

Public management

Session 11: Managing and Motivating Civil Servants

Good News!



- Phan My Dung and Yooil Bae, “Job attraction and career choice motivation in a socialist-market economy: the case of the young Vietnamese workforce” is accepted on February 23, 2021.
- *Asian Journal of Political Science*

Session Overview

- Why is motivation important?
- What motivate workers? - Notable motivation theories
- Do civil servants have different motivation?
- Homework Review

Why is Motivation so important?

- “Motivation along with workers’ ability and work environment determine levels of performance (Mitchell, 1982)
- Selecting good employee doesn’t guarantee desirable organizational performance. Why?
- Performance = Required job capacity + work environment + β
- **B (motivation)** is an inner psychological state in which he/she attempts to operate one’s behavior in a certain direction for some purposes. Motivation to work.

“A labor expert noted that the jobs at state agencies are wanted by people who want easy and stable jobs.”

Vietnam.net News

“Competition for Civil Service Jobs heat up” (May 21, 2015)

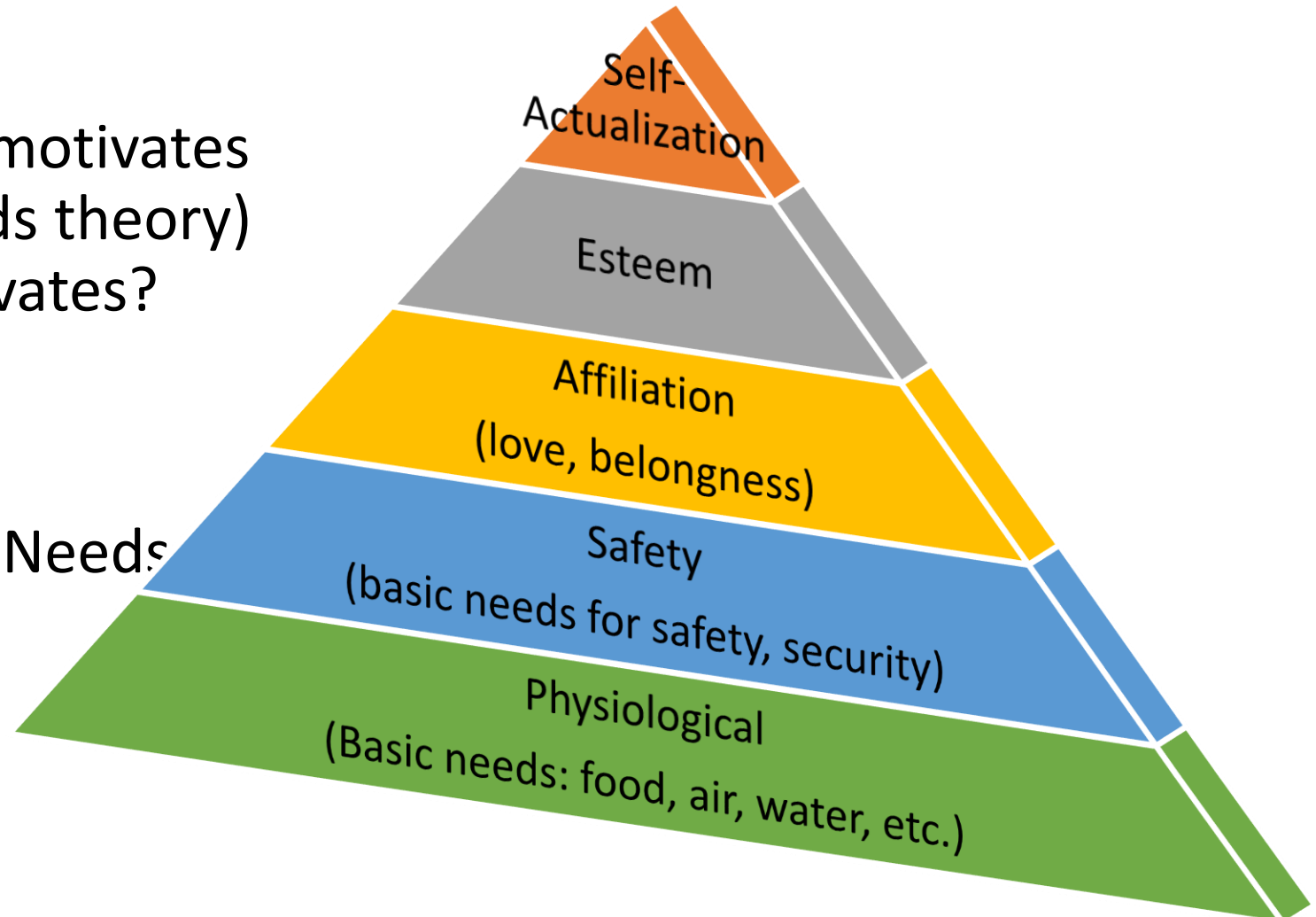
Does this statement indicate job motivation?

$$\text{Performance} = \text{capability} + \alpha$$

- We assume that:
 - Motivated people work harder
 - Motivation is goal-oriented (work harder for goals)
 - Motivation is not an impulsive factor (long-lasting)
 - Motivation is self-determined (not external forces)
 - Motivation may lower job dissatisfaction
 - Motivation may reduce turnover rates
 - Motivation may increase productivity rates

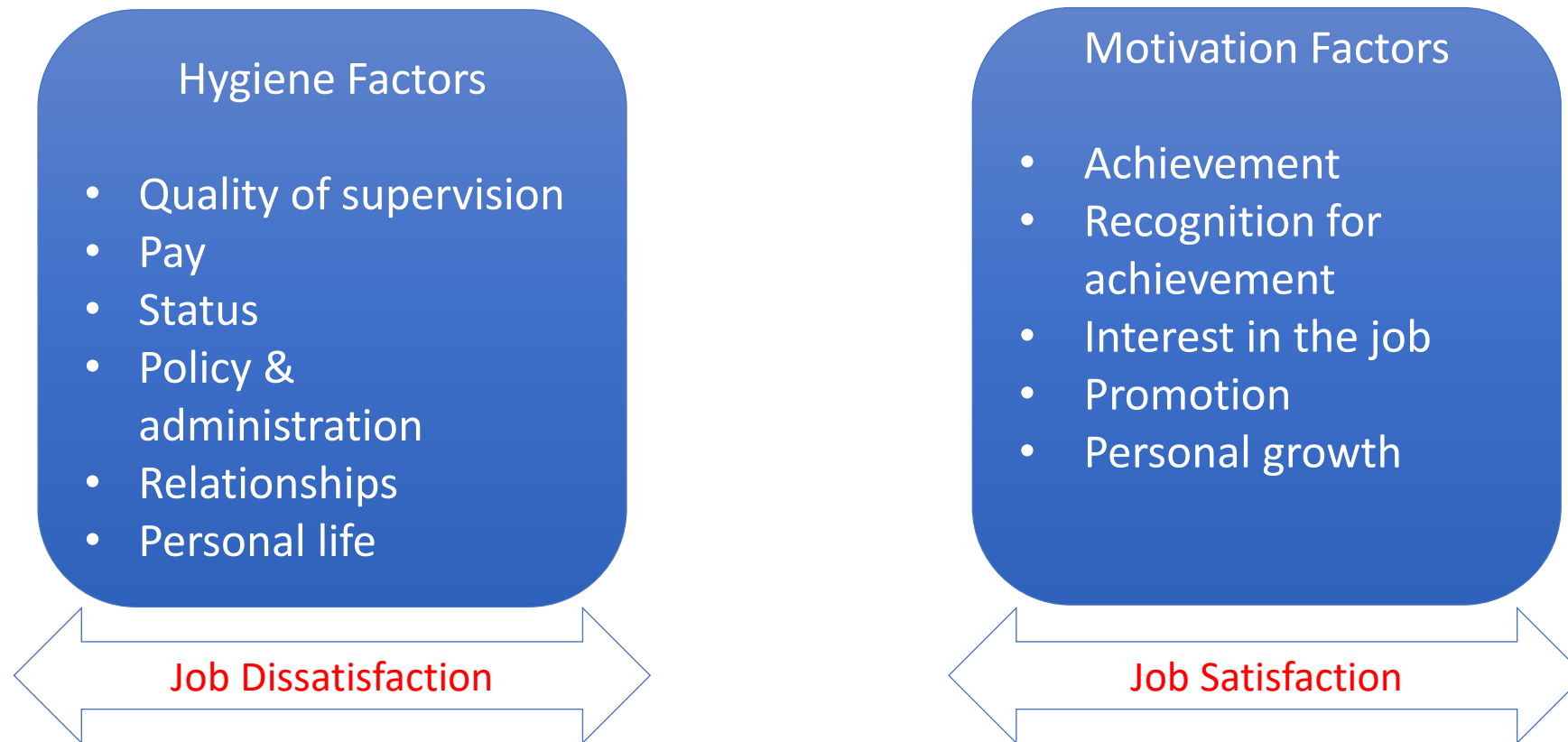
What Motivate Workers?

- Main debates – What motivates (content theory = needs theory) vs. What process motivates? (process theory)
- Maslow's Hierarchy of Needs



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 (Vroom, 1964)
- **Goal Setting theory**: The existence of clear goals, level of difficulty, goal acceptance, and feedback process in and of themselves can motivate behavior (Locke, 1968)
- **Equity Theory**: those who contribute to more to an organization should receive more rewards (treated fairly or not) (Adams, 1965)
- **Participation** is positively related to employee motivation and performance (participating in goal-setting, development of reward, etc.).

Then, are Civil Servants Different?

- Regardless of their usefulness, the theories have been criticized, because they are mostly developed in business sector.
- Public Service Motivation(PSM): rigorously studied whether motivational structure of public employees differs from that of private employees.
- PSM is a unique motivator ('pursuit of public good, value')



James Perry (1996)

- People are motivated by attraction to policy-planning (doing something important to the society), commitment to public interests, compassion, self-sacrifice.
- PSM varies country by country, but in general
 - ✓ If PSM is high → less dependent upon monetary incentive and competition
 - ✓ If PSM is high → commitment to organization and performance ↑
 - ✓ If PSM is high → value citizen participation ↑



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 else.
I am prepared to make enormous sacrifices for the good of society. someone

Ko and Jun (2015) - Comparison

- The impact of job motivation on students' career intentions in the public sector in China, Singapore 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

In-Class Discussion

Based on the result of three countries comparison, discuss possible implication for Vietnam. Source: Ko and Jun

Lựa chọn nghề nghiệp	Trung Quốc	Hàn Quốc	Singapore	Tổng trung bình
Private	51.6%	36.9%	68.6%	52.5%
Public	48.4%	63.1%	31.4%	47.4%

Ở Singapore, hơn 71% sinh viên tin rằng công chức nhà nước tâm huyết với công việc họ đang làm (Trung Quốc – phần lớn ủng hộ quan điểm này).

Continued

- 76% sinh viên Singapore và 49% sinh viên Hàn Quốc nghĩ rằng nhân viên nhà nước là những *chuyên gia* (ở Trung Quốc là 34%). Perception on expertise
- Lòng tin vào chính phủ - Singapore >>Trung Quốc>>Hàn Quốc (Trust level)
- Động cơ có tính quy phạm ('lợi ích cho xã hội') rất cao ở Singapore và Hàn Quốc, nhưng không đáng kể về mặt thống kê ở Trung Quốc. Social benefit Motive

Based on these results, please think about Vietnam. Why Vietnamese choose Public or Private sector?

How can we attract young Vietnamese?

In-Class Discussion

- Please share your thought on the descriptive data below:

Characteristics	Sub-Categories	Career Choice			
		Public Sector		Private Sector	
		Response (= n)	Percentage (%)	Response (= n)	Percentage (%)
Gender	Male	27	19.7	110	80.3
	Female	72	24.3	224	75.7
College GPA	Excellent	6	24.0	19	76.0
	Very Good	23	32.4	48	67.6
	Good	53	21.1	198	78.9
	Ordinary	17	19.8	69	80.2