



FULBRIGHT
UNIVERSITY
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FULBRIGHT SCHOOL OF
PUBLIC POLICY AND MANAGEMENT

Public Management

SESSION 9

Public Service Motivation



Session 9

- Review Last Week's Topic (Organizational Culture)
- Motivation Theories
- Public Service Motivation

Main challenge



*As you can see, bureaucrats are under stress.
There are many discouraging factors to them.
Institutional constraints, hierarchy, etc.*

*But citizens, don't want to have discouraged
bureaucrats.*

*Then, how to motivate them?
What would be motivating factors?*



Motivation

- Public service motivation: some individual seek public service **as a means of satisfying their own needs** – these needs might be based on
 - Personal identification with the program
 - The desires to advocate for a people or interests
 - Desire to serve the public in the public's interest
- Motives related to factors such as:
 - Loyalty
 - Duty
 - Citizenship
 - Values such as social equity



Performance = capability + 'α'

- We assume the following things:
 - Motivated people work harder
 - Motivation is goal-oriented (work harder for goals)
 - Motivation is not an impulsive factor. It is a long-lasting and constant factor.
 - Motivation is self-determined, not by external forces
 - Motivation may lower job dissatisfaction or complaints
 - Motivation may reduce turn-over rate
 - Motivation may increase productivity rate

Maslow's Theory



Maslow's
Hierarchy
of Needs





Application of the theory

Hierarchy	Concept	Needs	Application to Public Orgs
Physiological Needs	Needs for survival	Water, food, sleep	Salary, restaurants, good working environment
Safety Needs	Protection from any danger	Safety, Protection	Safe work place, job security
Social Needs	Collegial relationship	Love, feeling of belonging	Collective unity, fellowship
Esteem Needs	Respects, compliment	Self-respect, Decency	Social recognition, appropriate job title
Self-actualization Needs	Sense of accomplishment	Accomplishment	Challenging task, opportunity, job accomplishment



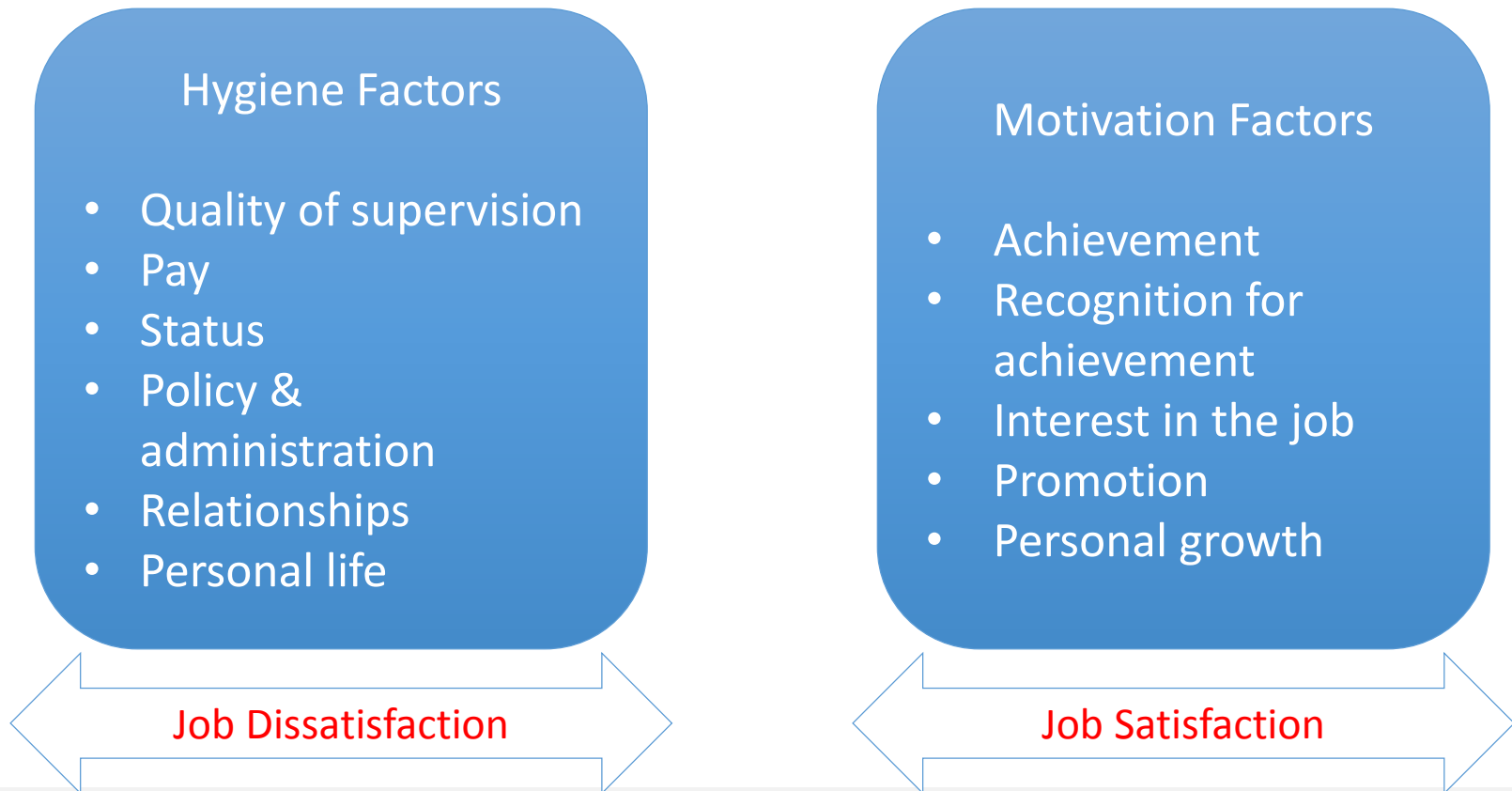
Mcgregor: Theory x, y

Theory X	Theory Y
<ul style="list-style-type: none">• Human beings are naturally lazy and work as little as possible.• Workers lack ambition, avoid responsibility.• Employees are interested only in their own needs and not the needs of the organization.• People are resistant to change• Workers are basically gullible and not very bright.	<ul style="list-style-type: none">• People are not passive by nature and are capable of self-control and self-direction.• Work is natural and pleasurable.• Workers are not resistant to change and will work towards organizational goals.• People seek and accept responsibility.• Delegation, job enlargement, and participative management possible



Herzberg (1968), two factor theory

- Low-level needs, called hygiene or extrinsic factors, do not lead to motivation (Just prevent dissatisfaction).





Other motivation theories

- Expectancy theory: Process-based (reward to particular workers or achievement, etc.). Reward expectation for achievement
- Goal Setting theory: The existence of goals in and of themselves can motivate behavior.
- Equity Theory: those who contribute to more to an organization should receive more rewards (treated fairly or not).
- Participation is positively related to employee motivation and performance (participating in goal-setting, development of reward, etc.). Participation = increase of the amount of information



Criticism about Motivation Theory

- All dependent upon theories developed in **business sector** (James Perry).
- Individualistic bias (Failed to explain behavior in organizations).
- Assumption about 'strong situations' – empirical testing issue (in public organizations, strong situations don't exist).
- Notion of values, norms, obligations, etc.



Perry and Wise (1990)

- “An individual’s predisposition to respond to motives grounded primarily or uniquely in public organizations.”
- Varies across countries.
- “The greater an individual’s public service motivation, the more likely the individual will seek membership in a public organization.”
- Measure public service motivation using four dimensions (Perry 1996):
 - Attraction to public policymaking
 - Commitment to public interest
 - Compassion
 - Self-sacrifice





Dimension

Questionnaire Items

Attraction to Public Affairs

Politics is a dirty word. (Reversed)*
The give and take of public policymaking doesn't appeal to me. (Reversed)
I don't care much for politicians. (Reversed)

Commitment to the Public Interest

It is hard to get me genuinely interested in what is going on in my community. (Reversed)
I unselfishly contribute to my community.
Meaningful public service is very important to me.
I would prefer seeing public officials do what is best for the community, even if it harmed my interests.
I consider public service a civic duty.

Compassion

I am rarely moved by the plight of the underprivileged. (Reversed)
Most social programs are too vital to do without.
It is so difficult for me to contain my feelings when I see people in distress.
To me, patriotism includes seeing to the welfare of others.
I seldom think about the welfare of people whom I don't know personally. (Reversed)
I am often reminded by daily events about how dependent we are on one another.
I have little compassion for people in need who are unwilling to take the first step to help themselves.
There are few public programs I wholeheartedly support. (Reversed)

Self-Sacrifice

Making a difference in society means more to me than personal achievements.
I believe in putting duty before self.
Doing well financially is definitely more important to me than doing good deeds. (Reversed)
Much of what I do is for a cause bigger than myself.
Serving citizens would give me a good feeling even if no one paid me for it.
I feel people should give back to society more than they get from it.
I am one of those rare people who would risk personal loss to help someone else.
I am prepared to make enormous sacrifices for the good of society. **13**

Bottom Line



- One important point about employee motivation in the public sector is that **individuals work in the public sector for a wide variety of reasons.**
- The reason that lead one individual to choose public sector job may not be the reasons another individual to work in the public sector.



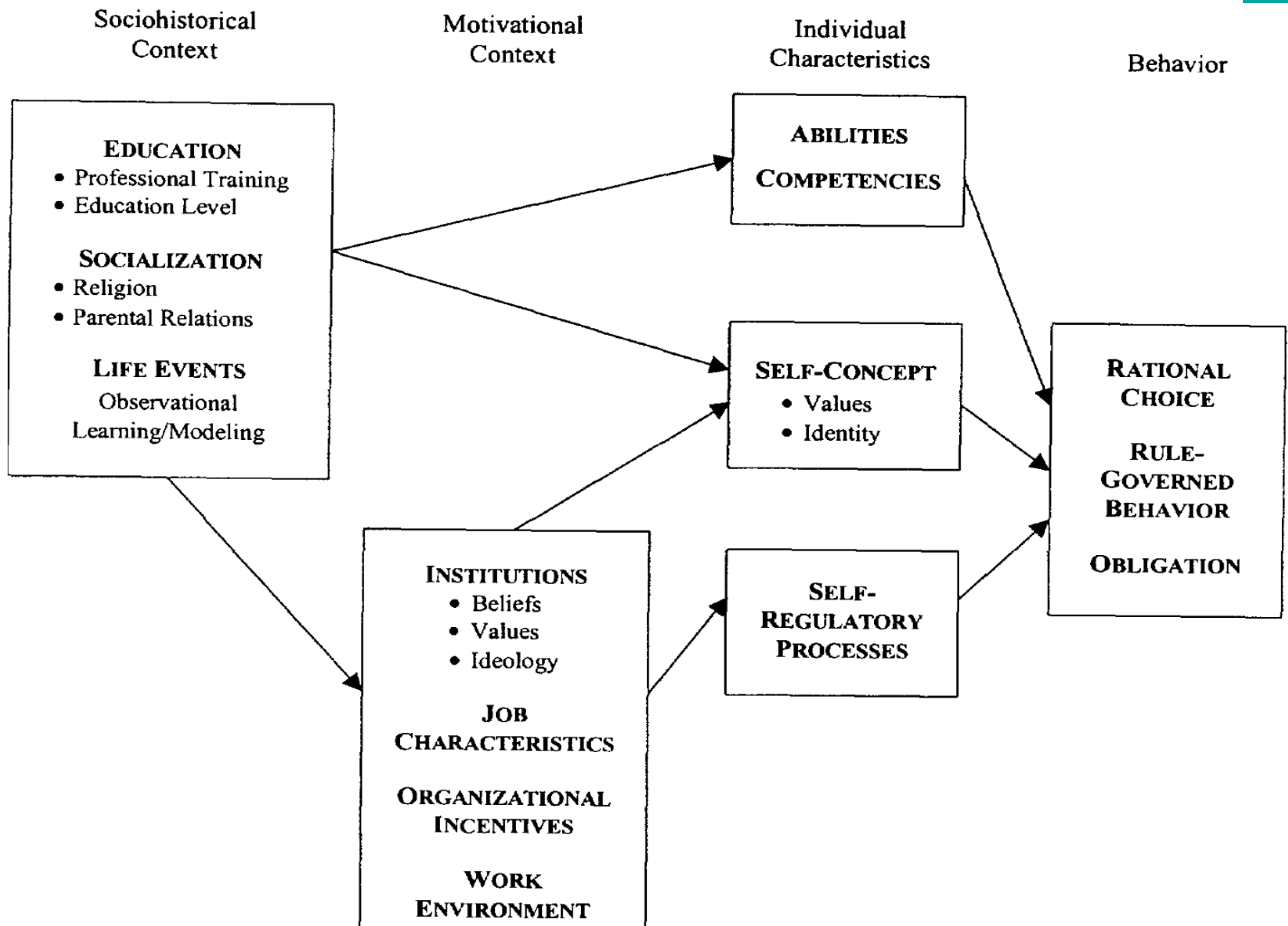
“Process theory of PSM”

- James Perry (2000)
- Socio-historical context: education (professional training), socialization (religion, parental relations, etc.), life event.
- Motivational context:
 - Institutional incentives (beliefs, values, ideologies)
 - Job characteristics (routinized, ill-organized)
 - Organization incentives
 - Work environment (rest room, furniture, computer..)



“Process theory of PSM”

- Individual characteristics:
 - Abilities
 - Competencies
 - Self-concept (values and identity)
 - Self-regulatory processes
- Behavior:
 - Rational choice by the logic of consequence
 - Rule-governed behavior
 - Obligation



Ko and Jun (2015)



- The impact of job motivation on students' career intentions in the public sector in China, SG and S. Korea
- Students rank the stable and secure future and the high salary motivations highest among others.
- Students who prefer careers in the public sector rank the chance to benefit society higher (but still lower than the two extrinsic factor).
- The high prestige and social status motivator is even higher than benefits to society motivator.
- Chances to learn new things / opportunity for advancement -- low



Continued

- In SG, more than 71% of students believe that bureaucrats are committed to their work (China, slim majority).
- Only 21% of SG students thought bureaucrats are incompetent (compared to private sector).
- 76% of SG students thought that bureaucrats are professionals (China 34%, Korea 49%).
- Government trust was higher in SG, CN than Korea



Continued

- S. Korean students – who view salary as an important factor are less inclined to choose public sector.
- Norm-based motive (benefit to society) high in SG, and Korea, not statistically significant in China.

Job Preference	China	Korea	Singapore	Total
Private	51.6%	36.9%	68.6%	52.5%
Public Sector	48.4%	63.1%	31.4%	47.4%



Q&A



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