

What Motivate Individuals to Join Public Service? Examining Public Service Motivation in a Non-Western Cultural Context

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This study reviews the significance of PSM in public sector. The study also instigated whether the western-developed PSM scales will gain validity in a developing Southeast Asian country, as Indonesia. The data are obtained through questionnaire-based surveys which distributed to employees of a public sector organisation that has been experiencing a bureaucracy reform. This organisation has more than 375 offices across the Indonesian archipelago and also more than 37,000 employees. The surveys were conducted in 11 cities. The 583 valid data were analysed using SPSS 20 and LISREL 9.2 to assess factor structure of PSM using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA).

Field of Research: Human Resource Management

1. Introduction

Highly motivated employees will make enormous beneficial contributions to any organisation. Hence, why and what drive people to work and how to enhance people motivation are crucial for both scholar and practical communities. Studies exploring the concepts and theory of work motivation abound, mostly in psychology or behaviour sciences. However, the motives that drive people to serve in public or community development are more likely different to those in non-profit, profit, or private sector. Public service is a special calling. Thus, how and why people answer to this calling is also unique.

Public service motivation (PSM) has been one of the most interesting subjects in public administration research and gained popular attention in the field of public administration internationally (Bright, 2013). Scholars have been validated this theory, such as the study of Pedersen (2013) confirmed that the PSM dimension of “public interest” was positively associated with attraction to public sector employment, as a support for one of Perry and Wise (1990) propositions. However, most of PSM research is conducted in developed countries. Notably, no research on this topic has been reported from an Indonesian background. Thus, this research will give a significant contribution to the literature on the issues and empirical validation of implementation of western concepts in a Southeast Asian country.

This paper will be presented as follow: a review of PSM related literature will be presented in the following section. Then, a methodology section will highlight the research design of this study. The results and discussion will be justified in a subsequent section. Finally, a conclusion will summarise this paper.

2. Literature Review

Perry and Wise (1990) asserted definition of PSM as “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions and

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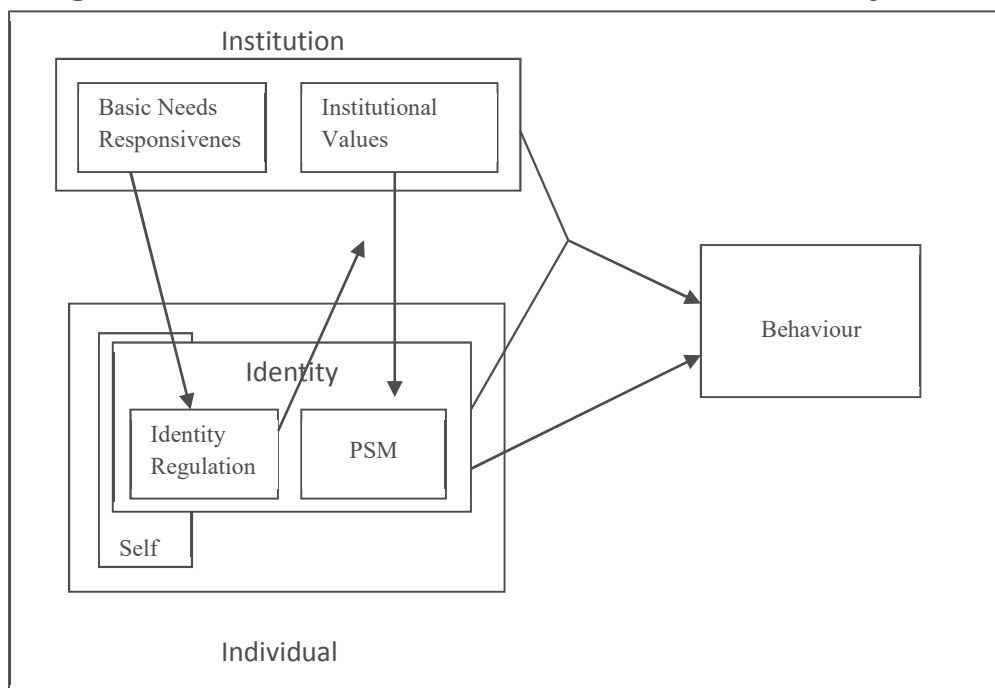
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organizations” (see). They also suggested three propositions: (1) individuals with higher-PSM will more likely join public organisation; (2) PSM is positively related to individual performance; and (3) “public organisation that attract members with high levels of PSM are likely to be less dependent on utilitarian incentives to manage individual performance effectively”. Further works of Perry (1996, Perry, 1997) include a scale to measure PSM and the antecedents of PSM. There were four dimensions in PSM scale, such as: attraction to public policy making; commitment to public interest; compassion; and self-sacrifice. The antecedents of public service administration were identified as five sets of correlates: parental socialization, religious socialization, professional identification, political ideology, and individual demographics. Then, a further development of PSM definition was proposed as “individual motives that are largely, but not exclusively, altruistic and are grounded in public institutions” (Perry and Hondeghem, 2008).

The works of Vandenberghe (2007, Vandenberghe, 2011) explained the theoretical framework of PSM and the antecedents of PSM related with institutional development of PSM. In 2007, Vandenberghe proposed a hypothetical framework that positioned PSM within the institutionalism, the SDT, and the person-organisation fit theory. The framework was visualised in Figure 1. It assumes that “the degree of institutions respond to the individual psychological needs of relatedness, competence and autonomy, institutionalized public service values will be internalized more autonomously in the individual identity” (p. 553). Furthermore, it is suggested the institutionalism of PSM in the public sector will be more intense if individuals in the organisation adopt autonomous PSM. However, the scholar acknowledged that this proposed theoretical framework had to be examined further to gain empirical validity.

In the later study (2011), Vandenberghe conducted a study to investigate the antecedents of PSM and the role of institutions in the development of PSM. He drew the data from 3,506 state civil servants of the state of Flanders (Dutch-speaking part of Belgium). The examined variables were family history with public service; institutions where promote public values; gender; age; level of education; and political preference. The results demonstrated that the family history and the values within the institutions were positively related to PSM. The results also revealed that males report higher levels of PSM than females. Moreover, it confirmed previous studies that older employees reported higher levels of PSM. In educational points, employees with background of general studies, language, health care, and social studies were more likely to have higher PSM levels.

Figure 1: Schematic Overview of an Institutional Theory of PSM



The development of PSM construct is worth to note. PSM originally consisted of six construct (Perry, 1996): attraction to public policy making, commitment to the public interest, civic duty, social justice, self-sacrifice, and compassion. The author then confirmed to four dimensions of PSM (public policy making, public interest, compassion, and self-sacrifice). Some studies have been dedicated to gain empirical findings of the construct of PSM measurement scale from other than the US background. These include the study of Vandenabeele (2008) investigated state civil servants of the state of Flanders of Belgium; Gould-Williams et al. (2013) in Egyptian public sector; and Liu et al. (2008) in Chinese civil servants. Finally, the international scholars of PSM (Kim et al., 2013) conducted an international scale study on PSM to construct a better measurement scale of four dimensions of PSM.

The latest study employed a systematic and comprehensive approach and combining the efforts of 12 international PSM scholars to examine and test the revised PSM scale in their respective countries (Australia, Belgium, China, Denmark, France, Italy, Korea, Lithuania, The Netherlands, Switzerland, United Kingdom, and United States) and involved a total of 2,868 public servants in those countries. The study has developed a validity measure on four dimensions of sixteen-item PSM scale: attraction to public participation (APP), commitment to public values (PVC), compassion (COM), and self-sacrifice (SS), which each dimension consists of four items. The authors encouraged future cross-national research to develop a more robust measure of PSM. However, it noted a sample bias, since it relied on a single sample from each country and only involved local government employees.

The study of PSM in Australian public sector (Taylor, 2007) involved three government organisations in two Australian states and territories, with 203 respondents, which represented 43% response rate. This study confirmed that employees with higher levels of the four dimensions of PSM were more likely shown higher levels of organisational commitment, job motivation, and job satisfaction. It also disclosed the importance of a supportive working environment to motivate the respondents to deliver better outcomes. The limitations of this study were mainly related to the sample method.

Meanwhile, Liu et al. (2008) constructed PSM in China to examine the theory outside western countries. The survey data was analysed using exploratory factor analysis and confirmatory factor analysis to get a general proposition of Western PSM in China. The results of the research confirmed three PSM dimensions, which are attraction to public policy making, commitment to public interest, and self-sacrifice. However, the fourth dimension (compassion) is not supported in Chinese public sector. As noted by the researchers, the use of cross-sectional data and language barrier in translating PSM into Chinese versions had limited this study.

Another point of view evidenced in the literature is that most of the study on PSM has been led by “western” scholars, such as in the USA (as the origin of this theory); Australia (Taylor, 2010); Germany, Great Britain, Hungary, Norway, and Israel (Westover and Taylor, 2010); Denmark (Pedersen, 2013); Italy (Cerase and Farinella, 2009, N, 2013); Malta (Camilleri, 2006); Netherland (Steijn, 2008); and Swiss (Anderfuhren-Biget et al., 2010). However, there limited literature of PSM other than the western background, for example in Korea (Kim, 2012); China (Liu, 2009, Liu and Tang, 2011); and Egypt (Gould-Williams et al., 2013).

Thus, hypotheses emerged from the review are:

- H1. PSM dimensions of attraction to public participation (APP), commitment to public values (PVC), compassion (COM), and self-sacrifice (SS) are inter-related and multidimensional.
- H2. Attraction to public participation (APP), commitment to public values (PVC), compassion (COM), and self-sacrifice (SS) will positively contribute to employees’ public service motivation.

This research aims to assess the four dimensions of PSM developed from the theoretical background presented above, and to explore the latent factors of PSM among public sector employees in Indonesia. As noted before, that the studies of PSM had rarely been reported from non-western culture, especially from Asian developing countries. Therefore, the study specific objectives are to examine the PSM dimensions in Indonesian context and contribute some directions for future empirical research.

3. Methodology

A government organisation which has a function in taxation was chosen for this study. The organisation currently has more than 37,000 employees in more than 375 tax offices across Indonesia. The targeted respondents were Front-liners, Account Representatives, and Tax Auditors in the tax offices, as the sampling frame. That resembles the functions of each tax office: front-liners (customer service), account representatives (supervision), and tax auditors (law enforcement). A purposive non-probability sampling was reasonably chosen, as about 500 to 700 respondents were targeted among these three groups. The survey was conducted in 11 cities and targeted 32 tax offices. Total questionnaires distributed were 644 and 601 returned, this implies 93% response rate. The valid questionnaires to be used for this research were 583 data (97% of returned questionnaires)

3.1. Research Instrument

A questionnaire-based survey was the primary source of data in this study. Translation back-translation procedure was applied in this study (Brislin, 1970). First,

the questionnaire was translated into Bahasa Indonesia by a sworn and authorised translator in Jakarta. The translated version was used in this research with minor changes from the researcher. Then, the Bahasa Indonesia version was translated back into English by different authorised translator. Although the words choice were different, but there were no significant differences in meaning between the original questionnaire and the latest English version.

The PSM 16-items scale was adapted from Kim et al. (2013), which was an outcome from a study of developing an international instrument of PSM that involved 12 countries and their respective scholars, including Australia, China, Denmark, France, Italy, Korea, Lithuania, Netherland, Switzerland, the United Kingdom, and the United States of America. As this research was aimed to examine the influence of work motivation to intention to leave public sector, accordingly PSM was a relevant factor to be considered. Moreover, although the scale had been validated among developed countries, including Asian developed countries (China and Korea), empirical validations from Asian developing countries were very limited.

The scale consists of four dimensions which are: attraction to public policy making (APP); commitment to public values (CPV); compassion (COM); and self sacrifice (SS). Each dimension contains four items. The questions were measured in seven likert-type scale, which are: strongly disagree, moderately disagree; slightly disagree; neutral; slightly agree; moderately agree; and strongly agree. Few examples of the questions are:

- *Meaningful public service is very important to me* (APS3);
- *To act ethically is essential for public servants* (CPV4);
- *I get very upset when I see other people being treated unfairly* (COM3),
- *I believe in putting civic duty before self* (SS2).

3.2. Data Analysis Procedures

The data were analysed using a range of methods, including exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and regression. *SPSS 20* was employed in descriptive statistics, EFA, and regressions. *LISREL 9.2* was utilised for CFA. Factor analysis is an interdependence technique (Hair et al., 2010), “whose primary purpose is to define the underlying structure among the variables in the analysis” (p. 94). Furthermore, it is the tools for analysing the structure of the interrelationships (correlations) among a large number of variables by defining sets of variables that highly interrelated, known as *factors*.

Two level of EFA was performed. In the first level a common factor analysis was applied, as the primary objective is “*to identify the latent dimensions or constructs represented in the original variables*” (Hair et al., 2010) and preferred when the goal is to *detect structure*. Thus, Principal Axis Factoring (PAF) is adopted in this study. Then in the second level analysis, to improve the interpretation of factor analysis and remove the ambiguities, it is necessary to select appropriate rotation method, between orthogonal or oblique rotation methods. Orthogonal rotation methods are preferred when the research goal is data reduction to either a smaller number of variables, or a set of uncorrelated measures for subsequent use in other multivariate techniques. Oblique rotation methods are best applied to obtain several theoretical meaningful factors or constructs, because few constructs in the real world are uncorrelated. Therefore, for the purpose of this research an oblique rotation method (Promax rotation) is chosen.

Progressing from EFA which produced a valid factor structure of PSM, CFA was applied to confirm the PSM in the Indonesian setting. CFA is a tool to examine whether to confirm or reject a predetermined theory (Hair et al., 2010). Then, multiple regression analyses were performed to assess the relationship between the dependent and independent variables and aim to predict the changes in the dependent variable in response to changes in the independent variables (Hair et al., 2010).

4. The Findings

4.1. Demographic profiles of respondents

The data showed that 382 of 585 participants are male, it represents 65.5% of the data. Female participants are 201 (34.5%). The respondents are still in the productive age, with more than 80% are below 40 years old and the biggest age proportion is 26.4% that is the range between 31-35 years. More than 80% of the respondents are married, and 19.4% reported as single (including divorced or widowed). The education level was quite high within the respondents, with almost 75% are bachelor or higher degree holders. More than 50% of the respondents have been working in the Organisation for more than 11 years. The respondents represent 135 frontliners (23.2%), 252 account representatives (43.2%), and 196 tax auditors (33.6%). The regions classification showed that west region (which include Sumatera and Kalimantan islands) were 162 respondents (27.8%); east region (Bali and Sulawesi islands) were 144 respondents (24.7%); and Java region were 277 respondents (47.5%).

4.2. Exploratory Factor Analysis

In the first level, Principal Axis Factoring (PAF) was used as an extraction method on sixteen-item PSM scale. The Kaiser-Meyer-Olkin Measure of Sampling adequacy (KMO-MSA) was 0.906 and Bartlett's test of sphericity was 5304.26 (significant value at 0.000), which were a good indication to proceed with factor analysis. Additionally, the communalities values also showed that all items were above 0.40.

Table 1: Factor Structure of PSM

Factor	Item	Mean	SD	Factor Loading	Cummulative % Variance Extracted	α
Factor 1 Public Services and Values (PSV)	APS3: Meaningful public service.	6.501	.650	.857	45.83%	.902
	APS4: Contribute to the common good.	6.511	.658	.780		
	APS2: Solving social problems.	6.372	.723	.748		
	APS1: Helping community.	6.527	.614	.719		
	CPV2: Provision of public services.	6.602	.595	.712		
	CPV3: Future generations.	6.494	.647	.650		
	CPV4: Ethical public servants.	6.648	.542	.640		
	CPV1: Equal opportunities.	6.491	.686	.573		
Factor 2	COM2: Empathy to	6.441	.727	.890	64.96%	.830

Factor	Item	Mean	SD	Factor Loading	Cummulative % Variance Extracted	α
Compassion (COM)	people.					
	COM1: Sympathy to other.	6.462	.772	.762		
	COM3: Fair treatment.	6.417	.750	.574		
	COM4: Welfare of others.	6.240	.903	.534		
Factor 3 Self Sacrifice (SS)	SS3: Personal sacrifice.	5.317	1.132	.972	57.52%	.851
	SS4: Material sacrifice.	5.607	1.172	.719		
	SS2: Civic duty before self.	5.768	1.042	.682		
	SS1: Sacrifices for society.	5.885	.987	.611		
					Overall	.909

Note: Extraction Method: Principal Axis Factoring. Rotation Method: Promax with Kaiser Normalization. KMO-MSA .906. Bartlett's test of sphericity 5304.26 (0.000 significance).

The second level of PAF was conducted by employing an oblique rotation method to require the significant factors. Promax rotation was used for this purpose. There were three factors which eigenvalues were more than 1 and the total variance explained was 65% and factor loading was above 0.50 for each item. Factor 1 defined as Public Services and Values, Factor 2 as Self Sacrifice, and Factor 3 as Compassion. Reliability of each factor was measured with Cronbach's alpha tests, which showed good reliability since the alpha were above 0.70. The three factors were shown in table 1. The results of exploratory factor analysis through PAF and Promax rotation of the PSM scale confirmed that all 16 items were supported in this particular data set. However, this exploratory factor analysis only generated three latent factors compare to four factors in original PSM scale. In this study APS and CPV were merged into one factor, therefore this factor is defined as Public Services and Values (PSV).

4.3. Confirmatory Factor Analysis

The iterations processes to achieve the perfect fit model for the three latent variables were generated in three models by employing maximum likelihood (ML) model estimation method. ML estimation was employed as the data satisfied normality assumption (Schumacker and Lomax, 2010). Model 1 which examined the full items in each latent construct yielded a high value of root mean square error of approximation (RMSEA = 0.198, far above the acceptable criteria between 0.05 to 0.08). Model 1 showed that all goodness fit indices were below 0.9 thresholds. Then, five non-significant items were deleted which had low standardised loadings and/or *t*-values (APS1, APS3, CPV4, COM1, and SS4). The iterations of the models were presented in Table 2 the structural parameters estimates for the path models.

Model 2 yielded an acceptable goodness of fit index (GFI = 0.938, which is above the acceptable criteria of 0.9). Model 2 showed significant improvements compare to Model 1; as Model 2 had values of $\chi^2 = 208.03$, *p*-value = 0.0000 (Model 1 $\chi^2 = 1225$), *df* = 41 (Model 1 *df* = 101). Although Model 2 had a better fit (fit indices were above 0.9), but the RMSEA was slightly above 0.08 (RMSEA = 0.084). Thus, another four items were removed from Model 2 (APS2, CPV3, COM2, and SS3).

Finally, Model 3 had acceptable goodness of fit indices; as $\chi^2 = 43.18$, p -value = 0.0000, $df = 11$, GFI = 0.979, RMSEA = 0.71. The perfect fit final model consisted three factors; public service and values (APS4, CPV1, and CPV2), compassion (COM3 and COM4), and self-sacrifice (SS1 and SS2), as shown in Figure 2 the path diagram of the model.

Table 2. The structural parameters estimates for the path models

Structural Path	Model 1		Model 2		Model 3	
	Standardised Loadings	t-values	Standardised Loadings	t-values	Standardised Loadings	t-values
APS1→PSV	0.57	22.17	--	--	--	--
APS2→PSV	1.50	23.82	1.44	22.04	--	--
APS3→PSV	0.89	27.60	--	--	--	--
APS4→PSV	1.66	27.84	1.60	25.85	1.56	24.57
CPV1→PSV	1.63	23.59	1.71	25.26	1.77	26.17
CPV2→PSV	1.13	24.90	1.14	24.96	1.12	24.11
CPV3→PSV	0.86	21.58	0.89	22.11	--	--
CPV4→PSV	0.77	22.93	--	--	--	--
COM1→COM	0.86	25.59	--	--	--	--
COM2→COM	0.96	27.90	0.88	24.01	--	--
COM3→COM	1.37	23.04	1.45	24.98	1.14	23.30
COM4→COM	1.67	21.62	1.77	23.32	1.85	24.10
SS1→SS	1.78	23.38	1.93	26.16	2.05	26.12
SS2→SS	2.24	22.80	2.23	23.34	2.14	20.26
SS3→SS	3.59	24.94	3.19	20.82	--	--
SS4→SS	3.00	20.49	--	--	--	--

Figure 2. Path Diagram of the Final Model

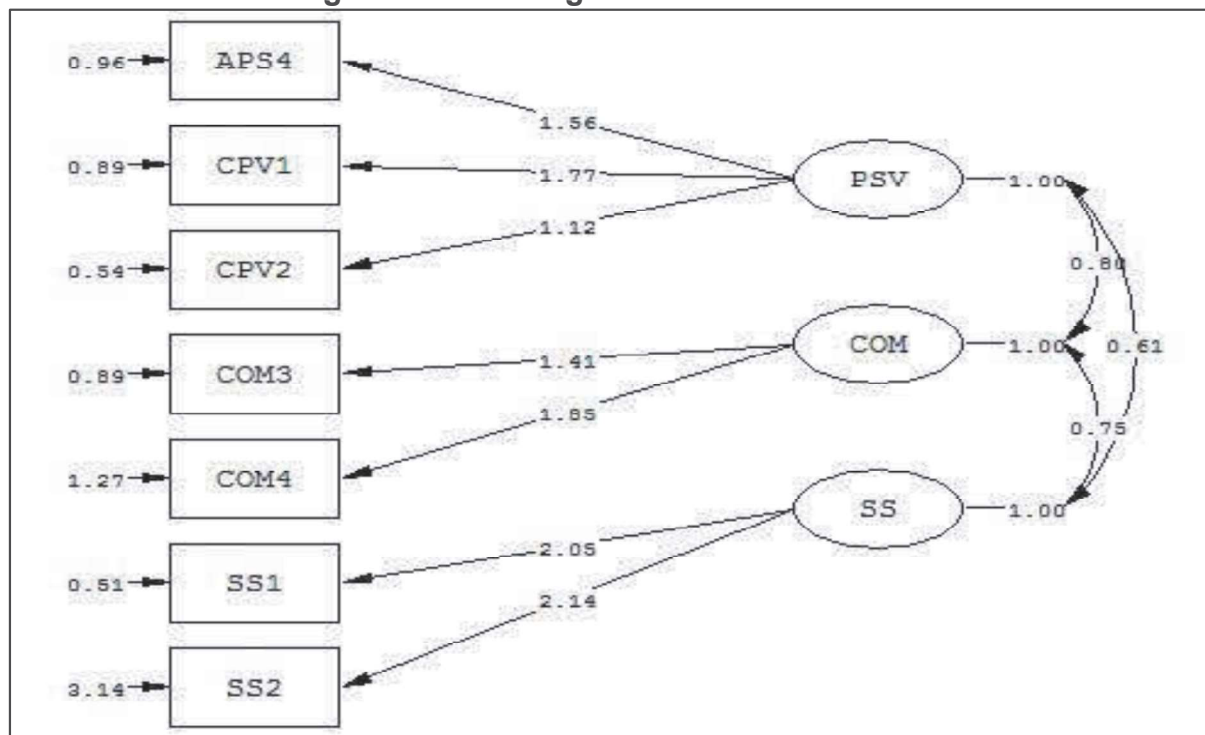


Table 3 summarised the goodness of fit indices for the three models, which gave better explanation and comparison of the three models. RMSEA value was high for Model 1 (0.198), and improving in Model 2 but the value was above 0.08 threshold, and the final model had a better RMSEA (0.071). The goodness of fit index (GFI)

showed an improving trend between the three models (0.796; 0.938; and 0.979 respectively).

Table 3. The Summary of Goodness of Fit Indices

Goodness of Fit Results	Model 1	Model 2	Model 3
χ^2	1225.0	208.03	43.18
<i>p</i> -value	0.0000	0.0000	0.0000
Degree of Freedom	101	41	11
ECVI	2.221	0.443	0.132
RMSEA	0.198	0.084	0.071
GFI	0.796	0.938	0.979
NFI	0.855	0.956	0.983
NNFI	0.840	0.952	0.976
CFI	0.865	0.964	0.988
IFI	0.866	0.964	0.988
RMR	0.313	0.205	0.120
SRMR	0.059	0.039	0.026

The final model also produced significant inter-factor correlations as shown in Table 4. There were significant inter-factor correlation between public service and values and compassion ($r = .707$; $p = 000$), as well as public service and values to self-sacrifice ($r = .434$; $p = 000$).

Table 4 Inter-Factor Correlations

	PSV	COM	SS
PSV	1		
COM	.707 ^a (.000) ^b	1	
SS	.434 (.000)	.376 (.000)	1

Note: ^a correlation coefficient; ^b significance level

4.4. Regression

Linear regression was employed to examine the value of dependent variables based on the linear relationships with one or more predictors (Hair et al., 2010). The three latent factors emerged from this study, which were public service and values, compassion, and self-sacrifice, were regressed to some demographic variables, as gender, age, marital status, education, tenure, position, region, and salary. Table 5 explained the results of regression analysis. Gender had positively significant relations with public service and values ($\beta = .094$; $p < .05$) and compassion ($\beta = .124$; $p < .01$). Whereas, age had positive significant relationships to all factors; public service and values ($\beta = .206$; $p < .05$) and compassion ($\beta = .247$; $p < .01$), and self-sacrifice ($\beta = .215$; $p < .05$). Interestingly, the result also revealed that region had positive significant relations with self-sacrifice ($\beta = .143$; $p < .05$). The rest of demographic variables showed no significant relationships with the latent factors.

Table 5 Regression Analysis

Model	Public Service and Values (PSV)		Compassion (COM)		Self-Sacrifice (SS)	
	β	t	β	t	β	t
1 (constant)		28.610		29.366		14.623
Gender	.094*	2.087*	.124**	2.798**	-.033	-.744
Age	.206*	2.367 *	.247**	2.878**	.215*	2.508*
Marital Status	-.066	-1.340	-.030	-.619	-.071	-1.463
Education	-.030	-.626	-.018	-.390	-.040	-.859
Tenure	.206	.206	-.006	-.072	.079	.967
Position	.068	.999	.071	1.057	-.026	-.387
Region	-.057	-.797	-.060	-.852	.143*	2.027*
Salary	.032	.444	.030	.425	.069	.964

Note: Significance at * $p < .05$ and ** $p < .01$

5. Discussions

The objectives of this study are to assess and present empirical findings of the western-developed PSM concept and its four dimensions (APS, CPV, COM, and SS) in a cross-cultural framework in a developing Southeast Asian country. The findings of this research indicate the distinctiveness of PSM among Indonesian public sector employees. Congruently with the hypothetical framework, this study examines the application of PSM and its four constructs in Indonesia public sector context.

The EFA was employed to gain a factorial structure of the concept represented in the collected data. A common factor analysis was chosen as this method was in line with the objective of the study to “*identify the latent dimensions or constructs represented in the original variables*” (Hair et al., 2010) rather than to data reduction as in component analysis (commonly known as Principal Component Analysis, PCA). Thus, a Principal Axis Factoring (PAF) is adopted in this study and an oblique rotation method (Promax rotation) is chosen to extract latent factors from the data.

The proceedings of EFA had all 16 items confirmed and had generated three latent factors from the data set, rather than four factors in the original concepts. Interestingly, APS and CPV were merged together into a factor, following a series of simulation to test and split both factors, this factor still proved to be a best latent factor represented in the data. Examining further from the literature (Kim et al., 2013), the original APS dimension emerged from two subset of factors which were attraction to public participation and commitment to public interest (CPI, a sub-dimension of CPV). This piece of evidence might explain the close link between APS and CPV. Then, this study defined the factor as public service and values (PSV). Thus, hypothesis H1 was partly supported.

Subsequently, CFA was applied to confirm and validate the latent factors in Indonesian culture. A series of CFA were conducted in LISREL 9.2 and employing maximum likelihood estimation (MLE). The evaluation of model fit was based on an inferential goodness-of-fit index (χ^2 value), combined with other descriptive indices, such as RMSEA, GFI, NFI, NNFI, and CFI (Hu and Bentler, 1999). It was recommended that GFI, NFI, and CFI are close or above 0.95, and RMSEA is below 0.08. The results of this study produced a strong evidence to support the hypotheses.

The first model was less fit as goodness-of-fit indices were less than cut-off points. An iteration was proceeded after deleting five items with the lowest coefficient values. The second model was a fair fit and gained better fit indices, however, the RMSEA value was still higher than the recommended value. In order to produce a best fit model, another CFA procedure was carried out after removing another four items. The final model achieved a perfect-fit model satisfying all the recommended indices and showing strong correlations between the three factors. The final model consists of seven items in three latent factors, public service and values (APS4, CPV1, and CPV2), compassion (COM3 and COM4), and self-sacrifice (SS1 and SS2). In conclusion, H2 was supported.

Further examination on the relationships between PSM and demographic variables conclude that positive and strong relations exist between PSM and age and gender. This finding had been conformed in many studies (Ritz and Brewer, 2013, Naff and Crum, 1999, Bright, 2013). Interestingly, in this study region had positive and strong relationship to self-sacrifice, as region differentiated the offices' location across Indonesia, which was divided into three regions West Indonesia (Sumatera and Kalimantan islands), East Indonesia (Bali and Sulawesi Island) and Java region. The employees, who stationed there, not necessarily live with their families, as the organisation has a rotation policy to its employee to rotate employees every four or five years. These circumstances led many employees left their families in their home town (which could be in different city in the same province, or different province in the same island, or in difference island), to avoid the problems of family relocating including enrolling new schools for their children. The strong correlations between region and self-sacrifice showed the level of self-sacrifice of the employees in different regions.

6. Conclusions

This study investigated PSM construct in a non-western context, specifically in a developing Southeast Asian country. As the body literature of PSM shows very few reports from developing non-western countries. This research also scrutinised the relationships between PSM and demographic variables. It summed up that the PSM construct was evidenced in Indonesian public sector. The final model emerged from the current study corroborated three factors of PSM within Indonesian context, which representing the four factors in original model.

This current research has contributed a substantial review to PSM literature, however, there are some limitations to be considered. First, although this research was conducted in 11 cities in five islands across the Indonesian archipelago, the respondents were employees from one government department, which manage taxation sector. Considering that the respondents had the same working background and shared the same culture, the generalisation of the findings to a broader term of public sector or other cross cultural research should be applied in highly precaution. Second, the implementation of cross-sectional, self-reported data had made causal statement about the hypothesised relationships is constrained. Additionally, self-reported data may potentially create common-method biases.

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