values provide the employees a clear direction to achieve public service objectives. On the other hand, public institutions should respond well to the core psychological wants of employees. Although, he presented his research with various elements, however it is being simplified in Figure 5.

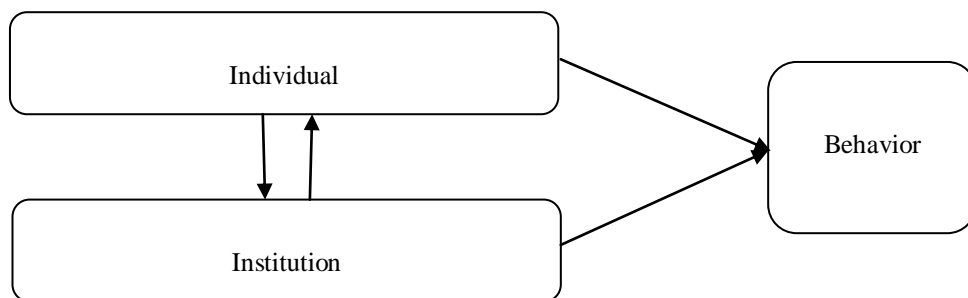


Figure 5. Individual-Institution Behavior (Based on above discussion).

2.2. Public Service Motivation

The literature provides several definitions and dimensions of the concept of public service motivation (PSM). Prior defining PSM, it is constructive to define motivation first. Motivation refers broadly to the force that “*energizes, directs, and sustains behavior*” (Perry and Porter 1982: 89).

Perry and Wise (1990) are regarded as pioneers for initiating formalized research on PSM. They defined public service motivation distinguishably as: “*An individual’s predisposition to respond to motives grounded primarily or uniquely in public*”

institutions and organizations". This definition has been used widely in the field of PSM theory subsequently (Moynihan and Pandey 2007).

Perry and Wise seem strongly advocating public institutions and organizations. Imperative focus has been given on individual to respond contentedly to organizational intentions. Staats (1988) worked as Comptroller General in United States, throughout of his career, he noticed that certain public sector employees' ethos (characteristic spirits) are different than their private sector counterparts. Similarly Perry and Wise affiliated PSM with institutions because they were also public servants (Perry and Hondeghem, 2008).

Likewise, Rainey (1982) interpreted public service motivation that public managers put more emphasis on effective public service and work for helping citizens; this aspect is considerably at higher level than in the case of private managers.

The recent variation in the definition of PSM originates from the research conducted in European context by Vandenabeele (2007). He defined the concept as: "*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.*"

Rainey and Steinbauer's (1999) study is important since it expanded the scope of public service motivation. Seemingly, they defined PSM in a broadest way: public service motivation is "*a general altruistic motivation to serve the interests of a community of people, a state, a nation, or humankind.*" Perry and Hondeghem (2008: 4) acknowledge that the definition offered by Rainey and Steinbauer (1999) is a more globalized definition of public service motivation. In fact, this definition addresses four functional levels of PSM as depicted through Figure 6.

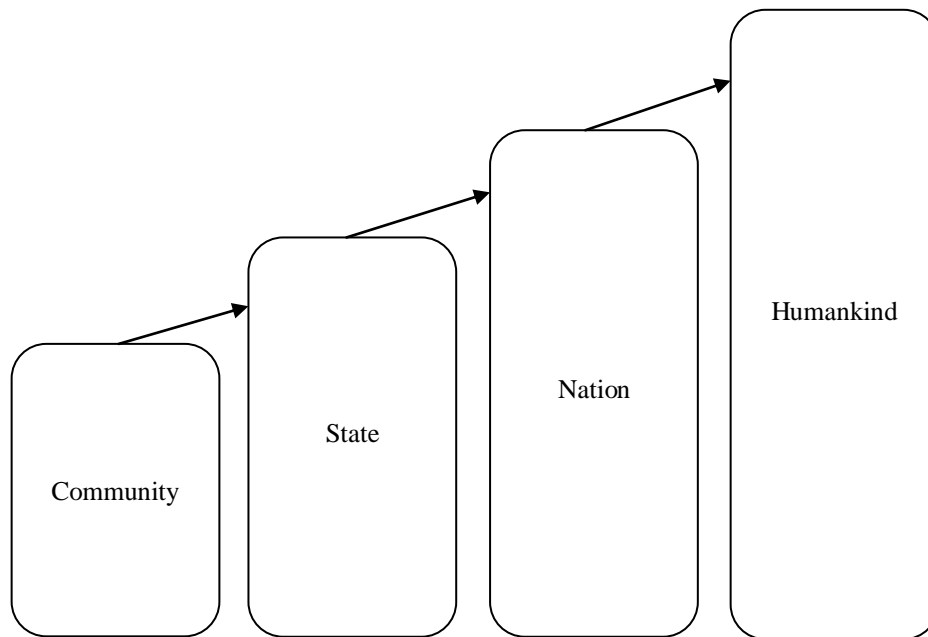


Figure 6. Four Functional Levels of PSM (Based on above discussion).

Brewer and Selden (1998) defined PSM as: *“the motivational force that induces individuals to perform meaningful...public, community, and social service”*. It offers a closer version to the definition of Rainey and Steinbauer (1999). It emphasizes behavior related implications and application of PSM concept beyond the public sector.

Mann (2006) is also supporting to this narration as he asserted that public human resource management has to address now a number of interesting prospects of tangible and identifiable public service ethics. He raised the question for having more motivated public workforce by applying appropriate motivators to overcome the challenge.

Work motivation can be viewed in two types: Intrinsic and Extrinsic. Intrinsic motivation can be defined as performing a task for its inherent fulfillment instead of some obvious end results. Intrinsically motivated individual approaches to an act for the pleasure or challenge rather than external pressures, pushes or any rewards. In a contrast, extrinsic motivation inspires a behavior for attaining separable outcomes (Ryan and Deci 2000: 56-61).

Park and Rainey (2012) also studied intrinsic motivation and extrinsic motivation in relation to communication among public managers and traced their links separately with motivational factors. Public service motivation can be recapitulated with Perry and Hondeghem's (2008) words: "*the meaning of public service motivation varies across disciplines and fields, but its definition has a common focus on motives and action in the public domain that are intended to do good for others and shape the well-being of society.*"

2.3. Public Service Motivation: Dimensions and Measurement

The research scholars in the field used different scales to measure PSM. Two of the extant measurement scales with dimensions of the construct are discussed here.

2.3.1. Perry's Multidimensional Scales

Perry (1996) devised six dimensions of public service motivation as enlisted and briefed below:

- Attraction to public policy making: An individual gets excited to play a role in public policy formulation and it reinforces his image of self-significance.
- Commitment to the public interest: It comprises a desire to serve public interest that is essentially an altruistic attitude.
- Civic duty: This dimension involves a unique sense of public responsibility and role of public servants as trustees even they are nonelected ones.
- Social justice: It comprises of activities addressing the well-being of minorities who are deprived on political and economic fronts.
- Compassion: This dimension stresses on an intensive kindness and love of the citizens. Moreover, the basic rights of the citizens must be protected as granted by the relevant legal documents.

- **Self-sacrifice:** It is associated with the attribute of willingness to serve as substitutes.

Perry's (1996) study offered a significant advancement in the research of public service motivation by translating the PSM construct into a measurement scale. He developed likert-type items for above explained dimensions. Wording for each dimension was developed which was based on the previous literature on PSM. Importantly, a focus group of students of master of public administration (MPA) was also involved to create a discussion on the construct of public service. Both positive and negative wordings for items were designed.

Initially, Perry (1996) devised a 35-item measurement scale based on the previous research and feedback given by the engaged focus group.

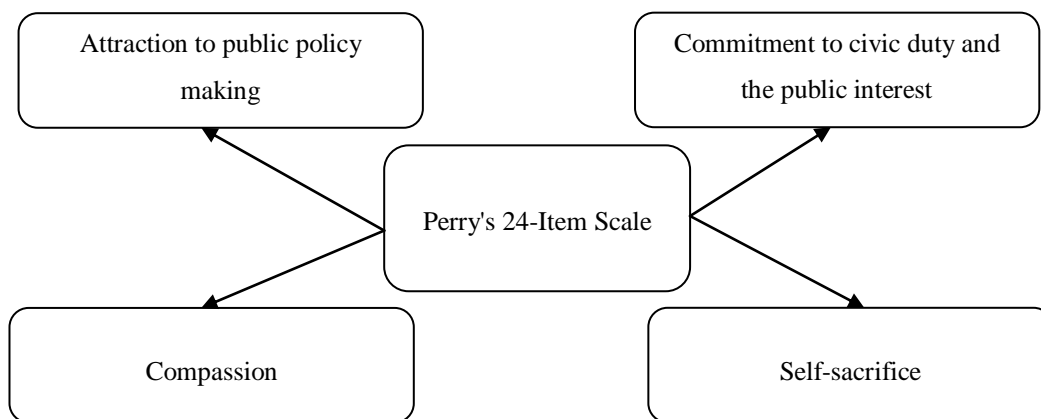


Figure 7. Perry's 24-Item Scale (Based on above discussion).

Afterwards, a number of test exercises and modifications were made to finalize the instrument. It resulted in a 40-item measurement scale (a survey instrument). After continuous reviews, Perry decided to lessen 16 items and two of the six the dimensions from the measurement scale. So, now Perry's scale consists of 24 items and four

dimensions as an updated version. This scale can be termed as composing of four subscales: attraction to public policy making, commitment to civic duty and the public interest, compassion and self-sacrifice as illustrated in Figure 7.

Perry, Hondeghem and Wise (2010) claimed that the source of many of the measuring instruments for public service motivation is Perry's (1996) 24-item scale. In this study, the researcher also used 24-item self-developed survey instrument for data collection. The survey instrument (Appendix 1) has been explained in Chapter 3: Research Methodology.

Afterwards, Perry (1997) continued to study PSM and explored PSM in antecedent perspectives. He investigated the relationship of public service motivation with five sets of correlates those are socialization received from parents, socialization based on religion, identification associated with profession, ideology linked with politics, demographic attributes of individual. Findings suggest that it went fruitful to understand motivation through this approach.

Perry's (1997) study was based on four dimensions of PSM: public policy formulation (structure), public interest (service) and public duty (obligation), compassion (sympathy) and self-sacrifice (altruism). Significance of construct validity led to develop a scale (Perry 1996).

For data collection, a self-administered survey was used. It found that public service motivation is related with many of the antecedents. However, several other relationships between the dimensions of PSM and antecedents found which were other than the predetermined combinations.

2.3.2. Brewer, Selden and Facer's Q-Methodology

Brewer, Seldon, and Facer's (2000) study is based on the conception that how an individual perceives motives linked with the public service. In this research study, they

used different technique called Q-methodology to investigate motives of 69 individuals. According to Brewer, Seldon, and Facer (2000), the approach of Perry was not devised to measure the variations of individual conceptions about public service motivation.

In fact, Q-methodology was designed as an alternative to the measurement scale developed by Perry's (1996). It used as an intensive researching technique through which more expressive responses could be taken from individuals. It targeted to provide a more comprehensive and systematic view of public service motivation with clearer thoughtfulness of motives linked with PSM.

The Q-methodology involved the participants to sort statements from James L. Perry's (1996) research on public service. Perry (1996) designed forty statements corresponding to six dimensions. The participants were required to response in a way that how strongly they are agreed or disagreed with each statement. Subsequent to Q-sorting exercise, the respondents were posed to give explanation pertaining to the statements. About which statements they are agreed the most or about which statements they are disagreed the most? The participants were also given chance to furnish their general remarks on PSM.

The results of the study indentified four distinctive conceptions of PSM referring to an individual: Samaritans, communitarians, patriots, and humanitarians. All four conceptions of public service motivation have variation in their scope of concern. (Brewer et al., 2000: 261). The four conceptions are enlisted and explained below.

- Samaritans: This category of individuals is strongly motivated to help underprivileged people. When they observe other people in difficulties and stress, they perceive themselves as guardians to the troublesome citizens.
- Communitarians: These individuals' source of motivation is civic duty and public service. They work to strengthen the relationship of public servants and citizens through appropriate service.

- Patriots: These individuals are focused on their duty and public good. They are considered loyal to their duty and obliged to do the best for the citizens.
- Humanitarians: Social justice is motivating factor for humanitarians. They desire for social development and well being of the citizens.

The four conceptions of Brewer, Seldon, and Facer's (2000) study are presented in Figure 8.

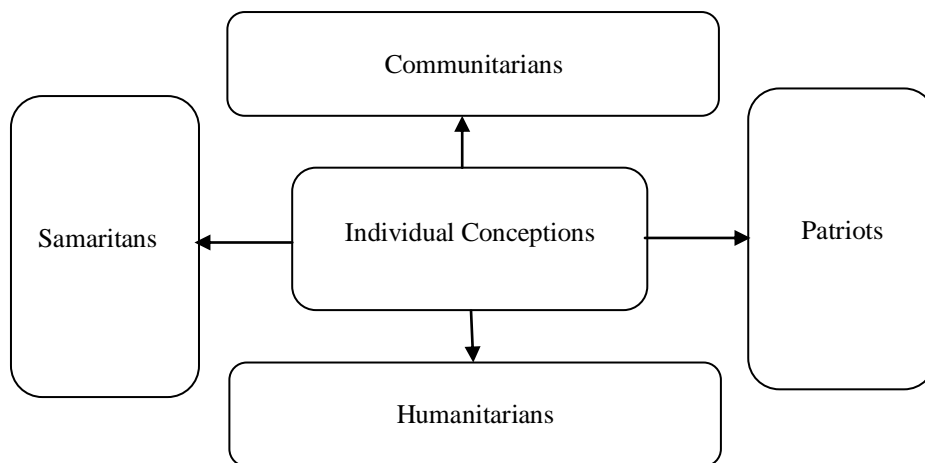


Figure 8. Individual Conceptions of PSM (Based on above discussion).

Their study revealed that PSM is more complicated concept than portrayed by the prior studies. Public service motives are mixed; one group of motives is not superseding (dominant) in all four conceptions rather various motives are functioning in each conception. It further revealed that Perry and Wise's (1990) three motives: rational motives, norm-based motives, and affective motives are important in relation to all four groups of this study.

2.4. Motivation Theories in Organizational Perspective

The literature provides various motivation theories like, Maslow's hierarchy of needs theory, Alderfer's ERG theory of motivation, McClelland's achievement and acquired needs theory, Stacey Adams' equity theory, Herzberg's hygiene factors and motivators theory, Vroom's expectancy motivation theory, Hackman and Oldham's job characteristics model.

The researcher has selected two out of these well-known theories: Maslow's hierarchy of needs theory and Herzberg's hygiene factors and motivators theory. The reason to choose these two theories is that both theories have been revisited recently by the modern scholars and explored them in relation to organizational perspectives.

2.4.1. Maslow's Hierarchy of Needs Theory: Nyameh: 2013

Nyameh (2013) reconceived Maslow's hierarchy of needs to uncover its application, impacts and implications in organizational perspective. He recommended that there is enough evidence about the relevance of Maslow's hierarchy of needs theory to organizations till today. It has been further explored the relatedness of the hierarchy of needs to human resources management (HRM), organizational culture and personnel performance and its effectiveness for attaining organizational goals and objectives.

Maslow's hierarchy of needs is a theory in the field of psychology proposed by Abraham Harold Maslow in his paper titled: 'A Theory of Human Motivation' in year 1943. Maslow delineated five hierarchical needs. Nyameh endorsed that it could also be applied to an organization and its employees' performance. Maslow's theory states that individual does not feel second level needs until the needs of first level have been fulfilled or the third level needs until second level needs have been satisfied, and so on. Figure 9 illustrates Maslow's hierarchy of needs.

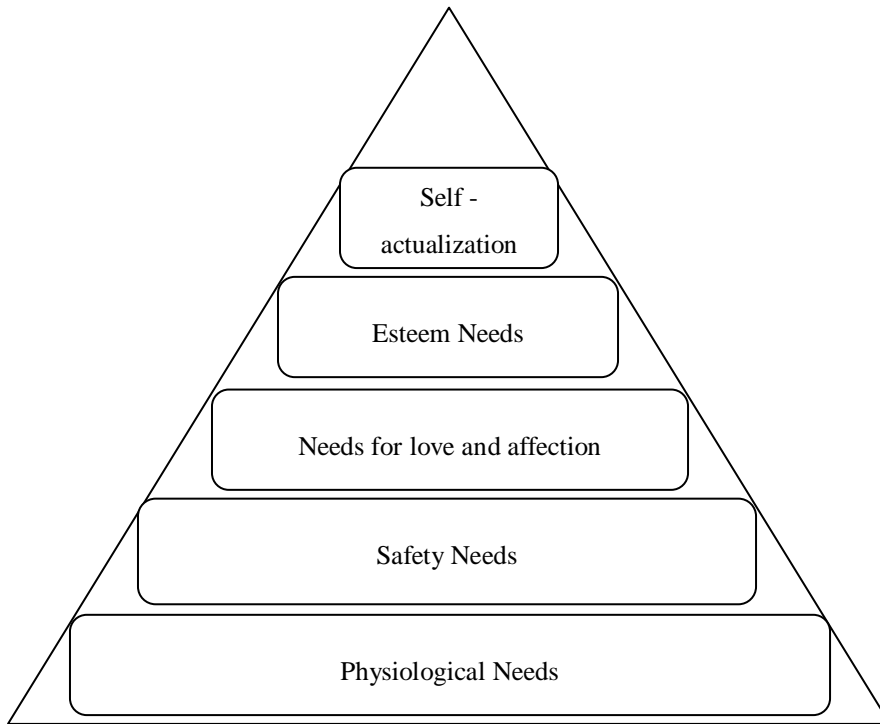


Figure 9. Maslow's Hierarchy of Needs (Adapted from Nyameh 2013).

Physiological Needs: These are the biological needs of mankind. For instance, need for food, water, oxygen, and a moderately stable body temperature etc. These are the basic and strongest needs because if a person were deprived of all his needs, then he shall search to fulfill physiological needs first than any other needs for his survival. So, these needs are essential for human existence.

Safety Needs: Safety needs are realized at level two. The moment when all physiological needs are fulfilled and individual's thoughts and behaviors are free from first level needs, then security needs can turn into active. When adolescents have got little awareness about safety needs in case of emergencies or time of disorganization in the society then adults concern with the indications of insecurity and they need to have safety.

Needs for Love, Affection and Belongingness: When the lower order needs i.e. physiological and safety needs are satisfied, the next order needs will be felt. Now, needs related to love, affection and belongingness will be appeared. According to Maslow, these needs would emerge because people seek to overcome the sentiments of estrangement and lonesomeness. Hence, individual involves him in both giving and accepting love and affection, and entertain to share some belongingness.

Needs for Esteem: When the needs of first three levels are satisfied, then next level needs i.e. needs for esteem would emerge as prevalent. These needs comprise of both, needs for self-esteem and for the esteem an individual receives from other people in his surroundings. According to Maslow, human beings require these needs to be satisfied for stability, high self-esteem, and esteem from others as well. After the satisfaction or fulfillment of these needs, the person feels more self-confident and important as a being in this world. If these needs are dissatisfied and frustrated then the individual feels himself worthless, weak and inferior than others.

Needs for Self-actualization: According to Maslow, this is the highest and last class of needs. When all of preceding needs of four levels are satisfied, only in that case, the needs for self-actualization are stimulated. In fact at self-actualization stage, a person starts doing all of those things he was meant to born for doing all that. It is not possible to be self-actualized if the needs, fallen on previous four levels, are unsatisfied.

Linking Maslow's Hierarchy of Needs with Organization, its culture and Employees' performance: Nyameh: 2013

Nyameh (2013) argued that two lower level needs (physiological and safety needs) of Maslow's hierarchy needs might be linked with the organizational culture. Since, every new organization has to pass through this lower order needs.

At first stage of needs, organization struggles with its basic and survival needs. At third level of Maslow's hierarchy, social needs (need for love, affection and belongingness) would correspond to the arrangements of structured roles within the organization in separate department and units. Social needs relate with the human resource management function and organizational culture.

The constructive interface between human resource management and organizational culture would direct towards self-esteem and self-actualization. Consequently, this will be visible through the index of employees' performance. In this way, it further can prove the strengths and reliability of the organization in the face its competitors. The organization can excel through good performance of its employees and can meet its objectives, mission and vision. It can be asserted a stage parallel to self-actualization. At this point, it can be asserted that the better understanding and capitalizing of employees' needs may lead to improved motivation and increased performance.

2.4.2. Herzberg's Two Factors Theory: Bassett-Jones and Lloyd: 2005

Bassett-Jones and Lloyd (2005) re-visited Herzberg's two-factor motivation theory to know whether it still resonates today since it was proposed or not. They examined Herzberg's study 'Motivation to Work' originally presented in 1959. They checked this theory's validity and relevance to motivation. Bassett-Jones and Lloyd conducted a large scale survey from over 3200 respondents. They found that monetary rewards and employee recognition do not appear primarily as bases of motivation to inspire employees to contribute their thoughts. The study suggests that the factors related with intrinsic satisfaction play a significant role as Herzberg's predicted earlier.

Herzberg with his collaborators presented their study titled: 'The Motivation to Work' in 1959. They proposed two types of factors responsible to influence motivation at work; hygiene factors and motivational factors. Hygiene factors cause demotivation in case when they are inappropriate whereas motivational factors work to sustain effort.

Herzberg with his team explored fourteen factors having impact on job satisfaction and dissatisfaction with respect to frequency and duration of impact. They chose interviews method for critical incident analysis, which was contemporarily a new technique for collecting data. Afterwards, they analyzed all of the factors and found two groups for classifying factors.

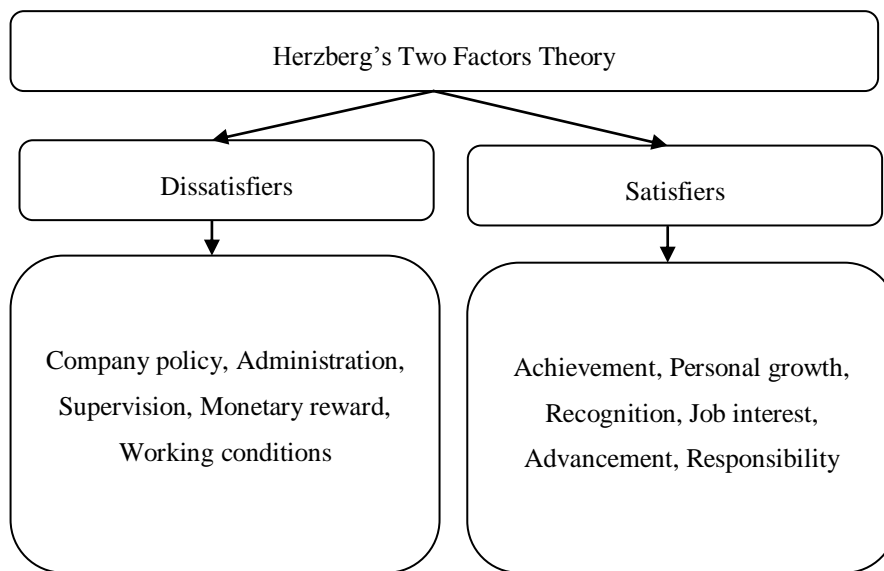


Figure 10. Herzberg's Two Factors Theory (Based on above discussion).

The results were required to be understood separately as job satisfaction or dissatisfaction. Sources of satisfaction were figured out as, sense of achievement, personal growth, recognition, job interest, prospects for advancement and the opportunities to take responsibility. Likewise dissatisfaction factors were found as employees' unhappiness with company policy, company administration, both technical and interpersonal supervision, monetary reward and overall working conditions as illustrated in Figure 10.

Bassett-Jones and Lloyd's (2005) findings on revisiting Herzberg's Two Factors Theory

Bassett-Jones and Lloyd (2005) found that intrinsic drivers are dominant over the motivators linked with monetary rewards and other financial inducement. The results suggest that the significance of employee recognition has been declined, whereas according to Herzberg, managerial recognition was proved as an important motivational factor. This finding can be attributed to the fact that as few career advancement prospects are offered by the organizations.

It was established that inappropriate supervisory relationships with employees causing discouragement among employees and creating unwillingness for contributing ideas for organizational success. Further, Bassett-Jones and Lloyd recommended some ways to treat employee recognition still as an effective motivator. They put forward a query as well in this regard that if any measures are not taken then recognition may be included in hygiene factors (dissatisfiers) instead of motivators (satisfiers). Thus, it can be said that organizations have to emphasize on the effective application of motivational factors along with managing well hygiene factors

2.5. Work Performance

Work performance combines both activities and outcomes attained out of those activities. Kearny (2014) defined and elaborated performance in the following words.

“Performance is work activity plus results. Answering the phone is only an activity; answering a call and resolving a customer problem is performance. Making a sales call is an activity; making a sales call and getting an appointment to do a demo with a decision maker is performance. Training data entry people is activity; training data entry people so there is high adoption and fewer help-desk calls is performance.” (Kearny 2014: 31)

According to Pulakos (2004), a performance management system can be comprehended through five distinct functions as illustrated through a self-explanatory Figure 11.

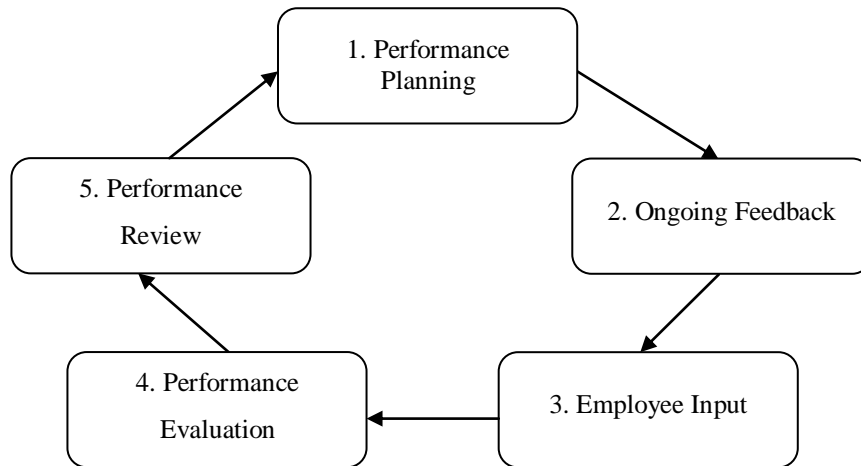


Figure 11. Performance Management Process (Adapted from Pulakos 2004: 4).

To measure end results of employee activities performance management system is employed. Hatzfeld (2014) referred performance evaluation generally to the assessment of organizational performance. The performance appraisal has been defined by DeNisi and Robert (2006) as:

“performance appraisal is a discrete, formal, organizationally sanctioned event, usually occurring more frequently than once or twice a year, which has clearly stated performance dimensions and/or criteria that are used in the evaluation process.”

DeNisi and Robert (2006) reported that the main objective of performance management process is to improve performance particularly focusing on individual level initially and ultimately at organizational level as well. In public sector, employee’s accountability on their job is significant for assuring delivery of excellent public service to the citizens. Gardner (2012) stressed on ‘performance pressure’ which holds team

accountable for delivering high quality performance outcomes. Fairness of the performance evaluation procedures helps employees to perform on targets. Performance can also be looked into factors like motivation.

Borman and Motowidlo (1993) categorized performance factors into two as (i) task performance factors and (ii) contextual performance factors. Task performance factors include the central technical activity of the organization, for instance, medical equipment manufacturing, and computer hardware development. Contextual performance factors include the performance constituents that provide support to the social, psychological and organizational environment wherein the core technical activity must take place and function. These performance factors are illustrated through the following Figure 12

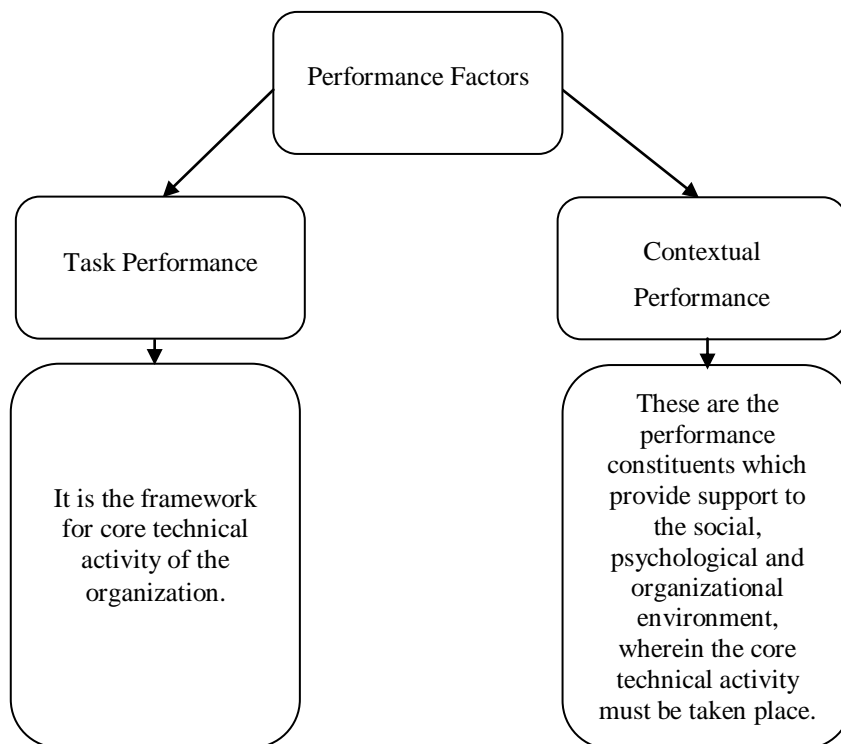


Figure 12. Performance Factors (Based on above discussion).

Borman and Motowidlo's (1993), categorization of performance factors can be translated into in the public service. The task performance which means the core activity of public organization has to provide optimal public service to the citizens and contextual performance includes work environment, team relationship, job attitude like putting extra effort to accomplish job, taking volunteer assignments, effective supervision, and safe and sound working conditions etc.

The study on task performance and contextual performance was continued by Borman and Motowidlo (1997). They stressed that "*contextual activities are important because they contribute to organizational effectiveness in ways that shape the organizational, social, and psychological context that serve as the catalyst for task activities and processes.*"

Harrington and Lee's (2012: 229) study suggests that age factor influences perception of performance appraisal fairness. They found that older employees are less likely to have perception of fairness about performance appraisal. They endorsed, as a contrast, that younger employees have perception of fairness about performance appraisal process.

Public human resource management (PHRM) is meant to maximize employee performance. It is primarily concerned with people management within organizations along with focusing on working policies and internal systems. As Anyim et al. (2012) reported that the quality of human resource management has a vital influence on organizational performance.

2.6. The Relationship between PSM and Work Performance

Firstly, a general overview and then specifically classifications of extant studies on PSM-Performance are discussed here.

2.6.1. General Overview of PSM-Performance Relationship

The relationship between PSM and performance is ongoing to be tested by the researchers. The literature provides immense evidence that public service motivation, as an independent variable, has been studied and linked to performance, not only at individual level (Naff and Crum 1999) but also organizational level (Rainey and Steinbauer 1999). Perry and Wise (1990) argued that employees who have higher public service motivation are more likely than others to choose public employment and to perform better at public service.

Hazra, Prosenjit and Partha (2015) concluded that motivation surely is a multidimensional and multi-factors concept and it varies from individual to individual. Each person is distinguished with deferent likings, disliking, aspirations, interests and passions in his or her life. Thus, it makes the construct complex to understand its relationship with other variables as Park and Word (2012) suggested that motivating employees positively and effectively for performing their job is a critical challenge for the managers. Petrovsky and Ritz (2014) emphasized that the construct public service motivation has been tried to lead to the higher rank of performance at individual level and a high occurrence of employees with public service motivation has been expected for enhancing the performance of public institutions. Their study found that:

“Looking at the Attraction to Policy-Making dimension of PSM, there is an interesting contrast: While this variable is positively correlated with performance in both the individual-level analysis and the aggregated data analysis without the correction for common-method bias, it is not statistically associated with performance in the aggregated data analysis with the correction”.

Another study conducted in Chinese context is seemingly supporting to Petrovsky and Ritz’s (2014) finding. It found that public sector employees’ levels of PSM were relatively higher than those of private sector employees, particularly with respect to two

dimensions of PSM (i) attraction to public policy-making and (ii) commitment to public interest (Liu et al 2012).

The work motivation consists of intrinsic and extrinsic constituents. Intrinsic motivation is to perform a task for its inherent fulfillment instead of some obvious end results. Intrinsically motivated individual approaches to an act for the pleasure or challenge rather than external pressures, pushes or any rewards. In a contrast, extrinsic motivation inspires a behavior for attaining separable outcomes (Ryan and Deci 2000: 56-61). It can be interpreted that the sources for extrinsic motivations are external variables to demonstrate a particular behavior, for instance, monetary incentives.

PSM can be termed as a type of intrinsic motivation because individuals with PSM get pleasure from the activities of doing well for others. The findings of Grant's (2008) study include that the relationship between prosocial motivation (helping behavior), the performance and productivity is strengthened by the intrinsic motivation. Vandenaabeele (2009) concluded that individual PSM apparently correlates with performance which may lead to have some ideas for managing human resources effectively and efficiently in public sector. Studies in other fields are also evident for a positive relationship between these variables. For example, research endeavors in the field of organizational behavior and economics endorse a positive link between public service motivation (PSM) and work performance (Perry et al. 2010). A study conducted in a different work perspective: 'Work Motivation among Malaysian Public Servants' revealed that monetary rewards, recognition and better communication may motivate employees to perform (Mahazril' Aini, et al. 2012). It is also establishing a positive relationship between motivational factors and work performance.

Taylor (2007) conducted his study in Australia and summed up his findings in these words: *"some motives being more susceptible to influence by external factors should alert government organizations that altruistic motives among many respondents are not unlimited and should not be taken for granted, but are in real need of encouragement and reinforcement."*

2.6.2. Classification of Previous Studies on PSM-Performance Relationship

Bellé (2013) states that after Perry and Wise's 1990 study on PSM, a handful of researchers have examined the relationship between work performance and public service motivation (PSM) or narrowly related other constructs. These research studies can be understood from the following four classifications as suggested by Bellé (2013).

(i) First Classification: Direct relationship between PSM and Work Performance

The first classification of studies targeted to trace the direct link between the two variables, public service motivation and work performance. Naff and Crum's (1999) chose cross-sectional survey and gathered data almost from 10, 000 U.S. federal employees. Significantly, they found a positive relationship between public service motivation and self-reported performance ratings.

Subsequently, Alonso and Lewis's (2001) study confirmed this result partially. They used two sets of data; first one 1991 'Survey of Federal Employees', these responses taken from nearly 35,000 federal white collar employees and second one 1996 'Merit Principles Survey'. Alonso and Lewis (2001) established a positive relationship between PSM and self-reported performance ratings for the data set of 1996. However, they found some other divergent results as well.

(ii) Second Classification: Relationship between PSM and Work Performance as Mediated by other Variables

The second classification of studies examined the link between PSM and work performance with other mediating variables. Based on the data randomly drawn from three public organizations with a sample of 205 public servants, Bright (2007) found a positive relationship between public service and self-reported performance; however, this association was proven insignificant when another variable i.e. person-organization fit was taken into consideration.

Following to Bright, Leisink and Steijn (2008) employed a sample of 4,130 Dutch public servants regardless of their employment levels in government and service providing nature. Their study found that link between PSM and three performance-related outcome variables were not mediated by person–organization fit. It is noteworthy that commitment (dedication), willingness to exert effort, and perceived job performance were taken into account as variables of performance-related outcome.

Afterwards, Vandenabeele's (2009) study contributes the research in this perspective. Using dataset obtained from Belgian civil service employees, he found interestingly a direct association between PSM and self-reported performance but the relationship was proven indirect while mediated by job satisfaction and normative and affective commitment.

(iii) Third Classification: Shedding Some Light on PSM-Performance Relationship

The third classification of studies sheds some light on PSM-Performance relationship. Frank and Lewis (2004) used two datasets of 1989 and 1998 from 'the General Social Survey', and found a positive connection between performing an interesting work that allows the individual to help others and to manage discrepancies in self-reported work effort. However, this effect remained the same in both private and public sectors.

Moynihan and Pandey (2010: 859) found that public service is directly linked with the form of individual behavior which is the logical driver of higher performance at levels of individual and organization. Their study was based on the survey data from a sample of 1,538 senior managers in American local government jurisdictions with populations more than 50,000.

(iv) Fourth Classification: Theoretical Studies on PSM-Performance

The fourth classification is merely composed of theoretical studies which discuss the relationship between PSM and work performance. It includes, for instance Perry and Wise's (1990) work and many other articles those do not fall in the aforementioned three classifications. This research classification includes economic papers those identify and explore the construct as supported by Francois (2000). On the existence of PSM, his paper suggests the favorable conditions for government bureaucracy through which it can capitalize well PSM motivated effort from public servants than a typical profit maximizing organization.

2.6.3 Synthesis of Ideas on PSM by the Prominent Research Scholars

The following table provides the synthesis of different ideas on PSM presented by the prominent research scholars in the field.

Table 1. Synthesis of Different Scholarly Ideas on PSM.

Scholar	Work Title	Work Essentials
Buchanan (1975)	Red-Tape and the Service Ethic Some Unexpected Differences between Public and Private Managers	Extrinsic and intrinsic motivators in both public and private organization are similar. This conclusion was endorsed even after twenty years by Gabris and Simo (1995).
Perry and Porter (1982)	Factors Affecting the Context for Motivation in Public Organizations	The organizations put considerable research effort to choose individuals and insufficient research attention is paid on how an individual is choosing the organization. An employee joins the organization with certain beliefs and perception that affect the motivation.

Rainey (1982)	Reward Preferences among Public and Private Managers	There is difference in the perception of public and private managers regarding rewards choices. Public managers considered the ultimate public service and work output more important as compared to other factors like pay, status etc. In case of private manager, it is reversed. Wittmer (1991) also reaches to this conclusion.
Perry and Wise (1990)	The motivational Bases of Public Service	They divided motives into three categories: rational, norm-based and affective. Rational motives take into account that individual's interests and societal development (social needs) should be aligned. As per norm-based motives, the wish to serve the society is dominant. These include public interest which means that altruistic aspect is prevalent on self-interest. Affective motives include that the commitment towards public programs should be based on social importance and patriotism.
Perry (1996)	Measuring Public Service Motivation: An Assessment of Construct Reliability and Validity	This study offered an advancement in the research on public service motivation since it translated the concept of PSM into a measurement scale. He identified six dimensions of public service motivation and further he designed Likert-type items for each dimension.
Perry (1997)	Antecedents of Public Service Motivation	Perry (1997) studied PSM in antecedent perspectives. He tested the relationship of PSM with five sets of correlates: i) socialization received from parents, ii) socialization based on religion, iii) identification linked with profession, iv) ideology associated with politics and v) demographic attributes of individual. It found productive to understand motivation by this approach.

Crewson (1997)	Public-Service Motivation: Building Empirical Evidence of Incidence and Effect	He made comparative analysis of public and private sectors and concluded that there are generalized and constant disparities in reward motivations for employees working in both sectors.
Brewer, Seldon, and Facer (2000)	Individual Conceptions of Public Service Motivation	They developed their study on the conception that how an individual envisions/perceives motives linked with the public service. A technique called Q-methodology used to investigate motives of 69 individuals .Their study revealed that PSM is more complicated concept than portrayed by prior studies. Public service motives are mixed; one group of motives is not superseding in all four perspectives rather various motives are functioning in each perspective.
Vandenabeele (2007)	Towards a Theory of Public Service Motivation: An Institutional Approach	He has split PSM in two dimensions, i.e. individual's behavior (role and responsibility) and the response from public institutions. Seemingly he presents the concept in a 'two-way traffic' instead of one-sided. He stressed that both employee and organizations should play their roles appropriately to arrive at success.

The above Table 1 provides the synthesis of ideas on public service motivation by the prominent research scholars. Their ideas are based on their research studies. This chapter ends up with the synthesis of scholarly ideas on PSM. In the next chapter, the methodology of the research will be discussed.

3. RESEARCH METHODOLOGY

This chapter discusses the research methodology of the study. It begins with explaining the basics of research, research process and approach adopted for the study. The chapter further elaborates data collection and analysis, survey respondents and research setting. It is finished with the discussion of validity, reliability and ethical considerations.

3.1. Basics

The methodology is crucial in the entire research process to be opted appropriately. The purpose of this research study was to test the relationship of public service motivation and work performance in Finnish public service setting.

Rajasekar, Philominathan & Chinnathambi (2006) elaborated research as:

*“research is a logical and systematic search for new and useful information on a particular topic. In the well-known nursery rhyme
Twinkle Twinkle Little Star
How I Wonder What You Are
the use of the words how and what essentially summarizes what research is. It is an investigation of finding solutions to scientific and social problems through objective and systematic analysis.”*

The importance of research cannot be denied in any field whether it is scientific or nonscientific. The research endeavors to answers newly occurred problems, phenomena or some other complicated events. The implementable solutions and pragmatic suggestion are required to overcome such challenges. Rajasekar et al. (2006) explored

the research methodology as: it is a systematic way through which problems are attempted to be solved. According to them, it basically comprises of certain procedures used by the research scholars to describe, explain and predict phenomena.

3.2. Research Process

The research process simply can be worded as the step-by-step procedure of developing a research study to end-up with certain findings and conclusions. It provides the researcher a clear road-map to be followed. For this thesis study, the following research process (Figure 13) was pursued as conceived by the author.

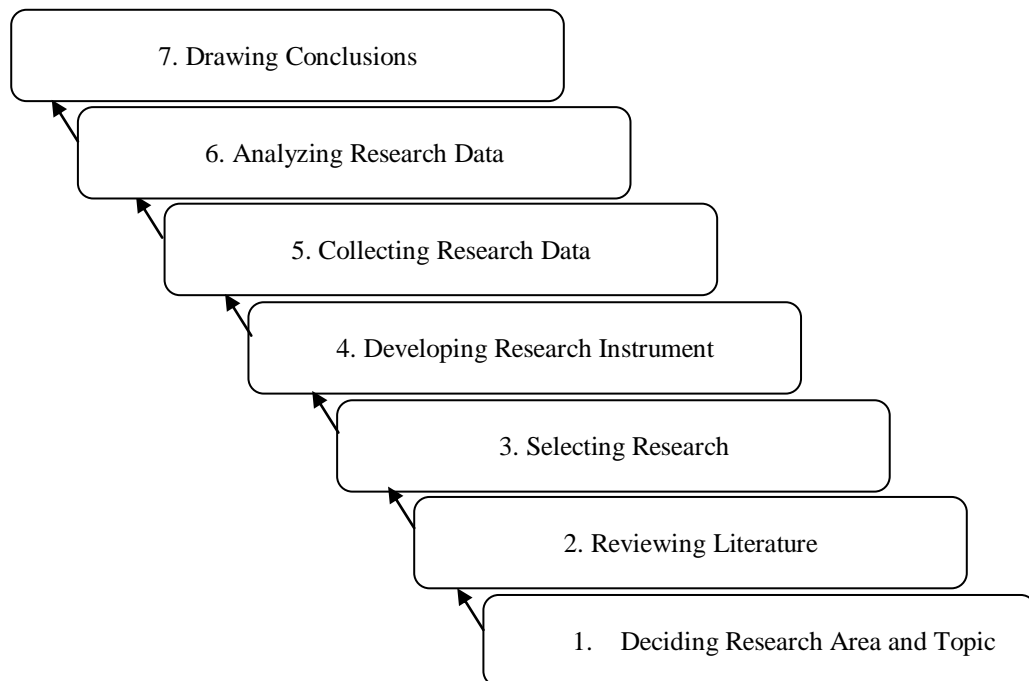


Figure 13. Seven-Step Research Process (Conceived by the Researcher).

3.3. Research Approach

The research methods are classified often into two main types: quantitative research method and qualitative research method. A precise comparison of quantitative and qualitative approaches is presented in the following Table 2 as adapted from Lee (1992: 89).

Table 2. Contrast of Quantitative and Qualitative Methods (Adapted from Lee 1992).

Attributes	Quantitative	Qualitative
Ontological Assumption	Objectivity	Subjectivity
Epistemological Assumption	Positivity	Phenomenology
Aims of Inquiry	Universality	Particularity
Role of Researcher	Outsider	Insider
Researcher-Respondent Relationship	Detachment	Involvement
Research Methods	Statistics	Description

Quantitative research approach was followed for this thesis study. The preference of quantitative research method was decided due to following reasons:

(i) To remain objective during this research was one of the major drives to go for quantitative approach. Since, the researcher's role is restricted to be as an outsider in this method. Further, even the researcher and respondents are remained detached to each others.

(ii) The quantitative approach makes it feasible to interpret the results through reason, logic and statistics. In application perspective, it is not only productive for the object organizations but also for other research beneficiaries.

(iii) Scope of the quantitative research method is comparatively wider than that of qualitative one.

(iv) Lastly, the current scholarly work on the construct is greatly evident that mostly of the leading and expert researchers chose quantitative method in their studies.

3.4. Data Collection and Analysis

Data collecting instrument, PSM-Performance research model, nature of data collected, procedure for data collection and analysis will be discussed here.

3.4.1. Data Collecting Instrument

A cross-sectional survey was conducted to gather research data for the study. A questionnaire of 24-item, categorized into three dimensions, was developed and used (appendix 1). All survey statements were asked in a direct and positive manner except one item (Survey Item No.: 16) that was reversely designed. The Replies from the respondents were reversed in data analysis for this item which means strongly agreed is strongly disagreed and vice versa.

The survey data collection method is regarded with several strengths like easy to administer with flexible modes, it can be developed in less time and cost-effective. The survey can be conducted remotely which reduces geographical dependence. It is capable of gathering data from a large number of participants in standardized form. Significantly, the anonymity of surveys allows participants to be more honest and providing valid answers. The respondents could be informed in advanced that survey answers will remain confidential and anonymous. In modern times, advanced survey software and statistical techniques can be utilized in data analysis phase which increases reliability, validity and statistical significance of research findings.

The research was conducted basically to test the relationship between PSM and performance. Three dimensions of the research construct were designed: (i) the determination of motivational factors (ii) the impact of public service motivation on work performance and (iii) the identification of motivated employees. Each dimension was corresponding to one sub-question. In other words, three sub-questions were used for three dimensions as revealed in Table 3.

Table 3. Particulars of Survey Instrument (Appendix 1).

Dimensions	Research Questions	Survey Items	Likert-Type Scale
1. Determination of motivational factors	Sub-Question 1	1-8 Total Items: 8	1 2 3 4 5 from Strongly Disagree to Strongly Agree
2. Impact of public service motivation on work performance	Sub-Question 2	9-16 Total Items: 8	
3. Identification of motivated employees	Sub-Question 3	17-24 Total Items: 8	

A five-point likert-type scale was used with each item from 1 to 5 to record disagreement or agreement respectively from the respondents as presented in Table 4.

Table 4. Likert-Type Scale Used in Survey.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

3.4.2. Research Model

The research construct for this study can be understood from the following research model conceived by the researcher as portrayed in Figure 14.

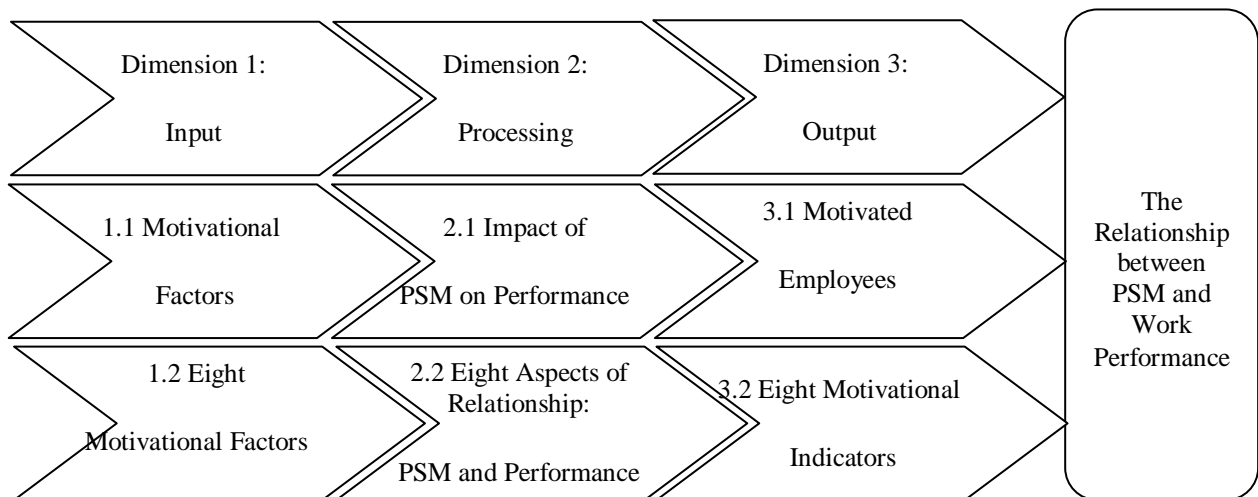


Figure 14: PSM-Performance Research Model Conceived by the Author (Based on Survey Instrument: Appendix 1).

Dimension 1: Input

Eight motivating were selected to test whether they stimulate employees to give higher performance or not? These factors were considered to function as an input for the human beings.

Dimension 2: Processing

In processing phase, the motivating factors were in focus to produce motivation inside the human being and leave an impact upon their performance. This impact might be positive or negative. This actually addressed the main research query as well i.e. the relationship between PSM and performance.

Dimension 3: Output

In this phase, the output of the previous two functions would have been received in an observable and measurable individual behavior based on their motivation levels. So, such employees could be labeled as motivated ones towards their jobs.

3.4.3. Nature of Data Collected

In fact, three types of data were collected i.e. employee attitudes (dimension 1), employee beliefs (dimension 2), and employee behavior (dimension 3) as presented below in Table 5.

Table 5. Nature of Data Collected.

Dimensions	Nature of Data Collected	Definitions
1. Determination of motivational factors	Attitude: Mental State	Attitude is a <i>“mindset or a tendency to act in a particular way due to both an individual’s experience and temperament”</i> . (Pickens 2005: 44)
2. Impact of public service motivation on work performance	Belief: Acceptance	<i>“Beliefs is to focus on the claim that a person believes that (or has the belief that) a certain statement is true.”</i> (Österholm 2010: 157)
3. Identification of motivated employees	Behavior: Action	<i>“Behaviour is the range of actions and mannerisms made by individuals in conjunction with themselves or their environment”</i> . (Park 2015: 84)

3.4.4. Data Collection Procedure

The Finnish public organizations under this study were contacted for participating in the survey research. The research construct was briefly explained in a cover letter (appendix 2) and attached with the survey instrument (appendix 3) so that the respondents can grasp the theme of the study. The survey forms were circulated among the employees randomly through the management of the organizations. On an agreed time, the survey forms were collected back so as to analyze them in the next phase.

3.4.5. Data Analysis

Descriptive statistics (frequencies) of the survey data were calculated and presented through the histograms for every survey item under each dimension. Afterwards, the summarized analysis of the results for each dimension was presented and for that purpose, the statistical mean was used to demonstrate the results in a precise form.

3.5. Research Respondents and Research Setting

A brief introduction of research respondents and the public organizations wherein the study was conducted are presented here.

3.5.1. Research Respondents

The survey research was conducted in the following three Finnish public organizations which will further elaborate the nature of duties and responsibilities of the research respondents. However, the introduction of respondents is briefly presented here.

Thirteen people were included from Employment Office. These included two directors, two managers and other nine people were working in expert/specialist roles. Ten people were included from Register Office. These included people working in the roles of

secretary, consumer advisor, consumer lawyer, notary public officer and inspector. Seven people were included from the City of Vaasa. These included one assistant director, one chief librarian and other five people were working in similar to customer representative roles. The subjects included in the sample were required to meet the specific criteria. The participant should:

- Be employed in a Finnish public service organization(s).
- Be employed in any of the cadres of staff, lower, middle and upper.
- Be working at least for one year as a total work experience.
- Be willing to participate in the survey.
- Be 18 years or older.
- Be of either gender or any race.

3.5.2. Research Setting: Finnish Public Organizations

The research was conducted in the following three Public Finnish Organizations.

(i) Employment Office

Employment Office is working to facilitate the citizens in finding employment of their choices. It functions as a bridge between employee and employer. The unemployed ones can seek assistance in hunting jobs. The organizations requiring the workforce can get the services of employment office in searching suitable manpower. The unemployed people are offered facility to prepare from different perspectives for finding jobs.

It involves motivational and morale boosting roles as well by the employment office. Only a motivated body is likely to motivate others. This aspect makes this institution more relevant to the current study. This institution operates throughout Finland (Employment Office 2016). The employment office is working under state

administration. However, the survey research was conducted in the employment office located in Vaasa.

(ii) Local Register Office

Local Register Office (in Finnish: Maistraatti) handles several registration and related services. There is a local register office in the city of Vaasa along with other 10 local register offices in Finland. The local register office is responsible to maintain population information system for its region. The services of register office include guardianship authority, notary public services, the investigation of marriage impediments, name changes, trade registration and associations affairs (Local Register Office 2016).

Thus, it can be inferred that the Register Office shares a good interaction with the citizens and this service interaction is multi-facet such as the interaction with foreign students, residents, entrepreneurs and associates etc. The multifaceted interaction with the citizens makes the local register office an interesting place to be studied under public service motivation and employee performance. The survey research was conducted in local register office operating in Vaasa.

(iii) The City of Vaasa

The city of Vaasa is a big organization serving to the population of the city. It has multiple units providing several services such as health services, family services, tourism, sports, business, culture and library, housing, social services and so on (Vaasa 2016a). Out of these services units, two service points were selected for the survey research: public information center and the city library of Vaasa.

The public information centre (in Finnish: Kansalaisinfo) is a collective service point where the citizens of Vaasa can seek advice, guidance and information about

administrative matters. Further, services include information about events of the city, public news, information about city's vacancies and announcements (Vaasa 2016b).

The city library of Vaasa is served as a public facility and meeting place where the people of the city come to seek education, culture, information and experience. It provides books, audio books, magazines, console games, DVDs, e-books and e-books devices to residents of the city. The collection of the library includes about 540,000 works. The material is available in various languages in addition to Finnish and Swedish (Vaasa 2016c).

3.6. Reliability and Validity

In our everyday conversation, we commonly use dialogues such as my cell phone is a reliable device. He is an unreliable person. Please stop your invalid complaints. While reading research journals, we often come across with critique statements like the study of Mr. X offered reliable findings. The study presented by Mr. Y arrived at valid conclusions. This study's validity was questioned by the prominent research scholars. Sireci, Wainer & Braun (1998: 9) addressed reliability as:

“the technical meaning of this term is closest to the dictionary meaning "giving the same result on successive trials" and refers to the degree to which test scores are free from errors of measurement. There are many ways to characterize the reliability of a measuring instrument, but a common one is as a correlation between two independent measurements of the same phenomenon”.

Carmines and Richard (1979: 11) endorsed it as: reliability concerns the degree to which any measurement process produces the same inferences on repeated tests. Reliability can be understood by posing the following question: what if this study was repeated in different population and sample, would it had produced the similar results?

For an illustration, if we plan to estimate the reliability of a yardstick used in measurement process. As a supposition, there are various objects with different lengths. We measure them all with the yardstick and have SET ONE of measurement. After first measurement, we might go again for a second measurement. Now, we measure all those objects again and have SET TWO of measurement. The correlation between two SETS of measurement would be an estimate of the reliability of measurement process by using yardstick. This illustration is adapted from (Sireci et al. 1998: 9). In current study, yardstick can be understood with survey instrument used herein.

In relation to reliability of this study, the survey instrument used in the current study was redesigned several times to improve its reliability in the light of research literature available. The survey measuring statements were formulated in a careful and best possible manner so as to get the accurate data from respondents. In data collecting phase, specific sample criteria were followed.

Sireci et al. (1998: 11) addressed validity as:

“the basic notion is that a measurement process is valid if “it measures what it’s supposed to measure.” More specifically, the term validity refers to the appropriateness, meaningfulness and usefulness of the specific inferences that are made from the measurement process. Note that the term validity does not refer to the process itself, but rather to the inferences made from it.”

Carmines and Richard (1979: 12) elaborated the validity in similar way: an indicator of an abstract concept will be considered valid *“to the extent that it measures what it purports to measure”*. Validity can be understood by posing the following question: did the research measure what it was expected to measure?

For an illustration, consider a process that provides blood pressure measurement to a medical practitioner. On the basis of this measurement, the medical practitioner might make inference ONE about the state of individual's cardiovascular system. An inference TWO might also be made about the state of individual's emotional condition. In ordinary circumstances, the inference ONE shall have greater validity over inference TWO. This illustration is adapted from (Sireci et al. 1998: 11). In current study, the relationship between PSM and work performance will be regarded a valid inference than any other.

In relation to validity of this study, the research method used is endorsed by the previous key studied in field. The objective of the study was clearly defined so as to determine the operationalized variables for testing the relationship between them.

3.7. Ethical Considerations

The following ethical considerations were observed during this thesis research:

- Anonymity: The participants were informed that you would remain anonymous on participating in this research.
- Confidentiality: The respondents were informed that their responses will be kept confidential.
- Agreed Consent: All individuals entertained their right whether to participant in the survey research or not.

In the following chapter, the data analysis of the study will be discussed.

4. DATA ANALYSIS

This chapter discusses the empirical findings of the research data. The prime goal of this chapter is to interpret the research data to find out the answers to the research questions and finally to address the relationship between public service motivation and the employee performance which is the main research query.

The brief interpretation of the data, collected through a cross-sectional survey, will be presented as per the following guidelines.

4.1. Data Analysis Guidelines

- The chapter is primarily divided into four sections: (i) The first dimension: the determination of motivational factors, (ii) The second dimension: the impact of public service motivation on performance, (iii) The third dimension: the identification of motivated employees and (iv) The summarized analysis of all three dimensions of the research construct.
- In first three sections of the chapter, research data for each survey item will be analyzed and interpreted separately. In fourth section, the summarized results for each dimension will be presented as a precise demonstration of the results. The relationship between PSM and performance will be discussed under the second dimension which is the main research query.
- Research data has to demonstrate on histograms/graphs and to be interpreted by descriptive statistics (frequencies). Key analytical notes will be taken while interpreting the data collected.

- It is to attempt to furnish the interplay between the previous researches and the findings of the current study. It has to have conclusive and to the point data interpretation so that the conclusions could be drawn successfully.

4.2. Profile of the Respondents

Before starting interpretation of data, it is essential to briefly present the profile of the respondents as provided in Table 6.

Table 6. Profile of Respondents.

Gender		Age (Years)						Work Experience (Years)					Sample	
Frequency		Frequency						Frequency					N	
Male	Female	Below 20	20 - 25	26 - 30	31 - 35	36 - 40	40 +	Below 0	01 - 05	06 - 10	11 - 15	16 - 20		20 +
7	23	0	1	2	2	3	22	0	6	9	5	5	5	30

The greater part (23) of the respondents was consisted of females. Twenty two (22) were over 40 years of age. Fifteen participants (15) had been working for 11–20+ years, 9 had been working for 6–10 years, and the remaining 6 had been working for 1–5 years in Finnish public organizations. In a nutshell, majority of the respondents were females, matured and experienced professionals.

4.3. First Dimension: Determination of Motivational Factors

The first dimension of the study was designed to address the first research sub-question to determine the motivational factors those were applied in the empirical organizations.

Nature of data collected for the first dimension was categorized into employee's attitude or mental state. It was meant to test employee perception about eight predetermined factors whether they do motivate employees or not? This dimension was included eight (8) survey items numbered from 1-8 which are being presented here consecutively:

4.3.1. Motivational Factors: Adequate Pay

Item 1: An adequate pay is served as a powerful incentive enabling the workers to perform better.

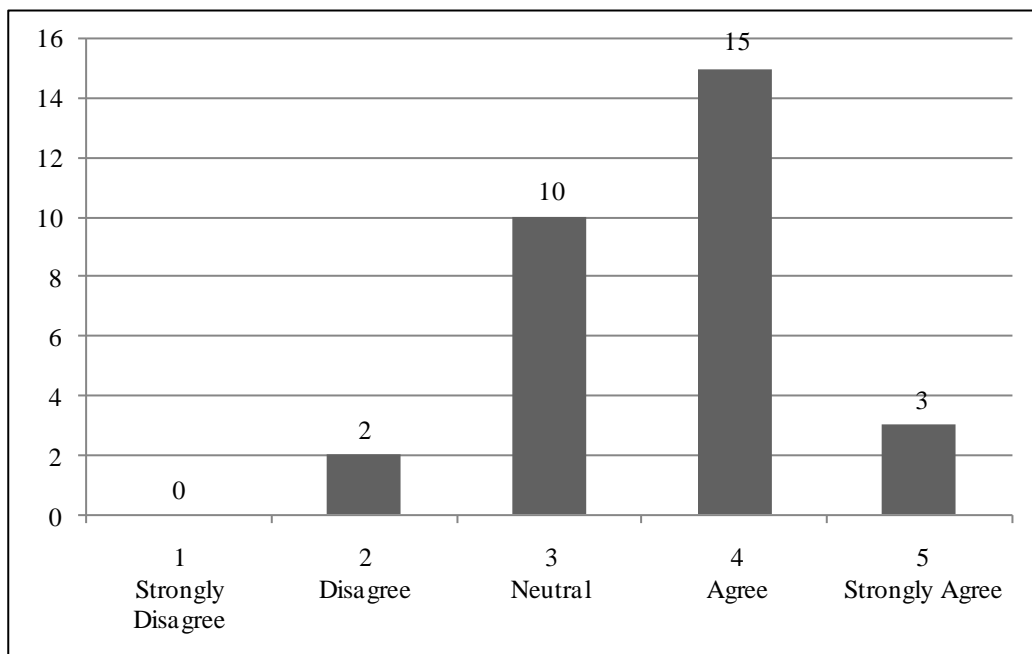


Figure 15. Motivational Factors: Adequate Pay.

In aggregate, 18 people agreed that adequate pay is a power incentive for the employees and it affects their performances positively. Ten people remained neutral and 2 individuals disagreed in this regard as demonstrated in Figure 15. Thus, majority of the respondents agreed that adequate pay is a powerful motivational factor to enable

higher performance. This finding is consistent with Rynes, Gerhart & Minette's (2004) study. They found that it is overwhelmingly evident that money is an important motivator for the individuals. However they added that it is not the only and primary motivator for the people.

Danish & Usman (2010) found that the factors such as rewards and incentives are highly preferred to be included in the programs for personnel motivation. Recently, Cong and Van's (2013) study has also endorsed it that pay is one of the most important motivational factor. Staats (1988) highlighted that inadequate pay lead to lower performance. However, he has discussed this phenomenon particularly in the perspective of public-private interdependence.

4.3.2. Motivational Factors: Job Security

Item 2: Job security has a positive impact for encouraging workers to demonstrate improved performance.

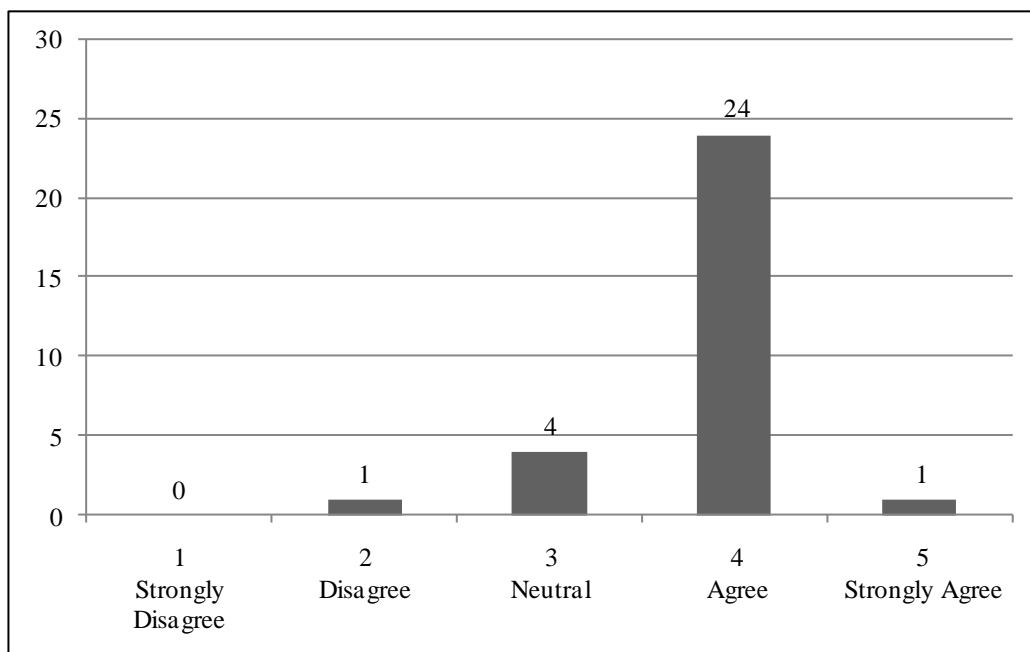


Figure 16. Motivational Factors: Job Security.

There was a dominant proof that the public servants do concern with job security. In aggregate, 25 participants favored to have their job secured which enables them to perform better. Four people remained neutral and 1 person disagreed in this regard as demonstrated in Figure 16. Houston's (2000) study found that the employees belonging to public sector value job security more highly than the employees belonging to private sector.

4.3.3. Motivational Factors: Employee Healthy Relationship

Item 3: Good working relations among peers and with superiors are extremely desirable for high-quality performance.

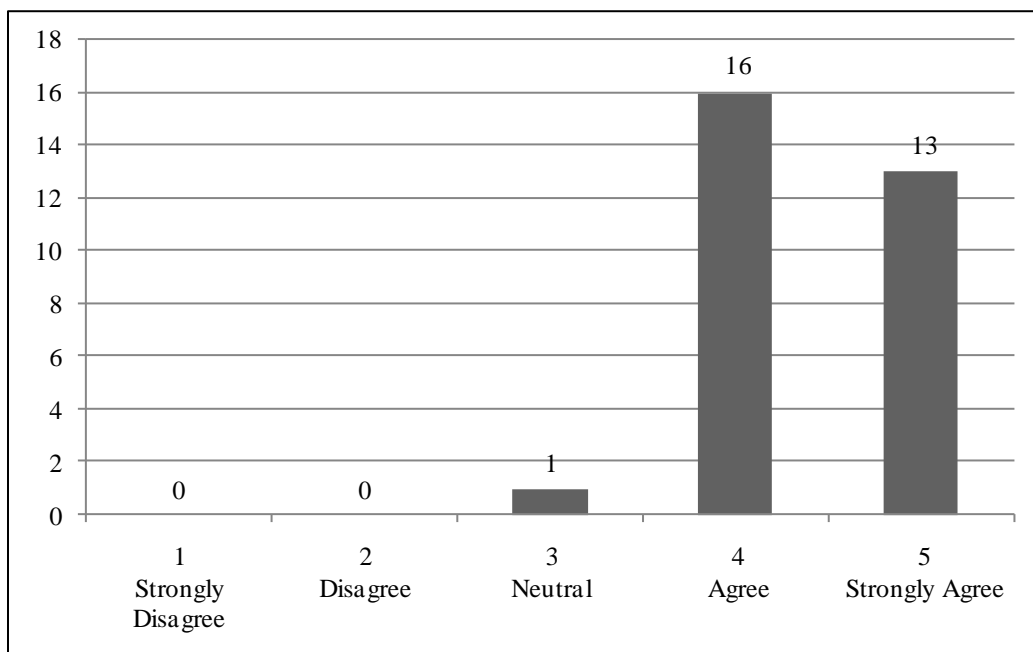


Figure 17. Motivational Factors: Employee Healthy Relationship.

Healthy relationship among employees plays an important role for their mutual benefits. A dominant number (29) of the participants agreed on the fact that the healthy employee relationships are extremely required to produce high-quality performance. Only 1 person remained neutral in this regard as demonstrated in Figure 17. Tjosvold, Hui, & S. Law's (1998) results include that the managers and employees who indulged in developing cooperative targets were competent to discuss problems usefully and with an open mindset. These dynamics assisted for flourishing in task, improving efficiency and strengthening work relationship. Chandrasekar's (2011) study reports that people to people interaction by providing individualized support is an essential element for organizational success.

4.3.4. Motivational Factors: Work Recognition

Item 4: Workers want be recognized for their work contribution which is source of satisfaction to target at enhanced performance.

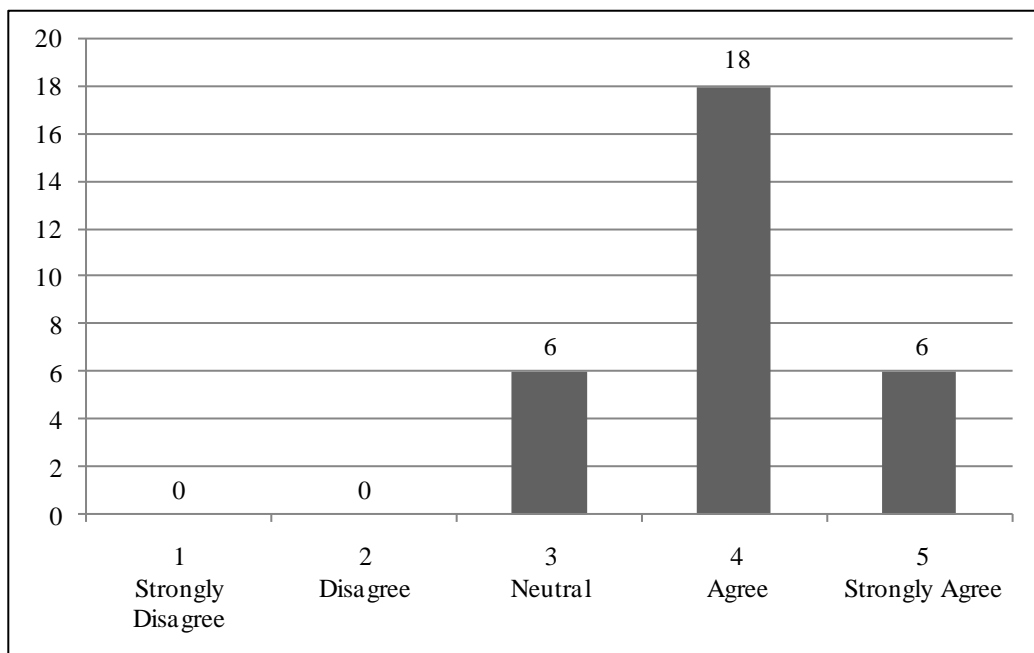


Figure 18. Motivational Factors: Work Recognition.

Work recognition is proved as a significant motivator for employees. In aggregate, 24 people agreed that work recognition should be part of workplace so as to create high target performances. However, 6 individuals remained neutral regarding work recognition as demonstrated in Figure 18.

Staats (1988) highlighted that the absence of recognition to work lead to lower performance. However, he has discussed this phenomenon particularly in public-private interdependence. Danish & Usman (2010) found that there was a significant relationship between recognition and work motivation. So, the recognition has a great impact on employee motivation.

Dieleman, Marjolein, et al. (2006) have come up with the conclusion that although financial reward and incentives are important but the gains in motivation could be made by ... and with the improvement of the mechanism of recognition. Kim's (2006) study suggests that public servants are more likely to have greater value of intrinsic employment rewards.

4.3.5. Motivational Factors: Job Promotion

Item 5: Job promotion plays an important role in determining the level of performance of employees.

In job promotion segment, most of the respondents (19) remained neutral. Only 6 people favored that job promotion is needed or linked with their performance. Five people disagreed in this regard as demonstrated in Figure 19. It is inconsistent to a recent study of Cong and Van's (2013). It found that job promotion is one of the most important motivational factors.

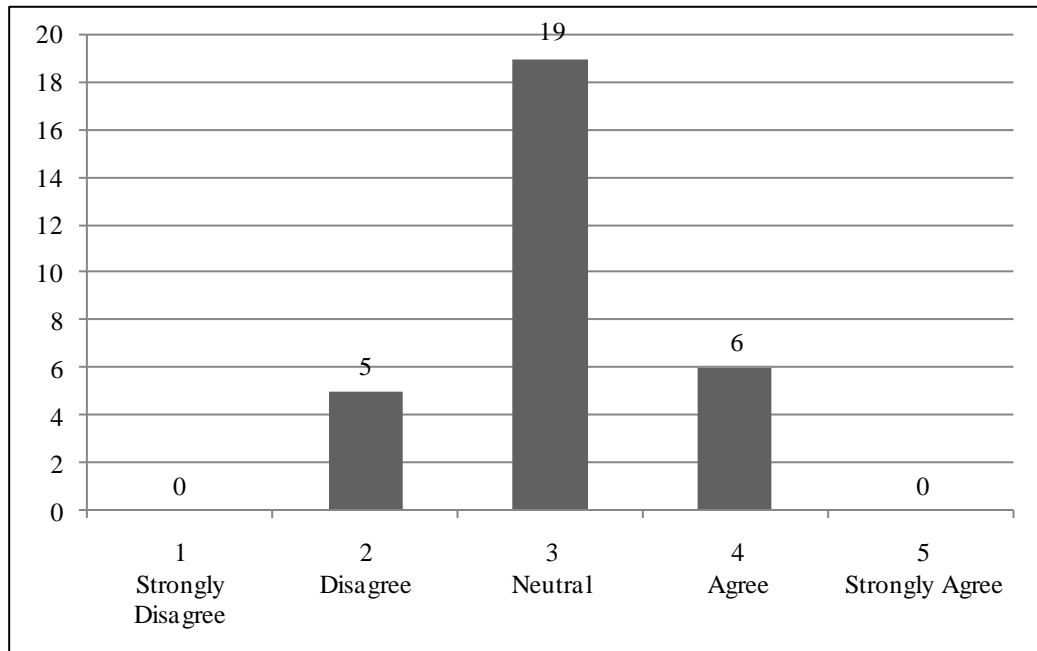


Figure 19. Motivational Factors: Job Promotion.

4.3.6. Motivational Factors: Effective Supervision

Item 6: Effective supervision is hugely required to support workers' performance.

Effective supervision is determined a tool of motivation total 19 participants agreed that it is hugely required to support employee performance. However, 8 people remained neutral and remaining 3 disagreed in this regard as demonstrated in Figure 20.

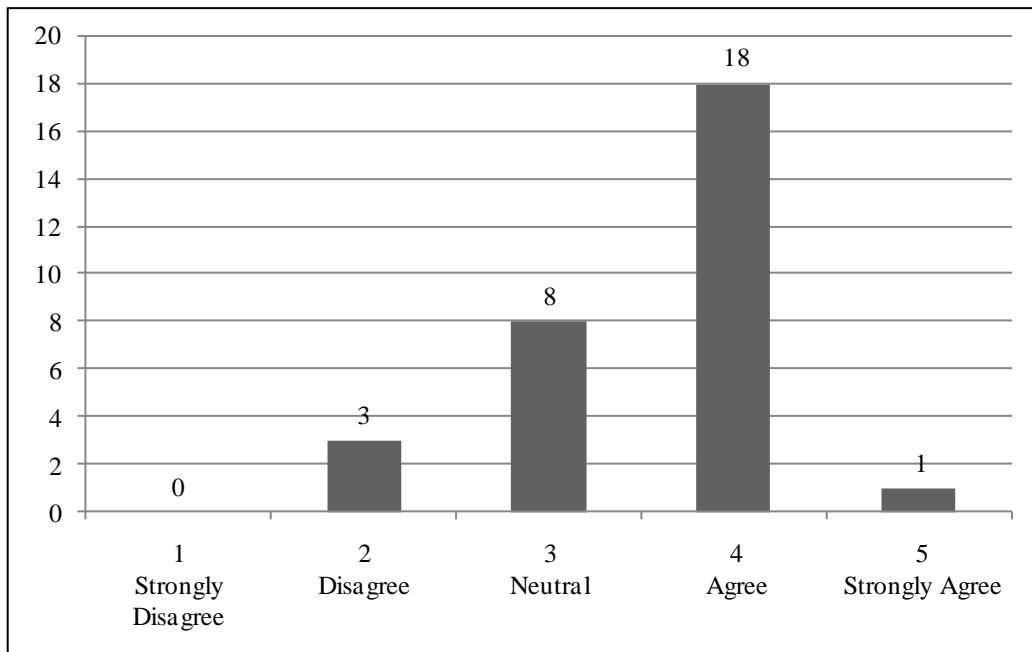


Figure 20. Motivational Factors: Effective Supervision

4.3.7. Motivational Factors: Job Training

Item 7: Providing the required training to the staff members is very important and helpful to boost their performance.

The perception about job training is found very highly among the employees. Total 29 people supported job training and considered it as very important and helpful to boost their performance. The remaining 1 person remained neutral as demonstrated in Figure 21. The study of Dysvik and Kuvaas (2008) supported to this notion that perceived training opportunities may increase motivation.

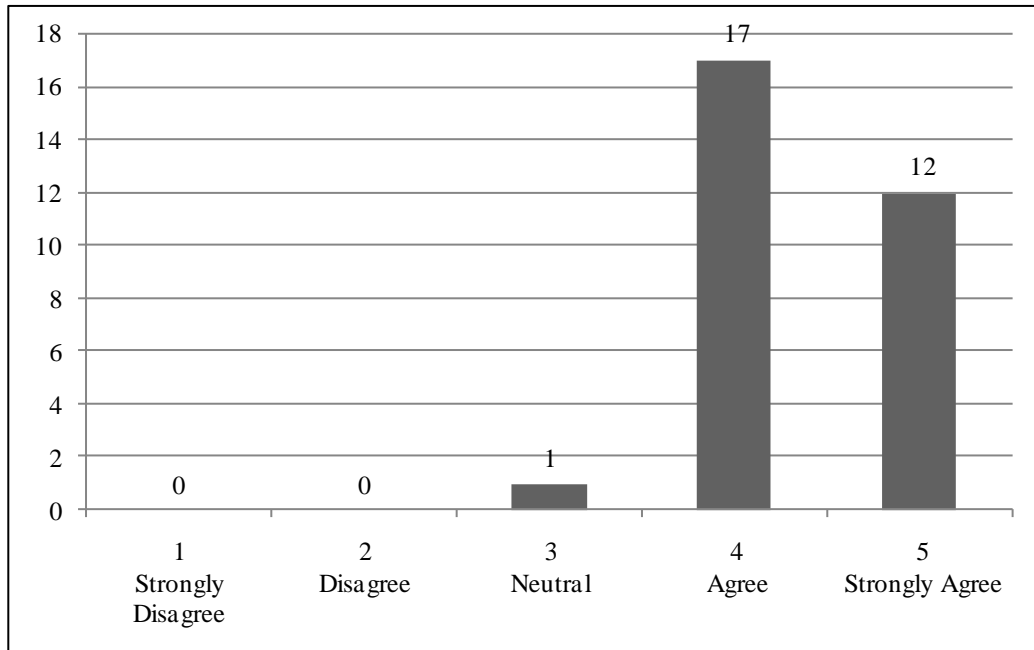


Figure 21. Motivational Factors: Job Training.

4.3.8. Motivational Factors: Physical Work Environment

Item 8: A good and conducive physical environment is a positive factor for employee performance.

This study found that physical environment of workplace is incredibly important for employees. In aggregate, 29 agreed that it is a positive factor for employee performance. The remaining 1 person remained neutral and nobody disagreed in this regard as demonstrated in Figure 22. Musriha (2011) conducted a research in tobacco industries, in Indonesian work setting and found that the work environment significantly influence the employee performance.

Chandrasekar (2011) found that workplace environment plays a crucial role in motivating staff to perform their assigned jobs. In current competitive business environment, mere money is not sufficient to motivate employees. However, in public service perspective, he claimed that even the provision of good working environment to the employees does not have prominent impact on their work performance.

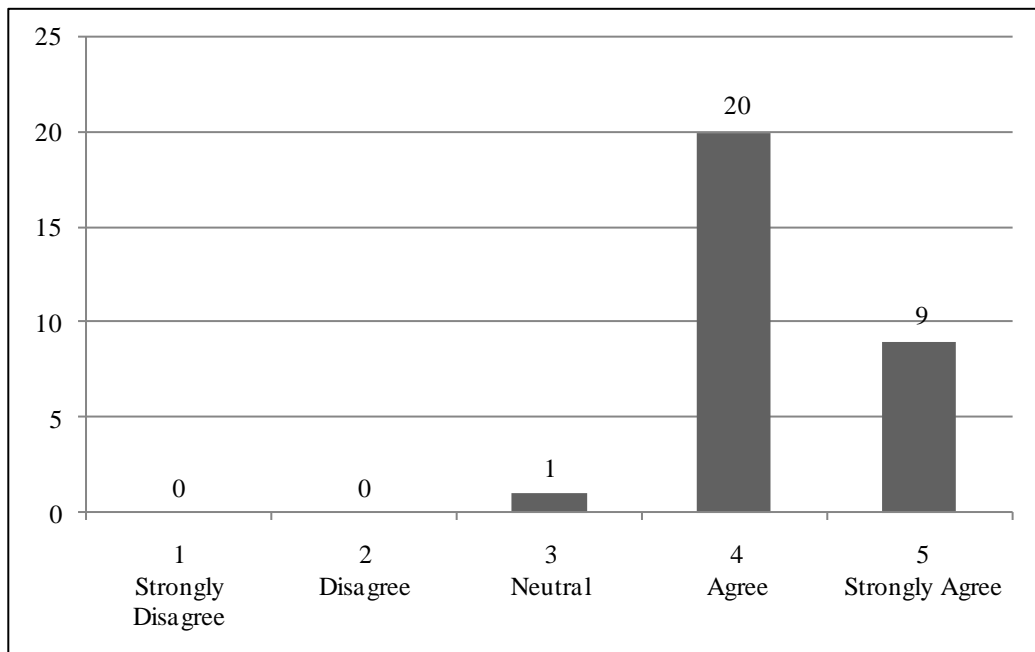


Figure 22. Motivational Factors: Physical Work Environment

4.4. Second Dimension: Impact of PSM on Performance

The second dimension of the study was designed to address the second research sub-question. It was intended to assess the impact of PSM on performance. Nature of data collected for the second dimension was categorized into employee belief. It was meant to test whether employees do believe in relationship of both variables or not? Eight items for relationship between PSM and performance were designed intelligently for the survey instrument. One of the items (Item 16) was also drafted to put forward in a

reversed manner. This dimension was also included eight (8) survey items numbered from 9-16 which are being presented here consecutively:

4.4.1. Impact of PSM on Performance: PSM is Important for Performance

Item 9: Meaningful public service motivation is very important for better performance of employees.

The second dimension of the study begins to confirm the importance of the PSM for employee performance. The extant literature on PSM is evident that public service motivation has significance in relation to employee performance.

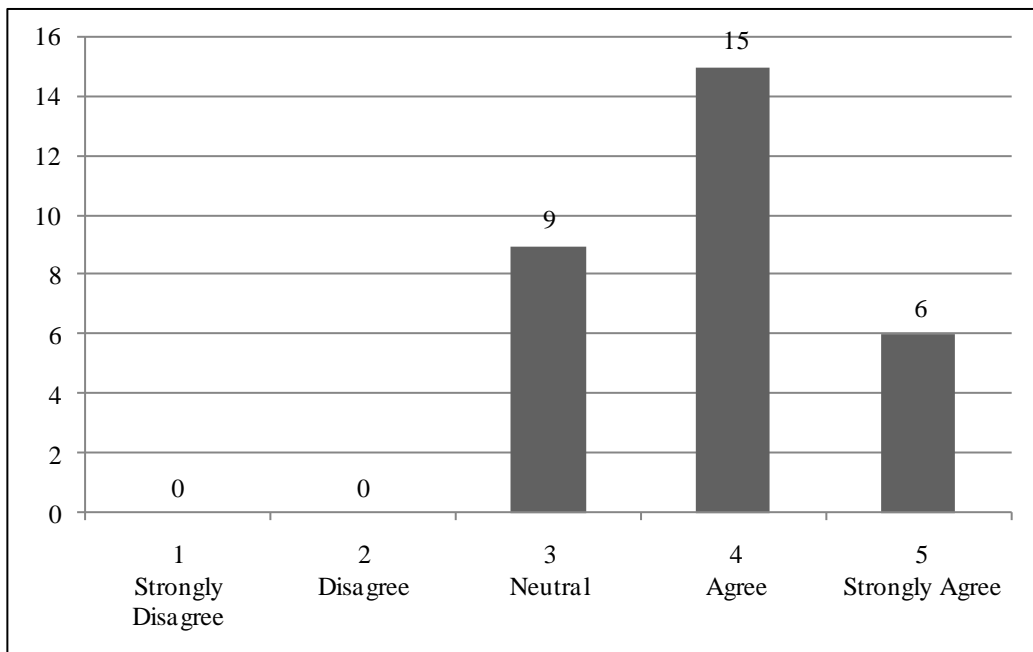


Figure 23. Impact of PSM on Performance: PSM is Important for Performance.

This study shows that 21 survey respondents have given their consent that public service motivation is important for work performance. However, 9 people remained neutral but nobody disagreed as demonstrated in Figure 23.

4.4.2. Impact of PSM on Performance: Willingness to Put Extra Effort without Financial Incentive

Item 10: Serving citizens is source of good feelings for me even if nobody is paying me in return of extra efforts.

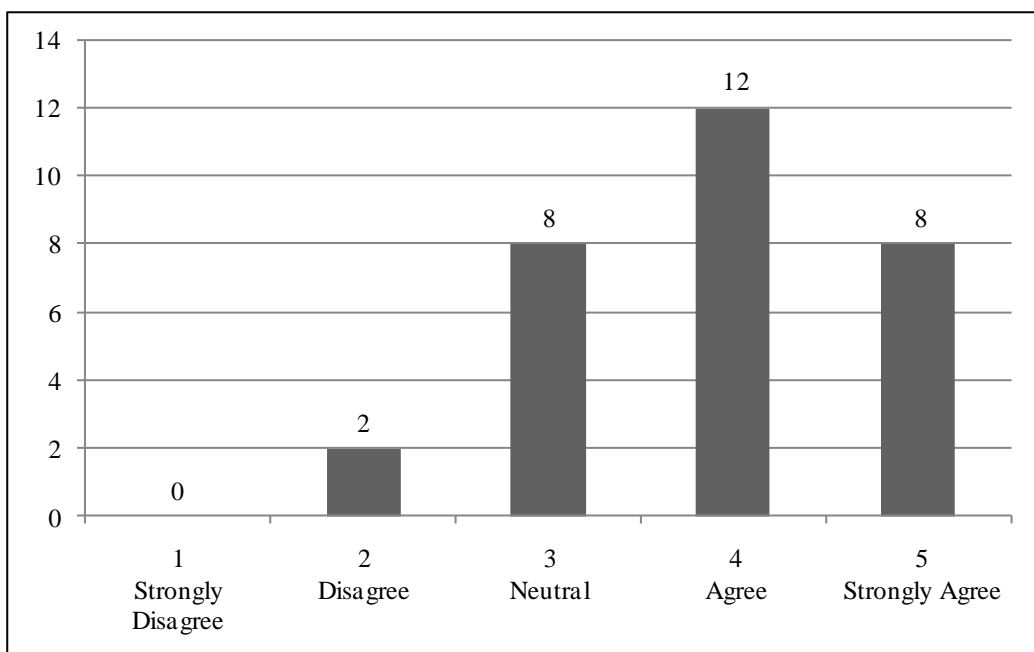


Figure 24. Impact of PSM on Performance: Willingness to Put Extra Effort

Intrinsic motivation is to perform a task for its inherent fulfillment instead of some obvious end results. Intrinsically motivated individual approaches to an act for the pleasure or challenge rather than external pressures, pushes or any rewards. (Ryan and Deci 2000: 56-61). In answer to this survey statement: willingness to putting extra effort without financial incentive. Total 20 participants were found ready to use their

efforts in their jobs in case when nobody is going to pay them for extra efforts. Eight people remained neutral and remaining 2 respondents disagreed in this regard as demonstrated in Figure 24. Kim's (2006) study suggests that public servants are more likely to have greater value of intrinsic employment rewards.

4.4.3. Impact of PSM on Performance: Linkage between PSM and Performance

Item 11: Higher level of public service motivation means higher level of employee performance and vice versa.

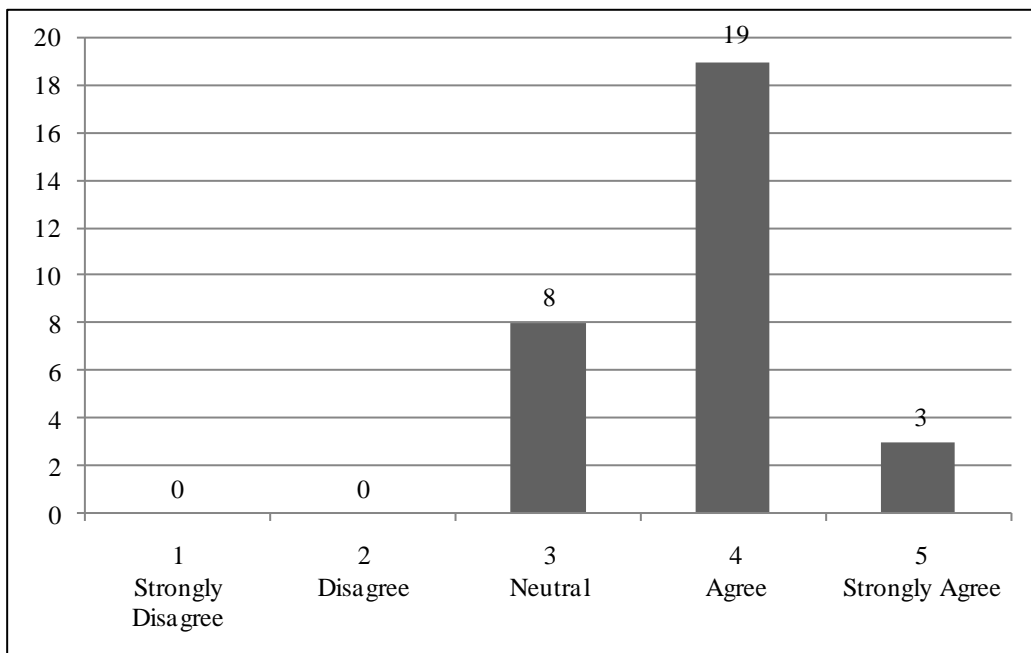


Figure 25. Impact of PSM on Performance: Linkage of PSM-Performance.

This was the one of key statements of the survey instrument which designed and asked just in mid of the questionnaire. It was asked in a straight manner about the link of core variables, PSM and work performance. In aggregate, 21 of the respondents agreed that a positive link between PSM and work performance does exist. Other 8 individuals remained neutral but nobody disagreed in this regard as demonstrated in Figure 25. It is consistent with Naff and Crum's (1999) study. They chose cross-sectional survey and

gathered data almost from 10, 000 U.S. federal employees. Significantly, they found a direct/positive relationship between public service motivation and self-reported performance ratings.

4.4.4. Impact of PSM on Performance: PSM and Time Management.

Item 12: I utilize my time so effectively while I am feeling motivated towards my tasks.
(Time denotes working hours.)

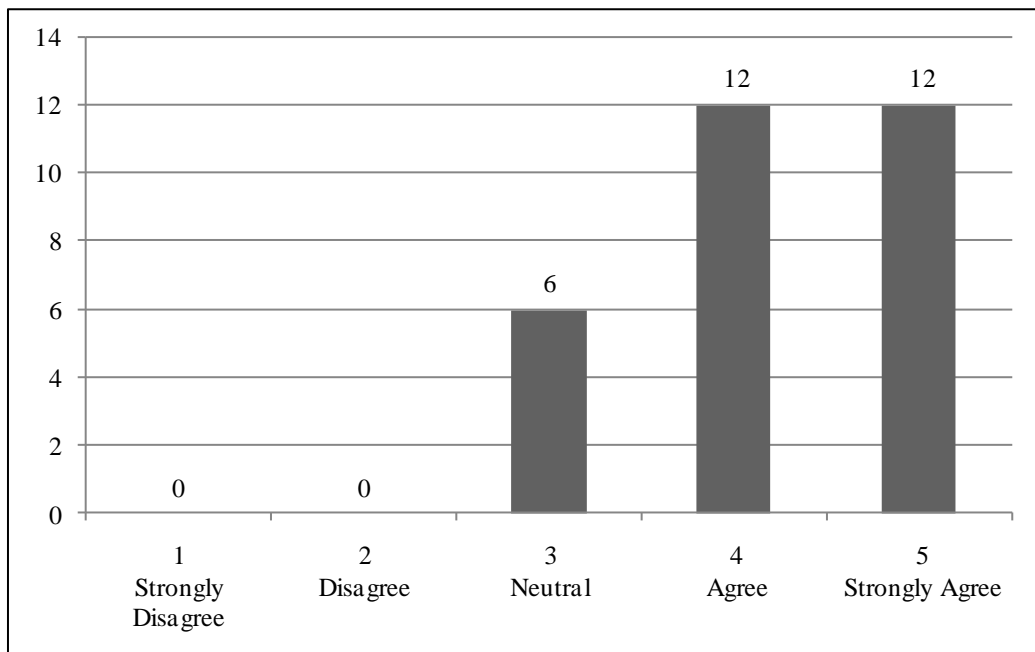


Figure 26. Impact of PSM on Performance: PSM and Time Management.

Time is an invaluable asset for the all sort of organizations whether public or private. It is the time, which an individual can utilize to do anything. Due to importance of time, this statement was added in the survey instrument. In aggregate, 24 of the participants agreed on the fact that they utilize their time so effectively while they are feeling motivated towards their jobs. Nobody disagreed in this regard. However, 6 persons were neutral in answering this statement as demonstrated in Figure 26.

4.4.5. Impact of PSM on Performance: PSM and Psychological Effect

Item 13: Motivation charges me up so high that I am able to do wonders on my job. My performance is really appreciated by my boss and co-workers when I am motivated.

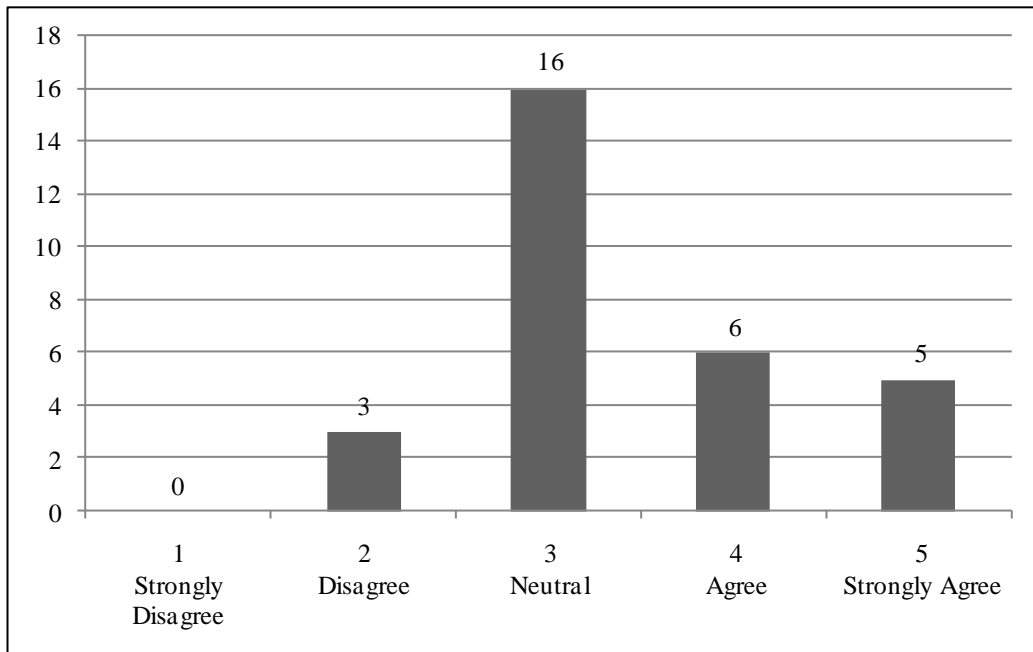


Figure 27. Impact of PSM on Performance: PSM and Psychological Effect.

By this statement, the author was meant to ask about the maximum output of employees they could make while on their jobs. The respondents were asked about their distinguished performances calling as ‘wonders’. If this phenomenon does occur, in that case, whether they receive appreciation from their bosses and co-workers or not? In this regard, almost half (16) of the respondents remained neutral whereas total 11 people agreed that they do wonders (give distinguished performances) in result of their motivational levels. Three participants disagreed regarding this as demonstrated in Figure 27. So, public service motivation is likely to push the employees towards distinguished outputs.

4.4.6. Impact of PSM on Performance: PSM and Overcoming Barriers

Item 14: My level of motivation pushes me up to overcome all sort of barriers. So, I manage to perform perfectly fine anyway.

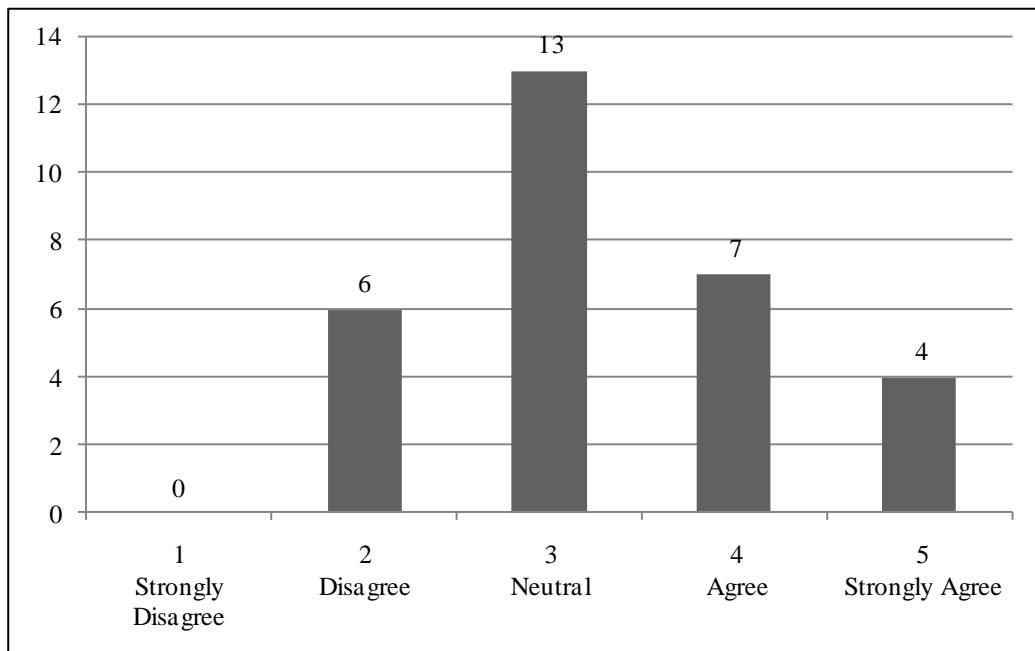


Figure 28. Impact of PSM on Performance: PSM and Overcoming Barriers.

On workplace there could be certain job related barriers like work equipment are out of order, employee's work is somehow dependent on the work done by others or any sort of barrier in the way of employee performance. By this statement, it was meant to test employees approach whether they attempt themselves to remove those barriers or not? Total 13 people remained neutral for showing any efforts to remove barriers whereas total 11 participants were ready to play their role because they wanted to manage their performances anyway. The remaining 6 people disagreed in this regard as demonstrated in Figure 28.

4.4.7. Impact of PSM on Performance: PSM and Customer Satisfaction

Item 15: Motivation is positively associated with customer satisfaction.

The customer satisfaction can be termed as the end result of public organizations. In this statement, the term of customer was used instead of citizen because in modern times public organizations are also treating citizens more or less as customers.

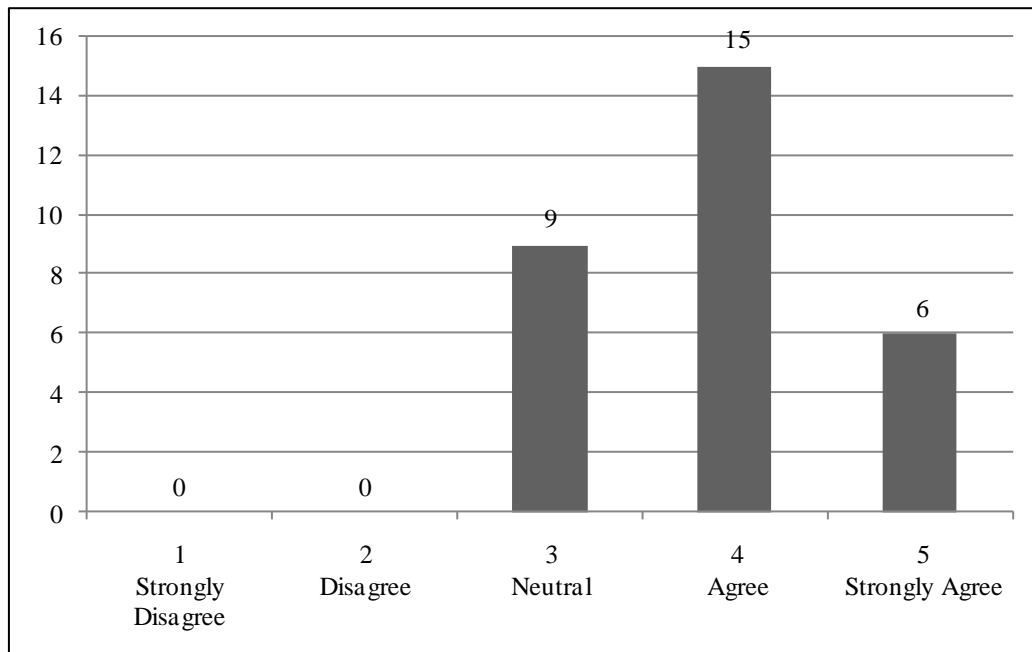


Figure 29. Impact of PSM on Performance: PSM and Customer Satisfaction.

Majority (21) of the respondents stated that there is positive association between PSM and customer (citizen) satisfaction. However, 9 individuals remained neutral in this regard. Nobody disagreed as demonstrated in Figure 29. Similarly, Dobre (2013) found that a motivated and qualified workforce is critical for any organization targeting on higher productivity and to increase customer satisfaction.

4.4.8. Impact of PSM on Performance: Dissociation between PSM and Performance

Item 16: It doesn't make a difference for me that I am motivated or not, my performance remains the same (reversely worded item).

This survey item was designed reversely. In data analysis, it was converted again into direct statement and being presented here. Direct statement would be as: “My motivational level does make a difference for my performance”.

In aggregate, 22 people agreed that their motivation affects their performance. Seven persons remained neutral and the remaining 1 participant disagreed as demonstrated in Figure 30. In statement 11, it was already found that higher motivation means high performance and vice versa thus here it is cross-verified. Musriha (2011) conducted a research in tobacco industries, in Indonesian work setting and found that the work motivation extensively influence the employee performance.

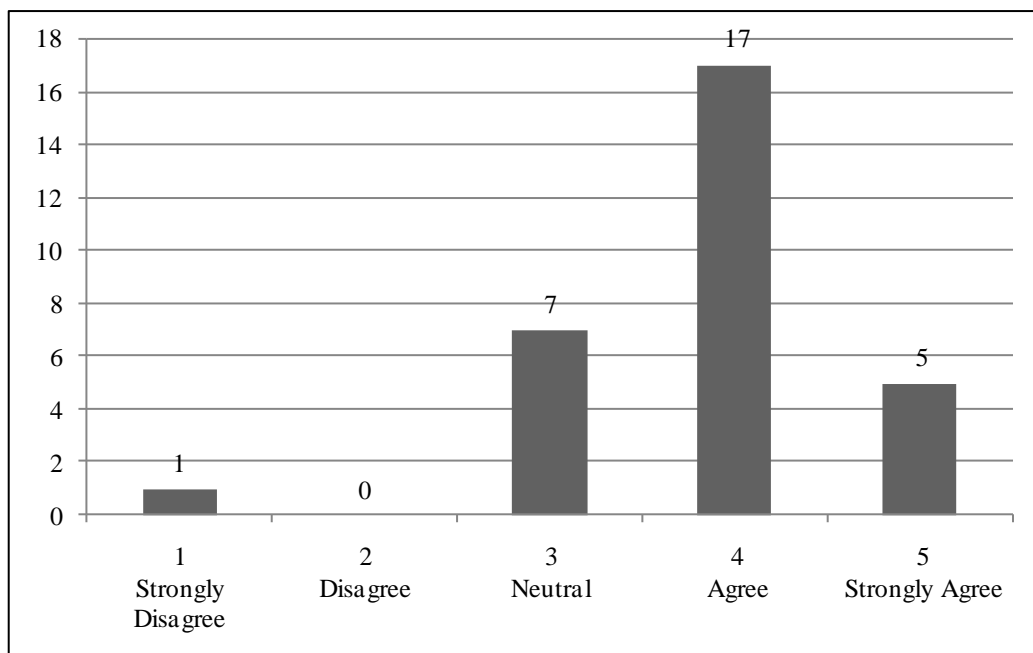


Figure 30. Impact of PSM on Performance: Dissociation of PSM-Performance.

4.5. Third Dimension: Identification of Motivated Employees

The third dimension of the study was designed to address the third research sub-question. It was intended to establish the ratio of motivated employees working in the

subject Finnish public organizations. Nature of data collected for the third dimension was categorized into employee's behavior. It was meant to measure employee behavior, action or performance resulted out of public service motivation. Eight items as performance/motivation indicators were predefined in the survey instrument. All items were asked from the respondents in a direct manner. This dimension was also included eight (8) survey items numbered from 17-24 which are being presented here consecutively:

4.5.1. Identification of Motivated Employees: Punctuality

Item 17: I always arrive in time at my job.

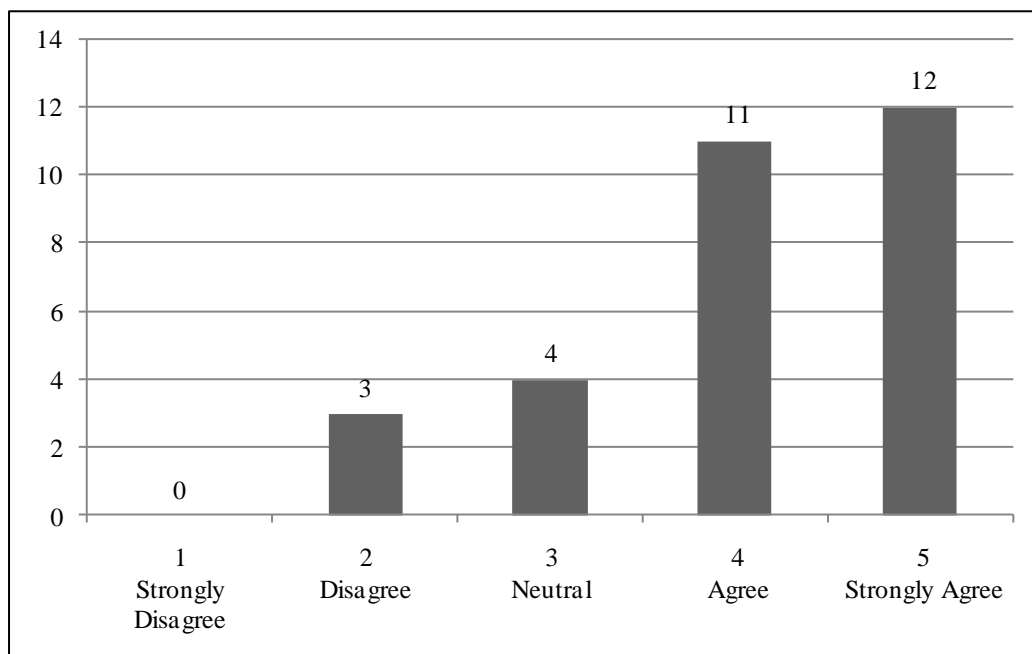


Figure 31. Identification of Motivated Employees: Punctuality.

It was found that 23 of the respondents were punctual for coming on their jobs. Four persons remained neutral and 3 individuals disagreed as demonstrated in Figure 31. It shows employee dedication and commitment for their employments.

4.5.2. Identification of Motivated Employees: Self-Sacrifice

Item 18: I am unconditionally ready to sacrifice for better delivery of public service.

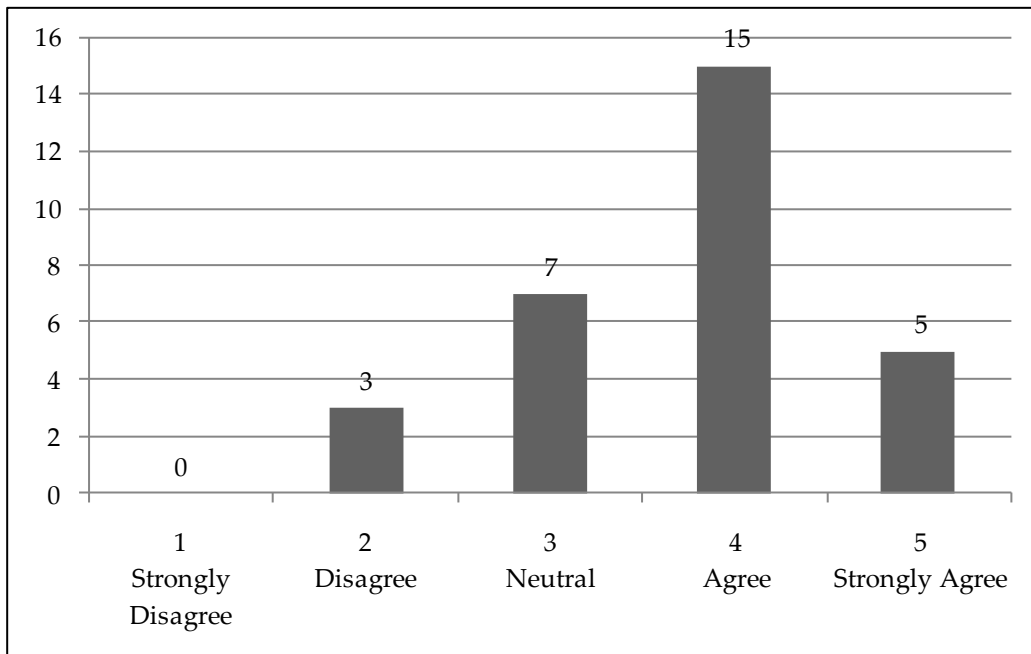


Figure 32. Identification of Motivated Employees: Self-Sacrifice.

Self-sacrifice is another attribute of public service employees. In aggregate, 20 people agreed that they were unconditionally ready to sacrifice for better delivery of public service. Seven people were neutral and 3 individuals disagreed in this regard as demonstrated in Figure 32.

4.5.3. Identification of Motivated Employees: Work Amusement

Item 19: My work amuses me (makes me happy and satisfied) instead of feeling burdened.

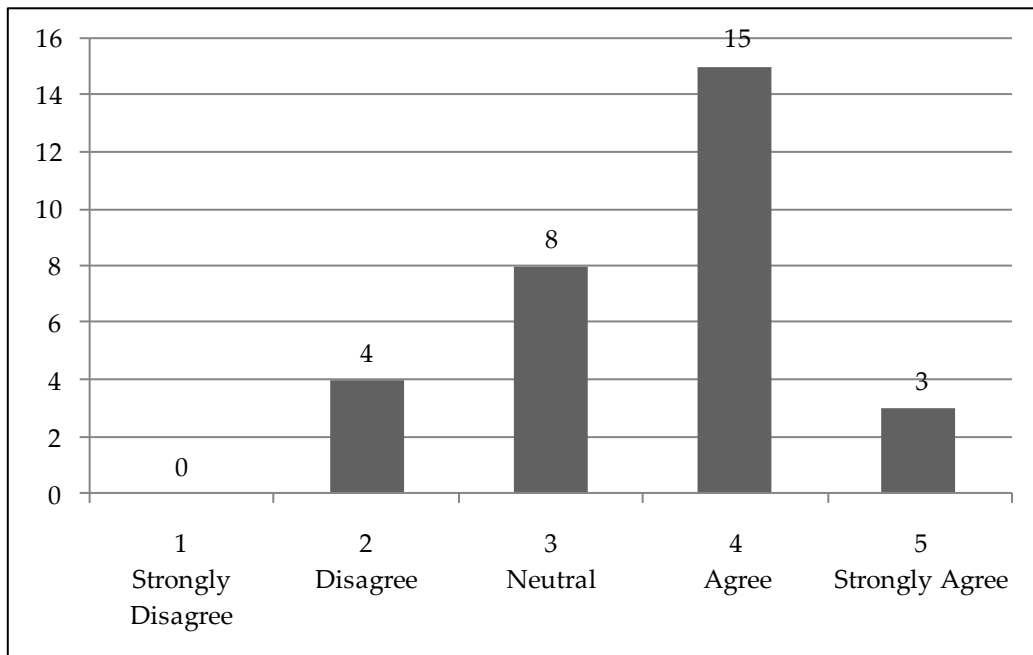


Figure 33. Identification of Motivated Employees: Work Amusement.

If employees feel their work burden upon them instead of enjoying it, it would be very difficult to give the required performance. Total 18 respondents were found that they enjoy their jobs instead of feeling burdened. Eight persons remained neutral and 4 disagreed in this regard as demonstrated in Figure 33.

4.5.4. Identification of Motivated Employees: Work Accomplishments

Item 20: I regularly finish my work assignments as per deadlines.

In aggregate, 21 people responded that they finish their work assignments as per deadlines. It is also a determinant of motivated workforce. Eight participants remained neutral and 1 person disagreed in this regard as demonstrated in Figure 34.

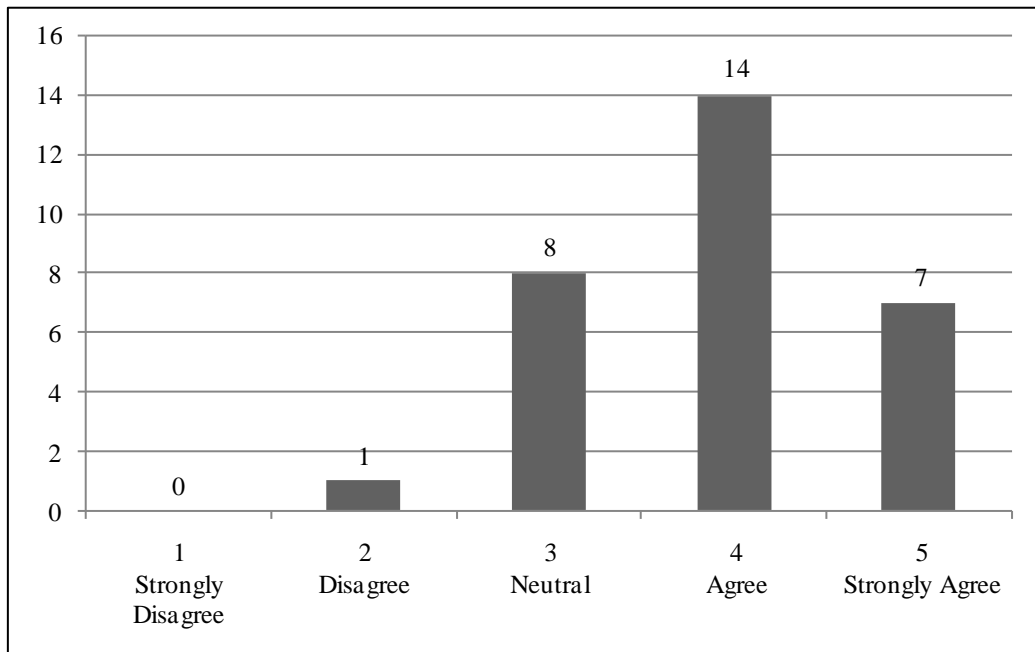


Figure 34. Identification of Motivated Employees: Work Accomplishments.

4.5.5. Identification of Motivated Employees: Employee Participation

Item 21: I actively participate in decision making and public policy affairs.

Total 13 respondents remained neutral in answering to the statement about participating in decision making and public policy affairs. The survey was circulated in all cadres of staff so it was likely to have such responses because all of employees are not required to participate directly in decision making and public policy affairs. However, 11 people agreed that they do participate in these crucial activities and remaining 5 participants disagreed as demonstrated in Figure 35.

According to Dobre's (2013) study, if employees receive appreciation for their work and are involved in decision-making, this will lead to improved productivity and loyalty with the organization.

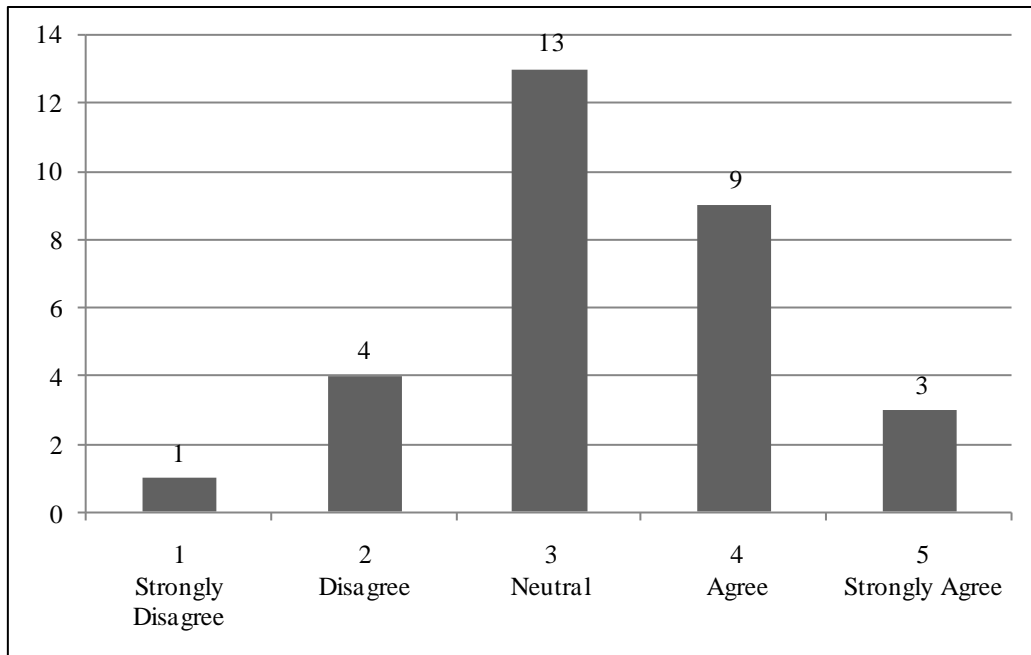


Figure 35. Identification of Motivated Employees: Employee Participation.

4.5.6. Identification of Motivated Employees: High-Quality Public Service

Item 22: I put my utmost efforts for ensuring high-quality public service.

Total 24 respondents agreed that they put their utmost efforts for ensuring high-quality public service. This is another prominent determining factor of PSM in a positive relation to work performance. Only 6 respondents remained neutral and nobody disagreed in this regard as demonstrated in Figure 36. Brown and Leigh's (1996) study partially relates to this finding. They conducted a study on psychological climate and its relationship to job involvement, effort and performance. Its findings includes that effort mediates the link between job involvement and employee performance. In the current study, employee efforts are resulted in PSM to give higher performance.

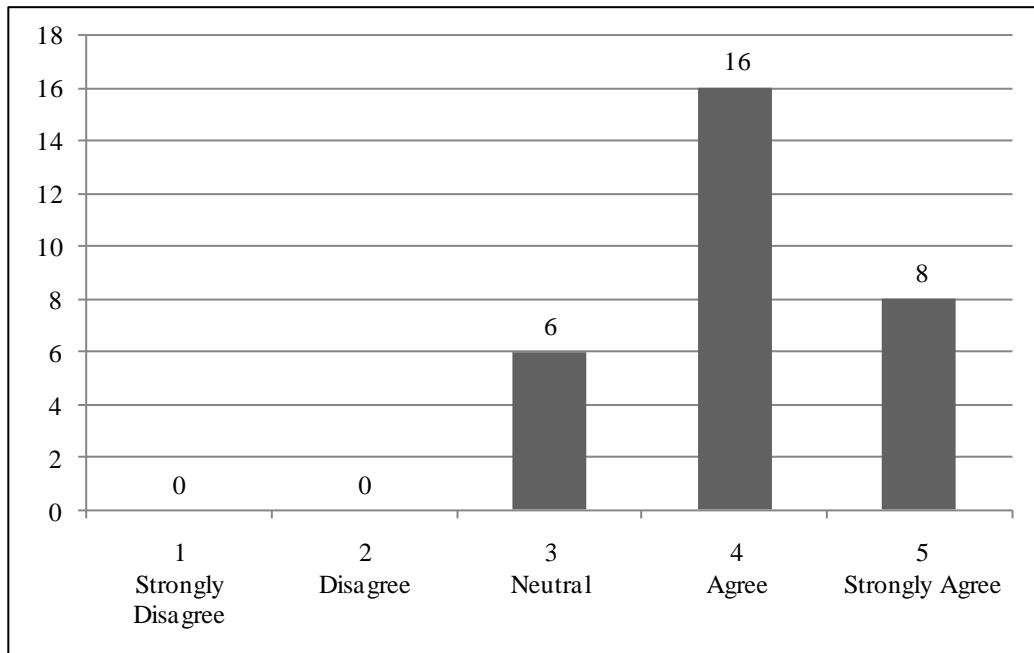


Figure 36. Identification of Motivated Employees: High-Quality Public Service.

4.5.7. Identification of Motivated Employees: Role in Organizational Development

Item 23: I am very well aware and fulfill my responsibilities for organizational development. (Example: the role to make the organization progressed in developing internal systems, etc.)

Continuous learning organizations keep their focus on organizational development for that the role of employees is essential. This study shed some light on the fact that Finnish public organizations are conscious about tasks pertaining to organizational development.

In aggregate, 20 respondents agreed that they are well aware and fulfilling their responsibilities for organizational development. It may include the employee role to make the organization progressed in developing internal systems. However, 9 persons

remained neutral and 1 individual disagreed about employee role in developmental activities as demonstrated in Figure 37.

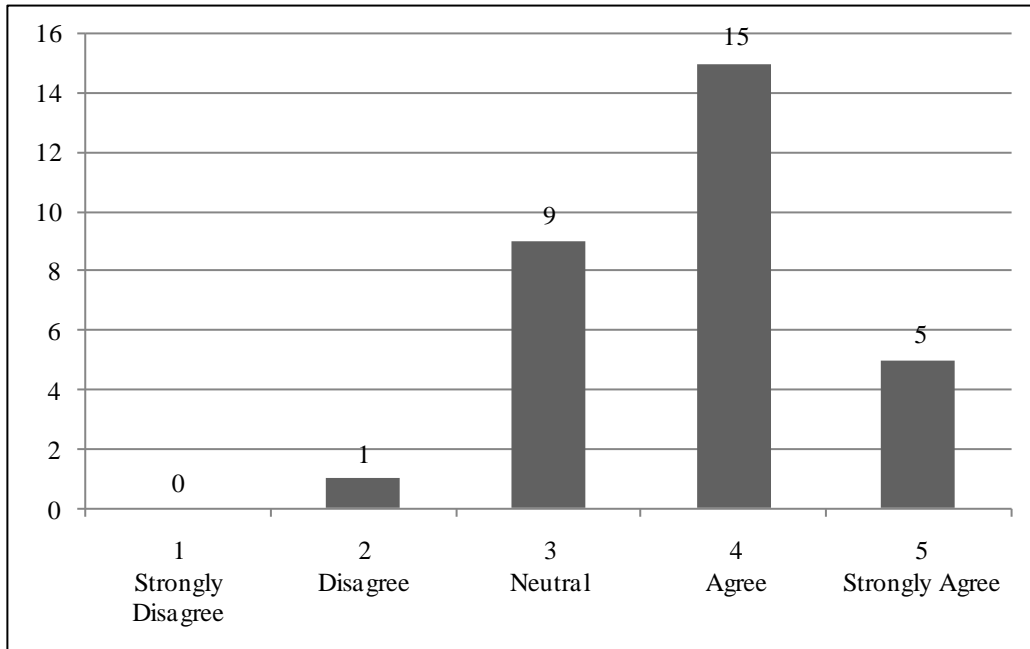


Figure 37. Identification of Motivated Employees: Organizational Growth.

4.5.8. Identification of Motivated Employees: Social Work

Item 24: It is the motivation that indulges me to do social work even beyond my job description. (Example: helping others, doing altruistic work etc.)

In the current thesis study, total 20 respondents agreed that their motivation indulges them to do social work even beyond the prescribed job descriptions. Six persons remained neutral and 4 individuals disagreed in this regard as demonstrated in Figure 38. This factor is bringing the public service motivation close to altruism and extending its scope as Rainey and Steinbauer (1999) have earlier put forward this notion.

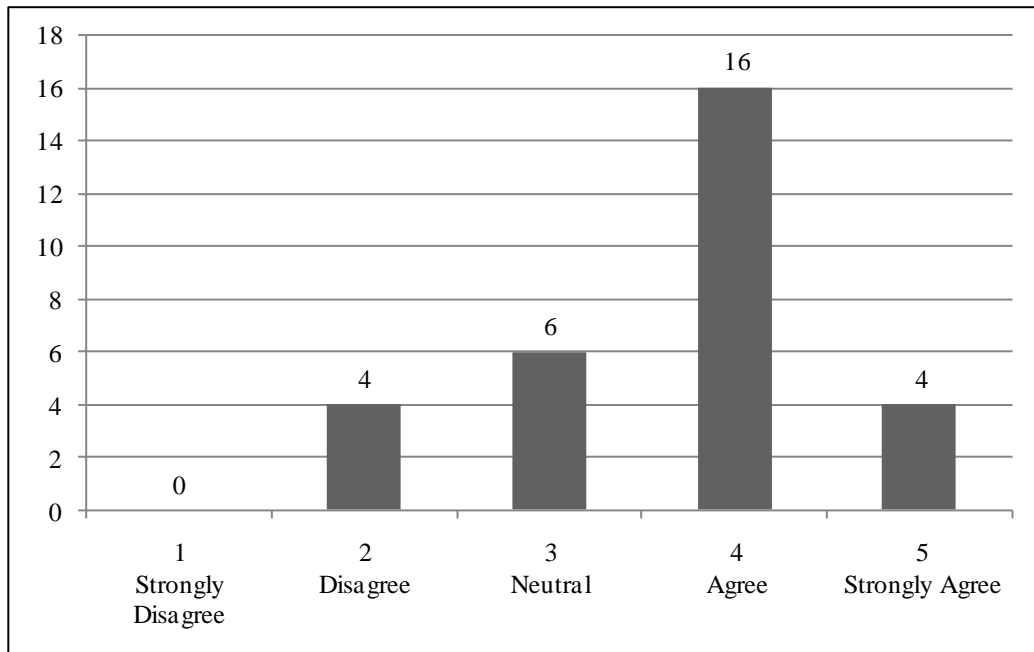


Figure 38. Identification of Motivated Employees: Social Work.

Rainey and Steinbauer's (1999: 23) study is important since it expanded the scope of public service motivation. Seemingly, they defined PSM in a broadest way. It encompasses four levels, society, state, nation and mankind. Perry and Hondeghem (2008) acknowledged that the definition offered by Rainey and Steinbauer (1999) is a more globalized definition of public service motivation.

4.6. Summarized Analysis of All Three Dimensions

The summarized analysis of all three dimensions of the study is presented under this section. In dimensional summarized analysis the statistical mean was used. The statistical mean is employed to derive the central tendency of data under an investigation. It presents the results on an average. It is calculated by adding up all the data entries in a population and then divided by total number of entries. The resulting number is called as mean or average. In this case, survey replies could be treated as entries to attain the statistical mean. There was eight survey items in each dimension.

For dimensional summarized analysis, the total number of responses received was divided by 8 to get the statistical mean of the results for each dimension. The numerical values of results were rounded off because the values are representing human beings.

4.6.1. Summarized Analysis of Dimension 1: Determination of motivational factors

The first dimension is corresponding to the first sub-question of the study: what are the motivational factors those trigger up public servants to exhibit improved performance?

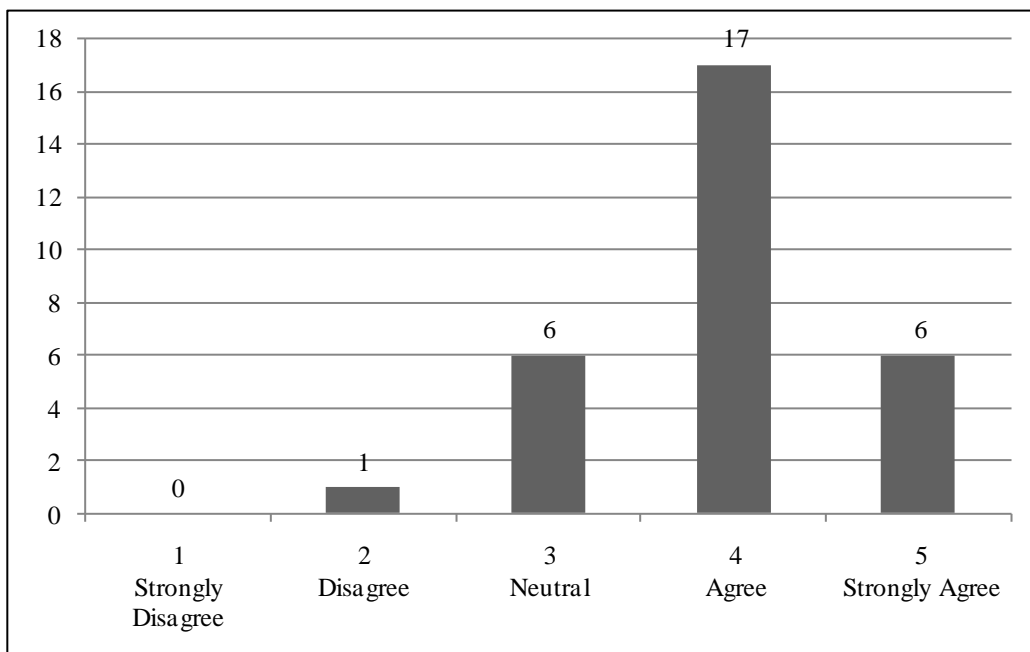


Figure 39. Summarized Analysis of Dimension 1

On an average, 23 of the respondents agreed that the motivational factors chosen for the study have a positive effect on their performance. These factors do motivate them for higher work performance. However, 6 persons remained neutral and 1 individual disagreed in this regard as demonstrated in Table 39.

In a breakdown, majority of the respondents agreed about 7 out of 8 motivational factors that they do motivate public servants to give higher performance (Figures 15–18 and Figures 20–22). In case of one motivational factor that was job promotion (Survey Item No.: 5) most of the respondents (19) remained neutral, 6 people favored that job promotion is linked with their performance and 5 persons disagreed in this regards (Figure 19).

The seven motivational factors out of eight included in this study have a positive impact on employee performance. These factors do motivate public servants to give a higher work performance. These seven motivating factors are: adequate pay, job security, employee healthy relationship, work recognition, effective supervision, job training and physical work environment.

Perry and Wise (1990) conducted research on motivational factors. They termed motivational factors as ‘motives’. These motives were divided into three categories: rational, norm-based and affective. Perry and Wise (1990) suggested that employees’ performance is affected by these types of motives.

4.6.2. Summarized Analysis of Dimension 2: Impact of PSM on performance

The second dimension is corresponding to the second sub-question of the study: what is the impact of public service motivation on the performance of public service employees?

On an average, majority (19) of the respondents agreed that there is a positive relationship between PSM and work performance. However, 10 people remained neutral and 1 person disagreed in this regard as demonstrated in Figure 40.

In a breakdown, majority of the respondents agreed about 6 out 8 survey items that PSM has positive impact on work performance (Figures 23–26 and Figures 29–30). In

case of two survey items (Survey Item No.: 13 and 14) those were about psychological effect on motivation and overcoming the barrier in the way of work performance respectively. For psychological effect on motivation, 16 people remained neutral and total 11 people agreed upon it (Figure 27). For overcoming the barrier to perform well, thirteen (13) respondents remained neutral, total 11 respondents were ready to play their role because they wanted to manage their performances anyway. However, 6 persons disagreed in this regard (Figure 28).

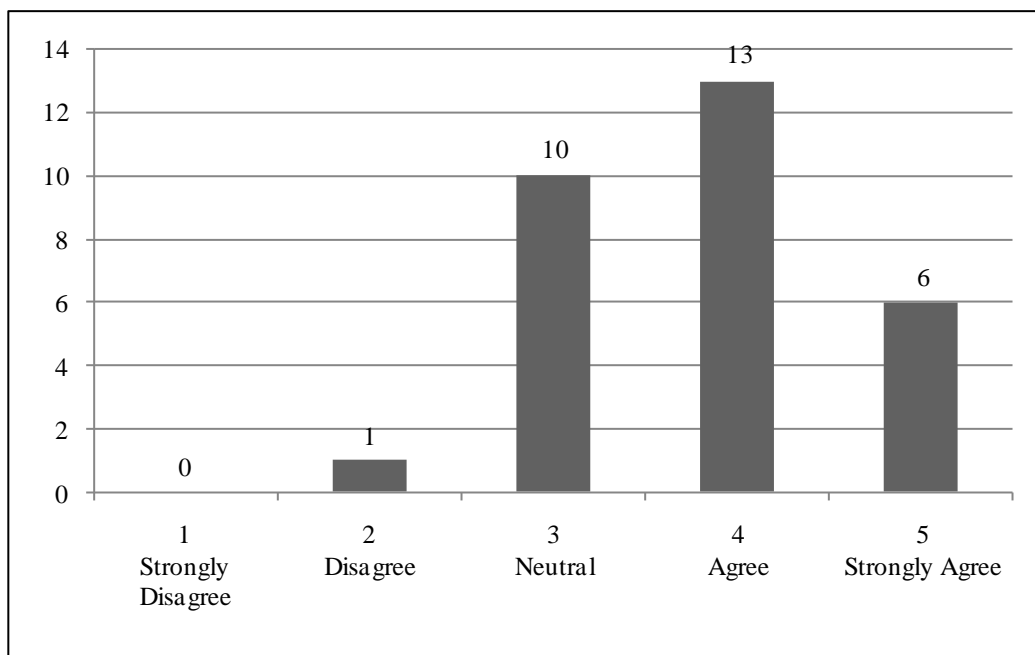


Figure 40. Summarized Analysis of Dimension 2

The central dimension of the construct, dimension 2: the impact of PSM on work performance addressed the main research query also that is the relationship between PSM and work performance. Other two dimensions (dimension 1 and dimension 3) explored the adjoining aspects of the construct as well to extent the scope of the study. The finding of dimension 2 confirms that there is a significant and positive relationship between public service motivation and employee performance.

It is consistent with Naff and Crum's (1999) study. They conducted cross-sectional survey and gathered data almost from 10, 000 U.S. federal employees. Significantly, they found a positive relationship between public service motivation and self-reported performance ratings. Alonso and Lewis's (2001) study confirmed this result partially.

Studies in other fields are also evident for a positive relationship between these variables. For example, research endeavors in the field of organizational behavior and economics endorse a positive link between public service motivation (PSM) and work performance (Perry et al. 2010).

4.6.3. Summarized Analysis of Dimension 3: Identification of motivated employees

The third dimension is corresponding to the third sub-question of the study: what is the ratio of motivated employees working in Finnish public organizations chosen for this research?

On an average, majority (20) of the respondents were found motivated towards their job. Eight (8) people were rated neither motivated nor de-motivated and the remaining 2 persons were rated de-motivated towards their jobs as demonstrated in Figure 41.

In a breakdown, the mainstream respondents were found motivated towards their jobs as assessed in 7 out of 8 motivation indicators (Figures 31–34 and Figures 36–38). In case of one motivation indicator that was employee participation in decision making and public policy affairs (Survey Item No.: 21), 13 respondents remained neutral. Whereas 11 were found motivated towards and 5 were rated de-motivated in this regard (Figure 35).

The finding of dimension 3 confirms that here is a high ratio (20 out 30) motivated employees working in Finnish public organizations chosen for this research.

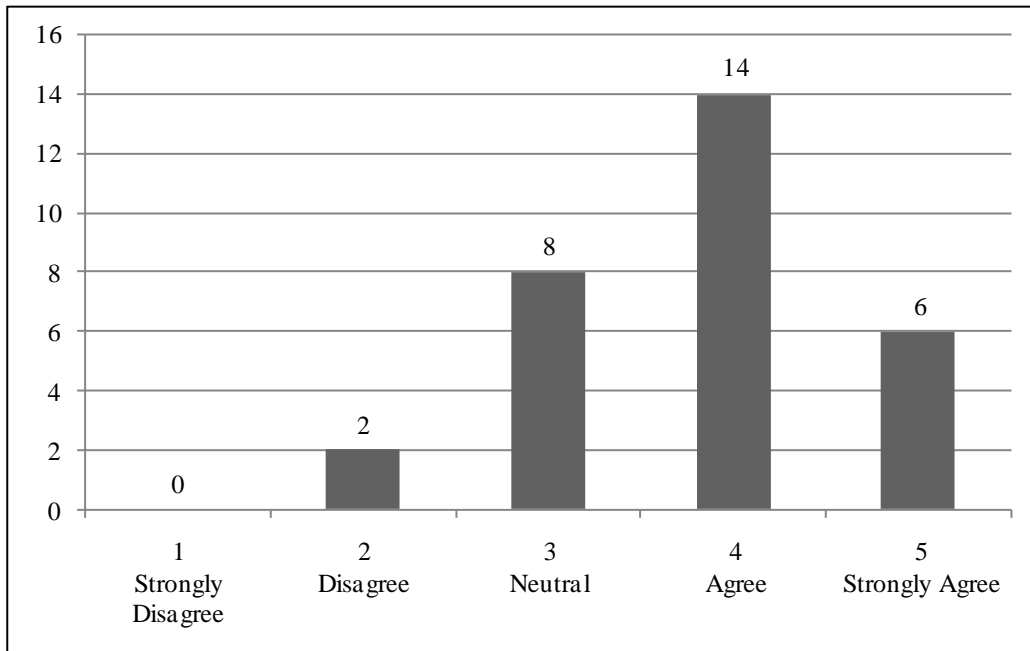


Figure 41. Summarized Analysis of Dimension 3

4.7. Using PSM to Identify Performance in Finnish Public Organizations

This study was conducted in Finnish public organizations to investigate the relationship of PSM and performance. Three organizations were under this study: Employment Office, Local Register Office and the City of Vaasa. Research data was collected through a cross-sectional survey. In data analysis, the techniques of descriptive statistics and statistical mean were used to extract the results. Initially, this study created three dimensions: (i) the determination of motivational factors (ii) the impact of PSM on performance and (iii) identification of motivated employees.

In the perspective of Finnish Public organizations, the study puts forward the notion that PSM is important for public servant employees. There are several motivating factors those exist in the working environment having an important link with employee performance. The better management and application of these motivational tools by the Finnish public organizations will help to target at a higher level of employee performance. As a contrast, the lesser aware and improper utilization of motivational factors may create barriers in the way of organizational success.

The direct relationship between PSM and employee performance was found in data analysis section. This study also put forward a consideration to Finnish public organizations that the employees with high PSM are likely to be proved high performer and the employees with low PSM are likely to be remained low performer. Finnish public organizations should recognize the link between PSM and performance. Thus, a stronger understanding of PSM-performance is recommended for Finnish public organizations.

It was found that mostly of the public servants were motivated towards their employments with respective to Finnish public organizations chosen for this research. Thus, it is recommended that motivation measurement framework should be in place to identify motivated employees periodically so that an individual's performance will remain up to the mark.

The following chapter presents the conclusions of the study along with recommendations and future research directions.

5. CONCLUSIONS

This thesis research basically aimed to scrutinize the link between PSM and work performance particularly in the setting of Finnish public organizations. Quantitative research method was adopted. A cross-sectional survey was conducted in Finnish public organizations to collect the research data. Descriptive statistics and statistical mean were applied in data analysis to draw the results. The multidimensional approach was employed to explore the concept of PSM in relation to work performance. The seven-step research process (Figure 13) and PSM-Performance research model (Figure 14) were followed while conducting this study.

A survey instrument consisting of 24 items with three dimensions was developed to gather research data. Three dimensions of the construct were designed: (i) the determination of motivational factors (ii) the impact of public service motivation on work performance and (iii) the identification of motivated employees. The multidimensionality of the study was transformed into a research model as well. Each dimension was corresponding to one sub-question. There were eight survey items in each dimension. Twenty items were significantly favored/agreed upon by the participants. The remaining four survey items were rated neutral.

In previous research on PSM, Buchanan's (1975) study found that extrinsic and intrinsic motivators in both public and private organization are similar. This conclusion was endorsed even after twenty years by Gabris and Simo (1995). Perry and Porter (1982) found that the organizations put considerable research effort in choosing individuals and they pay insufficient research attention on how an individual is choosing the organization. Further, it was said that an employee joins the organization with certain beliefs and perception that affect the motivation.

Perry and Wise (1990) categorized the motives into three, rational, norm-based and affective. Perry (1996) translated the concept of PSM into a measurement scale. He identified six dimensions of public service motivation. Perry (1997) attempted to study

PSM in antecedent perspectives. He investigated the relationship of PSM with five sets of correlates in this regard. Brewer, Seldon, and Facer (2000) developed their study on the conception that how an individual envisions/perceives motives linked with the public service. Vandenberg (2007) split PSM in two dimensions which are the individual's behavior (role and responsibility) and the response from public institutions. He stressed that both employees and organizations should play their roles appropriately to arrive at success.

Naff and Crum's (1999) study found a positive relationship between public service motivation and self-reported performance ratings. Alonso and Lewis's (2001) study confirmed this result partially. Studies in other fields are also evident for a positive relationship between these variables. For example, researches in the field of organizational behavior and economics find a positive link between public service motivation and performance (Perry et al. 2010).

5.1. Key Findings of the Study

Key findings of the study are summarized in Table 7 with respect to dimensions and research questions of the study.

Table 7. Key Findings of the Study.

Key Findings of the Study		
Dimensions	Research Questions	Key Findings
Dimension 1 The determination of motivational factors	Sub-Question 1 What are the motivational factors those trigger up public servants to exhibit improved performance?	Finding 1 There are several motivational factors though them the motivation of public servants can be increased.

		Such factors include adequate pay, job security, employee healthy relationship, work recognition, effective supervision, job training and physical work environment.
Dimension 2 The impact of public service motivation on work performance	Sub-Question 2 What is the impact of public service motivation on the performance of public service employees?	Finding 2 There is a positive relationship between public service motivation and work performance.
Dimension 3 The identification of motivated employees	Sub-Question 3 What is the ratio of motivated employees working in Finnish public organizations chosen for this research?	Finding 3 There is a high ratio of (20 out 30) motivated employees working in Finnish public organizations chosen for this thesis research.

The study found a positive relationship between public service motivation and employee performance. The employees with high PSM can perform better. Most of the employees working in the subject organizations were found motivated towards their jobs and responsibilities. The motivated workforce is all-time requiring for the public organizations. It is consistent with Naff and Crum's (1999) study which found positive relationship between PSM and self-reported performance ratings. The current study confirms the previous studies on the importance of PSM in public management. Public service motivation is an attitudinal phenomenon. However, with the application of various external factors, the motivation of the public service employees could be affected positively.

This study further found that there are several motivational factors though those the motivation levels of public servants can be increased. Such factors include adequate pay, job security, employee healthy relationship, work recognition, effective

supervision, job training and physical work environment. It put under test eight motivational factors to examine their effect on performance of public employees. All of the factors except one were proved that they affect employee performance positively.

Public organizations should place their focus on accurate application of suitable motivational factors to target higher employee performance which may lead to a greater productivity of the entire organization. A public organization can enhance the motivation level of its employees through these motivating factors. However, research is the key to locate the appropriate motivational factors corresponding to demographics of the workforce.

The study ends-up with the finding that there is a high ratio (20 out 30) of motivated employees working in the chosen Finnish public organizations. Employee motivation is not a fictional substance so far. The public organizations are required to pay their genuine attention to retain their motivated workforce for the finest public service provision to the citizens. This research suggests the presence of an effective motivation management framework in public organizations.

5.2. Recommendations and Future Research Directions

The public organizations are required to recognize the link between PSM and employee performance. Several motivating factors would be there which may vary organization to organization and individual to individual as Hazra et al. (2015) concluded that motivation surely is a multidimensional and multi-factors concept and it varies from individual to individual. Although, the basket is full of such factors but the adoption of appropriate motivational factors would only be useful to achieve organizational targets.

An assessment of motivated employees should be conducted periodically and incentives should be offered to motivated ones to stimulate the required performance. The public organizations should also invite master's students and PhD researchers to

conduct researches in their organizations for finding solutions to the problems and to strengthen internal working systems. In-house and external training program for the employees could be another option to keep the thinking process on.

This study leaves some future research directions for the upcoming researchers in the field. In future, the correlation of between PSM and performance can be studied. In the current study, the relationship between PSM and work performance was examined and found that public service motivation positively affects the employee performance. A multidimensional construct was developed to extend the scope of the study. The correlation between PSM and work performance would intend another insight into the concept of PSM-Performance.

The relationship between employee belief systems and public service motivation can also be scrutinized. Similarly, employee attitude and public service motivation and employee behavior and public service motivation could be other dimensions of the concept. These research directions seem more interesting and suitable for Psychology and Behavioral Sciences students/experts. In the current study, the nature of data collected was categorized into attitude (dimension 1), belief (dimension 2) and behavior (dimension 3).

In PSM theory, the motivating factors play an important baseline role so as to initiate public service motivation within public servants. The public organizations should focus on appropriateness of these factors. Characteristics of motivated public service employees can also be studied. Specifically, effective utilization of motivational factors in public organizations should be studied. In current study, eight motivating factors were put under test to determine their impact in relation to employee performance. More factors could be included and studied particularly from the point of view their effective utilization in public organizations.

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APPENDICES

APPENDIX 1: The Survey Instrument (for researcher's use)

Please indicate your level of agreement against each of the following statements by using this scale.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

DIMENSION 1: DETERMINATION OF MOTIVATIONAL FACTORS

- 1 Adequate pay
An adequate pay is served as a powerful incentive enabling the workers to perform better. 1 2 3 4 5
- 2 Job security
Job security has a positive impact for encouraging workers to demonstrate improved performance. 1 2 3 4 5
- 3 Employee healthy relationship
Good working relations among peers and with superiors are extremely desirable for high-quality performance. 1 2 3 4 5
- 4 Work recognition
Workers want to be recognized for their work contribution which is source of satisfaction to target at enhanced performance. 1 2 3 4 5
- 5 Job promotion
Job promotion plays an important role in determining the level of performance of employees. 1 2 3 4 5
- 6 Effective Supervision
Effective supervision is hugely required to support workers' 1 2 3 4 5

performance. (e.g. Employee is happy with his or her supervisor, when he or she is supporting the subordinates efficiently.)

7 Job training

Providing the required training to the staff members is very important and helpful to boost their performance. 1 2 3 4 5

8 Physical work environment

A good and conducive physical environment is a positive factor for employee performance. (e.g. Employees are to be provided with good work equipments, excellent office settings etc.) 1 2 3 4 5

DIMENSION 2: IMPACT OF PSM ON PERFORMANCE

9 Public service motivation is important for performance 1 2 3 4 5

Meaningful public service motivation is very important for better performance of employees.

10 Willingness to put extra effort without financial incentive

Serving citizens is source of good feelings for me even if nobody is paying me in return of extra efforts. 1 2 3 4 5

11 Linkage between Public service motivation and performance

Higher level of public service motivation means higher level of employee performance and vice versa. 1 2 3 4 5

12 PSM and time management

I utilize my time so effectively while I am feeling motivated towards my tasks. (Time denotes working hours.) 1 2 3 4 5

13 PSM and psychological effect

Motivation charges me up so high that I am able to do wonders on my job. My performance is really appreciated by 1 2 3 4 5

my boss and co-workers when I am motivated.

14 PSM and overcoming barriers

My level of motivation pushes me up to overcome all sort of barriers. So, I manage to perform perfectly fine anyway. 1 2 3 4 5

15 PSM and customer satisfaction

Motivation is positively associated with customer satisfaction. 1 2 3 4 5

16 Dissociation between PSM and Performance (reversely worded)

It doesn't make a difference for me that I am motivated or not, my performance remains the same. 1 2 3 4 5

DIMENSION 3: IDENTIFICATION OF MOTIVATED EMPLOYEES

17 Punctuality

I always arrive in time at my job. 1 2 3 4 5

18 Self-Sacrifice

I am unconditionally ready to sacrifice for better delivery of public service. (e.g., When there is a need, I am ready to work for an extra hour etc.) 1 2 3 4 5

19 Work amusement

My work amuses me (makes me happy and satisfied) instead of feeling burdened. 1 2 3 4 5

20 Work accomplishments

I regularly finish my work assignments as per deadlines. 1 2 3 4 5

21 Employee participation

I actively participate in decision making and public policy affairs. (e.g., I participate in these activities according to my job rank instead of just providing suggestions.) 1 2 3 4 5

22 High-quality public service

I put my utmost efforts for ensuring high-quality public service. 1 2 3 4 5

23 Role in organizational development

I am very well aware and fulfill my responsibilities for organizational development. (e.g. The role to make the organization progressed in developing internal systems.) 1 2 3 4 5

24 Social work

It is the motivation that indulges me to do social work even beyond my job description. (e.g., helping others, doing altruistic work etc.) 1 2 3 4 5

i) What is your gender identity?

- Male
- Female

iii) How long have you been working with this organization?

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 20+ years

ii) Please indicate your age range.

- Less than 20 years
- 20-25 years
- 26-30 years
- 31-35 years
- 36-40 years
- 40+ years

THANK YOU for taking the time to fill in the survey for making possible this research study.

APPENDIX 2: Cover Letter

Dear Sir\Madam,

I am a public management student from the University of Vaasa. My graduation thesis research is planned to be conducted in public service institutions, the City of Vaasa. The study basically is aimed to explore the relationship between PSM and performance of public service employees in Finnish public organizations. It addresses the following main research question with three sub-questions (three dimensions).

Main Research Question

- What is relationship between public service motivation and work performance?

Sub-Questions of the Study

- What are the motivational factors those trigger up public servants to exhibit improved performance?
- What is the impact of public service motivation on the performance of public service employee?
- What is the ratio of motivated employees working in the object organizations?

The empirical part of the study has to be carried out by a survey instrument. Your organization is chosen to be included in this survey research. At the end of the study, practical findings, conclusion and recommendations will be made. This may also be beneficial for your organization.

I am looking forward to your positive response and cooperation to participate in this survey. The survey form will takes 5-8 minutes to give your responses. The answers of the participants will be kept confidential and anonymous.

My thesis supervisor is Dr. Charles Osifo. You may feel free to contact him for any elucidation. Office Contact: 0294498398

Jan Muhammad Farooq
faruquejan@gmail.com

APPENDIX 3: The Survey Instrument (as circulated in respondents)

Please indicate your level of agreement against each of the following statements by using this scale.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

- 1 An adequate pay is served as a powerful incentive enabling the workers to perform better. 1 2 3 4 5
- 2 Job security has a positive impact for encouraging workers to demonstrate improved performance. 1 2 3 4 5
- 3 Good working relations among peers, with superiors and subordinates are extremely desirable for high-quality performance. 1 2 3 4 5
- 4 Workers want to be recognized for their work contribution which is source of satisfaction to target at enhanced performance. 1 2 3 4 5
- 5 Job promotion plays an important role in determining the level of performance of employees. 1 2 3 4 5
- 6 Effective supervision is hugely required to support workers' performance. (e.g. Employee is happy with his or her supervisor, when he or she is supporting the subordinates efficiently.) 1 2 3 4 5
- 7 Providing the required training to the staff members is very important and helpful to boost their performance. 1 2 3 4 5
- 8 A good and conducive physical environment is a positive factor for employee performance. (e.g. Employees are to be provided with good work equipments, excellent office settings etc.) 1 2 3 4 5

- 9 Meaningful public service motivation is very important for better performance of employees. 1 2 3 4 5
- 10 Serving citizens is source of good feelings for me even if nobody is paying me in return of extra efforts. 1 2 3 4 5
- 11 Higher level of public service motivation means higher level of employee performance and vice versa. 1 2 3 4 5
- 12 I utilize my time so effectively while I am feeling motivated towards my tasks. (Time means here working hours.) 1 2 3 4 5
- 13 Motivation charges me up so high that I am able to do wonders on my job. (My performance is really appreciated by my boss and co-workers when I am motivated.) 1 2 3 4 5
- 14 My level of motivation pushes me up to overcome all sort of barriers. (So, I manage to perform perfectly fine anyway.) 1 2 3 4 5
- 15 Motivation is positively associated with customer satisfaction. 1 2 3 4 5
- 16 It doesn't make a difference for me that I am motivated or not, my performance remains the same. 1 2 3 4 5
- 17 I always arrive in time at my job. 1 2 3 4 5
- 18 I am unconditionally ready to sacrifice for better delivery of public service. (e.g., When there is a need, I am ready to work for an extra hour etc.) 1 2 3 4 5
- 19 My work amuses me (makes me happy and satisfied) instead of feeling burdened. 1 2 3 4 5

- 20 I regularly finish my work assignments as per deadlines. 1 2 3 4 5
- 21 I actively participate in decision making and public policy affairs. (e.g., I participate in these activities according to my job rank instead of just providing suggestions.) 1 2 3 4 5
- 22 I put my greatest efforts for ensuring high-quality public service. 1 2 3 4 5
- 23 I am very well aware and fulfill my responsibilities for organizational development. (e.g. The role to make the organization progressed in developing internal systems.) 1 2 3 4 5
- 24 It is the motivation that indulges me to do social work even beyond my job description. (e.g., helping others, doing altruistic work etc.) 1 2 3 4 5

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THANK YOU for taking the time
to fill in the survey for making possible this
research study.