

PUBLIC SERVICE MOTIVATION IN TAIWAN: APPLYING Q METHODOLOGY TO TEST PERRY'S MEASUREMENT SCALE

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ABSTRACT

Public Service Motivation (PSM) is known as a concern to public service. Many Studies have shown that PSM is positively associated with public sector employment, even not-for profit sector. After James L. Perry (1990, 1996) proposes PSM and the measurement scale with 24 items, many studies support the existence of PSM. Since the main idea of PSM is that different motivation between public sector employments and its private counterparts, this study applies Q methodology to test Perry's scale, hoping to identify the thinking of public, private and nonprofit sectors' employment.

KEYWORDS: Public Service Motivation, Public Sector, Q Methodology, Private Sector, Taiwan

INDRODUCTION

The public administration literature has long advocated arising the efficiency and effectiveness of public sector employees. Especially after 1980s, many countries adopt the concept of public management, which learned from private sector, to make revolutions of working procedures in public sectors. One of main ideas is that instrumental incentives, such as pay, are really what motivate people.

Contrary to the utilitarian approach, (James L. Perry & Wise, 1990, p. 368) derive propositions which include the expectation that there is positive relationship between public service motivation and public sector employees' performance, commitment and retention. The level and type of an individual's public service motivation and the motivational composition of a public organization's workforce have been posited to influence individual's job choice, job performance and organizational effectiveness (James L. Perry & Wise, 1990; H. G. Rainey & Rainey, 1982; Romzek, 1990). They argue that employees in the public sector are often motivated by a deeper desire to make a difference, an ability to have an impact on public affairs, a sense of responsibility and integrity, and a reliance on intrinsic rewards as opposed to salary or job security (Brewer, Selden, & Facer Ii, 2000; Crewson, 1997) .

To facilitate the theory, Perry then attempted to identify the construct by developing a valid and reliable measure of public service motivation (James L. Perry, 1996). He argues the motives can be divided into three analytically distinct categories: rational, norm-based, and affective. He develops a 24-item scale with 4 dimensions: attraction to public policy making, commitment to the public interest/ civic duty, compassion, and self-sacrifice.

Many researchers have examined the assumption that work motivation among public sector employees is very different from that of their private sector counterparts (Hal G. Rainey & Bozeman, 2000; Wright, 2001). Unlike previous studies, this paper adapted another approach, Q methodology, try to find out the attitudes of different sectors: public, private and non-profit employees, to exam whether there are different motivations within the differences of sectors.

Public Service Motivation

Public Service Motivation concept was developed in America and focuses on specific motivations of public servants, such as employee satisfaction, organizational commitment, reward preferences, organizational and individual performance. Although work motivation is regular in public administration literature, it is commonly cited that Perry and Wise (1990) first create the name “public service motivation.”

PSM was defined as ”an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions”(Mann, 2006, P.33; Perry & Wise, 1990). Perry (1996) then develops and validates scale consisting 24 items associated 4 factors: attraction to public policy making, commitment to the public interest, compassion and self-sacrifice. Perry’s scale is designed to measure rational, norm-based, and affective motives that drive certain individuals to seek public sector employment. Rational motives mean that one serves to maximize an individual’s self-interest. Normative motives reflect a commitment to serving the public interest, achieving social justice and carrying out one’s civic duty.

After Perry and Wise(1990), there are more and more researchers devote to the field. There are still some different definitions of PSM, and broadens the range of it. Brewer and Selden see the Public Service Motivation as ‘the motivational force that indicates individuals to perform public service’ (Brewer& Selden, 1998, p. 417). Hal G. Rainey and Steinbauer (1999, p. 23) propose a broader and more global definition of PSM ‘ as a general altruistic motivation to serve the interests of a community of people, a state, a nation, or humankind.’ Vandenebeele (2007, p. 547) defines PSM as ‘the belief, values and attitudes that go beyond self-interest and organizational interest, that concern the interest of a larger political entity and that motivate individuals to act accordingly whenever appropriate.’ The primary departure of Vandenebeele’s definition from others is the addition of values as a component of institutional identity (J.L. Perry & Hondeghem, 2008, p. 6). From these different definitions of PSM, we can find that there is something in common: PSM is other-regarding orientation (such as other people, organizations, institutions).

Table 1: Public Service Motivation Items (Perry, 1996)

Sele-Sacrifice	
PSM 1	Making a difference in society means more to me than personal achievement.
PSM 2	I believe in putting duty before self.
PSM 3	Doing well financially is definitely more important to me than doing good deeds. (Reversed)
PSM 4	Much of what I do is for a cause bigger than myself.
PSM 5	Serving citizens would give me a good feeling even if no one paid me for it.
PSM 6	I feel people should give back to society more than they get from it.
PSM 7	I am one of those rare people who would risk personal loss to help someone else.
PSM 8	I am prepared to make enormous sacrifices for the good of society.
Compassion	
PSM 9	I am rarely moved by the plight of the underprivileged. (Reversed)
PSM 10	Most social programs are too vital to do without.
PSM 11	It is difficult for me to contain my feelings when I see people in distress.
PSM 12	To me, Patriotism includes seeing to the welfare of others.

Table 1: Contd.,

PSM 13	I seldom think about the welfare of people whom I don't know personally. (Reversed)
PSM 14	I am often reminded by daily events about how dependent we are on one another.
PSM 15	I have little compassion for people in need who are unwilling to take the first step to help themselves. (Reversed)
PSM 16	There are few public programs that I whole heartedly support. (Reversed)
Commitment to the Public Interest	
PSM 17	It is hard for me to get intensely interested in what is going on in my community. (Reversed)
PSM 18	I unselfishly contribute to my community.
PSM 19	Meaningful public service is very important to me.
PSM 20	I consider public service my civic duty.
PSM 21	I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.
Attraction to Policy Making	
PSM 22	I don't care much for politicians.(Reversed)
PSM 23	The give and take of public policy making doesn't appeal to me. (Reversed)
PSM 24	Politics is a dirty word.(Reversed)

Differences among Sectors

The concept of public service motivation relates to the claim that public service is a special calling and that people working in public service differ from whom working in others sectors (James L. Perry & Wise, 1990). James L. Perry and Wise (1990, p. 368) stress the uniqueness of public service in motivating individuals. Naff and Crum (1999) and Lewis and Frank (2002) conducted empirical studies, finding the level of public service motivation is positively associated with a preference of government as employer, the likelihood of being employed by government, and the likelihood of remaining in government (Steen, 2008, P.203-204)

In the earlier studies, there has been some scholars pointed that private sectors' employees are more economic motivated than those in public sector (H. G. Rainey & Rainey, 1982; Rawls, Ullrich, & Nelson, 1975; Schuster, Colletti, & Knowles Jr, 1973). After Perry and Wise (1990), subsequent researches confirmed the different motivation between public and private sectors (Ambrose & Kulik, 1999; Buelens & Van Den Broeck, 2007; Christensen & Wright, 2011; Crewson, 1997; Jurkiewicz, Massey, & Brown, 1998; Hal G. Rainey & Bozeman, 2000; Wittmer, 1991; Wright, 2001), though some researches did not (Gabris & Simo, 1995; Jurkiewicz et al, 1998).

Although more studies confirmed there exists different motivation between private and public sector employees, PSM is not monopoly by public sector.

MEASUREMENT OF PSM

Rainey (1982) argued that because of the complex nature of the construct, PSM is inherently difficult to measure and define. Perry and Wise (1990) elucidated 3 kinds of motivation associated with public service: rational, norm-based, and affective. Rational facet means that public service motivation is sometimes grounded in individual utility maximization, and may draw public servants to participate in the formulation of good public policy, commit to a public program, or advocate for a special interest (P. 368). Normative dimension includes a desire to serve the public interest, a unique sense

of loyalty to duty and to the government as a whole, and the concept of social equity (P.369). Affective one includes commitment to a program may emanate from a genuine conviction about its social importance, patriotism of benevolence.

Perry (1996) then tested through confirmatory factor analysis, and developed a 24-item measurement scale, identifying 4 factors of PSM: attraction to the policy making, commitment to the public interest, compassion and self-sacrifice. Subsequent researchers have used this scale to measure the relationship between PSM and performance and to examine motives. Further studies by Perry used the measurement scale to investigate the correlation between PSM and five antecedents: parental socialization, religious socialization, professional identification, political ideology, and individual demographic characteristics (Mann, 2006, P. 34).

As noted above, most studies in PSM applying Perry's scale, which uses R-Methodology: Likert scale to measure people's PSM. Brewer, Selden and Facer (2000) used Q methodology to exam 69 individuals' viewpoints of motives associated with public service. The finding is that there are four distinct conceptions of PSM in the America: Samaritans, communitarians, patriots, and humanitarians. Individuals loading on *Samaritans* are strongly motivated to help other people. They see themselves as guardians of the underprivileged and are moved emotionally when they observe people in distress. The group of *Communitarians* is motivated and stirred by sentiments of civic duty and public service. According to this group, public service is "one of the highest forms of citizenship"—an avenue by which a person can serve his or her community and country. *Patriots* act for causes much bigger than themselves, protecting, advocating, and working for the good of the public. They act out of benevolence and concern for the public rather than out of self-interest. *Humanitarians* are motivated by a strong sense of social justice and public service. They are driven by a desire to make a difference in society: making a difference means more to them than personal achievement. Furthermore, according to the study, all four groups convey a general distaste for politics and politicians. Brewer, Selden and Facer (2000) then concluded that politics and policymaking are not driving motives.

Q METHODOLOGY

Q methodology is introduced by William Stephenson in 1935, which is a study of human subjectivity that attempts to combine the qualitative study of attitudes with the statistical rigour of qualitative research techniques(McKeown & Thomas, 1988 ; Rhodes, Jr. & Sun, 1994). The idea behind the development of this methodology was to inquire into the subjectivity of human mind(Stephenson, 1953). It provides a foundation for the systematic study of subjectivity—a person's viewpoints, opinion, beliefs, attitudes, and the like (Brown, 1993). It is named 'Q methodology' as a means of distinguishing it from the more familiar 'R methodology' that comprises 'objective' research in the social science, such as surveys and opinion polling(Ellis, Barry & Robinson, 2007). "The letter R in R methodology is a generalization of Pearson's product moment r , which has most often been used in the study of relationship among objective characteristics such as traits, attributes, abilities, and so forth" (Brown, 1986, P.57). The key strengths of Q methodology are identified by Drrzek & Berejikian(1993)as being "explicit, publicly constrained by statistical results, and replicable in its reconstructions and measurement of subjects' orientations, thus affording less interpretative latitude to the analyst" (p. 50). Over the years, over 10 thousands articles appeared in journals on the Q method.

In a Q study, people are typically presented with a sample of statement about a topic (in this study: PSM), known as the Q set. Respondents, or the P set, are asked to rank- order the statements from their individual points of view according to some preference, judgment, or feeling about them, mostly using a quasi-normal distribution. By this process of Q sorting, people give their subjective meaning to the statements, and in doing so reveal their subjective

viewpoints(Smith, 2001) or person Profiles(Brouwer, 1999). The individual rankings (or viewpoints) are subjected to factor analysis. The five steps in a Q methodological study are: (1) definition of the concourse, (2) development of the Q sample, (3) selection of the P set, (4) Q sorting, and (5) analysis and interpretation(Brown, 1980, 1986, 1993; Graaf & Exel, 2009, P.65-66)

RESEARCH DESIGN

Foundational to Q methodology is the concept of *concourse* (Stephenson, 1978). It's a set of statements that reflect the diversity and complexity of the current discourse around the issue under study. In this case is the statements associate with public service motivation. *Q sample* is a purposive selection of the statements, chosen to include a relatively comprehensive and diverse subset of the full set of statements in the concourse(Brown, 2005). Since Perry's scale (1996) was developed by a rigour process: draw the original 36 items' scale through literature review, pro-test, revising and survey, this study adopted Perry's final scale(1996), which total statements were 24 within 4 dimensions, to be the Q sample.

The group of respondents is referred to as the *P-Sample*. They were submitted to rank the order of the statements from most agree(+3) to most disagree(-3) on a 7-point scale, which called *Q sorting* (figure 2). Respondents may be chosen randomly or, as with the Q-items, they maybe selected according to a structured sample design(Schlinger, 1969). Since the purpose of this study is to find out whether there exit a motivational diverse among public, profit and non-profit sectors, P-Sample were chosen to 5 public employees working in local governments and national university, 5 private sector employees and 5 non-profit sector employees. The total number was 15. The Q-sorts were administered between April 2012 and June 2012.

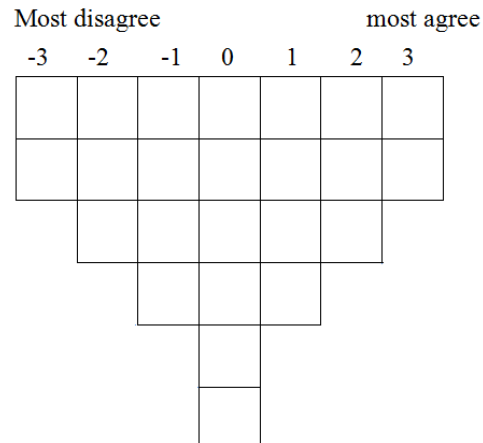


Figure 2: Q-Sort of this Study

FINDINGS AND DISCUSSIONS

This study employed principal component factor analysis and varimax rotation, using PQ method 2.30, to extract four factors. Respondents with a loading of .5266¹ and above were flagged for a factor. Respondents in each factor reveal the same attitude toward PSM. The four factors interestingly are bi-polar factors, that is, when someone approve, the others object. There is only 1 respondent do not load on any factor.

¹ Factor loading was calculated by the formulation: $(1/\sqrt{n}) \times 2.58$. 'n' refers to the number of Q sample (in this study: 24) · '2.58' refers to the Z score with 0.99 significant level. The result of factor loading is 0.5266.

Table 2: Factor Loadings and Individual Background of P Sample

Respondent No.	Factor 1	Factor 2	Factor 3	Factor 4	Sex	Sector	Individual Background
10	0.8679X	0.2731	0.1331	-0.0931	Male	non-profit	Over 46 years old. With a Part-time job in a non-profit organization.. Institute Graduate.
7	0.6543X	0.4223	0.2220	-0.1777	Male	non-profit	Over 46 years old. With a Part-time job in a non-profit organization.. Institute Graduate.
8	0.5298X	-0.2931	0.0496	-0.0348	Male	non-profit	During 26-35 years old. With a Part-time job in a non-profit organization. Institute Graduate.
14	-0.6819X	0.3294	0.0246	-0.3791	Male	public	During 36-45 years old. Staff of local government. Institute Graduate.
9	0.0780	0.8924X	-0.0312	0.0090	Female	non-profit	During 36-45 years old. Staff of a non-profit organization. Senior High School Graduate.
6	-0.2023	0.7469X	0.4325	0.2257	Female	non-profit	During 26-35 years old. Staff of a non-profit organization. Institution Graduate.
1	0.0332	0.7449X	0.1088	0.1136	Female	private	During 36-45 years old. Staff of a private company. University Graduate.
3	0.0259	0.7416X	0.1170	-0.2353	Male	private	Over 46 years old. Staff of a private company. University Graduate.
4	0.1757	-0.2093	0.8280X	-0.1899	Female	private	During 36-45 years old. Manager of a private company. University Graduate.
11	-0.1028	0.2681	0.7628X	0.1893	Male	public	During 36-45 years old. Staff of local government. University Graduate.
2	0.2210	0.3396	0.6238X	-0.0947	Male	private	Over 46 years old. Staff of local government. University Graduate.
12	0.3966	0.3356	0.5926X	0.1638	Female	public	During 36-45 years old. Staff of local government. University Graduate.
13	-0.0725	0.1527	0.5721X	-0.6668X	Male	public	During 36-45 years old. Staff of local government. University Graduate.
5	-0.0673	0.1030	0.1657	0.8806X	Male	public	During 36-45 years old. Staff of a private company. University Graduate.
15	-0.0567	0.2530	-0.2783	-0.0453	Male	public	During 36-45 years old. Staff of a national university. Institution Graduate.

Factor 1: Righteousness with on one's own vs. on mercy

Impact Factor(JCC) : 1.6729

Index Copernicus Value(ICV) : 3.0

The overall results of the factor analysis are reported in Table 3. There are two opposite opinions in this factor. They are all righteousness, approve to give feedback to the society. The only difference between two sides is that some are willing to help those who are in distressed but don't want to take their own efforts to get out of it (14), but some are not (10, 7, 8). The respondent of no. 14' opinion is just contrary to the other 3 people.

People who take the positive attitudes agree that "people should give back to society more than they get from it" (6, +2) and "making a difference in society means more to me than personal achievement (1, +2)." On the other words, they feel more sense of duty toward society than other people (2, +2). To them, politics may involve profit negotiation and exchange, therefore politics is dirty (24, +3).

People who are in negative viewpoint reveal the same feeling of sympathy for someone who is suffering (9, -3; 11, -2) and the sense of civic duty (19, -2; 20, -3).

Factor 1 comprises 6 distinguishing statements (15, 22, 10, 19, 11, 20). This is due to the contrary viewpoints toward public service offer and acceptor That is, when people are fully motivated by their compassion, most social welfare policies mean less to them.

Table 3: List Of Q-Statements and Ranks Assigned to Them Under the Various Factors. The Various Factors Represent the Viewpoints Held by Participants, Under Which the Statements were Differently Ranked and Scored

No.	Statements	Factors			
		I Rank	II Rank	III Rank	IV Rank
Dimension: Self-Sacrifice					
1	Making a difference in society means more to me than personal achievement.	2	3	1	1
2	I believe in putting duty before self.	2	2	0	1
3	Doing good deeds is more important to me than doing well financially.	1	1	-2	2
4	Much of what I do is for a cause bigger than myself.	1	-1	2	0
5	Serving citizens would give me a good feeling even if no one paid me for it.	1	0	1	2
6	I feel people should give back to society more than they get from it.	2	3	2	2
7	I am one of those rare people who would risk personal loss to help someone else.	0	2	0	1
8	I am prepared to make enormous sacrifices for the good of society.	0	0	-1	-1
Dimension: Compassion					
9	I am moved by the plight of the underprivileged.	-3	1	1	-2
10	Most social programs are too vital to do without.	0	2	3	-2
11	It is difficult for me to contain my feelings when I see people in distress.	-2	1	1	0
12	To me, Patriotism includes seeing to the welfare of others.	0	0	0	-1
13	I think about the welfare of people whom I don't know personally.	0	0	1	0
14	I am often reminded by daily events about how dependent we are on one another.	1	1	2	1
15	I have little compassion for people in need who are unwilling to take the first step to help themselves. (Reversed)	3	-2	3	-1

Table 3: Contd.,

16	There are many public programs that I whole heartedly support.	0	-1	-3	-3
Dimension: Commitment to the Public Interest					
17	It is easy for me to get intensely interested in what is going on in my community.	-1	-1	-2	-1
18	I unselfishly contribute to my community.	-1	-2	-3	-2
19	Meaningful public service is very important to me.	-2	0	0	0
20	I consider public service my civic duty.	-3	0	-1	0
21	I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.	-1	-1	-1	3
Dimension: Attraction to Policy Making					
22	I don't care much for politicians.(Reversed)	-2	-3	0	3
23	The give and take of public policy making doesn't appeal to me. (Reversed)	-1	-3	0	0
24	Politics is a dirty word.(Reversed)	3	-2	2	-3

Table 4: Statements That Describe Factor 1 (Righteousness with on One's Own Vs. on Mercy) in Q-Analysis of Viewpoints among 3-Sector Participants

Attitude	No.	Statements	Factor I Rank
positive	15	I have little compassion for people in need who are unwilling to take the first step to help themselves. (Reversed)	3
	24	Politics is a dirty word.(Reversed)	3
	1	Making a difference in society means more to me than personal achievement.	2
	2	I believe in putting duty before self.	2
	6	I feel people should give back to society more than they get from it.	2
negative	11	It is difficult for me to contain my feelings when I see people in distress.	-2
	19	Meaningful public service is very important to me.	-2
	22	I don't care much for politicians.(Reversed)	-2
	9	I am moved by the plight of the underprivileged.	-3
	20	I consider public service my civic duty.	-3
distinguishing statements	15	I have little compassion for people in need who are unwilling to take the first step to help themselves. (Reversed)	3
	10	Most social programs are too vital to do without.	0
	22	I don't care much for politicians.(Reversed)	-2
	19	Meaningful public service is very important to me.	-2
	11	It is difficult for me to contain my feelings when I see people in distress.	-2
	20	I consider public service my civic duty.	-3

Factor2: Practitioners

Factor 2 (Table 5) was highly attracted to the policy and politics, sympathetic toward distressed people but unwilling devote all him(her)self to the community. This factor, contrary to the other 3, is much interested in the process of politics (10,+2; 24, -2; 23, -3; 22, -3), and have responsibility to the society(1,+3; 6, +3; 2, +2). This factor is very remarkable and unique. Although they are full of duty and compassion, willing to help people even will risk their personal loss, they are prudential to the realization of public affairs. Overall, this factor emphasized public service, progressive but cautious. Interestingly, in the background of respondents, 2 are private sector employees and 2 are non-profit organization employees. However, there is no one public sector employees fall into this factor.

Table 5: Statements that Describe Factor 2(Practitioners) in Q-Analysis of Viewpoints among 3-Sector Participants

Attitude	No.	Statements	Factor II Rank
positive	1	Making a difference in society means more to me than personal achievement.	3
	6	I feel people should give back to society more than they get from it.	3
	2	I believe in putting duty before self.	2
	7	I am one of those rare people who would risk personal loss to help someone else.	2
	10	Most social programs are too vital to do without.	2
negative	15	I have little compassion for people in need who are unwilling to take the first step to help themselves. (Reversed)	-2
	24	Politics is a dirty word.(Reversed)	-2
	18	I unselfishly contribute to my community.	-2
	23	The give and take of public policy making doesn't appeal to me. (Reversed)	-3
	22	I don't care much for politicians.(Reversed)	-3
distinguishing statements	24	Politics is a dirty word.(Reversed)	-2
	23	The give and take of public policy making doesn't appeal to me. (Reversed)	-3
	22	I don't care much for politicians.(Reversed)	-3

Factor 3: Realism

Factor 3 (Table 6) reveals conservative views. This factor believes most social programs are vital to the society (10, +3), and supports most public programs (16, -3). Although this factor agree the importance of people dependent and help each other (14, +2), it has little compassion to those who don't want to improve their distress by their efforts (15, +3). This discourse admires good but not monetary deeds(3, -2; 4, +2), but simultaneously believes politics is full of give and take(24, +2).

It can be easily found the contradictory views in this factor, and so called 'Realism.' This factor restricts its' actions about public affairs, though they trust social capital. The dimension of "commitment to the civic duty" is negative in this factor (17,-2; 18, -3; 19, 0; 20, -1; 21, -2). It can be said that even this factor has some romantic imagines in its mind, it is absolutely no on its behavior.

There are two participants of private employees and 3 public servants fall into this factor, but no non-profit employees.

Table 6: Statements that Describe Factor 3 (Realism) in Q-Analysis of Viewpoints among 3-Sector Participants

Attitude	No.	Statements	Factor III Rank
positive	15	I have little compassion for people in need who are unwilling to take the first step to help themselves. (Reversed)	3
	10	Most social programs are too vital to do without.	3
	24	Politics is a dirty word.(Reversed)	2
	6	I feel people should give back to society more than they get from it.	2
	4	Much of what I do is for a cause bigger than myself.	2
	14	I am often reminded by daily events about how dependent we are on one another.	2
negative	16	There are many public programs that I whole heartedly support.	-3
	18	I unselfishly contribute to my community.	-3
	3	Doing good deeds is more important to me than doing well financially .	-2
	17	It is easy for me to get intensely interested in what is going on in my community.	-2
	8	I am prepared to make enormous sacrifices for the good of society.	-1
	20	I consider public service my civic duty.	-1
	21	I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.	-1
distinguishing statements	15	I have little compassion for people in need who are unwilling to take the first step to help themselves. (Reversed)	3
	22	I don't care much for politicians.(Reversed)	0
	1	Making a difference in society means more to me than personal achievement.	1
	3	Doing good deeds is more important to me than doing well financially .	-2
	18	I unselfishly contribute to my community.	-3

Factor 4: Opposition

Factor 4 ([Table 7](#)) describes the fourth dominant viewpoint among participants. This viewpoint has the public ethics but doesn't have much faith in governments.

In the positive viewpoints, factor 4 values more to public good than private profit. It approves the good policies of

governments even it is harmful to its own profit. (21, +3). To serve people no to serve money (5+2). Justice is more important than private profit (3, +2).

But in the negative side, factor 4 suspects the importance and necessity of most policies developed by governments (10, -2; 16, -1). Although it does not disagree with the operation of politics(24, -3), it seldom pay much attention to what politicians do (22, +3). Also, the same suspicious attitude is on the community. Although it is full of compassion to the underprivileged (15,-1), believe in the cooperation with each other (14, +1), this factor has no will to devote its whole heart to the community (18, -2).

There are 1 private sector employee and 1 public sector employee fall in this category, but no any not-for profit employees.

Table 7: Statements that Describe Factor 4 (Opposition) in Q-Analysis of Viewpoints among 3-Sector Participants

Attitude	No.	Statements	Factor IV Rank
positive	21	I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.	3
	22	I don't care much for politicians.(Reversed)	3
	6	I feel people should give back to society more than they get from it.	2
	3	Doing good deeds is more important to me than doing well financially .	2
	5	Serving citizens would give me a good feeling even if no one paid me for it.	2
negative	10	Most social programs are too vital to do without.	-2
	18	I unselfishly contribute to my community.	-2
	9	I am moved by the plight of the underprivileged.	-2
	24	Politics is a dirty word.(Reversed)	-3
	16	There are few public programs that I whole heartedly support. (Reversed)	-3
distinguishing statements	22	I don't care much for politicians.(Reversed)	3
	21	I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.	3
	1	Making a difference in society means more to me than personal achievement.	1
	11	It is difficult for me to contain my feelings when I see people in distress.	0
	10	Most social programs are too vital to do without.	-2

Similarities

The common attitudes among 4 factors could be found out through the positive and negative statements. There are 7 statements scored 0 and above, mostly are the dimension of 「self-sacrifice」 (5 of the 8 statements). It could be said that 4 factors all have self-sacrifice spirit. They agree with the moral discipline and good deeds. But there is still a slight difference. Except statement 13 and 14, the other 5 scores of factor 3 are lower than other 3 factors. In table 4, factor 3 is more compassionate than self-sacrifice.

The negative statements of 4 factors are also 7 (scored under 0). Most are the dimension of 「commitment to the public interest」 (4 of 7). During these statements, it can be found that four factors do not have faith in community and public programs (even governments). The four groups identify society and help others or cooperation, however, it exit in their thinking, not behavior. They are not supportive the real world without any condition. In reality, community or

governments may contain too many complexes to be easily involved in.

Table 8: Positive Statements among 4 Factors

No.	Statements	Factors			
		I	II	III	IV
1	Making a difference in society means more to me than personal achievement.	2	3	1	1
2	I believe in putting duty before self.	2	2	0	1
5	Serving citizens would give me a good feeling even if no one paid me for it.	1	0	1	2
6	I feel people should give back to society more than they get from it.	2	3	2	2
7	I am one of those rare people who would risk personal loss to help someone else.	0	2	0	1
13	I think about the welfare of people whom I don't know personally.	0	0	1	0
14	I am often reminded by daily events about how dependent we are on one another.	1	1	2	1

Table 9: Negative Statements among 4 Factors

No.	Statements	Factors			
		一	二	三	四
12	To me, Patriotism includes seeing to the welfare of others.	0	0	0	-1
16	There are many public programs that I wholeheartedly support.	0	-1	-3	-3
17	It is easy for me to get intensely interested in what is going on in my community.	-1	-1	-2	-1
18	I unselfishly contribute to my community.	-1	-2	-3	-2
19	Meaningful public service is very important to me.	-2	0	0	0
20	I consider public service my civic duty.	-3	0	-1	0
23	The give and take of public policy making doesn't appeal to me. (Reversed)	-1	-3	0	0

Compare with Forward Findings

Differences between Sectors

In this study, it can be concluded that there do exist different motivation among three sectors employees, and public service motivation is not only exist in public sector, approving nearly researches in European.

Righteousness (Factor 1) are composed of 3 not-in-profit sector employees, and 1 public sector employees, and no private counterparts. Practitioners(Factor 2) are on the contrary excludes public sector employees. Realisms(Factor3) and Opposition(Factor 4) conclude private and public sector employees, but no not-for-profit sector employees. Each of the group contains two sector employees. We can say that not-for profit sector employees have more social justice and concern more about society than public sector employees. The public sector employees reveal more conservative and lower trust in politics and public service ethics. For private sectors, they are more flexible and realism. The four types fit the common viewpoints toward three sector employees in Taiwan.

Differences in Q Method

In compare with the findings of Brewer et al.(2000), there are some similarities and differences. In the research process, two studies both use Q method, however, Brewer et al.(2000) adopted Perry's(1996) original 40 statements to be the Q sample, this study only adopted Perry's(1996) formal scale of 24 statements. This is because we consider the formal scale is now commonly be used.

In the P sample, Brewer et al.(2000) chose government employees in federal, state and local governments, and students of public administration and governments. They can be thought of more familiar with the topic of public service. In this study, we chose participants of 3 sectors (public, private and not-for profit) employees. This is because we want to know more about the differences and similarities of 3 sector employees.

In the findings, Brewer et al.(2000) concluded that politics and policymaking are not driving motives, because all four groups convey a general distaste for politics and politicians (p.260). This study gets the similar outcome. In table 3, we can see that except statement 21, all groups scored the dimension of policy making below 0.

In the research of Brewer et al.(1995), they extracted 4 factors: Samaritans, communitarians, patriots, and humanitarians, each revealed different content with this study. We speculate the reasons maybe lie in different culture, different type of P sample and Q sample. The comparison could be found in Table 10.

Table 10: Comparison between this Study and Brewer Et Al. (2000)

This Study					Brewer Et Al.(2000)					Statements
A	I	II	III	III	B	Factor1	Factor2	Factor3	Factor4	
1	2	3	1	1	1	-1	0	0	1	Making a difference in society means more to me than personal achievement.
2	2	2	0	1	5	-2	1	2	0	I believe in putting duty before self.
3	1	1	-2	2	6	0	2	0	1	Doing good deeds is more important to me than doing well financially.
4	1	-1	2	0	9	0	1	3	-1	Much of what I do is for a cause bigger than myself.
5	1	0	1	2	12	2	2	0	0	Serving citizens would give me a good feeling even if no one paid me for it.
6	2	3	2	2	17	0	1	0	1	I feel people should give back to society more than they get from it.
7	0	2	0	1	19	1	0	2	-2	I am one of those rare people who would risk personal loss to help someone else.
8	0	0	-1	-1	26	-2	-1	-1	-2	I am prepared to make enormous sacrifices for the good of society.
9	-3	1	1	-2	2	3	-2	0	2	I am moved by the plight of the underprivileged.
10	0	2	3	-2	3	1	-3	0	1	Most social programs are too vital to do without.
11	-2	1	1	0	4	3	-2	1	-1	It is difficult for me to contain my feelings when I see people in distress.
12	0	0	0	-1	8	1	-1	-1	2	To me, Patriotism includes seeing to the welfare of others.
13	0	0	1	0	10	1	-2	-1	1	I think about the welfare of people whom I don't know personally.
14	1	1	2	1	13	2	-1	1	0	I am often reminded by daily events about how dependent we are on one another.

Table 10: Contd.,

15	3	-2	3	-1	24	-2	-3	-3	-3	I have little compassion for people in need who are unwilling to take the first step to help themselves. (Reversed)
16	0	-1	-3	-3	40	2	0	0	2	There are many public programs that I whole heartedly support.
17	-1	-1	-2	-1	16	0	2	-2	0	It is easy for me to get intensely interested in what is going on in my community.
18	-1	-2	-3	-2	23	0	0	-1	-2	I unselfishly contribute to my community.
19	-2	0	0	0	30	-1	3	1	1	Meaningful public service is very important to me.
20	-3	0	-1	0	39	-1	0	-2	0	I consider public service my civic duty.
21	-1	-1	-1	3	34	-1	0	1	0	I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.
22	-2	-3	0	3	31	-3	-2	-2	-3	I don't care much for politicians.(Reversed)
23	-1	-3	0	0	27	0	0	0	0	The give and take of public policy making doesn't appeal to me. (Reversed)
24	3	-2	2	-3	11	-2	-1	0	-2	Politics is a dirty word.(Reversed)

CONCLUSIONS

Public Service Motivation is long been discussed in public administration literature, however, the definition was first proposed by Perry and Wise(1990). The idea based in the different motivation of private and public sectors, that public servants are more intrinsic rewarded than private employees(Crewson, 1999; Houston,2006; Perry and Wise, 1990; Perry, 1996, Wittmer, 1991). Perry(1996) then developed a scale with 24 items within 4 dimension to measure PSM. Many researches used the scale to test, and most are through qualified method(Kim,2009; Liu, Tang, & Zhu, 2008; Taylor, 2007; Vandenabeele,2009) . The only exception is Brewer, Brewer, Seldon, and Facer(2000). They used Q-methodology to examine comprehensive attitudes and motives associated with public service, and identified four distinctive conceptions of PSM: Samaritans, communitarians, patriots and humanitarians.

To investigate the inner attitudes, this study also adopted Q method to test three-sector(public, private and not-for-profit) employees. We also identified 4 factors: Righteousness, Practitioners, Realism, and Opposition. These factors reveal different type of ideology, but have something in common: full of self-sacrifice spirit, but have doubt in the real community and politics. In comparison with American and European findings, this study confirms motivational difference among public, private and not-for-profit sectors. Simultaneously that PSM is not the monopoly of public sectors. These findings conform with recent studies(Crewson,1999; Houston,2006; Perry & Houston, 2008)

As Perry, Hounston and Wise (2010) noted, there are more and more cross-culture research in PSM in the recent 20 years. This study responds to the call for more cross-culture research(Vandenabeele, 2008), and uses another approach to find out the human ideology about PSM in Taiwan. The purpose of this paper is to provide another sight to know the big question² of the public administration field.

² Behn(1995) noted that the motivation of public servants has been described as one of the big questions of public management.

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