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## Retaining Employees in Public Sector Organizations

Marlon Javier Rivera

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Retaining Employees in Public Sector Organizations

by  
Marlon J. Rivera

An Applied Dissertation Submitted to the  
Abraham S. Fischler College of Education  
and School of Criminal Justice in Partial  
Fulfillment of the Requirements for the  
Degree of Doctor of Education

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2021

## Approval Page

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Marlon J. Rivera  
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September 21, 2021  
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## Abstract

Retaining Employees in Public Sector Organizations. Marlon J. Rivera, 2021: Applied Dissertation, Nova Southeastern University, Abraham S. Fischler College of Education and School of Criminal Justice. Keywords: attrition, employment, public sector, public service, motivation, turnover

This research study focused on the attrition rate among employees at a large public sector organization within a large state in the southeastern United States. The study identified factors contributing to the problem and identify possible solutions to minimize or alleviate the problem. The literature identified motivation as one of the factors largely contributing to increasing attrition rates.

Motivation has become a rather slow-paced factor in this large public sector organization and was reflected in work performance and productivity (Director, 2019). Cooperation between departments and individuals of higher positions tended to be deficient and communication was minimal (Director, personal communication, 2019). The research followed the concept of public service motivation (PSM) to answer previous questions and possibly establish patterns to help understand what motivated people to dedicate their lives to public service.

This qualitative study aimed to investigate factors that contributed to high attrition rates experienced by large public sector organizations. Efforts also identified factors that could improve retention rates among these employees. The study used qualitative methodology involving a researcher-created survey to collect data. Analysis of participating individuals' responses about their experiences were used to identify factors that contributed to attrition or improved retention, which could help minimize or eliminate the problem.

The 42 participants found factors contributing to increasing attrition rates in public sectors organizations were (a) compensation, (b) management, (c) advancement opportunities, (d) coworkers, (e) politics, (f) overwhelming workloads, (g) bureaucracy, (h) culture, and (i) racism or discrimination. The motivators to improve factors to remain in a public sector organization were (a) improved compensation, (b) enjoyable coworkers, (c) benefits, (d) training, (e) clear paths for advancement opportunities, (f) reduction of politics in work, (g) management training, and (h) resolution of cultural complaints including racism and discrimination. Those motivated to remain were for reasons including light workloads, community interaction, working with children, helping people, job security, and work stability.

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## **Chapter 1: Introduction**

This research study focuses on the attrition rate among employees at a large public sector organization within a large state in the southeastern United States. The study identifies factors that contribute to the problem as well as identify possible solutions to minimize or alleviate the problem. Chapter 1 describes the problem as grounded in the professional literature, the background and justification of the study, the setting, deficiencies in the literature, and relevant terms.

### **Statement of the Problem**

The problem addressed in this qualitative research study was the difficulty maintaining employees in a large public sector organization within a large southeastern state (Director, personal communication, 2019). During the years that the researcher was associated with the organization, the employee attrition rate was observed to become an increasing problem. When the researcher left the organization, the attrition rate had reached a historical level (Director, personal communication, 2019).

Public service may be considered a noble career to pursue if it satisfies an individual's life altruistic motivation or calling to help others reach their goals. Public service to help others may be considered a noble pursuit by many and a common view of people who pursue public service ambitions. Bakker (2015) reported that often individuals who wish to make a difference in the lives of others or enhance the good found in the world would many times turn to a life committed to serving the public's interests.

There is a positive correlation between public service motivation (PSM) and altruistic citizenship behaviors that result in organizational volunteering for unrequired

activities. These activities involve going above and beyond to make coworkers and others feel comfortable as well as those who may be feeling overwhelmed in the workplace. Usually, people who display PSM perform better than those with lower levels of PSM, and a positive link was even found between teachers who demonstrate PSM and students' academic performance on final exams (Andersen et al., 2014; Bakker, 2015).

Public sector employees face many challenges. Some workers become overwhelmed if work becomes too impersonal. If work appears impersonal or lacking in meaning, then those devoted to the idea of PSM realize the loss of meaningful work, and they feel less devoted and efficient (Thompson & Christensen, 2018).

### **Background and Justification**

The professional literature reveals that turnover and employee attrition rates have been a problem and an issue of concern for some time. Furthermore, turnover, either through voluntary resignations or downsizing, is also referred to as attrition and negatively affects employee performance (Hom et al., 2017; Owen, 2004; Subramony & Holtom, 2012). Much of the literature focuses on causes, while little literature focuses on what could be done to retain employees (Bakker, 2015; Wright & Pandey, 2008). The literature has identified motivation as one of the factors largely contributing to increasing attrition rates.

Motivation has become a rather slow-paced factor in this large public sector organization and is reflected in work performance and productivity. Cooperation between departments and individuals of higher positions tends to be deficient and communication is minimal. Bakker (2015) followed the concept of PSM to answer some of the previous questions and possibly establish patterns to help understand what motivates people to

dedicate their lives to public service. Also, PSM refers to a “general altruistic motivation to serve the interests of a community of people, a state, a nation of humanity” (p. 723).

The drive behind PSM was believed to incorporate the following reasons, which included (a) pull of setting policy, (b) obligation to do what is in the best interests of the public, (c) concern toward other people, and (d) selflessness (Jacobsen et al., 2014; Perry, 1997; Wright & Pandey, 2008). These reasons for public service contribute to employee work engagement and job satisfaction. According to Bakker, this is defined as “a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption” (p. 723).

Turnover can happen for many reasons and there are various types of attrition where employees leave an organization (Putka et al., 2019). Other factors that contribute to employee turnover include terminations for poor performance, job dissatisfaction, job change, relocation, downsizing, medical issues, and retirement (Cho & Lewis, 2012; Peltokorpi et al., 2015). This study includes a review of relevant professional literature on attrition problems in the public sector.

### **Deficiencies in the Evidence**

Much of the literature focuses on factors that contribute to employee turnover. The literature in this subject matter lacks certain aspects of how individuals in public agencies become apathetic in their roles over time (Bakker, 2015). The impact that PSM aids in the enhancement and development of work was explored through interviews with individuals within a large public sector organization. The research finding revealed that PSM takes into consideration that an individual’s perceptions may change over time. The literature lacks sufficient research on factors that may contribute to maintaining these

individuals as employees (Bakker, 2015; Wright & Pandey, 2008). Therefore, further study is needed to understand fully the factors that may contribute to employee retention that will reduce attrition in public sector organizations.

### **Audience**

The goal of this study was to provide useful readily available information to the greatest number of stakeholders possible. Potential stakeholders include directors of public sector organizations, other management-level personnel, employees at every level, including entry-level, and perhaps the public as well. Providing information regarding contributing factors as well as potential solutions could help ensure that the target goal is achieved.

### **Setting of the Study**

The setting for this study was a hypothetical composite public sector organization comprised of characteristics and features of actual organizations identified in a review of the professional literature (the organization). The organization was one providing services and products to the public in a large city in a large southeastern state within the United States. The organization employs approximately 1,000 persons from entry-level to a corporate chief executive officer. This study will encompass employees across the organization tasked with a range of public projects.

### **Researcher's Role**

The researcher worked as a consultant in a similar organization for a number of years before leaving the organization. As a consultant, he provided research, analysis, and preparation of work pertaining to various projects. The role of the researcher in this study was to identify study participants with similar experiences who are willing to participate

in the research study in order to ascertain factors that contributed to them leaving their organizations and potential factors that may have led to their retention with the organization.

### **Purpose of the Study**

The purpose of this qualitative study was to investigate factors that contributed to high attrition rates experienced by large public sector organizations. Efforts were also made to identify factors that could improve retention rates among these employees. The study used qualitative analysis of participating individuals' responses about their experiences to identify factors that contributed to attrition or improve retention, which could help minimize or eliminate the problem.

### **Definition of Terms**

#### ***Ethical leadership***

This trait is essential for the display of morals both as a person and as an organizational manager, which is important for having employees with job satisfaction, loyalty, appropriate behavior, and performing tasks to accomplish organizational goals having a positive effect on the company (Potipiroon & Ford, 2017; Wilkins, 2019).

#### ***Public sector***

This term refers to employees of the government, state, territory, city, municipality, county, town, parish, or any other type of government entity who may provide work in public service or nonprofit jobs (Bakker, 2015; Thompson & Christensen, 2018).

#### ***Public Service Motivation (PSM)***

A natural or altruistic character predisposition to perform acts that contribute to

the greater good for the general public (Bakker, 2015) and who are best motivated by managers who communicate beneficial visions, achieve transformational leadership, and reinforce the mission integrity of an organization (Thompson & Christensen, 2018).

## **Chapter 2: Literature Review**

### **Overview**

The problem to be addressed in this qualitative research study was the difficulty maintaining employees in a large public sector organization in a large southeastern state (Director, personal communication, 2019). The purpose of the qualitative study was to investigate the factors that contributed to the attrition rate among employees of large public sector organizations. The study's findings will ultimately be used to assist individuals working in the public sector in maintaining their level of interest in their daily tasks and duties, taking into consideration the job demands and resources they are provided. Also, to consider some of the challenges and issues public sector workers face daily and throughout their tenures in such public agencies. Chapter 2 presents an overview of pertinent literature, including commitment, motivation, leadership, job satisfaction, and the initial research questions.

### **Factors That Lead Individuals to Seek Public Sector Employment**

It requires a certain type of individual to commit themselves to provide a public service for the masses. There are certain sacrifices that individuals must make and they must understand that resulting rewards may be self-satisfying. The research of Potipiroon and Ford (2017) suggested that "public service motivation (PSM) generally lead to higher levels of organizational commitment" (p. 211). The main questions to cover in this section are, why do individuals seek public sector positions? How committed do they have to be to the public good to maintain a lifetime of public service when they understand that reward may only come in knowing they are providing a good service for their community?

Jacobson (2016) explained that “in order to marshal the human resources necessary to achieve their missions, organizations must convince individuals to accept employment and remain in their jobs...to prosper, organizations must encourage employees to work effectively and efficiently” (p. 217). It requires commitment from both parties to comply in a healthy and productive relationship that produces results while providing a service to the public. There must be an established rapport about the benefits and expected commitment between public-service organizations and the employees they hire and retain. Jacobsen et al. (2014) also noted that “there is a significant relationship between federal employees’ job satisfaction, performance, intention to remain in government service and support for government reinvention efforts” (p. 218). Pedersen (2015) added that “employees with higher public service motivation (PSM) are likely to perform better in public service jobs” (p. 734).

### **Commitment**

An employee’s commitment may be defined as “the strength of an individual’s identification with and involvement in a particular organization” (Porter et al., 1974, p. 604). These researchers determined that it requires a significant amount of commitment from an individual to dedicate their efforts to performing public service. These individuals have a certain mindset that drives them to achieve their best personal performance and equally a sense of satisfaction in knowing that their work provides a needed service to the community. This mindset motivates them to pursue a career in public service. However, if the demands of the job and the resources necessary to perform their job are constantly limited, then even the most committed employees will have reduced PSM (Bakker, 2015).

Organizational commitment was introduced as a model with three factors of motivational commitment (Meyer & Allen, 1991). The organizational commitment model explained different motivations for an individual. The three types of motivational commitments are (a) affective, (b) normative, and (c) continuance. Affective organizational commitment states that the individual's mindset is to remain with the company because of their involvement or feelings of attachment. These individuals are also known to commit effort to their work performance (Meyer & Herscovitch, 2001). Normative organizational commitment consists of an individual's obligation to continue working with the organization, either from need or requirement. Finally, continuance commitment considers the costs of departing from the organization and perceptions of other employment opportunities.

According to Jacobson (2016), researchers have acknowledged three main explanations for choosing employment in a public sector, "economic, expertise, and government security and flexibility" (p. 222). Individuals, who work in the public sector, understand that their actions contribute to the public agencies' mission. These employees relate to the commitment by believing that what they do accomplishes a greater good for the public service mission. People who tend to have higher PSM levels generally work for the government to engage in activities that they find rewarding and fulfill their need for meaningful work (Perry & Wise, 1990).

Even though many believe that people who have PSM tendencies will prefer working for the government, researchers have disagreed on whether public sector employees will find their jobs gratifying (Potipiroon & Ford, 2017). Even when employees sought public sector or agency positions to help others, their tendency to

remain with an organization does not increase. Wright and Christensen (2010) proposed it was more appropriate to ask how PSM will affect the intentions of employees to remain. Pedersen (2015) explained the following, “PSM guides the direction, effort, and persistence of work behavior toward achievement of public task goals and mission...in part because it increases the commitment and prospects for reliable behaviors...including motivation” (p. 736). Potipiroon and Ford (2017) suggested

To understand the potential effects of PSM, we must consider (rather than take for granted) the degree to which the organization actually shares the individual’s public service values and offers jobs that are likely to provide opportunities for the employee to act on or to satisfy these values (p. 739).

### **Motivation**

Bozeman and Su (2015) suggested that public sector employees place more value on public service openings than those from the private sector. Furthermore, public sector workers may be inspired more by the intrinsic features of the work and not just monetary rewards. Additionally, they added that with motivation comes “the desire to serve others through one’s future career” (p. 703). Motivation for public service employees may be more than just the reward of self-satisfying work. There are more benefits for them than just a paycheck. Motivation is about attitudes, intentions, and behaviors. Motivation allows them to extend the organization’s goals, make a real contribution to the community, and a chance to align themselves with the beliefs and objectives of the organization (Bozeman & Su, 2015). Kim (2017) stated that “motivated public employees are more likely to willingly serve their organization and society” (p. 489). Therefore, what are the primary motivators for working in the public sector? What do

they feel is the most important factor to remain with their organization? What do they believe is the most challenging aspect of their work? Do they think that their efforts may provide opportunities in the future for their careers?

Researchers Breugh et al. (2018) suggested that “motivation for public service comes from a person’s empathy towards others” (p. 1425). They also proposed that motivational requirements guide behavior. According to Wright (2002), “individuals fulfill their PSM needs by working in the public service and these PSM needs become a key component of their motivation” (p. 2).

Breugh et al. (2018) expanded further to that idea when they suggested that, PSM motivated individuals possess a set of needs and values associated with public institutions, these needs and values are more likely to be satisfied when they work for public institutions...this is because public institutions reflect values congruent with their own and satisfy the need to contribute to society (p. 1427). According to Breugh et al., this congruency creates job satisfaction for the work they perform at a public sector organization. Individuals investing time and effort in accomplishing a task may be positively affected by their actions (Pedersen, 2015). Kim (2017) also noted that “organizational environmental changes tend to make employees dissatisfied and emotionally frustrated with their work conditions” (p. 486). Therefore, it is vital in public service work for the organization to maintain morale and offer workers the tools, education, and leadership required for maintaining high motivation levels.

As Jacobson (2016) suggested, “motivating employees to perform at these high levels remains a crucial concern for organizations” (p. 217). Otherwise, apathy and reluctance slowly overwhelm the minds of individuals. Their jobs become mundane, and

they find themselves in the routine of repetition. One concept that seems to come up in the research is that motivation changes over time and circumstances. For example, Jacobson (2016) also explained that “motivation is dynamic and changes over the course of an employee’s career” (p. 227). It is necessary for leadership in public organizations to take the time and effort to research new tools and methods to implement in employees’ daily duties, which may contribute to the motivation of employees to be more effective and efficient. Organizational leaders should have a clear understanding of PSM, in order to initiate environmental and behavior changes. As Jacobson (2016) discussed for leaders, “motivational research, and their role in shaping individual perspectives, is supported by the findings of the research...and help individuals understand and respond to events and actions” (p. 229).

### **The Motivation Nature of Public Service**

The motivational programs in the public sector are widely known by individuals working in public service (Perry & Hondeghem, 2008b). These programs are presented internally to advance general qualities in an uninvolved manner (Perry & Wise 1990; Perry & Porter, 1982). The public sector’s board strategies were guided by using a goal advantageous for various people and assists in creating a prosperous society (Perry & Hondeghem, 2008b). As substantiated with the resources of Grube and Piliavin (2000) and Piliavin et al. (2002), those intentions flourished in diverse elements. Sociologists say philanthropy is characterized as the desire to institute the pleasure of the requirements of others, or on the other hand, of a community in preference to our very own desires. For hierarchical conduct researchers, the concept of supporting social behavior clarifies planned activities finished by using a consultant close to the government assistance of

humans or meetings without looking forward to a reward (Homberg & Costello, 2019).

The idea is that the public area can take the accompanying systems, which impact the manager entrusted to play out a particular responsibility (Rheinberg & Vollmeyer, 2019). These points demonstrate that most humans are not self-centered and can make investment power into a hobby without hoping to be straightforwardly and fiscally compensated for it. Also, these human beings look for occupations that take advantage of a more considerable substance than themselves (McCord, 2015).

Actual events and functions have characterized support of public sector concept strategies. Perry (2018) stated that general help was the person's predisposition to react to intentions founded in open foundations and establishments. It is necessary to identify and inspire the enrollment of people who expected to seek employment and act on behalf of society (Perry & Wise, 1990).

This view ignored the character and spotlights of the features mentioned, with institutional assistance playing a role in PSM. The conduct of a person may be fashioned either with the assistance of a propriety motive that alludes to beliefs, fashion ideals, records, codes, subculture, and records or by way of a purpose of outcome regarding a more balanced expectation of the aftereffects of an interest. For general societal administration, the management hypothesis, a person will not forget public help inspired behavior to regulate a motive of appropriateness because it indicates acknowledging various organizational norms in place of personal situations (Vandenabeele, 2007).

Especially in the public sector, some outstanding motivational elements have relevance (Perry & Porter, 1982). Three multiple and explanatory classifications of concept strategies are discerning, regulating, and emotional practice to the general public

assistance (Elliot, 2019). Subsequently, Elliot recommended six measurements, including (a) appreciation for approach making, (b) responsibility to trendy society intrigue, (c) city obligation, (d) social equity, (e) empathy, and (f) generosity of public assistance but not an organizational framework (Battaglio, 2014).

Notwithstanding all the developments of understanding PSM, it is still regarded as past due, filled with numerous ambiguities, holes, and vulnerabilities that continue to delay our comprehension of PSM. These two views of an examination based on the PSM can be identified (Perry & Hondeghem, 2008a). The fundamental tone consists of how the various investigations concerning directions in the field, open management, and business enterprises close holes in our perception about PSM in an alternative manner. Examination of PSM raises typical troubles, which are substantial for coping with the idea of managers in organizations (Perry, 2018). The substantial inquiries related to this examination are: How do public sector idea procedures cooperate with unique intentions? How would we constitute singular contrasts? How regular or alterable is PSM, and in what way is general motivation related to associate builds?

## **Theories of Motivation**

### ***Abraham Maslow's Hierarchy of Needs***

Maslow (1943) became the initial person defining the theories of motivation. His determination to understand motivation was from working with people who had a condition known as hypochondriac afflictions. This relationship caused him to survey those with this condition in 1943. Maslow's theories have generated research by many scholars. The progression of necessities, according to Maslow, consists of "a five-stage model includes (1) physiological needs, (2) safety needs, (3) love and belonging needs,

(4) esteem needs, and (5) self-actualization needs” (McLeod, 2020, p. 3). These requirements are orchestrated from a decreased desire to better wishes (Thompson & Christensen, 2018).

There are five needs in a request that rank from most minimal to maximum: physiological, well-being, fitting in, esteem, and self-focus. As one need is fulfilled, the person moves to the following requirement (Shahrawat & Shahrawat, 2017). The five needs are described:

1. **Physiological:** These are the basic physical needs necessary to sustain life and may include things like air, meals, water, sleep, warmth, medicinal drugs, and so on (Maslow, 1943).
2. **Safety:** These needs satisfy the need to feel safe and free of fear. These needs include being free of physical hazards, worry about job security, protective shelter, and providing a shield against emotional harm. Safety needs may also provide for a beneficial income and medical insurance (Maslow, 1943).
3. **Social:** Humans need social lives and have a tribal mentality; this includes wanting to belong and regularly in a satisfying relationship with others. People attempt to receive warmth, recognition, and alliances. Social needs may also include collaboration and support from coworkers and managers (Maslow, 1943).
4. **Esteem:** The need to have positive self-esteem and self-worth and to be held in regard not only by others but also by themselves. These needs yield satisfaction through strength, respect, reputation, and confidence. This level includes factors of esteem for oneself like self-appreciation, independence,

accomplishments, and esteem influences from others like respect, acknowledgment, and achievement (Maslow, 1943).

5. Self-actualization: The peak of essential requirements is fulfilling an individual's full possibilities and the opportunity to achieve success in the process. This need includes achieving one's highest possibilities through success and taking full advantage of performing some achievement. Workers at this self-actualization level attempt to leverage their information, talents, and overall presentation of their skills to their maximum potential (Maslow, 1943).

At each stage in the level, one's need is to fulfill the essential need before moving on to the next. Furthermore, each progressive step energizes the next, creating higher satisfaction requirements. The underlying theme in Maslow's theory is that people have basic needs. While one condition is met and reasonably happy, the next pushes upward within a predicted succession to claim the spot (Tracey & Morrow, 2017). According to the theory, individuals are genuinely not conscious of their needs; however, most people continue climbing up the levels of necessities (Kreitner & Kinicki, 2016). Managers and scientists of human behavior have tested Maslow's theory and have found it to have few, if any, deficiencies.

Although Maslow's needs hierarchy is valuable at specific levels, the primary quality of his theory is the identification of individual requirements to drive conduct (Bowditch et al., 2007). Even though this theory has not in every way stood the test of time, the hierarchy of needs shows administrators a significant fact: a satisfied need does not motivate a person. For instance, the guarantee of joblessness advantages may

primarily satisfy an employee's requirement for financial security or well-being need.

In another approach, the physiological well-being and wellness of one level are masterminded in a progressive design, like Maslow attempted to point out (Steijn, 2016).

A contrasting opinion is that necessities tend to be the most important contingent bestowed upon an individual. Lawler (1966), one of the most known motivational speakers and researcher, stated,

The basic wants of one will possibly become the most important want after everything else has been realized where then, they end up not being the most important need of an individual and can no longer be anticipated. Regardless, it appears that the vast majority are at the same time raised by a section of people as what can equally be termed an important need (p. 64).

The "inspiration to paintings" distributed by (Maslow 1943, p. 370) probably gave the sphere of authoritative conduct and the board with another perspective on paintings perspectives or practices in seeing how humans are propelled. Likely the first-rate acknowledged conceptualization of human needs in associations was planned to utilize this speculation. Maslow changed into a scientific clinician who presented his premise as domestic judgment, which is generally labeled a necessities theory. Maslow indicated that when people were exposed to a climate where their needs were not being fulfilled, they were probably not working as consistently as fully functioning or calm individuals.

Explicitly Maslow's theory speculated that individuals possess five kinds of necessities that were actualized progressively. The above explained that various needs were exited in ascending order, with the least at the bottom and the main one at the top.

With the cease purpose, the maximum minimal request need should be satisfied earlier than the subsequent want is activated and the cycle proceeds. On occasion, from a persuasive perspective, Maslow's theory indicates that when a want cannot be met or a need is almost met, then the condition would no longer drive a person. As indicated by Maslow, you have to realize where an individual is on the progressive pyramid to propel them forward. At that point, you must focus on meeting the individual need where it is (Robbins & Finley, 2001).

### ***Main Concerns of Maslow's Theory***

The primary defect of the pyramid of necessities philosophy comes about because humans were designed methodically, starting with one phase then going into the next. In all actuality, the needs of man often revolve around various phases. As Maslow described, due to circumstances, people do not follow a set sequence where they go from one phase to the next one as described. For example, an individual with limited options might be tempted to bargain for his needs, whether security or psychological, to realize their set social objectives. This exploration looks at the importance of the hypothesis as a technique used by administrators for inspiring others.

Bassett-Jones and Lloyd (2005) recommended scholars explore Herzberg's hypothesis for motivation, which is frequently a more significant problem in communication among internal and external variables. Furthermore, the investigated situations in which human beings react to numerous internal and external improvements. Alternatively, scholars should consider the hypothesis of Vroom's (1964) expectancy theory predicated on the primary conviction that what one believes about their effort will become the intended goal. The critical highlight became how and why inquiries of

motivation and certain behaviors started evolved, created, and supported but became uninspired after some time. The facts demonstrate that human conduct, while all this stated and carried out is dynamic, could impact a person's character as a component of the whole person.

These exogenous elements radiate from whether a man or woman works to create upgrades to their employers. This researcher is convinced that workers primarily seek goals and search for difficulties; moreover, they expect positive results always. Henceforth, it should be gain if institutions would provide prizes and factors. As indicated, some employees are monetarily motivated and must be considered as a transferring objective. What inflames differences amongst numerous people is even more challenging due to absolutely everyone's behavior increasing in the unpredictability of persuading people.

In keeping with Bassett-Jones and Lloyd's (2005) premises of desire, value, objective setting help speculations because of developing a truthful version of a persuasive association. The trends recommend that the considerations of workers are outstanding and hierarchical locations fulfill worker needs.

### ***McGregor: Theory X/Theory Y***

In 1960, McGregor speculated primarily based on Maslow's hypothesis and consisted of a focal idea. The idea was that managements' suppositions about their employees could impact suggestions. This hypothesis suggested a choice of alternative perspectives through which to see their workers: Theory X or Theory Y. Utilizing the theory X, workers were seen through a pessimistic lens and not worthy of inspiring great work. This viewpoint created a controlled, closely supervised climate with excessive

concepts, risks, and disciplines. Employees in this organization performed much less competently, provided low profitability, produced hostilities, and clashed with others (Singh, 2016).

However, McGregor's (1960) Theory Y attempts to reinforce the employee's motivation and endeavors to provide employees with responsibility and self-sufficiency over their work. Theory Y implies that representatives are likely to increase and accomplish their very own goals within the organization. Management's objectives are to make the worker joyful and happy in their work and execution of the organization's goals (Singh, 2016).

Alone, McGregor's (1960) Theory X/theory Y hypothesis can be a valuable method of thought and executive studies. These hypotheses live as a centerpiece of high-quality methodologies for boards, either for a hierarchical turn of occasions or to improve hierarchical tradition. MacGregor advocated that there existed two preparations for employees. The first was languid and keen with apathetic representatives who speak to speculation is known as theory X. The second preparation was employees who were working hard and longing to make a difference. These are the employees participating in the Y theory. The languid employee must be inspired to create a more considerable contribution in the execution of their work performance to be in step with their organization and coworkers. The goal hypothesis Y is a suggestion expressed as, if an employee sees high profitability as a manner prompting the accomplishment of at the least one of his personal objectives, they will continue and make more excess production and profitability.

The theory X/theory Y discussed clarifies an employee's motivation. This has

been a fundamental aspect of the manager's use of a positive or negative expectation of the employee. Skinner (1974), who propounded that any conduct that was compensated well in public, upheld this view.

***Herzberg: Motivation-Hygiene***

Originally, in 1959, Herzberg et al. (2017) conducted a study concerning the motivation to work. The researchers picked comparable organizations arranged in the Pittsburgh industrial territory. The researchers met roughly 200 designers and bookkeepers employed within the organizations. The study's hypothesis explored concerns about the hygiene factors or dissatisfiers, which were essential for workers to encounter; however, those motivators did not propel them to work. The results determined that hygiene components could also include the climate in where they work.

Moreover, Herzberg et al. (2017) contended that inherent employment factors were inspiring to employees, while external factors pacified them. From their hypothesis theory, there were two primary factors. The initial persuading factor was for fulfillment or motivation, and the subsequent factor was hygiene variables, also known as dissatisfiers. Per Herzberg, the employees were convinced they were liable for the results of their labor. Furthermore, he endorsed management providing employees with more responsibility at work and suggested input to assist employees with the outcome. Likewise, Herzberg et al. recommended employees have adequate challenges in order to utilize their abilities to their total capacity. Suppose a job is not adequately challenging enough and the employee is not used at their full capabilities. In that case, organizations ideally should transfer the employee elsewhere and replace them with someone with the appropriate ability to accomplish it effectively (Shahrawat & Shahrawat, 2017).

Most observational investigations have invalidated forecasts dependent on the hypothesis from Herzberg. According to his theory, he assumed hygiene factors were acknowledged for disappointment instead of fulfillment. In any case, specialists have discovered logical inconsistencies and inverse results to Herzberg's hypothesis (Buberwa, 2014). At least one other problem with his theory is some employees do not show enthusiasm for development and progression (Dubrin, 2018).

Despite reactions, Herzberg's hypothesis gave another perspective about employee motivations and remained an influential factor for authoritative responses (Dubrin, 2014). Herzberg's theory suggests directors and boards of organizations want to motivate employees and could incorporate the following strategies: (a) give workers great pay, (b) adapt organization strategies, and (c) being available to the staff. Moreover, directors must expect great work from employees and provide workers with opportunities to advance their knowledge, abilities, and practice. (Dubrin, 2014).

Critical improvements in motivation involve differentiation among influential and supportive factors in work environments. These differentiations affected hygiene factors and motivators. Along these lines, hygiene factors did not motivate workers, yet most employees were dissatisfied without these variables. Some employment conditions at work disappoint employees when they are missing, yet their quality does not motivate workers. Management considers a significant number of these factors as motivators (Dubrin, 2014).

However, these variables are powerful in creating dissatisfaction. They are known as support factors in the work environment because they create a degree of fulfillment among workers. Items that are considered upkeep factors include the strategy and

organization of a company, technical oversight, association with management, relationships with peers, pay, stable working conditions, etc. Other motivational factors recognized by Herzberg are those that inspire accomplishment, acknowledge the progression of work itself, and the likelihood of further development (Dubrin, 2014).

Initial reviews of Herzberg's and Maslow's models provide an impression of being extraordinarily similar. A careful assessment of Herzberg's model shows that a few employees have achieved a level of societal and monetary achievement. Workers with needs at a higher level from Maslow's theories of regard and self-completion are essential motivations. Nevertheless, organizations must strive to satisfy lower-level needs for employee support. In this framework, money may be considered a motivator for first-line and some administrative workers (Chhabra, 2019). Likewise, hygiene factors are not adequate to inspire employees but are considered a prerequisite in attracting and retaining employees in advance of hierarchical mission and destinations.

### ***Likert Management Theory***

The commitment of the Likert theory on management motivation addresses a portion of the roles and relationships in the workplace between managers and employees. This commitment is particularly relevant for motivational inspiration as a genuine test. Likert created his hypothesis in 1961 while social research director at a university located in Michigan (Likert, 1981).

Likert's premise was about high-delivering and low-creating administrators. From his examination, individuals who accomplished the most profitability had the least expenses and the most significant levels of employee motivation. Low-creating managers experienced levels of increased costs and lower employee motivation. Likert's research

showed high-producing managers were usually successful with close-knit departments of workers where collaboration received consideration as a motivational influence. These motivational influences included monetary and security processes, additionally self-image and innovative thought processes were used. This step was comparative to self-completion in Maslow's levels. Executives can accomplish more when employees feel supported by colleagues and in their work. In other words, when they experience this, they have a feeling of individual worth (Likert, 1981).

Likert (1981) expects that powerful work within work groupings advances high creation, and the efficiency will then motivate workers. A requirement for this work is good working rapport among management and employees, and within that relationship, administrators are better situated to persuade their staff to increase their accomplishments. Many motivational obstructions may comprise inattentive supervisors, insufficient structures, outdated gear, and unchangeable perspectives. When the board handles these issues, it will help management execute any work given to specific employee groups (Likert, 1981).

## **Contemporary Theories of Motivation**

### ***Attribution Theory***

The attribution theory was founded by Heider (1958) and became known as a common-sense or psychological approach. This theory proposed that we judge different individual's conduct while ascribing significance to it in light of apparent internal or external attributes. When conduct is caused internally, it is believed to be heavily influenced by that person because, as an example, they have settled on a chosen behavior. Externally yielded conduct results from ecological powers that are seen to impact

people's conduct. Examples would include authoritative principles, apparatus breakdown, and so on, over which a person has little if any, control (Weiner, 2010).

When individuals provide attributions, it is because of three significant rules: peculiarity, consensus, and consistency (Kelly, 1973). If there should be an occurrence of an internal caused conduct, then we would reach the inference that this individual was an unmotivated person who disdained work, and in this manner, made a choice to be tardy. When the same conduct was viewed because of external factors, we might believe conditions beyond his ability to control caused it. Using the same example, the significant traffic hold-up on the way to work was beyond what could be prevented. These attributes might be a genuine impression of specific individual conduct because human behavior is expected to be changeable and call for methods of motivating work to expand profitability.

### ***Reinforcement Theory***

The attribution theory is solidly connected to human recognition, while the reinforcement theory is a hypothesis for learning and applies to motivation. The reinforcement concept was crafted by Skinner (1974), who was a behaviorist. The reinforcement theory inspires motivation and recommends that certain conduct is a component of experiences of prior conduct. Therefore, it is surmised that all conduct is resolved somewhat by the reward or disciplines received from past conduct, which impacted or fortified current activities. In this sense, all conduct is influenced by outside sources. Thus, when an employee's performance, contributions, and ideas are constantly responded to with a liberal yet passionless methodology by management, the individual is receiving negative fortification. At that point, the employee will probably be disheartened

from attempting further proposals even look to change their work. By correlation, when an individual is urged to share groundbreaking thoughts and help create new ideas with positive support, at that point, the individual will create even more new possibilities (Gordon, 2014).

Severe reinforcement would contend that one's acknowledgment, feelings, requirements, and desires are not part of motivation, but instead, it is simply about results. Accordingly, an employee is not merely influenced by the results of his activities at work but can construe appropriate conduct from observing the consequences of others. Support theory is not essentially regarding what persuades conduct, or it influences motivation. Instead, it is more about control of behavior (Gordon, 2014). An example of control of behavior is power over others.

This hypothesis offers some significant rules to those expecting to use it as an inspiring instrument in the work environment (Jablonsky & DeVries, 1972). The hidden agenda of methodology, in this case, is individuals should be disciplined, and an employee's assignment is to create appropriate conditions that support management. These concepts were not so much of an antagonistic perspective toward employees as was proposed by McGregor (1960) in his theory of human motivation.

### ***Expectancy Theory***

Employees' choice of rewards or compensations has emerged as a critical part of the consider of workers in every organization. And it is wrong to talk about the motivation of the public without taking at least a superficial glimpse into the expectancy theory. The hypothesis was created by Vroom (1964). A significant portion of his philosophy was that a person's behavior was framed on their belief that they would

receive a reward. Vroom indicated that the thought was an ability to estimate the effort of execution and compensation accordingly in the relationship. Anticipatory speculation underscores the feature of personal recognition and emotions and identifying suggestions and behavior.

Likewise, the hope or faith assumption does not imply whether results are always pertinent in a particular event, as Enoch (2005) explained. Identifying whether a person can see the interrelatedness between effort, performance, and reward is the concept's focus. Vroom (1964) believed individuals were inspired via their need for something and how probable it was that they would receive it. Vroom further suggested motivation stimulates efforts and efforts combined with workers' skills and environmental components to determine performance. Three key variables rely upon an individual's impression of the situation. These variables are:

- Expectancy is the extent of the man or woman's notion, or notions, that a selected act will produce a selected result (p. 43).
- Instrumentality is one's faith or belief that powerful overall results will cause preferred outcome and incentive (p. 43).
- Valence is the energy of the idea that attractive incentives or rewards will result (p. 43).

Vroom (1964) acknowledges valence is different from value because he characterizes a way of motivating. After all, the foreseen success of the individual would expect a result of praise and describes cost as genuine success received. As indicated by Vroom, the three variables together make the main impetus. This motivation incites a person to the vicinity for an effort, accomplishes execution, and gathers prizes closer to

the end.

Notwithstanding the analysis, it is valuable for foreseeing the behavior of employees (Aamodt, 2015). Therefore, it is sensible to pay attention to the fact that; exertion alone may not lead to expected results. Different variables must be included, such as character, knowledge, abilities, and how he sees the activity. For example, an opportunity for development can be an appealing possibility (valence). However, the anticipation of advancement may be low. In this kind of circumstance, execution would not result in rewards, so exertion is not regarded as tremendous. These situations show that employees' desire for profits through employment completed changes and has become a management difficulty to appreciate, which is the preferable method of propelling employees for an excellent process.

### **Motivation and Job Performance**

Hood (2001) differentiates between the term movement and motivation. Employee development contributes to efforts for pay or creates enough compensation in people's psyche to act accordingly. At the same time, the term motivation is coupled with an individual's contribution in action with fervor and satisfaction. In simple words, development or movement urges an individual to do assignments, while inspiration or motivation is a self-satisfying demonstration of happily taking on explicit tasks. Inspiration is the purpose behind individuals' achievements to complete the task (La Motta, 1995).

There are numerous inspirations within an association; some individuals are driven by those viewpoints, which may not fundamentally move someone else. These variations are because various components may affect motivations. On arriving at the

understanding and acceptance that individuals are driven, an organization just provides them with the inspiration to be advanced and improve their skill level (Baron, 1983). The organization must accept that individuals do have inspirational conduct. Lawler (2003) noticed various speculations addressing why individuals favor particular vocations, why they look for specific tangible benefits, and why these people may feel fulfilled or disappointed.

These resounding inquiries make endless suppositions and speculations that are meant to be explored. It is broadly perceived in executive domains that motivation undertakes a part in keeping workers providing their best in any job duty necessary. Evaluating La Motta's (1995) and Baron's (1983) perspectives on the idea of motivation, one cannot help thinking about why motivating forces provided to laborers did not yield the expected results.

### **Levels of Employee Motivation**

The course of a worker's actions is identified with practices in which a person decides whether to act as expected (Mosley et al., 2018). The worker's actions indicate the level of commitment, and their reliability alludes to their ability to perform notwithstanding deterrents. Moreover, employees originate from various foundations; furthermore, they have a diverse education with multiple experiences and will not respond the same to motivation.

### **The Role of Motivation**

Contemporary researchers have categorized and described the concept of motivation. Motivation is described as the intellectual sequence of the thought progression to guide actions, logic, and destinations (Kreitner, 1995); Moreover, it is part

of proclivity to act intentionally to realize specific, ignored needs, as explained by Buford et al. (1995); or as an inner determination for achieving an unfulfilled necessity (Higgins et al., 1994); and finally, a desire for achievement (Bedeian, 1993). Concurring via Smith, the motivation behind why bosses provoke employees is to build endurance (Smith, 1994).

Notwithstanding the reality, employees continually settle for payment for work done to meet their basic which appears to be the issue since, when workers are fulfilled in their endurance needs, they will generally battle for acknowledgment for themselves and others. Workers felt they ought to be essential for the choice-making body in the hierarchical arrangement. Inspired management is required in a rapidly evolving workplace. Motivated workers are essential in helping organizations endure.

Inspiring managers are more profitable for the organization. Management needs to comprehend what inspires managers in the jobs they perform to be viable. Of the multitude of capacities an organization accomplishes, inspiring employees is the most perplexing but nevertheless expected. Inspiring workers is complicated because it changes continually (Bowen & Radhakrishna, 1991). One example is the research by Kovach, who stated that as wages increase, money is less of a motivation for employees (Kovach, 1987). Likewise, for workers who become more established, then fascinating efforts grow into greater inspiration.

An individual's achievements and attainment of goals are directly related to employee motivation. A person will persuade themselves to accomplish the goals they set. Accordingly, they contribute and direct their efforts to accomplish organizational performance goals for their own purpose also. This situation demonstrates business

objectives may legitimately correspond to employee purposes. Manager's roles are to confirm worker accomplish their goals (Robert et al., 2005). The manager's contribution as such was not such significant employee inspiration. Employees must motivate themselves to perform their work goals.

Employee motivation is a significant issue for all businesses, whether employees are talented or untalented, or experts or inexperienced. To inspire employees is an organizational challenge and to offer the effective management clients expect. The employee's motivation and eager conduct toward task fulfillment assumes a key function in accomplishment (Cheng, 1995).

As per Petcharak (2002), a primary purpose of human resource or asset executives is to ensure employees are inspired in their work environment. The human asset manager's capacity ought to include assisting the head supervisor in keeping the workers happy with their positions. Another objective is the goal of the administration supervisor, which is to create persuaded workers and empower their spirit regarding their particular job.

There are various manners by which organizations can influence an employee's impression of objective significance. Directors may persuade workers their positions are significant by providing convincing reasoning for job assignments (Locke et al., 1988). An example is that of assignment essentialness. When employees can perceive how their work is part of accomplishing a significant corporate objective, at that point, they are bound to see their job significance on the premise that the relationship between individual and organizational goals may reach even further than expected (Perry & Porter, 1982; Perry & Wise, 1990).

Motivation is a powerful apparatus in a director's possession to inspire the labor force and create trust. By guiding the work power, executives make the will to work, which is important for accomplishing hierarchical objectives. The following outcomes might be typical if the management is appropriately inspiring: The labor force will be more fulfilled when executives allow the fulfillment of their biological and mental requirements. Employees collaborate intentionally with supervisors and to provide their best work performance toward the objectives of the organization.

Employees effectively enhancing their abilities and information add to organizational advancement. The enhancement results in expanded profitability, even as workplace turnover and truancy are diminished (Chhabra, 2019). Correlation exists to the degree that employees are inspired, then the capacity for efforts to expand profitability will be increased as well. Although, there are some circumstances where certain employees' demeanors are not reversible. Therefore, the organization must place pressure that persuades them to work harder. Notwithstanding when things go amiss, inspiration stays an incredible or suggested apparatus in the impact of the will to work.

As early as the 1930s, prominent political specialists and policy implementation researchers noticed the criticalness of identification of public organizations. Identification was characterized by Lasswell (1930) as a rotation by which sincere gesticulations are directed by perceptions of being liked. Furthermore, he noticed recognizable proof might significantly impact people to dedicate themselves to a collective undertaking (Lasswell, 1930). Although, in 1947 Simon (1997) determined that identification was distinguishing evidence of a significant motivation that incited management to apply their efforts for the organization's benefit. Kaufman (1960) expressed that hierarchical identification infused

into the employee system measures was the business's choice.

Public sector administration writing has revived hierarchical identification as essential to understanding local official motivation. Accordingly, Liu and Perry (2016) inspected which hierarchical recognizable proof interceded the connection between open assistance inspiration, PSM, occupational fulfillment, and network citizenship practices. Campbell and Tobin (2016) analyzed the board and authoritative identification in public areas in Korea and contended that solid hypothetical connections existed among hierarchical identification and PSM. Furthermore, Campbell and Tobin stated that this relationship should be investigated in greater detail. The exploration was conducted by breaking down the function of authoritative distinguishing proof as a middle person connected among PSM and occupation execution.

PSM has been characterized as “the conviction, qualities, and mentalities that go past personal circumstance and hierarchical intrigue, that worry the enthusiasm of a bigger political substance and that rouse people to act in like manner at whatever point proper” (Vandenabeele, 2007, p. 547). The original work on PSM began with Perry and Wise's (1990) research on its impact on employment perspectives and practices, but the topic has continued in its development (Ritz et al., 2016). A particular area of intrigue is PSM's part of improving position performance (Brewer & Hunter, 2005). Even though the relationship between PSM and worker action has received more consideration in the previous decade, as indicated in the work of Camilleri and van der Heijden (2007) and Vandenabeele (2009), there remains limited research on the factors that initiate this motivation (Perry et al., 2010). In order to unravel this affiliation, the social personality hypothesis helps to explain this relationship (Tajfel, 1978). It contends that managers

who have significant recognizable authority spot a high incentive on hierarchical enrollment and that the organization turns into an aspect of the managers' self-idea (Sluss & Ashforth, 2008). Ultimately, PSM brings about more significant levels of authoritative recognizable proof among government employees and, thusly, drives them to show more elevated levels of occupational execution since they see the association's destiny and results as their own.

The research study conducted by Alonso and Lewis (2001) provided knowledge into how PSM builds work performance. Considering the conflicting aftereffects of past PSM execution, they filled the void when researching the correlation between PMS and work execution/performance. Perry et al. (2010) stated that their article was especially imaginative regarding methodological meticulousness. Therefore, the research of Moynihan et al., (2013) expanded on the work of Alonso and Lewis. Perry et al. utilized manager appraised execution information and worker evaluated PSM and authoritative recognizable proof at three specific times as their focus. The multi-source, multi-time point overview configuration empowered Perry et al. to beat the vast methodological weaknesses of past studies. For example, the dependence on self-announced execution measures considers public administration, researchers, and experts to have more prominent trust in the discoveries (Perry et al., 2010).

In addition, these expanded explorations and comprehension of PSM, it was further explored in a Chinese authoritative environment. Until then, PSM research studies had primarily been conducted in American or European settings (Ritz et al., 2016), while Asian experience had not been extensively investigated (Van der Wal, 2015). Therefore, by improving the representation of public sector workers was especially significant in

China. It is essential because common assistance changes made efforts to build up a legitimacy-based framework with an execution culture that digressed from conventional practices and forced developing requests to open area representatives (Wang et al., 2014).

### **Importance of Motivation in the Workplace**

A manager who is energized may create efficiencies in job products or services by inspiring a motivated workforce. This type of inspiration is automatic and will be continued through motivated employees. Notwithstanding, an external aspect of a motivational example is a reward, which assists employees who desire to put forth more effort into their work. Typically, employees work hard for their wages; however, the amount of effort that goes into the outcome depends upon their motivation. Perry and Hondeghem (2008a) indicated that motivated employees accomplish more.

The managers' wages acknowledge job performance; however, the employee may not control that remuneration because it is external. In addition to salaries, various external factors affect motivation, such as job promotions, job security, compensation increases offering more motivation, etc. Organizations that wish to retain their existing workforce should continually improve procedures to motivate employees. Managers who are motivated have a feeling of fitting into the organization, reinforcing their commitment to the organization. These employees consistently strive to be connected with the consequences of their work (Belka,2020).

Motivations impact management as employees strive to accomplish goals and be creative on the premise that they have confidence in themselves and their abilities, thereby profiting the organization (Yang Jie, 2010). Motivated managers urge employees to create more daily and they have the feeling it is well at work. Management then can

care for other significant matters because their workforce produces groups that manage and create.

### **Leadership**

It is a leader's responsibility to understand that their employees work in the public sector and provide a service to the community, in most cases, and seek to follow individuals who provide a foundation of ethical public service. Jacobsen and Andersen (2017) also noted that "public employees can be motivated by many factors than extrinsic rewards and sanctions" (p. 253). And as Potipiroon and Ford (2017) explained, "ethical leaders can also supply what followers need by providing them with the opportunities to act on the values of equal treatment and equity, responsiveness and representation, and protection of individual rights" (p. 219). Leaders serve as role models, who are the example of ethical behavior in the workplace, and they encourage the work norms and perceptions in the workplace.

Strategies that incorporate elements of transactional leadership, which use conditional incentives for performance, have traditionally been positively upheld in the public sector, according to Bass and Riggio (2006). The researchers expanded further by suggesting that transactional leadership pertains to leaders who provide social exchanges in return for performance. They also distinguished between transactional and "transformational leadership, which is a contingency-free leadership strategy in which the leader seeks to stimulate and inspire followers to change their motivation and values, so they increase their performance" (p. 3). The researchers proposed that transformational "leadership is seen as behaviours seeking development, share, and sustain a vision intended to encourage that employees transcend their own self-interest and achieve

organizational goals” (p. 256). So, how can leaders extend the mission of their organization better to their employees? Do leaders’ values and morals match that of the organization and the message they provide? Are they the facilitators that employees expect them to be? And do they help employees fulfill their individual needs in the organization?

Jacobson (2016) explained that “by gaining a better understanding of the bases of motivation for their employees public and non-profit leaders can better leverage their managerial practices and decisions” (p. 218). Jacobsen and Andersen (2017) exclaimed that “there is a relationship between leadership, self-efficacy, and organizational performance” (p. 264). Potipiroon and Ford (2017) added that “leaders are a crucial source of social influence and organizational attitudes in the workplace” (p. 218). The researchers elaborated that ethical leadership tends to be a crucial component in many positive outcomes for an organization, such as employees who are satisfied with their work, loyal to the organization, put forth the extra effort and time to accomplish goals, task performance, and proper behavior. Also, ethical leaders must display morals both as a person and as a manager (Wilkins, 2019).

When someone is considered to be a moral person, they are generally described by others as someone who has integrity and is trustworthy. They also are deemed truthful, loyal, and fair. Managers who display these qualities may perform as role models and set an example of ethical work practices. Similarly, ethical leaders have characteristics of a moral person and are decision-makers who communicate those ethical standards for the entire organization and hold others accountable for their actions (Trevino et al., 2000).

Potipiroon and Ford (2017) explained that “although the concept of ethical

leadership can be applied to any type organizations, it could be argued that public organizations would require a different style of ethical leadership than private organizations” (p. 219). They elaborated further by explaining that ethical management who are congruent with the values they perpetuate will attract and connect with workers with high PSM. The moral direction will augment the confidence of the public and employees, further optimizing the effects of PSM in the public sector. Ideally, when management and employees with high PSM working together should produce extraordinary levels of job satisfaction and organizational commitment (Homberg & Costello, 2019).

Leadership is characterized as a person who can achieve change by searching for expected intentions in devotees, by looking to fulfill a higher need and ultimately draw in the supporters through a common relationship to move the adherents toward accomplishing the gathering objectives (Ma et al., 2009). Tourangeau et al. (2006) proposed setting up an initiative that shared regular enthusiasm for their vision, workgroup objectives, and targets. In a later report, Tourangeau et al. (2010) further upheld the past discoveries by proposing that initiatives help, just as relationships with the director, are inspirations for expanded worker implementation.

In 2009, Ma et al. led a cross-sectional investigation in Taiwan. This investigation included four intense consideration emergency clinics and inspected representatives’ exhibition and its relationship with authority qualities. Upon endorsement from the institutional moral boards of trustees, self-revealed studies created by the examination group were controlled for the workers, with updates indicating polls were intentional and mysterious (Ma et al., 2009). The researchers determined that excellent administration

helped to advance the execution plan. The researchers further suggested that the organizations investigated should execute a moral authority process to enhance workers' performance (Ma et al., 2009).

### **Job Satisfaction**

Bakker (2015) explained that “job satisfaction is a positive experience indicated by happiness, contentment, and pleasure” (p. 724). Employee job satisfaction is essential in retaining employees in the organization and key components for work performance. The researcher also stated that “public service motivation (PSM) determines how employees in the public sector deal with their daily demands and resources” (p. 723). Employees in public organizations face various demanding tasks during their tenures, and with changing times, so must their methods of achieving those goals. According to Thaler et al. (2016), “knowledge, skills, and abilities based on experience, education, and training contribute to performance” (p. 3). Employee training is an incentive, and it can help increase motivation and performance.

Public organizations have the responsibility to keep their employees motivated and enthusiastic about their work. It is their job to identify, maintain, and promote performance and learning possibilities for their employees. For a modern organization to react to current challenges in the environment, it must implement current data and technological advancements throughout the workers' communication systems (Thaler et al., 2016). Dedicated workers are involved and committed to their work and display characteristics of an engaged worker (Bakker, 2015). So, can training for employees at public organizations help maintain job satisfaction and performance? Can training foster PSM?

Only specific kinds of people can commit themselves to provide a public service for the masses. These individuals must provide certain sacrifices and understand that rewards may be more from a self-satisfying perspective. The research of Potipiroon and Ford (2017) suggested: “public service motivation (PSM) generally leads to higher levels of organizational commitment” (p. 211). The main question to cover in this section is why people want to work in a public sector organization? How committed do they have to be to the public good to maintain a lifetime of public service when they understand that a return may only come in knowing they are providing a good service for their community?

Jacobson (2016) explained that “in order to marshal the human resources necessary to achieve their missions, organizations must convince individuals to accept employment and remain in their jobs...to prosper, organizations must encourage employees to work effectively and efficiently” (p. 217). It requires commitment from both parties to comply in a healthy and productive relationship that produces results while providing a service to the public. There must be an established rapport about the benefits and expected commitment between public service organizations and the employees they hire and retain. Jacobsen et al. (2014) noted, “there is a significant relationship between federal employees’ job satisfaction, performance, intention to remain in government service and support for government reinvention efforts” (p. 218). Pedersen (2015) added that “employees with higher public service motivation (PSM) are likely to perform better in public service jobs” (p. 734).

Employment fulfillment is how satisfied a person is with their job performance. Employment fulfillment comes from performance, motivation, absenteeism, social and

mental well-being, and a feeling of life contentment accomplished at work (Saleem, 2011). Feeling fulfilled in your employment has a meaningful correlation to job performance execution, absenteeism, attrition, and turnover, and the social and mental aspects (Storey, 2013). Ismail et al. (2009) discovered multiple encouraging correlations between employee inspiration and fulfillment. Management may increase worker incentives through feeling fulfilled in their work. They further recommend that administrators can conceivably upgrade representative inspiration through employee work fulfillment. Jepsen and Sheu (2011) emphasized that all employees want to find contentment in their employment and especially when morals and values are aligned.

Herzberg's motivation hypotheses emphasized only inspiring or motivational factors may increase employment fulfillment. This factor contradicts hygiene variables that are utilized to reduce discontentment in the workplace so that they do not impede job fulfillment (Steers & Porter, 2011). A satisfied manager might be happy at work and the environment; however, they may still not perform optimally (Storey, 2013). Bandura and Locke (2003) offers the suggestion that inspiring employees lies in the common goal of performance actions. Researchers purported that motivation was the key to inspiring employee in any organization (James et al., 2017)

Herzberg's theory indicated there was a random correlation between both the internal and external motivation factors, and he studied the conditions under which people responded to multiple changes (Bassett-Jones & Lloyd, 2005). Bandura (2000) certified that inspiring employees resulted from management pressure and requests. Next, there was a desire from employees and managers to meet goals, and when workers become satisfied with the salary and benefits, they adjusted their needs to start the cycle

again (Bassett-Jones & Lloyd, 2005).

### **Employee Performance**

All organizations have goals that must be accomplished. Additionally, all organizations have assets that may vary per industry but generally may include people, raw materials, cash on hand, and machines necessary to produce a product or service. For most industries and organizations, labor is a significant budgetary cost (Lincoln, 2009). The best approach to accomplish hierarchical objectives to use assets proficiently and effectively. The socialized aspect of an organization is continually developing. Factors identifying with nature are uncontrollable. These environmental factors are outside the ability to control the hierarchical capacities. To make progress, one needs to change with the outer impacts on the lookout. The characteristic segment of culture, society, lawfulness, governmental issues, rivalry, and innovation changes rapidly. If information is deficient, the arrangement erodes. The difficulty is in foreseeing what is currently evolving that should be anticipated in the future (Lincoln, 2009).

Organizations with exceptionally talented workers have a favorable position over their adversaries and can enlarge their profitability and nonessentials better (Shanks, 2012). Labor costs are the primary and essential component for any organization. Therefore, good management is necessary amid employee performance and various types of positions for organizational achievement (Lunenberg, 2011).

Organizational aptitudes and capacities should be successfully perceived to complete an exceptional explanation of the efficiency and life span of the business. The cycle of performance evaluations regularly happens on a yearly premise. It may also be planned for an additional incessant way. It profoundly relies on the characterization by

proficient staff and provisional work. A portion of the organizations' efforts used to scientifically judge the performance of supervision for expanding efficiency (Stewart & Roth, 2007)

A manager's performance is characterized as what an employee can do through his capacity and aptitudes and what he cannot do. Different components are evoked for managers' job criteria, such as value, the measure of profit, proximity to product, solid and cooperative character, outcome possibilities, etc. Three classes are essential for estimating the manager's efficiency and no general hypothesis can clarify the components affecting thought processes that control man's conduct at a specific point as expected. By and large, the thought process works on multiple occasions on most individuals and impacts strategies. The motivation cycle contemplates an individual's intentions which cause typical behavior.

Buford et al. (1995), Kreitner (1995), and Higgins et al. (1994) defined inspiration as "the mental cycle that provides conduct reason and guidance, a feeling of persevering in a goal-directed manner to achieve ignored necessities, an unfulfilled necessity as well as the drive to achieve alone." Researchers characterized inspiration as the power inside a person representing the level, bearing, constancy of exertion at work. Halepota (2005) defines inspiration as an individual's dynamic support and pledge to accomplish the recommended outcomes. Halepota further states that inspiration is theoretical since multiple methods yield different results depending on the event, then there is no one technique to ensure consistently positive outcomes.

As per Antonioni (1999), employees are more willing to apply effort when they believe their endeavors may be realized. Also, individuals do not like to be associated

with anything that might prevent them from achieving excellent outcomes. Moreover, the above statements clearly show that inspiration essentially deals with variables or functions that determine specific activity or inactivity throughout a set timeframe based upon overarching circumstances.

Moreover, there should be an "imperceptible power " utilized to motivate employees to accomplish organizational and job goals. Therefore, it could equally be found that having a motivated labor force or creating a climate where substantial levels of inspiration are kept up at important events. Its test may radiate from the fundamental reality that inspiration is certainly not a fixed characteristic. It could vary with variations in factors such as social components, monetary, mental, or home.

For this exploration, the meaning of inspiration by Greenberg and Baron (2003) is embraced; it is practical and straightforward because it thinks about people and their exhibition. They characterized inspiration as activities that generate excitement and keep employees on track toward goals. Maslow (1955) supports the importance of inspiration within organizations.

### **Employee Performance and Extrinsic Motivation**

Extrinsic motivation or extraneous inspiration refers to an accomplishment that produces a distinct or expected result (Mullin & Daley, 2010). External rewards explicitly increase an employee's job performance. Gardner, Linn, et al. (2004) call attention to the fact that one's self-confidence, conformity, and authoritative promptings, assume critical functions in influencing the motivation of workers. Extrinsic motivation facets may include wages, special projects, benefit-sharing, and investment prospects (Mullin & Daley, 2010).

### ***Wages***

Pay alludes to the measure of cash provided to workers to achieve organizational objectives. Whether or not people believe they are paid adequately is contingent upon multiple factors. One factor is the requirement of employees and their propensity for other monetary or intangible reward options (Kreitner & Kinicki, 2016). Armstrong and Murlis (2005) added wages were essential to employees because they satisfy their primary and most critical requirements for living. Employee purchasing power is a prevailing technique for perceiving employee value, accordingly improving their confidence and picking up the regard of others (Din & Khan, 2010). Armstrong and Murlis (2005), thinking about internal motivation, called attention to the fact that pay in itself has no inherent importance but procures a large motivating force with regard to representing impalpable objectives. Yin and Yang (2012) found that the worker motivator of pay, particularly effective in their research. Wages were essentially associated with work performance (Yin and Yang, 2012).

### ***Bonus***

A projects' bonus program typically remunerates people for their achievement in a specific undertaking (Mullin & Daley, 2010). The reward program has been utilized in various organizations for quite a while. Rewards are frequently used in deals when organizations provide motivation for the sales department to bring in extra business or increase profit margins. This incentive can be used to reward group accomplishments. In fact, more establishments have transitioned from one project reward system to one which rewards commitment to organizational performance at various levels (Odell, 2005).

Yin and Yang (2012) indicated that independent companies intrigued by long-

term advantages should consider other types of incentives. Rewards are ordinarily transient motivation. By rewarding a worker's efforts for the prior year, management provides a momentary snapshot instead of future-based objectives. Moreover, ventures like these should be purposely planned to ensure it is rewarding accomplishments that are far above an employee's or groups' essential capabilities. Otherwise, organizations are in danger of promoting a qualifying standard legitimate wage instead of an incentive for performance that is considered above and beyond regular compensation. Supporters, in any case, promote that these rewards are entirely accepted methods for compensating exceptional performance, and such a rewards framework is an advantage for future high-level ventures (Odell, 2005). Benefit-sharing impetuses may likewise assume a part in boosting workers' exhibition.

### ***Profit-Sharing***

This employee benefit refers to a method of providing a sum of cash each year, if certain conditions are met, that will be disbursed among employees in the organization (Yin & Yang, 2012). The amount disbursed to an employee usually corresponds to the level of their compensation and the money is dispensed at the end of the fiscal year (Rajapaksa & Rothstein, 2009). The cash disbursements can be either in cash payments or provided to employee retirement plans. A benefit for the business is this type of remuneration keeps fixed costs low (Ramey et al., 2011).

The advantage of using this plan is the ability to give employees an incentive for their ongoing loyalty to the company and their efforts to meet established objectives. The program encourages employees to remain with the employer by compensating those who stay (Mullin & Daley, 2010). The plans generally require a vesting schedule based upon

years of service (Pratheepkanth, 2011). Alternatively, employees may not be appropriately inspired to work hard if everyone is offered the same incentive rate. A unifying task arranging to accomplish the profit-sharing plan can counteract this event if it becomes apparent to the employees that is it simply management publicity (Luthans, 2005). Investment opportunities may likewise assume a function in boosting management's objectives.

### ***Stock Options***

An investment opportunity that alludes to a contract among two entities wherein the purchaser or holder buys the right to purchase an investment opportunity or sell stock portions at a predetermined rate to an alternative merchant within a fixed period of time; however, this is an option but not an obligation (Din & Khan, 2010). Investment opportunities have become an undeniably famous technique for remunerating organizational management and different employees in developing or new businesses. These stock option programs provide workers an option to procure a predetermined amount of business stock offers at a fixed cost for a predefined time, which is usually about 10-years. The stock is commonly approved by uppermost executives and endorsed by investors. The number of stock purchases a business can grant employees is typically at a predesigned level (Parker & Wright, 2001).

Overall, this plan recompenses workers for remaining on the job. When managers have been with an organization, generally around 4 to 7-years, the individual is wholly vested in the program. If the employee leaves the organization before becoming completely vested, a vesting percentage, if any, is determined (Torrington et al., 2009). After a worker is completely vested in the program, the individual in question can buy an

assigned value of offers at the strike or initial fixed cost agreed upon. This transaction is called *working out* investment opportunities. After the transaction is complete, the employee may either hold the stock or sell it on the open market (Rajapaksa & Rothstein, 2009).

### **Employee Performance and Intrinsic Motivation**

Intrinsic motivation or natural stimulation refers to achieving something considered mesmerizing or appealing to you (Yin & Yang, 2012). Characteristically motivated specialists do not think only about extrinsic incentives such as monetary installments. Yet, the motivation to employees relies upon those elements, such as their confidence or fearlessness prevailing in an assignment (Gardner, Linn, et al., 2004). There are different natural inspirational factors and include work self-sufficiency, proficient development, authority, remaining with the task at hand, and job happiness (Yin & Yang, 2012). Different elements of a representative's self-assurance are work attributes, for example, task trouble and multifaceted nature, the climate wherein the undertaking is performed, work quality, amount and schedule, just as imagination and weightiness of the work, or recognizable proof with the result (Gardner, Masgoret, et al., 2004).

Thus, the administration needs to comprehend what compensation framework is included to get workers to put forth a valiant effort and stretch toward their latent capacity. Hatcher et al. (2006) conducted a study to determine the most efficient practices for motivating and maintaining the nursing staff between the ages of 45-64. The researchers developed a written survey to review the attributes of more experienced workers, characterized human asset arrangements, and found strategies to cultivate

skilled workers. The study documented 25 people as specialists in medical clinic employees as more established workers. Out of the documented specialists, 13 partook in phone interviews (Hatcher et al., 2006). Eventually, the 13 specialists acknowledged the same issues to increase authoritative concern as those found in written results (Hatcher et al., 2006). Occupational self-sufficiency may fulfill a function in improving employee performance.

### ***Job Autonomy***

Occupational self-sufficiency alludes to how an employee is allowed to accomplish their work with autonomous discretion. Hatcher et al. (2006) conducted phone interviews for the research study to distinguish efficient methods for increasing the work performance of more seasoned workers. A pilot, online worker study was made accessible to 2,000 plus employees located in a New Mexico medical care organization comprising seven distinct medical clinics, 26 mobile consideration centers, home medical services, and hospice administrations. The review reaction rate was 200% (N=377) and did not focus exclusively on the more seasoned workers (Hatcher et al., 2006). The researchers prescribed independence to answer more established representatives in the general discoveries to improve their research. A writing audit by Moseley et al. (2008) looking at similar studies distinguished strengthening or self-governance as an answer for increasing worker performance.

### ***Professional Growth***

Professional development refers to the satisfaction of professional duties as a component of managers' learning and ability through attending training (Mullin, 2010). Hatcher et al. (2006) found that professional training increased performance for more

experienced employees. Tourangeau et al. (2010) determined that even with the difficulties of arranging professional development and associational backing, training was necessary to develop management practices for workers. Furthermore, the researchers revealed that the utilization of an open-door policy for new challenges motivated increasing performance (Tourangeau et al., 2010). Numerous directors and advisors will generally concur that professional development provides great motivation as an intrinsic reward, especially if it is ongoing. Professional development will typically continue to develop employee performance over time (Ochsner & Gross, 2005).

Shaw and Schneier (1995) concluded that professional development training was a compelling way to encourage a group instead of with money-related incentives. A beneficial relationship has been discovered between training development and the performance of employees (Yin & Yang, 2012). Specialized training should be upgraded as a strategy for consistently encouraging employee performance (Moseley et al., 2008). This intercession elevates worker motivations to encourage employees to operate at their best. An initiative may likewise assume a part in boosting workers' performance.

### ***Recognition and Rewards***

Organizational compensation practices are presumed to play a significant role in encouraging workers to work at their best (Beer, 1992). Compensation as a motivator has been a standard of organizations (Hansen et al., 2002). The traditional thought has been if the rewards are accepted and agreed upon then employees will provide their best work for an organization and can even be used to motivate for higher performance levels. The correct incentives for motivation come back to the efforts used to meet the hierarchical level (Giancola, 2011).

Hygiene factors, according to Herzberg et al. (2017), help differentiation and unmistakably map to the reward qualifications. In his motivational theory, he stated that work motivation was affected by occasions for a supportive acknowledgment (Giancola, 2011). All in all, reward uses hygiene variables and recognition of motivational variables (Allen & Helms, 2001). Encouraging feedback for employees frequently appears as unmistakable rewards, just as are acknowledgment and recognition. A blend of exposure and incentives, alongside informal praise, will probably inspire better work performance (Kinicki & Fugate, 2011). He found that workers' most wanted types of remuneration that voiced thankfulness or acclaim by their supervisor.

Numerous associations have formal incentive and acknowledgment systems in place in organizations. These recognition systems, as a rule, incorporate prizes perceived with remunerations (Deci & Ryan, 2013). Various types of awards provided usually include plaques, gift vouchers, gems, and direct cash grants (Allen & Helms, 2001). Some organizations have more complex acknowledgment systems which perceive conduct underpinning hierarchical qualities. Therefore, the honor is a token of what the organization appreciates (Aguinis, 2019). Groups often feel it necessary to have motivational programs (Riggio, 2014). Likewise, with most inspiration and maintenance projects, acknowledgment and prizes must be deliberately arranged, else they may reverse the overall goal and reduce corporate profits (Kinicki & Fugate, 2011).

Competition of ability inevitably includes more than exceptionally successful, deliberately planned remuneration and benefit programs. These recognition programs remain basic; however, organizations attempting to lead the industry acknowledge they must look at the system more comprehensively to fully attract, inspire, and retain

employee interest (Giancola, 2011). Furthermore, organizations should convey the entirety of the benefit variables, such as pay and other benefits, of their unique compensation and benefits advantages (Hansen et al., 2002). Applauding employees for their best work efforts is a significant kind of simple acknowledgment. Although this type of commendation does not have an outlay of cash, it does necessitate a couple of seconds. Moreover, numerous employees state they do not receive recognition for their work (Aguinis, 2019). Hence, there are occasions to expend a little time to increase employee recognition and increase their motivation (Kinicki & Fugate, 2011).

When incentives can be thoughtful and represent both organizational and personal employee objectives, then both entities will remain in a committed work relationship and have a pleasant work environment (Allen & Helms, 2001). Furthermore, these compatible objectives communicate a harmoniousness in agendas and goals (Judge & Ferris, 2013). Therefore, the arrangement acknowledges and rewards employees' extraordinary efforts for individual and organizational hierarchical work (Hansen et al., 2002).

### ***Recognition***

As indicated by Daniel and Metcalf (2009), acknowledgment is a profit for an employees' performance and commitment at work, just as are their outcomes. Workers do not only need regular wages and benefits; employees need to be acknowledged and respected for the efforts on behalf of the organization (Wiese & Coetzee, 2013). When workers feel recognized as part of the team and fit in the organizational success, they have less stress over wages and benefits (Gostick & Elton, 2002).

An acknowledgment and recognition system may assist organizations in meeting their hierarchical objectives by attracting employees who are considered high performing.

Daniel and Metcalf (2009) detailed employee acknowledgment systems were changing their methodological approaches for nine reasons. The reasons were a) creating a constructive work climate, b) producing philosophy of recognition for effort, c) encouraging select workers, d) fortifying wanted strategies, e) growing employee assurance, f) support organizational mission and vision, g) retaining employees and diminishing turnover, h) encouraging confidence, and i) being a change culture. There can be various reasons for changing an existing acknowledgment program, and some of those are decreasing expenses, maintaining crucial employees, increasing employee efficacy, intensity, wages and benefits, refining value, safety, and customer care, decreasing anxiety, absenteeism, and turnover (Daniel & Metcalf, 2009).

Every organization understands turnover and retention of essential workers are essential to achieving organizational objectives. An autonomous exploration of business provided evidence that the effort to recognize the greatness of a firm's employees was related to the good monetary presentation. Establishments with reputable employee recognition programs value a profit that is three times that of rival competitors that do not utilize recognition programs (Gostick & Elton, 2002).

### **Research Questions**

1. What factors contribute to the increasing attrition rate among employees in public sector organizations?
2. What factors could improve employee retention at public sector organizations when resources are limited, and if other potential opportunities become available?

### **Chapter 3: Methodology**

The problem addressed in this research study was the difficulty of maintaining employees in a large public sector organization in a large southeastern state. The purpose of the qualitative study was to investigate the factors that affected the motivation of individuals in a large public sector organization in order to ultimately create and sustain a productive and committed workforce. Chapter 3 presents the details of the qualitative research study utilized to direct this exploration of participant perceptions. This chapter is composed of the following sections as follows: research design, participants, and instrument, procedures, data collection, data analysis, ethical considerations, and trustworthiness.

#### **Research Design**

The researcher used a generic qualitative research design to answer two research questions. A qualitative research approach was the most appropriate for gaining direct information about a social or human problem (Creswell & Poth, 2017). Qualitative research lends itself to the present study, especially well, given that the answers to a corporate issue involving the attrition rate of employees were needed from the employees themselves. Using a qualitative approach enabled participants to provide direct information about the problem of employee attrition from their experiences and perceptions (Creswell & Poth, 2017). The best method to gather people's perceptions of their unique and personal realities was to collect qualitative data (Creswell, 2014; McMillan, 2012). This qualitative design provided nonnumerical data and instead consisted of descriptive narratives.

Another aspect of gathering qualitative data is targeting specific situations and

collecting participant perspectives for analysis (Gall et al., 2007). This method allowed for the collection of rich, in-depth data for analysis. In this study, the qualitative open-ended survey questions provided the researcher with participant experiences, described in their own words, as they experienced them (Creswell & Poth, 2017). Data allowed the use of categories, themes, and overarching theme coding of data for analysis to answer the research questions guiding this study.

### **Participants**

For this study, the sample of participants consisted of a group of individuals who have voluntarily left their positions in public sector organizations. Participants must have worked at one or more public sector corporations for at least two years prior to leaving the organization. Participants consisted of an external participant group known personally by the researcher. This group included colleagues who were former department supervisors, clerks, technicians, paralegals, and maintenance individuals from a public sector organization. Characteristics varied across the sample regarding tenure, age, gender, and ethnic backgrounds. The convenience sample consisted of individuals who met the requirements and were willing to participate in the study. The potential sample of participants were drawn from a group of approximately 50 people known by the researcher who met the criteria.

Once permitted by the IRB, the researcher emailed approximately 50 potential participants. They were known former colleagues of the researcher who worked in a public sector organization. These colleagues agreed to either participate in the study or forward the survey to other colleagues who may qualify to participate if they could not participate in the study. Participation in the survey was strictly voluntary and there were

no repercussions for those who decided not to participate. The survey was entirely anonymous, so the researcher never knew whether any potential participants did or did not participate.

The 50 potential participants were provided with survey information, procedures, and the opportunity to participate through the use of social media. Information regarding the study included information regarding participant confidentiality, an invitation to participate in the study, and procedures for informing the researcher about one's willingness to participate. Participant consent was provided by proceeding to select the survey link and completing the survey. If potential participants did not wish to participate in the research study, they were free to forward the survey link to others who met the qualifications to participate in the study.

### **Instrument**

The researcher consulted with a formative and summative committee to create and pilot an open-ended survey (see Appendix) for the study (Fink, 2003). The researcher followed the methods described by Fink (2003) to develop the survey. The survey questions were self-developed and designed from research and literature for this study. The survey instrument was designed to answer research questions and gain the perspective of participants who had voluntarily left their positions in public sector organizations. Participants had worked at one or more public sector corporations for at least two years prior to leaving the organization. The survey instrument consisted of 5 open-ended questions intended to collect data needed from potential participants. The number of questions was limited to give the respondent the ability to provide in-depth responses that may require more introspection.

The open-ended question survey was not validated because it had been self-developed. The researcher created the initial survey questions and the drafted document was pilot tested through an ad-hoc panel. Once the survey questions were developed, the survey was finalized and piloted on a small ad-hoc panel. The ad-hoc panel consisted of four members who were representative of the study requirements and potential participants. The ad-hoc panel provided feedback to ensure that the phrasing of questions used in the survey instrument would be understandable and representative of data collected. The four panel members consisted of one female and three males. The ad-hoc panel members' ages ranged from 24 to 52.

Through the use of the ad-hoc panel feedback, unclear questions were revised based on recommendations from the panel members. The survey instrument was used to gather data needed to answer the research questions. The pilot test determined that the survey should be completed within 20 minutes to yield rich, in-depth responses to the five open-ended qualitative questions. The survey was made available on the online platform SurveyMonkey.com.

### **Procedures**

Upon IRB approval, the researcher posted a notice on social media utilized by potential participants announcing details of the study. Information regarding the research study included was: information regarding participant confidentiality, an invitation to participate in the study, and procedures for informing the researcher about one's willingness to participate. Once a list of participants was assembled, the researcher began the data collection process. The link for SurveyMonkey (2021) remained open for 4-weeks to ensure that everyone who wanted to participate in the study had the opportunity.

A reminder was posted on social media after 2-weeks. The post reminded potential participants to complete the survey and provided a thank you to those who had already completed participation in the study. When the survey closed, data were exported from SurveyMonkey for analysis. Once data was collected, it was analyzed using approaches described by Creswell and Poth (2017).

### **Data Collection**

All participants who agreed to be in the study were emailed a link to the survey on SurveyMonkey.com. Participants completed a waiver of informed consent on the SurveyMonkey.com site in order to access the survey. Upon gaining access, each participant completed the survey. The open-ended qualitative survey consisted of five demographic questions and five open-ended questions. The time to complete the survey was no longer than 20 minutes.

### **Data Analysis**

Once all participants completed the survey, the researcher utilized methods and steps for analyzing qualitative data as described by Creswell and Poth (2017). First, the researcher organized imported data for analysis. The researcher then read and reread all responses, seeking to provide open coding of data. Using the research questions as a lens for coding, then finding themes and organizing data into meaningful sections to ascertain the answers to the study's research questions. Data was coded and labeled into categories. These coded categories were used to determine a description for analysis. The next step ensured that the descriptions and themes were represented in narratives for qualitative data. The final step was to interpret the findings (Creswell & Poth, 2017).

Coding for grounded theory included themes, categories, and overarching themes

used to code survey data from the study (Bryant & Charmaz, 2007). Grounded theory coding includes identifying data to create a big picture for insightful meaning and was necessary while conducting coding to discover data themes. Thematic coding uses word-based techniques to code data and is built on phrases or keywords found in data that provide meaning to collected data. The text was reviewed to find repetitions, patterns, and relationships in data. The terms or keywords determined thoughts the participant considered important. The text was read carefully for specialized vocabulary based on the expertise and experience of participants. Coded data provided categories of responses and findings related to the research questions (Charmaz, 2014; Gall et al., 2007).

Data yielded rich, thick, and detailed data to provide findings for the research questions that guided this study. The conclusions addressed attrition factors that affected motivation of individuals within a large public sector organization to ultimately create and sustain a productive and committed workforce. The demographic information was used to provide an overall view of study participants. The first research question for this study was: What factors contribute to the increasing attrition rate among employees in public sector organizations? This research question was answered using Survey Questions 2, 3, and 4. The second research question was: What factors could improve employee retention at public sector organizations when resources are limited and if other potential opportunities become available? This research question was answered with Survey Questions 1, 3, and 5.

### **Ethical Considerations and Trustworthiness**

The researcher followed all ethical guidelines relating to research by human subjects (Braunschweiger & Goodman, 2007). The research study also followed all

ethical guidelines of Nova Southeastern University's Applied Research Center. All available measures were taken to assure participants their information would remain private and confidential. The use of SurveyMonkey (2021) ensured that even the researcher was unaware of the identity of participants in this study because no identifying data was supplied in the information available or exported from SurveyMonkey. Therefore, participant confidentiality was ensured. Even so, participants could have withdrawn from the study at any time without reprisals of any kind.

With the assurance of anonymity, the quality of data was assured because participants had no reason not to respond truthfully and candidly to the survey questions. In addition to anonymity, information was reported in the aggregate form, further protecting any identification of participants. Moreover, exported files were stored on a password-protected computer and then moved to a password-protected flash drive after the study was completed. All papers were held in a filing cabinet that can be locked in a home office. After the required 36 months following completion of the study, all data, including paper documents and electronic files, will be deleted and destroyed.

Trustworthiness is an important feature of qualitative research and is also a significant factor in assessing the value of the study (Creswell, 2014; Yin 2015). Lincoln and Guba (1985) are credited with establishing trustworthiness in qualitative data (Creswell, 2014). In research studies, trustworthiness is established through credibility, confirmability, dependability, and transferability.

Trustworthiness through credibility ensures that potential participants were only allowed to continue to the survey after acknowledging that they met the requirements to participate in the study. Participants were able to completely express themselves in the

open-ended questions in SurveyMonkey (2021) without limited line space. The confirmability was also a vital consideration for any research study. The researcher prudently searched for any potential bias within and was diligent throughout the analysis and interpretation of data to remain objective. The study's dependability was shown in the manner in which data was systematically coded and the details reported so that other researchers may replicate the study. The final criterion is transferability. Transferability of data is the degree to which findings from the research study may be transferred to other circumstances. To ensure transferability, the researcher diligently recorded details about the research so that other researchers may determine if the research study applies to their situation. All these processes took place to ensure the study's trustworthiness.

### **Summary**

This chapter aims to discuss the research design, participants, instrument, procedures, data collection process, and data analysis. The chapter concludes with discussions of ethical considerations, and the trustworthiness of the study. Findings from data gathered are detailed in Chapter 4.

## **Chapter 4: Results**

The problem addressed in this research study was the difficulty of maintaining employees in a large public sector organization in a large southeastern state. The purpose of this qualitative study was to investigate the factors that affected the motivation of individuals in a large public sector organization in a large southeastern state in order to ultimately create and sustain a productive and committed workforce. Chapter 4 presents data analysis of the qualitative research study from participant survey responses. Chapter 4 includes information answering the study's research questions drawn from the qualitative survey responses of the 42 participants who participated in this study. The first section presents the demographic information and the following areas answer the research questions presented in this study.

### **Demographic Data**

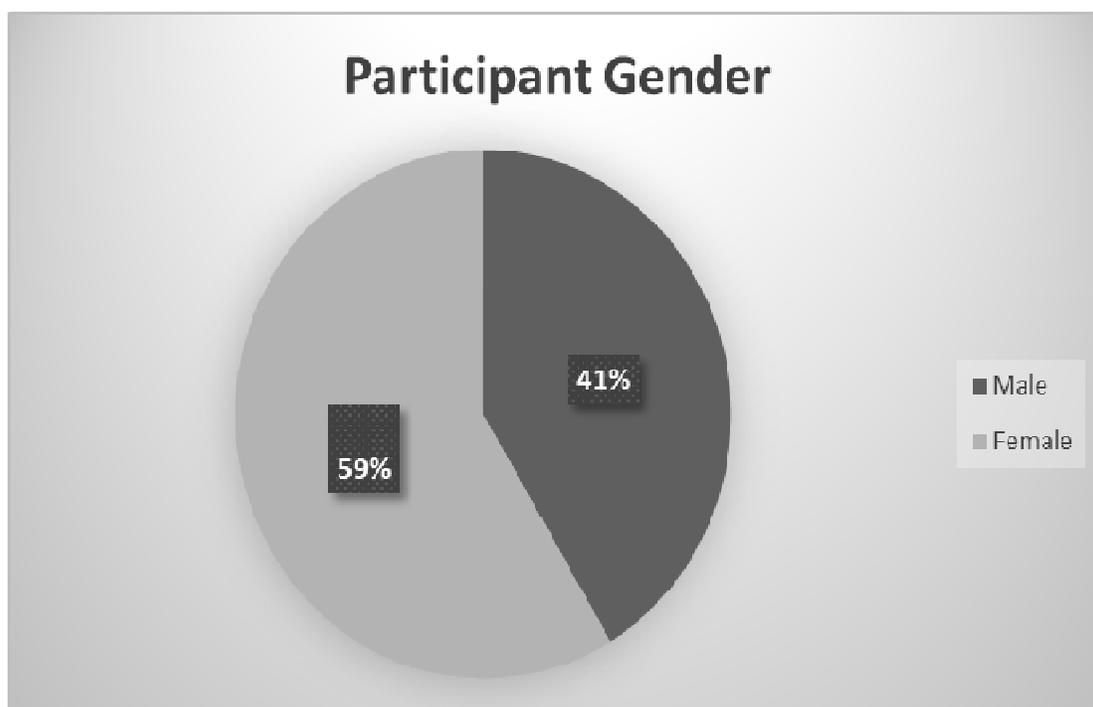
For this study, the sample of participants consisted of a group of individuals who voluntarily left their positions in public sector organizations. Participants must have worked at one or more public sector corporations for at least two years prior to their departure. Participants consisted of an external participant group known personally by the researcher willing to participate in the study. The group included colleagues who were former department supervisors, clerks, technicians, paralegals, and maintenance individuals from a public sector organization. Characteristics varied across the sample regarding tenure, age, gender, and ethnic backgrounds. The convenience sample consisted of individuals who met the requirements and were willing to participate in the study. The potential participants were from a group of approximately 50 people known by the researcher to meet the criteria. The participant colleagues either agreed to

participate in the research themselves or forwarded the survey to other colleagues who they believed were qualified to participate. Participation was strictly voluntary and there were no repercussions for those who decided not to participate. The survey was anonymous, so the researcher never knew whether any potential participants did or did not participate.

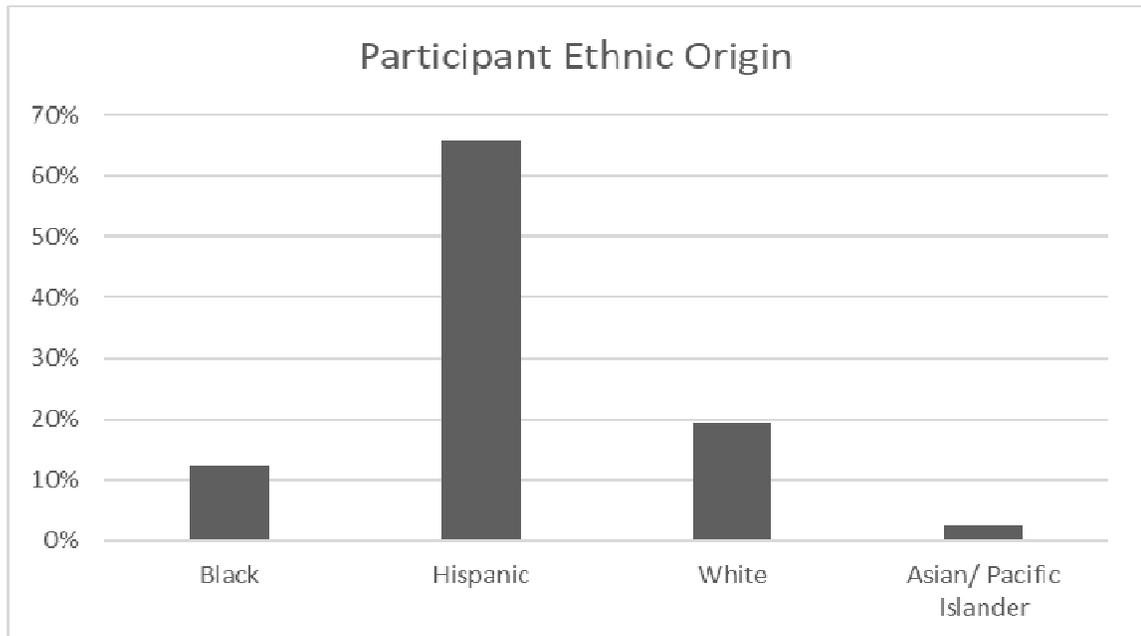
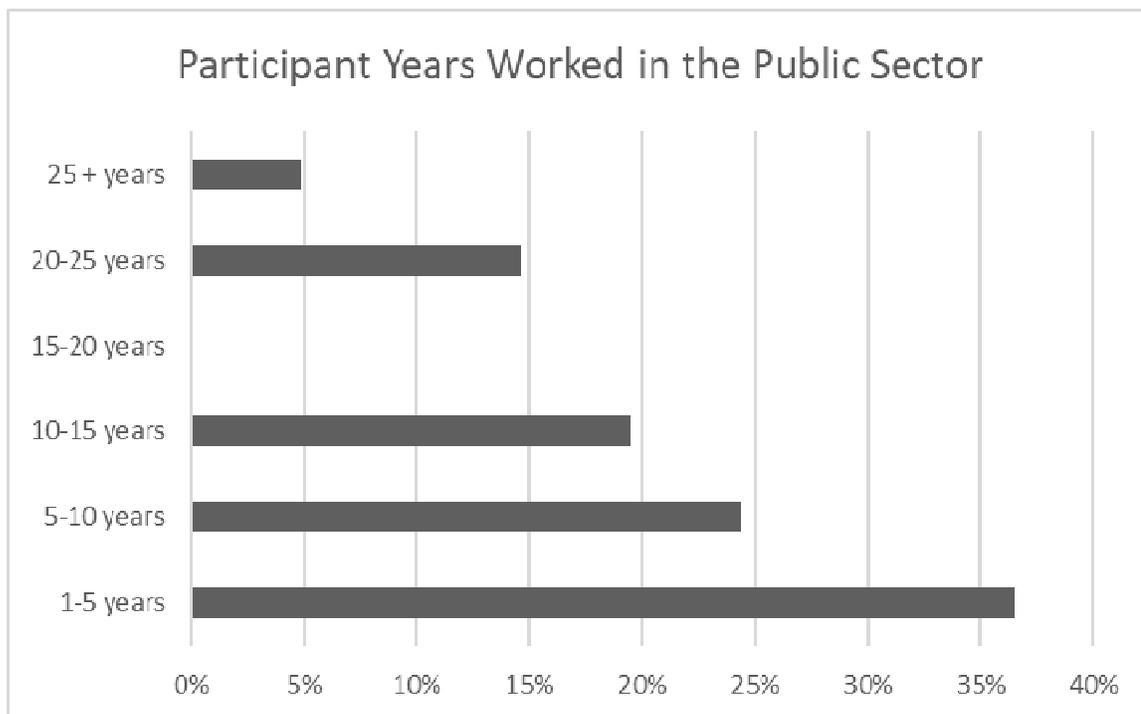
The demographic information was used to provide an overall view of study participants. There were 42 participants who completed the surveys. Of the 42 participants, 27 were currently employed. Additionally, 63% continued working in the public sector. The breakdown by gender is displayed in Figure 1. Participants were from four different ethnic groups and are presented in Figure 2. Finally, participants indicated their years of public service and placement in participant categories in Figure 3.

**Figure 1**

*Percentage of Participant Responses to Gender Question*



Note:  $N = 42$ .

**Figure 2***Percentage of Participant Self-Identified Ethnic Origin*Note:  $N = 42$ .**Figure 3***Participant Number of Years Worked in the Public Sector*Note:  $N = 42$ .

## Research Question 1 Results

The first research question for this study was: What factors contribute to the increasing attrition rate among employees in public sector organizations? This research question was answered using Survey Questions 2, 3, and 4. The responses to the survey questions were categorized according to their responses into themes using phrases or keywords. While there were 42 participants, and some comments could be placed into more than one category or theme.

Survey Question 2 was “What were the experiences that made you want to leave your position in the public sector?” The primary reason that participants were interested in leaving the public sector was compensation, specifically pay and salary. Twelve participants commented on this theme. Many said simply, “money,” “salary,” “better pay,” “low salaries,” and such, but a few gave more in-depth responses. One said, “Low pay and motivation.” Another stated, “The low pay and discouraging environment surrounding public service.” One other explained,

At times it feels like receiving a raise takes much longer than through a private sector. It is obviously because a raise needs to go through voting of all people and more than one person would receive a raise at a time in a public sector.

The second and third most commonly reported themes were nine responses each for “Not applicable,” with three respondents saying they were still working in that position. The other theme with nine answers was management. Some of those nine responses included “Poor bosses,” “Poor management,” “Lack of passion from management,” and “Micromanaging.” One participant stated, “Longtime employees who move up in seniority but do not necessarily have expertise or management training.”

Another explained, “Everything is too formal. Supervisor was somewhat unorganized and disliked me.” The final respondent reported, “Administration- micromanaging, overpowering, favoritism.”

The fourth theme in the responses that made people want to leave was politics. Three respondents reported this theme. One simply stated, “internal politics.” The other two responses included more details and were, “Political nonsense and lack of accountability for those who are in need of corrective discipline.” While the last participant added, “Politicians took away all of the perks for which we opted to take lower paying jobs in the public sector.”

Four themes were next, with two participants each indicating each theme. Two participants reported bureaucracy as a theme. The remarks included “Red tape, bureaucracy, and antiquated practices.” And “It took extremely long to get anything implemented even if it was in the benefit of one or all departments.” The next theme was coworkers. The remarks for this included, “Dealing with people’s egos.” And “Lazy coworkers and sometimes low level of education.” The third theme was culture. One respondent reported, “Work culture did not value efficiency or innovation.” The other participant replied that they wanted to leave because of “Upward mobility and corporate culture.” The final theme with two responses reported was the opportunity for advancement. The reactions stated there was no “upward mobility” and a “lack of promotions.”

The remaining themes came from individual participant responses to the survey question. One reported there was “racism and discrimination.” Another stated, “workload” was the problem. And the last explained the situation was “Teaching through

Zoom during quarantine.”

**Table 1**

*Survey Question 2 Experiences Make Want to Leave Themes*

Themes	Participants
Compensation	12
Not applicable	9
Management	9
Politics	3
Bureaucracy	2
Coworkers	2
Culture	2
Opportunity for advancement	2
Racism and discrimination	1
Workload	1
Teaching through Zoom	1

Survey Question 3 was “What could have been done to encourage you to stay at your job in the public sector?” The most popular response to this question was an improvement in compensation and benefits. Most responses were short and to the point with “Better pay or salary.” This sentiment was provided by 17 or 40.48% of the respondents. Some of the remarks included, “Higher salary. Possibly by removing underperforming employees from their positions.” One participant reported, “Recognition and money,” While another participant stated, “Better pay and less negative political rhetoric surrounding public service.” Finally, another participant was specific and replied,

Before starting to work for DCPS, I knew that I was not going to be there in the long run due to the pay for the position I was hired for. There was possibly no way to make a living with the pay alone from DCPS without taking a second job at night to supplement what I was getting paid at my previous job.

The second most common response for seven participants was that the question did not apply to their situation because they continued to work at the job. Three participants remarked, “I’m still here” or words to that effect, while the rest said, “not applicable.” Three respondents indicated that nothing could have made them remain in that public sector job.

Another three participants revealed that they would have stayed in the public sector job if there had been an opportunity for advancement. The remarks included, “Provide opportunities for growth and better pay.” Another statement was there should be “A balanced effort to manage projects and sharpen technical skills.” The third participant responded, “I am looking to leave because politics also dominates the limited promotional opportunities that become available.”

Five groups of two participant responses each were the subsequent most popular response. The first was training and was mentioned by the phrase “sharpen technical skills” and “provide opportunities for growth.” The second was politics. The responses for this theme included, “If I leave the public sector, it would be due to the excessive policies and politics involved in working with the public.” And “I am looking to leave because politics also dominates the limited promotional opportunities that become available. Only those with connections are able to move up in their careers.” The third theme from two other participants was management. The first response was, “A balanced effort to manage projects and sharpen technical skills. At times, it would seem as though the public sector was more on the management side.” The second response regarding management was, “Reporting to a different supervisor, switch position.” The fourth theme with two participant responses was culture. The first respondent reported,

“Cultural shift that is trying to solve issues using data-based decision making.” While the second participant stated, “Embrace change, embrace younger generation of ideas, more of a yes culture, less of a no culture.” The fifth theme was that participants could have been persuaded to stay with better benefits. One found they remained for the pension and benefits, while the other said that many leave for better insurance benefits.

**Table 2**

*Survey Question 3 Encourage to Remain in Position Themes*

Themes	Participants
Improved compensation	17
Not applicable	7
Nothing	3
Opportunities for advancement	3
Training	2
Politics	2
Management	2
Culture	2
Better benefits	2
Workload	1
Racism/discrimination	1
Community	1
Treated more professionally	1
Incentives	1
Work hours	1

The remaining participants had single response themes. One of those was workload, and the participant said, “Split teachers to only work in person or only online, not both.” Another theme was racism or discrimination. That participant protested that the system needed to “Provide more opportunities for people of color.” Another theme was that of community, expressed as “I stay for the families because ultimately they are

the ones that suffer from the high turnover at my current employment.” Another sought to be treated more professionally, one wanted incentives, and the final participant needed “Less restrictions on [the] amount of work hours.”

Survey Question 4 was “What was the primary reason for your decision to leave a job in the public sector?” The response that was most received from participants was that the question did not apply to their situation. Six respondents indicated that they were still working in the public sector, while six others reported just “not applicable.” Eight participants noted compensation was their reason for leaving their public sector position. Some of the remarks were, “Better pay,” “Pay,” “Salary rate,” “Better salaries,” “Low pay,” and “Money.” Another elaborated, “Low pay, left for a significant increase.” Lastly, one commented, “Unpaid wages, micromanagement.”

Seven participants conveyed that their concern was the opportunities for advancement in the public sector. Two stated, “No room for advancement” as their response. Others indicated the same message in various forms. One participant said, “I felt as though my development in my career did not align with the pace of the agency.” While others were more direct with remarks such as “Limited growth,” “More job opportunities,” “Better opportunity in the private sector,” and that they “have been passed over for others with less experience and less education.”

Five of the respondents indicated they left because of management. One response was simply, “Poor management.” Yet, others were more detailed in their responses. One participant said, “Management, slow pace, and collaboration lacked.” Another stated, “Management was unfairly treating me and others.” While yet another described their situation as “Lack of support and understanding from upper management.” Finally, the

last participant explained, “Nothing was done with issues I had with my supervisor. They were personal and non-work related, which made it worse.”

Two participants considered leaving due to workload. The first one stated, “If and when I leave, it would be due to the amount of work and expectation of the job title.” The other clarified, “I have not left my job, but I am tempted to because of the increased concentration on standardized testing and the stress it comes with.” Another two participants were unhappy with their coworkers. One participant described them as “Really underperforming and uncaring employees.” Yet, the other countered, “I did not leave; however, if I did, it would be due to the personalities of coworkers.”

**Table 3**

*Survey Question 4 Reason to Leave Public Sector Themes*

Themes	Participants
Not applicable/still employed	12
Compensation	8
Opportunities for advancement	7
Management	5
Workload	2
Coworkers	2
Racism/discrimination	1
Retirement	1
Covid-19	1
Economy	1
Private sector offer	1
Life is too short	1

The remaining responses were from one participant each. The brevity of the responses prevented an alternative category without inferring causation in some instances. One participant's response was categorized as racism or discrimination because

of the response “the unfair treatment.” The remaining responses were “Retirement,” “Covid-19,” “Economy,” “Offer by private sector company,” and “Life is too short.”

### *Summary*

The first research question for this study was: What factors contribute to the increasing attrition rate among employees in public sector organizations? Survey Questions 2 and 4 both reflected that compensation or pay rates and salaries were the most prevalent factor contributing to attrition in public sector organizations. Yet, somewhere between nine to 12 participants were either still in the public sector or considering leaving their position. Management was the following reason that people wanted to leave the public sector. Other reasons cited for the public sector attrition were opportunities for advancement, coworkers, politics, and workloads for the public sector attrition. The final reasons were bureaucracy, culture, and racism or discrimination as common reasons to leave the public sector.

Survey Question 3 reflected what could have been done to encourage the participants to stay in their public sector position. The responses to this survey question were used to identify the reasons for leaving. The number one reason for leaving was improved compensation and the immediate action that could have prevented their departure from the public sector position. This reason was followed by opportunities for advancement and training, which would have encouraged their remaining in the organization. The reasons for leaving or others that may have enabled them to stay in their position included politics, management, culture, better benefits, and workload. Additionally, participants believed that addressing racism and discrimination issues that caused at least one departure would have encouraged them to refrain from resigning their

position.

### **Research Question 2 Results**

The second research question was: What factors could improve employee retention at public sector organizations when resources are limited and if other potential opportunities become available? This research question was answered with Survey Questions 1, 3, and 5. The responses to the survey questions were categorized according to their responses into themes using phrases or keywords. While there were 42 participants, some answers could be placed into more than one category or theme.

Survey Question 1 was “What were the most positive experiences you had working in the public sector?” The number one response that made a workplace a great experience was coworkers. In this survey, seven participants agreed that coworkers created a positive work experience. One participant exclaimed, “I have created lifelong friends in my workplace with like-minded professionals.” Another reported, “Working with the consultants who were hired on for specific projects.” Still, another responded, “Coworkers supporting each other.”

The subsequent most positive experiences each had six participants agree that the best part of their position was benefits, community, and children. For the six participants agreeing that benefits were the most positive experience of their job, they included holidays, pension, time off, and vacations. Those who elaborated gave more detailed information, such as one participant, who stated, “My schedule is great in regards to having holidays, summer, and spring break with my family.” Another listed, “Paid health benefits, paid holidays, [and] pension.” The six who listed community as the most positive experience replied, “Helping the families in the community.” Another said,

“Serving the people of the State of Florida.” Another phrased their response as, “Providing a service for the community.” Another elaborated to include more specifics such as, “Being involved in the public forums, hearings, community involvement.” The following six participants found working with children as the most positive experience. One stated, “The ability to work with children with special needs, mostly in the Autism spectrum.” Another purported, “Working with students from all socio-economic, ethnic, and religious backgrounds. Being able to make a difference and impact in their lives and vice versa.” Still, another reported that the best experience was “Working with students and parents.” Another found the best part of their job in “Mentoring students.”

Five participants listed people as the most positive experience; they did so by indicating preferences for “Interacting with different people from different backgrounds.” Or just stating “The people,” “Meeting different people,” or “Being able to make a difference in patient’s lives.” Three participants found the training offered to them for their professional development to be their most positive experiences. Another three participants found the work rewarding because they worked for a larger purpose as their most positive experience. One respondent explicitly stated, “Humanitarian aid.” At the same time, another three participants found work rewarding and a positive experience because of the workload. One respondent explained, “The pace allowed for one to learn any and everything immensely and in-depth.” Another just described it as “Easy going.”

Two participants believed that having job security and stability was the most positive experience of working for the public sector. One expressed that opinion through the phrase, “Financial stability.” Two other participants said that union support was the most positive experience. One participant explained, “Working at a public sector shows

that neither favoritism nor nepotism is allowed. This is justified through the unions they have established.” The last participant reported that the most positive experience was being engaged and motivated. The participant elaborated, “In the 1980s and 1990s, FDOT was well funded with good equipment and current tech[nology]. FDOT was leading the industry, providing research and guidance on CADD and survey data collection. Employees felt engaged & motivated by the interesting work.”

**Table 4**

*Survey Question 1 Most Positive Experiences Themes*

Themes	Participants
Coworkers	7
Benefits	6
Community	6
Children	6
People	5
Training	3
Rewarding work	3
Workload	3
Job security and stability	2
Union support	2
Engaged and motivated	1

Survey Question 3 was “What could have been done to encourage you to stay at your job in the public sector?” The most popular response to this question was an improvement in compensation and benefits. Most responses were short and to the point with “Better pay or salary.” This sentiment was provided by 17 or 40.48% of the respondents. Some of the remarks included, “Higher salary. Possibly by removing [the] underperforming employees from their positions.” One participant reported, “Recognition and money,” While another participant stated, “Better pay and less negative political

rhetoric surrounding public service.” Finally, another participant was particular and replied,

Before starting to work for DCPS, I knew that I was not going to be there in the long run due to the pay for the position I was hired for. There was possibly no way to make a living with the pay alone from DCPS without taking a second job at night to supplement what I was getting paid at my previous job.

The second most common response for seven participants was that the question did not apply to their situation because they continued to work at the job. Three participants remarked, “I’m still here” or words to that effect, while the rest said, “not applicable.” Three respondents indicated that nothing could have made them remain in that public sector job.

Another three participants revealed that they would have stayed in the public sector job if there had been an opportunity for advancement. The remarks included, “Provide opportunities for growth and better pay.” Another statement was there should be “A balanced effort to manage projects and sharpen technical skills.” The third participant responded, “I am looking to leave because politics also dominates the limited promotional opportunities that become available.”

Five groups of two participant responses each were the subsequent most popular response. The first was training and was mentioned by “sharpen technical skills” and “provide opportunities for growth. The second was politics. The responses for this theme included, “If I leave the public sector, it would be due to the excessive policies and politics involved in working with the public.” Additionally, “I am looking to leave because politics also dominates the limited promotional opportunities that become

available. Only those with connections are able to move up in their careers.” The third theme from two participants was management. The first management-related response was, “A balanced effort to manage projects and sharpen technical skills. At times, it would seem as though the public sector was more on the management side.” The second response regarding management was, “Reporting to a different supervisor, switch position.” The fourth theme with two participant responses was culture. The first respondent reported, “Cultural shift that is trying to solve issues using data-based decision making.” While the second participant stated, “Embrace change, embrace younger generation of ideas, more of a yes culture, less of a no culture.” The fifth theme was that participants could have been persuaded to stay with better benefits. One found they remained for the pension and benefits, while the other said that many leave for better insurance benefits.

The remaining participants had single response themes. One of those was workload, and the participant said, “Split teachers to only work in person or only online, not both.” Another theme was racism or discrimination. That participant protested that the system needed to “Provide more opportunities for people of color.” Another theme was that of community, stated by “I stay for the families because ultimately they are the ones that suffer from the high turnover at my current employment.” Another sought to be treated more professionally, one wanted incentives, and the final participant needed “Less restrictions on amount of work hours.”

Survey Question 5 was “What advice would you give to a friend or colleague interested in working in the public sector?” The advice offered by participants was categorized into themes. The first theme expressed by seven participants discouraged

friends and colleagues from pursuing a career in the public sector because of compensation. Specifically, participants discouraging the public sector route said, “You can make more money in the private sector.” Another specifically addressed teaching, “Definitely work in a position in which you have a degree in, which will allow for higher pay. Although the State of Florida pay is low for teachers and supplemental staff.” One other offered this advice, “I would advise them to look elsewhere. It isn’t worth taking a lower salary to work in the public sector and find out 10-20 years that there aren’t opportunities for growth or advancement.”

The second theme to research and weigh all factors had varying responses from another seven participants. One participant said, “Be sure to know where you want your career to go and are not pigeonholed into a position.” Another participant added, “Weigh out your pros and cons and decide if working in a public sector is right for you.” One other stated, “Find out what is most important to you. Maybe well worth it to gain experience in your field.” Finally, another offered this advice to others,

Consider long-term planning, finances, and goals. Weigh them against your individual goals and needs. Do not allow the negativity of others [to] impact your level of performance and personal accountability. You work for the people and they deserve to be treated with dignity.

Six participants advised friends and colleagues to take the public sector job as training leading to other careers. One participant indicated their hiring preference by stating, “I prefer to hire my employees with some government experience. I would recommend that people take job offers from the public sector.” Three participants gave similar advice, “Gain the experience in the public sector and then move to the private

sector.” Another advised, “Many offices are worthwhile in terms of technical and professional development. Take the interview seriously; ask [for] details on tasks and training opportunities. Make sure you’re a good fit.” The last one had this advice, “What is your desire outcome you want to achieve at this job to create your own business and follow your own dreams. Start there, learn what you can and move to make more meaning for your life.”

Three participants offered advice to go into the public sector because of job security and stability. Specifically, one added, “Just know that within a public sector, you will always be taken care of, but chances are you will not be personally recognized.” One participant said, “My advice would be to go for it. The job security, the experiences, the bonds created, are all very well worth it.” The last one succinctly replied, “Steady job, pay is dismally low.” Three other participants also advised others to go into the public sector primarily for the benefits and specifically for pension and retirement. The advice was, “If you want save pension and you can stick out being bored for [the] next 25 years, go for it.” Another offered a slightly different viewpoint by stating, “Do it as you are 10 to 15 years away from retirement so you can grab the benefits.”

Two participants said just to say no, but one did add, “I would discourage my friends working in [the] public sector. But if I had to: watch your mouth and be careful what you say to anyone.” Two other participants advised others to understand the organization and its culture. One of the participants said, “I would recommend that they be thorough and fully understand the culture and internal dynamics.” Another included, “Explore the company culture of each and choose the entity that most aligns with and will harmonize with their philosophy and core values of their life.” Another group of two

participants indicated that the public sector could be a rewarding career choice. One explained, “Choose the right company and location as it can be very rewarding if you're in the right organization and career.”

The last remarks came from individual participants offering advice to others. The first said, “Get involved in groups early and work on moving up into management.” Another said, “Listen to your employees, assess [their] level of satisfaction, challenge and motivate them to be better.” One other advised, “Be prepared for any changes that may come your way.” While another stated, “Keep to yourself, work, and mind your own business.” Another respondent offered, “It is tough, but you are needed.” One other stated, “Work hard; there is room to move up.” A participant added, “Make it fun.” Another offered, “Always be a transparent person.” And finally, the last participant counseled,

I would advise students in college that want to be a teacher to get a degree in any other field; then, they can test into becoming a certified teacher since all they'll need is a 4-year degree in and study. This way, they have a backup plan to go into if and when they decide they don't want to teach anymore.

### ***Summary***

The second research question was: What factors could improve employee retention at public sector organizations when resources are limited and if other potential opportunities become available? This research question was answered by comparing and contrasting the responses to Survey Questions 1, 3, and 5. Participant experiences made them believe that improved compensation for public sector workers would improve retention and this was primarily agreed upon as a motivating retention factor. The

following items were enjoyable coworkers creating a pleasant workplace environment. Benefits and training were both perceived as a draw to the public sector, but it was also perceived that even more could be done to increase retention within these two themes.

In the same way, some participants liked that the workload was relatively light and able to be managed easily. At the same time, others believed the workload was too much and was a motivating factor to leave the position. Most likely, the study participants were employed in different positions or organizations.

Other things that could improve retention per the study participants were community interaction, working with children, and helping people. These interactions provided rewarding work for employees and a way for the job to be both engaging and motivating. Another motivating factor was job security and stability in the public sector and improved policies, procedures, and benefits through union support.

Another avenue to pursue retention of public sector employees was to provide a clear path for advancement opportunities. Participants believe more can be done to reduce politics and poor management issues for employees. Additionally, human resources and management should ensure that cultural problems of racism and discrimination are resolved quickly and efficiently, thereby ensuring that everyone is treated professionally. Some participants believed that public sector employees could receive incentives, which would be a factor for employee retention.

## **Chapter 5: Discussion**

The problem addressed in this research study was the difficulty of maintaining employees in a large public sector organization in a large southeastern state. The purpose of this qualitative study was to investigate the factors that affected the motivation of individuals in a large public sector organization in a large southeastern state in order to ultimately create and sustain a productive and committed workforce. Chapter 4 presents data analysis of the qualitative research study from 42 participant responses. This chapter is composed of the implications from the study results, the relevance to recent research, as well as interpretations and reflections. Additionally, recommendations for future research are provided along with a conclusion statement about this study.

### **Summary of the Findings**

The importance of understanding turnover and therefore retaining essential workers is necessary for organizations to achieve their organizational objectives efficiently and effectively. The 42 participants in this study offered insights into the research questions guiding this study. The factors found contributing to increasing attrition rates in public sectors organizations were (a) compensation, (b) management, (c) advancement opportunities, (d) coworkers, (e) politics, (f) overwhelming workloads, (g) bureaucracy, (h) culture, and (i) racism or discrimination. These factors contributed to the reasons that participants were motivated to find other employment.

There were also things that the 42 participants identified as motivators to remain in a public sector organization and position. The identified improvements as motivators to stay in the public sector were (a) improved compensation, (b) enjoyable coworkers, (c) benefits, (d) training, (e) clear paths for advancement opportunities, (f) reduction of

politics in work, (g) management training, (h) resolution of cultural complaints including racism and discrimination. Participants in this study who were motivated to remain within their public sector organization, did so because there were light workloads, community interaction, working with children, helping people, job security, and work stability.

### **Implications of the Study**

This study implied that most of the same factors that participants believed would lead to attrition were also directly attributed to elements that could assist in retaining employees within the public sector. However, the primary themes were compensation and benefits. Increased compensation is challenging to implement within public sector organizations. Improved benefits may soon become a past incentive because even current benefits plans are being redesigned and evaluated to decrease expenses.

The next theme for both categories of attrition and retention is a pleasant work environment with enjoyable coworkers that cannot be controlled as a factor for retention because of personalities and interrelationship dynamics. There are features that any organization can implement to ensure that employees are more satisfied with their work environments and more willing to remain an employee. One of those items includes management training, so employees feel they are receiving consistent feedback, instructions, fair treatment, impartial opportunities for advancements, and are treated professionally with respect. The management training will reduce complaints of racism, discrimination, political, or bureaucratic treatment for promotion and advancement opportunities. Also, according to participants, it appears that many people are motivated by seeing the results of their work in helping others within their communities, so looking

for ways to promote that angle of public sector organizational work would be advantageous.

### **Relevance to the Study**

The themes found in this study are also found in the current literature. This section discusses how contemporary literature relates to themes of pension, healthcare, benefits, unions, job security, management leadership, racism, discrimination, favoritism, job training, career advancement opportunities, job satisfaction, policies, and staying busy. Many of the themes found by participants in this study also reflected other research study results.

Pensions and healthcare benefits have often been offered to current and former public sector employees to motivate initial employment and retention as a means to offset to the higher wages paid by private-sector employees (Alderman, 2019). However, the rising cost of healthcare has also affected this traditional incentive for workers in the public sector. In some public sectors, such as teachers, promises have been made to provide medical, dental, and vision benefits to current and previous employees and their dependent spouses without cost for life. In this country, retirement healthcare benefits are estimated to be \$692 billion nationwide (Alderman, 2019).

Furthermore, there is some doubt about the ability of these benefits to increase teacher recruitment or retain them (Alderman, 2019). The primary reason is that these benefit calculations and their itemization on the financial ledgers have been altered due to accounting law changes, increasing healthcare costs, and the lack of prior organizational funding for these future benefits. Organizations have begun to initiate changes to eligibility for these benefits in order to fund future promised benefits. These changes are

unpopular but necessary for current employees who are essentially funding promised benefits to retired workers in the past. These same employees will have reduced or nonexistent benefits for their future retirement. Other options considered include coordinating with existing programs such as the Affordable Healthcare Act, COBRA, and Medicare (Alderman, 2019).

Teacher unions have created more public attention as of 2018 because of strikes and walkouts in certain states (Anzi, 2019) where unions are not traditionally strong. The union role generally promotes well-being for employees by attempting to improve wages, benefits, working conditions, and job satisfaction (Pacek et al., 2018). The teacher unions have provided local political power that can also be used for legislation at the state level. The issues are complex and each state has different state and local laws that contribute to the power given to unionization (Anzi, 2019). One reason for the ability of the unions to organize and gain support for strikes and walkouts is the use of social media. Word is spread quickly and a protest rally at state capitals can happen rapidly. Organizational policies and state laws are prohibitive toward efforts to grow in unionization, but it is a mistake for employers and lawmakers to underestimate these groups and their motivation (Anzi, 2019). Moreover, adding to motivation is with unionization, employees feel they are provided greater job security and a voice in management (Pacek et al., 2018).

Leadership styles of management were essential motivators to many participants in the current study. Studies of transformational leadership provide insight into traits that are valued among employees. Awang et al. (2019) reported that transformational leadership was also part of inspirational motivation by encouraging employees to perform better than their own expectations. These leaders motivate workers to find unique and

creative solutions to workplace problems by creating innovative solutions for an organization. These lead to greater job satisfaction as employees feel they contribute to a greater purpose within the organization. These leaders must communicate effectively on organizational objectives, initiatives, and tasks while also providing an environment that employees find positive, safe, and supportive. Immediate feedback helps provide innovative products and services that customers value (Awang et al., 2019).

It is important to employees that they feel good about their workplace and are treated professionally and respectfully. This atmosphere is developed through culture and without tolerance for unethical or illegal conduct. This conduct includes racism, discrimination, nepotism, politics, or corruption. Mugellini et al. (2018) conducted a meta-analysis of the reforms of the public sector and the impact on corruption levels. The analysis identified 70 studies for possible inclusion, but after gathering further details, only 29 were included with study publication dates from 2007 to 2018 in 19 countries, including the United States. The studies included 18 studies on bribery and 11 regarding the embezzlement of public resources. The interventions included 19 on prevention and 10 on policies for organizational and cultural change. The interventions found in the studies did make a statistically significant decrease in corruption levels. The most important comparison to this study is that policy and prevention interventions were more effective than the implementation of cultural reforms. Additionally, combining varying types of interventions reduced corruptive behavior more than just implementing a single intervention. Essential lessons from this analysis were clear policies offering impunity for reporting corrupt, unethical, or immoral behavior and a high likelihood of detection through audits of inappropriate actions (Mugellini et al., 2018).

In addition to preventing wrongdoing and unethical behavior based on policy and culture, whistleblowers have become standard for organizations that fail to address these and other concerns (Schmidt, 2019). Organizations must be vigilant in their risk management to seek out any unaddressed or hidden areas of concern and implement necessary corrective actions. Whistleblower protections are causing severe consequences for organizations failing to take corrective actions preemptively.

Job training in the workplace was both a draw to the public sector and a way for the inexperienced to get job training and then move to the private sector for more money. More training was also listed as a motivational incentive to remain in the public sector as found from participants in this study. Job training must be considered an effective way for employees to learn new knowledge and skills to apply to their current positions or potential new positions. This training and employees' attitude toward learning provides valuable roles within organizations and their ability to be versatile to succeed (Granado, 2019). The value and effectiveness of training are measured to evaluate the learning transfer to their job skills as a critical outcome. One factor that affects learning transfer is the employee's motivation to learn and grow within the organization. Therefore, participants in this study believed that some job training and new skills were known as helpful in the public sector. Still, they felt more could be done for motivation to remain in the job and this may be coordinated with career advancement opportunities.

Clear paths for career advancement are one way in which employees can progress into higher-paying positions and find a more rewarding career, even in the public sector. Career pathways are a sequence of interrelated training and educational approaches that provide support systems so that employees can obtain certification and further

occupational advancement to higher levels of employment (U.S. Department of Education, Health & Human Services, & Labor, 2018). Career advancement is especially important in the public sector, where wages and some benefits are not as robust as those of private companies. Moore et al. (2020) suggested that one way to create pathway opportunities for career advancement is through programs such as the upskill/backfill model.

This upskill/backfill model contains not a single career path, but there may be different combinations of skills and training where employees can learn a new job while advancing into the position. The old job is then backfilled with an entry-level employee, who will also have the opportunity for advancement as positions become available. This type of career advancement raises skill levels. Also, it may involve workforce development centers, colleges within the community, and other businesses through the creation of training opportunities and the acquisition of skill sets as individuals advance (Moore et al., 2020).

Career advancement opportunities lead to more possibilities that employees will experience job satisfaction. Ballaro and Meade (2021) offer factors identified through conducting a mixed-methods study of 255 forensic scientists and their sources of job satisfaction as well as dissatisfaction. The results were that job satisfaction was most affected by steady employment and staying busy. The factors identified for their dissatisfaction included how policies were put into effect and chances for promotional advancement. The researchers worked under the premise that highly educated employees were more likely to stay when they experienced job satisfaction. It is interesting to note that while the education level of our participants was not used for demographic data, the

sources of job satisfaction and dissatisfaction were similar. The study results revealed that company policies were not communicated with those on the front lines and led to noncompliance and employees feeling embarrassed and frustrated. It is not difficult to imagine the same thing happening to those who reported policies as a factor of having similar experiences. Finally, study scientists were concerned about the opportunities for advancing in their careers, as were participants in this study. Ballaro and Meade recommended that Human Resources and the organization develop a program to ensure that career advancement opportunities were created to ensure organizations keep their most talented scientists.

Literature usually studies PSM as it relates to public sector work. However, it is also a motivating influence on those who volunteer to perform altruistic or humanitarian efforts that help others (Leisink et al., 2018). This utilization of PSM motivation is similar to a study conducted by Reed and Tharp (2020). In this study, the researchers determined this extra-role in the profession of librarians or teachers. These eight teachers volunteered to work through a professional organization regionally. The study interviewed the eight participants looking for voluntary deeds or other kindnesses exhibited in the course of their work. The findings revealed that the eight teacher librarians felt an emotional connectedness to the community and, as a result, were more likely to exhibit voluntary kindness by going above and beyond their job requirements to help others. These teacher librarians all displayed a passion for their work and their desire to help others. This study relates to work satisfaction and PSM in the current study because participants who are motivated by their results to help others and to see the effects of their work in the lives of others, then feel respected and are intrinsically

rewarded. When participants feel supported by their team and in the work environment, these voluntary PSM actions were more likely to be performed than when they perceive they are not respected (Reed & Tharp, 2020).

### **Limitations of the Study**

As with any research study, limitations exist with this research study. First, the sample was small and from one geographical area in the southeastern United States. Second, some participants were no longer working in a public sector organization; and therefore, participants did not represent all voluntary terminations.

### **Future Research Directions**

A good question for participants would have been to discover what originally motivated them to work in the public sector. Was their interest in the jobs motivated at all by PSM or other factors? With so many participants still in the public sector in this study, it was unclear whether participants had changed to another public sector position or decided to remain in their original job. A forced ranking of various job satisfaction, motivation, and retention factors may be a worthwhile study that yields more important retention information.

### **Conclusion**

The primary contributors to employee attrition and retention both included compensation and benefits to be increased, as shown in this study. Since compensation is rarely a motivating factor for public sector workers in the United States and benefits may soon be lost as a recruiting and retention tool, it is necessary to find other ways to promote public-sector work. One way to increase the viability of public sector jobs may be to emphasize the PSM effect in a more advantageous context and promotional

capacity to the public. This may help to recruit workers who seek meaningful work in the public sector. Then by continuing to emphasize and provide recognition to their contributions to PSM work, employees may be more devoted to remaining in their position and be more effective.

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Appendix

Survey

## Appendix

### Survey

Participation in this survey is strictly voluntarily and participants may decide not to participate at any time while responding to the survey. There is no way for a participant to be identified and therefore there will be no repercussions for withdrawal from the study.

#### Demographic information

Male \_\_\_\_\_ Female \_\_\_\_\_

Age group: less than 20 \_\_\_\_\_ 20- 29 \_\_\_\_\_ 30-39 \_\_\_\_\_ 40-49 \_\_\_\_\_  
 50-59 \_\_\_\_\_ 60 or older \_\_\_\_\_

Ethnic Origin: Asian/Pacific Islander \_\_\_\_\_ Black \_\_\_\_\_ Hispanic \_\_\_\_\_  
 Native American \_\_\_\_\_ White \_\_\_\_\_

Time in years worked in a public sector organization \_\_\_\_\_

(Example: less than 1 year, 6 years, 40 plus years, etc.)

Are you currently employed in a public sector organization? Yes \_\_\_\_\_ No \_\_\_\_\_

#### Survey Questions

1. What were the most positive experiences you had working in the public sector?
2. What were the experiences that made you want to leave your position in the public sector?
3. What could have been done to encourage you to stay at your job in the public sector?
4. What was the primary reason for your decision to leave a job in the public sector?
5. What advice would you give to a friend or colleague interested in working in the public sector?