Flexible Work Schedules and the Future of Public Sector Leadership

A graduate project submitted in partial fulfillment of the requirements
For the degree of Master of Public Administration in Public Sector Management and Leadership

By

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Abstract

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Master of Public Administration in Public Sector Management and Leadership

The COVID-19 pandemic forced drastic change to work processes in public administrations which challenged managers in the field to adapt drastically and quickly. The onset of the pandemic in March 2020 resulted in mandated shutdowns of non-essential businesses and introduced the concept of physical distancing and stay at home orders across the United States of America and all over the world. These orders resulted in many public sector agencies to adopt a work from home policy to continue essential work and minimize the spread of COVID-19. The proposed study will analyze factors of participants’ values such as the desire for flexible work practices, and the relationship between their age and generation. This relationship will provide data that can benefit managers in the public sector when managing future generations of employees. Using a proposed survey, data will be gathered from current public sector employees within Los Angeles County to measure the value of working from home and if it could be used as a motivating factor. Within this context, existing literature will be used to focus on the millennial generation and explain how public sector managers can benefit from offering flexible work schedules to future employees as tools for efficiency, and productivity.
Introduction

Flexible work schedules can be a useful tool for motivation for managers, specifically if focused on the millennial generation and future workforce in the public sector environment. Prior research of the Millennial generation defines this group of people as being born between 1980 and 2000 and regards them as being unique in a variety of ways from their preceding generations (Weber, 2017). In 2015, 16% of all employees work in the public sector (Gomes, 2015), regardless of their age or generation. This implies that there is a small, but niche need for information on public sector employees because they make up a small amount of the entire workforce. Although public sector employees are a small fraction of all workforces, Millennials have made their way into the workforce in every industry. It is estimated that the Millennial generation will make up 75% of the workforce by 2025 (Weber, 2017). Therefore, research on the differences and defining events of this generation is a particularly important aspect of the literature review for this paper, in addition to other core concepts about how this generation is motivated and what they value. This information will be useful in the field of the public sector because as mentioned, although the public sector is a small fraction of the workforce, it is a powerful and impactful one. To maintain efficiencies and productivity in the public sector, there must be continuous progression in developing future leaders, and this paper will propose a study to gather data that can be used to further investigate effective ways to develop future generations.

The first core concept is identifying the specific events and characteristics that define the Millennial generation, and what make them different from other generations both past and future. These characteristics will present managers a new set of strengths and weaknesses in their workforce, as well as different employee and personal values to learn and navigate effectively with leadership and management. Literature on the millennial generation often states that they
can adapt quickly, use technology well, and have individualist notions about themselves (Weber, 2017). These traits can make millennials an asset in the workplace, however individualist notions have been seen to display “flightiness” or lack of loyalty to an employer. Further literature states that post war Baby Boomers are exiting the workforce in large numbers, indicating managers should anticipate new management techniques to maximize productivity and motivation out of the millennial generation (Weber, 2017).

The second core concept is motivation which in public administration literature is often conceptualized and measured through Public Service Motivation (PSM). PSM refers to a set of values that intrinsically motivates a person to work in the public service. There is significant prior research on PSM, and literature on PSM in the millennial generation shows that PSM levels among millennials appear to be lower relative to other career motivations. However, millennials do have traits that align with PSM characteristics such as empathy and political conscientiousness. This literature implies the notion that millennials are not choosing public service as often as prior generations. How can public administration attract the essential workforce of millennials and increase motivation to work in the public sector in the developing workforce? Further discussions on literature would be the use of flexible work schedules, and family resources and policy and if they increase PSM.

The third core concept focuses on a solution to effectively managing the emerging workforce in the public sector environment: using motivation strategies and flexible work schedules. The proposed and hypothesized solution will focus on how flexible work practices can solve issues that many Millennials face such as lack of time in their day. Furthermore, the flexible work practices could potentially be a form of motivation for Millennials and fit better into the society that is developing with technology. There are several overlaps between working from home and
flexible work practices that indicate that Millennials are a efficient workforce to utilize new practices with, especially within the context of COVID-19 which essentially forced employers into adopting flexible practices to continue operating.

The overall existing research primarily focuses on how efficient and productive flexible work schedules are. The purpose of this paper is to set a framework to explore how flexible work schedules can also be a useful tool for motivation in the future years of public service management. Taking prior literature that show work from home policies are efficient for productivity, and highlights retention issues within the millennial generation, this paper will use this literature and information gathered from surveys of millennial aged public service workers in Los Angeles County to assess how flexible work schedules can meet needs and values of millennial employees to make them more motivated as employees.
**Background**

Public sector managers can use policy that influence schedules and work flexibility to increase millennial satisfaction, productivity, specifically in the public administration context. Flexible work schedules historically are not common in the private sector for a variety of reasons such as the nature of public funding and occupying public buildings, and more. However, the COVID-19 pandemic has demonstrated that more flexible practices such as working from home can be feasible for multiple types of organizations, including public organizations. COVID-19 is an example of a pandemic that occurred within the lifetime of Millennials and will significantly impact their generation and contribute to the way they operate in society, just like past major events effect previous generations.

Due to a demanding economic climate, most current households must consist of two working adults rather than one. According to the United States Bureau of Labor Statistics, among US households, dual-income households have been the majority for at least the late two decades. Even among households with children, dual-income households make up 66% of the total (2020). Managers should adopt flexible work practices to increase motivation in future generations of public sector employees since flexible work practices can give Millennials more time back to their personal lives. Flexible management styles should also emphasize performance-based appraisals, and less emphasis on time spent at work. The challenges in this will be for managers to regulate these with accurate performance-based claims and be able to manage these privileges to maximize effectiveness.

Furthermore, unlike managers in for-profit organizations, public sector managers typically cannot give out monetary forms of rewards for motivation. Due to the nature of public budgeting and transparency, flexible work practices or offering scheduled work from home days
can be a cost effective and ethical way to reward employees who value their time. Studies have suggested that Millennials have a high preference for materialistic rewards (NG, et al. 2016), which suggests that motivating forces could be powerful for managers of Millennials in the workplace. Although flexible work is not necessarily a material reward, this information indicates a responsiveness to motivation techniques based on a reward system.

Motivation and efficiencies are well-defined research problems within the field of public administration. It will always be a relevant research topic that needs to be revisited as generations of employees move in and through the workforce. Generations are unique from each other because of the events that make up their development and lifetime. For example, Millennials have gone through life changing events such as 9/11, and the increase in public and school shootings. These parameters and circumstances that shape generations are important to consider when trying to pinpoint ways to motivate them. Furthermore, managers and researchers should be interested in keeping their employees motivated because it can increase productivity and efficiencies.
Review of the Literature

This literature review will show the overall challenges and benefits that come with managing the millennial generation in the public sector. Furthermore, the literature will discuss the differences between the Millennial generation and prior generations such as the Baby Boomers and Generation X. There are many layers that influence both public sector management and the future generations of employees, but Public Service Motivation (PSM) is a concept that has been heavily studied and is also a variant between generations. Regarding motivating future public service employees, this literature review will explore the connections between generational differences, effective forms of motivation, and unique challenges in cultivating and seeking out PSM in future employees. Moreover, the literature shows that there are recurring trends from prior generations in values and motivation. The purpose of exploring the variables of generational differences and flexible work accommodations and employee motivation is to apply a survey instrument to understand the relationship between these two factors and better equip leaders to manage the growing millennial public service work force.

Motivating Public Service Employees

Public Service Motivation (PSM)

The topic of motivating public service employees has been reviewed and researched thoroughly in the field of public administration. Public Service Motivation (PSM) is a concept that explains why those who work in a non-profit and government type setting have a draw to that type of work. Christensen and Wright (2011) highlight specific attributes of PSM such as intending to do good for others and shaping the well-being of society. However, more recently researchers have contributed altruism, and a motivation to serve the interests of a community of people, rather than being self-serving as attributes of PSM (2011). PSM is considered a good
tool for hiring in the public sector to improve efficiencies. Literature on public service motivation is of importance to managing employees because it can be used as a tool to attribute qualitative traits of an employee to a theory of motivation.

Some limitations of PSM research are that most information concludes that there is a positive correlation between PSM and public service employment (Kjeldsen & Jacobsen, 2013), but does not provide further information on how PSM can be utilized during employment. Conversely, PSM is found to be severely hampered upon job entry (Kjeldsen & Jacobsen, 2013) which will be addressed in further discussions on how motivation can be increased or maintained in future generations of public service employees. Moreover, PSM is a highly cited and studied topic in motivating employees, however, PSM fails to focus on the applied practice of motivating employees.

**Intrinsic Motivation**

Intrinsic motivation is greater umbrella topic that is also studied in psychology which public service motivation falls under. Intrinsic motivation is the extent to which an individual is interested or engaged with a task for the sake of a task itself, or as a result of inner direction (Zhang & Bartol, 2010), and can be a very powerful tool to cultivate creativity in employees. Furthermore, intrinsic motivation can be influenced by other variables because of either a positive or negative correlation. Individuals in the Millennial generation are described as being creative, which may have a relation between their intrinsic motivation.

Prior research from Ljungholm in 2014 explains that there are challenges in cultivating intrinsic motivation in public sector employees. Intrinsic motivation plays a key role when an employee makes the decision to enter the public sector because performing in the public sector must be more or equal to the benefit of performing the private sector (Ljungholm, 2014).
Furthermore, extrinsic motivators such as financial stimulants are often used to modify employee conduct, however, there are public sector restrictions when it comes to that which can lead to a deficit in motivation (2014). The literature from Liunholm on the importance of intrinsic motivation in public sector employees due to lack of ability to influence motivation via external resources has some limitations because it does not give an alternative to intrinsic motivation. Intrinsic motivation implies that this type of motivation comes from within an individual and is not influenced externally, therefore there is still a need for research on cultivating motivation and creativity in future public sector generations by acknowledging a decline in intrinsic motivation and PSM.

Prior literature on Millennials’ motives shows that due to their individualistic nature, money motivates Millennials more than intrinsic factors (Ng and Lyons, 2010). Lower levels of intrinsic motivation explain why research shows lower levels of PSM in Millennials as well. PSM scales often include questions that relate to individualism and selflessness as a measurement. Literature lacks in this area because it does not focus on what can be done to motivate Millennials despite them being less intrinsically motivated. Examples would be using extrinsic motivating factors that play on values and rewards, such as flexible work schedules or working from home.

*Flexible Work Practices and Working From Home*

There are a variety of tools and strategies that managers can use to increase efficiencies and employee satisfaction. Flexible work practice is a practice that allows employees to an extent to have some control over their schedules such as working from home, flexing time, and being allowed reasonable accommodations for their work. Researchers have developed literature that focuses on the psychological effects of increase in job stress, burnout rates, mental health
problems, physical health problems, work family conflict and job satisfaction in relation to the theory and practice of flexible work (Dettmers & Fietze, 2013). Moreover, evidence shows that flexible work practice facilitates performance, so in addition to effects on health, there are benefits to an organization rather just an individual.

The concept of normalizing and adopting flexible work practices is becoming more practical and feasible both with the increase in technology in society, and with the influx of tech savvy Millennials in the workforce (Weber, 2017). As mentioned in the review of literature on the Millennial generation, work-life balance is a growing concern for modern day families. Bird (2016) wrote an article on a proposal for reform for the sake of needed flextime in employment rights and cited that nearly half of US employees feel overburdened by work obligations. Bird (2016) emphasized that this notion is especially prevalent in minority groups such as low-wage and low-income individuals, as well as women.

Prior research on flexible work practices focused on whether these practices influence an employee’s career outcomes (Leslie and Manchester, 2012). Specifically, this research by Leslie and Manchester has focused on how flexible work practices can possibly increase success. Furthermore, this literature on flexible work practices suggests that there are individual and psychological aspects to be considered with flexible work arrangements (2012). These findings are important implications for this study because they demonstrate the topic of flexible work has been thoroughly studied and that there are several layers, both for the individual and organization. While this research has shown flexible work schedules can have benefits for employees psychologically and in other ways, the research does not consider the application of these findings on motivation. This pertains to the research questions of this paper, which aims to determine if flexible work schedules can be used as a motivating factor for Millennials in the
public sector. Furthermore, given the psychological benefits of flexible work schedules (Leslie and Manchester, 2012), the data collection will aim to build on this information to determine if Millennials will value the various benefits that a flexible work practice can provide.

**Generations of Public Service Workers**

*The Millennials*

A great focus of literature is on the different generations of employees in the workforce, and how they interact and what they value. The most relevant and critical generation in the workforce is the Millennials who are individuals born between 1980 and 2000 because they are quickly becoming today’s leaders in the workforce (Weber, 2017). Almost a quarter of public sector employees over the age of 55 years old are expected to exit the workforce in the next decade (Ng, Gossett, Winter, 2016). Moreover, Millennials are a large generation sizing up to almost twice as many individuals in the Baby Boomer generation. For example, most working families where the adults are within the Millennial generation have two working adults, as opposed to the Baby Boomers where many more families could have a stay-at-home parent. More working individuals in combination with a larger working generation means that Millennials have different day to day challenges such as rising traffic conditions and long commutes. Studies that took place in the United States have found that work commutes induce stress (Garling, et al. 2013) which is something that managers should be aware of with this generation.

Millennials have unique characteristics that have been framed in both positive and negative ways by various research. A specific trait attributed to Millennials from literature is that they are individualistic (Dokadia & Chawla, 2015). Some positive traits from literature are that Millennials have been described as one of the most civically involved generations to date with a
strong orientation to social service (Ertas, 2016). Millennial’s inclination to social service can be correlated to increasing levels of diversity within their lifetime. In a study on the relationship between diversity and preparing future public servants, diversity is defined as a “collective mixture of human differences and similarities along a given dimension” (Sabharwal et. Al, 2014). This definition of diversity is used in public administration research during a relevant time to Millennials which is another consideration to how they are unique in the workplace.

Criticisms of Millennials in literature include portrayals of narcissism and materialism (Ertas, 2016). Studies have also suggested that Millennials report a high degree of preference for materialistic rewards, lower concern for others, and espouse lower levels of altruism (Ng, Gossett, Winter, 2016). Furthermore, due to their individualistic nature, it was found in a study by Ng and Lyons (2010) that pay is the most motivational factors for the Millennials, although they also seek meaningful and fulfilling work at the same time. Some of these negative traits that are portrayed in literature are displayed in the workforce as a lack of loyalty to an organization due to the focus on individual performance and success. Portrayals of narcissisms can also be displayed in the workplace via expectations for promotions or impatience with a company to promote or work up the chain of command. Hershatter and Epstein (2010) state that Millennials who feel valued and appreciated respond with loyalty, which puts emphasis on the need for managers to maintain a symbiotic relationship with this generation of workers.

Another interesting aspect about the Millennial generation is that in their lifetime there are new challenges to maintaining mental health, such as stresses of commutes (Olsson et. al, 2013). There are many aspects of work that influence mental health such as stress levels, personal relationships, family, health, personal finances and more. Prior research shows that both cognitive and affective components of happiness can be influenced by daily activities such as a
work commute (Olsson et. al, 2013). There are more commuters on the road in the 21st century based on the notion that Millennials have seen the most production of cars there has ever been (Olsson et. al, 2013). Furthermore, infrastructures are outdated in many major cities contributing to a more difficult commute, which can negatively influence components of overall happiness in people (2013). Considering the population of the proposed data collection is from public sector workers who are employed within the Los Angeles County, and Los Angeles is a heavily populated and dense area with a lot of traffic and commuters, this population may particularly feel they will benefit from and value flexible work schedules. Therefore, research that considers mental stresses such as commuting, provides context for this research for the modern-day workers.

In an article by Hershatter and Epstein, research and surveys were used to determine whether there are genuine differences in values across generations (2010). The different values that were investigated included technology, which as mentioned is a defining characteristic of the Millennials, as well as expectation of organizational accommodation which can be related to flexible work practices for the purposes of this paper. Hershatter and Epstein further solidify the point that Millennials place a significant value on work-life balance, which they explain is a result of societal shifts (2010).

*Baby Boomers and Generation X*

The most prevalent workforce groups before the new millennium when the Millennials entered, were the Baby Boomers and the Generation X-ers. Literature of the past few decades reports many differences between the two generations that often led to conflict (Smola and Sutton, 2002). The Baby Boomers, or Boomers as they are often referred to, are those who were born between 1946 and 1964 (2002). This generation was profoundly affected by Vietnam War,
Woodstock, and civil rights issues in their years of growing up (2002). The Gen X-ers grew up with financial and family insecurity, and often in a home where both parents worked (2002). As cited by the US Bureau of Labor Statistics, there have been two working adults in the American household for the past few decades, and the Gen X-ers were the generation that were at the beginning of this domestic shift. Additional conflict between the Boomers and the Gen X-ers is that there is little agreement on the years that define the two generations. The gray area in between Boomers and X-ers make the comparison between Baby Boomers and Millennials better for the purpose of most research. Literature on both generations have similarities to the Millennials who were also affected by wars and social events in their lifetime.

Prior research has defined work values in ways that forecasted the desires of the Millennial workforce. Smola and Sutton explained in their literature that Gen X-ers crave higher pay, flexible work arrangements, and it is safe to assume that the next generation will want even more (2002). Almost a decade later, and Smola and Sutton’s estimate is sound because according to Hershatter and Epstein in 2010, the next generation (Millennials) continued to crave higher pay and flexible work arrangements. The biggest difference between previous generations and Millennials is that Millennials are the first generation to be born “plugged in” or with access to technology to be connected 24 hours per day (Hershatter and Epstein, 2010). Research tends to conflict on whether Millennials are more like other generations than they are different, however the technology and connectedness that Millennials have known their whole lives is an objective characteristic that makes them stand out from prior generations (Hershatter and Epstein, 2010). This makes Millennials good candidates for work from home practices because they know how to use technology efficiently and can trouble shoot their own devices, as well as having the access to these devices is easier than ever.
Having access to instant information and the internet is a defining characteristic of the Millennials that poses both exciting opportunity and challenge to this generation of workers. Gen X has left a profound mark by creating new paradigms and systems for solving complex problems (Hershatter and Epstein, 2010), whereas Millennials are more content operating within the boundaries that have already been created. These are the types of generational differences that create tensions and conflicts that are translated to the shifting paradigm in workplace management. Future research is needed to continue to acknowledge and define generational differences so that conflicts can be addressed proactively by managers.

**Literature Review Summary**

Managing the Millennial generation will require new solutions in areas of motivation and retention because of the different skillsets and life experiences that make emerging generations different from previous generations of employees. Millennials will make up most of the workforce in the public sector in the next decade, and managers will need to develop methods of policy and leadership that will be effective. Public Service Motivation (PSM) has historically been studied and reviewed as a tool of motivation; however, more applicable methods will be needed to be effective on the Millennials. Similar frameworks to PSM such as intrinsic motivation are relevant in methods for management of future generations. The existing literature sets a foundation for this study by providing insight into the differences between generations, as well as flexible work practices.

Flexible work practices have been used in a variety of forms in the public sector and may have a significant effect on new waves of the work force because it may satisfy their values more than previous generations. Furthermore, Millennials are more equipped to handle flexible work practices because they are competent with technology and are used to having to be responsive
Millennials also face issues in society that challenge work life balance and put a stress on a traditional family household, so they value their time and freedom which are directly related to the benefits of flexible work. These assumptions can be made based off the literature review, and the proposed survey will gather data on the presented variables to further the notion that Millennials can benefit from flexible work practices due to their unique values and conditions of life that are different from older generations. Moreover, the literature provides context within the public sector environment because there are limitations to managers when trying to motivate and reward employees. Therefore, alternative forms of bonuses and rewards are particularly useful for public sector managers because there can be ethical and budget concerns with traditional monetary forms of reward typically seen in the private sector, which are not often seen in the public sector.
Research Question and Aim

Can flexible work practices be used to increase motivation and retention in Millennials in the public sector workforce?

The aim is to conduct a study that gathers information from public employees from different generations, to gather information on their experience with flexible work practice, different values, and motivation. This study will collect demographic information including birth year, so that the data received from Millennials can be used to determine if there are correlations between their experience and value of flexible work practices and PSM levels and compare that data to what is gathered from other generations (both older and younger). Public sector managers may benefit from these findings to improve their practices. This study can provide a framework for how to motivate the future generations of public sector leadership to be efficient and productive in their organizations.
Research Design

The survey will include questions to gather data on demographics, experience with and desirability of flexible work practice from participants. The questionnaire will also gather data on PSM and PSM attributes as discussed in the literature review to explore correlations between PSM as a measurement of motivation. The population of the study will include current (as of 2021) public employees employed within the County of Los Angeles. Implications of this data collection will be used to analyze whether flexible work practices can be used as a tool for motivating Millennial employees in the public sector.

Approach

Survey Structure and Delivery

The survey in Appendix A is made up of 14 questions that are split into three different parts to collect various data about the targeted populations. The first part of the survey aims to collect demographic information will also be used to categorized and compare different data sets. The researchers will use the demographic information to have two comparison groups in a non-experimental design with the two groups being public sector employees in the Millennial generation, and public sector employees who are not in the Millennial generation. The survey will also further categorize the ages of the Millennial participants. The second part of the survey utilizes several questions and measurements from the Public Service Motivation (PSM) scale. Measurements of PSM will be compared between public service employees who are in the Millennial generation, and those who are not. Part III of the survey utilizes 5-point Likert scales to measure participants’ experience with flexible work schedules, as well as desirability of having a flexible work schedule. Part IV of the survey uses 5 point Likert scales to collect data
on different values of the participants. Specifically, the researcher intends to acquire data on if
the participants consider time to be a value. The data will be further examined to see if
Millennials will value time different (more or less) than other generations.

The survey is to be created using an online survey platform such as google or survey monkey.
The survey will be open for two weeks and participants will be required to answer all the
questions to submit. The survey will take about 10 minutes to complete and can be done
anonymously. Those who participate can follow up with the researcher to enter a contest for a
gift card. This will be an incentive to receive survey responses.

Data Collection

The researcher will acquire contact information in the forms of email addresses from at least 4
different public sector agencies in the Los Angeles area, and will distribute the survey to their
employees. The public organizations that will be contacted include County of Los Angeles, City
of Malibu, City of Torrance, City of El Segundo, Hermosa Beach City, City of Hawthorne, and
City of Lawndale. Staff contacts can be gathered either from public information websites or
public records requests, and there will be a notice that there is a small incentive for partaking in
the survey. The potential participants will receive the email and survey information, and they
can take the survey themselves or pass it along the applicable staff. The researcher will aim to
obtain at least 10 responses from participants.

All data will be kept in a secure data base and will be kept confidential. Only researchers
associated with this study will have access to information. Participants will be notified if there is
a breach of data security at any point.
Measures and Hypothesis

The primary independent variables for research on the relationship between generations of public sector employees and flexible work practice is the generation and year of birth of the participants. To operationalize the independent variable the researcher will ensure that responses are received from at least 4 participants who are in the millennial generation, and 4 participants who are not in the Millennial generation. The independent variable will be measured in the first section of survey questions which collects demographic information including year of birth. The participants will then be nominally measured as either “Millennials” or “Other Generations” for a comparative study on the dependent variable. The dependent variable for research on the relationship between generations of public sector employees and flexible work practices is perceived value of time and flexible work. This will be operationalized and measured through self-reports from participants in the survey about their levels of desire to utilize flexible work, and their value in employers who offer flexible work, as well value of time and work-life balance. Furthermore, Public Service Motivation (PSM) characteristics will be measured to determine if there is a relationship between these measurements and the independent variable.

The hypotheses based on the literature review are:

H1-0 (Null): Being a Millennial does not have a significant effect on a public sector employee’s value of time and work-life balance.

H1-A: Being a Millennial will result in having a greater value for time and work-life balance.

H2-0 (Null): Being a Millennial does not have a significant effect on a public sector employee’s desire or motivation for a flexible work accommodation.
H2-A: Being a Millennial will have a significant effect on a public sector employee’s desire or motivation for a flexible work accommodation.

H3-0 (Null): Being a Millennial will not show general disagreement with PSM scale statements.

H3-A: Millennials will show more disagreement with PSM statements compared to those who are not Millennials.

Based on prior literature on the Millennial generation and what is known about Public Service Motivation (PSM), it is hypothesized that the results of this survey will show that Millennials will display lower levels of PSM traits. It is also hypothesized that Millennials will show a significant interest in flexible work practices, as well as self-reports of being motivated by flexible work practices. Additionally, it is hypothesized that Millennials will show a significant value in time and significantly agree that they could use more time in their day.

**Survey Limitations**

Limitations to this survey are that it is only focusing on one future generation of public sector employees who are the Millennials, as well as small sample size of participants are not randomly selected. Future research will need to be conducted on younger generations such as Generation Z to determine if the data can be implied beyond the future of the Millennial generation. Another limitation to this survey is that it is all self-reported so there is a chance that there could be bias from the participants when answering questions. Further limitations include the data collection plan will not gather very diverse information since there are a limited number of organizations being contacted. Future studies could do a comparison on different counties or a larger number of agencies to have a larger sample size and a more random sample size.
A significant limitation to this survey is that the comparison group, those who are not Millennials, will not be broken down more specifically by age to see if there are any variances there. Furthermore, due to the control factor of the independent variable and needing the ability to manipulate the results of the survey population, a limitation is that the survey participants cannot be chosen at random under these circumstances. Future studies could distribute a similar survey to a larger group of public service employees and be able to gather the data organically without having to manipulate the data that is being received. In this study, the researcher will have to ensure that a certain number of responses are received from Millennials, as well as a certain number of responses are received from the non-Millennial group as well. In a larger distribution of the survey, this would not need to be controlled to manipulate the same independent variable.
Conclusion

Millennials are an emerging generation who have unique motivations which can potentially be translated into greater efficiencies in the public sector workforce. COVID-19 in conjunction with Millennials entering the workforce at an exponential rate has created a timing opportunity that could be critical for managers. With mandated shutdowns because of the pandemic in 2020, public sector employers were forced to make flexible work accommodations. Literature on flexible work practices in the public sector primarily focuses on whether it is efficient or productive for the organization. Additionally, prior literature finds that working from home and flexible work accommodations must be managed properly when focusing on efficiency. Furthermore, literature gives details on the Millennial generation’s motives, and analyzes quirks associated with their unique upbringings. However, the researcher did not find literature that correlates how Millennials can be motivated by use of their unique values. This paper aims to determine if there a correlation between being a Millennial or not, and if that causes a difference in values of time and desirability of flexible work practice. As stated, the timing of this research is critical because now that many employers broke the traditional framework of a 9-5 due to stay at home orders, logistics are in place to make adaptations in organization to develop the largest growing age group in today’s workforce effectively and efficiently.

The researcher proposes a questionnaire to be completed by public service employees in 2021 who work in the Los Angeles area. The results of the survey can provide information on what Millennials are motivated by and can continue the framework set forth by a worldwide pandemic into something positive that benefits both the employer and the employee in the relevant economic settings. It is hypothesized that there will be a correlation between public sector employees who are considered Millennials (born between 1980 and 2000) and their value for
time and flexible with work. Additionally, it is hypothesized that Millennials who partake in the survey will show a great desire for flexible work and will indicate that they could be motivated by working from home or more inclined for an employer who has those options. Because the prior generations such as the Baby Boomers are exiting the work force, it is important for managers to consider the new generation of workers to continue and increase productivity in their employees. Data gathered from this paper will contribute to studying motivation and public sector management and leadership in future generations.
References


Appendix A

Thank you for taking the time to participate in this survey. Your participation in this survey will increase our knowledge of the application of flexible work practices and generational differences in motivation. The following questions will be used to determine if there is a relationship between flexible work practices and motivation in the millennial generation. Your responses will remain confidential, and no one is able to figure out your survey answers from the statistics produced. This survey is voluntary and will not affect your employment situation with the County.

Part I – Demographics and Background

1. What year were you born?
   o Before 1980
   o 1981 – 1990
   o 1991-2000
   o After 2000

2. How long have you been working for your current employer?
   o Less than a year
   o 1 – 2 years
   o 3-5 years
   o 5-10 years
   o 10+ years
3. What is your sex?
   - Male
   - Female
   - Other

**Part II – PSM Characteristics**

Please indicate how much you agree or disagree with the following statements or questions.

1. Meaningful public service is very important to me.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree or Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>

2. It is hard for me to become intensely interested in what is going on in my community.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree or Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>

3. Serving citizens would give me a good feeling, even if no one paid me for it.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree or Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>
4. Most public programs are too vital to do without.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree or Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>

**Part II – Flexible Work Practices**

For the following questions, flex time refers to having the ability to leave your work site and work in a different location or work alternate hours. For example, leaving your work site 2 hours early and completing 2 hours of work later in the evening at your home instead.

1. I have worked for an employer who offers a flexible work practices such as work from home, flex time, or creating your own schedule.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree or Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>

2. If you are given the opportunity to have a flexible work schedule, how likely are you to take advantage of it?

<table>
<thead>
<tr>
<th>Very Unlikely</th>
<th>Unlikely</th>
<th>Neither Likely or Unlikely</th>
<th>Likely</th>
<th>Very Likely</th>
</tr>
</thead>
</table>

3. How likely are you to be more motivated at work if your employer utilized flexible work practices? (Work from home, flex time, or creating your own schedule)

<table>
<thead>
<tr>
<th>Very Unlikely</th>
<th>Unlikely</th>
<th>Neither Likely or Unlikely</th>
<th>Likely</th>
<th>Very Likely</th>
</tr>
</thead>
</table>
4. How likely are you to select an employer that offers flexible work practices over one that does not?

<table>
<thead>
<tr>
<th>Very Unlikely</th>
<th>Unlikely</th>
<th>Neither Likely or Unlikely</th>
<th>Likely</th>
<th>Very Likely</th>
</tr>
</thead>
</table>

**Part III – Values**

Please indicate how much you agree or disagree with the following statements or questions.

1. Time is money.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree or Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>

2. I often feel that I need more time in my day to get everything done.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree or Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>

3. Work-life balance is important to me.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree or Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>