ARTICLE REVIEWS

Public Management: Theories, Principles, and Innovation

Article I: Driven to Service: Intrinsic and Extrinsic Motivation for Public and Nonprofit

Managers

I.   SUMMARY OF THE PAPER

For numerous years, servicing the public has been widened to incorporate not only the direct government employees but also other employment types assisting the community. Elevating numbers of individuals choose between the nonprofit sectors and public institutions when hoping to serve their respective communities. Some employees also move over these two sectors during their careers. The widening of the title "public service" has inferences for how nonprofit and public managers carry services and how both institutions establish communities. This quantitative research conducted by Park & Word (2009) examined the motivational correlation and differences of the nonprofit organization and public personnel as means to identify the similarities and gaps between the fields and help managers in absorbing knowledge on how to improve the ways in motivating employees.

As cited by Park & Word (2009), motivation is an umbrella structure that catches the psychological factors that energize, direct, and sustain behaviors. Drawing upon a survey of both state government and nonprofit managers' role service motivation, this research deems to answer three main research problems: (1 The principal motivational constructs and dimensions of managers in the state and nonprofit institutions, 2) The relationship between these distinct types of employee motivations, and 3) The distinctions that subsist between these institutions in regards to the degree of extrinsic and intrinsic work motivation (Park & Word, 2009).

This research utilized the Self-Determination Theory (SDT) by Deci & Ryan as the main conceptual framework throughout the discussion and methodological approach. With the use of survey techniques and gathering data from previous studies of motivational correlations between

nonprofit and state managers' motivations, namely NASP-III survey that garnered information from managers working in nonprofit and state agencies in the countries of Georgia and Illinois, the findings from this study propose that there are four distinct motivational constructs and, in various ways, nonprofit and state managers are alike with regards to the significance of intrinsic rather than extrinsic motivation. Although the average level of extrinsic motivation in the state institution is statistically inflated than in the nonprofit organization, some types of extrinsic motivation such as advancement motivation are significantly correlated with intrinsic motivation in both the state and nonprofit organizations (Park & Word, 2009).

II.   COMPELLING SECTIONS

Theoretical Perspectives: This research on Intrinsic and Extrinsic Motivation for Public and Nonprofit Managers used the Self-Determination Theory as the paper's theoretical framework. The SDT established by Deci&Ryan lays out concepts in understanding a person's motivation in nonprofit and state organizational environments. Self-Determination Theory proposes that intrinsic motivation can opt to crowded-out or crowded-in by certain institutional situations and social-environmental facets such as disciplines, rewards, culture, work environment, and institutional communication. Furthermore, this theoretical framework focuses on the level to which people are self-determined or volitional, the level to which individuals set their behaviors at the most elevated degree of reflection and associate the actions with a maximum sense of choice. Self-Determination Theory postulates three distinct categories of motivation; a) amotivation (defined as the indifference to cooperate in common social events), b) extrinsic motivation, and c) intrinsic motivation (Park & Word, 2009).

Data Gathering: This research by Park & Word (2009) incorporates data from the survey conducted for NASP-III that gathered information from managers employing in nonprofit (N =

430) and state (N = 790) organizations in the states of Georgia and Illinois, using the measurement tool of 4-point Likert scale ranging from 1-Not important to 4-Very Important. The survey tool assessed the perceptions of managers on numerous organizational problems namely as communication, work motivation, mentoring, hiring methods, work histories, and institutional structures and cultures, on top of investigating diverse people, managerial, and institutional attributes (including supervisory status, job responsibility, work tenure, and organizational age and size) (Park & Word, 2009).

Findings of the Study: Intrinsic factors are identified to have significant contributions to state and nonprofit employees' motivations. These factors mostly include the whole organizational reputation, inclination for minimal bureaucratic red tape, and capacity to be in the service of the public. The bold ties between nonprofit and state managers to intrinsic motivating facets shed a path on the conceptual correlations of both sectors and propose that the personnel of these organizations are similar in various ways although the institutional contexts are quite different. Furthermore, according to the findings of the research, there is a high likelihood that the interest of nonprofit and state employees on their works sets on their motivation to be employed in either of the organizations at the same time serving their respective communities.

On the other hand, the differences between these two sectors were shown through the CFA and EFA models, wherein nonprofit and state managers are known to be motivated distinctly in regards to work environments. Nonprofit managers are seen to have higher motivation with work environments that permits a balance between family and work. Lastly, public or state managers are more motivated by financial factors than the other sector (Park & Word, 2009).

III. PERSONAL VIEWPOINTS

Conceptual Framework – The researchers may use more than one theoretical framework throughout the study. Self-Determination Theory by Ryan & Deci was incorporated in the study, with its types namely as Amotivation, Intrinsic motivation, and Extrinsic motivation. To incorporate the need for further review of literature, the researcher could utilize McClelland's theory on the Need for achievement, affiliation, and power. This theory proposes that each individual has one of three basic motivational drives: the need for power, affiliation, or achievement.

Direct quotes – On the conceptualization chapter of the study, the researches referenced a direct quote that defines motivation, "an umbrella concept that captures the psychological forces that direct, energize, and maintain action." and on theoretical perspectives with a definition of intrinsic and extrinsic motivations as "the motivational instantiation of the proactive, growth-oriented nature of human beings which is the basis for learning and development." and "some goals that are apart from the work itself." (Park & Word, 2009). Although direct quotes are associated with a formal approach to the latest research, it has been widely discouraged by most practitioners in the research field.

Overstated information – In the introduction section of the paper, a thorough description of the term public service and how it associates with the recent public administration literature has been attached. In the text, it states that "Traditionally, public administration literature has thought of public service in terms of work for or with a governmental agency but more recent literature suggests the transfer of service delivery from the public to the nonprofit and for-profit sectors means those serving the public may be employed in a variety of organizations not traditionally examined in public administration literature." (Park & Word, 2009). Although this text configures

the relevance in defining public service as it plays a significant role in the study, it may also merely elongate the overall paper and would be deemed as an unnecessary part of the contextual problem.

Overaged References – Whilst the study of literature was highly substantial in identifying motivations of the state and nonprofit managers, some of the references dated back to 1990, 1993, and 1997, thus weakening the basis of the review of the literature.

IV.   PRACTICAL RELEVANCE AND IMPLICATIONS OF THE STUDY

Most of the state and nonprofit organizations have established various ways in structuring their personnel development, including the managers or administrators. For public officials, they are commonly set with significant guidelines that mainly apply for the benefit of the people. On the other hand, nonprofit managers are seen by laymen to be more associated in their sense of passion when lending assistance to the common people. Although the relevance of their roles has been strongly identified, few have gathered sufficient time and endeavor to figure the specific motivators that lie among these employees.

The findings of this research suggest that both nonprofit and public managers are motivated by intrinsic factors. These factors mostly include the whole organizational reputation, inclination for minimal bureaucratic red tape, and capacity to be in the service of the public. On the other hand, nonprofit managers are seen to have higher motivation with work environments that permits a balance between family and work. Lastly, public or state managers are more motivated by financial factors than in the other sector.

As indicated in the implications of the study, we could agree that these findings play a prominent role in the culture, structure, and policies of the respective organizations. Following the institutional progression of both public and nonprofit sectors, there would be a dire need for

management to emphasize the importance of their work service and how these findings on motivation would aid the alternation of the process.

References

Park, S., & Word, J. (2009). Driven to Service: Intrinsic and Extrinsic Motivation for Public and Nonprofit Managers. In *Public Personnel Management* (4th ed., Vol. 41, Ser. 2012, pp. 705-734). Bloomington, Indiana: University of Nevada. doi:file:///C:/Users/sherry.montiveles/Downloads/1.-Driven-to-Service-Intrinsic-and-Extrinsic-Motivation-for-Public-and-Nonprofit-Managers%20(1).pdf

Article II: Unraveling the Effects of Leadership and Motivation Factors on Employee

Engagement: Evidence from the U.S. Federal Agencies

I.   SUMMARY OF THE PAPER

The rising complexities of public human resource management in the public sector, particularly in the U.S., demonstrates that the government must be serious to effectively fulfill its mission. Amid rising austere fiscal circumstances, the government is at the forefront of the retirement waves of baby boomers. At the same time, it was challenged to provide its people with quality service and stand for the importance of its workers and their work is yet to be confirmed. The government is also not isolated from the pressures of its workers, who not only claim good and lucrative employment, but also a meaningful job that meets personal needs. There are unavoidable challenges that require public managers to rethink many of the old managerial practices that in the current organizational and individual working conditions are no longer reliable, functional, or relevant.

This article aims to discuss Employee Engagement as an increasingly distinct construct in human resource management and growth to boost employee efficiency and well-being in the public sector. As cited by Ugaddan & Park (2014), the New Public Management (NPM) paradigm highlighted the importance of enhancing results, growing programs, and features of service orientation to sustain and enhance government service quality and effectiveness. Employee engagement is vital to preserving desirable talent and is an integral part of the puzzle of employee satisfaction, as disengaged employees are more likely to leave their jobs. Employees who are involved in their jobs are more likely to be inspired and stay loyal to their employer. This leads to more strategic goals being accomplished and helping to move the company forward.

This study utilized the 2010 Merit Principles Survey (MPS) of the MSPB, which is a government-wide survey that demanded the views and perceptions of federal employees related to their jobs and human resources practices. They were asked about their understanding of their principles of the merit system, employee engagement, job motivation, fairness, leadership, standards for integrity, and whistleblowing (Ugaddan & Park, 2014).

The US federal government has seen the value of involving its employees in an attempt to boost government effectiveness and efficiency. Ugaddan & Park (2014) cited the findings of a research which indicates that the government has not engaged workers who have received higher education. In terms of productivity, low participation has caused the loss of billions of public incomes. Therefore, less than $30 million has been allocated by the federal government to consider the condition of workers and direct attempts to increase employee engagement. However, the role of Senior Executive Service (SES) political and career executives and motivation factors are not well explored, despite the importance of understanding and assessing the critical factors that may affect employee engagement. This research, therefore, provides one of the first longitudinal studies that assessed the effect of SES, intrinsic motivation, and empowerment on employee engagement in the public sector (Ugaddan & Park, 2014).

II.   COMPELLING SECTIONS

Concept of Employee Engagement: This research on "Unraveling the Effects of Leadership and Motivation Factors on Employee Engagement: Evidence from the U.S. Federal Agencies" by Ugaddan and Park (2014) incorporated various literature reviews. One of the study's references can be traced back to the contemporary concept of employee involvement. Via a multidimensional approach, previous researchers conceptualized and assessed the context and implications of employee engagement. As quoted by Ugaddan & Park (2014), employee

engagement as "a distinct and distinctive construct consisting of cognitive, emotional, and behavioral components linked to individual role performance" (Saks, 2006, p. 602). This term is identified to have inclusiveness as it encompasses early ideas and engagement conceptualization that requires growth from a cognitive, emotional, and behavioral perspective (Ugaddan & Park, 2014).

A seminal work retains a pervasive influence among the early and contemporary concept given for employee engagement. Their scientific and thorough analysis of the diverse, and in some ways disjointed, contradictory, and opposing conception of employee engagement leads to an inclusive description. This evolving concept of employee engagement is defined as "as the cognitive, emotional and behavioral state of an individual employee directed towards desired organizational results" (Shuck & Wollard, 2010, p. 103). This description could propose a convincing conception that could cover the historical environment and philosophical foundations of employee engagement. Thus, HRM and HRD professionals, managers, supervisors, leaders, either in public or private organizations, have a simple and unambiguous conception that is obviously understandable (Shuck & Wollard's, 2010; Ugaddan & Park, 2014). The conceptual perspective set out in Kahn's seminal work (1990) that describes three essential criteria for behavioral interaction growth (e.g. meaningfulness, protection, and availability) provides a closer partnership within the framework of HRD (Shuck and Herd, 2012). The three broad conceptualizations of commitment are conceived by Macey and Schneider (2008) (i.e., state, trait, and behavioral engagement). This characterization can be traced from the works carried out by Kahn (1990). It has also been argued that there were three distinctive dimensions of employee commitment, namely, vigor, devotion, and absorption.

Senior Executive Service (SES): The U.S. civil service reforms commenced by the Carter administration in 1978 culminated in the abolition of the Civil Service Commission (CSC) and the subsequent formation of the Office of Personnel Management (OPM) and the Merit Systems Security Board (MSPB) (Ugaddan & Park, 2014; Colby & Ingraham, 1981). Additionally, the key aspect of this attempt to reform personnel was the concept of the SES, which was designed as the elite corps of civil servants (Ugaddan & Park, 2014; Dolan, 2000) and was meant to work as a mobile structure of highest government managements, drawn from non-career and career sources, who would be incentivized or punished inline to performance. In general, SES members are leaders who are only below the top Presidential appointees and have served as the key link between political appointees and the rest of the federal labor force's career (Ugaddan & Park, 2014; U.S. Office Personnel Management [US OPM], 2008).

In the executive branch of the federal government, the senior executive service consists mainly of administrative, supervisory, and policy roles (OPM). Ugaddan & Park (2014) added Wilson's (1999) work where in states that SES members are highly experienced executives who do not comply with autocracy or suppressive leadership because they believe it will end subordinate initiative, morale, and creativity. An empowering and democratic leader is capable of growing employee morale and dedication. This assumption is in line with Yukl's (1981) claim in which he pointed out that "a leader with extensive reward and coercive power is tempted to rely excessively on them, rather than using reference and expert power; this path leads to resentment and rebellion" (Ugaddan & Park; Yukl, 1981, p. 232). We may therefore presume along this line that SES shows an inspiring leadership that can influence intrinsic motivation and empowerment. Empowering leadership, for example, helps to improve the value of work by encouraging workers to distinguish the relevance of their work contributes to the organization; enhancing the self-

efficacy of employees by identifying high-performance abilities and opportunities; fostering the autonomy of work and/or self-determination of employees in the workplace. and encourages employee participation in the decision-making process (Ugaddan & Park, 2014).

Intrinsic Motivation, Empowerment, and Employee Engagement: We found existing evidence that shows their logical ties when considering the role of intrinsic motivation and empowerment in employee engagement. According to Conger and Kanungo (1988) as cited by Ugaddan & Park (2014), empowerment refers to "a process of improving feelings of self-efficacy among organizational members by identifying circumstances that promote impotence and by removing them through both formal and organizational practices and informal techniques by providing information on effectiveness" (p. 474). Intrinsic motivation, on the other hand, refers to the degree to which a person is "inner-directed, interested or fascinated with a task, and engages in it for the sake of the task itself" (Ugaddan & Park, 2014; Utman, 1997, p. 170). In its own way, empowerment is equated with intrinsic motivation because such feelings of empowerment are satisfying and at the same time argued that empowerment is assumed to be a proximate cause of intrinsic motivation and satisfaction. Deci and Ryan (1991) have pointed out in their theory of self-determination that the sensations of competence and autonomy must first be met to experience intrinsic motivation (Ugaddan & Park, 2014).

III. PERSONAL VIEWPOINTS

I have been always a believer that a good study should be rigorous, controlled, accurate, replicable, clear, concise, valid, verifiable, and sequential. Hence, without a doubt, I can say that the study conducted about Unraveling the Effects of Leadership and Motivation Factors on Employee Engagement: Evidence from the U.S. Federal Agencies is closely the perfect epitome of it. The lifeblood of a thesis is an analysis methodology. Once it gets incorrect or turns out to be

unacceptable, other parts may have to be carried out again, such as Review, Findings, and Discussion. For this research, they were able to utilize various ways of obtaining materials, scientific instruments, and training in techniques applicable to the chosen problem. The details introduced by the researcher in the study paper are verifiable and confirmed. The researcher was able to show the purpose of the research paper and its details do not have any gaps. Furthermore, the study paper is free of complexities and has great clarity. Clarity is one of the study's key essences, and the research paper is worthless without clarity. I can also conclude that it was systematic: it implies that the study was organized under a well-defined set of rules with specified steps to be taken in a specified sequence. The study's systematic function does not rule out (discard, avoid) imaginative thought, but it refuses the use of guessing and intuition to draw conclusions.

On the other hand, if I am going to make a few adjustments, I would omit some redundant information about a specific topic. You may not need to add anything to the research paper as a researcher to make it unique or interesting, but you can only add appropriate and original materials. The readers would be able to comprehend a succinct analysis more easily, the report does not include excessive information. Furthermore, it would have been better if we cited some references up to date or recent. It makes the study highly relevant to the present status-quo and the target scope will be bigger. Overall, it is a good research paper showing novel results. It has a full story as well. It is therefore critical that only scattered or incomplete findings are not published in the paper. It needs to be written in good scientific English as well.

IV.   PRACTICAL RELEVANCE AND IMPLICATIONS OF THE STUDY

Employee participation draws a lot of attention from employers through various industries. It is a very old aspiration in some respects: the urge of managers to find ways to improve employee morale and obtain more dedication to the job and the company. It is 'modern' in several ways, in

that the sense in which interaction is sought is different. The higher penalty to be charged if staff are less engaged than competitors' employees, considering the state of international competition and the raising of the bar on productivity standards, is one aspect of this disparity.

A second factor is that the very essence of the sense of work and the ground rules for employment relations have changed and there is an open space that can be filled with more nuanced approaches regarding the character of the relationship to work and organization that workers experience. But there is reason to concern about the lack of rigor that has sometimes characterized a great deal of work in staff involvement to date. If we continue to refer to 'engagement' without knowing the potential negative implications, the key conditions of performance, and the processes by which it must be applied, and if we cannot agree even to a reasonable description of what individuals are supposed to be engaged in doing differently at work (the 'what' problem 'engaged), then engagement could just be one more' HR thing 'that is. On a positive note, a broader variety of assessment tools are now available to determine interaction patterns and an associated number of methods to affect any improvement. Aspiration may therefore be converted into motion more feasibly.

Leadership in the public sector is peculiar when governmental and regulatory bodies meet and senior political and career executives must oversee government affairs. A political agenda, principles, and interest are viewed by political leaders, while administrative leaders are called skilled administrators, the key government machinery executing programs and activities, policy executors, have strong technical and administrative skills and are not operating based on biased, personal, or partisan orientation (Ugaddan & Park, 2014).

Despite the relevance of the paper, implications on future research findings are on primary interest of the authors. The limitations on the data-gathering procedure, although not negatively

impactful towards the validity and reliability of the overall paper, a more thorough qualitative research would increase the solidification of the research basis and thus increasing the effectivity of the findings to the actual environmental conditions.

REFERENCES

Ugaddan, R., & Park, S. (2014). *Unraveling the Effects of Leadership and Motivation Factors on Employee Engagement: Evidence from the U.S. Federal Agencies, 8*(1), 2014th ser., 27-57. Retrieved December 25, 2020, from file:///C:/Users/mrmon/Desktop/2.-Unraveling_the_Effects_of_Leadership_and.pdf.

Measuring Public Service Motivation: An Assessment of Construct Reliability and Validity

I.   SUMMARY OF THE PAPER

Public Service has been relatively emphasized in the literature of public administration. This literature has established numerous assertions on motivations of the people who proceed to public service jobs and how most differ in significant ways from other individuals of the society in America. This study quantitative study conducted by Perry (1996) examines these assertions by generating a measurement to quantify the public service motivation of the various actual and aspiring public employees. The PSM or Public Service Motivation has been defined as a representation of a person's susceptibility to respond to events grounded uniquely or primarily in public sectors.

Various scholars posited that the PSM plays a significant role in public service ethic, despite it being less studied and developed. The degree and type of a person's PSM and the motivational structure of a state institution's workforce have been known to influence individual work performance, job choice, and institutional effectiveness (Perry, 1996). Due to the relevance of this concept and its implications on public administration literature, this study by Perry (1996) closes the gap between empirical research and postulation through establishing an assessment on the construct reliability and validity of the measurement tools utilized in quantifying the level of Public Service Motivation on various employees and students relevant to the subject paper.

This paper utilized six distinct dimensions known as 1) attraction to generating public guidelines, 2) state interest commitment, 3) social justice, 4) civic duty, 5) self-sacrificial behaviors, and 6) compassion towards the job. Before the actual quantification of data, Perry (1996) briefly expanded the literature of the study by discussing the literary construct of PSM

(Public Service Motivation) and citing previous researches on the measurement of the conceptual framework. The construct of the research as cited by Perry (1996) from Knoke and Wright-Isak (1982) postulates three distinct motivational categories when defining an individual's unique behaviors in public organizations. These categories are Rational motive (behaviors that are seen in an individual when maximizing his usefulness), Norm-based motives (behaviors done by an individual for mere conformity), and Affective motives (intent of actions which are grounded in emotional factors to different social happenings).

The measurement of the study ran after the literature review using a Likert-scale that covers the six PSM dimensions. As stated by Perry (1996), this scale has been checked using various statistical tools to properly establish the construct validity and internal reliability of the items before setting for actual data gathering. With the use of MPA and MBA undergraduate students and actual public officials, the researcher established a grounded basis for simplifying the main PSM dimensions and narrowed down the six categories to four: attraction to generating public guidelines, state interest commitment, compassion towards the job, and self-sacrificial behaviors.

II.   COMPELLING SECTIONS

Methodological Approach: Research on Public Service Motivation has not been well-known and established by practitioners despite its relevance and emphasis in the public administration literature. This quantitative research by Perry (1996) digs into the construct validity and internal reliability of measurement tools on PSM, which would pave the way to further research initiatives related to the topic. The findings of this research may be utilized to elevate the strength of base when determining the correlations and differences of PSM between public officials of various levels and institutions.

Findings of the study: Perry (1996) indicated in the literature section that the Public Service Motivation initially contains six distinct dimensions known as 1) attraction to generating public guidelines, 2) state interest commitment, 3) social justice, 4) civic duty, 5) self-sacrificial behaviors, and 6) compassion towards the job. These categories were statistically validated by gathering data through undergraduate MPA and MBA students, existing public personnel, and vice versa. Through the research progression, the findings reached to minimizing 11 variables from the Likert-scale questionnaire and deducting two dimensions known as the civic duty dimension and social justice. The civic duty was identified to be associated with the dimensions of social justice, public interest, and compassion. Lastly, social justice was found to have a high correlation and significantly low discriminant validity on public interest, thus the need for its elimination.

Subjects of the Study: The 376 respondents of the study were identified using the purposive sampling and were taken from various public sector organizations. Some were On-the-Job training MPA students, undergraduates in public affairs, business managers, department managers in a local government, undergraduate students in social work, sheriff's deputies, university workers, social service and state government's natural sources department employees, national government's employees, and federal defense installation's management workers (Perry, 1996). Subjects for data gathering were maximized to accommodate enough sample of responses from various sectors and institutions, which in return makes the paper more useful and applicable to practitioners' future studies related to the topic.

III. PERSONAL VIEWPOINTS

Most of the information indicated in the literature section was useful in strengthening the overall body of the paper. Despite these significant contributions, there is only very little evidence on the conceptualization of the content. According to Perry (1996), the literature on public

administration postulates numerous assertions on Public Service Motivation. While this information is important, there is a need for the researcher to include the contextual basis of these assertions and further designate respective literature reviews to each of the sections.

Moreover, the literature review did not include a theoretical basis for its procedures, thus weakening the ground of the study. Theoretical frameworks are significantly used in research studies to increase the effectiveness of the data gathering procedures and having a solid ground for its operational concepts and definitions. Although the PSM is not widely empirically researched, numerous related theories are related to this concept. The previous article review on Motivational Types for Public and Nonprofit Managers incorporated the theory of Deci & Ryan, widely known as the Self-Determination Theory: Amotivation, Internal Motivation, and External Motivation.

Also, omissions of important information are seen in the data-gathering section. Perry (1996) introduced various techniques to establish Public Service Motivation into a quantifiable scale to facilitate research. In the study, he indicated using the following statistical methods: construct validity, inter-item, and intra-item reliability, and Cronbach's alpha. More understanding of the statistical development of the data would substantiate had there been the incorporation of tables showing the process of the data measurement.

Lastly, the respondents' descriptive section was limited to a single paragraph and without sufficient basic information. Formal research includes a brief representation of the subjects' gender, age, and norm groups in reference to the main utilization of the measurement scale. Although the findings and discussions of the research covered various sectors of the public institution, further descriptive information of the respondents will aid future practitioners in using the Public Service Measurement scale.

Although there is a minimal list for personal viewpoints that I have critiqued in this research, the statistical tools and information gathered by the authors as background basis in studying the reliability and validity of a measurement scale in determining Public Service Motivation are well inputted, making it lighter for the readers' benefit.

IV.   PRACTICAL RELEVANCE AND IMPLICATIONS OF THE STUDY

Public Service Motivation has been known to have significant use in determining the types of employees in hiring for a certain public institution. In recent years, there has been numerous qualitative and quantitative research focusing on the possible effects of PSM on government employee's behaviors in their respective workplaces. The research conducted by Perry (1996) was most prominent in paving the way for more practitioners to expand the topic and apply the context in actual conditions. In the Philippines, numerous public current issues are of the people's highest concern. This study of Perry (1996) sets as an important guideline for the public administrations in determining the measurement tools to determine the motivational factors of their employees.

Furthermore, considering the validated measurement scale that has been established in this paper, this would simplify various assertions or dimensions and permit the public managers and administrators to focus more on effective and research-based factors when assessing their employees. To specify, this includes the 4 dimensions: 1) attraction to generating public guidelines, 2) state interest commitment, 3) self-sacrificial behaviors, and 4) compassion towards the job. These factors have been supplemented by numerous researchers, and in return, expanded the literary grounds related to the topic. Additionally, Perry (1996) indicated the distinct groups he associated as the respondents on the surveys, which were mostly from undergraduate colleges of MPA and MBA students, official workers in public state, etc. Although basic information are not specified in the respondents section, these specific norm-groups based on sectors and courses

may be utilized by future researchers in testing their corresponding similar population and comparably correlate the responses, which may then be incorporated as a null or alternate on Perry's (1996) measurement scale, justifying the probable need for new revisions or retainment of the instrument.

In the Philippine institution, this scale would be on the highest advantage of the public management as it will aid in narrowing the most qualified locales for the roles. With the current events on lack of motivational drive for public assistance, the Public Service Motivation measurement tool can be used in testing both present employed personnel and the individuals who are ought to be hired for the state positions.

References

Perry, J. L. (1996). *Measuring Public Service Motivation: An Assessment of Construct Reliability and Validity, 6*(1), 1996th ser., 5-22. Retrieved December 23, 2020, from file:///C:/Users/sherry.montiveles/Downloads/2.-Perry_1996_Measuring-Public-Service-Motivation%20(1).pdf.