

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE

Public Sector Employee Motivation and Behavior

A graduate project submitted in partial fulfillment of the requirements

For the degree of Master of Public Administration, Public Sector Management and

Leadership

by

Diana Pacheco

August 2018

The graduate project of Diana Pacheco is approved:

---

Henrik Minassians, Ph. D

Date

---

Phillip Nufrio, Ph. D

Date

---

Mylon Winn, Ph. D, Chair

Date

California State University, Northridge

## Table of Contents

Signature Page.....	ii
Abstract.....	iv
Introduction.....	1
Statement of Purpose.....	3
Literature Review.....	4
Supervisor's Influence.....	4
Work Environment.....	7
Seniority.....	8
Public Service Motivation.....	9
Rewards.....	10
Organizational Commitment.....	11
Union Participation.....	12
Job Content.....	14
Research Design.....	16
Secondary Data.....	19
Ethical Considerations.....	20
References.....	21

## Abstract

### Public Sector Employee Motivation and Behavior

By

Diana Pacheco

Master of Public Administration, Public Sector Management and Leadership

The public sector employs thousands of individuals nationwide. Citizens have to deal with public sector offices on a daily basis. Because of the vital role they have in providing services to the community, they have to produce timely and efficiently. This paper analyzes the factors that contribute to public employee motivation and morale. It finds that supervisors play a key role in motivation and morale. Amongst supervisory roles, it is also found that seniority, personal commitment and organizational commitment also influence employee motivation. It is found that there is lack in research of environmental factors, such as office environment of the physical factors in work environment. This paper proposes a study on public employee's opinions on the additional environmental factors that influence their motivation and morale for positive work behavior.

## **Introduction**

It is said that motivation can move mountains. Motivation can be triggered by different objectives such as money, social recognition or simply, personal satisfaction. Every activity requires some sort of motivation to accomplish it. One of the most common motivators in private businesses are monetary incentives, such as salary raises or bonuses. However, there are minimal monetary incentives available in the public sector because public employee salaries are paid by taxpayers, and monetary decisions require extensive budget modifications. There aren't any monetary incentives besides the salary increase that is received at each annual review and because a set of guidelines are not strictly implemented for performance reviews, that increase is received by the majority of employees. An employee in a department with a heavy workload will receive the same salary increase as an employee in a department with a lighter workload; thus causing for employee motivation and morale to vary greatly across departments.

Keeping employee morale high is important in any organization. High employee morale can motivate individuals to do more than their job description asks for. Employee morale can be contagious, so it is vital to any organization's success that low employee morale be as minimal as possible.

The public sector has a reputation for providing slow and bad customer service. Literature has also shown that public servants only pursue their self-interest, which causes an overlook on the best interest of society (Delfgaauw & Dur, 2008). Whenever stories are shared about visiting a public office for any procedure, it is usually weaved or interlaced with a negative perception. It is rare to hear a story about a citizen who felt he or she was serviced in adequate time and in a courteous manner. Changing the negative

attitude and reputation that the public has about public organizations and its employees are reasons to incite research.

Public organizations have a special purpose because citizens cannot choose other businesses to provide them with services such as obtaining a birth certificate or Food Stamp benefits. A citizen that feels dissatisfied with the delivery of these services cannot simply choose to go to another business to obtain them. Due to this, the employees who deliver these services have to be motivated to serve. Researching and analyzing how motivation impacts work behavior can give results to implement changes for positively satisfied employees who perform effectively and efficiently. This paper explores different topics that influence motivation and the last two sections of this discussion suggest a research design that will help yield results to improve public sector employee motivation and morale. The last section discusses the ethical considerations concerning the study proposed.

## **Statement of Purpose**

Many public offices are under staffed and in turn processes can be slower compared to a private business. Citizens have a negative view of many public offices because of long wait times or the bad customer service they experience. Not surprisingly, they then share their feelings amongst the community and contribute to the infamous reputation that public sector personnel have for being low-producing. Yet, it is rarely discussed what environmental factors contribute to those long wait or processing times. Employee motivation and morale can have an effect on employee behavior and learning how it impacts their work performance can benefit the community it serves.

## **Literature Review**

The literature explores different aspects that contribute to motivation, morale and work behavior. Supervisors have a major influence in employee behavior due to the constant interaction between them and subordinates. Work environment is important because employees have to feel comfortable in their workplace to prevent anxiety, stress or depression. With seniority come greater benefits, but seniority can also cause boredom in a job, resulting in lower productivity. Public service motivation and organizational commitment are motivators that an employee has in them. Being a union member influences how secure an employee feels in their job. Feeling happy with a job assignment motivates an individual to exceed their work expectations, resulting in a benefit to the organization.

### **Supervisor's Influence**

Of the many factors that play a role in employee job motivation, research shows that supervisory roles have a major influence in it. The manner in which a supervisor leads is mirrored upon his subordinates through their public service motivation (PSM), organizational citizenship behavior (OCB), job performance (JP), and job satisfaction (JS). The research discussed by Vogel, Homberg and Gericke (2016) indicates that abusive supervisors negatively influence employee behavior. For the purpose of this research paper, abusive supervision is defined as “subordinates’ perception of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact” (Vogel, Homberg, & Gericke, 2016, p. 216). Good supervisor to subordinate relationships are crucial to a harmonious work environment. As a result, supervisor leadership skills are key to how their employees

perform and behave in the workplace. When an employee has been under the leadership of an abusive supervisor, they can consequently execute bad leadership habits taught or invested by the supervisor. When injustices are felt by employees, the negative behaviors that can result are stress, aggressive behavior, job dissatisfaction, and performance decline (Vogel et al., 2016). The image that an employee holds of his or her supervisor can influence their work behavior and subsequently influence performance.

Wijewardena, Samaratunge, and Hartel (2014) explore a different way that supervisor's conduct influence employee behavior. Supportive and ethical behavior are supervisory factors that are often lacking and have not been researched enough.

Wijewardena et al. (2014) go into depth in describing how these two factors impact subordinates. It points out that research has focused on technical skills, rather than on relationship skills. Emotions guide people's reactions every day. Although some emotions are temporary, they can cause great damage. Positive emotions produce feelings of love and contentment, and negative emotions produce feelings such as anger and sadness (Wijewardena et al., 2014). Bartley (1975) adds to this by stating that managers must also have the desire and motivation to do an excellent job. If supervisors do not show positive emotional support, employees do not feel the encouragement to produce quality work.

Placing employees in unfitted positions are decisions made by management that can consequently contribute to a decline in employee morale. Skirbekk (2004) explains how supervisors do this by boosting an employee's performance review due to his or her seniority in a company. If a supervisor values loyalty and wants to reward it, he or she may give an employee a promotion that the employee is not suited for. Once the

employee is in that position, the employee realizes that the work is too much for them, causing them to fail. A supervisor might view the promotion as a boost to the worker's motivation, but their work morale will be negatively affected if the employee fails.

Through Robert House's Path-Goal Theory, we learn of a different responsibility that supervisors have. According to House, "leaders play an important role in influencing follower perceptions of task paths and goal desirability" (Hackman & Johnson, 2004, p. 70). Path-Goal Theory states that supervisors have a responsibility in influencing subordinate's perceptions of assignments and goals (Hackman & Johnson, 2004). Communicating exactly what is expected of each employee reduces the chances of failure. Establishing a path to reach a common goal will increase morale because all involved know what to strive for. One communication style is not fit for all and supervisors should evaluate the task at hand to decide which communication style will deliver better results. Hackman and Johnson (2004) argue that a leader's communication style has the power to motivate employees. They give the example of how directive leadership, which is a communication style that includes specific planning and organizing, works for inexperienced employees because they lack self-confidence and need additional guidance. However, directive leadership might hinder experienced employees' motivation because they do not need an abundance of guidance. If someone is constantly looking over their shoulder, they might feel doubtful about their work or as if they are undependable, consequently lowering their motivation. Hackman and Johnson support that communication is key in motivating subordinates.

## **Work Environment**

A supportive work environment can be tied into supervisory influence. A supportive environment begins with a supervisor's behavior. When employees feel lack of support from their supervisors, their work morale can suffer. They may feel that if they commit one mistake, their supervisor will not justify it. The anxiety of not having any supervisor support contributes to negative work behavior and PSM being lowered.

Management not only plays a role in employee motivation, but it also plays a role in employee inefficiency. However, an employee is not quick to blame management for not providing the tools necessary to perform at his or her best. Bartley (1975) states that management has a responsibility to see that the conditions are fit for a job. An employee is not always alone to blame for his bad performance. Working environments matter because efficiency can decline in an unsuitable workplace. Mater (1941) states that in regards to measuring efficiency, "the effects of such a method... are largely due either to uncontrolled or to more or less unconsidered factors, such as technological and physical circumstances" (p. 172). Physical circumstances refer to the physical working environment that an employee is in. Without the proper tools, an employee's production can fall and this contributes to their lack of motivation.

Bakker (2015) discussed how job demands to job resources impact PSM. Job demands can be easily met if employees are given the proper tools to succeed. Job resources are the social support and autonomy, along with skill variety (Bakker, 2015). He argues that the lack of job resources, contributes to the strain employees feel in completing a task. Similar to Bartley's opinion as to how management has to see that the work environment is best suited, Bakker (2015) states that if job demands to job

resources are improved, “employees can optimize their work environment and create a better person-environment fit” (p. 725).

## **Seniority**

Cun’s (2012) survey results bring about a different factor contributing to motivation- seniority. He proposes that new employees feel more motivated in the workplace due to the short employment period. Whereas, long term employees have lost their motivation because of boredom and frustration due to red tape in the public sector (Cun, 2012). His findings do show a variance in motivation based on seniority. The lengthier the span of employment, the less motivated public service employees feel. This is important because efficiency is a factor that outlines positive work behavior. Bakker (2015) supports Cun’s results by arriving at the conclusion that his research findings show a negative relationship between organizational tenure and PSM. He states that there is a slow change in PSM, but it does exist.

Motivation, based on seniority, is further supported by Mater’s study of railroad employees’ seniority and efficiency. This study observed how seniority affected production versus efficiency by measuring production and the results were evaluated based on years served. The results showed that up to a specific point in their careers, employees of higher seniority were more efficient than those of lower seniority, but past a specific point, efficiency would fall as seniority would increase (Mater, 1941). Similar to Mater’s results, Cun’s study also showed that at the beginning of employment, men produced a greater than average amount of work, after an average amount of time they would produce within average numbers, and after they reach their peak, efficiency drops.

Age goes hand in hand with seniority because an employee cannot gain a year of life without gaining a year of seniority. Buelens and Van Den Broeck's (2007) study also reveals that older employees have less of a tendency to leave the organization and that can be due to the seniority that they have attained. Seniority comes along with perks and it takes years to build—making it a motivator to stay at a job, regardless of the motivation one may continue to feel. However, Mater's research brings about a question, that there are other factors that influence efficiency, not just age alone.

### **Public Service Motivation**

Cun (2012) conducted a research study which shows the cause-effect that PSM has on OCB and JS in China's public sector. PSM theory explains what shapes individual preferences and how that influences motivation (Cun, 2012). Motivation in the public sector is defined by Perry (1996) as psychological needs that push for a person to feel commitment to public interest, compassion, and self-sacrifice.

Certain individuals that are attracted to the public sector have a personal belief and commitment to serve the community. These individuals feel the impulse to help others without focusing on the monetary benefit of their job. Andrew and León-Cázares (2016) say that individuals who have PSM show interest to better the community and have the belief that other's benefits come before theirs. This interest is what motivates these individuals to carry out exemplary work behavior. There is no need to motivate these individuals to enter the public sector because they already have that personal desire to serve. Due to this strong desire to improve the welfare of others, these individuals are likely to perform beyond their job requirements (Andrew & León-Cázares, 2016).

Workers such as these are labeled as dedicated workers by Delfgaauw and Dur (2008)

and they are “endowed with a public service motivation and, therefore, to some extent, enjoy exerting effort in a public sector job” (p.172). Behavior that is based on PSM can be beneficial to an organization because it can render good ethical behavior as employees feel the need to better others’ lives. Andrew and León-Cázares, (2016) argue that motivation to serve the public sector can encourage unselfish behaviors and this is the type of behavior that can increase work camaraderie.

### **Rewards**

Related to PSM, Frederick Taylor established that there are a tangible benefits responsible for motivation. Taylor is primarily responsible for the development of scientific management. Through this, he sought to develop a management style based on scientific fact, not solely of rule of thumb (Locke, 1982). Taylor believed there were two main motivators for employees to produce: money and goal setting, or as he called them: the task and the bonus (Locke, 1982). To Taylor, there was no other motivator that worked as well as money. He believed employees would not efficiently produce without ultimately having a monetary prize for themselves. Due to the laborious process of budget implementation, this is a challenging incentive to offer in the public sector.

Taylor claimed that goal establishment motivated the employee to try to complete specific goals and as a result, create efficiency. Constant feedback from supervisors was just as important as setting a goal. The limitation with Taylor’s motivators was the human approach. It ignored the rise in morale that one can attain from a supervisor’s commendation for a job well done. This might also be why his ideas are always perceived as not valuing human interactions or human emotions, as they are the base of PSM.

## **Organizational Commitment**

If employees have a positive view of what their organization is doing, they will yield positive work behavior because they believe in the goal of their organization. When employees feel a bond with their organization, there exists an organizational commitment (Suar & Khuntia, 2010). This is similar to Andrew and León-Cázares' view of workers who display PSM and in turn practice OCB. Their motivation is their commitment to the organization's goals. As they already have the positive outlook on the organization, their work behavior will reflect it. An employee who does not believe in his organization's goals can have a negative attitude which causes for him or her to display negative behavior. Additionally, Buelens and Van Den Broeck (2007) have found much research that argues that public managers feel a lower organizational commitment compared to managers in the private sector. They do however, conclude that there is much inconsistency in research to prove that manager's organization commitment is higher or lower in either public or private sectors.

Suar and Khuntia (2010) state that having organizational commitment influences not only work process behaviors, but behaviors such as social ties with co-workers. Morale in the workplace can be very contagious because of the closeness between workstations or frequency of interaction between employees. The time old quote of "One bad apple spoils the barrel" applies to the public sector as well. There is constant communication and interaction between employees and between public service departments. Examples of this interaction is how Department of Children and Family services interacts with the Department of Public Social Services to report removal of children receiving cash aid. A good communication line has to exist for this to be done

timely and efficiently. One employee can complete their part of the process, but the employee with low motivation can delay the process by practicing poor work behavior. When an employee has low work motivation their work performance will show it. Esteve, Urbig, Van Witteloostuijn, and Boyne (2016) support that individuals prosocial behavior is increased when they have high PSM and when they are in groups who display prosocial behavior.

Furthermore, Baker brings about a different category of employees: the individuals who have work engagement. Compared to the dedicated workers that Delfgaauw and Dur describe, the employee who has work engagement are not only committed, but they have vigor and concentration (Bakker, 2015). Work engaged employees have a commitment to the organization, but also have a commitment to themselves. Balancing work and personal life is of supreme importance to these individuals because they know that they cannot perform well at work if their personal life is not in order. They are often prosocial because they divide their energy between work and leisure which helps prevent job burnout (Bakker, 2015).

### **Union Participation**

Union participation is an attractive aspect of most public service jobs. Potential candidates to public employment are attracted because of the job security that union membership is known to provide. Davis' study exposes that union membership influences employee behavior both positively and negatively. First, unions influence behavior positively because of its ability to protect employee's rights; and second, they influence it negatively because they bring to light issues that the employee has not foreseen as negative.

Unions help frame rules in the workplace with collective bargaining and its presence limits and influences the decisions that managers make (Davis, 2013). With the limitations imposed by unions, Davis theorizes that being a member of a union has a positive effect on job satisfaction because it reduces employees' perception of red tape (Davis, 2013). Davis goes on to say that union members can even favor rules because they know that the union helps "establish rule-oriented protections of employee rights" (2013, p. 80). As a result, job satisfaction is raised because employees feel protected and they feel that rules are made in their favor.

Perceived red tape decreases job satisfaction because employees who want to work independently are reminded that they are controlled by the organization. This feeling decreases production because employees feel their work is insignificant as it will still be questioned or corrected by administration. Being a union member helps decrease this feeling because of the power unions have to alter the work environment with collective bargaining.

Davis states that his literature research shows that union membership increased job dissatisfaction. He reveals that employees are not aware of the negative surroundings or aspects of their jobs, but once unions step in, they are cognizant of them. A way that unions do this is when employees enter the work force and are happy with their salary, once they become a union member, they are persuaded otherwise (Davis, 2013). By making employees aware of the negative elements of their jobs, they contribute to employees' job dissatisfaction and this produces negative behavior. Carrigan (2011) also supports that union membership might not be the best for motivation because employees do not work any harder if they are readily given all the benefits that come along with

union membership. Furthermore, she argues that the unions make it difficult to correct malicious behavior because they act as a protective barrier.

### **Job Content**

Buelens and Van den Broeck (2007) bring about an additional factor: job content. They state that job content is as important as commitment to organization and the good of the people. Believing in an organization's goal is great for high job motivation, but it does not mean that an individual is happy with their job assignment. Happiness is of similar importance as all other factors. The pursuit of happiness is a right granted in the Declaration of Independence and it applies to your job as well. When employees feel unhappy with what they do, their productivity can decline. If they have organizational commitment, but are unhappy with the organizations processes, their motivation can also dispirited. Their morale might be high because they believe in the cause, but will nevertheless be unhappy. Carrigan (2011) argues that even if employees are content, their productivity can suffer if they feel too comfortable and additionally have union protection.

What is not found in this research are the environment factors that can cause this lack of motivation. Research does indicate there is a correlation between motivation and behavior, but there is a lack in research on environment factors that influence it. Other factors that can be equally important, such as work atmosphere, trainings, work tools or office amenities—clean restrooms or kitchens, are not explored. The research focuses mainly on supervisory conflicts and PSM and these are not the only element that can influence employee motivation. A survey that directly asks employees questions regarding what sparks their motivation and morale can provide useful data. Other

elements, like the ones aforementioned, should be explored by obtaining employee feedback. With the results obtained, a plan for increasing motivation and raising morale can be implemented. Public offices may have a greater chance of improving the services they provide and facilitating the way they are delivered in order to meet the needs within the community. Based on the research gap, the question asked is:

**What influences public sector employee motivation and morale and how does it influence employee work behavior?**

## Research Design

Employee motivation and morale can have both a positive and negative influence on employee's behavior. It was found amongst the literature that the most common factors that influence motivation and morale are supervisory roles, seniority, PSM, and organizational commitment.

Abraham Maslow offered a theory known as Maslow's Hierarchy of Needs. His theory described five needs for human motivation. In order of being attained they are (a) physiological needs, (b) safety needs, (c) social needs, (d) self-esteem, and (e) self-actualization (Matheson, 2012). He theorized that physiological needs need to be satisfied first and so forth. The absence of these are what motivate humans to strive to meet one need after the other. Knowing what factors influence motivation can help meet each employee's needs. With survey results, we can shift the county's focus to the elements that influence positive behavior.

Given the size of the Los Angeles public sector, with thirty-five departments employing over 100,000 people, the most efficient method to conduct research will be via surveys. A survey can reach many employees in multiple departments at once, giving researchers a greater chance at obtaining more data. Permission to access employee's email addresses will be requested from the Los Angeles County Human Resources Department. In order for this survey to have as much variety of answers as possible, it will be emailed out to every tenth email address on the list. The total number of surveys sent out should be approximately 10,000. This number of surveys will be sent out because we have to take into account unreturned surveys. The email will contain a link to the website [www.surveymonkey.com](http://www.surveymonkey.com). All answers will be held confidentially by the

survey conducting website. Sensitive employee information will not be tied to the survey results. The only personal information that will be held is the department they work for and the number of years served. These two classifications will be used because if there is a variance in motivation amongst departments, that can open up the door for further inquiry in that specific department. Seniority is a factor that the literature demonstrated has an influence on motivation and work productivity and therefore, will also be used to categorize results.

Survey questionnaires will contain questions that will produce both qualitative and quantitative data. Depending on the nature of the question, the answers that can be chosen are:

1. A scale with the following choices:
  - a. Strongly Agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strongly Disagree
2. A scale with the following choices:
  - a. Very important
  - b. Important
  - c. So-so
  - d. Less important
  - e. Not important
3. Open answer boxes with no limit of characters for open-ended questions

The first two set of answers will be assigned a numerical value of 5,4, 3, 2, and 1, in order they are listed above. This will allow for the gathering of quantitative data by the survey website. The open answer boxes will also be read by the survey website to identify common words in all answers. They then will also be read by a member of the research team to find additional commonalities. The open answer box will produce qualitative data pertaining to absent factors from the literature that influence motivation and morale.

Only one survey will be sent out to all employees, regardless of position or department. The questions that will be asked will be in regards to:

1. What motivates yourself employees in the workplace?
2. What do you think motivates others in the workplace?
3. What stimulates your work morale?
4. How do motivation and morale influence your work behavior?
5. Is there a friendly, respectful relationship between management and staff?
6. Do you feel you can approach your supervisor when a problem arises?
7. Does management have an open-door policy?
8. Does management keep you informed?
9. Is your worksite a good place for training and development?
10. Do you know exactly what is expected of you in your job assignment?
11. Is there access to supplies and equipment to make your job easier?
12. Do you use the cafeteria? Do you feel comfortable in it?
13. Do you feel safe in the parking lot?
14. Do you feel comfortable with your workstation?

15. If you could suggest a physical environment change, what would it be?

Questions will address supervisor and employee relationships and also worker-to-worker relationships, but to a minimum since the much of the literature already shows the effect of these. The results will demonstrate the employee's feelings and the number of answers will show the quantity of employees that feel a certain way. There will be a comment section at the end of the survey to give employees an opportunity to voice out any factor that was not listed in the questions. The results will show what factors influence motivation and morale and determine how this influences work behavior. The literature demonstrates much about working relationships with supervisors and commitment, but it does not greatly discuss working environments. With these survey results, we aim to find the factors that are currently influencing public sector work behavior and obtain both qualitative and quantitative data to implement changes to improve motivation, morale work behavior and through these changes improve delivery of public services.

### **Secondary Data**

In the study conducted by Cun, data was collected randomly by surveying public sector employees. The author explored PSM, job satisfaction and OCB. This article describes how the data collection method was designed and how samples were chosen. By reviewing the study's methodology and findings, chances of discovering what factors positively influence work behavior can be greatly improved.

## **Ethical Considerations**

Standard ethical standards will be followed and the survey will not discriminate based on age, sex, religion, color or sexual orientation. The survey will be provided to a random number of employees by choosing every fiftieth email address. Every department will be reached out to in order to obtain the greatest number of responses possible and that the data collected will reflect the greatest range of employees. The Belmont Report guidelines will be abided by including: respect for people, beneficence, and justice in the research.

Recording the data of department and number of years served is not discriminatory because that is not how the sampling will be chosen, that is only how the results will be categorized. Every fiftieth email address will be reached out to, regardless of years served or position held. Every county employee has an email address and access to a computer, therefore all samples have access to complete the survey. If by any means there exists an employee who is not able to complete a survey via a computer desktop, there will be paper surveys available to complete. The results of these hardcopy surveys will be manually computed and will be analyzed the same as the electronic surveys.

Should any employee not want to complete the survey, they may feel free not to do so. This survey is not a mandatory assignment. It is a tool that will be used to improve employee working environments and enhance motivation and morale for all.

## References

- Andrew, S., & León-Cázares, F. (2016). Mediating Effects of Organizational Citizenship Behavior on Organizational Performance: Empirical Analysis of Public Employees in Guadalajara, Mexico. *EconoQuantum*, 12(2), 71-92.
- Bakker, A. (2015). A Job Demands-Resources Approach to Public Service Motivation. *Public Administration Review*, 75(5), 723-732.
- Bartley, D. L. (1975). Inefficiency: The reasons why. *Personnel Journal* (Pre- 1986), 54(000008), 430. Retrieved from <http://libproxy.csun.edu/login?url=http://search.proquest.com.libproxy.csun.edu/docview/203654709?accountid=7285>
- Brief, A., & Weiss, H. (2002). Organizational behavior: Affect in the workplace. *Annual Review of Psychology*, 53, 279-307.
- Buelens, M., & Van den Broeck, H. (2007). An Analysis of Differences in Work Motivation between Public and Private Sector Organizations. *Public Administration Review*, 67(1), 65-74.
- Carrigan, M. (2011). Motivation in Public Sector Unionized Organizations. *Journal of Business & Economics Research (JBER)*, 9(1), 55-61.
- Cohen, S., William, E., & Heikkila. (2008). *The Effective Public Manager: Achieving Success in a Changing Government* (4th Edition ed.). San Francisco: Jossey-Bass.

- Cun, X. (2012). Public service motivation and job satisfaction, organizational citizenship behavior. *Chinese Management Studies*, 6(2), 330-340.  
doi:<http://dx.doi.org.libproxy.csun.edu/10.1108/17506141211236758>
- Davis, R. (2013). Unionization and Work Attitudes: How Union Commitment Influences Public Sector Job Satisfaction. *Public Administration Review*, 73(1), 74.
- Delfgaauw, J., & Dur, R. (2008). Incentives and Workers' Motivation in the Public Sector\*. *Economic Journal*, 118(525), 171-191.
- Esteve, M., Urbig, D., Van Witteloostuijn, A., & Boyne, G. (2016). Prosocial Behavior and Public Service Motivation. *Public Administration Review*, 76(1), 177-187.
- Feeney, M., & Dehart-Davis, L. (2009). Bureaucracy and Public Employee Behavior a Case of Local Government. *Review of Public Personnel Administration*, 29(4), 311-326.
- Fernandez, S., & Moldogaziev, T. (2013). Using Employee Empowerment to Encourage Innovative Behavior in the Public Sector. *Journal of Public Administration Research and Theory*, 23(1), 155-187.
- Hackman, M. Z., & Johnson, C. E. (2004). *Leadership: A Communication Perspective* (4th Edition ed.). Long Grove , IL: Waveland Press, Inc.
- Harvey, Stoner, Hochwarter, & Kacmar. (2007). Coping with abusive supervision: The neutralizing effects of ingratiation and positive affect on negative employee outcomes. *The Leadership Quarterly*, 18(3), 264-280.

- Locke, E. A. (1982, January). The Ideas of Frederick W. Taylor: An Evaluation. *The Academy of Management Review*, 7(1), 14-24.
- Mater, D. H. (1941, April). A Statistical Study of the Effect of Seniority Upon Employee Efficiency. *The Journal of Business of the University of Chicago*, 14(2), 169-204.
- Matheson, C. (2012). The Motivation of Public Sector Employees. *Administration & Society*, 44(2), 207-237.
- Miao, Q., Newman, A., Schwarz, G., & Cooper, B. (2018). How Leadership and Public Service Motivation Enhance Innovative Behavior. *Public Administration Review*, 78(1), 71-81.
- Nalbandian, J., & Klingner, D. (1987). Conflict and Values in Public Personnel Administration. *Public Administration Quarterly*, 11(1), 17-33. Retrieved from <http://www.jstor.org.libproxy.csun.edu/stable/40861333>
- Perry, J.L. (1996). Measuring Public Service Motivation: An Assessment of Construct Reliability and Validity. *Journal of Public Administration Research and Theory: J-PART*, 6(1), 5-22. Retrieved from <http://www.jstor.org.libproxy.csun.edu/stable/1181620>
- Rainey, H. G. (2014). *Understanding and Managing Public Organizations*. San Francisco: Jossey-Bass.
- Skirbekk, V. (2004). Age and Individual Productivity: A Literature Survey. *Vienna Yearbook of Population Research*(2), 133-153.

Suar, D., & Khuntia, R. (2010). Influence of Personal Values and Value Congruence on Unethical Practices and Work Behavior. *Journal of Business Ethics*, 97(3), 443-460.

Vogel, R., Homberg, F., & Gericke, A., (2016). Abusive supervision, public service motivation, and employee deviance. *Evidence-based HRM: A Global Forum for Empirical Scholarship*, 4(3), 214-231.

Wijewardena, N., Samaratunge, R., & Härtel, C. (2014). Creating Better Employees through Positive Leadership Behavior in the Public Sector. *International Journal of Public Administration*, 37(5), 288-298.