

Determinants of Public Service Motivation in U.S Local Government Managers

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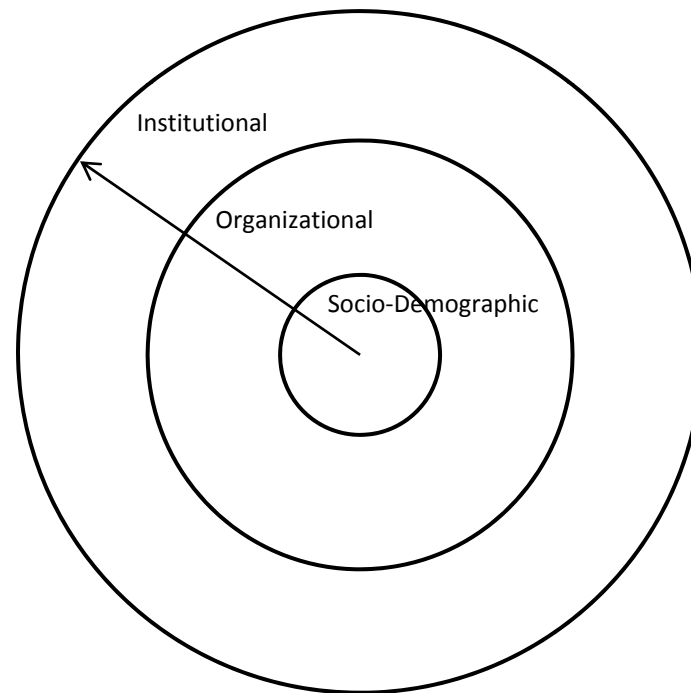
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What is Public Service Motivation?

“Individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations” (Perry and Wise, 1990)

Motivation for Research

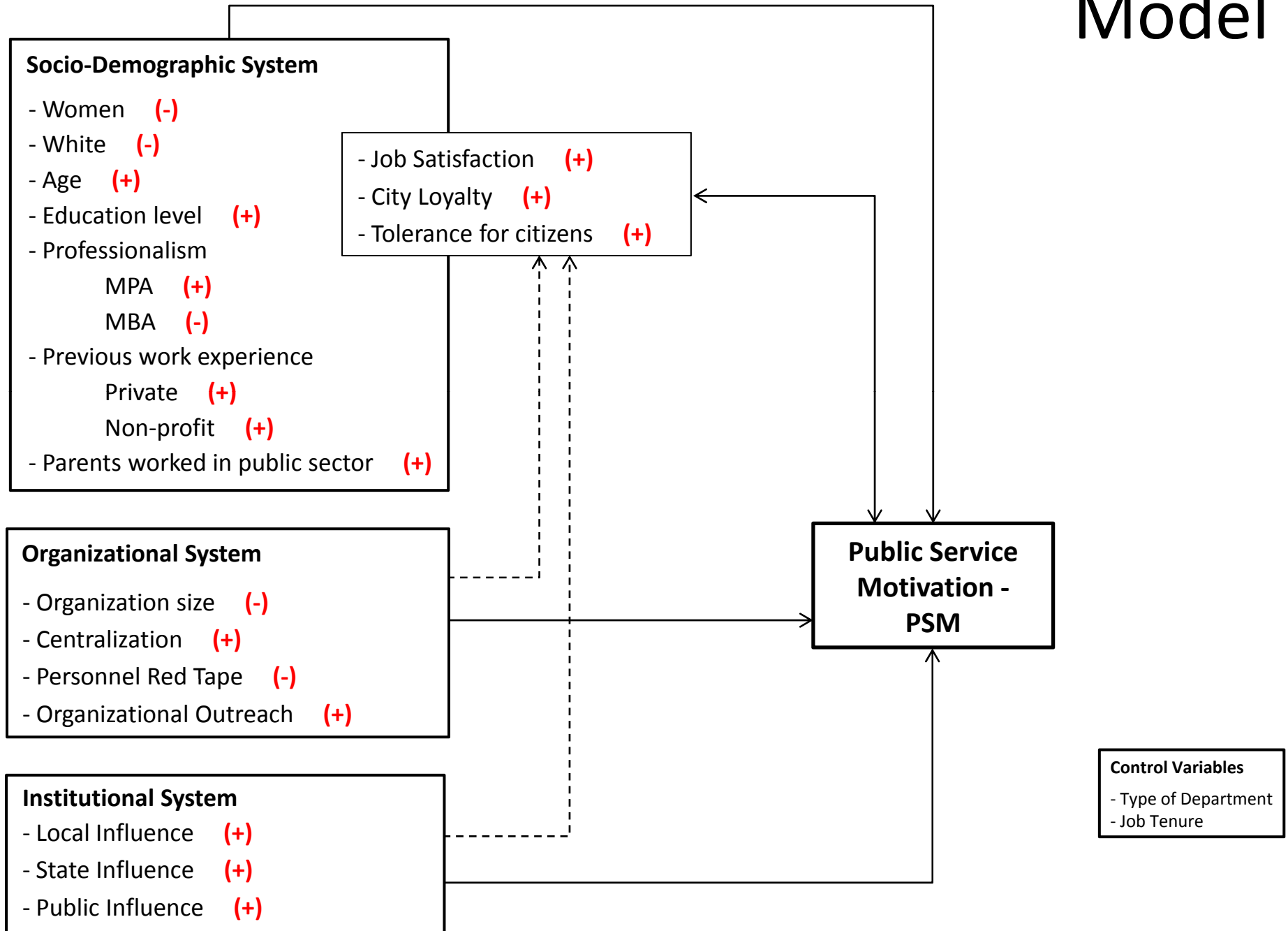
- Most of the PSM research simplifies the object of study.
- Systems approach



Research Questions

- What are the determinants of public service motivation among local government managers?
- How do the socio-demographic, organizational, and institutional systems to which local government managers belong affect their public service motivation?

Model



Dependent Variable

Public Service Motivation - PSM

1. *I believe everyone has a moral commitment to civic affairs no matter how busy they are.*
2. *I am willing to go to great lengths to fulfill my obligations to my country.*
3. *Public service is one of the highest forms of citizenship.*
4. *It is my responsibility to help solve problems arising from interdependencies among people.*
5. *I consider public service my civic duty.*
6. *Meaningful public service is very important to me.*
7. *I unselfishly contribute to my community.*

(Perry, 1996)

Independent Variables

Socio-Demographic

- Women
- White
- Age
- Educational Level (high school=0; college=1)
- Professionalism
 - MPA (=1)
 - MBA (=1)
- Previous Work Experience
 - Private (=1)
 - Non-profit (=1)
- Parents worked in public sector

Attitudinal

- Job Satisfaction
 - “All in all, I am satisfied with my job”*
- City Loyalty
 - “The city deserves my loyalty”*
- Tolerance for Citizens
 - “It is a struggle for me to hold my tongue when a citizen is rude to me or yells at me”*

Independent Variables

Organizational

- Organization Size
 - Full-time employees
 - Agency's budget
- Centralization

"There can be little action taken here until a supervisor approves a decision"
- Personnel Red Tape

"Even if a manager is a poor performer, formal rules make it hard to remove him or her from the organization"
- Organizational Outreach

Institutional

- Local Influence

Mayor, Mayor's council or executive boards, and Other City Department
- State Influence

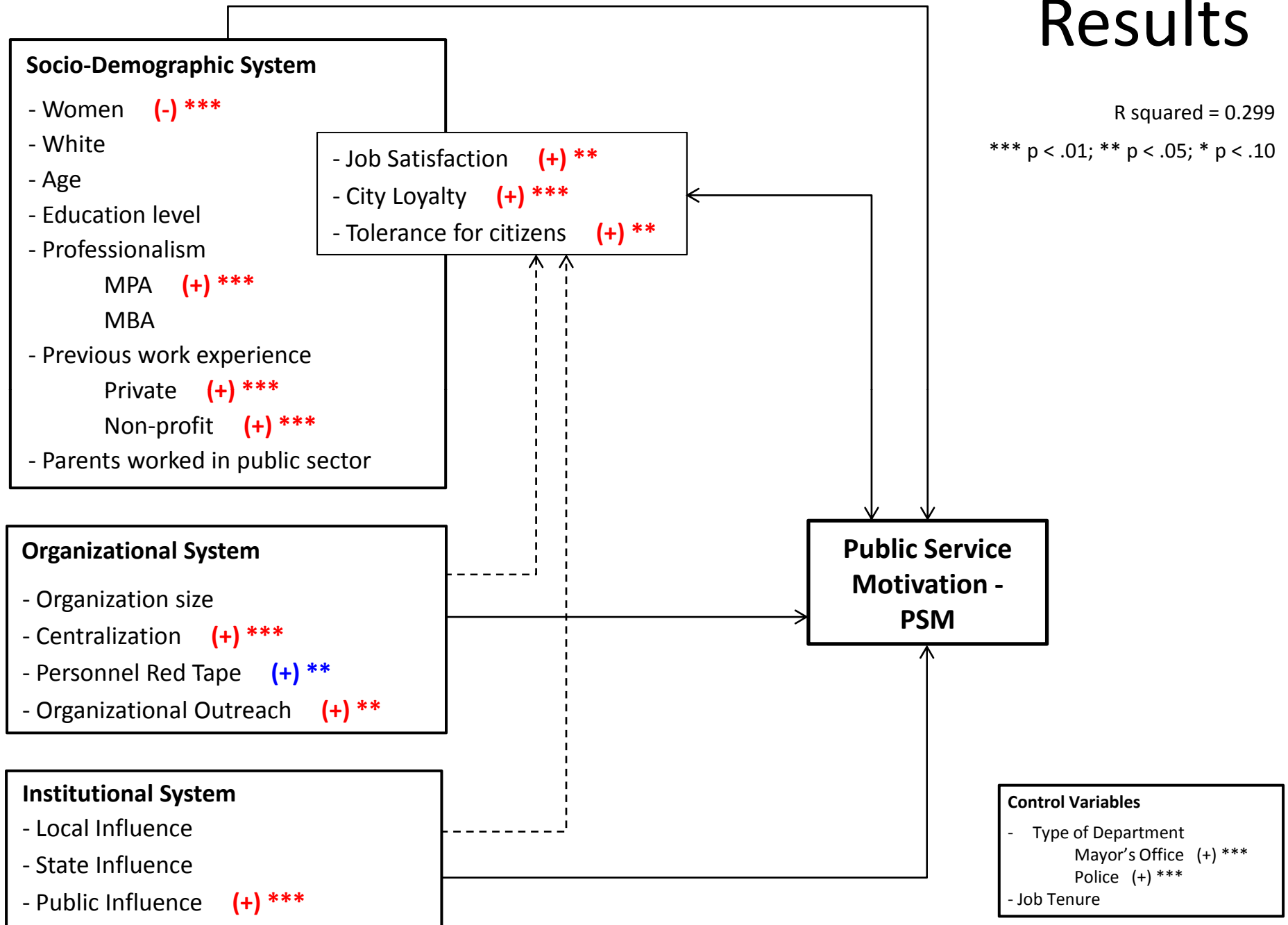
Governor, State legislature, and State courts
- Public influence

Business groups, Advocacy groups, Public Opinion, and Media

Results

R squared = 0.299

*** p < .01; ** p < .05; * p < .10



Next Steps

- Multi-level Analysis (HLM)
- Include additional institutional measures:
 - Racial and income diversity at the city level
 - Poverty rates
 - Employment rate
 - Political structure of the city
 - Political affiliation

Thank you

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Variables	PSM	
	B	Sig
(Constant)	13.647	***
Socio-Demographic System		
Female	-0.731	***
White	-0.327	
Age	0.007	
Education	0.01	
Professionalism		
MBA	-0.437	
MPA	1.536	***
Past Work Experience		
For-Profit	0.582	***
Non-Profit	0.725	***
Parents worked in the public sector	-0.124	
Job Satisfaction	0.262	**
Loyalty	0.468	***
Tolerance with Citizens	0.171	**
Organizational System		
Organization size		
# of employees	0	
Agency's total budget	-1.4E-06	
Centralization	0.194	***
Personnel Red Tape	0.068	**
Organizational Outreach	0.111	**
Institutional System		
Local Influence	0.028	
State Influence	-0.028	
Public Influence	0.152	***
Control		
Type of Department ^a		
Mayors Office or City Manager	1.049	***
Finance	0.115	
Parks and Recreation	-0.119	
Police	1.899	***
Job Tenure	-0.005	
	R ²	0.299
	Adjusted R ²	0.288

*** p < .01; ** p < .05; * p < .10

Reference Category: ^aCommunity Development Department

Hypotheses

Socio-Demographic System

- H1: **Men** will report higher levels of public service motivation than women.
- H2: **Age** is positively related to public service motivation.
- H3: **Non-whites** will report higher levels of PSM than whites.
- H4: **Education** is positively related to public service motivation.
- H5a: Having a **MPA** is positively related to public service motivation.
- H5b: Having a **MBA** is negatively related to public service motivation.
- H6a: Previous work with **private** sector will be positively related to PSM.
- H6b: Previous work with **non-profit** sector will be positively related to PSM.
- H7: Having at least one parent who has worked in the public sector will significantly increase the individual's level of PSM.
- H8: **Job satisfaction** is positively related to PSM.
- H9: **City loyalty** will be positively related to PSM.
- H10: **Tolerance** for citizens will be positively related to PSM.

Hypotheses

Organizational System

- H11: Larger organizations will be negatively related to individual's PSM.
- H12: **Personnel Red Tape** is negatively related to managers' PSM
- H13: **Centralization** is negatively associated with PSM.
- H14: Organizational **outreach** will be positively related to PSM.

Hypotheses

Institutional System

- H15a: **Public** influence will be positively related to PSM.
- H15b: **Local** influence will be positively related to PSM.
- H15c: **State** influence will be positively related to PSM.