

EFFECT OF PUBLIC SERVICE MOTIVATION ON JOB PERFORMANCE: A LITERATURE REVIEW

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ABSTRACT

Public service motivation is gaining substantial empirical support as a valuable variable in public sector organizations. Several studies have observed organizationally desirable relationship between public service motivation and several employees' attitudes and behaviour. However, the various accounts on public service motivation spread over several journal articles, thereby lacking practical appeal. This paper aimed at filling this gap as it reviews studies on public service motivation and job performance. The purpose of the review is to identify and put together in a single paper the dominant implication of public service motivation on job performance as indicated in the literature. This systematic compilation would plausibly make the observed dominant findings (that is, positive influence of public service motivation on performance) appealing and convincing for organizational practitioners to adopt and apply. Person-environment fit theory offers theoretical support for the dominant pattern of relationships that is revealed in the reviewed empirical studies.

Keywords: Public sector, public service motivation, job performance, person-environment fit theory and literature review

1.0 INTRODUCTION

The theoretical and empirical concern for antecedents of job performance, define as an aggregate of employee behaviors that have some expected value to organizations (positive or negative) is historical and continuous. Job performance is one of the organizational variables that has attracted substantial research as it is of much value to the employee, the organization and ultimately the society. For instance, membership and retention of an employee in any organization largely hinge on the employee's performance. The aggregation of performance of employees in organization forms the performance of the organization. And the outputs of various organizations in a given society define the society (Febrian et al., 2023; Sari et al., 2020). Studying precursor of job performance has several importance. It could inform the basis of development of theory on job performance and provide guide for the manipulation of job performance to achieve the desire goal. This understanding has led to several studies on antecedents of job performance. Although several variables have been examined to understand their relationship with job performance, but one variable that has attracted substantial research concern as a predictor of job performance is public service motivation. Public service motivation (PSM) is defined as a general, altruistic motivation to serve the interests of a community of people, a state, a nation, or humankind (Gan et al., 2020). The underlying proposition of public service motivation is that public sector employees has higher public service motivation than private sector employees. This implies special motivation for public

service which is different from those for the private sector and this motivation is to serve the public.

2.0 STATEMENT OF THE PROBLEM

In the extant literature, PSM defined as an individual's predisposition to respond to motives grounded principally or exceptionally in public institutions and organizations (Perry & Wise, 1990) is widely acknowledged to associate in desirable direction with valuable employee behaviour such as job performance and by implication organizational performance. However, at present these empirical evidence only exists in fragmented forms on periodicals, journals and other related materials across the globe. In other words, there is absence of both narrative and meta-analytical reviews on relationship between PSM and job performance. In the scattered form the evidence is unorganized to convince practitioners about the value of PSM as it relates to job performance and organizational performance. The neglect by researchers to package in saleable form results from their studies accounts largely why practitioners do not adopt and apply research findings. The non-adoption of research findings by organizational practitioners means waste of resources on the side of researchers and lack of evidenced-based knowledge for organizations to flourish. And lack of flourishing organizations has negative implication for the society.

To address this gap, this paper present a review of PSM and job performance. The purpose of the review is to identify and bring together in a single document the dominant implication of PSM on job performance. Person-environment fit theory offered theoretical explanation for the positive relationship between PSM and job performance that dominate the literature. The paper is presented in the following subheadings: introduction, statement of the problem, methodology, public service motivation, models of public service motivation, job performance, measurement of job performance, public service motivation and job performance, environment-person fit theory, conclusion and recommendation for practice and limitation and recommendation for future reviews

3.0 METHODOLOGY

This paper is a review of related studies on the relationship between PSM and job performance. The studies cited covered different time period and across several nations. The design of this study is cross-sectional as the cited studies were drawn at one point in time using Google search engine. The sample therefore was based on convenience. The review was narrative, not meta-analysis as no statistical manipulations were carried out on the information collected from the sampled studies.

3.1 Public Service Motivation

Motive is widely discussed as an enduring influence on individual decision making and behaviour (Mckercher, Tolkach, Mahadewi, Bali, & Byomantara, 2021). A form of motive that has attracted substantial research effort, particularly in relation with job performance is PSM. Inclusively, public service are those public sector organizations (that is government owned organizations) that provides public goods to citizens, (Corby & White, 1999). Therefore, PSM refers to an individual's predisposition to respond to motives grounded principally or exceptionally in public institutions and organizations (Perry & Wise, 1990). PSM indicates an

individual's motivation to contribute to society. It relates to ideas about society, and about what public servants are and how they should behave. At conception Perry and Wise (1990) proposed that PSM has dimensions associated with three types of motives that covered affective, norm-based, and rational motives. Affective motives are grounded in human emotions, are characterized by a desire and willingness to help others. Norm-based motives expresses the desire to serve the public interest, loyalty to the government, patriotism, and duty. And instrumental or rational motives implies an individual believes that his or her personal interests coincide with the majority (Vaisvalavičiūtė, 2009).

Although this foundational conceptualization limited PSM to public organizations, but there are some recent applications of the concept to privately-owned organizations (Gan et al., 2020; Steen, 2008). In reflection of the inclusive approach, PSM is defined as a general, altruistic motivation to serve the interests of a community of people, a state, a nation, or humankind (Gan et al., 2020). It is about one's drive to contribute to society in its broadest sense. This extension is reflected in studies on public service motivation in private organization. For instance, Shaikh, and Siddiqui (2019) investigated factors affecting public service motivation in public and private sector employees. Several studies have offered support for the proposal.

Several personal and organizational factors have been reported to relate with PSM in various manners. For instance, goal perception and cultural understanding, and transformational leadership had positive influence on PSM, while role stress had negative influence on commitment to the public interest (Kachornkittiya, Trichan, & Lerkiatbundit. 2021). More so, network governance leadership has a very strong positive relationship with both PSM and job performance (Schwarz, Eva, & Newman, 2020). Network governance leadership is shown when public leaders actively encourage employees to network and connect with various stakeholders in their own organization and in the wider community (Tummers & Knies 2016).

3.2 Models and Measures of Public Service Motivation

Two models are dominant in PSM literature. Perry and Wise (1990) is the foundation model and it has four dimensions that covered attraction to policy making, commitment to the public interest, compassion, and self-sacrifice. Attraction for policy making indicates desire to participate in formulation of public policy which reinforces one's image of self-importance. Commitment to the public interest refers to attachment to ideas of civil duty and social justice. Compassion is the desire to protect citizens, attachment to the patriotic values. And personal sacrifice expresses a strong desire to protect and work for the good of the public (Austen, & Zacny, 2015). This is most adopted PSM model in the literature. Another model of PSM is that of Brewer, Selden and Facer (2000). The model is developed on four categories (samaritans, communitarians, patriots and humanitarians). The samaritans see themselves as guardians of the underprivileged, communitarians are stirred by sentiments of civic duty, patriots "put duty before self" in a sacrificing manner and humanitarians are driven by a sense of social justice (Brewer, Selden, & Facer, 2000).

A widely used measure of PSM is Perry and Wise (1990) four dimensions, 24 items scale. The measure was developed on the four dimensions model. The scale has a good report of psychometric property (Sulaiman, Rahim, & Halim, 2021). It has been modified by several

researchers and used in a number of studies. The scale also has a record of adapted into numerous languages that include China (Kaipeng, Linghua, & Qiu, 2013).

To address the criticism that Perry scale is culturally bias as it is developed solely with USA population, Kim, et al, (2012) developed a four dimension, 12 item PSM scale that has international outlook as the sample used in the development of the was drawn from 12 countries. The dimension of the scale are attraction to public participation, commitment to public values self-sacrifice and compassion

3.3 Job Performance

The extant public administration literature is inundated with studies on job performance. The various studies on job performance are largely on antecedents, measurement and consequences. This inclusive and extensive concern is a welcome disposition as employee performance is of huge importance for the individual membership and retention in the organization, the organizational performance and effective functioning of the society. Job performance is defined as an aggregate of employee behaviors that have some expected value to organizations (positive or negative). These behaviors has been widely classified into three broad classes: task performance, contextual performance, and counterproductivity (Sultana, 2020, Widyastuti, & Rahmat, 2018).

Task performance describes the core job responsibilities of an employee. It is also called in-role prescribed behavior and is reflected in specific work outcomes and deliverables as well as their quality and quantity. It refers to behaviors that contribute to the production of a good or the provision of a service and it varies across jobs. Task performance behaviors are role prescribed; that is, they are explicitly written in an employee's job description. It refers to those required outcomes and behaviors that directly serve the goals of the organization (Kalia, & Bhardwaj, 2019; Motowidlo & Van Scotter, 1994). For many years, task performance was the focus of most applied and research efforts, because it was believed to be the most salient component of job performance (Choi, Miao, Oh, Berry, & Kim, 2018; Ramos-Villagrasa, Barrada, Fernández-del-Río, & Koopmans, 2019).

Contextual performance or extra-role performance or organizational citizenship behaviors is not role prescribed, but rather includes discretionary behaviors that shape the organizational, social, and psychological context of the workplace (Motowidlo, & Van Scotter, 1994). It is discretionary behaviors on the part of an employee that are believed to directly promote the effective functioning of an organization without necessarily directly influencing an employee's productivity (Kalia, & Bhardwaj, 2019; Motowidlo, & Van Scotter, 1994), Contextual performance captures this ability of employees to engage in activities that contribute to the overall well-being of the organization. This aspect of job performance is viewed as equally important as task performance. Examples of contextual performance include volunteering to carry out task activities that are not formally part of the job, coaching coworkers, helping and cooperating with others, and following organizational rules and procedures. The distinction with task performance is that in contextual performance the effective functioning of the organization is promoted, but not necessarily with a direct effect on workers' productivity (Choi, Miao, Oh, Berry, & Kim, 2018; Ramos-Villagrasa, Barrada, Fernández-del-Río, & Koopmans, 2019).

Counterproductivity composed of intentional behaviors that are viewed by the organization as contrary to its interests. Counterproductive behaviors can range from blatantly damaging (i.e., theft, destruction of property) to somewhat less destructive (i.e., poor attendance, misuse of information, intentionally poor work); all of these are detrimental to overall organizational effectiveness. Counterproductive behaviors, on the other hand, have been studied primarily in the context of employee attitude surveys, because they tend to correlate highly with job satisfaction. More recently, counterproductivity and contextual performance have been studied together as organizational researchers attempt to develop more general models of extra-role work behaviors (Choi, Miao, Oh, Berry, & Kim, 2018; Ramos-Villagrasa, Barrada, Fernández-del-Río, & Koopmans, 2019). In summary, research suggests that adequate evaluation of work performance requires assessment of task performance, OCBs, and counterproductive behaviors. Organizations seek to design interventions that discourage counterproductivity, but encourage the task and contextual behaviors. These deviant behaviors are related to negative consequences at the personal (Aubé, Rousseau, Mama, & Morin, 2009) and organizational (Rogers & Kelloway, 1997) levels.

3.4 Measurement of Job Performance

The concept of job performance has a number of measures developed on it. Essentially these measures, also called scales reflects either in part or in full the three dimensions of job performance as earlier presented. Brief discussion of seven established scales on job performance in the extant literature is presented.

1. Koopmans et al. (2013) developed a 14-item scale titled “Individual Work Performance Questionnaire (IWPQ)”. The measure has three dimensions that covered task performance (4-item), contextual performance (5-items), and counterproductive work behaviour (5-item). The measure is widely used and has been adapted into several languages that include Bahasa Indonesia (Widyastuti, & Rahmat, 2018). Both the developers and subsequent users of the scale (e.g. Van der Vaart, 2021) provided satisfactory psychometric reports.
2. Welbourne, Johnson and Erez (1997) constructed a 20-item scale on job performance called “The role-based performance scale”. The measure has five dimension that covered job, career, innovator, team and organization. Each of the dimension has four items. The scale was based on role theory and identity theory and has record of good reliability and validity indices.
3. Goodman and Svyantek (1999) developed a 25-items scale on job performance. The scale has two parts that covered contextual performance (Altruism and Conscientiousness) with 16 items. Altruism has 7 items, while conscientiousness has 9 items. The second part of the scale consists of 9 items on tasks performance. Goodman and Svyantek (1999) scale on job performance has been widely reported to have satisfactory psychometric properties (Arnold, & Matthijs, 2010; Yusoff, Khan & Azam, 2013).
4. Sultana (2020) developed an 11-item scale on job performance. The scale has four dimensions that covered task performance (3 items), contextual Performance (3 items) and counterproductive work behaviour (5 items). The scale was developed on a sample of teachers and the results of confirmatory factor analysis indicates that the scale has satisfactory reliability and validity indices.

5. Williams and Anderson (1991) developed a 21- item scale on employee performance. The scale was developed on tasks performance (7- items) and organizational citizenship behavior (OCB) (14 items). In line with the author's model of OCB, the scale was developed along the dimensions of OCB-Individual (7 items) and OCB-Organization (7 items).
6. Na-Nan, Chaiprasit, and Pukkeeree (2018) developed a 13-item scale on job performance. The scale has three dimension- namely, job time, job quality and job quantity. The authors' factor analysis results confirmed the validity of the scale as a reliable employee performance evaluation tool.
7. Lin (2009) developed the Chinese Job Performance Questionnaire (CJPQ). The scale has three dimensions of 33 items. The three subscales are task performance (9 items), interpersonal promotion (10 items) and work dedication (14 items). The measure has report of satisfactory reliability and validity indices.

The above review revealed that much empirical effort has been devoted to measurement of job performance. And that job performance is a high-order variable that is now widely represented as three dimension variable that consist of task performance, contextual performance and counterproductive work behaviour.

3.5 Public Service Motivation and Job Performance

A large and significant number of studies has been conducted on the influence of PSM on job performance. And largely the general trend of finding is that PSM has organizationally desirable influence on job performance. The extant literature revealed that PSM relates to the various aspects of job performance in manner beneficial to the organization. For instance, Syamsi (2016) reported that the overall PSM significantly influence the service quality of civil servants in a wide range of government agencies. Miao, Newman, Schwarz, and Cooper, (2017) found Chinese sample that .PSM influence subordinates' innovative behavior by enhancing the dimensions of meaning and competence. This finding suggest that to facilitate innovative behavior amongst employees, public organizations should consider introducing training that encourages leaders to serve as entrepreneurial role model and recruit employees with high levels of PSM

Ha, Hoa, Huong and Ha, (2023) studied the impact of public service motivation on job satisfaction and job performance among 200 university lecturers in Vietnam. This study was conducted through a cross-sectional survey using a purposive sampling technique. Results from the study shows that lecturers with high PSM scored higher in terms of teaching performance, and that PSM moderates the relationship between job satisfaction and the teaching performance of the university lecturers.

In Nigeria Shinkafi, and Baba (2020) investigated the influence of PSM, job satisfaction, and continual commitment on organizational citizenship behavior of public sector employees. The study design was cross sectional and the sample was 201employees drawn from various government ministries (Ministry of Agriculture, finance, ministry of Health, ministry information, and ministry of justice). The study use a stratified random sampling techniques for data collection. Findings from the study reveal a positive relationship between PSM and organizational citizenship behavior.

Andersen, Heinesen, and Holm (2014) investigated the association between PSM and the performance of Danish teachers using an objective outcome measure (the students' academic performance in their final examinations). Useable response for the study was 3,230. The researcher observed that PSM is positively associated with examination marks, the measures of the teachers' performance.

Research (2022) seeks to establish the relationship between PSM and job performance in Bondhere district, Mogadishu, Somalia. The research used a cross sectional and survey designs in collecting data from the study population totaling 400 employees. Random sampling technique was used to select a sample of 200 respondents. It was found out that, motivation remains is a vital push factor in the performance of workers.

Kim (2016) analyze the effects of job characteristics on PSM in the context of Korean government organizations and to compare the influence of PSM on work performance with that of the main extrinsic incentives such as economic compensation and job security. The study used data collected from 1,500 participants from the 2011 Public Service Panel Survey conducted by the Korea Institute of Public Administration. The test results show that only three out of five core job characteristics—skill variety, task significance, and feedback—are positively associated with PSM and that PSM and economic compensation, except job security, are related to work performance in Korean government organizations.

Thuy and Phinaitrup (2023) examined the relationship of PSM with job performance, combining task and contextual performance, through the mediating role of job satisfaction and person – organization fit. The data analysis is based on a questionnaire survey of public servants under the People's Committee of Ho Chi Minh City, Vietnam. It was found that PSM has a directly positive impact on job performance. In addition, using the mediation effect of job satisfaction and person-organization fit in the relationship of PSM with job performance provides more robust evidence of this relationship.

Gans-Morse, Kalgin, Klimenko, Vorobyev, & Yakovlev (2020) employed incentivized experimental games to study the relationships between PSM and altruism, dishonesty, and propensity to engage in corruption. Based on data from approximately 1870 university students at three research sites in Russia and Ukraine, they find evidence of a robust positive association between PSM and altruistic behavior and negative association between PSM and willingness to engage in corruption. Results concerning dishonesty are more mixed.

Several explanation could be offered for the organizationally desirable influence of PSM on job performance. Employees in the public sector who have higher PSM scores are less stressed at work, are less likely to quit, and are more adversely affected by red-tapism. PSM associates positively with a number of variables that have organizationally desirable influence on job performance. For instance, PSM substantially influence work engagement, organizational commitment, and job satisfaction (Lu, & Chen, 2022), and these latter variables positively impact job performance (Effong, 2017; Donthu, & Subramanyam, 2022).

Although several studies reported direct positive relationship between PSM and job performance, but the extant literature also indicates that there are a number of moderating and mediating variables in the relationship. For instance, Palma (2016) observed that person organization-fit mediates the relationship between PSM and individual performance among

public teachers in the Italian public sector, Qing Miao, Eva, Newman and Schwarz (2019) examine PSM, organizational identification and job performance among Chinese civil servants and their supervisors. The authors found that PSM results in higher levels of organizational identification and leads to higher levels of job performance because civil servants perceive the organization's fate and results as their own. The study demonstrates that organizational identification is a key mechanism that explains how public service motivation (PSM) leads to higher levels of performance.

In addition to the direct influence of PSM on organizational performance through job performance, several studies have reported direct positive influence of PSM on organizational performance. As example, Zubair, Khan, and Mukaram, (2021) observed among Chinese respondents a positive influence of PSM on organizational performance. Similarly, Zubair, Khan, Mukaram (2021) study a sample of officers from public organizations/departments under the federal and provincial governments in Pakistan and observed that PSM has a positive relationship with organizational performance.

3.6 Person-Environment Fit Theory

The widely reported desirable influence of PSM on job performance has a theoretical explanation in person-environment fit. The basic principle of person-environment fit is based on Lewin's Field Theory, which states that an individual's behavior is a result of the interaction between individual and environment (Oh et al., 2014; Milliman et al., 2017). Person-environment fit is considered a multi-dimensional construct, which refers to the degree of compatibility or match between individuals and some aspect of their work environment (Czerw & Czarnota-Bojarska, 2016). Person- Environment fit theory states that the alignment between individuals' characteristics and environmental aspects result in the enhancement of performance. Vandenabeele, and Schott, (2020) argued that interaction with the environment—in terms of fit—is necessary, because PSM cannot exert influence outside a context where public values are prominent. A number of studies shows that person-environment fit predict job performance. For example, stepwise multiple regression analyses revealed that person-environment fit as well as grit predicted employees' task performance level (Vogelsang, 2018). In addition, Branch, & Mahdavi, (2016) reported that person-environment fit did contribute to the employee's working quality.

4.0 LIMITATION AND RECOMMENDATION FOR FUTURE REVIEWS

Through theory and empirical studies this literature review established the PSM has organizationally desirable influence on job performance and organizational performance. However, the review has some limitations that should be noted in order to guide practitioners that would adopt the position of this review paper. First, this paper is qualitative review. Qualitative reviews essentially involve combination and discussion of results from studies on variables of concern, but it does not integrate and subject the results to rigorous statistical analysis. It is therefore recommended that meta-analysis (quantitative review) be conducted on relationship between PSM and job performance as it involves pooling and statistically analyzing data from multiple studies to arrive at one combined answer. Second, a range of search engines is available, but for this review only Google Scholar was explored. Information available through Google search engine is enormous and inclusive, but it not exhaustive.

Therefore, future review should explore other search engine such as yahoo. Studies on relationship between workplace spirituality, workplace attitudes and job performance are biased towards correlational design which does not identify cause-effect relationship. Therefore to enable causal interpretation of the results, future studies should explore experimental and longitudinal design. It is revealed in the extant literature that studies on the moderating and mediating variables in the relationship between public service motivation and job performance is scant. The value of understanding the intervening factor on relationship between organizational variables is well and widely articulated in the literature. Therefore, it is recommended that substantial study on moderator and mediator in PSM and job performance relationship be embarked upon. Finally, since national culture could affect PSM, it is recommended that literature review on the relationship between PSM and job performance be localized. For instance, a literature review on studies that examined the relationship between PSM and job performance conducted in Nigeria. Findings from such review has the potential for better results when applied

5.0 CONCLUSION AND RECOMMENDATION FOR PRACTICE

PSM is substantially and widely reported to have direct and indirect positive relationship with job performance, PSM is a healthy organizational variable and should be enabled in organizations to complement the various factors that enhance job performance and consequently organizational performance. The implication of the positive influence of PSM on job performance is that administrator need to attract people, with higher levels of PSM, to public organizations to positively impact on government effectiveness and public service delivery. This could be archived through recruitment and selection process. This means that in the course of applicant selection into the public sector organizations, individual that show high level of PSM should be the ones to be considered for employment. Several measure of PSM are available that can be used in the selection process to identify applicants with acceptable level of PSM in them. PSM could also be enhanced in employees through training. Training that orient and endeared employees in the ethos of public service will lead them to improve job performance. Finally, several organizational factors such as leadership, openness and perseverance, empowerment, organizational identification and job characteristics that have been empirically confirmed to enhance public service motivation should be controlled to impact PSM positively.

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