

## Chapter 14: Public Service Motivation and Individual Job Performance

Adrian Ritz, Wouter Vandenabeele & Dominik Vogel

Online Appendix Table 1:

Article	Type of Performance	Performance contextualized	Type of Operationalization	Design	Direct effect	Effect size	Moderator/Mediator
Alonso & Lewis, 2001	Individual Performance	No	Self-assessed	Survey	mixed	no /small	Merit (+/-)
Andersen & Serritzlew, 2012	Individual Performance	yes	Register data	Survey + Register data	mixed	no / small	—
Andersen et al., 2014	Individual Performance	yes	Register data	Survey + Register data	Yes	small	Teacher change (n.s.)
Andersen et al., 2016	Individual Performance	yes	Register data	Survey + Register data	Yes	small	—
Bellé & Cantarelli, 2015	Work effort	yes	Hypothetical	Vignette Experiment	Not tested	—	Amount of bonus (n.s.)
Bellé, 2013	Individual Performance	yes	Objective	Experiment	Yes	small / medium	—
Bellé, 2014	Individual Performance	yes	Objective	Experiment	Not tested	—	Transformational Leadership (+)
Bottomley et al., 2016	OCB	no	Self-assessed	Survey	Yes	large	Transformational Leadership (-)
Bright, 2007	Individual Performance	no	Self-assessed	Survey	No	no	PO-Fit (+)
Caillier, 2010	Individual Performance	yes	Self-assessed	Survey	No	no	—
Caillier, 2014	Individual Performance	no	Self-assessed	Survey	Yes	small	Transformational Leadership (n.s.)
Caillier, 2015	Extra-role behavior	no	Self-assessed	Survey	Yes	medium	Mission Valence (+)
Caillier, 2016	Extra-role behavior	no	Self-assessed	Survey	Yes	medium	—

Article	Type of Performance	Performance contextualized	Type of Operationalization	Design	Direct effect	Effect size	Moderator/ Mediator
Camilleri & van der Heijden, 2007	Individual Performance	no	Self-assessed	Survey	Yes	no	—
Cheng, 2015	Individual Performance	no	Self-assessed	Survey	mixed	no	—
Cun, 2012	OCB	no	Self-assessed	Survey	mixed	medium	—
Gould-Williams et al., 2015	OCB	no	Self-assessed	Survey	Yes	medium	PO-Fit (+)
Jin et al., 2018	OCB	no	Self-assessed	Survey	Yes	small	PO-Fit (n.s.); OC (n.s.)
Koumenta, 2015	OCB	no	Self-assessed	Survey	Yes	small	Public service orient. of orga. (+)
Leisink & Steijn, 2009	Individual Performance	no	Self-assessed	Survey	Yes	small	PO-Misfit (-)
Levitats & Vigoda-Gadot, 2017	Individual Performance	yes	Self-assessed	Survey	Yes	small	Emotional intelligence (+)
Lynggaard et al., 2018	Individual Performance	yes	Register data	Survey + Register data	No	no	Autonomy (+), user capacity (+)
Mostafa et al., 2015	OCB	no	Self-assessed	Survey	Yes	medium	—
Naff & Crum, 1999	Individual Performance	no	Self-assessed	Survey	Yes	small	—
Palma & Sepe, 2017	Individual Performance	no	Self-assessed	Survey	Yes	small	—
Palma et al., 2017	Individual Performance	no	Self-assessed	Survey	mixed	no /small	—
Pandey et al., 2008	OCB	no	Self-assessed	Survey	Yes	small	—
Park & Rainey, 2007	Individual Performance	no	Self-assessed	Survey	Yes	medium	Transformational Leadership (+)
Park & Rainey, 2008	Individual Performance	no	Self-assessed	Survey	mixed	no	—
Pedersen, 2015	Time Expenditure Willingness	yes	Hypothetical	Vignette Experiment	Yes	small	—
Resh et al., 2018	Persistence	yes	Objective	Experiment	Yes	?	Mission match (n.s.)
Schwarz et al., 2016	Individual Performance	no	Supervisor-assessed	Survey	Yes	small	—
Shim & Faerman, 2017	OCB	no	Self-assessed	Survey	Yes	large	—

Article	Type of Performance	Performance contextualized	Type of Operationalization	Design	Direct effect	Effect size	Moderator/Mediator
van Loon, 2017	Individual Performance	no	Self-assessed	Survey	mixed	small	—
van Loon et al., 2017	In-role & extra-role behavior	no	Self-assessed	Survey	mixed	no /small	PO-Fit (n.s.), PJ-Fit (+ / n.s.)
Vandenabeele, 2009	Individual Performance	no	Self-assessed	Survey	mixed	no /small	Job satisfaction (+), OC (+)
Wright et al., 2017	In-role & extra-role behavior	no	Supervisor-assessed	Survey	No	no	—
Xiaohua, 2008	Individual Performance	no	Self-assessed	Survey	Yes	small	—

Notes: OCB = organizational citizenship behavior; PO-fit = Person-Organization fit; PJ-Fit = Person-Job fit; OC = Organizational commitment;

+ = positive significant effect; - = negative significant effect; n.s. = no significant effect;

The measurement of performance is contextualized if it explicates the context in which the performance occurs. This is the case if the measurement is adapted to a concrete situation or job (Govaerts & van der Vleuten, 2013, p. 1169).

Verbalization of effect sizes is based on common interpretation of standardized effect sizes like Cohen's  $d$  (0.2–0.5 = small; 0.5–0.8 = medium; > 0.8 = large;

Cohen, 1988), standardized regression coefficients (0.05–0.10 = small; 0.10–0.25 = medium; > 0.25 = large; Keith, 2015, p. 62) or standardized SEM path coefficients (0.1–0.3 = small; 0.3–0.5 = medium; > 0.5 = large; Durlak, 2009, p. 922; Cohen, 1988). If no standardized effect size was given, we calculated them

based on  $t$  values ( $r_p = \frac{t_x}{\sqrt{t_x^2 + (n-p-1)}}$ ; Aloe 2014), odds ratios ( $d = \log(OddsRatio) \times \frac{\sqrt{3}}{\pi}$ ; Borenstein et al., 2009), or  $p$  values (calculating  $t$  value from normal

distribution with given  $df$ ). If only a significance level was given, we assumed a  $p$  value near the threshold.

## References

- Alonso, P., & Lewis, G. B. (2001). Public Service Motivation and Job Performance: Evidence from the Federal Sector. *American Review of Public Administration*, 31(4), 363–380. <https://doi.org/10.1177/02750740122064992>
- Andersen, L. B., Heinesen, Esquil, & Pedersen, L. (2014). How Does Public Service Motivation Among Teachers Affect Student Performance in Schools? *Journal of Public Administration Research and Theory*, 24(3), 651–671. <https://doi.org/10.1093/jopart/mut082>
- Andersen, L. B., Heinesen, E., & Pedersen, L. (2016). Individual Performance: From Common Source Bias to Institutionalized Assessment. *Journal of Public Administration Research and Theory*, 26(1), 63–78. <https://doi.org/10.1093/jopart/muv010>
- Andersen, L. B., & Serritzlew, S. (2012). Does Public Service Motivation Affect the Behavior of Professionals? *International Journal of Public Administration*, 35(1), 19–29. <https://doi.org/10.1080/01900692.2011.635277>
- Bellé, N. (2013). Experimental Evidence on the Relationship between Public Service Motivation and Job Performance. *Public Administration Review*, 73(1), 143–153. <https://doi.org/10.1111/j.1540-6210.2012.02621.x>
- Bellé, N. (2014). Leading to Make a Difference: A Field Experiment on the Performance Effects of Transformational Leadership, Perceived Social Impact, and Public Service Motivation. *Journal of Public Administration Research and Theory*, 24(1), 109–136. <https://doi.org/10.1093/jopart/mut033>
- Bellé, N., & Cantarelli, P. (2015). Monetary Incentives, Motivation, and Job Effort in the Public Sector: An Experimental Study With Italian Government Executives. *Review of Public Personnel Administration*, 35(2), 99–123. <https://doi.org/10.1177/0734371X13520460>
- Borenstein, M., Hedges, L. V., Higgins, J. P. T., & Rothstein, H. R. (2009). *Introduction to meta-analysis*. Chichester, West Sussex: Wiley.
- Bottomley, P., Mostafa, A. M. S., Gould-Williams, J. S., & León-Cázares, F. (2016). The Impact of Transformational Leadership on Organizational Citizenship Behaviours: The Contingent Role of Public Service Motivation. *British Journal of Management*, 27(2), 390–405. <https://doi.org/10.1111/1467-8551.12108>
- Bright, L. (2007). Does Person-Organization Fit Mediate the Relationship Between Public Service Motivation and the Job Performance of Public Employees? *Review of Public Personnel Administration*, 27(4), 361–379. <https://doi.org/10.1177/0734371X07307149>
- Caillier, J. G. (2010). Factors Affecting Job Performance in Public Agencies. *Public Performance & Management Review*, 34(2), 139–165. <https://doi.org/10.2753/PMR1530-9576340201>
- Caillier, J. G. (2014). Toward a Better Understanding of the Relationship Between Transformational Leadership, Public Service Motivation, Mission Valence, and Employee Performance. *Public Personnel Management*, 43(2), 218–239. <https://doi.org/10.1177/0091026014528478>
- Caillier, J. G. (2015). Towards A Better Understanding of Public Service Motivation and Mission Valence in Public Agencies. *Public Management Review*, 17(9), 1217–1236. <https://doi.org/10.1080/14719037.2014.895033>

- Caillier, J. G. (2016). Does Public Service Motivation Mediate the Relationship between Goal Clarity and both Organizational Commitment and Extra-Role Behaviours? *Public Management Review*, 18(2), 300–318. <https://doi.org/10.1080/14719037.2014.984625>
- Camilleri, E., & van der Heijden, B. I.J.M. (2007). Organizational Commitment, Public Service Motivation, and Performance Within the Public Sector. *Public Performance & Management Review*, 31(2), 241–274. <https://doi.org/10.2753/PMR1530-9576310205>
- Cheng, K.-T. (2015). Public service motivation and job performance in public utilities. *International Journal of Public Sector Management*, 28(4/5), 352–370. <https://doi.org/10.1108/IJPSM-08-2015-0152>
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Hillsdale, NJ: Erlbaum.
- Cun, X. (2012). Public service motivation and job satisfaction, organizational citizenship behavior. *Chinese Management Studies*, 6(2), 330–340. <https://doi.org/10.1108/17506141211236758>
- Durlak, J. A. (2009). How to Select, Calculate, and Interpret Effect Sizes. *Journal of Pediatric Psychology*, 34(9), 917–928. <https://doi.org/10.1093/jpepsy/jsp004>
- Gould-Williams, J. S., Mostafa, A. M. S., & Bottomley, P. (2015). Public Service Motivation and Employee Outcomes in the Egyptian Public Sector: Testing the Mediating Effect of Person-Organization Fit. *Journal of Public Administration Research and Theory*, 25(2), 597–622. <https://doi.org/10.1093/jopart/mut053>
- Govaerts, M., & van der Vleuten, C. P. M. (2013). Validity in work-based assessment: expanding our horizons. *Medical Education*, 47(12), 1164–1174. <https://doi.org/10.1111/medu.12289>
- Jin, M. H., McDonald, B., & Park, J. (2018). Does Public Service Motivation Matter in Public Higher Education?: Testing the Theories of Person-Organization Fit and Organizational Commitment Through a Serial Multiple Mediation Model. *The American Review of Public Administration*, 48(1), 82–97. <https://doi.org/10.1177/0275074016652243>
- Keith, T. (2015). *Multiple regression and beyond: An introduction to multiple regression and structural equation modeling* (2nd ed.). New York: Routledge.
- Koumenta, M. (2015). Public service motivation and organizational citizenship. *Public Money & Management*, 35(5), 341–348. <https://doi.org/10.1080/09540962.2015.1061169>
- Leisink, P., & Steijn, B. (2009). Public service motivation and job performance of public sector employees in the Netherlands. *International Review of Administrative Sciences*, 75(1), 35–52. <https://doi.org/10.1177/0020852308099505>
- Levitats, Z., & Vigoda-Gadot, E. (2017). Yours emotionally: How emotional intelligence infuses public service motivation and affects the job outcomes of public personnel. *Public Administration*, 95(3), 759–775. <https://doi.org/10.1111/padm.12342>
- Lynggaard, M., Pedersen, M., & Andersen, L. B. (2018). Exploring the Context Dependency of the PSM–Performance Relationship. *Review of Public Personnel Administration*, 38(3), 332–354. <https://doi.org/10.1177/0734371X16671371>
- Mostafa, A. M. S., Gould-Williams, J. S., & Bottomley, P. (2015). High-Performance Human Resource Practices and Employee Outcomes: The Mediating Role of Public Service Motivation. *Public Administration Review*, 75(5), 747–757. <https://doi.org/10.1111/puar.12354>

- Naff, K. C., & Crum, J. (1999). Working for America: Does Public Service Motivation Make a Difference? *Review of Public Personnel Administration*, 19(3), 5–16.  
<https://doi.org/10.1177/0734371X9901900402>
- Palma, R., Hinna, A., & Mangia, G. (2017). Improvement of individual performance in the public sector. *Evidence-Based HRM: a Global Forum for Empirical Scholarship*, 5(3), 344–360.  
<https://doi.org/10.1108/EBHRM-07-2017-0040>
- Palma, R., & Sepe, E. (2017). Structural equation modelling: a silver bullet for evaluating public service motivation. *Quality & Quantity*, 51(2), 729–744. <https://doi.org/10.1007/s11135-016-0436-9>
- Pandey, S. K., Wright, B. E., & Moynihan, D. P. (2008). Public Service Motivation and Interpersonal Citizenship Behavior in Public Organizations: Testing a Preliminary Model. *International Public Management Journal*, 11(1), 89–108. <https://doi.org/10.1080/10967490801887947>
- Park, S., & Rainey, H. G. (2007). Antecedents, Mediators, and Consequences of Affective, Normative, and Continuance Commitment. *Review of Public Personnel Administration*, 27(3), 197–226.  
<https://doi.org/10.1177/0734371X06296866>
- Park, S., & Rainey, H. G. (2008). Leadership and Public Service Motivation in U.S. Federal Agencies. *International Public Management Journal*, 11(1), 109–142.  
<https://doi.org/10.1080/10967490801887954>
- Pedersen, M. (2015). Activating the Forces of Public Service Motivation: Evidence from a Low-Intensity Randomized Survey Experiment. *Public Administration Review*, 75(5), 734–746.  
<https://doi.org/10.1111/puar.12325>
- Resh, W. G., Marvel, J. D., & Wen, B. (2018). The Persistence of Prosocial Work Effort as a Function of Mission Match. *Public Administration Review*, 78(1), 116–125.  
<https://doi.org/10.1111/puar.12882>
- Schwarz, G., Newman, A., Cooper, B., & Eva, N. (2016). Servant leadership and follower job performance: The mediating effect of public service motivation. *Public Administration*, 94(4), 1025–1041. <https://doi.org/10.1111/padm.12266>
- Shim, D. C., & Faerman, S. (2017). Government Employee's Organizational Citizenship Behavior: The Impacts of Public Service Motivation, Organizational Identification, and Subjective OCB Norms. *International Public Management Journal*, 20(4), 531–559.  
<https://doi.org/10.1080/10967494.2015.1037943>
- Van Loon, N. M. (2017). Does Context Matter for the Type of Performance-Related Behavior of Public Service Motivated Employees? *Review of Public Personnel Administration*, 37(4), 405–429.  
<https://doi.org/10.1177/0734371X15591036>
- Van Loon, N. M., Vandenabeele, W., & Leisink, P. (2017). Clarifying the Relationship Between Public Service Motivation and In-Role and Extra-Role Behaviors: The Relative Contributions of Person-Job and Person-Organization Fit. *The American Review of Public Administration*, 47(6), 699–713.  
<https://doi.org/10.1177/0275074015617547>
- Vandenabeele, W. (2009). The mediating effect of job satisfaction and organizational commitment on self-reported performance. *International Review of Administrative Sciences*, 75(1), 11–34.  
<https://doi.org/10.1177/0020852308099504>

Wright, B. E., Hassan, S., & Christensen, R. K. (2017). Job Choice and Performance: Revisiting Core Assumptions about Public Service Motivation. *International Public Management Journal*, 20(1), 108–131. <https://doi.org/10.1080/10967494.2015.1088493>

Xiaohua, L. (2008). An Empirical Study on Public Service Motivation and the Performance of Government Employee in China. *Canadian Social Science*, 4(2), 18–28.