**Measuring Public Service Motivation:**

**An Assessment of Construct Reliability and Validity**  
*Article Review*

1. **Give a brief summary of the research: purpose, issues/problems, procedures, conclusions (1.5 to 2 pages).**

Public Service has been relatively emphasized in the literature of public administration. This literature has established numerous assertions on motivations of the people who proceeds 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 through 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.

Numerous 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. Prior to 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 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 on 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.

1. **Explain briefly two or three significant/interesting aspects (approaches, theories, methods, findings, implications) of the research (1.5 to 2 pages)**
2. **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 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.
3. **Findings of the study:** Perry (1996) indicated on 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 on social justice, public interest, and compassion. Lastly, the social justice was found to have high correlation and significantly low discriminant validity with public interest, thus the need for its elimination.
4. **Subjects to 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.
5. **Present your personal opinions, comments or any criticisms of the article, including any flaws that you found in the research (e.g., omissions of important information, ambiguous text, illogical procedures, inappropriate methods/overstated conclusions and implications, etc.) (1.5 to 2 pages)**

Most of the information indicated in the literature section were useful in strengthening the overall body of the paper. Despite these significant contributions, there are only very little evidences 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 review to each of the sections.

Moreover, the literature review did not include a theoretical basis on its procedures, thus weakening the ground of the study. Theoretical frameworks are significantly used in research studies to increase the effectivity 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. From 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 the 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 on the statistical development of the data would substantiate had there been an 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 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, a further descriptive information of the respondents will aide future practitioners in using the Public Service Measurement scale.

1. **Discuss the relevance and importance of the article to current management issues, challenges, and practices in the public sector, including your own ideas on the contribution that the article makes to the field and any practical applications & research implications of the study (1.5 to 2 pages).**

Public Service Motivation has been known to have a significant use in determining the types of employees to hire for a certain public institution. For the recent years, there have 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 on more effective and research-based factors. To specific, 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. These specific norm-groups may be utilized to test current similar population and comparably quantify the similarities and differences of the results. Such current findings 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.

**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.