

Public Service Motivation and the Big Five Personality Traits: The Case of Provincial Services of Pakistan

*Ms. Rahat-ul-Ain, Dr. Nasira Jadoon, Dr. Zafar Iqbal Jadoon,
Ms. Zahara Paul*

ABSTRACT: *Public service motivation as an important area of study is receiving an increased attention among organization behavior and public management researchers. There is a growing concern for declining motivation level of public officials working at different levels in organizations. The paper based on the findings of empirical data presents the relationship of Big Five personality traits including; extraversion, agreeableness, conscientiousness, neuroticism and openness to experience with Public Service Motivation (PSM) and its four dimensions i.e. attraction to public policy, compassion, self-sacrifice and commitment to public institutions. The paper adopts a Cross-sectional, descriptive and single sample design as a basic research design. Expert sampling technique is used as the main sampling method, which is a type of Non-probability purposive sampling, where the data have been collected from the secretaries of all the departments of Punjab Government. PSM questionnaire (Perry, 1997) along with Ten Items Personality Inventory (TIPI) (Gosling, Rentfrow & Swann, 2003) has been used as the questionnaire tool for data collection. The correlation results indicated that Personality was closely linked to Public Service Motivation. It was found that extraversion indirectly related to the attraction to policy making dimension, Agreeableness trait was also positively associated with PSM; neuroticism was positively linked to the PSM especially the compassion dimension. Conscientiousness was found to be negatively related to PSM especially with its commitment to public interest dimension; whereas openness to experience showed a varying trend. Briefly stating, the Big Five of personality had a close linkage with PSM which may vary from one context to another as pointed by the cross cultural comparison with Taiwan. The paper provides useful policy recommendations to enhance public service motivation through strengthening the positive personality dimensions among the civil servants and improving the best person job fit at workplaces.*

Keywords: Public Service Motivation, Big Five Personality Traits, Personality inventory, Punjab Government of Pakistan.

Introduction:

Public Service Motivation

The concept of serving public is quite an old one (Perry & Wise, 1990) having its roots embedded in the early establishment of public management and governing systems. It has a history as long as that of origin of mankind. We can find the evidence of serving public in the writings and sayings of Confucius, Plato, and Aristotle as they have talked about the idea of virtuous leaders who were motivated towards serving their subjects and people of their states. Now-a-days everyone looks up to the concept of welfare states that are more inclined towards serving for the common good and their governments are more motivated to serve the public. So public service motivation is not a new concept, but it has recently been formalized as a new concept in public administration, thus inviting researchers to explore more about it (Perry & Hondeghem, 2008; Perry & Wise, 1990).

Perry and Wise (1990) defined public service motivation (PSM) as “an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions” (p.386). Large evidence based on survey researches is available supporting the idea that such kind of motivation actually subsists, as identified by a number of research scholars in their studies (Brewer & Selden, 1998; Perry, 1996; Perry & Wise, 1990; Wamsley & Wolf, 1990).

Motivation has been given an immense importance because of its profound effects on behavior as research has shown that lack of motivation can cause the behavior to be haphazard and aimless (Bolles, 1967; Brown, 1961; Dayan & Balleine, 2002; Dickinson & Balleine, 1990). So public service motivation also puts great effects on the behavior of the public employees.

The concept of Public Service Motivation had not been given the importance it deserved until it was established as a construct and a formal concept. During 1960s, public confidence in American public institutions had declined at a very alarming level (Perry & Wise, 1990). This lack of public trust created a need to formally study public organizations and the motivation of their employees to work for public service delivery. So the emergence of the concept of Public Service

Motivation took place and extensive research has been carried out on the newly emerged concept since 1970s.

There are four basic dimensions of PSM including (i) Attraction to public policy making, (ii) commitment to Public interest, (iii) Compassion, and (iv) Self-sacrifice (Perry, 1997; 1996; Perry & Wise, 1990). These motives are subcategories of three broadly classified motive namely (i) rational motives, (ii) norm based motives and (iii) affective motives (Perry, 1996). A lot of work has been carried out on the concept of PSM since then, thus inviting the researchers to conduct detailed and in-depth studies on this concept (Castaing, 2006; Coursey&Pandey, 2007; Coursey et al., 2008; DeHart-Davis, Marlowe &Pandey, 2006; Kim, 2009; Leisink&Steijn, 2009; Moynihan &Pandey, 2007; Taylor, 2007; Vandenabeele, 2008).

The Big Five Personality:

This study is predestined to find the association between personality and Public Service Motivation, using big five personality model as the basic representative of personality, and finding how the big five personality traits effect public service motivation of employees working in public organization (Eysenck, 1997; Jang, 2012; Rabinovitz, 1967).The most renowned definition of personality was by Allport (1936) whodefined it as “a dynamic organization within an individual of those psychophysical systems that determine his unique adjustments to his environment”.

A lot of theories on personality are present on personality including theories by Sigmund Freud, Carl Jung, Alfred Adler, Walter Mischel, Albet Bandura, trait theory of personality by Gordon Allport, and B.F. Skinner’s theory of Personality as the most renowned ones. A huge influx of research on the topic stimulated the development of more theories, models and measurement tools for personality. As a result of this, the Big Five Personality model was developed that was to make the measurement of personality more manageable and measurable as accurately as possible (Cattell, Eber, &Tatsuoka, 1988; Costa & McCrae, 1995; Fiske, 1949; Goldberg, 1993; Tupes&Christal, 1992).The term “Big Five” was developed by Lew Goldberg and is also popularly known as “Five-Factor model”. According to this model, personality can be measured on the basis of five basic traits that include: (i) Extraversion, (ii) Agreeableness, (iii) Conscientiousness, (iv) Neuroticism, and (v) Openness to experience.

The body of research has revealed that personality has great impact on the work life of any individual, thereby depicting that the big five traits of personality have several distinct effects on an individual's behaviors and attitudes. Each of the personality trait effects individual behavior differently.

Structure of Government of the Punjab

The Government of the Punjab possesses a bureaucratic structure which is a replica of federal government structure. It can broadly be classified into three main components i.e. Legislature, Executive and Judiciary. Executive branch of Punjab government consists of the Chief Minister as well as Governor, where the Chief Minister is the executive head of the assembly and exhibits almost the same powers at provincial level as possessed by the Prime Minister at federal level. S/he runs the whole provincial government with the help of her/his cabinet. Whereas, Governor is the constitutional head of the province, and possesses the same powers at provincial level as possessed by the President of the state at federal level. S/ he is the representative of provincial government at federal level, appointed by President of the state. The Judiciary branch of the provincial government is based on one High court for each province, which functions under the supervision of Supreme Court. Each high Court consists of a Chief Justice as the head of the body, assisted by a number of other judges who together, ensure the better run judicial bodies.

The Legislature of all the four provinces is based on the Provincial Assembly, which in case of Punjab is referred to as "the Punjab Assembly". It performs almost all the functions that are performed by the National Assembly at federal level. The head of Punjab Assembly is the Chief Minister, who is elected by majority of the members of Assembly. The Chief Minister then appoints ministers as the governing heads of the provincial departments, and all the ministers collectively make Chief Minister's cabinet. Chief Minister along with his/her cabinet is accountable to the Assembly. The secretaries are the bureaucrats who are administrative heads of the provincial government departments who work under the minister of respective departments. Departments are actually the off-shoots or branches of the ministries working at federal level. Ministers are the elected heads of the departments, assisted by the civil servants (bureaucrats). Departments have a hierarchical structure, where the secretaries are at the top of hierarchy after Ministers.

Secretaries are the administrative heads of the departments who are assisted by a number of other bureaucrats. These bureaucrats are from two cadres i.e. Federal Public Service Commission mainly from the District Management Group (DMG) and the Provincial Management Services (PMS) having Basic Pay Scale (BPS) 17-22. Mostly, the secretaries of the provincial government departments fall in the BPS-20. But departments of the Punjab government are the only one out of the four provinces where secretaries of the departments may have BPS-21 because Government of the Punjab is the one that is biggest in size among all the four provincial governments namely, Sindh, Baluchistan, KhayberPakhtoonKhaw (KP), Punjab. Secretaries are assisted by the Additional Secretaries (BPS-19), who are then followed by the Deputy Secretaries (BPS-18) and Section Officers (BPS-17) who fall at lower level in the hierarchy. Each department has subsequent attached department and the rules of the departments are set by the Rules of Business (1938).

Significance of the Study

A lot of work has recently been done on exploring the concept of public service motivation internationally (Castaing, 2006; Coursey&Pandey, 2007; Leisink&Steijn, 2009; Taylor 2007; Vandenabeele, 2008; Wright, 2007; Wright, Moynihan &Pandey, 2012), but a negligible amount of work has yet been done on exploring Public Service Motivation embedded in the public sector of Pakistan. The level of mistrust of the people in government and public sector of Pakistan has elevated to the sky-scraping heights. People don't have faith in the government and public servants (Perry & Wise, 1990) and the situation is worsening day by day. Apparently, it has been observed that the private sector employees are more motivated to work as compared to the public sector employees. The present condition of public service provision in Pakistan is inviting the researchers of Public administration to explore the factors involved in the declining conditions of Public sector of the country and the role of public employees and public servants in this decline. The paper through an empirical present research study is focused on exploring the association and linkage between personality and Public Service Motivation of Punjab government employees and also on how the Big Five traits of personality relate with the public service motivation. This will be quite helpful in making future hiring decisions for public sector in addition to making improvements in the work environment on the basis of the results of the present study; and to

improve employee performance through increase in Public Service Motivation.

Literature Review

The first attempt to formally study public service motivation was by Perry and Wise (1990), in which they tried to identify the underlying drives and motivation of the public employees. The study identified the typology for PSM, which involves norm-based, affective and rational motives. Moreover, Perry (1996) contributed his great efforts to develop a standardized tool to assess Public Service Motivation. Initially it was a questionnaire based on six subscales, which was then revised and the questionnaire based on four subscales was finally developed in 1997. The subscales included: Attraction to public policy making, Public interest, Compassion, and Self-sacrifice (Perry, 1997). Perry (2000) also contributed towards developing the *Process Theory of Public Service Motivation* which takes society into consideration the disparities between types of motivation across the institutions. Following the development of standardized questionnaire, many scholars made use of it for unveiling a lot of the underlying hidden phenomenon related to the PSM (Castaing, 2006; Coursey & Pandey, 2007; Coursey et al., 2008; DeHart-Davis, Marlowe & Pandey, 2006; Kim, 2009; Leisink & Steijn, 2009; Moynihan & Pandey, 2007; Taylor, 2007; Vandenabeele, 2008; Wright & Pandey, 2008).

Some of the research studies conducted on the concept of PSM included PSM as a forecaster of one's inclination to join the public sector (Anderfuhren-Biget, 2012; Andersen, Pallesen & Pedersen, 2009; Bright, 2005; Carpenter, Doverspike & Miguel, 2012), its effects on behavior of professionals (Andersen & Pallesen, 2008), emergence and effects of PSM (Wright & Grant, 2006; 2010), effects on job satisfaction and organizational commitment (Behaj, 2012; Camilleri & Heijden 2007), effects on public service delivery (Grand, 2010), effects on city planners and professional culture (Johnson, 2009), relationship with job performance (Alonso & Lewis, 2001), attitudes and behavior of public servants and other employees (Brewer, 2003), whistle blowing (Brewer & Selden, 1998), person-organization fit acting as an intermediary force between public service motivation and performance (Bright, 2008), job satisfaction and turnover (Bright, 2008), behavior of civil servants (Chow, Ho, Lau, Li, Shen & Burns, 2009), in addition to many other factors and attributes.

A lot of work has been already done on finding the links between personality and motivation but very less work has been carried out on finding the relationship between personality and PSM. A recent study was conducted on finding the association between Personality and Public Service Motivation, mainly the effects of Big Five Personality Traits on Public Service Motivation of the civil servants working in Taiwan (Jang, 2012).

The Big Five Personality model was originated as a result of a large amount of rigorous research over the decades. The first attempt to categorize personality was carried out by Allport and Odbert (1936) but as the size of their classification was too large to be managed effectively for researchers, Cattell (1943) made an attempt to classify personality into 4500 traits which were then reduced again by Cattell into 35 distinct traits and finally into 12 trait items which made the foundation for 16pf (16 personality factors) test (Cattell, Eber, & Tatsuoka, 1970). Cattell's work motivated the other researchers to analyze the structure of the personality which, as a result, led to the invention of Big Five personality dimensions where several researchers were involved in the formulation of this model. First among them was Fiske, who presented the description of 22 of the Cattell's traits (Fiske, 1949), which were re-analyzed by Tupes and Christal (1961) who found out that there were five strong factors that were recurrent in the results which ultimately became the basis of Big Five Traits of Personality. Norman (1963) found out the same five factors that were labeled by him as Extraversion or Surgency, Emotional Stability Versus Neuroticism, Conscientiousness, Agreeableness, and Culture. These factors were later termed as "Big Five", the term derived by Goldberg (1981). Each of these five dimensions included a lot of other traits that were previously categorized as separate personality factors, thus bringing comprehension and manageability for understanding and studying personality later on (Goldberg, 1993).

A number of assessment tools were also developed to measure personality among which, the most renowned ones include Trait Descriptive Adjectives (TDA) which includes a 50 items rating tool by Goldberg (1992), a questionnaire by Wiggins (1995), NEO Personality Inventory by Costa and McCrae (1985), NEO personality inventory revised version (Costa & McCrae, 1995), Big Five Inventory (BFI) by John, Donahue, and Kentle (1991). The Big Five Personality factors are considered to be the universal personality traits that are self-regulating in

nature and each of the five traits includes many other personality characteristics. These include Extraversion, Conscientiousness, Openness to experience, Neuroticism, and Agreeableness (Barrick& Mount, 1991; Costa & McCrae, 1997; Goldberg, 1992).

A number of research studies have been conducted depicting the linkage between personality and motivation in general, and between the big five personality and motivation in particular. Some of these studies included the effects of big five traits of personality on academic motivation of college students (Komarraju, Karau&Schmeck, 2009), personality type as a strong determinant of motivation of an individual to quit drug addiction (Eysenck, 1997), association of Big Five personality traits with the work-involvement(Bozionelos, 2003), Big Five traits of personality's linkage with the creativity of an individual (Sung & Choi, 2009), effects of Big Five personality traits on political attitudes (Gerber, Huber, Doherty, Dowling & Ha, 2010), effects of Personality and Employee Work-Related Attitudes on Employee Performance (Awadh& Wan Ismail,2012), in addition to hundreds and thousands of other studies on the same or similar topics.

Operationalization

1. Public Service Motivation

Conceptual Definition

PSM can be defined as “an individual’s pre-disposition to respond to motives grounded primarily or uniquely in public institutions and organizations” (Perry & Wise, 1990).

Operational Definition

Public Service Motivation (PSM) can broadly be classified into three basic motives including rational, normative and affective motives. Where, rational motives include drives to acquire power and participate in public policy making, normative motives include the drives of being altruistic and working for the well-being of the society at large; whereas affective motives are the motives of being emotionally and sympathetically responsive to the human beings.

These are the four basic elements or dimensions of PSM that originate from the above three categories and were first identified by Perry (1996). These include (i) attraction to become a part of public policy making, (ii) being committed towards the public interest, (iii) being compassionate towards the public and (iv) being self-sacrificing, and were made foundation for measurement of PSM. These elements of the PSM are defined in detail as under:

a. Attraction to public policy formulation

This dimension of PSM belongs to the rational motives and involves being motivated for joining Public sector in order to take part in public policy making, thus reinforcing their self-image and self-importance by being more powerful.

b. Commitment towards public interest

This dimension of PSM is related to normative motives and implies to the commitment and vowing of a public servants towards taking care of the public interest i.e. being more motivated to make sure that the public interest at large is getting fulfilled rather than serving several people on priority basis.

c. Compassion towards public

This dimension of PSM implies that a public servant is more motivated to join public sector because of his altruistic nature i.e. they are sympathetic towards the public and can do everything to make the people lead comfortable lives.

d. Self-sacrifice

It implies that the public employees are motivated to join the public sector because they want to work for a cause that is bigger than their individualistic needs. They are intrinsically motivated to give up on their personal gains for the well-being of the people at large.

2. The Big Five Personality Traits:

The Big Five Personality measures the human personality on the basis of five broad traits, each trait including a number of other characteristics and elements of the personality. These traits are defined in detail as under:

a. Extraversion

Extraversion includes characteristics as outgoing, expressive, sociable, confident, communicative, energetic and enthusiastic (Barrick & Mount, 1991), strong desire for social acknowledgement, admiration, unprompted, talkative, active, positive, and eager. Extraverts are emotionally stable and have a satisfied and delightful personality (Costa & McCrae, 1997).

b. Neuroticism

Neuroticism implies to characteristics such as emotionally insecure (McCrae & John, 1992), irritated, angry, worried, resentful, bad tempered, unsociable, anxious, self-conscious, ambiguous, uncertain, unconfident, fearful, and unhappy (Barrick & Mount, 1991; Diefendorff, Croyle, & Gosserand, 2005).

c. Conscientiousness

It constitutes of characteristics such as hard-working, focused, alert (Barrick & Mount, 1991), cautious, inclusive, responsible (Moon, 2001), organized and firm, rational, logical, dependable, and consistent and risk-averter (Goldberg, 1990)

d. Agreeableness

Agreeable personality consists of characteristics such as courtesy, flexibility, simplicity (Barrick & Mount, 1991), cooperative, helpful, compassionate, caring, sympathetic, and unprejudiced (McCrae and Costa, 1997).

e. Openness to Experience

Openness to experience is related to the characteristics such as creativity and innovation (Barrick & Mount, 1991), kind, gentle, perceptive and understanding, optimistic and positive attitude, and capable of being better adjusted in other dimensions of the Big five personality (Costa & McCrae, 1997).

Theoretical Model

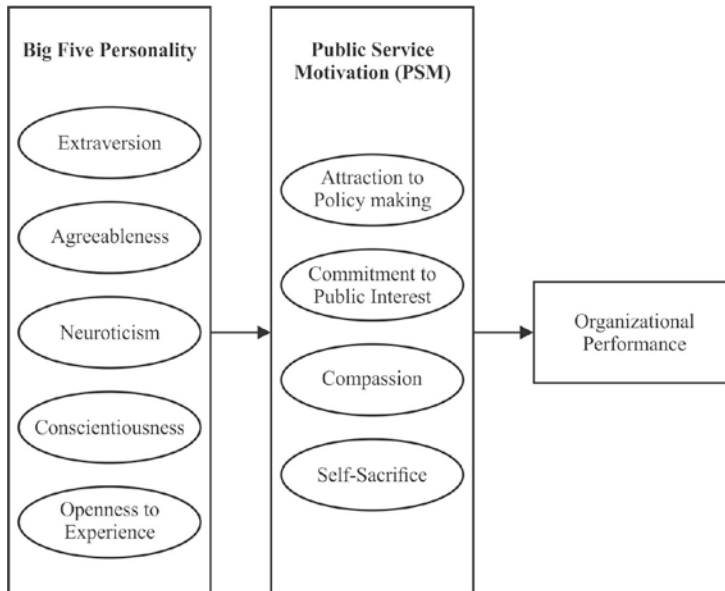
According to Perry and Wise (1990), the values embedded in an individual are immensely important for the administrative state, especially where bureaucrats are in charge of implementing democracy.

Perry (1996) categorized the motives underlying public service into three broad categories i.e. rational motives, norm-based motives and affective motives. These motives were further divided into four dimensions i.e. 1) attraction to policy making, 2) commitment to public interest, 3) compassion, 4) self-sacrifice (Perry, 1997).

Public Service Motivation includes the motives that underlie the employees working in Public institutions. According to Crewson (1997), public employees put more importance on their service as compared to the private sector staff. Individuals who can be best suited to work in the public organizations and who can best serve public have a high index on the Public Service Motivation level (Perry, 2000). Lewis and Alonso (1999) identified that a positive and direct relation existed between PSM and performance (Frey & Oberholzer-Gee, 1997; Le Grand, 2003; Perry & wise, 1990; Petrovsky, 2009). Moreover, it was also found out later on that employees with higher level of Public Service Motivation had greater satisfaction towards jobs and had higher level of job commitment and more loyal to their organizations (Behaj, 2012; Camilleri & Heijden 2007).

A huge amount of motivation has a strong and significant relationship with the personality and personality types (Eysenck, 1997). Conscientiousness and openness to experience are positively linked to the intrinsic motivation, whereas extraversion is directly related to extrinsic motivation (Komarraju, Karau&Schmeck, 2009). Work involvement is also found out to be directly related to the personality (Bozionelos, 2003);in addition, Big Five traits have positive effects on work performance (Awadh, A.M. & Wan Ismail, W.K, 2012). Moreover, Gerber, Huber, Doherty, Dowling & Ha (2010) found out that the Big Five Personality traits affect political approach but that is context specific.PSM also has a significant direct relationship with the big five traits which effect PSM to a great extent (Jang, 2012).

Perry's (2000) process theory of Public Service Motivation also emphasizes that individual characteristics are an integral part of an employee's motivation to serve the public and has direct effect on the public service motivation of the employees. All of these domains of process theory basically determines one's personality and are antecedents of PSM, thereby effecting workplace performance in a direct way. So, the following model can be drawn from the above description, which shows that the Big Five Personality directly affects the PSM, which directly affects the organizational performance:



The following hypotheses have been developed for the study:

Hypothesis 1: *Extraversion will be directly related to the Public Service Motivation, especially the Attraction to policy making dimension.*

Hypothesis 2: *Agreeableness will be positively related to the Public Service Motivation, especially the Compassion dimension.*

Hypothesis 3: *Conscientiousness will be directly related to Public Service Motivation, mainly the self-sacrifice and commitment to public interest dimensions.*

Hypothesis 4: *Neuroticism will be positively related to certain aspect of the Public Service Motivation i.e. attraction to policy making, but negatively related to the other aspect i.e. commitment to the public interest, compassion, and self-sacrifice.*

Hypothesis 5: *There might be a positive or negative relationship between openness to experience and public service motivation.*

Methodology

Cross-sectional descriptive single sample design was used in the present study where the study was quantitative in nature and the data was gathered from the Secretaries of the Punjab Government Departments. The

participants for the study were determined through non-probability purposive sampling and the sampling technique, more specifically, was total population expert sampling. The return rate was 67 percent as 34 out of 51 questionnaires were filled by the participants.

The questionnaire for the study comprised of two standardized questionnaires i.e. Perry's tool for Public Service Motivation for measuring the level of PSM and for assessment of PSM on four of its dimensions and the Ten Item Personality Inventory (TIPI) (Gosling, Rentfrow & Swann, 2003) was used for the assessment of Big Five Personality and its traits.

Results

The results were analyzed using the statistical package for social sciences (SPSS) 19. Spearman's Correlation analysis was run on the data for finding the relationship between the big five personality traits and that of Public Service Motivation and its dimensions.

Table 1

Spearman's correlation analysis of Public Service Motivation and Individual traits of Big Five Personality scores (N=34).

Measures	1	2	3	4	5	6
1 PSM	--	.027	.219	-.234	.458**	.002
2 Extraversion	--	--	-.253	-.050	.073	-.084
3 Agreeableness	--	--	--	.284	.162	.126
4 Conscientiousness	--	--	--	--	.071	.254
5 Neuroticism	--	--	--	--	--	.513**
6 Openness to experience	--	--	--	--	--	--
M	85.41	6.88	6.88	5.85	6.85	6.23
S.D.	7.47	1.66	1.27	1.01	1.39	1.25

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

The results showed that there was a positive relationship between PSM and Extraversion ($r=0.027$, $N=34$, $p=0.439 > 0.05$, one-tailed), Agreeableness ($r=0.219$, $N=34$, $p=0.107 > 0.05$, one-tailed), Neuroticism

($r=0.458$, $N=34$, $p=0.003<0.05$, one-tailed) and openness to experience ($r=0.002$, $N=34$, $p=0.495>0.05$, one-tailed). On the contrary, the analysis showed that there was a negative relationship between PSM and conscientiousness ($r= -0.234$, $N=34$, $p=0.091>0.05$, one-tailed).

Table 5

Spearman's correlation analysis of Public Service Motivation dimensions and Individual traits of Big Five Personality scores (N=34).

Measures	1	2	3	4	5	6	7	8	9
1 Extraversion	--	-.253	-.050	.073	-.084	-.101	.112	.050	.181
2 Agreeableness	--	--	.284	.162	.126	.155	.128	.082	.220
3 Conscientiousness	--	--	--	.071	.254	-.031	-.383*	-.199	-.005
4 Neuroticism	--	--	--	--	.513**	.186	.217	.441**	.226
5 Openness to experience	--	--	--	--	--	.014	-.188	-.015	.000
6 Attraction to policymaking	--	--	--	--	--	--	.086	.249	-.257
7 Commitment To public interest	--	--	--	--	--	--	--	.490**	.498**
8 Compassion	--	--	--	--	--	--	--	--	.384*
9 Self-sacrifice	--	--	--	--	--	--	--	--	--
M	6.88	6.88	5.85	6.85	6.23	7.73	20.53	25.47	31.67
S.D.	1.66	1.27	1.01	1.39	1.25	1.92	2.12	3.34	3.61

Note: * $p < .05$, ** $p < .01$, *** $p < .001$.

The spearman's rho showed varying association between the traits of the Big Five Personality and Public Service Motivation. The results are reported as under:

Extraversion trait of Big Five personality showed a negative relationship with attraction to policy making ($r = -0.101$, $N=34$, $p=0.285 > 0.05$, one-tailed), Agreeableness showed a positive relationship with all the four dimensions of the PSM, Conscientiousness trait of Big Five Personality showed a negative relationship with all the four dimensions of the PSM where a significant linkage was noted between conscientiousness and commitment to public interest ($r = -0.383$, $N=34$, $p=0.013 < 0.05$, one-tailed), Neuroticism trait of Big Five Personality showed a positive relationship with all the four dimensions of the PSM having a significant positive correlation with compassion ($r = 0.441$, $N=34$, $p=0.005 < 0.05$, one-tailed), whereas Openness to experience trait of Big Five Personality showed a positive relationship with attraction to policy making and negative relationship with the rest of the three dimensions of PSM.

Discussion

The results depicted that both the variables i.e. public service motivation and big five personality were closely related, almost all of the relationships were of small effect size and low significance but that was due to the reason that the sample size was not sufficient enough to predict significant results. Not all of the hypotheses, proposed on the basis of theoretical framework were accepted. Some of them were rejected on the basis of correlation analysis. Results were a bit different from what was proved in the previous study conducted on the topic of effects of big five personality traits on Public Service Motivation (Jang, 2012), this can most possibly be due to the context difference between Pakistan and Taiwan.

First hypothesis was partially accepted as the first part of the hypothesis was accepted according to the results, the correlation analysis showed a positive relation of extraversion with that of PSM as a whole. But the second half of the hypothesis was not accepted as the correlation analysis suggested that there was negative relationship between extraversion and attraction to policy making dimension of PSM. The negative relationship of Extraversion with attraction to policy making can be related to cultural, social & contextual difference between Taiwan and Pakistan. It is clear from the definition of Extraversion that the extravert people are more concerned about the being socially acceptable and acknowledged putting more emphasis on extrinsic motivation. In Pakistan, under presently prevailing conditions, a person is more socially acknowledged and acceptable when s/he is supposed to be having strong motivation for

the betterment of the people instead of attraction to policy making, especially when it comes to the bureaucrats who already have power of policy making and implementation. As the data was taken from the Bureaucrats, who are the administrative heads of the Government departments and are already highly powerful with reference to the policy making and implementation, they showed less attraction towards policy making even when they were highly extravert.

The second hypothesis was accepted by data analysis as it showed that agreeableness was directly linked to the PSM specially the compassion dimension of it. The third hypothesis was again rejected as it proposed that a direct association existed between conscientiousness and PSM, but the analysis showed that an indirect association was present between PSM and conscientiousness, especially with the commitment to public interest dimension. This may be attributed to the presently prevailing governance and ineffective bureaucracy of the country. More specifically, it may be due to the reason that present bureaucracy is not concerned and motivated enough towards the public service; and also it is not committed enough for the betterment of the people that makes them less self-sacrificing and increased bad governance. Anyhow, more detailed and in-depth research is needed to be done on the subject in order to get more reliable and generalizable results.

The fourth hypothesis was also rejected on the basis of statistical analysis as it showed that neuroticism had significant positive relationship with PSM, mainly with the compassion dimension.

A visible connection can be made between the two as the bureaucrats, especially those who are administrative heads of the public departments, are highly responsible for the formulation and implementation of public policies for betterment of the public and the state, thus they in their specific positions have highly busy routines with great responsibilities on them. The sense of responsibility and busy routines can be related to higher level of neuroticism, thereby making them more concerned about the well-being of people and being more intrinsically motivated to take steps towards better development of the public organizations and the state, which defines them to be more compassionate in nature.

Results on the statistical analysis supported the fifth hypothesis as it showed that a direct linkage was present between openness to experience trait and attraction to policy making, whereas it showed a negative

relationship with commitment to public interest, compassion and self-sacrifice dimensions of PSM. As shown by a study on effects of culture on personality and its traits by Cheung, Vijver & Leong (2011), openness to experience trait was relevant to the Western culture and not the Chinese (Asian) culture, and that if people of Asian culture exhibited openness to experience trait, they manipulated it in a different way as compared to the western people. Similarly, openness to experience may have different manipulation and effects on the PSM and its four dimensions because personality may affect in varying ways based on the context and culture. The cause of these differing results in the present study may be due to the contextual difference and the variation in the Pakistani and Taiwanese cultures. Likewise, the bureaucratic culture may also be the cause of the varying results. Further studies must be conducted in order to get more valid and generalizable results.

Conclusion

The paper has investigated the undercurrents and dynamics of the effects that the big five traits of personality may have on public service motivation of an individual. Data were collected from all the secretaries of the Punjab government departments who were the administrative heads of the departments. Correlation analysis on the collected data revealed that a close linkage was present between big five personality and public service motivation depicting that one's personality can be one of the determinants of their Public Service Motivation level. The results of the study differed from the previous study that was conducted in Taiwan by Jang (2012). These differences may be due to the contextual and cultural difference between the two countries, whereas most notable results included significant positive relation of neuroticism with PSM especially with the compassion dimension of PSM. Likewise, a significant indirect association was noted to be present between conscientiousness and commitment to public interest and an overall negative relationship between PSM and conscientiousness. This was a very unpredictable and capricious relationship found out as a result of the data analysis that must be studied further for getting more generalizable results. Moreover, extraversion showed an indirect linkage with the attraction to policy making dimension. Apart from that, openness to experience trait showed a positive relationship with attraction to policy making dimension and negative relationship with the commitment to public interest, compassion and self-sacrifice, but in the initial study openness to experience showed positive relation with all the four

dimensions of PSM. From all the results, analysis and discussion, it can be concluded that personality has direct and close relationship with the Public Service Motivation, having associations in either positive or negative directions with the different dimensions of the PSM. But the connections and correlations differ from context to context and from one culture to another depending upon the personality type prevalent in that specific culture and also the way certain traits are manipulated in a specific culture. Further detailed studies are needed to be conducted in order to have a closer look at the phenomenon.

Limitations and suggestions

The present research was useful in terms of its contribution towards the knowledge of Public Service Motivation and its relationship with Big five personality. However, it would be worthwhile to acknowledge some short comings or limitations of the present research. The size of the population for study was limited, thereby findings of the study may not be generalized across sectors and cultures. Moreover, there were time constraints attached to the study making it restricted in nature. In addition, the questionnaire used to assess personality was quite brief and the design of research was survey method, thus making the study narrower in scope. However, using the expert survey questionnaire tested in other cultural contexts may be the one of the strengths of the study to ensure both validity and reliability of the tool.

Recommendations

This study can be helpful in terms of increasing awareness on different personality types and their linkages with various aspects of public service motivation which in turn may enhance public service motivation among public officials. Such an understanding can be specifically useful in making the future recruitment and hiring decisions in public organizations. The knowledge can be of great help for the organizations while making training and development decisions for the public employees. Moreover, specific programs relating to appropriate leadership skills, motivation and compensation can be developed in view of the personality characteristics and the motivation level of the public officials. Last but not least, career management plans for the public sector employees can be made in view of the specific cultural requirements in light of the individual personalities and PSM to ensure the best person job fit in work organizations.

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