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The Impact of an Employee's Job Position and the Burnout Rates in Public Sector

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Abstract

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By

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Master of Public Administration in Public Sector Management and Leadership

The study presented in this proposal examines the impact of an employee's job position and the burnout rates in Public Sector. Although researchers and organization leaders have strived to identify effective strategies to reduce occupational stress to their employees, there has not been enough interest in how a jobs position can influence burnout rates in their organization. To understand how burnout can be avoided, must identify what are some of the job responsibilities and emotional labor that contribute to burnout. Whom are we specifically focusing on? Frontline employees at Department of Public Social Services. This paper will provide a literature review to help further explain is there a relation in an employee's job position and their burnout rates in the public sector? And why do employees stay when they may no longer have any job satisfaction?

Introduction

While researchers and organization leaders have strived to identify effective strategies to reduce occupational stress to their employees, there has not been enough interest in how a job role and responsibility can influence the burnout rates in their organizations. To understand how burnouts can be avoided, must identify some of the job roles that can contribute to a burnout and how an organization's rigid rules can also contribute to it.

Public Administration deals with public policies, state affairs, government agencies, and provides various services to the public. While Private administration manages operations in private organizations, usually motivated in earning profits and with no state or government control. This study will mainly focus on Eligibility workers at Department of Public Social Services (DPSS) in Los Angeles County, therefore; for the purpose of this paper, private sector will not be included in this analysis.

For a long time, public sector has been recognized as having rigid structures, formalized job guidelines and responsibilities, inflexible reward systems, and other many constraints. Public service agencies employ a different set of strategies for carrying out their goals and missions than other public institutions do. As public services focus on customer needs as a priority it is also critical for them and their workers to have a clear understanding of what constitutes quality public service. Liu et al. (2015) states public service organizations that have been pushed hard to produce more with less, work stress and employee wellbeing have become an increasingly important issue.

Human Resources is a key part in public sector organizations primarily they are funded through public taxes. Therefore, any inefficient and unproductive management, burdens the taxpayers who consume public services and goods (Kim, 2010).

Even with rigid structures and inflexible rewards systems, there is an attractiveness and prestige of public sector jobs and working in government organizations (Perry & Wise, 1990). Motivational characteristics of public service has drawn attention since the beginning of the field of public administration according to researchers. A key factor of the attractiveness is Public Service Motivation (PSM), an individual's motive grounded primarily or uniquely in working at public institutions and organizations. PSM is a key factor in attracting and retaining workers in the public sector (Perry & Wise, 1990). PSM is driven psychological factors, but social factors can also determine their relative importance for an employee to stay or leave an organization.

Overall an employee's job satisfaction is crucial as it can also have an impact on productivity and organizational effectiveness within a public sector organization (Ricucci, 2005). The organization can range job positions, and each holds a different responsibility and commitment. Whether the perception of a competitive environment influences an employee perception of organizational performance. Such influence would be important to public sector management because employees' perceptions of the work environment and organizational performance relate directly to job satisfaction and commitment, which in turn are associated with individual work performance and productivity.

At first it may have started as an incentive to work due to the size and growth of public sector. Hirshman (1982) states just as many motives there are to work in public sector, there are just as many reasons why it may shift over time. Research indicates that workplace stress has the potential to harm employee health and create stress related absence affecting organizations productivity during economic recession Ravalier et al. (2014). This paper will provide a literature review to help further explain is there a relation in an employee's job position and their burnout rates in the public sector. Does the amount work or years worked conclude to an

employee's burnout? And if they are, why do employees still stay when they may no longer have any job satisfaction?

Literature Review

Human Resources in Public Sector

Human Resources responsibilities include recruiting, hiring, retaining, promoting, appraising, compensating, motivating, training, and terminating public employees. Whether HR can locate the right people in the right places at the right time, HR must meet its administrative needs (Donahue et al., 2000).

Public human resources have typically been equated with Civil Service systems while executive managers or leaders have not. Human resources management has rarely been examined as a complete system in the context of its links to an organization's overall potential to perform (Donahue et al., 2000). Research has begun but it still lacks literature. Staw et al. (1981) emphasizes how organizations cope with adversity and try to evolve by examining the life span of its organization and under varying environmental conditions. Overall questioning how adversity affects the adaptability of multiple layers of an organizational system.

Sociological theory notes that organizations attempt to cope with potential sources of adversity by adjusting their internal structure or by taking actions to enhance their position in the environment. Researchers have attempted to find answers to questions of the public sector's productivity and efficiency through organizational behavior theories, such as motivation theory. They have argued that some motivators, such as higher pay, job security, promotion, and helpfulness, may prove useful in improving employees' performance. This is more often seen in private than public sector.

Employee's perceptions of organizational performance tended to increase when they felt that organizational rules were oriented toward their performance (Kim, 2010). Some studies suggest that public employees have a different incentive structure than private sector employees.

However, Government agencies keep trying to introduce these approaches from the private sector, to increase government productivity and efficiency through competition. According to Perry & Wise (1990), even with higher paid wages it has not been effective in motivating employees or increasing organizational effectiveness. Vickers (1995) argues that competition is a great incentive for efficiency, by allowing performance comparison among employees and that such competition by comparison can affect employee work motivation in many ways. Continuing organizational performance may not be achieved without competitive work environments because organizations with competitive work environments motivate their members to high levels of performance.

Human resources practices to develop competitive organizational environments by rewarding with merit pay, creating opportunities for other jobs or promotions, organizational rules, and capacity to deal with risks. However, there are cons in creating competition among employees with merit pay. Poorly organized merit pay systems may decrease employee job satisfaction and motivation to perform and even seen as a double-edged sword in public sectors (Kim, 2010).

Researchers argue that management needs to know what rewards are valued by workers and must be able to set up human resource management structures. Kim (2010) states, public and nonprofit sector employees were satisfied when their expectations for merit rewards were positively related to employee's perception of organizational performance.

While Donahue et al. (2000) found widespread agreement that key components of good human resources management systems include the use of coherent rules and procedures; efforts at workforce planning; timely hiring; create professional development programs; and meaningful reward structures and disciplinary procedures.

Public Service Motivation (PSM)

What motivates individuals to work in Public Sectors and why do they continue to stay? Motivational characteristics of public service have drawn attention since the beginning of the field of public administration. Perry and Wise (1990) state there is a prestige of working in a government organization and this a contributing factor of the attractiveness of public sector jobs. PSM, which is defined as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations" (Perry & Wise, 1990, p. 492). Anthony Downs (1967) argued some civil servants are motivated by commitment to a public program because of personal identification with that specific program. Individuals may be drawn to government or pursue courses of action within government because of their belief that their choices will facilitate the interests of special groups. The greater an individuals' public service motivation, the more likely the individual will seek membership in a public organization. Matheson (2011) comments motivations of individuals are shaped not only by work factors such as job characteristics, organizational incentives, and the work environment but also by nonwork factors such as their cultural background, class, age, generation, gender, and education and by individual characteristics such as their abilities and competences. The most important challenge for public servants is not to make their work more efficient, but to make it more humane and caring.

Present studies seek to clarify the nature of public service motivation and identify its effects on public employee behavior. Perry and Wise (1990) state there are three distinct analytical categories in PSM. These categories include Rational, Norm-based, and Affective.

Rational

Rational-involves actions grounded in individual utility maximization. Meaning individuals who are drawn to public sector to participate in policy making may be satisfying personal needs. Downs (1967) argues some civil servants are motivated by commitment to a public program because of personal identification with the program.

Norm based.

The most identified normative foundation for public employment is the desire to serve the public (Perry & Wise, 1990). Norm-based motives-effort to conform to the norms. However, there are disagreements to this foundation stating a desire to serve the public is only one value integral in public service motivation. There are many other contributing factors.

Affective

Affective motors refer to triggers of the behavior that are grounded in emotional responses to various social contexts. Researchers have found that government workers are more likely to be motivated by PSM when compared to private sector employees. assumes that citizens with altruistic beliefs are attracted to government service and, as a result, place a higher value on serving the public's interest.

Perry and Wise (1990) correlate employees with high PSM will perform better, show a more optimistic attitude toward government, and will be less dependent upon utilitarian incentives such as pay. PSM are positively related to individual performance, there is an expectation individuals will be motivated to perform well when they find their work meaningful and believe they have a responsibility for the outcomes. They are most likely to stay committed to an organization and perform, adjust to changes, and engage in innovative behaviors on behalf of the organization. Researchers agree when there is high PSM, retentions rates are higher.

Liu et al. (2015) stated PSM is an essential public management construct and is linked to positive consequences of job satisfaction, intentions to retain, organizational commitment, citizenship behavior, and job performance.

Organizational Commitment

Camilleri & Van Der Heijden (2007) stated Organizational Commitment and PSM have important implications for both employees as individuals and the organizations that employ them. Resembling PSM, Organizational commitment also has three distinct analytical categories, affective, rational, and normative.

OC is viewed as having an affective component, referring to the employee's emotional attachment to, identification with, and involvement in the organization. By employees having OC they are less likely to be absent because of the recognition of costs associated with leaving the organization (Camilleri & Van Der Heijden, 2007). Explaining individuals become rational and bound to an organization because they have invested in it and cannot afford to separate themselves from it. Normative OC reflects the employee's feeling of obligation to remain within the organization.

Why is OC important? (Camilleri & Van Der Heijden, 2007) argues in having a lack of Organizational Commitment can have serious negative implications of higher or unwanted turnover, adding to the cost of recruitment, selection, and training. The instability caused by high turnover may create problems regarding quality of services the organization provides. However, the empirical evidence suggests, motivation is positively related to affective OC; but there is no evidence of a relation between motivation and normative OC. Evidence suggests motivation is positively related to affective OC. Employees must maintain a core of committed individuals who are the source of organizational life, they represent the heart, brain, and muscle of the

organization (Camilleri & Van Der Heijden, 2007). Employees who develop a high level of OC tend to be highly satisfied and are fulfilled by their jobs, thus influencing why they stay. PSM is reinforced and strengthened by OC; therefore, PSM is a consequence of OC. Gil et al. (2015) suggests that public service organizations should review their human resource policies and strive for efforts aimed at building a proper type and level of OC, because OC appears to be an important link with PSM and individual performance.

However, Hirshman (1982) argues there are several continuum factors that can easily pull people from public sectors such as economic conditions. Continuing if an individual is drawn to public organization because of expectations they have about rewards of public service, and if those expectations go unfulfilled, they the employees are most likely to revise their preferences and objectives or seek opportunities compatible with their interests.

In conclusion between public and private sector employees, public sector employees' value financial rewards less and social or public service more than their private sector. Researchers argue that pay remains the most relied- upon economic incentive for work, although in government agencies it is seen as the last resort in why employees continue to work and stay in public sectors. Matheson (2011) states employees stay because of public sector's job security. Job security was the second most important reason why individuals joined and remained in the public service.

However, at first it may have started as an incentive due to the size and growth and popularity of public sector organizations, but over time their perspective may change. Overall, high PSM public employees tend to experience better mental wellbeing than their low-PSM colleagues.

Job Satisfaction

Job satisfaction is crucial as it can also have an impact on productivity and organizational effectiveness within an organization (Ricucci, 2005). Caillier (2011) correlates a relationship job satisfaction and organizational effectiveness. Other important factors include public service motivation, role ambiguity, and job position. However, Caillier (2011) states the association between organizational effectiveness and satisfaction is rare. Over claiming employees want their organization to achieve its goals and when organizational effectiveness serves as an intrinsic incentive that can improve job satisfaction. Scholars have long argued that organizational related performance measures, can serve to motivate and increase employee job satisfaction Caillier (2011). However, there is insufficient literature to associate these two relationships.

Job Positions in Organizations and Occupational Stress

The job positions focusing on range from frontline employees to supervisor and management levels. An individual's position in the organization is defined as a worker's status on the organizational chart Callaier (2011). Categorizing into one of three levels: line-level, midlevel, or top-level. Management capacity is a necessary antecedent to effectiveness in government organizations because it shapes and supports longer-term performance capabilities (Ingraham and Kneedler 2000). Researchers have argued that management capacity is itself forged not only by the qualities of the various management systems, but by the absence or presence of integration across the systems and by the absence or presence of a system of managing for results. (Donahue et al. 2000).

One of the most influential models in research on the relationship between work and health is the Job Demand-Control (JDC) model, also known as the job strain model, focuses on employees working in a high-strain job experience with the lowest well-being.

When distinguishing occupations, it is important to distinguish between job demands and job control (Dawson et al., 2016). Job demands is defined as the workload, time pressure, and roles. While Job control refers to the person's ability to control his or her work activities.

According to the JDC model (Dawson et al., 2016), having the power to make decisions over the work process will reduce a worker's stress but increase their learning. Opposed to psychological demands increase learning but also increases stress. Dawson et al. claims it is important to include employees from different levels in an organization when conducting research on administrative factors. For instance, scholars have demonstrated, top-level managers who have more power and therefore have a different set of priorities compared to those at entry level. Because their roles are different than those at a lower level, studies have indicated that top-level managers are less familiar with the agency's account and are more likely to view the organization positively when compared to lower-level employees (Dawson et al. 2016).

Different positions of different groups at different stages of their managerial career indicate that attitudes and values can change during their careers. Schein (1986) calls it the occupational socialization, the process of learning the ropes and being taught what is important in an organization. According to Schein (1986), this process first begins in school and follows the individual as they enter an organization, promote or switch from one organization to another. Schein (1986) argues it is a process that can make or break organizational systems and it determines an employee's loyalty, commitment, productivity, and turnover rates. In short, management capacity can be quantified and that it does have an independent impact on management effectiveness. Liu et al. (2015) states a large stream of research has been generated, in psychology and business finding that stress and its outcomes are influenced by individual factors, such as values, attitudes, perceptions, personalities, political skills, and motivations, as

well as organizational factors such as job design and organizational structure. Nevertheless, as Avey, Luthans, and Jensen (2009) observe, remedies to combat occupational stress remain elusive.

Burnout

Burnout has been described as a prolonged response to chronic emotional and interpersonal stressors on the job, determined by the dimensions of exhaustion, cynicism, and inefficacy (Montero-Marin & Garcia-Campayo, 2010). Exhaustion is described as the feeling of not being able to offer any more of oneself at an emotional level; cynicism as a distant attitude towards work, and inefficacy as the feeling of not performing tasks adequately and of being incompetent at work (Montero-Marin & Garcia-Campayo 2010). Kim (2010) asks why do human resource management researchers need to study employee burnout and turnover intention?

Public employees are becoming more stressed about the possibility of losing their tenure, seniority-based salary, and stable organizational culture (Kim, 2010). The cause of burnout is frequently seen as either the amount or level of work required that is beyond one's capacity. Korunka (2003) states public service organizations experience increasing pressure, both from their customers to be more 'customer oriented' and from the public to be more efficient. The 'quality language' of 'customers' and 'profitability' does not easily transfer to public service organizations that have a long history of centralized authority and bureaucratic procedures. Kim (2010) continues there can be many organizational environmental changes that tend to make employees dissatisfied and emotionally frustrated with their work conditions. When employees become stressed, they may eventually leave their organizations, ultimately influencing turnover rates. Workers' burnout and turnover have been found to be positively related to a high level of role stress, low level of job autonomy, and low level of social support (Kim, 2010).

Workers' turnover intention relates to their burnout when job conditions involve high levels of stress and task overload. But the question is still remains open as to why workers stay when they are burnt out? Kim (2010) states it is intrinsic motivation, "the doing of an activity for its inherent satisfactions rather than for some separable consequence" as well as "doing something because it is inherently interesting or enjoyable" (Kim 2010, pp. 487). Opposed to extrinsic motivation, referring "doing something because it leads to a separable outcome" (Kim 2010, pp. 487). Meaning promotions, pay raises, and bonuses.

Organizations that have strong rules have systematic human resource efforts to foster the desired expressive behaviors of their employees (Rafaeli & Sutton, 1987). In such organizations, display rules are explicitly written in the organizations' job descriptions, strategic plans, and policies. Although display rules enhance employees' perceived needs to regulate emotions, these emotional labor requirements may open the window for emotional exhaustion (Pugh, 2001).

Research indicates that workplace stress has the potential to harm employee health and create stress related absences during economic recession (Ravalier et al., 2014). Donahue et al. (2011) ultimately concludes organizations boil down to people; the ability to obtain and retain critical human skills and talent is the essence of human resources management and is thus fundamental for effective management and organizational performance.

Role Ambiguity

In every organization, every individual has a specific set of responsibilities and tasks they must complete. This theory also stipulates that each employee's job duties should be defined in such a manner that they know what and how their job is and what expected from them. HR must define their organizations rules and regulations, clarify each job responsibility, and terminate when necessary. The government's ability to maintain an appropriately skilled workforce by

conducting or providing training to develop and maintain employee skills, by retaining skilled and experienced employees, by disciplining poor performers, and by terminating employees who cannot or will not meet performance standards.

However, Role Ambiguity; occurs when there is a lack of information regarding responsibilities and duties for a position. Employees who experience this confusion become stressed. Furthermore, it is believed that this confusion causes workers to become dissatisfied with their management system and has independent effects on their employee's performance (Staw et al., 1981).

Structuring the workforce

This criterion captures the degree to which the government's human resource's structure supports its ability to achieve its workforce goals. This includes having a coherent and appropriately sized classifications system reinforced by personnel policies that are flexible in terms of promotion and compensation (Ravalier et al., 2014). While there is some debate in the public human resources field in which structural forms are best, recent reform trends emphasize flexibility and performance. As cited in Staw et al. (1981), Policy makers tend to adopt a single approach to problem solving by collecting objective information that supports it.

However, according to researchers there is a need for research that can specify conditions under which restrictions in information and constriction of control will prove functional or dysfunctional organizations. And as well more research on the specification of individual, group, and organizational effects of threat, as well as on effects that may cross levels of analysis.

Governments must invest in programs that directly address employee performance and focus on improving it or bringing it in line with organizational objectives. In addition, researchers suggest HR should separate an employee as soon as it is evident that he or she is not

capable of contributing to overall organization to avoid burnouts among other employees. By having employees who are adequate for the job allows administrative functions to operate effectively and efficiently. Gil et al. (2015) states by creating a better service climate will improve an employees' perception of the importance of service in their organization. Employees in organizations with high service-climate provide better service, which in turn affects customers' perceptions of service quality.

Emotional Labor

In Literature, evidence that emotional labor requirements act as a stressor is neither conclusive nor consistent. Hsieh (2014) states employees are expected to actively display socially and organizationally desired emotions as they engage in interactions with their service population. Although emotional labor is a crucial component of interactive service work, some argue that it is not achieved without sacrifice. Researchers advise that work that requires engagement, suppression, and/or evocation of the worker's emotions is inherently stressful. Kim (2010) calls it emotional dissonance, the difference between employees' feelings and the actual expressions expected of them in the workplace leads to decrease job satisfaction, and leads to high turnover intention. Hsieh (2014) calls "faking it," faking in bad faith or acting. Meaning employees modify their displays without shaping their feelings for the good of the customer and organization. Employees conform to the display rules to keep the job but do not "buy into" the feelings they are expressing through their body language (Hsieh 2014). Empirical evidence has constantly shown that faking job-related emotions results in greater employee stress and fatigue. Korunka (2003) states since employee strain and satisfaction are being investigated, organization should focus on employees' resources. Resources include helping mediate or moderate the impact of work and organizational changes on the individual and help to compensate or balance out the negative elements.

Existing literature fails to provide consistent support for the linkage between emotional labor requirements and emotional exhaustion. This lack of consistent support has raised the question of whether emotional labor requirements are stressful. Hsieh (2014) argues organizations need to find ways to protect employees who deliver services from experiencing chronic work exhaustion, which in turn has a negative effect on organizational well-being. The effects of psychological stress on individual behavior have received much attention recently. Current literature remains inconclusive regarding the impact of emotional labor requirements on burnout. Rather than emphasizing negative display rules, it is more favorable for organizations to specify appropriate expressions of job-related emotions (Hsieh 2014). When workers are at risk of burnout, provision of job resources can help ease the burden and reduce job stress.

Classical stress literature has denoted that the role of job resources in the burnout process should not be ignored. Job resources can be understood as those entities in the work environment that preserve individual and organizational functioning. Hsieh (2014) explains job control refers to the discretion and independence to determine one's work pace and activities, whereas social support represents the work-life support a worker receives from colleagues and their superiors. In literature, the empirical evidence is still under debate as to whether job control and social support act as a buffer against high demands (Hsieh, 2014).

Researchers should have a perspective on the job demands and burnout relationship. An area that has been overlooked by previous studies is the motivational bases what motivates workers to behave in a certain way. However, research has shown stressful life experiences can interfere with work as well. Since negative emotions occur from time to time, the requirement to suppress them can complicate the situation. Stress results when workers experience negative emotions over a prolonged time.

Background

Department of Public Social Services (DPSS) is one of 36 County departments and serves over 10 million residents. DPSS is the second largest County department in Los Angeles County and the largest social service agency in the United States. DPSS has an annual budget of over \$3.9 billion and provides services to one out of every three residents in Los Angeles County. According to DPSS website (2021), the department has a workforce of nearly 14,000 employees with the capacity to serve residents in 19 languages at more than 40 offices throughout Los Angeles County. Within DPSS there are numerous departments that attend to different Consumer (Clients/Customer) needs. Services provided specifically at DPSS' Southwest Special District office include General Relief (GR), CalFresh (CF), and MediCal (MC) programs. The sample population will mainly focus on Eligibility workers.

Within the department Eligibility Worker's (EW) are separated into two different roles of Intake and Approved. Intake focuses on assisting new applicants and determining eligibility by completing initial interviews, request new Consumer's information, and informed Consumer of their rights and responsibilities. Once they have determined if a Consumer is eligible, the case is then transferred to an Approve worker who maintains a case load, while Intake does not have a case load. Approve maintains the case files, complete Recertification Interviews for CF, renews and redetermines if an applicant still qualifies for their existing benefits. Limits: This suggests that the sample may not represent the entire population of Eligibility workers.

Although EW's are separated into two roles, for the purpose of this study EW will be categorized together. The sample population will be based off EW's at the Southwest Special district office.

Methodology

The aim of this project is to question is there a relation in an employee's job position and their burnout rates in the public sector. Burnouts have recently increased over the past years and aside from a job position researchers state there can be environmental factors that can influence an employee's stress level and burnout. This study is a non-experimental qualitative method in which HR knowledge and understanding their job roles as independent variable and burnout as the dependent variable. A survey (Appendix A) will be given to Eligibility workers.

The survey is arranged in a two-part survey. The first part consists of Eligibility worker's HR knowledge/ job role and aim to provide a score knowledge. The second part of the survey will provide a burnout score to determine the level of burnout rate of the Eligibility worker.

Sample Population:

The sample population for this study will consist of 50 Eligibility workers (EW) at Los Angeles County DPSS District Office, Southwest Special. Why focus on Eligibility workers? According to Gil et al. (2015) frontline employees face two conflicting demands, the need for productivity and the achievement of high-quality service to their customers. In short, public servants in many countries deliver in a stressful environment as the public expects more from them, while many politicians want less of them, in the meantime resources are short, and the work is demanding emotionally (Liu et al. 2015). Eligibility workers are the perfect example of these frontline workers (Gil et al., 2015; Liu et al., 2015).

The population will include both Intake and Approve Eligibility Workers. The sample size is considered a small amount since not every worker may attend the meeting.

The survey will be distributed among EW's who attend the mandatory General Staff Meeting at Southwest Special. This is a convenient sampling since the survey will be distributed among workers that are mandated to attend. However, there may be limits to this study due to employee absences, unit coverage, and responses from the employees.

Once the surveys are collected from the employees who complete the survey, the data will be compared in relation of understanding their HR knowledge and job roles and their burnout rate.

Conclusion

Knowing an employees' expectations for their work environment is key in developing strategic human resource management guidelines, especially to offer attractive rewards and create a supportive work environment. However, according to Donahue et al. (2000), there are gaps in both the public management and human resources literatures. Donahue et al. (2000) states there must be conceptual model supported by a criteria-based evaluative framework to assess and compare the nature and capacity of city government in human resources management systems. Camilleri & Van Der Heijden (2007) concludes human resources need to be defined in a holistic manner, having the primary objective of encouraging employees to possess the appropriate type and level of OC. Hence, management needs to understand the dynamics of the relations between OC and PSM.

Researchers argue a measurement is needed to evaluate public human resources management system that lacks and presents a compelling research opportunity. Overall, the literature lacks careful explication of how to measure and evaluate public human resources management to an agency's management effectiveness and how it has an impact on government performance and burnout rates.

The components of good human resources management systems include the use of coherent rules and procedures; efforts at workforce planning; timely hiring; create professional development programs; and meaningful reward structures and disciplinary procedures. Researchers also have acknowledged that environmental contingencies can powerfully affect the ability of a government's administrative functions to operate effectively and efficiently, and we have identified and described the state of knowledge (Donahue et al. 2000). Liu et al (2015) concludes public service has a caring function in serving citizens but should also care for their

employees and reduce work stress and its negative outcomes. Liu et al (2015) continues, organizations should pay attention to employees' motivational bases and design strategies according to their motives.

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Appendix A

This project is being conducted to be used as a tool to determine the HR knowledge, roles, and stress levels among Eligibility Workers at DPSS within Los Angeles County.

Survey

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
I have an understanding what HR is and does at my organization?					
I believe HR has their employee's best interest.					
Do you believe your organization have rigid rules?					
Do you believe you understand your roles and responsibilities in your job?					
Knowing your position now, would you decide whether would take this job all over again?					
	1 (Low)	2	3	4	5 (High)
Please rank your current stress level at you job.					

Please rank your current motivation level?					
How satisfied are you with the meaningfulness of your job?					
I feel emotionally drained from my work.					
I feel burned out from my work					