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The Relationship Between Public Service Motivation, Monetary Compensation and Work
Performance of Los Angeles County Employees

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

By
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Abstract

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The main objective of the study is to determine the impact of public service motivation and compensation on employee work performance at the local government level. This study will be guided by three research objectives namely: to establish the relationship between public service motivation and the employee's work performance , to establish the extent to which financial rewards affect employee's work performance, and to establish if there are significant relationships among public service motivation, compensation, and work performance of local government employees. The study will use a quantitative research design. A sample of three hundred respondents will be selected out of the population of employees of the Los Angeles County Sheriff's department using the simple random sampling technique. A structured questionnaire will be used to collect data from the respondents. The data will be analyzed using the Statistical Package for Social Sciences (SPSS). The findings will be presented using tables and figures.

Introduction

In an exceptionally visible and scrutinized working environment, public sector employees need to be highly motivated to be effective. There has always been a consensus that managing the private sector is different from managing the public sector; the workplace environments in the public sector operate to make it more difficult to succeed (Lavigna, 2014). Therefore, public administrators need to recognize and address the factors that make increasing motivation a priority in the public sector.

Motivation is a fundamental topic in organizational studies; it constitutes reason that drives actions and is essential in explaining organizational behavior (Mitchell & Daniels, 2003). Researchers that focus on motivation have since understood that this desire to perform better can derive from different sources (Staw, 1991). The critical issue is to find out the most effective way to motivate government employees to perform to the best of their abilities.

At the beginning of the 20th century, practitioners, scholars, and researchers gave credence to incentives and rewards as a necessity to motivate performance, and productivity in the workplace (Steers et al., 2004). In the public sphere, the motivation of employees to contribute to the community has been regarded as a crucial factor (Andersen et al., 2012). The issue is to find out the most effective way to motivate government employees to perform to the best of their abilities.

Prior research has demonstrated that public sector workers find significance in their work by making a positive impact in the community they serve. (Leisink & Steijn, 2009). Public service motivation has been recognized as a key construct in public human research (Perry & Hondeghem, 2008). Currently, research on public service motivation

has grown substantially and recognized as one of the critical questions in public administration (Behn, 2003).

In the current literature, public service motivation has been linked to various outcomes such as turnover, job satisfaction, and performance. (Vandenabeele, 2008). Another aspect of this research is motivating public sector employees through the incentive of monetary compensation. The fundamental concepts contained in this basic compensation model states that employees perform better when monetary compensation is directly linked to their effort, and work performance will increase with rewards since been broadly applied in the design of private and public sector performance measurement systems (Rothstein, 2008). Contemporary public sector reforms aimed at boosting work performance and the accomplishment of results support this simplistic approach to motivation and measurement of work performance (Heinrich & Marschke, 2015).

In his exhaustive study of public sector performance management reforms, Moynihan (2008) asks the question of the significance of these performance management reforms in public administration. He answered that the future of public administration depends on the utilization of the governments' use of performance data and information. The success of the public sector reforms rests on the discernment of the unique characteristics of the workforce, creating a work environment that boosts employee motivation and understanding the most effective way of rewarding workers (Mwema, 2008). Among the public sector agencies in Los Angeles County, the Sheriffs and Fire department can be considered hazardous; their roles in society are vital and complex. (Carter & Sapp, 1990). Work performance standards in public safety is an area that draws global concern and a ripe field for research (Walker, 2004). It is acknowledged that

workers play a crucial role in an organization's success, and increasing work performance is one of the challenges that public managers face (Parshetty, 2019). However, most research works have been conducted in the international and federal government; this study will focus on the central public safety departments of Los Angeles County, where even a minimal increase in work performance has the potential to save lives. Public safety is crucial to the security and wellbeing of the community; therefore, it is crucial to study what motivates these employees.

There are five ways in which this study will be significant and add value to collective research literature. First, the answer to this question will be of relevance to human resources professionals and public managers who are responsible for incentives and motivation strategies for the organization. Second, it will provide much insight into the employees' level of motivation and work performance. Third, it aims to assist the County of Los Angeles in satisfying, attracting, and retaining, qualified workers since motivation has a variety of effects. Fourth, it aims to discover exciting insight into the importance of public service motivation, monetary compensation, and its impact on work performance for public safety institutions and be used as a guide. Fifth, to generate data that may be used to establish a model to encourage further studies regarding strategic initiatives for the public sector that are both providing and using reward and recognition programs such as public service motivation and monetary compensation. The most critical assets of a public sector organization are the workers, and the work performance and effectiveness of employees are of utmost importance (Mundung & Pangemanan, 2015).

The main research question we will address in this paper will, therefore, be ‘is there a correlation between public service motivation, monetary compensation, and work performance in the Los Angeles County public safety departments? This paper aims to contribute to this discussion by developing a theoretical framework in which this research can be analyzed. Next, the methods and data for investigating this matter will be discussed, and the analysis will be presented. The researcher will conclude by discussing these recommendations, limitations, and conclusions of this research paper.

The study seeks to test the following hypotheses:

H1: There is a significant relationship between public service motivation and work performance.

H2: There is a significant relationship between monetary compensation and work performance

Background

There is a perception that government employees are inefficient, burdened with bureaucracy, and inferior to private organizations (Hvidman & Andersen, 2016). The media reform advocates and several politicians tell us that the public sector is bloated in size, indifferent to the citizens, inefficient is a less conducive place to work compared to the private sector (Goodsell, 2004). However, the scientific evidence on public and private performance is weak and does not prove that government organizations perform better or worse than the private sector (Andrews, Boyne, and Walker 2011). The crucial question is whether the unfavorable stereotype is true and what can the public sector do to be more effective. The study will focus on the perceived performance of the public safety department; this distinct from any other poor performance in any other department since millions of lives are at stake (Maguire et al., 2007). The Los Angeles County Sheriff's and Fire department are in charge of the safety of an estimated ten million residents. Los Angeles County is also known to have an overall crime rate of 20% higher than the national average and is also susceptible to constant wildfires. (U.S. Census Bureau, 2011). This level of responsibility requires employees that go above and beyond the call of duty to perform their work effectively. Therefore, researchers have begun to highlight the importance of public service motivation as a potential solution to this problem (Thompson & Bunderson, 2003).

Despite the negative perceptions of the public sector, the Journal of Public Administration and Research Theory found that public managers could increase motivation by highlighting their contributions to the mission of the organization and is a concept of public service motivation. Furthermore, research shows that while 83% of the

public sector understand their organization's core purpose and 57% of public sector employees reported being motivated (Wright, 2001). For this reason, developing ways to achieve sustained high levels of public service motivation is vital to the public sector; another factor that shows promise is optimizing work performance rewards and incentives (Armstrong, 2010). According to Hafiza et al. (2011), although several factors can influence employee work performance, such as job security, training opportunities, and overall organizational culture, motivation has shown to be consistently effective in increasing performance (Carraher, Gibson & Buckley, 2006). Several studies tackled this problem, but most of them are too broad, looking at the impact of intrinsic and extrinsic motivation (Makki & Abid, 2017). This study will specifically investigate public service motivation, which is a component of intrinsic motivation and monetary compensation, which is a factor of extrinsic motivation.

Public service motivation is known to be a unique set of motivational components that can be found in public sector workers. Public sector workers are different in terms of their genuine concern for their communities and their motivation to serve the people (Park & Word, 2012). Public service motivation had been at the forefront of research; therefore, it is essential to this study to continue to dig deeper into this construct and to study its impact on work performance. (Vandenabeele et al., 2009). Governments around the world are also working towards increasing the public sector employees' work performance by increasing monetary compensation by introducing reforms. This is due to the belief that financial incentives increase productivity, and this paper aims to study this correlation at the local level. (Belle & Cantarelli, 2015). Prior studies have investigated

how compensation influences happiness; however, the impact of monetary incentives on public sector employees still need to be addressed (Park et al., 2016).

Review of the Literature

This paper will highlight the relationship between public service motivation and monetary compensation in the work performance of local government employees. The research also aims to gain a deeper understanding of motivation, specifically, public service motivation and compensation. It is designed to address the issue of the impact of motivation on work performance. The researcher limiting the sample size to only include employees of the Los Angeles County Sheriffs and Fire departments. Thousands of books, articles, and journals that use the term "motivation" populate when doing an online search of the literature, this means that comprehensive research has been done. However, the researcher focused on exploring books, current articles, and peer-reviewed journals on motivation, public service motivation, compensation, work performance, and be able to identify the knowledge gaps. This includes consulting the literature and discovering new interpretations and new frontiers of knowledge that would benefit the public sector and policymakers in reforming the public safety departments in improving performance.

One of Los Angeles County's strategic goals is to make investments that transform lives. Aligning itself to this vision, the public safety departments should address new security challenges review and improve performance (County Strategic Plan, 2018). This paper will examine the challenges and solutions to enhance performance in the public safety sector. Specifically, the study will benefit the policymakers, and community stakeholders will utilize the knowledge gained from this in assisting the developing development of programs reforming the public safety sector and mitigate future issues.

Motivation

In the early 20th century, there was a belief that financial incentives are the most significant predictor of performance (Kreitner, 1995). This assumption was challenged when a series of studies was commissioned by Elton Mayo, widely known as the "Hawthorne Studies." In this study, Mayo discovered that workers were not motivated by financial incentives alone and that worker behavior was connected to their mindset (Dickson, 1973). The Hawthorne studies catapulted the human resources approach to management and resulted in the organization to shift its focus in satisfying the motivation and needs of the employee. The Hawthorne studies and the human resources path also served as a pioneer for other researchers and scholars to study motivation and performance in the organizations (Bedeian, 1993).

Motivation has been defined in a wide variety of fields, including psychology, social science, and management. The etymology of the word motivation comes from the word "move" which is a Latin word meaning move. In 1983, Baron, in his book "Behavior in Organizations," defined motivation as a force that energizes behavior and directs this energy to achieve specific goals. He went further and indicated that motivation that there is a reciprocal relationship between motivation and performance if followed by a reward. According to Ramlall (2004), motivation means persuading to act to satisfy a need. Dartey-Baah (2010), in his study involving Job Satisfaction and Motivation, defined motivation as a decision-making process, where the individual chooses desired results and develops appropriate behavior to acquire them.

Robbins (2005), stated that motivation comes from an unsatisfied need, this need creates tension that pushes an individual to achieve goals; once they need it satisfied, the

pressure is reduced. Alonso and Lewis (2001) defined motivation as the individual intensity of their efforts in achieving the organizational goal. The challenge is for the leaders to manage these motivational factors and utilize it as a tool to enhance employees' job performance. Researchers also found that the majority of organizations in the world focus on incentives that boost employees' work performance and productivity (Brewer and Selden, 2000).

The question of how to motivate employees have been plaguing scholars and researchers for years. However, one thing that these researchers agree on is that motivation, organizational objectives, and leadership are mutually tied together. Motivation is also distinctive; there are various ways to motivate employees and their different tools and devices that can be used to motivate them to achieve diverse organizational goals (Ritz et al., 2016). There are several theories of motivation. There is the expectancy theory of motivation, such as McGregor's (1960) Theory X and Y Model. It proposes that when employees are well motivated, they will act in a rational, reasonable, and productive fashion. There is also Vroom's (1964) Expectancy Theory, where the individual's feelings are recognized in accomplishing the predetermined organizational goals though the influence of motivation. Then, there is Maslow's (1943) Hierarchy of Needs, the most established theory of motivation in social science. His approach emphasizes the importance of motivation for an individual to be driven and satisfied in the workplace. Maslow's Hierarchy of Needs highlights the significance of expressing concern for the employees and encourages organizations to motivate people for them to fulfill their optimal achievement needs with the ultimate goal towards self-actualization, which means being the best version of themselves.

The public sector is specialized organizations that provide expertise and extensive services. The administration and operations of the public sector are also highly dependent on the employees, their skills, knowledge, attitudes, and motivation. Public employees are also the main assets and critical drivers of organizational results. Employee motivation is a vital component in the field of Public Administration; it is forecasted that the labor supply will dwindle because of demographic change, and there will be significant competition among employers from different sectors. Public administration will face serious rivalry against the private sector; the latter has a competitive advantage since they historically provide better financial and monetary compensation. However, the public sector could have a chance to attract, recruiting, and retaining employees by strengthening other factors of motivation (Ritz et al., 2016).

Motivation has two categories that have a distinct impact on employee motivation; these two types of motivation are called intrinsic motivation and extrinsic motivation. These two types of motivation provide different incentives; intrinsic motivation treats an activity as a reward in itself, while extrinsic motivation relies on explicit rewards as the source of motivation (Herzberg, 2003). According to McCullagh (2005), intrinsic motivation is an individuals' need to feel satisfaction and competence in something internal, while extrinsic motivation is focused on the completion of an activity to attain the desired outcome. He also believed that people could be motivated both intrinsically and extrinsically.

Lepper et al. (1973), stated that an action purely for the reason to indulge in the activity itself is called Intrinsic Motivation. Individuals who are intrinsically motivated, practice activities because it provides them enjoyment and satisfies their interests. Intrinsic

motivation was known to result in high level learning and creativity; studies suggest that recognizing oneself as competent often encourages personal gratification as does the existence of "optimal" difficulties (Csikszentmihalyi et al., 1978). To apply it in the work environment, Hackman and Oldham (1980) urged organizations to innovate the concept of work to promote intrinsic motivation. They suggested that greater task identity, task significance, and skill variations, increase the perceived significance of work, independence raises experienced accountability and feedback yields expertise. Furthermore, according to the self-determination theory, intrinsic motivation is boosted in independent work and results in more positive behavioral effect (Ryan et al., 1985). Extrinsic motivation is defined as doing an activity to arrive at a result that is different from the action itself (Ryan and Deci 2000), it also pertains to participating in an activity as a means to an end rather the result (Pintrich & Schunk, 1996). Extrinsicly motivated individuals, also take part in activities that earn rewards such as monetary incentives, reputation, or status.

In the review of literature about extrinsic motivation, it is evident that it gathered less research interest compared to its counterpart intrinsic motivation. The prior research also mainly concentrated in its situational impact which found that extrinsic motivation is improved by performance contingent benefits (Eisenberger & Rhoades, 2001) and can also be reduced by task-intrinsic benefits (Kruglanski, 1975). Studies also revealed that job satisfaction and dissatisfaction might be linked to some components of extrinsic motivation such as remuneration, working conditions, promotion, prestige (Hennessey & Amabile, 2005).

A study by Frey (1997), regarding motivation, lead to the argument of how extrinsic motivation overpower intrinsic motivation and decreases employee's work effort because rewards are conflicting with the individual's values and preference. Several scholars also debate that monetary incentives are weak motivators and can hamper intrinsic motivation, with examples such as decreasing creative thinking and innovation (Herzberg, 2003). According to Osterloh et al., (2000), focusing on extrinsic motivation distracts focus from the job which he hidden cost of rewards. They explained that when an action is intrinsically stimulating, the positive results can be eroded by the presence of extrinsic rewards. This erosion suggests that extrinsic motivation can undermine intrinsic motivation which has been explored under the cognitive evaluation theory (Kunz & Pfaff, 2002).

On the contrary, researchers such as Ryan & Deci (2000) stated that external incentives help to increase intrinsic motivation by promoting the employee's decisions and values, providing psychological benefits of wellbeing, and a sense of accomplishment. Decades back, Bishop (1987) also proposed that monetary incentives are yield productivity, and the reward strategy should depend on the size of an institution. Also, the outcome from contemporary organizational behavior research has confronted and revolutionized the traditional belief that extrinsic components do not motivate individuals. As such, it has been found that extrinsic motivation has an effect on several areas, such as worker commitment, personal achievements, and employee retention (Wegge et al., 2006). Several researchers also found a significant relationship between extrinsic motivation and job satisfaction; therefore, it seems that extrinsic behavioral

probability and extrinsic motivation are both compelling stimuli of motivated worker behavior (Moynihan & Pandey, 2007).

In a study of the employees of Bank Sulut, central office Manado to find if there is a relationship between extrinsic motivation, job satisfaction, and life satisfaction amongst employees in a public organization. Researchers took a sample of 100 respondents and collected data through a questionnaire. The multiple regressions model was used to answer the research question about the significance of the correlation between both motivation and job performance. The conclusion revealed that both extrinsic and intrinsic motivation influence job performance significantly and simultaneously. The researchers also found that motivation influenced job performance, such as supervision, achievement, training, job security, monitoring, pay, and relation with the work environment. They recommended that the Management of Bank Sulut Manado should evaluate their employees' needs and motivations to provide a productive work environment and to incentivize every task to reinforce a job well done. (Mundung et al., 2015).

A separate study by Farreed et al. (2013) examined the impact of rewards on employees' job satisfaction and work performance. The sample was employees in the telecommunication sector of Okara city in the country of Pakistan. The participants were given a 100-item questionnaire, and the researchers applied descriptive analysis, correlation, and multiple regression tests for data analysis. The results of the research found that there is a positive relationship between extrinsic and intrinsic rewards and employee's work performance and job satisfaction. The researchers also recommended

organizations to strategize, develop, and implement reward systems to increase work performance and job satisfaction as a solution to organization issues.

Public Service Motivation

Public Service Motivation originated from the idea that civil servants have a distinct drive to contribute to the general interest. It began with Aristotle and Plato and other historical scholars who have mentioned the approach of public service motivation in their works (Horton, 2008). Contemporary researchers are also taking an interest in this concept when depicting the motivations of modern civil servants (Chapman, 1988). In 1990, Perry and Wise defined public service motivation as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions" (Perry and Wise, 1990, p. 368), and the idea transformed to a well-established concept. After this, some scholars have proposed their definitions, such as Rainey and Steinbauer (1999: 23), who defined public service motivation as "a general altruistic motivation to serve the interests of a community of people, a state, a nation or humankind."

However, some international authors drew similar concepts that do not use Public Service Motivation terminology such as (Chanlat 2003; Woodhouse 1997; Pratchett and Wingfield 1996) even though they are pertaining to the same public service motivated behavior. To overcome these inconsistencies and to establish a blanket definition, Vandenabeele (2007) defined Public Service Motivation as "the belief, values, and attitudes that go beyond self-interest and organizational interest (p. 547)". A majority of researchers propose that public service employees have more of a public service motive than private-sector workers. As the study by Warner, Van Riper, Martin, and Collins

(1963), based on 13,000 interviews with federal executives, found that one of the four most significant reasons that they chose to enter public service is "service to the community." Rainey (1982) also concluded that managers in the public sector cared less about financial incentives compared to their private-sector managers.

Perry and Wise (1990) suggested that public organizations with several high-PSM employees are likely to depend less on intrinsic incentives rather than extrinsic rewards such as compensation. Some researchers supported this hypothesis and emphasized that extrinsic rewards such as pay and praise can make public sector workers less productive since their primary motivation is initially intrinsic (Kohn, 1993). A number of researchers also argued that this is the reason why merit pay is not effective in the public sector since pay is likely can decrease the motivation of a public sector employee (Kellough, 1993).

Compensation

Compensation is defined as all forms of monetary rewards or material benefits and services workers receive as part of an employment situation such as wages, salaries, bonuses, fringe benefits, and commissions (Mehran, 1995). Dessler (2011) definition further went to specifics and placed compensation to two different categories; employee compensation means all forms of pay, incentives or rewards received by employees and issued by their employer and direct monetary payments such as wages, salaries, and bonuses and indirect financial payments such as economic benefits insurance and a deferred pension plan.

The relationship between compensation and job performance has been researched by a number of scholars from different viewpoints. According to Baker, Jensen, & Murphy (1988), explicit monetary rewards are a critical part of a worker's compensation,

specifically performance-based compensation plans. This was supported by Delery and Doty (1996), who suggested that the most reliable predictor for work performance is indeed performance-based compensation. Furthermore, Banker, Lee, and Potter (2000) found that there was an increase in an agency's overall productivity when utilizing performance-based compensation, at the same time also helping recruit and retain more productive workers.

The second type of compensation, which is compensation based on an individual's merit or merit-based compensation, is more debatable. Many prominent researchers proposed that a merit-based compensation system is necessary for motivating workers and leads to an increase in work performance, which positively impacts higher organizational performance (Lawler, 1981). In contrast, another group of researchers found that according to statistical analysis, merit pay compensation program has no effect on organizational performance (Pearce, Stevenson, & Perry, 1985). However, according to (Dyer & Schwab, 1982), there is still a lack of detailed research that can prove or disprove the effectiveness of merit pay and bonuses in increasing work performance in an organization.

The use of outcome-based compensation is becoming more prevalent in a number of service-driven industries. Banker, Lee, Potter, and Srinivasan (1996), determined some of the main reasons why outcome-based compensation is becoming more popular. They argue that this type of compensation is great for motivating the worker, achieving strategic advantages, highlighting and understanding customer needs, expectations, and satisfaction. Zeithaml et al. (1993) supported this view and emphasized that outcome-based compensation enhances customer satisfaction and is useful in gaining a competitive

advantage. The county of Los Angeles utilizes the pay grade step compensation, which is under the merit-based compensation structure.

The word competency in the context of competency-based compensation was defined as Pearce et al. (1985) as a fundamental aspect of an individual, which is causally-related to competent or exceptional performance. Competency-based compensation policy is a finance structure that incentivizes employees based the level of their performance in the workplace, rather than their position in the organizational or seniority. In a competency-based compensation pay structure, the worker's contribution dictates their wage, the greater the contribution, the higher wage. This compensation structure encourages employees who are committed to their growth and developing their skills (Neathey & Reilly, 2003).

Equity-based compensation is a pay structure that offers employees a share of the company's prospective revenue in exchange for lower pay upfront. Equity-based compensation decreases the up-front monetary burden of paying and tends to attract employees who are dedicated to working harder to protect their financial wellbeing and the advancement of the organization (Ofek & Yermack, 2000). A study (Mehran 1995) showed that equity-based compensation is wildly utilized in organizations to ensure maximal effectiveness. Arnolds and Boshoff (2002) also established a relationship between job performance, job satisfaction, and individual personality distinction to equity-based pay among workers. In conclusion, it can be stated that compensation contains a variety of pay strategies for the workers in an organization.

Work Performance

Performance defined as "the measurement of result" (Robbins, 1984, p.99). He also suggested incentivizing people in an organization requires consensus on the criterion for determining workers' performance. According to Keijzer (2010), work performance represents a critical aspect that can transform the organization effectively and efficiently. Furthermore, work performance pertains to approaches conducted by an individual worker using human relations to reach a specific target that has been defined and comparing the outcome to the desired result after work has been finished.

Currently, work performance is a critical issue for both employees and organizational development. Work performance depends on factors such as the size, policy, operations, and strategy of an organization. Several scholars define performance in various ways; Hellriegel, Jackson, and Slocum (1999) describe the performance as the level of an employee's work accomplishment after exerting effort. Whetten, Cameron, and Woods (2000) proposed that environmental variables play a significant role in work performance. Also, (Liao & Chuang, 2004) identified components such as motivation, communication, creativity, problem-solving skills, sense of accountability, and culture fit as necessary to increase work performance. From a psychological standpoint, (Campbell et al., 1990), describes job performance as a variable based on an individual level that is affected by the demands of the job. Welbourne, Johnson, & Erez, (1998) proposed that work performance can be measured by quantity, quality, employee's efficiency and standard of work, the accuracy of work, employees' striving for higher excellence of work, motivation, the achievement of work goals, and also organizational policy.

The literature of work performance in government is focused on operational concepts of efficiency. According to Moynihan's (1998) research, there is evidence that organizations concentrate on measuring what is effortlessly quantifiable and in local government, the consequence is a bias towards measuring performance in terms of efficiency and economy, instead of effectiveness. This bias stems from the pressures on local government to plan for the future rather than maintain an incremental approach (Chun et al., 2006). Flynn and Talbot further indicated that the push for improved performance in the short term might obstruct strategic planning because of factors such as budget constraints and financial performance in local government. They recommended the innovation of performance management so that the stakeholders can see a better picture and develop a strategy for effectiveness.

Motivation is known to be a predictor of work performance; this is the reason why employees with high levels of motivation are considered as essential aspects of an organization. According to a study at the Universiti Teknologi MARA Terengganu, researchers wanted to measure the effect of employee motivation towards job performance among non-academic staff. A sample of 169 respondents was selected from the non-academic staff of departments in the University. The analysis found that individual needs, personal preferences, and work environment are positively and significantly correlated with work performance. They recommended the administrators to focus on the motivation component since it shows to increase the level of job performance among non-academic staff (Mohd et al., 2015).

Another study designed to have a better understanding of employee motivation and their relationship with work performance in Malaysian servicing organizations also

found that motivation is a significant predictor of job performance. The researchers used a survey to collect data, and they used correlation to analyze it. A sample of 130 employees of service organizations was also used in the study. Furthermore, the research found that intrinsic motivational factors were considered more important to the workers when compared to extrinsic motivational factors such as compensation (Aarabi et al., 2013).

In their classic article, Perry and Wise (1990) found that workers with high levels of public service motivation are likely to have better work performance in the public sector. After Perry and Wise's 1990 article, several researchers have studied the link between job performance and Public Service Motivation. In a study using cross-sectional survey data from some a sample of 10,000 U.S. federal employees, Naff and Crum (1999) identified a positive correlation between Public Service Motivation and self-reported individual performance ratings. This result was partially supported by a subsequent study by Alonso and Lewis (2001) using the sample and responses of 35,000 federal white-collar employees to the 1991 Survey of Federal Employees and the 1996 Merit Principles Survey. The researchers also found a positive association between Public Service Motivation and self-reported performance ratings in the 1996 data. Furthermore, Andersen and Serritzlew (2012) shed light on the association between Public Service Motivation and behavior in a sample of 556 Danish physiotherapists working in private practice. The physiotherapists that self-reported stronger commitment to the public interest than their colleagues tended to have a higher percentage of disabled patients. It was noted that the researchers viewed these patients with a disability as a proxy for individual work performance.

Contemporary reforms in the public sector constitute the installation of businesslike incentive structures, such as "pay for performance" schemes in public institutions. However, the public sector has some unique attributes, which might hinder the flawless enactment of pay for performance. The article analyzed whether the effect of pay for performance in work performance is tied to certain conditions and if this is the case, under which states pay for performance has a positive or a negative effect on work performance. In a study by Weibel et al. (2009), they explored a meta-analytic review of historical experimental studies on the impact of pay for performance on work performance. They found that motivation could positively influence the effect of performance-related pay on performance, but that pay for performance is also more costly to the public sector.

Knowledge Gaps

It is evident in the above review of the literature; several research studies have found significant relationships between public service motivation, monetary compensation, and work performance using different methodologies, approaches, variables, and population size. Park and Rainey (2007 & 2008) studies resulted in a moderate to a strong correlation between public service motivation and job satisfaction; Minor associations were also discovered by (Vandenabeele 2009; Taylor 2007 & 2008; Castaing 2006). For monetary compensation and work performance, comparable relationships are discussed in the literature, although the results, size research design also differ. Furthermore, the prior body of research has focused primarily on international, national, and federal levels of the government, whereas no study has investigated such

effects in the local government or the public safety sector, for example, the Los Angeles County Sheriffs and Fire department.

The field of public administration at this basic level does not have enough data about the impact of motivation on work performance. However, while the specific concept of public service motivation has not previously been applied to the Los Angeles County Sheriffs and Fire department, some researchers have applied closely-related concepts such as organizational identification, job satisfaction, and retention (Qing et al. 2019; Breaugh et al. 2017; Phillips 2003). To fill the gap in the literature, which will utilize a quantitative correlational research approach that includes survey questionnaires. The sample will be public safety employees of the Los Angeles County Sheriffs, and the Fire department and participation will be strictly voluntary. As public service motivation and monetary compensation continually show positive relationships to work performance in prior literature, we can assume that it, too, will correlate with work performance in the future study.

Methodology

This chapter explores the research methodology, it discusses the design, population, sample size, instruments that was used, the data collection and concludes by illustrating the procedures and data analysis.

In line with the hypotheses, the purpose of this study is to understand the relationship between public service motivation, compensation, and work performance within the local government agencies, specifically in the public safety agencies such as the Sheriff's Department and Fire Department. This study proposes to answer the following questions:

1. Is there a significant relationship between public service motivation and work performance?
2. Is there a significant relationship between monetary compensation and work performance?

This framework can be formalized in a set of hypotheses:

H1: There is a significant relationship between public service motivation and work performance.

H2: There is a significant relationship between monetary compensation and work performance

Research Design

In the current study, a quantitative correlational research approach will be adopted. It will comprise of survey questionnaires distributed to employees within local public agencies under Los Angeles County. The survey method was chosen since it can easily facilitate the collection of data from a vast population, and for its convenience in developing and administering the questionnaire (Malhotra, 2010). A survey obtains information from a sample through self-report that its people respond to a series of questions asked by the investigator (Polit and Hungler, 1993). A correlational study will also be used to investigate the relationship between public service motivation, compensation, and work performance. A simple random sampling technique will be used in this study.

Participants

The sample of the future study will consist of 300 local government employees. Gender and age will not be a factor in the survey, so employees have equal chances. However, these will be asked in the questionnaire for comparison. The sample will be collected from two different departments in Los Angeles County, specifically the Los Angeles Sheriff's Department, and the Fire Department. A simple random sampling technique will be used to increase precision and representation. This sampling technique ensures that all the population elements have an equal chance of being selected (Churchill & Iacobucci, 2002). The researcher chose a sample from Los Angeles County since the county of Los Angeles has a diverse workforce and will be representing employees from different levels of educational attainment, socioeconomic status, and ethnicity. Informed consent will be obtained from participants, and participation will be voluntary.

Instruments

Primary data will be collected using a three-section structured questionnaire. The questionnaire will be divided into three components, Part I, II, III. The first part of the questionnaire will consist of three questions seeking general information about the respondent; these include their gender, position, and the amount of their salary, to be able to operationalize the salary, it will be divided into five income thresholds (see Appendix B). The researcher wanted to collect limited identifying information so that the respondents can answer with complete anonymity. The second part will be the variable of Public Service Motivation will be operationalized with Zhu et al. (2012), an 18-item revised measurement scale, that includes four conceptual components identified by Perry's (1996) 24-item scale. The respondents will be asked to gauge their Public Service Motivation and to identify the extent these questions apply to their perceptions. The research will use five-point Likert scale ratings from "1 Strongly disagree" to "5 Strongly agree". Three questions will measure their attraction to policymaking, four questions will address their commitment to the public interest, five questions will describe their compassion, and six questions will indicate their propensity for self-sacrifice. The third section of the questionnaire will seek to establish individual work performance. The researcher will utilize the Individual Work Performance Questionnaire or IWPQ to measure work performance among employees from the Los Angeles County Fire Department and the Sheriff's Department and the. The IWPQ has shown satisfactory face and structural validity, as well as adequate convergent validity and reasonable discriminative validity (Koopmans et al., 2014). The questionnaire also consists of 18 questions in three scales: task performance, contextual performance, and

counterproductive work behavior. It has a rating scale from 0 (“seldom”) to 4 (“always”) for the task and contextual performance, and 0 (“never”) to 4 (“often”) for counterproductive work behavior.

Data Collection Method

The researcher will start the data collection by writing an introductory letter to the Department heads. The letter will describe the objective of the study, how the research will be conducted, what are the timeline of the study, the confidentiality of the participants that will be involved, and any concerns or suggestions that they might have. The primary purpose of this introductory letter is for the participants to be aware of the reason for the study and encourage them to participate. The questionnaires designed by the researcher will conduct a test run and will administer the questionnaire to 5 respondents; these respondents will not be included in the sample. The goal of the pilot study will enable the researcher to regulate and improvise the questionnaire for efficiency and objectivity. The researcher will brief the management and request for the management’s consent to email letters of explanation consisting of the purpose of the study, confidentiality, and consent forms to the population. The email address of the employees can be found in the Los Angeles county email address book, and they will receive an invitation to take part in the study.

Once the list of volunteers is finalized, the questionnaire will then be administered in person, and the questionnaire was estimated to take 15 minutes to complete. The researcher chose an in-person survey, to assist the participants and be able to address questions or concerns to ensure a high rate of response. The participants will also be instructed to fill the questionnaires not to skip through any of the items in the

questionnaires and answer as honestly as possible. The questionnaires will be collected and checked to make sure all the questionnaires are answered entirely and eliminate those with errors. Data will be analyzed using descriptive statistics like percentages and frequencies. The data collected will be entered in Microsoft Excel and run the data through the Statistical Package for Social Sciences (SPSS) to explore the relationship between dependent and independent variables.

Ethical Consideration

The researcher takes the ethical consideration of participants seriously. The respondents will be aware that their participation is voluntary and that they have the right to withdraw from the study at any time. An informed consent document will also be provided to educate the participant about the implications of the study and demonstrate that the researcher did not coerce or pressure them to participate. The researcher also made sure that the language used in the questionnaires are not offensive or discriminatory. Confidentiality and the privacy of respondents are of the utmost importance to the researcher. To make sure that anonymity is preserved, respondent names will not be asked, and the respondent will be identified only by a number code. Finally, the researchers will maintain the highest standards of objectivity and will ensure that any possible conflicts of interest will be declared.

Recommendation

Discussion

This study will advance the understanding of the relationship between public service motivation and monetary incentives on local government employees' intended effort and will illustrate how these different types of motivation will influence their work performance. The study will show that both intrinsic and extrinsic factors motivate employees of the County of Los Angeles Sheriffs and Fire department with particular emphasis on public service motivation and monetary compensation.

According to Frey (1997), once compensation reaches a certain level, intrinsic components are stronger motivators, and employees require intrinsic rewards such as a sense of doing something meaningful and worthwhile. Lawler (2003) argues that the effectiveness and survival of organizations are determined through how they treat their human capital. The results of the study are practical and useful in empowering managers in the public sector to motivate and satisfy the needs of their employees. By optimizing the public service motivation and monetary incentives identified in this study, managers may be able to enhance the work performance of public service employees. This might also lead to a reduction in dysfunctional actions by public employees, such as high turnover, absenteeism, and unsatisfactory work performance. This will have a ripple effect on the attainment of organizational goals since both public service motivation and monetary compensation are both positively correlated with organizational performance (Chandrasaker, 2011).

In B.F. Skinner's (1953) reinforcement theory, he states that one of the best ways to motivate an employee is to make significant changes to the work environment. That

employee behavior that results in positive outcomes should be reinforced. There is a very high probability that if this theory is applied to the local government employees, public service motivation, and work performance will also continue to increase. Public managers should assess the employees' motivation levels constantly to address the intrinsic and extrinsic factors that motivate employees. Management will then be able to assess the need of the employees' time and be able to address it promptly.

Based on the research findings, it is evident that work performance in local government has room for improvement to meet public standards and expectations. It is logical to articulate that the current perception of poor work performance of local government employees can be reversed if the leadership and other stakeholders ensure local government employees are sufficiently motivated. The study demonstrates that effective and proper motivation strategies can help eliminate assumptions, liabilities, and misconceptions and the gross negative perception about work performance in the local government. Motivation, as was discussed in the literature review and the research, findings have a direct link with work performance. When the employees motivated, they are satisfied and therefore work well. Public service motivation and monetary compensation improvements need to be addressed at a much faster rate to improve work performance.

Limitation

There are several limitations of the proposed study that should be considered in implementing this research and interpreting the results. First, it is especially important to recognize that other personal resources, such as self-esteem, role stress, feedback, and persistence, will not be included in the researcher's study. Future studies on public service

motivation, monetary compensation, and work performance can add these variables. Next, this study will be limited to the employees working in two different departments of Los Angeles County. The sample will be selected only from Los Angeles County, so the sample is not representative of all local government workers. It would be useful if future studies could replicate and extend this study using larger samples of employees in different areas of the government, including but not limited to state and federal employees.

Furthermore, although the researcher will try her best to control all exogenous variables, some exogenous variables are very difficult to control, like mood and mental states and self-reported data, which might be unreliable and might affect results of the study. Lastly, correlation does not imply causation. Future research should be directed towards examining the causation of public service motivation, monetary compensation, and work performance in various public sector settings and testing of different hypotheses, which could lead to new but related inferences.

Conclusion

The proposed study will have reached its goal once it makes significant contributions to a theoretical understanding of public service motivation and compensation and its correlation to work performance among local government employees and provides needed information for public managers and implementers dealing with public sector employees.

The results will demonstrate that the earlier hypotheses are corroborated. First, the findings will show that public service motivation plays a significant role in increasing work performance. Local government employees who have high levels of public service

motivation will display higher levels of work performance. Second, the level of monetary compensation will also increase work performance. Local government employees will experience a higher level of work performance as monetary compensation increases.

The findings of this paper will also show that public service motivation and monetary compensation are both important motivators within the local government. Although the organizational mission differs from that of a federal or state government, staff may be equally inspired by the service ideal and deeply committed to their work. The findings also support the argument that public service motivation plays a more significant role in work performance than monetary compensation. Financial rewards, although relevant, will show less impact on work performance in the public sector. These results will strengthen the need for a diversified motivational strategy, which should implement various types of motivation, such as public service motivation, while also strengthening monetary incentives to reward agencies that deliver public value.

This study can be very useful in the following ways. First, a positive relationship between public service motivation and monetary compensation to work performance among local government employees can lay the foundation for further research and studies. Next, interventions can be made to increase the public service motivation and monetary compensation of employees, which will have positive effects on work performance and, ultimately, their productivity and efficiency. The adoption of administrative practices to improve employees' organizational commitment may contribute to an increase in their public service motivation. The work performance of employees whose public service motivation and monetary compensation are elevated can be expected to advance after utilizing such practices. Lastly, the study's findings can be

implemented in a recruitment setting. Recruitment managers can be made aware of the importance of high public service motivation and can add high public service motivation scores as an asset when looking for talent.

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Appendix A

Introduction Letter

Thank you for your interest in participating in the Student Motivation Survey. The purpose of this survey is to understand factors affecting student employee motivation. There is no compensation for your participation. Benefits of participating in this study include contributing data to help inform best practices to support student employees in the workplace. Your participation is voluntary, and you have the right to stop the survey at any time, and/or refuse to answer certain questions. Your participation is also anonymous and confidential, and all responses will be aggregated so that no response can be traced to an individual employee. Survey data will be stored in a password protected data file in Dropbox that only the lead researcher will have access to. If you have any questions about this study, please contact Elaine Linga at elaine.linga@gmail.com.

This survey should take approximately 20 minutes to complete. By continuing to the next section of this survey, you agree to participate in this study. Thank you for your participation.

Appendix B

Survey Questionnaire

Thank you for your interest in participating in the Employee Motivation and Work Performance Survey. The purpose of this survey is to understand factors affecting employee's motivation. The benefits of participating in this study is to help inform best practices to support employees in the workplace. Your participation is voluntary, and you have the right to stop the survey at any time, rest assured your participation is private and confidential, no response can be traced to an individual employee or department. Survey data will be stored in a password protected data file and that only researcher will have access to. If you have any questions about this study, please contact Elaine Linga at elaine.linga@gmail.com.

This survey should take no more than 20 minutes to complete. By continuing to the next part of this survey, you agree to participate in this study. Thank you very much for your participation.

Section One: Demographic Data

1. What is your gender?
 - a. Female
 - b. Male
 - c. Non-binary/third gender
 - d. Prefer not to say

2. What is your position? _____

3. What is your annual salary? _____

Please continue to the next section.

Section Two:**Public Service Motivation Questionnaire****Attraction to Policy making questions (1-5 Likert Scale)**

Please rate the degree to which you agree with the following questions:

1. Politics is a dirty word.
 - a. 1 = strongly disagree
 - b. 2 = disagree
 - c. 3 = neither agree nor disagree
 - d. 4 = agree
 - e. 5 = strongly agree
2. The give and take of public policy making does not appeal to me.
 - a. 1 = strongly disagree
 - b. 2 = disagree
 - c. 3 = neither agree nor disagree
 - d. 4 = agree
 - e. 5 = strongly agree
3. I do not care much for politicians.
 - a. 1 = strongly disagree
 - b. 2 = disagree
 - c. 3 = neither agree nor disagree
 - d. 4 = agree
 - e. 5 = strongly agree

Commitment to public interest (1-5 Likert Scale)

Please rate the degree to which you agree with the following questions:

4. I unselfishly contribute to my community.

- a. 1 = strongly disagree
- b. 2 = disagree
- c. 3 = neither agree nor disagree
- d. 4 = agree
- e. 5 = strongly agree

5. Meaningful public service is very important to me.

- a. 1 = strongly disagree
- b. 2 = disagree
- c. 3 = neither agree nor disagree
- d. 4 = agree
- e. 5 = strongly agree

6. I would prefer seeing public officials do what is best for the whole community,

even if it harmed my interests.

- a. 1 = strongly disagree
- b. 2 = disagree
- c. 3 = neither agree nor disagree
- d. 4 = agree
- e. 5 = strongly agree

7. I consider public service to be my civic duty.

- a. 1 = strongly disagree

- b. 2 = disagree
- c. 3 = neither agree nor disagree
- d. 4 = agree
- e. 5 = strongly agree

Compassion (1-5 Likert Scale)

Please rate the degree to which you agree with the following questions:

8. I am rarely moved by the plight of the underprivileged.

- a. 1 = strongly disagree
- b. 2 = disagree
- c. 3 = neither agree nor disagree
- d. 4 = agree
- e. 5 = strongly agree

9. Most social programs are too vital to do without.

- a. 1 = strongly disagree
- b. 2 = disagree
- c. 3 = neither agree nor disagree
- d. 4 = agree
- e. 5 = strongly agree

10. To me, patriotism includes seeing to the welfare of others.

- a. 1 = strongly disagree
- b. 2 = disagree
- c. 3 = neither agree nor disagree
- d. 4 = agree

e. 5 = strongly agree

11. I seldom think about the welfare of people whom I do not know personally.

a. 1 = strongly disagree

b. 2 = disagree

c. 3 = neither agree nor disagree

d. 4 = agree

e. 5 = strongly agree

12. I am often reminded by daily events how dependent we are on one another.

a. 1 = strongly disagree

b. 2 = disagree

c. 3 = neither agree nor disagree

d. 4 = agree

e. 5 = strongly agree

Self-Sacrifice (1-5 Likert Scale)

Please rate the degree to which you agree with the following questions:

13. Making a difference in society means more to me than personal achievements.

a. 1 = strongly disagree

b. 2 = disagree

c. 3 = neither agree nor disagree

d. 4 = agree

e. 5 = strongly agree

14. I believe in putting duty before self.

a. 1 = strongly disagree

- b. 2 = disagree
- c. 3 = neither agree nor disagree
- d. 4 = agree
- e. 5 = strongly agree

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

- a. 1 = strongly disagree
- b. 2 = disagree
- c. 3 = neither agree nor disagree
- d. 4 = agree
- e. 5 = strongly agree

16. I am one of those rare people who would risk personal loss to help someone else.

- a. 1 = strongly disagree
- b. 2 = disagree
- c. 3 = neither agree nor disagree
- d. 4 = agree
- e. 5 = strongly agree

17. I am prepared to make enormous sacrifices for the good of society.

- a. 1 = strongly disagree
- b. 2 = disagree
- c. 3 = neither agree nor disagree
- d. 4 = agree
- e. 5 = strongly agree

18. I feel people should give back to society more than they get from it.

- a. 1 = strongly disagree
- b. 2 = disagree
- c. 3 = neither agree nor disagree
- d. 4 = agree
- e. 5 = strongly agree

Please continue to the next section.

Questions adapted from the Public Service Motivation questionnaire (Zhu et al., 2012).

Section Three:

Individual Work Performance Questionnaire

The following questions relate to how you carried out your work during the past 3 months. In order to get an accurate picture of your conduct at work, it is important that you complete the questionnaire as carefully and honestly as possible. If you are uncertain about how to answer a particular question, please give the best possible answer. The questionnaire will take about approximately 5 minutes to complete. The questionnaire is completely anonymous: your answers will not be seen by your supervisor(s) or colleagues.

Task Performance (TP) scale

In the past 3 months...

1. I was able to plan my work so that I finished on time.
 - a. 0 = seldom
 - b. 1 = sometimes
 - c. 2 = regularly

d. 3 = often

e. 4 = always

2. I kept in mind the work result I needed to achieve.

a. 0 = seldom

b. 1 = sometimes

c. 2 = regularly

d. 3 = often

e. 4 = always

3. I was able to distinguish main issues from side issues.

a. 0 = seldom

b. 1 = sometimes

c. 2 = regularly

d. 3 = often

e. 4 = always

4. I was able to carry out my work well with minimal time and effort.

a. 0 = seldom

b. 1 = sometimes

c. 2 = regularly

d. 3 = often

e. 4 = always

5. I planned my work optimally.

a. 0 = seldom

b. 1 = sometimes

c. 2 = regularly

d. 3 = often

e. 4 = always

Contextual performance (CP) scale

In the past 3 months...

6. On my own initiative, I started new tasks when my old tasks were completed.

a. 0 = seldom

b. 1 = sometimes

c. 2 = regularly

d. 3 = often

e. 4 = always

7. I took on challenging tasks when these were available.

a. 0 = seldom

b. 1 = sometimes

c. 2 = regularly

d. 3 = often

e. 4 = always

8. I worked on keeping my job-related knowledge up-to-date

a. 0 = seldom

b. 1 = sometimes

c. 2 = regularly

d. 3 = often

e. 4 = always

9. I worked on keeping my work skills up-to-date.

- a. 0 = seldom
- b. 1 = sometimes
- c. 2 = regularly
- d. 3 = often
- e. 4 = always

10. I came up with creative solutions for new problems.

- a. 0 = seldom
- b. 1 = sometimes
- c. 2 = regularly
- d. 3 = often
- e. 4 = always

11. I took on extra responsibilities.

- a. 0 = seldom
- b. 1 = sometimes
- c. 2 = regularly
- d. 3 = often
- e. 4 = always

12. I continually sought new challenges in my work.

- a. 0 = seldom
- b. 1 = sometimes
- c. 2 = regularly
- d. 3 = often

e. 4 = always

13. I actively participated in meetings and/or consultations.

a. 0 = seldom

b. 1 = sometimes

c. 2 = regularly

d. 3 = often

e. 4 = always

Counterproductive work behavior (CWB) scale

In the past 3 months...

14. I complained about unimportant issues at work.

a. 0 = seldom

b. 1 = sometimes

c. 2 = regularly

d. 3 = often

e. 4 = always

15. I made problems at work bigger than they were.

a. 0 = seldom

b. 1 = sometimes

c. 2 = regularly

d. 3 = often

e. 4 = always

16. I focused on the negative aspects of a situation at work instead of the positive

aspects.

- a. 0 = seldom
- b. 1 = sometimes
- c. 2 = regularly
- d. 3 = often
- e. 4 = always

17. I talked to colleagues about the negative aspects of my work.

- a. 0 = seldom
- b. 1 = sometimes
- c. 2 = regularly
- d. 3 = often
- e. 4 = always

18. I talked to people outside of the organization about the negative aspects of my work.

- a. 0 = seldom
- b. 1 = sometimes
- c. 2 = regularly
- d. 3 = often
- e. 4 = always

This concludes the survey. Thank you for your participation.

Questions adapted from the IWPQ subscale questions (Koopmans et al., 2014)