Antecedents of Public Service Motivation
A Study of Swedish Municipalities

Samer Alsabbaghalsmadi and Jakub Bronk
Public Service Motivation is a concept of a rather short history. It refers to an altruistic form of motivation to serve the interests of a broader community and appears in the way individuals react towards motives grounded mainly within public institutions. Public administration literature claims that some people have a set of attributes making them more predisposed to positively react towards the special calling of contributing to the community. Although Public Service Motivation has received increased interest from researchers, there is lack of research about the concept within Swedish context.

Understanding the concept of Public Service Motivation and its underlying antecedents can contribute with solutions to problems faced by public institutions. Previous research suggests antecedents of three main categories: individual, socio-historical and organizational. The individuals are motivated by their unique norms and emotions, events and experiences that shape their beliefs and organizational codes of conduct that emphasize or constrain individuals’ behavior. This study aims to fill the gap of lacking research about Public Service motivation within the Swedish context by examining the impact of potential antecedents concerning all three categories.

The data necessary to conduct this study was gathered by an online survey distributed among all Swedish municipalities, addressing managers and employees mainly with an administrative role. The study provided some interesting results which can possibly bring theoretical and practical contributions for the future. It has been demonstrated that individuals’ openness and perseverance, along with positive parental socialization, religiousness and political ideology affects Public Service Motivation. The study also showed that individuals that feel satisfied with their job and individuals who achieved managerial position have a higher Public Service Motivation.

Public Service Motivation is a topic that is increasingly recognized and debated. However, there is still room for future studies, especially within Swedish context. This study provided research about antecedents of Public Service Motivation and a study of effects could serve as a fine complement.

Keywords
Motivation, Public Service Motivation, antecedents, Swedish municipalities, individual factors, socio-historical factors, organizational factors, job satisfaction, managerial position
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Kristianstad, June 7th 2019

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1. Introduction

The former American president John Fitzgerald Kennedy once said: “ask not what your country can do for you… ask what you can do for your country”. This quote expresses a sense of duty to serve a broader community like a state, a nation or even the whole humankind (Francois, 2000). Public administration researchers and practitioners have claimed that a work within public sector is a special calling and it is suggested that people who answer that calling have a different set of attributes (Perry, 1996). It has been observed that public employees have different work-related values and needs compared to employees within private sector where an ethic to serve the public good is of higher importance (Perry, 1997; Houston, 2000). However, rather often the trust and confidence in governments tend to be on a low level and a work within public sector is considered to be connected with little prestige (Alonso & Lewis, 2001). This, according to Alonso and Lewis (2001) is one of the main obstacles for public sector in attracting high quality employees.

In Sweden, municipalities and regional governments (Landsting), are employing more than one million people (SKL, 2019a). When including state owned enterprises, the employees of public sector stand for nearly one third of Swedish working population (Ekonomifakta, 2018). However, attracting and retaining competent employees and managers has become an urgent challenge for Swedish municipalities where growing number of highly educated people is leaving their positions (Corin, Berntson & Härenstam, 2016; SKL, 2019b). Besides, because of a complicated demographic situation, it is predicted that four out of ten managers will retire within next ten years (Corin et al., 2016). This problem is of even higher significance when taking into consideration the voluntary turnovers among managers within the public sector around the world. According to Corin et al. (2016), approximately 40 percent of managers within Swedish healthcare have abandoned their positions, only within a four-year period. This problem is not limited to the Swedish context since a yearly turnover reaching as high as 50 percent could be observed within public sector in other countries (Corin et al., 2016).

Furthermore, there is an ongoing discussion about a tendency for citizens to distrust public sector like governments but also public administration and services (Van de Walle,
Van Roosbroek & Bouckaert, 2008). Yet, Van de Walle et al. (2008) found that public trust varies between different countries, where citizens of Norway or Ireland are overall more positive towards their public sector in comparison to many other European countries. Moreover, Van de Walle et al. (2008) argue that distrust in public sector among citizens is based on scattered observations made merely at certain points which are unable to provide enough evidence in order to prove a broader decline of public trust. However, recent events like election of Donald Trump for the president of the United States, Brexit or a growing popularity of right-wing parties and political movements in Europe (The Economist, 2018) can presumably be an indicator of distrust and an expression of desire for change among many people across the world. Although Sweden is a country where trust in public sector is relatively high (SCB\textsuperscript{2}, 2019) the recently held parliament elections in the country revealed that there is an ongoing change at the political stage (Dagens Industri, 2018; The Telegraph, 2018).

Nevertheless, it is proposed by researchers like Perry (1996) that a sense of duty for serving a common good can increase both job performance among public sector employees, but also decrease the issue of turnover described by Corin et al. (2016). For instance, there is an increased number of evidence suggesting that individuals are motivated by making difference for others (Paarlberg & Lavigna, 2010). In addition, a considerable number of people is willing to work within public sector because it increases the chances to fulfill their sense of duty to serve public interests (Perry & Vandenabeele, 2015). Therefore, Perry (1997) argues about the importance of studying the different individual characteristics and attributes that trigger people to work for a common good, especially employees from public sector, who are assumed by Perry (1997), to be motivated differently than their counterparts working in the private sector. Yet, many public sector organizations, such as government departments, still focus on financial rewards or increased bureaucratic control systems in order to achieve higher performance (Crewson, 1997; Paarlberg & Lavigna, 2010). Instead, Moynihan and Pandey (2007) propose that government sector should pay more attention and emphasize a creation of a work environment that enables employees the feeling of contribution to public good.

\textsuperscript{2} SCB-Statistiska Centralbyrån, translated as: Central Bureau of Statistics
1.1. Problematization

The public administration literature has made numerous efforts in order to explore new ways of improvement for performance in government organizations (Houston, 2000) which missions and goals differ from private sector (Crewson, 1997). One of the most crucial factors investigated is how to increase the motivation among the employees, where researchers and practitioners usually take guidance and inspiration from private sector and imitate many management tools to apply them within public sector (Houston, 2000). For instance, pay-for-performance commonly applied within private sector has been increasingly used as a tool to motivate the employees (Houston, 2000). However, according to several researchers, such solution has not achieved the desired effects within public sector and government organizations (Crewson, 1997; Paarlberg & Lavigna, 2010).

A probable reason for such limited effects is the unique type of motives associated with public institutions (Perry, 1997). It is argued by Perry (1997) that employees within public sector are motivated differently than their counterparts in the private sector when it comes to work-related values and needs. For instance, public employees are expected to experience a sense of service and an aim for fulfillment of altruistic goals which are not as clearly visible among their private sector counterparts (Francois, 2000; Houston, 2000). Moreover, different preferences in rewards, where a higher reliance for intrinsic rewards such as a feel of self-accomplishment or an inner satisfaction of fulfilling certain task, was observed among public employees (Crewson, 1997; Houston, 2000). Status and a desire for helping others could also be concluded as one of the characteristics connected mainly with public employees (Perry, 1997). According to Houston (2000), those findings prove the existence of public service motivation (PSM).

Public administration literature has made attempts to conceptualize PSM and a definition is provided by Perry (1996) who stated that PSM is “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions” (p. 6). Francois (2000) expand this definition by stating that PSM refers to a “general, altruistic motivation to serve the interests of a community of people, a state, a nation or humankind” (p. 275). Although PSM has not been fully considered by economists (Francois, 2000), it has become an important and frequently debated topic within public administration literature (Moynihan & Pandey, 2007). It is suggested by Houston (2000) and Moynihan
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and Pandey (2007) that James L. Perry was one of the researchers strongly contributing to expand the understanding of the concept of PSM and the theory of public service motivation. Perry (1996) stated that there are four confirmed dimensions of PSM which are attraction to public policy making, commitment to the public interest, compassion and self-sacrifice.

Taking into consideration the unique nature of the public sector (Crewson, 1997), it has previously been mentioned by Perry (1996) that a work within public sector is a special calling. It is therefore suggested that people who answer that calling possess a certain set of attributes where people with a higher PSM are more likely to select a career within public sector (Perry, 1996; Moynihan & Pandey, 2007). The theory of public service motivation prescribes that some people view the unique mission and goals of public sector as especially meaningful because there is a congruence between those goals and the goals and values of their own (Wright, Moynihan & Pandey, 2012). In order to explain the underlying motives behind PSM, Perry (1997) identified three different motives which were rational, normative and affective. From these motives, Perry (1997) derived several possible antecedents. Besides the demographic variables like age, gender and educational level, Perry (1997) considered parental socialization to be an important factor affecting PSM. Since the primary context for socialization is the family, in particular the relation between parents and children, it is argued that childhood experiences have an impact on an individual’s future altruistic behavior, consequently affecting PSM (Perry, 1997). Religious socialization is also considered by Perry (1997) to be important since it shapes the beliefs about an individual’s obligations to others. Further, Perry (1997) studied political ideology since it is presumed to have an impact on individuals’ perception about the role of the public sector.

In his study Perry (1997) focuses mainly on socio-historical factors (Moynihan & Pandey, 2007). However, Van Veen-Dirks and Tillema (2017) argue about the importance of personality traits on behavior, performance and risk taking. Van Veen-Dirks and Tillema (2017) use the “Five Factor Model” of personality traits in order to predict certain behaviors at work which may possibly serve as a complement to socio-historical factors studied by Perry (1997). The “Five Factor Model” of personality traits which consists of extraversion, emotional stability, openness, conscientiousness and agreeableness is used as a tool to explain risk taking behavior and risk management (Van Veen-Dirks and Tillema, 2017). It can prove useful in this study, since a common belief is that popularity
of work in public sector is dependent on the job security and stability (Buelens & Van den Broeck, 2007) which are presumed to be connected to risk aversion derived from personality traits.

Nevertheless, the individual and socio-historical factors presented by Perry (1997) and Van Veen-Dirks and Tillema (2017) have their limitations since they do not provide a complete understanding of motivation (Moynihan & Pandey, 2007). In order to expand the understanding of PSM, it is necessary to study how social processes can shape individuals’ normative beliefs and understandings (Moynihan & Pandey, 2007). But unlike Perry (1997) who focuses on socio-historical shapers of beliefs, like parental or religious socialization, Moynihan and Pandey (2007) argue about the importance of organizational institutions. It is suggested that different organizational factors like organizational culture, hierarchy, red tape or length of organizational membership have an impact on PSM (Moynihan & Pandey, 2007).

Although the research about PSM has moved considerably forward (Perry & Vandenabeele, 2015), there is merely a few studies to be found about the topic within the Swedish context so far. As previously mentioned by Alonso and Lewis (2001) and Corin et al. (2016), the public sector in Sweden, but also in other countries, is struggling with several different issues ranging from little prestige to high employee turnover. Additionally, Corin et al. (2016) point out similar issues to be visible among public managers who frequently and voluntarily leave their positions which has become an increasingly urgent problem. Therefore, Alonso and Lewis (2001) suggest that public sector should more often raise questions regarding motivation among individuals it employs and “focus on the unique motivational bases of public service” (Alonso & Lewis, 2001, p. 363). Consequently, a broader understanding of the concept and theory of PSM, and different factors affecting it can possibly serve as a solution for those issues and contribute for public sector in attracting and retaining high-quality employees and managers.

1.2. Research purpose

The purpose of this thesis is to explain the relationship between different individual, socio-historical and organizational factors and public service motivation among municipal managers and employees in Sweden.
1.3. **Research question**

The specific research question addressed in this thesis is: How do different individual, socio-historical and organizational factors influence public service motivation among municipal managers and employees in Sweden?

1.4. **Limitations**

It is suggested by Moynihan and Pandey (2007) that PSM may contribute to motivation, productivity, improved management practices, accountability and consequently increase the trust in governments. Moreover, an increased understanding of the concept and the theory of public service motivation can expand the knowledge between different characteristics of public, nonprofit and private sectors (Moynihan & Pandey, 2007). However, performance measurement within public sector is problematic (Alonso & Lewis, 2001). Therefore, because of the time constraints and limited access to data, this study focuses only on antecedents affecting the PSM rather than the effects. This limits the practical implication of the study presented in this thesis.

1.5. **Disposition**

This thesis consists of six chapters. The introduction chapter includes background information, a problematization, research purpose and questions, and limitations. The second chapter contains the theoretical method which explains the research philosophy and research approach. The third chapter is the literature review where the underlying theoretical framework is presented. From the theoretical framework, the study’s hypotheses are deducted and described. Fourth chapter is the empirical method which presents the sample and methods for data collection. Moreover, the empirical method includes an operationalization where measures for studied variables are demonstrated. The fifth chapter contains the results and analysis where the descriptive statistics, correlations and regression models are presented and analyzed. Finally, the sixth chapter, discussion and conclusion where a summary of the findings and proposition for future research is presented.
2. Institutionalia

This chapter presents an overall information about the context of this study which is the government sector of Sweden, more specifically, Swedish municipalities. It includes information about how municipalities in Sweden are organized and what are their main purposes and tasks.

2.1. The functions of Swedish municipalities

The majority of Swedish public administration is at local level. Sweden is divided into municipalities and county councils. (Government Offices of Sweden, 2015). They are concerned about the matters such as special regulations, proceeding on principles of democracy and local self-government. Sweden is divided into 290 municipalities and 21 counties, and there is no hierarchical relationship between municipalities and counties, as all have their own local authorities responsible for various operations. The only county that is different is Gotland, the municipality there has the responsibilities and tasks normally affiliated with a county (SKL, 2019c). The legal framework for local government activities is set up by the Riksdag (the Swedish Parliament) and the Government in laws and regulations. Central government is also represented at county level through the county administrative boards, which work to ensure that national goals in different policy areas are articulated at county level. Parliament is Sweden's highest political decision-making body. It is the responsibility of the municipalities and regions of the country to provide a substantial portion of all public services. They have a high degree of autonomy and independent taxation powers. The Government Instrument, one of the four elements of the Swedish Constitution, stipulates local self-government and the right to levy taxes (Government Offices of Sweden, 2015).

The terms local authorities and local governments are often used to cover both municipalities and county councils. Local government activities can be activities carried out by either municipalities or county councils. Legislation places municipalities and county councils on an equal footing, even though county councils cover a larger geographical area than municipalities. County councils are not superior authorities to municipalities because of this. Most local authority tasks are regulated in what is known as special legislation. The tasks covered by this legislation include social services, health and medical services environmental and public health protection, and pre-school, compulsory and upper secondary education. Local authorities can be given some rights
to issue their own local regulations. A municipality can decide on local traffic regulations, local public order regulations, refuse collection regulations, etc. (Government Offices of Sweden, 2015). All of Sweden's municipalities and regions are members of The Swedish Association of Local Authorities and Regions SALAR, which is an employers' organization and an organization that represents and advocates for local government in Sweden. (SKL, 2019c).

2.2. Organizational structure of Swedish municipalities

Municipalities employ approximately 760,000 people (SKL, 2019c). The municipality's activities are organized in several levels of administrations and divided to several departments which is varied from one municipality to another. The highest level of decision-making authority in the municipalities is the municipal council, which is politically elected. The next level is the municipal board which has the political responsibility to lead and coordinate the total municipal activities. Then it comes the different management departments (i.e. education, health care etc.) who has managers, administrators, supervisors, and many other, different employees ranging from teachers to nurses (Kristianstad Kommun, 2019).
3. Theoretical Method

This chapter starts by presenting the research approach of the thesis, followed by research method and choice of theory. The link between theory and research is also presented in this chapter since has to be specified whether the research is intended to test an existing theory or develop a new one (Bryman & Bell, 2015). Additionally, this chapter also includes a section about critique of sources, where the literature which this thesis is referring to is critically evaluated. Lastly, the time horizon of this study is discussed.

3.1. Research approach

Spens and Kovacs (2006) define research approach as the path of conscious scientific reasoning. Research approach can be seen as “plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation” (Cresswell, 2014, p. 31). A choice of research approach should be based on the starting point of the research, whether it is an already existing theory or empirical data (Saunders, Lewis & Thornhill, 2009). The starting point of the research is usually dependent on the nature of the research topic (Spens & Kovacs, 2006). The scientific literature identifies three different research approaches, deductive, inductive and abductive (Spens & Kovacs, 2006; Saunders et al., 2009; Bryman & Bell, 2015).

The deductive research approach is often called for a theory testing process (Spens & Kovacs, 2006; Saunders et al., 2009). It occurs when logical conclusions are derived from an existing theory or generalization in order to form assumptions such as hypotheses. Those assumptions are thereafter tested empirically to show whether a theory or a generalization can be applicable to specific instances or contexts (Hyde, 2000; Spens & Kovacs, 2006). According to Saunders et al. (2009), deductive research seeks to explain causal relationships between different variables. Inductive research approach is seen as the opposite of deductive where empirical observations are considered as a starting point (Spens & Kovacs, 2006; Bryman & Bell, 2015). Unlike deductive approach, which is considered as theory testing, the inductive approach is considered as theory developing where conclusions are derived from empirical data and generalized through logical reasoning which possibly can lead to development of a theory (Spens & Kovacs, 2006). Lastly, the abductive approach is considered as a combination between the deductive and inductive approaches (Spens & Kovacs, 2006; Saunders et al., 2009; Bryman & Bell, 2015).
As earlier stated in the purpose section, this study is aiming to explain which factors are having an impact on PSM among employees and managers within Swedish municipalities. Although this purpose can possibly be fulfilled by an inductive approach by observing actual behavior of municipal employees and managers, a deductive approach is considered to be more suitable since, as mentioned by Saunders et al. (2009), it seeks to explain causal relationships between different variables. Additionally, Hyde (2000) and Spens and Kovacs (2006) state that deduction is used when testing whether a theory or generalization can be applicable to specific instances. This attribute of deduction is useful since a lack of studies about PSM within the Swedish context has been noticed. Consequently, a deductive research approach has been chosen in order to fulfill the purpose of the study presented in this thesis where the assumptions based on the existing research about PSM are made and tested within the Swedish context.

3.2. Research method

The literature generally distinguishes between two main research methods which are quantitative and qualitative (Bryman & Bell, 2015). Quantitative research seeks to measure and count different phenomena and relationships between them and is therefore characterized by quantification of collected and analyzed data. Quantitative research is often closely connected with a deductive, theory testing approach (Creswell, 2014; Bryman & Bell, 2015). Qualitative research, on the other hand, aims to explore and understand individual perception of a phenomenon and is therefore characterized by words and images rather than numerical data. Qualitative research usually emphasizes an inductive approach since the data is collected and analyzed from particular onto general themes (Creswell, 2014; Bryman & Bell, 2015). However, the distinction between quantitative and qualitative methods is not strict or rigorous meaning that they should not be viewed as opposites. Moreover, a mixed research method where elements of both quantitative and qualitative method are incorporated is possible to apply (Creswell, 2014).

The quantitative method is considered to be the most suitable for this study since, as mentioned by Bryman and Bell (2015), it entails the deductive approach with the emphasis on theory testing. Additionally, quantitative method is appropriate when testing a relationship or causal effects between variables (Saunders et al., 2009) which is in line with the purpose of the study presented in this thesis. According to Bryman and Bell (2015), the findings obtained by usage of quantitative method are usually easy to present,
summarize, compare and generalize. This is useful when studying factors affecting PSM within a large population like managers and employees of different Swedish municipalities.

3.3. Choice of Theories

The term of theory is defined by Bryman and Bell (2015) as an explanation of observed regularities. In quantitative research that entails deduction, as in the case of this study, theory is something that precedes research and research questions are answered by testing the existing theories. It means that the research is done in order to answer questions posed by theoretical considerations (Creswell, 2014; Bryman & Bell, 2015). The theoretical assumptions which are empirically tested in this study are based on theories of motivation. Among others, Maslow’s need-hierarchy theory is used as it proposes that human motivation and behavior is a result of an individual’s desire to fulfill various needs (Maslow, 1943). The need-hierarchy theory of Maslow is combined with Vroom’s theory which suggests that employee effort and motivation is triggered by a desire for reward (Lindner, 1998).

Theories of motivation such as those developed by Maslow and Vroom aim to explain the background of what motivates individuals in general. Additionally, theory of public service motivation is used in this study in order to make connection between motivation and public administration. According to Moynihan and Pandey (2007), the theory of PSM is an attempt to link motivation, altruistic behavior and public interest. The theory of PSM provides suggestions why public officials and employees have a desire to serve public interests which serves as a suitable theoretical background for this study. All theories mentioned above are more specifically explained in the next chapter together with theoretical assumptions in form of hypotheses.

3.4. Critique of the sources

In order to achieve a strong theoretical background for the study presented in this thesis, frequently cited, peer-reviewed, scientific articles were searched through Google Scholar and some through HKR Summon. In addition, several academic books, mainly connected to scientific method were referred to, and some popular literature like newspapers were used to show the practical relevance of the topic. The quality of the scientific articles that were referred to in this study was assessed by using the Academic Journal Guide (AJG) for 2018. The AJG ranking is presented by the tables 3.1 and 3.2 below.
Table 3.1. Criteria of Academic Journal Guide

<table>
<thead>
<tr>
<th>AJG Rating</th>
<th>Meaning of Quality Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>4*</td>
<td>Leading journals in their field which are recognized as exemplars of excellence and highest impact factor.</td>
</tr>
<tr>
<td>4</td>
<td>Ranked among the top journals within their field with highest citation impact.</td>
</tr>
<tr>
<td>3</td>
<td>Heavily referred, very selective. Publish highly regarded, original and well executed research papers.</td>
</tr>
<tr>
<td>2</td>
<td>Well regarded journals within their field publishing original research of an acceptable standard. Yet, with a more modest citation impact.</td>
</tr>
<tr>
<td>1</td>
<td>Meets general expectation of a peer review. Publish research of recognized but more modest standard within their field.</td>
</tr>
</tbody>
</table>

(Source: AJG, 2018).

A large part of the scientific articles referred to in this study were published in Public Administration Review, which according to AJG (2018), is the highest ranked scientific journal within the field of public administration. Moreover, the study presented in this thesis is frequently referring to James L. Perry. According to several other authors within the field, works published by Perry have largely contributed to the research about PSM (Camilleri, 2007; Moynihan & Pandey, 2007; Steijn, 2008).

This thesis is referring to 36 scientific articles. The ranking of the journals where referred articles are published is presented in the table 3.2 below.

Table 3.2. AJG Ranking for 2018

<table>
<thead>
<tr>
<th>AJG Rating 2018</th>
<th>Number of articles</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>4*</td>
<td>15</td>
<td>42%</td>
</tr>
<tr>
<td>4</td>
<td>6</td>
<td>17%</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
<td>8%</td>
</tr>
<tr>
<td>2</td>
<td>8</td>
<td>22%</td>
</tr>
<tr>
<td>1</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Not included in AJG</td>
<td>4</td>
<td>11%</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>100%</td>
</tr>
</tbody>
</table>

(Source: AJG, 2018).

As illustrated by table 3.2, this thesis has referred to 15 articles that are published in top ranked journals which is nearly a half of the references used. Merely 4 articles which stand for 11% of all scientific articles referred to in this thesis has not been included in the AJG Rating (AJG, 2018). Nevertheless, the quality of the theoretical background provided by the referred scientific articles can be considered as acceptable.
3.5. Time horizon

Research can be designed into two recognized time horizons which are either cross-sectional or longitudinal (Cresswell, 2014). Cross-sectional research design occurs when data on more than one case is collected at a single point of time (Bell, Bryman & Harley, 2019). When conducting a cross-sectional study, usually a quantitative data regarding two or more variables is collected in order to examine “patterns of association” (Bell et al., 2019, p. 591). The longitudinal approach, on the other hand is occurs when a sample is collected at more than one occasion and is more suitable for observing a change or process (Bell et al., 2019). The study presented in this thesis is of cross-sectional character since it collects a sample of a number of municipal managers and employees with consideration to several factors affecting PSM. This is done by sending out a survey at one occasion.
4. Literature Review

This chapter presents the theoretical background of this study. It explains the different theories of human motivation and the theory of public service motivation. Moreover, in accordance to the deductive approach adopted in this thesis, the hypotheses about different factors affecting public service motivation are developed. Lastly, the model of this study is presented.

4.1. Theories of motivation

Understanding what motivated employees and how they were motivated was the focus of many researchers. There are many approaches of motivation theory, one of them is Maslow’s need-hierarchy theory (Lindner, 1998). The theories of motivation depend on the causal attributes of success and failure. The core of motivation theories consists of an identification of the causality and the relationship of these basic characteristics of the causes to psychological consequences (Weiner, 1979).

Maslow (1943) has provided the key to a whole family of motivation theories developed to explain behavior as an effort to meet needs. In order to know what motivates the human being and why he makes the decision he does. Maslow (1943) states that when one makes a decision, he is motivated by something that is the need. Human needs arrange themselves in hierarchies of pre-potency. That is in other words, the appearance of one need usually rests on the prior satisfaction of another, more pre-potent need. Any motivated behavior, either preparatory or consummatory, must be understood to be a channel through which many basic needs may be simultaneously expressed or satisfied. Typically, an act has more than one motivation, the classifications of motivations must be based upon goals rather than upon instigating drives or motivated behavior. Maslow (1943) points out that the physiological needs are the needs that are usually taken as the starting point for motivation theory, they are called physiological drives.

Two research lines make it necessary to revise the usual notions of these needs: firstly, the development of the concept of homeostasis, and secondly, the finding that appetite is a fairly effective indication of actual needs or lacks in the body. Homeostasis refers to the body's automatic efforts to maintain a constant, normal state of the blood stream. If the body lacks some chemical, the individual will tend to develop a specific appetite or partial hunger for that food element (Maslow, 1943). It is most likely that the major motivation would be the physiological needs rather than any others. According to Maslow the
individual has five levels of needs: physiological, safety, social, ego, and self-actualizing. Maslow argued that lower level needs had to be satisfied before the next higher-level need would motivate the individual (Lindner, 1998; Maslow, 1943).

The research provided by Maslow (1943) has explained the motives that drive the action of different people and how they are stimulated to do or decide any behavior by their needs. The employees as individuals in different sectors are motivated in their work environment and they might be driven by the desire of getting their ego satisfied or for self-actualization, the decision they make is driven by their motivation to fulfill their needs. The motivation can be something that happens in the employee’s life, environment, relationship, or other internal or external factors (Lindner, 1998; Maslow, 1943).

Another theory of motivation is Vroom's theory, it is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964 as cited by Lindner, 1998). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated (Lindner, 1998). Maslow has pointed out that the desires are more or less important as they are more or less close to the basic needs, and that means if an act contributes directly to a basic need satisfaction, so it is psychologically important. The more degree of closeness to the basic needs the more degree of motivation. Some behavior is highly motivated, and other behavior is only weakly motivated. Some is not motivated at all (Maslow, 1943). Lindner has defined motivation as “as the inner force that drives individuals to accomplish personal and organizational goals.” (Lindner, 1998).

Motivated employees are needed for many reasons in workplaces, they are more productive and help organizations to survive. For managers to be effective, they need to understand what motivates employees in the context of their roles. Of all the functions a manager performs, motivating employees is arguably the most complex. This is partly due to the fact that what motivates staff is constantly changing (Lindner, 1998). Lindner (1998) gives an example that as employees' income increases, money becomes less of a motivator. Moreover, as employees get older, interesting work becomes more of a motivator. In order to describe the importance of certain factors in motivating employees in the public sector, and knowing what motivates employees to incorporate this
knowledge into the public sector and to improve the performance in governmental organizations which as earlier mentioned by Corin et al. (2016) has become an issue. Accordingly, a broader knowledge about employees’ motivation and public service motivation can help to identify, recruit, employ, train, and retain a productive workforce (Ritz, Brewer & Neumann, 2016).

4.1.1. Theory of public service motivation

The concept of public service motivation (PSM) is of rather recent vintage and has been widely acknowledged at the end of 1990s and beginning of 2000s (Moynihan & Pandey, 2007; Houston, 2011; Bozeman & Su, 2015). According to Moynihan and Pandey (2007), this concept is a positive example of how a theory is developed within public administration. It can be stated that PSM is another theory of motivation that makes attempts to link motivation, altruistic behavior and public interest (Moynihan & Pandey, 2007; Vandenabeele, 2007). However, the growing popularity of PSM among researchers is causing problems of its conceptualization (Bozeman & Su, 2015). It is further argued by Bozeman and Su (2015) that researchers are adding and piling up new concepts and measurements of PSM. Furthermore, they claim that too few studies have been done that examine the fundamental causalities of PSM (Bozeman & Su, 2015).

The concept of public service has been an idea and an ideal already recognized in the ancient civilizations (Perry & Hondeghem, 2008a). Over time, many philosophers and behavioral scientists have investigated why certain people are attracted to public service and choose a career within public service (Perry & Hondeghem, 2008a). This according to Perry and Hondeghem (2008a) has led to several classical studies that identified a so-called bureaucratic personality, suggesting that attraction to public service is a result of certain personality traits. Therefore, it is suggested by Paarlberg and Lavigna (2010) and Perry and Vandenabeele (2015) that some individuals who are motivated by making difference for others are expected to be more susceptible to choose a career within public sector since it is expected to increase their chances to fulfill their sense of duty to serve the public interests. However, there is a difference between the concept of public service motivation (PSM) and another similar concept of public sector motivation (Perry & Hondeghem, 2008b). It is explained by Perry and Hondeghem (2008b) that public sector motivation is usually defined as individuals’ motivation for working within the public sector. Unlike public service motivation, the public sector motivation is a desire to work for public sector which is derived from an individual’s impression that a work within
public sector offers a flexibility in combining work and private life or possibilities for learning and development. Public service motivation (PSM) on the other hand, goes beyond that and focuses more on altruistic behaviors of individuals whose desire for working for public good motivates them to choose a career within public sector (Perry & Hondeghem, 2008b).

Whereas public sector motivation can be seen as a more extrinsically focused form of motivation (Perry & Hondeghem, 2008b), the studied concept of PSM is treated by many researchers as a form of intrinsic form of motivation (Crewson 1997; Houston 2000; Steijn, 2008). An extrinsic motivation or reward is often expected to be tangible and material. A most common example is money but can also be status or other similar benefits (Flamholtz, Das & Tsui, 1985; Steijn, 2008). The intrinsic motivation or sometimes referred as intrinsic reward, on the other hand, is defined as personal, psychological satisfaction of work, where an individual finds the work interesting and feels engaged in meaningful and ego-involving tasks (Flamholtz et al., 1985; Steijn, 2008). However, Steijn (2008) claims that a group of researchers are suggesting other sources of motivation than extrinsic and intrinsic. According to Steijn (2008) individuals can be motivated by work values such as social, altruistic or prestige work values. In this case, PSM is seen as an altruistic work value (Steijn, 2008; Bozeman & Su, 2015).

Altruism itself is defined as “behavior costly to the actor involving other-regarding sentiments; if an act is or appears to be motivated mainly out of a consideration of another’s needs rather than one’s own” (Piliavin & Charing, 1990 as cited by Perry & Hondeghem, 2008b, p. 4). According to Perry and Hondeghem (2008b), sociologists and psychologists who study altruism, as far as known, do not use term of public service motivation. Organizational behavior scientists rather use the term of prosocial behavior. However, the economists have found connection between those concepts (Perry & Hondeghem, 2008b; Bozeman & Su, 2015). Instead, the term of public service motivation has become the preferred term within public administration and political science and is frequently used when referring to motivational differences in public services where it represents the unique nature of public institutions which has a direct impact on behavior (Perry, 1996; Perry & Hondeghem, 2008b). It should be mentioned that PSM is not exclusively reserved to public sector (Perry, Hondeghem & Wise, 2010 as cited by Bozeman & Su, 2015), where private managers and employees also show tendencies of PSM. Yet, many researchers claim that there are several studies comparing those sectors.
that proved PSM to be higher among individuals within public sector and government entities (Crewson, 1997; Brewer, Coleman Selden & Facer, 2000; Steijn, 2008; Perry, Brudney, Coursey & Littlepage, 2008; Perry & Hondeghem, 2008a; Bozeman & Su, 2015). Therefore, a large research stream usually points out PSM as an explanation of certain attitudes that are prominent among public sector managers and employees (Perry et al., 2008).

However, as earlier mentioned by Bozeman and Su (2015), one of the main issues with conceptualization and theorization of PSM is that too few studies have been done that examine the fundamental causalities of the concept. According to Brewer et al. (2000) and Moynihan and Pandey (2007), research conducted by James L. Perry has largely contributed to clarification of PSM as a concept and its antecedents and development of a theory of PSM. Perry (1996) confirmed that the concept of PSM consists of four dimensions which are attraction to public policy making, commitment to the public interest, compassion and self-sacrifice. Moreover, Perry (1996) proposed civic duty and social justice as two other, yet unconfirmed dimensions. When identifying the fundamental motives behind PSM, Perry (1997) classified them into rational, normative and affective motives. This classification is argued by Perry (1997) to be useful when identifying possible antecedents of PSM.

The most basic motives are of the rational character which are grounded in an individual’s desire for utility maximization (Perry, 2000; Brewer et al., 2000). According to Perry (2000), a rational individual calculates the benefits and costs derived from an action and chooses the one that is expected to maximize the value. Brewer et al. (2000) claim that rational motives “are operative when individuals want to participate in the policy process, are committed to a public program because of personal identification with it” (p. 255) which presumably could, at least partially, explain the individual motives behind PSM. Rational motives have their limitations however, since according to Perry (2000) an individual also seeks to conform to social norms, which leads to normative motives. Such motives may include a desire to serve the public interests and include patriotism, sense of duty or ethical considerations. Yet, researchers are not consistent when stating a precise definition of public interest (Brewer et al., 2000). The third identified form of motives are the affective ones (Perry (2000). Those motives “are grounded in emotional responses to social contexts” (Perry, 2000, p. 476) and include values like altruism or empathy (Brewer et al., 2000). According to Perry (2000), the different motives are chosen by an
individual based on self-concept but are also learned through social processes which proves the relevance of socio-historical antecedents of PSM presented by Perry (1997).

Nevertheless, motivation theories that are a foundation of the motives presented by Perry (2000) are sometimes considered to be biased towards an individual (Camilleri, 2007). A more institutional approach is suggested by Moynihan and Pandey (2007), and Vandenabeele (2007) who take into consideration the causalities of PSM derived from organizational institutions. The importance of normative motives is argued by Moynihan and Pandey (2007) who state that it is necessary to study the organizational factors that shape individuals’ beliefs and behaviors which are proposed to have an impact on PSM. It is further argued that individuals within public sector will show tendencies of PSM if their organization embraces such values (Vandenabeele, 2007; Camilleri, 2007). Therefore, there needs to be a congruence between the values embraced by an individual and values represented by the organization (Vandenabeele, 2007). Therefore, according to above research, the study presented in this thesis is investigating individual, socio-historical and organizational factors that are possible antecedents of PSM.

4.1.2. Public service motivation in Sweden

Although increased attention paid by researchers towards PSM (Steijn, 2008; Houston, 2011; Bozeman & Su, 2015; Perry & Vandenabeele, 2015), the majority of empirical studies has been conducted within North American context (Steijn, 2008; Vandenabeele & Van de Walle, 2008). Additionally, the number of research about the topic within the Swedish context is rather scarce. It has to be taken into consideration that comparing PSM internationally is a complicated matter (Vandenabeele & Van de Walle, 2008). In different parts of the world, the perspectives on PSM differ from each other. Moreover, when comparing different countries, it is necessary to understand the different international public administration values which are a basis of PSM (Vandenabeele & Van de Walle, 2008). A distinctive pattern of public administration values has been observed by Vandenabeele and Van de Walle (2008) among Western European countries like France, Germany, the United Kingdom or The Netherlands. For example, values like impartiality and neutrality was an important value in the United Kingdom whereas in France, the stronger focus was on provision of services (Vandenabeele & Van de Walle, 2008).
Scandinavian countries like Sweden or Norway have a long tradition of being welfare states where focus on providing services is very high (Norris, 2003). However, according to research made by Norris (2003) the number of people who preferred a career within public sector and the government is surprisingly low. It has also been observed by studies measuring PSM within different parts of the world that Scandinavian countries including Sweden have relatively low levels of PSM (Norris, 2003; Vandenabeele & Van de Walle, 2008).

4.2. Hypothesis development

As a part of the deductive research approach adopted in this study, several hypotheses are derived based upon above described theoretical framework and previous research within the topic. The presented hypotheses are describing the assumptions how different individual, socio-historical and organizational factors affect PSM among Swedish municipal managers and employees which is the context of this study.

4.2.1. Individual factors

The public administration literature has claimed that some individuals are more convenient to perform public services because of their unique norms and emotions (Brewer et al., 2000). It has previously been argued by Perry (1997) that PSM is derived from rational, normative and affective motives of individuals. Brewer et al. (2000) confirmed that those motives are significant by implementing a Q-methodology which classified individuals into samaritans, communitarians, patriots and humanitarians. The study presented in this thesis is taking a slightly different approach since it focuses on individuals’ personality traits. Personality traits are providing an overarching picture about individuals’ behavior but there are many existing measurements and scales that are not always consistent (John & Srivastava, 1999). Since humans are unique with thousands of different traits and attributes that can be measured separately there is a demand of a generally accepted taxonomy (John & Srivastava, 1999). After a long research process, the Big Five Trait taxonomy consisting of five main personality traits including extraversion, emotional stability, openness, conscientiousness and agreeableness was generally accepted (John & Srivastava, 1999). The Big Five Trait taxonomy is also called the Five Factor Model (Van Veen-Dirks & Tillema, 2017).
4.2.1.1. Extraversion

The personality trait extraversion, also called for surgency is characterized with a social and outgoing personality (John & Srivastava, 1999). An individual that is described as extravert is expected to be talkative, assertive and full of enthusiasm and energy (John & Srivastava, 1999; Van Veer-Dirks & Tillema, 2017). A positive relationship between extraversion and PSM is suggested by Jang (2012), who claims that individuals with high levels of extraversion will be motivated by power and self-importance which shows similarities to attraction to public policy making presented by Perry (1996). Although a strive for power, self-importance, status and social contact can be assumed to be related to public sector motivation as earlier described by Perry and Hondeghem (2008b), Jang (2012) found a positive correlation between extraversion and PSM. Therefore, it is assumed that extraversion is positively related with PSM.

**H1:** Higher levels of an individual’s extraversion is positively correlated with PSM.

4.2.1.2. Emotional stability

Emotional stability includes ego strength, satisfaction or affect (John & Srivastava, 1999). Individuals who are seen as emotionally stable are expected to be calm and contended (Van Veer-Dirks & Tillema, 2017). Opposite of emotional stability is neuroticism which includes anxiety, nervousness and tenseness (John & Srivastava, 1999; Van Veer-Dirks & Tillema, 2017). A positive relationship between empathy and emotional stability was found by Ashton, Paunonen, Helmes and Jackson (1998) who stated that empathy was a dimension of altruism. As previously mentioned by Perry and Hondeghem (2008b) and Steijn (2008) altruism and PSM are closely related concepts. Moreover, Jang (2012) stated that emotional stability was positively related to PSM especially to commitment to the public interest, compassion and self-sacrifice. Therefore, a positive impact of emotional stability on PSM is expected.

**H2:** More emotional stable individuals are expected to have a higher PSM.

4.2.1.3. Openness

John and Srivastava (1999) define openness as intelligence, intellectual interests and culture. Individuals who demonstrate high levels of openness are expected to have wide interest and broad imagination which is supposed to make them more inventive with more creative ideas (John & Srivastava, 1999; Van Veer-Dirks & Tillema, 2017). Moreover,
according to John and Srivastava (1999) individuals who are characterized by high levels of openness are more adaptive to change since they prefer a more changeable working environment rather than work that is routine. It is argued by Jang (2012) that individuals characterized by openness have more deep feelings about their experiences, both good and bad and therefore it is difficult to predict their motivation. Nevertheless, the evidence provided by Jang (2012) suggests a positive relation between openness and PSM. However, no explanation is provided by Jang (2012) that tells why this positive relation occurs. A study conducted by Wright, Christensen and Isett (2013) found that PSM and acceptance of change are positively related. Since adaptation to change is one characteristic of openness as earlier mentioned by John and Srivastava (1999), it can be assumed that openness has a positive impact on PSM. Therefore, based on the evidence provided by Jang (2012) and Wright et al. (2013) a positive impact of openness on PSM is expected.

**H3:** Individuals characterized by higher levels of openness are expected to have more PSM.

### 4.2.1.4. Conscientiousness

Conscientiousness is a factor that describe personality traits as dependability, task interest, will to achieve goals and sense of control (John & Srivastava, 1999). An individual with high levels of conscientiousness is expected to be well organized, have a good self-discipline and be a good planner. Such individuals are often viewed as reliable employees who do a thorough job (John & Srivastava, 1999; Van Veer-Dirks & Tillema, 2017). According to Jang (2012) conscientiousness is positively related to PSM since it emphasizes a sense of duty and responsibility towards a society which public and government sector is supposed to serve.

**H4:** Higher levels of an individual’s conscientiousness is positively related to PSM.

### 4.2.1.5. Agreeableness

People that are characterized by high levels of agreeableness are often described as trustful, easy to cooperate with and have a good nature and are friendly compliant where they are supposed to wish good to others (John & Srivastava, 1999). According to research conducted by Ashton et al. (1998), agreeableness is closely correlated with altruism. Moreover, John and Srivastava (1999) view altruism as one important facet of agreeableness. Although altruism and PSM are not the same thing, several researchers
have stated that those two concepts are closely related (Perry & Hondeghem, 2008b; Steijn, 2008). It has earlier been stated by Perry and Hondeghem (2008b) that sociologists and psychologists are unlike to use the term of PSM when studying altruism. However, organizational and behavioral scientists but also researchers within public administration use terms of PSM and prosocial behavior to express altruistic values (Perry & Hodeghem, 2008b). For instance, Steijn (2008) stated that PSM can be seen as a form of altruistic motivation. Since Ashton et al. (1998) and John and Srivastava (1999) recognize altruism as an important part of agreeableness, it is therefore possible to assume that people characterized by higher levels of agreeableness will also have higher PSM.

**H5:** Higher levels of an individual’s agreeableness is positively related to PSM.

### 4.2.2. Socio-historical factors

Socio-historical context includes the environmental factors or life events and experiences that have an impact on individuals’ preferences and motives (Perry, 1997; Perry, 2000; Camilleri, 2007). According to Perry (2000), one of the main sources of environmental factors is the socialization processes of different institutions like family, churches or schools. It is stated that “By observing others, one forms rules of behavior, and on future occasions this coded information serves as a guide for action” (Bandura, 1986 as cited by Perry, 2000, p. 480). This thesis, similarly to the study presented by Perry (1997), includes factors like parental and religious socialization and political ideology which according to Perry (1997) are shaped thorough individuals’ political affiliations. The reason for why those factors are included is to investigate the impact of socialization through commonly encountered institutions have on an individual’s PSM.

#### 4.2.2.1. Parental socialization

Perry (1997) sees family, in particular parents, as the primary context of socialization. There are two identified aspects of parental socialization. The first aspect is the parent model which indicates the values that the child has learned from the parents. The second aspect is relation with parents (Perry, 1997). When discussing a child’s relation with parents, Perry (1997) puts particular emphasis on the time of high school. It is argued that it is the time of transition between childhood and adulthood and is therefore particularly important since it is then a future relation between parents and children is shaped. According to Perry (1997), both aspects of parental socialization have an impact on PSM. It is argued by previous research that positive relations with a least one parent are reflected
in higher levels of altruism (Rosenham, 1970 as cited by Perry, 1997). Moreover, the altruistic values are suggested to be a result of a positive parent model (Clary & Miller, 1986 as cited by Perry, 1997). Positive relations with parents and positive parent model is called by Perry (1997) for positive parental socialization. According to Perry (1997) and Perry and Hondeghem (2008b), altruism is closely related to PSM and therefore altruistic values are expected to positively affect PSM among individuals.

**H6:** Positive parental socialization is positively related with PSM.

### 4.2.2.2. Religious socialization

Religion is in many societies an important part of social life and influences the behavior by developing individuals’ beliefs about their obligations to others (Perry, 1997; Vandenabeele & Van de Walle, 2008). However, Perry (1997) distinguish three different aspects of religious socialization. The first is called religious worldview which stands for an individual’s fundamental religious thinking which is based on private spirituality (Perry, 1997). The religious worldview can be either agenetic (individualistic) or communal where agentetic is to see religion as solution to individual problems whereas the communal view sees religion “in terms of problems shared by people and their relationships with one another” (Perry, 1997, p. 184). The second aspect of religious socialization is called closeness to God which was used to predict the sociopolitical attitudes (Welch & Leege, 1988 as cited by Perry, 1997). “It represents an individual's perception of closeness to God when engaged in both spiritual and social activities” (Perry, 1997, p. 184). According to Perry (1997) the two above aspects of religious socialization are representing the religious doctrines. The third aspect of religious socialization is the involvement in church activities such as church membership, participation in different activities or attendance to church schools and classes (Perry, 1997).

Perry (1997) found support that a communal religious worldview and closeness to God were correlated with higher levels of PSM. On the other hand, involvement in church activities was associated with lower levels of PSM. This is arguably caused by greater attention to church activities which leaves less time to devote to commitments towards the society (Perry, 1997). Nevertheless, interesting results were provided by Norris (2003) and Vandenabeele and Van de Walle (2008) who compared PSM between different regions of the world. They found that levels of PSM were highest among Central and
South American countries which are dominated by Catholic religion. Moreover, post-communist countries of Central and Eastern Europe, although with very high preferences for a public sector career (Norris, 2003), showed the lowest levels of PSM (Vandenabeele & Van de Walle, 2008). One exception was Poland where Catholic traditions are relatively strong (Vandenabeele & Van de Walle, 2008). Likewise, the levels of PSM in Israel were among the highest observable in the study conducted by Vandenabeele and Van de Walle (2008) suggesting a positive relation between Judeo-Christian ethic and PSM (Vandenabeele & Van de Walle, 2008). However, no observations on countries where Islam is the dominant religion have been done by Vandenabeele and Van de Walle (2008). Nevertheless, an assumption about similarity of Muslim ethic to Judeo-Christian ethic is made because of the common origins of those religions. Summarizing, based on research above, it is hypothesized that religion has overall a positive impact on PSM.

**H7**: Individuals who see themselves as religious are expected to show higher levels of PSM.

*4.2.2.3. Political ideology*

According to Perry (1997), political ideology or beliefs can be a predictor of PSM. However, Houston (2000) and Brewer et al. (2000) did not find any strong relation between PSM and political ideology. Moreover, when conducting their study, Brewer et al. (2000) concluded that individuals with high PSM expressed generally negative feelings connected with politics, yet, they respected public officials that can turn good ideas into law which is a part of attraction to public policy making as stated by Perry (1996). Nevertheless, Perry (1997) used a liberalism-conservatism scale which showed that individuals who identified themselves as more liberal showed tendencies of higher PSM because of their higher attraction to public policy making and self-sacrifice which are dimensions of PSM (Perry, 1996).

**H8**: Individuals who are more politically liberal oriented (less conservative) are associated with higher levels of PSM.

*4.2.3. Organizational factors*

It is observed that different social processes have a large contribution when shaping individuals’ beliefs (Moynihan & Pandey, 2007). Unlike the earlier mentioned socio-historical factors which include environmental factors or earlier experiences, a more institutional based approach towards the theory of PSM is taken into consideration by
Vandenabeele (2007) and Moynihan and Pandey (2007) who focuses on the role of organizational institutions. An institution is defined as “a formal or informal, structural, societal or political phenomenon that transcends the individual level, that is based on more or less common values, has a certain degree of stability and influences behavior” (Peters, 2000 as cited by Vandenabeele, 2007, p. 547). Additionally, organizational institutions usually have a certain code of conduct which emphasizes or constrains some behavioral alternatives which consequently shape individual preferences and more or less affect behavior (Vandenabeele, 2007). Therefore, Moynihan and Pandey (2007) argue about the importance of organizational factors when studying the potential antecedents of PSM. The study presented in this thesis is taking hierarchical culture and red tape into consideration and therefore organizational factors should rather be called for organizational structure.

4.2.3.1. Hierarchical culture

Among a wide variety of formal and informal organizational mechanisms that shape their members’ behavior, beliefs and practices, culture is certainly a frequently discussed one (Moynihan & Pandey, 2007). Although, organizational culture is difficult to measure and make precise predictions, there is one exception, namely the hierarchical culture (Moynihan & Pandey, 2007). According to Moynihan and Pandey (2007), hierarchical culture “focus on people, control, management of information and communication, and organizational stability” (p. 43). However, Moynihan and Pandey (2007) argue that hierarchical cultures emphasize control systems that are based on rules which strengthens bureaucratic personality which according to Moynihan and Pandey (2007) negatively affects PSM since individuals can perceive that their ability to achieve goals is reduced.

**H9:** More hierarchical culture within an organization is associated with lower levels of PSM.

4.2.3.2. Red tape

Red tape is defined as “rules, regulations, and procedures that remain in force and entail a compliance burden, but do not advance the legitimate purposes the rules were intended to serve” (Bozeman, 2000 as cited by Moynihan & Pandey, 2007, p. 43). Although formal rules are seen as procedures that are intended to guarantee safety and predictability, not all of such rules are considered as red tape. Only such rules that hinder employees to achieve their goals (Moynihan & Pandey, 2007). Some researchers that compared job
involvement between private and public employees point out red tape as the main cause of inferior job involvement among public employees (Brewer et al., 2000; Moynihan & Pandey, 2007). Therefore, similarly to hierarchical culture, red tape is expected to be associated with lower PSM (Moynihan & Pandey, 2007).

**H10:** Higher perceived red tape is associated with lower levels of PSM.

### 4.3. Summarizing model

The following figure demonstrates the model with different factors, including individual, socio-historical and organizational that are expected to have an impact on PSM. The figure also illustrates the different hypotheses.

![Summarizing model](image)

Figure 4.1. Summarizing model
5. Empirical Method

The purpose of the study presented in this thesis is to explain the relationship between different individual, socio-historical, and organizational factors and public service motivation among municipal managers and employees in Sweden. In order to fulfil this purpose, all of the factors have to be converted into measurable variables. This chapter is presenting the methods that were used to gather the data necessary to conduct this study. Moreover, the measurements for the studied variables are also presented in this chapter.

5.1. Research strategy

Research strategy is defined by Bell et al. (2019) as “the general approach to research adopted, which will reflect one’s methodological assumptions” (p. 35). There are two main research strategies which are of quantitative or qualitative kind (Bell et al., 2019). Quantitative research strategies are characterized by a quantification when collecting and analyzing data. Moreover, quantitative research strategies are appropriate when using a deductive research approach (Bell et al., 2019). Qualitative research strategy relies more on words or images during data collection and data analysis processes which is more appropriate in case of inductive research approach (Bell et al., 2019). There is no right or wrong research strategy, however, the research strategy should be chosen with accordance to the research topic (Saunders, Lewis & Thornhill, 2009; Denscombe, 2017).

The study presented in this thesis is testing the relationships between different individual, socio-historical and organizational factors and Public Service Motivation (PSM). For this purpose, a deductive approach is used since the study is based upon theories of motivation and theory of public service motivation. The hypotheses are derived from existing research that empirically test the accuracy of those theories within the Swedish context. Therefore, a quantitative research strategy is believed to be the most appropriate in this study. There are several different ways to perform a quantitative research like questionnaires, archival data analysis or structured interviews (Denscombe, 2017). According to Bell et al. (2019), online surveys have gained increasing popularity recently. An online survey is a time efficient and economical way to gather relatively large amount of data through self-completion questionnaires (Bell et al., 2019; Denscombe, 2017). Additionally, the data collected from an online survey can be relatively easily analyzed through descriptive statistics which enables testing of relationships between studied variables (Saunders et al., 2009). Considering above advantages and the cross-sectional
and deductive approach of this study, the online survey was judged to be the most appropriate research strategy. Nevertheless, online surveys have their limitations. For instance, there is a risk that some data will be missing if the respondents do not answer on all questions and it is not possible to collect additional data. Therefore, online surveys should not be too long or contain too complicated questions (Saunders et al., 2009; Bell et al., 2019).

5.2. Data collection methods

The online survey which was used to collect the necessary data was developed through Webbenkäter.com. The questionnaire was based on well-established measurements which were identified in the chosen literature. However, Bell et al. (2019) point out that in case of online surveys, the questionnaire has to appear as short and simple for the respondents in order to increase the response rate. Therefore, some measurements had to be adjusted and simplified. The sent-out questionnaire also consisted of closed questions which enabled a pre-coding of the answers with the Likert scale (Bell et al., 2019). A 5-point Likert scale is suggested by Bell et al. (2019) and most commonly used in the scientific literature that this thesis is referring to. However, the Swedish respondents that the survey was targeting, were assumed to be relatively neutral. It is therefore believed that they will bias their answers onto the middle of the scale by avoiding selecting answers on the extreme points of the scale. Therefore, a larger scale which provide respondents with more answer alternatives will reduce risks of biases and more clearly estimate the respondents’ opinion. Consequently, the initial 5-point Likert scale was extended to 7 points.

Before the questionnaire was distributed, it was piloted by two administrators employed within different departments at Lund municipality (Lunds kommun) which is a municipality located in southern Sweden. Lastly, the online survey was distributed via email to all Swedish municipalities. The email addresses were collected from a database provided by SKL (Sveriges Kommuner och Landsting). The email addresses provided by SKL’s database were generic and were usually connected with the reception or similar person responsible for the first contact. Therefore, in the email, the receiver was kindly asked to distribute the survey further among the employees that the survey was targeting. Although the survey was sent to all Swedish municipalities, it is not possible to figure out how the survey was distributed between the employees in every municipality and
subsequently how many employees have received the questionnaire. All of the survey questions are presented in Appendix 1 and 2. The survey questions are in English and for the sake of the addressed sample have been translated to Swedish which is the formal spoken language to make it as much as understandable for the respondents who work in the Swedish municipalities.

5.3. Sample selection

In order to explain the relationships between PSM and its potential antecedents as is the purpose of this study, the online survey was distributed toward all 290 Swedish municipalities. Researchers like Perry (1997) or Alonso and Lewis (2001) have studied the government sector. Therefore, Swedish municipalities have been selected for this study since they are large in number which increased the chance to receive a satisfactory number of respondents. Municipalities are the local governments in Sweden (SKL, 2019c) and were therefore assumed to be easily accessible in comparison with government sectors on a more central level.

Previous researchers that studied PSM, studied different groups connected with public sector, ranging from public administration students to government officials (Perry, 1996; Perry, 1997; Moynihan & Pandey, 2007) suggesting a wide range of choices for possible respondents. Corin et al. (2016) highlighted the turnover primarily among public managers in Sweden. Moreover, Alonso and Lewis (2001) pointed out an issue for government sector in attracting and retaining well educated employees. Consequently, the survey targeted respondents on leading and administrative positions that were not politically elected. This included municipal managers within different departments, accountants and administrators which presumably were highly educated.

Additionally, the employees from Lund municipality that piloted the questionnaire later sent out suggested to include people that work with resource development, which means developing new IT systems used by the municipality but also to educate the other employees about how the new systems work. According to the pilots, employees working with resource development are important since it is them that work with solution to make municipal work more effective by providing new solutions. Since they work very close to the administrators, accountants and managers, it is valuable to send the survey to this group of employees. However, according to the pilots, not all municipalities in Sweden have a resource development department. Moreover, the role of the resource development
is not clearly defined and can vary between different municipalities. Therefore, an estimation of the size of this group of employees is not possible to do precisely. The online survey provided a total amount of 483 responses, yet only 388 responses were complete and suitable for further analysis. Because the survey was sent out to all Swedish municipalities and thereafter internally distributed among municipal managers and employees which were addressed, an exact number of the total population was not possible to estimate.

5.4. Operationalization

The process where studied concepts are converted into measurable variables is referred to as operationalization (Bell et al., 2019). The main studied concept is Public Service Motivation (PSM) which is treated as the dependent variable in this study. The potential antecedents of PSM are treated as independent variables and are categorized in three categories which are individual, socio-historical and organizational. Additionally, the study includes seven control variables. In order to fulfill the purposes of this study all the concepts and factors had to be converted into measurable variables. The measurements are presented in this section. As previously stated, a 7-point Likert scale is used to code the answers provided by the respondents where 1 = strongly disagree and 7 = strongly agree. One exception is the question regarding political ideology where 1 = left-wing political ideology and 7 = right-wing political ideology. The reliability of the measure instruments of different variables were tested with help of Cronbach’s Alpha to ensure that all of the questions measure the same variable which it is intended to measure (Pallant, 2016). In order for the reliability to be considered acceptable, Cronbach’s Alpha should be a > 0.7 (Pallant, 2016). However, Shevlin, Miles, Davies and Walker (1998) proposed a lowest accepted value of Cronbach’s alpha to be a > 0.65 when conducting their study. This is considered to be the lowest acceptable value in the study presented in this thesis. Nevertheless, such low alpha should be treated with caution.

5.4.1. Dependent variable, Public Service Motivation

A well acknowledged measure of PSM is provided by Perry (1996) who recognized and confirmed four dimensions of the concept which were attraction to public policy making, commitment to public interests, compassion and self-sacrifice. However, Moynihan and Pandey (2007) did not include compassion and self-sacrifice dimensions when they conducted their study. They argued that those two dimensions of PSM are too similar to
each other and may overlap with each other. Additionally, the questions about compassion and self-sacrifice used by Perry (1996) when measuring these two dimensions of PSM were similar to the questions regarding agreeableness presented by John and Srivastava (1999) meaning that measure instrument for compassion and self-sacrifice may probably measure similar things as the instrument used to measure agreeableness. Therefore, the compassion and self-sacrifice dimensions of PSM are not included in this study due to a possible risk of multicollinearity both between each other but also the independent variable agreeableness. According to Perry and Hondeghem (2008b), public sector motivation is a very similar concept characterizing an individual’s desire to work for public sector because of more extrinsically focused values, for instance, status. In order to avoid the risk of measuring public sector motivation instead of PSM, questions regarding attraction to public policy making were excluded. Another reason for excluding attraction to public policy making was to reduce the number of questions in the survey which according to Bell et al. (2019) should be short and simple in order to increase the chance for receiving enough responses. Finally, PSM was measured using only the measure of commitment to public interests provided by Perry (1996). The Cronbach’s alpha for this measurement indicated $\alpha = 0.769$ which was considered acceptable (Pallant, 2016).

5.4.2. Independent variables

As previously mentioned, the independent variables are representing the potential, hypothesized antecedents of PSM. The factors are of individual, socio-historical and organizational character.

5.4.2.1 Individual factors

Individual factors are based on Five Factor Model described by Van Veen-Dirks and Tillema (2017). The Five Factor model consists of five factors which measure personality traits. These factors are extraversion, emotional stability, openness, conscientiousness and agreeableness (Van Veen-Dirks & Tillema, 2017). The factors were measured by John and Srivastava (1999) who compared three different instruments for measuring those factors. One of the instruments was The Big Five Inventory (BFI) (John & Srivastava, 1999) which is applied in this thesis. It served a good reliability (John & Srivastava, 1999) and was expected to be most applicable in the survey form which is conducted in this study. The BFI contains 44 questions in total (John & Srivastava, 1999).
In accordance with consultation with employees from Lund municipality that piloted the questionnaire, three questions per personality trait, that were estimated to be most reliable, were selected (see Appendix). The Cronbach’s alpha was used to test whether the 3-question measurements per factor measured the same thing to make it possible of measuring each individual question with the mean value of the 3-question instrument. Additionally, the questions that were marked by John and Srivastava (1999) as reversed were reverse coded in order to all questions following the same scale. Measurement of extraversion was considered reliable since the three-question instrument showed a reliability $a = 0.830$ (Pallant, 2016). The reliability of measurement of agreeableness was $a = 0.670$ which was lower than 0.7, yet as stated by Shevlin et al. (1998) it is still acceptable since it is not lower than the lowest acceptable value of $a > 0.65$. Nevertheless, it can increase the risk of providing less reliable results. The measurements of the other three personality traits had to be adjusted since they were proven to be not reliable enough.

Measurement of emotional stability had to be reduced into one question only where respondents were asked whether they are good at handling stress. Regarding openness, a three-question measurement was reduced to two questions where the respondents were asked to indicate whether they are inventive and curious which was consistent with an earlier definition of openness as intelligence and curiosity provided by John and Srivastava (1999). The two-question measurement of openness provided a reliability of $a = 0.731$ which is considered acceptable (Pallant, 2016). The third question where the respondents were asked to indicate whether they liked a work which is routine did not provide a satisfactory reliability together with the other two, presumably because the respondents could be curious and inventive as stated by John and Srivastava (1999), yet still feel comfortable with a routinized work which could have biased the measurement instrument and therefore, had to be removed. Lastly, conscientiousness had to be reduced into two questions. Question where the respondents had to indicate whether they are reliable in their work was considered to be too subjective and had to be removed in order to avoid biases. The remaining questions where the respondents had to indicate whether they are persevering until the job is finished without leaving tasks for later and whether they are good at planning showed a reliability $a = 0.636$ which was too weak to be accepted (Pallant, 2016). Therefore, the variable of conscientiousness is separated into
one indicating perseverance measurement and the second one indicating planning measurement.

5.4.2.2. Socio-historical factors

The socio-historical factors include parental and religious socialization, and political beliefs (Perry, 1997). Religious socialization is divided into religious worldview, closeness to God and church involvement (Perry, 1997). However, in Northern European countries like Sweden the process of secularization has been important (Vandenabeele & Van de Walle, 2008). Therefore, the religion in Sweden was expected to be less important than among American population studied by Perry (1997). Consequently, the respondents were asked whether they consider themselves as religious in order to measure their religious belief. Religious belief has earlier been measured by Kelley and De Graaf (1997). To measure the church involvement, the respondents were asked whether they regularly participate in church activities which was based on measurement provided by Perry (1997). The reliability of the religious socialization measurement was $a = 0.661$. Although this value is above the lowest acceptable value adopted in this study $a > 0.65$, earlier results provided by Perry (1997) were taken into consideration. Perry (1997) found that religiousness itself had a positive impact on PSM whereas church involvement had a negative impact on PSM. Therefore, religious socialization is divided into religiousness and church involvement which are analyzed separately.

The measurement of family socialization is based on an earlier measurement provided by Perry (1997) where some minor adjustments regarding the number of questions and formulation of the questions were made. To assess the reliability of the 8-question instrument in order to test whether all 8 question measure the same thing making it possible to use a mean value of those as a combined measure for parental socialization, Cronbach’s alpha was used. It demonstrated a reliability of $a = 0.740$ which is acceptable (Pallant, 2016). Lastly, when measuring political beliefs Perry (1997) used a liberal-conservative scale. This scale was adjusted to left-wing or right-wing scale to better represent the Swedish political realities where left-wingers are seen as more liberal and right-wingers as more conservative.

5.4.2.3. Organizational structure

Variables regarding the organizational structure are the hierarchical culture and red tape. Both variables were measured by Moynihan and Pandey (2007) where two questions
regarding hierarchical culture with 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Additionally, Moynihan and Pandey (2007) asked one question regarding red tape where the respondents were asked to express the perceived red tape within their organization where 0 = no red tape and 10 = high levels of red tape (Moynihan and Pandey, 2007). This thesis is adopting the measurement provided by Moynihan and Pandey (2007) but is slightly adjusting the questions to fit them into the 7-point Likert scale adopted in this thesis. The reliability of measurement for hierarchical culture was tested by Cronbach’s alpha in order assess whether the two selected questions measure the same thing and use a mean value of them as a combined measurement for hierarchical culture. The Cronbach’s alpha indicated that $\alpha = 0.596$ which could not be accepted (Pallant, 2016) and consequently the measurement of hierarchical culture had to be adjusted. The second question regarding hierarchical culture where the respondents had to indicate whether bureaucratic rules and procedures generally govern what people do in the municipality they work for was judged to be closely connected with question measuring red tape. To avoid the risk of multi collinearity, the second question measuring hierarchical culture was removed.

5.4.3. Control variables

*Gender:* Neither Perry (1997) nor Moynihan and Pandey (2007) could make any certain predictions regarding gender’s impact on PSM. A study conducted by DeHart-Davis, Marlowe and Pandey (2006) was examining gender differences with regard to PSM. They hypothesized that females are expected to show higher levels of compassion, yet the results did not provide any unambiguous answer (DeHart-Davis *et al.*, 2006). Nevertheless, gender was tested similarly as in above mentioned scientific articles where the respondents were asked to indicate whether they were Male = 1 or Female = 0.

*Age:* Perry (1997) suggested that age has a positive impact on PSM. Yet, it is still unclear whether the reason is the generational differences between the respondents investigated by Perry (1997) or that different respondents faced different environments in different ages (Moynihan & Pandey, 2007). Age is measured similarly to Moynihan and Pandey (2007) by asking the respondents to indicate the year they were born which has later been subtracted from 2019 to determine their age.
Native language: Is measured by asking the respondents to indicate their native language where 1 = Swedish and 0 = non-Swedish. According to Vandenabeele and Van de Walle (2008), there are differences in levels of PSM between different countries.

Education level: Is expected to be an important factor affecting an individual’s beliefs (Moynihan & Pandey, 2007). Moreover, there are several studies suggesting a positive impact of education on PSM (Perry, 2007; Camilleri, 2007; Moynihan & Pandey, 2007). Education level is measured by asking the respondents to indicate their highest achieved education level and was categorized into 1 = high school, 2 = bachelor’s degree, 3 = master’s degree and 4 = other. Additionally, the education level was recoded into dummy variables in order to be used for further analysis with the descriptive statistics, correlation matrix and regression models (1 = high school and 0 = not high school, 1 = bachelor’s degree and 0 = not bachelor’s degree, 1 = master’s degree and 0 = not master’s degree, 1 = other and 0 = not other).

Job satisfaction: It has been argued that a positive perception of organization and job characteristics has positive impact on an individual’s PSM (Camilleri, 2007). Moreover, employee turnover issue mentioned earlier mentioned by Corin et al. (2016) is taken into consideration. Therefore, job satisfaction is included as a control variable and measured single-question instrument based on Van Loon et al. (2015). The respondents were asked to indicate whether they were satisfied with their current job. A 7-point Likert scale was adopted where 1 = strongly disagree indicating a job dissatisfaction and 7 = strongly agree, indicating for a high job satisfaction. According to Wanous, Reichers and Hudy (1997) a single-question job satisfaction measurement is acceptable.

Length of organizational membership: It has been argued that organizations which are based on bureaucratic forms of governance reduce the level of well-meaning of their members over time (Moynihan & Pandey, 2007). In other words, individuals who work within such organizations will be more concerned about following the rules and instructions than primary goals of the organization which according to Moynihan and Pandey (2007) has negative impact on PSM. The length of organizational membership was measured by asking the respondents to indicate the number of years they have been working for their current municipality.

Position: Earlier researchers studying PSM have investigated different respondents ranging from public administration students, public officials, politicians and other various
civil servants (Perry, 1996; Alonso & Lewis, 2001; Moynihan & Pandey, 2007; Steijn, 2008). Concerns about turnover among public managers has been raised by Corin et al. (2016). Moreover, Camilleri (2007) points out that PSM is affected by manager-employee relations. Therefore, potential differences between managers and non-managers are being investigated and measured by asking the respondents to indicate their position at the municipality which was later coded into 1 = managers and 0 = non-managers.

5.5. Data analysis

The statistic program SPSS was used to analyze the data collected with the help of the survey. However, before the data could be analyzed in SPSS, all of the complete answers from the survey were extracted to Excel where the data was adjusted and processed in order to make it suitable for SPSS. Initially, the questions which were reversed had to be recoded in order to be comparable with other questions. Additionally, Kolmogorov-Smirnov test was conducted to test the normality of the dependent variable which demonstrated that PSM was not normally distributed. The statistical analysis provided by SPSS included descriptive statistics to provide an overall picture of the studied variables, a Spearman correlation matrix to demonstrate the correlation between different variables and lastly, multiple linear regression which was used to finally test the study’s hypotheses. When judging a correlation between two variables, a significance level at $p < 0.05$ is adopted which indicates a 95 percent confidentiality. Such significance level is generally acceptable when deciding whether a hypothesis should be supported or rejected (Pallant, 2016).

5.6. Reliability

Bryman & Bell (2015) define reliability as the consistency of a measure. For instance, a participant completing an instrument meant to measure motivation should have approximately the same responses each time the test is completed. Although it is not possible to give an exact calculation of reliability, reliability can be estimated through different measures (Bryman & Bell, 2015). Saunders et al. (2009) stated that reliability refers to the extent to which a data collection techniques or analysis procedures will provide consistent findings. Considering whether a measure is reliable, three influential factors are involved to assess the reliability: First, the measures on different occasions should produce the same results. Second, internal consistency. The extent to which all the items on a scale measure one construct, this means that the key issue is whether the
indicators of the scale or index are consistent or not, and accordingly, similar observations be reached by other observers. Third is equivalence or Inter-observer consistency among responses of multiple users of an instrument, or among alternate forms of an instrument. This includes determining the level of agreement between two or more observers. (Bryman & Bell 2015; Saunders et al., 2009). These factors have been tested and piloted with the two administration employees as mentioned before in Data collection section performed during the preparation of the survey questions.

Saunders et al. (2009) assert that it might be four threats to reliability. The first is subject or participant error, and that means it should be taken into consideration the time of participants should be neutral meaning that the participants should be neither on a high mood nor on a low. Similarly, there might be some participant’s bias like if the respondents may have to reply what their bosses or managers wanted them to say. Moreover, the municipal managers that were included in this study are also accountable in front of the municipal boards of directors and politicians (Kristianstad Kommun, 2019) and could have biased their answers because of the sensitive questions about for instance political ideology, religion or parental socialization. The survey sent out to the respondents in the study presented in this thesis contains several personal questions which are running the risk of being biased since the respondents may presumably feel shy to express their true thoughts. Moreover there are two threats related to the observer, these are firstly observer error which related to the structure of the question which it might be misunderstood by the respondents, and secondly observer bias which is the different ways of interpreting the replies (Saunders et al., 2009). In order to minimize the risk of observer errors presented by Saunders et al. (2009), the measurements are based on earlier scientific works who investigated and measured similar variables.

5.7. Validity

Validity is defined as the extent to which a concept is accurately measured in a quantitative study. That means the survey should actually measure the variable that already it is designed for. It is concerned with whether the findings are really about what they appear to be about (Saunders et al., 2009). The scientific research method specifications have been met during the study results generation process. (Bryman & Bell, 2015. According to Bryman & Bell (2015) there are different types of assessing the measurement of validity of a concept. Firstly, Face Validity, that the measure apparently
reflects the content of the concept in question. Face validity might be established by asking other people whether or not the measure seems to be getting at the concept that is the focus of attention. Secondly, Concurrent validity, where the researcher here uses a criterion on which cases are known to vary and that is applicable to the concept of the question. Thirdly, Predictive validity which is the extent to which a score on a scale predicts future scores on some criterion measure and it needs to be done in a long-term study which is not really has performed in this study. Fourthly, Construct validity that is the extent to which a test measures what it purports to be measuring and fifthly, Convergent validity which is the validity of a measure that should be gauged by comparing it to measures of the same concept developed through other methods (Bryman & Bell, 2015). The assessment of validity that has been considered during the piloting of the questions of the survey sent out to the respondents in the study presented in this thesis.

The reflection of the respondents has been tested through the two municipal administration pilots. Appropriate time scale for the study has been selected for the respondents trying to avoid the pressure in any ways to select specific choices among the question’s sets. The piloting has also done to estimate the time it takes to answer the survey questions. The respondents were given one week to answer the survey. Many responses have been collected under the first few days, given that some of respondents who presumably should answer the survey questions in this thesis might be absent during the survey period. (Bryman & Bell, 2015; Saunders et al., 2009).

5.8. Generalizability

Bryman & Bell (2015) pointed out that in any research there is a concern that the findings can be generalized beyond the boundary of the particular context in which the research was conducted. This study is conducted within municipal employees in Sweden, where 388 answers were collected from the employees and managers of Swedish municipalities has been collected by online survey. The generalizability of the study presented in this thesis is limited since, according to SKL (2019c), the number of employees within Swedish municipalities amounts to approximately 760,000 people. According to Bryman & Bell (2015), in survey research the possibility of applying the results of a study to individuals other than those who responded the questionnaire is determined by how to create a representative sample, and it is rarely feasible to send the survey to the whole population. Additionally, the survey that was sent out covered only chosen groups of
employees and managers like accountants, administrators and people working with resource development. An exact estimation of the size of this population is difficult, particularly in the case of resource development departments because of their role ambiguity and the fact that not all municipalities have such department. Moreover, a large number of municipalities did not participate in the study at all.

5.9. Ethical considerations

Creswell (2014) stated that ethical considerations in research are highly critical. The participants and the public want to be assured that researcher has followed appropriate rules on issues such as human rights, compliance with the law, safety, and health norms. It is important that no one is harmed or suffer in any ways from participating in research (Creswell, 2014; Denscombe, 2017). In quantitative research, ethical standards prevent against issues such as the fabrication or falsifying of data and therefore, promote the pursuit of knowledge and truth (Creswell, 2014). Since the survey which was used to collect the data necessary to conduct this study contains personal and sensitive questions about religion, family and political beliefs, it is important to guarantee confidentiality to the respondents. Moreover, the respondents have to be treated anonymously.
6. Analysis

This chapter is presenting the findings of this thesis. Firstly, the descriptive statistics are presented which provide overall information about studied variables. Thereafter, the relationships between the variables are presented with the aid of Spearman’s correlation matrix. Lastly, the study’s hypotheses are tested with multiple linear regression and summarized.

6.1. Descriptive statistics

Descriptive statistics are used to describe the basic feature of the studied data and give an overview of the empirical findings. This section starts by the descriptive statistics of the dependent variable followed by independent variables and lastly control variables.

6.1.1. The dependent variable

The investigated sample amounts to 388 respondents. The dependent variable in this study is public service motivation as it is shown in table 6.1.

Table 6.1. The dependent variable

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>D. Public Service Motivation</td>
<td>388</td>
<td>1.50</td>
<td>7.00</td>
<td>4.9530</td>
<td>1.10286</td>
</tr>
</tbody>
</table>

Table 6.1 shows that the dependent variable PSM ranged in the sample according to the 7-point Likert scale between a minimum value of 1.50 to a maximum value of 7 with mean value 4.9530. These findings indicate that the studied sample shows in general a high level of PSM according to their answers in the survey.

6.1.2. Independent variables

The first group of independent variables are the individual factors that is presented in the operationalization as the five factors model of personal traits. The factors consist of six characteristics as shown in table 6.2, that is the five factors with two different characteristics of conscientiousness: perseverance and planning conscientiousness.
According to the 7-point Likert scale that used in the survey, it can be seen from table 6.2 that the respondents have a pretty high level of the individual factors. It can be seen that extraversion ranged between 1.67 and 7.00, with mean value 5.0902 suggesting that the investigated sample view themselves as extravert. As can be seen also from table 6.2 above that the second component of individual factors is the emotional stability which ranged between 1 and 7 with mean value of 5.2577. As previously described in the operationalization section, the emotional stability measures how well the respondents are handling stress and according to table 6.2 the respondents indicated that they are handling stress well in general. The same can be seen for the other individual factors that ranged as follows: Openness between 2 and 7 with mean value 5.6082, conscientiousness (perseverance) between 1 and 7 with mean value 5.0644, conscientiousness (planning) between 1 and 7 with mean value 5.2809, agreeableness between 3 and 7 with mean value 6.1778. These findings indicates high inclination of these individual factors among the respondents.

Table 6.3 shows the second group of independent variables: the socio-historical. It can be observed from the named table above that some of the socio-historical factors have low values. Table shows that parental socialization ranged between 1.25 and 7 with mean value 4.2893 which considered little high, while the second characteristic religiousness ranged between 1 and 7, mean value 2.0851. The church involvement also observed between 1 and 7 with mean of 1.2964 which is quite low. The last component is political ideology that ranged between 1 and 7 with mean of 3.7887 that is moderate. It can be captured from these findings that the participants have low indication of the religiousness.
and church involvement variables, upper medium mean value of political ideology which means that the respondents are politically about the center, neither right nor left.

Table 6.4. Independent variables for organizational structure

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Hierarchical Culture</td>
<td>388</td>
<td>1.00</td>
<td>7.00</td>
<td>3.9923</td>
<td>1.32456</td>
</tr>
<tr>
<td>1. Red Tape</td>
<td>388</td>
<td>1.00</td>
<td>7.00</td>
<td>3.1289</td>
<td>1.52461</td>
</tr>
</tbody>
</table>

Table 6.4 displays the observations of the third group of the independent variable that is the organizational factors. It can be seen that hierarchical culture is between 1 and 7 with mean value 3.9923, red tape is between 1 and 7 with mean value of 3.1289. The findings indicate that hierarchical culture is upper intermediate level meaning that the respondents view their municipality as, to some extent, a formalized place. The red tape is a little lower than the intermediate level among the participants meaning that they do not view the bureaucratic rules and procedures as too burdensome.

6.1.3. Control variables

The control variable in this study consists of demographic/educational variables and work-related variables. As mentioned in the previous section the category variable of education level has been recoded into dummy variables.

Table 6.5. Control variables demography

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>C. Gender</td>
<td>388</td>
<td>0.00</td>
<td>1.00</td>
<td>0.2732</td>
<td>0.44618</td>
</tr>
<tr>
<td>C. Age</td>
<td>388</td>
<td>24.00</td>
<td>66.00</td>
<td>47.0129</td>
<td>10.54937</td>
</tr>
<tr>
<td>C. Ethnicity Sweden</td>
<td>388</td>
<td>0.00</td>
<td>1.00</td>
<td>0.9253</td>
<td>0.26331</td>
</tr>
<tr>
<td>C. Education Level High-school</td>
<td>388</td>
<td>0.00</td>
<td>1.00</td>
<td>0.1443</td>
<td>0.35188</td>
</tr>
<tr>
<td>C. Education Level Bachelor</td>
<td>388</td>
<td>0.00</td>
<td>1.00</td>
<td>0.4510</td>
<td>0.49824</td>
</tr>
<tr>
<td>C. Education Level Master</td>
<td>388</td>
<td>0.00</td>
<td>1.00</td>
<td>0.2784</td>
<td>0.44877</td>
</tr>
<tr>
<td>C. Education Level Other</td>
<td>388</td>
<td>0.00</td>
<td>1.00</td>
<td>0.1263</td>
<td>0.33260</td>
</tr>
</tbody>
</table>

Table 6.5 shows that the gender of respondents in the investigated sample consists of 27% males and 73% females. The age varies between 24 and 66 years old with mean value of 47.0129 years old. As much as 93% of the respondents indicated Swedish as their native language suggesting that 7% of the investigated sample identified themselves as foreigners. It can be observed that the educational level among the participants differ as follows: 14% achieved high school level, 45% Bachelor level, 28% Master level and 13% of the respondents indicated other level of education.
Table 6.6 displays the work-related control variables. It can be observed that job satisfaction ranged between 1 and 7 with a high mean value 5.8299 which indicates that the respondents are generally satisfied with their current job at the municipality. It is observed that the tenure largely differentiates among the participants and ranges between 1 and 43 years with a mean value of 10.5541 years. The respondents’ sample consists of approximately 40% managers and the rest 60% are occupied with non-managerial positions.

6.2. Spearman’s correlation matrix

A correlation matrix is used to test relationship between two continuous variables (Pallant, 2016). Such matrix provides the information about the strength and the direction of a correlation which can be either positive or negative (Pallant, 2016). According to Pallant (2016), “a positive correlation indicates that as one variable increases, so does the other. A negative correlation indicates that as one variable increases, the other decreases” (p. 107). When performing a correlation, it is possible to use either Pearson or Spearman correlation matrix (Pallant, 2016). The Kolmogorov-Smirnov normality test of this study’s dependent variable, PSM, showed that the variable is not normally distributed. Consequently, a Spearman’s correlation matrix has been used. Spearman’s correlation matrix is a nonparametric correlation and unlike Pearson, it uses a median instead of mean values which according to Pallant (2016) is more suitable when variables are not normally distributed. The full Spearman’s correlation matrix presenting relationships between all variables earlier presented by descriptive statistics is illustrated by table 6.7. As earlier mentioned, a relationship between variables is generally accepted when $p < 0.05$ (Pallant, 2016). However, the correlation matrix is also presenting correlations which are significant only when $p < 0.1$, suggesting that there is a tendency of a relationship but such correlations are weak and are treated with caution in this study.

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>C. Job Satisfaction</td>
<td>388</td>
<td>1.00</td>
<td>7.00</td>
<td>5.8299</td>
<td>1.10994</td>
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<tr>
<td>C. Tenure</td>
<td>388</td>
<td>1.00</td>
<td>43.00</td>
<td>10.5541</td>
<td>10.10563</td>
</tr>
<tr>
<td>C. Managerial Position</td>
<td>388</td>
<td>0.00</td>
<td>1.00</td>
<td>0.3995</td>
<td>0.49042</td>
</tr>
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<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>1. D. Public Service Motivation</td>
<td>.242***</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. I. Extraversion</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3. I. Emotional stability</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. I. Openness</td>
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<td>.334***</td>
<td>.293***</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. I. Conscientiousness (perseverance)</td>
<td>.121*</td>
<td>.109*</td>
<td>.073</td>
<td>.049</td>
<td></td>
</tr>
<tr>
<td>6. I. Conscientiousness (planning)</td>
<td>.155**</td>
<td>.125*</td>
<td>.207***</td>
<td>.366**</td>
<td>.498***</td>
</tr>
<tr>
<td>7. I. Agreeableness</td>
<td>.340***</td>
<td>.234***</td>
<td>.246***</td>
<td>.341***</td>
<td>.200***</td>
</tr>
<tr>
<td>8. I. Parental Socialization</td>
<td>.186***</td>
<td>.196***</td>
<td>.159***</td>
<td>.123*</td>
<td>.033</td>
</tr>
<tr>
<td>9. I. Religiousness</td>
<td>.117*</td>
<td>.061</td>
<td>.037</td>
<td>-.050</td>
<td>.013</td>
</tr>
<tr>
<td>10. I. Church Involvement</td>
<td></td>
<td>.078</td>
<td>.016</td>
<td>-.020</td>
<td>-.034</td>
</tr>
<tr>
<td>11. I. Political ideology</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. I. Hierarchical Culture</td>
<td></td>
<td></td>
<td></td>
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<td>13. I. Red Tape</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>14. C. Gender</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. C. Age</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>16. C. Ethnicity Sweden</td>
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<tr>
<td>17. C. Education Level High-school</td>
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<tr>
<td>18. C. Education Level Bachelor</td>
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<td>19. C. Education Level Master</td>
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<td></td>
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<td></td>
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<tr>
<td>20. C. Education Level Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21. C. Job Satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>22. C. Tenure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23. C. Managerial Position</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*** p < 0.001; ** p < 0.01; * p < 0.05; † p < 0.1
Since the purpose of the study presented in this thesis is to explain the relationship between PSM and its potential antecedents, the correlations between the dependent variable are primarily examined. In case of the hypothesized individual factors, the matrix shows that the PSM is strongly, positively correlated with extraversion, emotional stability, openness and agreeableness, suggesting that respondents who are characterized by those personality traits have generally higher PSM. Moreover, a positive correlation could be identified between both facets of conscientiousness.

Concerning the socio-historical factors, the parental socialization was strongly and positively correlated with PSM suggesting that respondents who experienced a positive parent model and have good relations with their parents have more PSM. Moreover, religiousness is positively correlated with PSM, however the church involvement shows no correlation which is consistent with earlier statements provided by Perry (1997). Finally, political ideology showed a negative, yet weak correlation with the dependent variable, suggesting that there is a tendency for the respondents who define their political beliefs as more left-wing to have higher levels of PSM.

The correlation matrix shows surprising results concerning variables representing organizational structure. A positive correlation between PSM and hierarchical culture could be observed which is opposite to the stated hypothesis and previous research provided by i.e. Moynihan and Pandey (2007). However, hierarchical culture is positively correlated with both variables that represent conscientiousness, agreeableness, parental socialization and job satisfaction. Since those variables are in turn positively correlated with PSM, it could serve as an explanation for the positive correlation between hierarchical culture and PSM. Regarding red tape, no signs of correlation, neither positive nor negative could be identified.

Additionally, the correlation matrix shows that PSM is strongly and positively correlated with job satisfaction as mentioned above but also with managerial position, suggesting that managers have generally more PSM than other employees. Further, a negative correlation is identified between PSM and high school, suggesting that respondents whose highest achieved education level was high school have in general lower PSM. This could provide support for statements provided by previous researchers suggesting a positive relation between education level and PSM (Perry, 2007; Camilleri, 2007; Moynihan & Pandey, 2007). However, according to the correlation matrix, respondents who achieved
bachelor or master’s degree did not show any tendencies of higher PSM. On the other hand, the respondents who indicated other education level than high school, bachelor and master are suggested to have higher PSM in general as observed in the correlation matrix. Unfortunately, it is not possible to predict whether respondents who indicated this category of education level have achieved a higher or lower education than high school, bachelor or master. Therefore, it is not possible to make any unambiguous predictions regarding a relationship between education level and PSM based on provided information.

Researchers like Perry (1997), DeHart-Davis et al. (2006) or Moynihan and Pandey (2007) could not provide any certain results regarding gender. Similarly, the correlation matrix presented in this study, no correlation between gender and PSM could be identified. Regarding age and length of organizational membership (tenure), Perry (1997) suggested a positive impact of age on PSM, whereas Moynihan and Pandey (2007) suggested a negative impact of tenure on PSM. Logically, those two variables are strongly and positively correlated which each other, suggesting that older respondents have a longer tenure, yet no observed correlation between neither age nor tenure and PSM could be observed.

6.3. Multiple linear regression

For a final testing of this study’s hypotheses, the multiple linear regression was used. The regression model is based on correlation but provides possibilities for a more complete analysis of the relationships between studied variables (Pallant, 2016). Tables 6.8 and 6.9 are presenting the regression models for the study presented in this thesis. However, the tables contain information that should be precisely explained in order to understand what the regression models are actually illustrating.

The standardized beta value (Std. B) is indicating which independent and control variables have an effect on the dependent variable. Because the beta value is standardized, the variables are converted into the same scale making them more comparable (Pallant, 2016). Concerning the constant, when its value is close to zero, it indicates that if the independent variables = 0, the dependent variable = 0 as well (Pallant, 2016). The F-value illustrates whether the model presented in the regression is significant (Pallant, 2016). Another value that can be observed in the regression, which is not observable in the correlation matrix is the adjusted R². It indicates the percentage of the variation in the
dependent variable that is caused by different independent and control variables (Pallant, 2016). Lastly, the regression model illustrates a VIF-value (Variance Inflation Factor). The VIF-value indicates how the different independent/control variables correlate with each other (Pallant, 2016). According to Pallant (2016), if the VIF-value > 10, there is a risk of multicollinearity, meaning that two or more independent/control are explaining the same thing. Similarly, to Spearman’s correlation matrix presented earlier, the multiple linear regression takes into consideration a significance level of $p < 0.05$, in order to accept a relationship between two variables (Pallant, 2016). A significance level of $p < 0.1$ is also presented to indicate that there are signs of a relationship between variables, yet that should be treated with caution since such relation is considered as weak.

Table 6.8. Multiple linear regression for each variable category

<table>
<thead>
<tr>
<th>Model 1</th>
<th>Model 2</th>
<th>Model 3</th>
<th>Model 4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Control</td>
<td>Individual</td>
<td>Socio-historical</td>
</tr>
<tr>
<td>I. Extraversion</td>
<td>.083</td>
<td>.050</td>
<td></td>
</tr>
<tr>
<td>I. Emotional Stability</td>
<td>.057</td>
<td>.046</td>
<td></td>
</tr>
<tr>
<td>I. Openness</td>
<td>.122***</td>
<td>.058</td>
<td></td>
</tr>
<tr>
<td>I. Conscientiousness (perseverance)</td>
<td>.098*</td>
<td>.043</td>
<td></td>
</tr>
<tr>
<td>I. Conscientiousness (planning)</td>
<td>.024</td>
<td>.049</td>
<td></td>
</tr>
<tr>
<td>I. Agreeableness</td>
<td>.233***</td>
<td>.091</td>
<td></td>
</tr>
<tr>
<td>I. Parental Socialization</td>
<td></td>
<td></td>
<td>.159**</td>
</tr>
<tr>
<td>I. Religiousness</td>
<td></td>
<td></td>
<td>.105</td>
</tr>
<tr>
<td>I. Church Involvement</td>
<td>.029</td>
<td>.076</td>
<td></td>
</tr>
<tr>
<td>I. Political Ideology</td>
<td></td>
<td></td>
<td>-1.18*</td>
</tr>
<tr>
<td>I. Hierarchical culture</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I. Red Tape</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Gender</td>
<td>-.006</td>
<td>.125</td>
<td>.048</td>
</tr>
<tr>
<td>C. Age</td>
<td>-.050</td>
<td>.006</td>
<td>-.014</td>
</tr>
<tr>
<td>C. Ethnicity Sweden</td>
<td>-.063</td>
<td>.206</td>
<td>-.058</td>
</tr>
<tr>
<td>C. Education Level High School</td>
<td>-.067</td>
<td>.185</td>
<td>-.073</td>
</tr>
<tr>
<td>C. Education Level Bachelor</td>
<td>.006</td>
<td>.131</td>
<td>.018</td>
</tr>
<tr>
<td>C. Education Level Other</td>
<td>.082</td>
<td>.186</td>
<td>.072</td>
</tr>
<tr>
<td>C. Job satisfaction</td>
<td>.164***</td>
<td>.050</td>
<td>.054</td>
</tr>
<tr>
<td>C. Tenure</td>
<td>.029</td>
<td>.006</td>
<td>.015</td>
</tr>
<tr>
<td>C. Managerial Position</td>
<td>.229***</td>
<td>.116</td>
<td>.189***</td>
</tr>
<tr>
<td>Constant</td>
<td>4.247***</td>
<td>421</td>
<td>0.172</td>
</tr>
<tr>
<td>F-value</td>
<td>4.741***</td>
<td>7.728***</td>
<td>4.990***</td>
</tr>
<tr>
<td>Adj. $R^2$</td>
<td>.080</td>
<td>.207</td>
<td>.118</td>
</tr>
<tr>
<td>VIF-value, highest</td>
<td>1.483</td>
<td>1.519</td>
<td>1.551</td>
</tr>
</tbody>
</table>

Note: *** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$; † $p < 0.10$

Initially, four different regressions were created where every variable group was tested separately, as illustrated by table 6.8. By variable group, it is meant that control variables, individual factors, socio-historical factors and organizational factors are studied separately. Yet, the control variables are included in every regression model. The first regression model included only the control variables, both demographic and work-related, in order to investigate how they affect PSM, which is the dependent variable of this study. The regression model consisting only of control variables is significant as indicated by the F-value. Moreover, the adjusted $R^2 = .080$, meaning that the control variables are
explaining approximately 8% of the variation in the dependent variable PSM. Additionally, the highest VIF-value is 1.483, indicating that there is no multicollinearity between the studied control variables. As illustrated by the standardized beta value (Std. B), variables like gender, age, ethnicity, education level and tenure do not significantly affect PSM. However, job satisfaction and managerial position are positively related to PSM.

The second regression model presented in table 6.8 included all studied individual factors along with all control variables. The model is significant and the variables included explain 20.7% of variation in PSM as illustrated by adjusted $R^2$. The low VIF-value of 1.519 indicates no observable multicollinearity between different independent/control variables. The standardized beta shows that there is an identified correlation between extraversion, emotional stability, conscientiousness (planning) and PSM which is a different result than provided by the correlation matrix earlier. One possible reason can be that it is PSM that affects those factors and not the other way around as hypothesized. Furthermore, openness showed to have a positive impact on PSM and conscientiousness (perseverance) is showing a tendency to positively affect PSM. Lastly, the agreeableness is strongly and positively correlated with PSM. However, the constant of this regression model is close to zero, suggesting that some of the independent variables are measuring the same thing as the dependent variable and further tests are required which are presented further.

The third regression model presented by the table 6.8, is concerning the socio-historical factors and all control variables. The model is significant and does not show any signs of multicollinearity between independent/control variables since the highest recorded VIF-value is 1.551. Moreover, the independent and control variables included are explaining 11.8% of the variation in the dependent variable PSM. The standardized beta value for the independent variables regarding socio-historical factors shows that parental socialization and religiousness is positively correlated with PSM. Church involvement on the other hand, does not show any correlation. Finally, the political ideology is showing a negative correlation suggesting that respondents who identified their political beliefs are left-wing have in generally higher level of PSM.

The fourth and last regression model illustrated by table 6.8 presents the variables that represent organizational structure together with all control variables. The model is
significant and does not show any signs of multicollinearity between independent/control variables since the highest recorded VIF-value is 1.493. The independent and control variables are explaining 8.4% of the variation in the dependent variable PSM according to the adjusted $R^2$. As it can be observed by the standardized beta value, neither the hierarchical culture nor red tape are expected to affect PSM.

Table 6.9 illustrates three additional regression models which were used to further explore the relationships between studied variables and finally test the study’s hypotheses. The fifth model included all independent variables that showed at least a tendency of correlation in previous regression models. Additionally, hierarchical culture was included. Although it did not show any correlation in the previous regression, a positive correlation was identified in the Spearman’s correlation matrix. Since hierarchical culture is variable that is included in the study’s hypotheses, it was decided to test it further in another regression model. Regarding control variables, only tenure was removed since according to Spearman’s correlation matrix, it was closely correlated with age which was kept as a control variable.

Table 6.9. Multiple linear regression for hypothesis testing

<table>
<thead>
<tr>
<th>Variable</th>
<th>Model 5</th>
<th>Model 6</th>
<th>Model 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Openness</td>
<td>.164**</td>
<td>.054</td>
<td>.251***</td>
</tr>
<tr>
<td>I. Conscientiousness (perseverance)</td>
<td>.113*</td>
<td>.038</td>
<td>.120**</td>
</tr>
<tr>
<td>I. Agreeableness</td>
<td>.233***</td>
<td>.089</td>
<td></td>
</tr>
<tr>
<td>I. Parental Socialization</td>
<td>.084†</td>
<td>.050</td>
<td>.115*</td>
</tr>
<tr>
<td>I. Religiousness</td>
<td>.130**</td>
<td>.034</td>
<td>.120*</td>
</tr>
<tr>
<td>I. Political Ideology</td>
<td>-.112*</td>
<td>.031</td>
<td>-.120*</td>
</tr>
<tr>
<td>I. Hierarchical culture</td>
<td>.045</td>
<td>.039</td>
<td>.061</td>
</tr>
<tr>
<td>C. Gender</td>
<td>.060</td>
<td>.116</td>
<td>.060</td>
</tr>
<tr>
<td>C. Age</td>
<td>.001</td>
<td>.005</td>
<td>-.002</td>
</tr>
<tr>
<td>C. Ethnicity Sweden</td>
<td>-.061</td>
<td>.191</td>
<td>-.060</td>
</tr>
<tr>
<td>C. Education Level High School</td>
<td>-.046</td>
<td>.172</td>
<td>-.035</td>
</tr>
<tr>
<td>C. Education Level Bachelor</td>
<td>.022</td>
<td>.121</td>
<td>.012</td>
</tr>
<tr>
<td>C. Education Level Other</td>
<td>.058</td>
<td>.170</td>
<td>.060</td>
</tr>
<tr>
<td>C. Job satisfaction</td>
<td>.044</td>
<td>.049</td>
<td>.093†</td>
</tr>
<tr>
<td>C. Managerial Position</td>
<td>.213***</td>
<td>.107</td>
<td>.214***</td>
</tr>
<tr>
<td>Constant</td>
<td>0.181</td>
<td>.650</td>
<td>1.840***</td>
</tr>
<tr>
<td>F-value</td>
<td>8.888***</td>
<td>7.571***</td>
<td>8.016***</td>
</tr>
<tr>
<td>Adj. $R^2$</td>
<td>.234</td>
<td>.192</td>
<td>.191</td>
</tr>
<tr>
<td>VIF-value, highest</td>
<td>1.515</td>
<td>1.512</td>
<td>1.512</td>
</tr>
</tbody>
</table>

Note: *** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$; † $p < 0.10$

The model 5, as illustrated by table 6.9, is significant and the low VIF value of 1.515 does not indicate any multicollinearity between independent/control variables. Moreover, the adjusted $R^2$ indicated that the independent/control variables explain 23.4% of variation in the dependent variable. The standardized beta showed that openness, conscientiousness
(perseverance) and agreeableness were all significant and positively correlated with PSM. Moreover, parental socialization showed a weak positive correlation with PSM whereas religiousness showed a stronger positive correlation. Political ideology showed a significant, negative correlation with PSM. Nevertheless, the constant of this model was only 0.181 suggesting that if the independent/control variables are close to zero the dependent variable will also be close to zero (Pallant, 2016). This raised concerns whether a measurement of some independent/control variable is too similar to the dependent variable PSM. Agreeableness showed the strongest correlation with PSM as presented both in regression and Spearman’s correlation matrix. Therefore, it was suspected that measurements of agreeableness and PSM are too similar. Moreover, Ashton et al. (1998) and John and Srivastava (1999) stated that agreeableness is closely related to altruism. Researchers who studied PSM have expressed similarity between the concept of altruism and PSM (Perry & Hondeghem, 2008b; Steijn, 2008). Furthermore, Steijn (2008) has classified PSM as a form of altruistic motivation. Consequently, agreeableness was removed from further regression models in order to avoid eventual biases in the results and therefore the effects of agreeableness on PSM remain unclear.

The sixth model included the same variables as model 5, except agreeableness. The model constant value became once again significant and adjusted $R^2$ indicated that the variables included explain 19.2% of variation of PSM. It could be observed that openness conscientiousness (perseverance), parental socialization and religiousness have a positive impact on PSM, whereas political ideology was negatively correlated with PSM suggesting that respondents who identified their political beliefs as more left-winged had a higher level of PSM. Regarding hierarchical culture, no significant impact on PSM could be identified.

The seventh and final regression model includes the same variables as the sixth model with the exception of hierarchical culture which turned out to not show any significant correlation with PSM. The final regression model which is used to test this study’s hypotheses is significant and explains 19.1% of the variance in the dependent variable PSM according to the adjusted $R^2$ value. No signs of multicollinearity were identified due to a low VIF value of 1.512. The standardized beta, similarly to model 6, demonstrated that openness, conscientiousness (perseverance), parental socialization and religiousness have a positive impact on PSM whereas political ideology is negatively correlated with PSM. Additionally, the final regression model show that control variables job satisfaction
and managerial position have a positive correlation with PSM suggesting that respondents that were satisfied with their current job at the municipality and respondents currently occupying managerial position have a higher level of PSM in general. No predictions could be made on gender, age, ethnicity and education level.

6.4. Summary of the findings

The previous sections of analysis chapter contained descriptive statistics, Spearman’s correlation matrix and multiple linear regression. It provided information necessary to test studied hypotheses which are outlined in the table 6.10 presented below. When evaluating the hypotheses, the significance level of $p < 0.05$ was taking into consideration. According to Pallant (2016), such significance level is generally acceptable.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Content</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Higher levels of an individual’s extraversion is positively correlated with PSM.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H2</td>
<td>More emotional stable individuals are expected to have a higher PSM.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H3</td>
<td>Individuals characterized by higher levels of openness are expected to have more PSM.</td>
<td>Supported</td>
</tr>
<tr>
<td>H4</td>
<td>Higher levels of an individual’s conscientiousness is positively related to PSM.</td>
<td>Partially supported</td>
</tr>
<tr>
<td>H5</td>
<td>Higher levels of an individual’s agreeableness is positively related to PSM.</td>
<td>Neither supported nor rejected</td>
</tr>
<tr>
<td>H6</td>
<td>Positive parental socialization is positively related with PSM.</td>
<td>Supported</td>
</tr>
<tr>
<td>H7</td>
<td>Individuals who see themselves as religious are expected to show higher levels of PSM.</td>
<td>Partially supported</td>
</tr>
<tr>
<td>H8</td>
<td>Individuals who are more politically liberal oriented (left-winged) are associated with higher levels of PSM.</td>
<td>Supported</td>
</tr>
<tr>
<td>H9</td>
<td>More hierarchical culture within an organization is associated with lower levels of PSM.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H10</td>
<td>Higher perceived red tape is associated with lower levels of PSM.</td>
<td>Rejected</td>
</tr>
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</table>

**H1 Extraversion:** Although showing a positive correlation with PSM in Spearman’s correlation matrix, the variable extraversion did not show any correlation with PSM in the regression model. Therefore, the hypothesis regarding extraversion cannot be supported.

**H2 Emotional stability:** Similarly, to previously mentioned extraversion, the emotional stability was positively correlated with PSM in Spearman’s correlation matrix but did not show any significant correlation in the regression model. Therefore, it is not possible to find support for this hypothesis.
H3 Openness: Openness was strongly and positively correlated with PSM both in the correlation matrix and in the regression model suggesting its positive impact on PSM. Therefore, this hypothesis is supported.

H4 Conscientiousness: This study measured conscientiousness by stating two different variables, perseverance and planning, due to a Cronbach’s alpha test which did not show enough reliability of the combined measure. Although both perseverance and planning showed positive correlation with PSM, only perseverance was significantly and positively correlated with PSM in regression models whereas planning did not show any correlation. Therefore, the hypothesis regarding conscientiousness could not be fully supported. Nevertheless, a positive impact of an individual’s perseverance on PSM can be identified based on the results provided by this study.

H5 Agreeableness: Although showing a strong positive correlation with PSM in both Spearman’s correlation matrix and in regression models, no predictions about the effects of agreeableness on PSM could be made. Due to a low constant value in the regression models which included agreeableness, it was suspected that measurement of agreeableness is too similar to the measurement of PSM which could bias the entire model. Therefore, the agreeableness had to be excluded from further regressions and its effects on PSM remain unclear.

H6 Parental socialization: Proved to be positively and significantly correlated with PSM both in the Spearman’s correlation matrix and regression models. Therefore, it is possible to support the hypothesis.

H7 Religious socialization: The earlier conducted Cronbach’s alpha test showed that a combined measurement of religious socialization is not reliable enough and had to be separated into religiousness and church involvement. The religiousness showed a significant, positive correlation with PSM in Spearman’s correlation matrix and in the final regression model suggesting that respondents who identify themselves as religious have generally higher levels of PSM. However, since the second variable church involvement did not indicate any significant impact on PSM, the stated hypothesis could not be fully supported.

H8 Political ideology: Was negatively correlated with PSM in both Spearman’s correlation matrix and regression models suggesting that respondents who identified their
political ideology as left-wing, which was classified as more liberal and less conservative, showed higher levels of PSM in general. Therefore, the hypothesis can be supported.

**H9 Hierarchical culture:** Although a negative impact of hierarchical culture on PSM was hypothesized, the variable showed positive correlation with PSM as illustrated by Spearman’s correlation matrix. After testing the hierarchical culture with aid of several regression models, no significant correlation could be identified between PSM and hierarchical culture. Therefore, the hypothesis could not be supported.

**H10 Red tape:** No significant correlation between PSM and red tape was observable from neither Spearman’s correlation matrix nor regression. Therefore, the hypothesis regarding red tape could not be supported.

The findings of the study presented in this thesis can be summarized by the figure below:

![Figure 6.1. Post-hoc summarizing model](image-url)
7. Discussion and conclusions

The purpose of this thesis is to explain the relationship between different individual, socio-historical and organizational factors and public service motivation among municipal managers and employees in Sweden. To fulfill this purpose an online survey was sent out to all 290 Swedish municipalities and was directed to the managers of different departments which were not politically elected and employees with primarily administrative functions resulting in a sample of 388 complete responses. Thereafter, a statistical analysis which included descriptive statistics, Spearman’s correlation matrix and multiple linear regression was used to test previously stated hypotheses based on previous research within the field of public administration and employee motivation. The statistical analysis provided some interesting and in some cases unexpected results.

The results regarding individual factors were mixed. Previous research conducted by Jang (2012) found a positive relationship between extraversion and PSM. Based on those results a positive impact of extraversion on PSM was hypothesized in the study presented in this thesis, however it could not be proved. It was stated by Jang (2012) that individuals with higher levels of extraversion are expected to be motivated by sense of power, self-importance, status and social contacts that public and government sector can be presumed to provide. However, as earlier stated by Perry and Hondeghem (2008b), such values are more related to public sector motivation which is a different concept. This can be a possible reason for extraversion not showing any impact on PSM when the relationship was tested in the regression model.

Regarding emotional stability, no impact on PSM could be statistically proven in this study. Previous researchers found that emotional stability is closely related with empathy (Ashton et al., 1998). Moreover, Ashton et al. (1998) suggested that empathy is one dimension of altruism, which in turn is suggested by several researchers to be closely related to PSM (Perry and Hondeghem, 2008b; Steijn, 2008). However, the measurement used for emotional stability in the study presented in this thesis consisted of one question where the respondents were asked to indicate whether they handle stress well which is not necessarily connected with empathy. Consequently, the different results than earlier hypothesized are possibly caused by different measures used in this study in comparison with previous researchers.
A positive impact of openness on PSM was identified in this study. This supports previous research provided by Jang (2012) who studied this relationship among local governments in Taiwan and stated that individuals with higher levels of openness have more deep feeling about their experiences which may affect their public policy making. Additionally, the study presented in this thesis could identify a positive impact of conscientiousness on PSM, yet only partially. The conscientiousness was measured by two dimensions, an individual’s ability to persevere with a job-related task and an individual’s ability to plan and follow thorough their plans. Although the planning dimension was rejected by the regression models, the perseverance dimension of conscientiousness demonstrated a positive impact on PSM. This is presumably due to the measurement regarding perseverance is more connected with a sense of duty and responsibility towards the society that government sector is supposed to serve which Jang (2012) suggested to be a determinant of PSM.

The last individual factor agreeableness showed a strong positive relationship with PSM during the statistical analysis. However, a similarity between the measurements of agreeableness with those measuring PSM were suspected to be too similar due to unusual results in regression models which contained agreeableness. The concept of agreeableness is by some researchers connected to altruism (Ashton et al., 1998; John & Srivastava, 1999). Moreover, Steijn (2008) classified PSM as a form of altruistic motivation and as stated by Perry and Hondheim (2008b), public administration researchers view PSM and altruism as similar concepts. In order to avoid biases in the results of this study, agreeableness as a variable was removed from further statistical analyses. Consequently, no predictions regarding the effects of agreeableness on PSM has been made in this study.

The results concerning variables of socio-historical character were to large extent consistent with earlier stated hypotheses. The research presented in this thesis provided support for a positive impact of parental socialization in Swedish context, which was earlier studied by Perry (1997) within American context. The study presented in this thesis supports earlier statement provided by Perry (1997) who claimed that altruistic values conveyed by the parents to their children together with positive relations between children and parents are a strong predictor of high PSM.
Another important aspect of socialization of individuals is religion (Perry, 1997). It is argued by Perry (1997) that religion is influencing the individuals’ beliefs about their obligations to other people. Moreover, a study comparing levels of PSM between countries showed that countries with strong religious values had relatively high PSM among their public officials (Vandenabeele & Van de Walle, 2008) suggesting a positive impact of religious socialization on PSM. The study presented in this thesis could provide partial support for those statements within the Swedish context. The descriptive statistics of this study showed that religiousness and church involvement which are two dimensions of religious socialization, were low among the sample of Swedish municipal managers and employees. However, the respondents who identified themselves as religious showed in general higher levels of PSM. Thus, the other aspect of religious socialization, namely church involvement did not show any significant impact on PSM. This, however, is consistent with earlier statements of Perry (1997) who found the same results. He argued that it is caused by individuals paying more attention to church activities rather than devote to commitments towards the society (Perry, 1997).

Regarding political ideology, this study supports the an earlier prediction made by Perry (1997) that people who consider themselves as more liberal (less conservative) have in general higher levels of PSM. Since the conservatives in Sweden are usually associated with right-wing parties, a prediction has been made that individuals who identify their political beliefs as left-wing are expected to have higher levels of PSM. The results of the statistical analysis proved this prediction to be accurate within the Swedish context whereas Perry (1997) found such results within American context to be more ambiguous by expressing “the political ideology variable also exhibited a mixed association with the PSM dimensions” (p. 190).

Finally, the factors of organizational character investigated in this study provided some unexpected results. Neither hierarchical culture nor red tape showed any significant, negative impact on PSM as earlier hypothesized. As previously stated by Moynihan and Pandey (2007), culture is a complex concept to study and measure suggesting that the one-question measurement that was finally used for analysis was not enough to draw any certain conclusions. Regarding red tape, no signs of impact on PSM could be identified presumably due to a low mean value of perceived red tape among addressed respondents as earlier presented in the descriptive statistics. Arguably, the negative effects of red tape
earlier found by Moynihan and Pandey (2007) were not perceived as a serious damage for the PSM among the studied sample.

Apart from hypothesized variable, this study identified a positive impact of other factors which were treated as control variables. A positive effect of job satisfaction on PSM was identified suggesting the accuracy of earlier predictions made by Camilleri (2007) who claimed that individuals who have a positive perception of their job characteristics and their organization as a whole have in general higher levels of PSM. Moreover, managerial position was positively correlated with PSM suggesting that individuals who achieve a managerial role within a municipality have generally higher levels of PSM. These results could possibly lead to interesting implications in the future. However, age and length of organizational membership (tenure) which were positively correlated with managerial position did not provide such predictions.

7.1. Theoretical contributions

This dissertation is based upon the theoretical framework of previous researches within the public service motivation. Most of the previous studies about PSM was focused on one aspect and some group of factors and has been conducted in North American context (Steijn, 2008; Vandenabeele & Van de Walle, 2008). This dissertation was the first study that has been carried out into the Swedish public sector to investigate the association between PSM with the different individual, socio-historical and organizational factors. One of the reasons for such large number of variables from three different categories, individual, socio-historical and organization but also a large number of control variables is to provide a broad understanding of how theory of PSM is applicable within the Swedish sector. This can serve as a good basis for future studies examining PSM within the Swedish sector where more emphasis can be putted into one particular variable.

This study added to the research regarding PSM by taking into consideration the individual factors derived from the Five Factor Model which was not, as far as known, frequently investigated in relation to PSM. When searching for relevant literature, only one article written by Jang (2012) was examining the relation between PSM and personality traits derived from the Five Factor Model. A possibly reason for this is that there are thousands of different personality traits (John & Srivastava, 1999). The Five Factor Model is merely an attempt to capture and categorize the most general personality traits (John & Srivastava, 1999). The results regarding socio-historical factors provided
by this study are to large extent consistent with results provided by Perry (1997) suggesting that his research conducted within the American context is applicable even within the Swedish context. Moreover, it didn’t show correlation between organizational factors and PSM. This could stimulate the researchers to pay more attention on the organizational aspect in the future PSM researches.

7.2. Practical contributions

Lindner (1998) emphasize that motivated employees are needed for many reasons in workplaces, this issue was raised by several researches due to the importance of the productive employees in helping any organization to survive. Addressing what motivates employees is a matter of high importance to improve the performance in governmental organizations by incorporate this knowledge into the public sector (Corin et al. 2016). The findings of this study can help the recruiters in the public sector to obtain a better understanding of how the employees become more motivated in order to serve the interest of community more efficiently. If the research regarding the effects of personality traits on PSM moves considerably forward, it will contribute for the recruiters to more easily find potential employees that fit into their desired profile. Additionally, this study showed a positive effect of some control variables such as job satisfaction, this could have a good implication in the public sector in helping managers to have a broader knowledge about the employees’ motivation and keep the employees in a high satisfaction level, and accordingly, determine, recruit, train, and retain a high productive workforce in the public sector bodies (Ritz et al, 2016). Moreover, the findings reveal that individuals that reached managerial positions have a generally higher PSM which can have implication on how effectively manage individuals’ career allowing them to get promoted and reach higher positions.

Even the rejection of some hypotheses could provide some implications for the future. In this context it can be seen in the findings that the higher level of individual’s extraversion and emotional stability has no effect on the PSM, this can has good practical knowledge for the recruiters that the people who are unable to handle the stress or people who are unsociable are not necessary unmotivated for serving the public. Additionally, some factors were supported to have a positive effect on PSM and should be the focus of the recruiter when it comes to hire employees in the public sector. Lastly, a better
understanding of antecedents of PSM which are of organizational character, can prove useful for organizations when shaping their hierarchical culture.

**7.3. Limitations and future research agenda**

The study presented in this master thesis had several identifiable limitations. Firstly, the study is only examining the potential antecedents of PSM but does not study any particular effects of PSM. As previously described in initial sections, PSM can improve motivation, productivity, management practices or accountability of public institutions (Moynihan & Pandey, 2007). However, measuring performance within public institutions like municipalities could be problematic (Alonso & Lewis, 2001). Nevertheless, a study about effects of PSM rather than antecedents could serve as a proper complement to this thesis. Moreover, this study does not compare the difference between motivation between private and public sector. Understanding the difference between motivations among people within different sectors could shed more light on the concept of PSM and how it is unique.

Although this study aims to investigate the relationships between different antecedents of PSM, it does not provide any information whether PSM among Swedish public managers and employees is high in relation to other countries and the studied ethnicity which was included as a control variable did not provide any source of predictive value. Moreover, only one dimension of PSM, commitment to public interest. It is possible that the results could have been different when compared to other dimensions of PSM or when more dimensions would have been included. Therefore, it is advised for future researchers to include other dimensions of PSM into their studies.

When conducting the study, agreeableness which was positively and strongly correlated with PSM due to the risk that the measurement of it was too similar to the measurements of PSM. The exclusion of agreeableness was motivated by the risk of biasing the studied model. However, this study could not provide any evidence that agreeableness does not affect PSM. Therefore, the effects of agreeableness on PSM could be examined by future researchers. Moreover, as mentioned in previous sections, the generalizability of the study is limited due to a small sample in comparison to the total population. Earlier studies that examined PSM have targeted different many different respondents ranging from politicians onto public administration students (Perry, 1996; Perry, 1997; Alonso & Lewis, 2001; Corin et al., 2016). Therefore, a high uncertainty occurred regarding sample
selection. Future researchers could address other samples and other groups of people active within public sector which possibly can increase the generalizability of the study.
References


Appendix 1: Survey questions in English

Demographic questions

- I am:
  1. Male 2. Female
- In what year were you born? (Enter 4-digit birth year; for example, 1976)
- Which highest level of education do you have?
- What field did you study?
- Which municipality do you work for?
- How many years have you worked for this municipality?
- What is your current department/position?
- What is your native language?

Questions about Public Service Motivation (4 items)

Please indicate to which extent you agree/disagree with the following statements (1=strongly disagree and 7=strongly agree).

Commitment to the public interest (4 items):

- I unselfishly contribute to my community.
- Public service that makes difference for others is important to me.
- I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.
- I consider public service my civic duty.

Questions about individual factors (15 items)

Please indicate to which extent the following statements apply to you as an individual (1=strongly disagree and 7=strongly agree).

Extraversion (3 items):

- I am talkative.
- I am full of energy.
- I am outgoing and sociable.
Emotional stability (3 items):

- I can handle stress well.
- I worry a lot (reversed).
- I do not get easily upset.

Openness (3 items):

- I am original and come up with new ideas.
- I am curious about many different things.
- I prefer work that is routine (reversed).

Conscientiousness (3 items):

- I am a reliable worker.
- I persevere until the job is finished.
- I make plans and follow through with them.

Agreeableness (3 items):

- I am helpful and unselfish with others.
- I usually wish the best for others.
- I like to cooperate with others.

Questions about socio-historical factors (11 items)

Please indicate to which extent the following statements apply to you as an individual (1=strongly disagree and 7=strongly agree)

Religious socialization (2 items):

- I consider myself as a religious person.
- I participate in religious activities.

Parental socialization (8 items):

- My parents frequently donated money to charitable causes.
- My parents actively participated in volunteer organizations (such as the Red Cross, etc.).
- In my family, we always helped one another.
- My parents frequently discussed moral values with me.
In high school, I have frequently that my parents were angry at me (reversed).
During my high school years, I frequently felt angry with my parents (reversed).
During my high-school, I frequently shared my true thoughts and feelings with my parents.
My parents frequently showed an interest in and/or work with me on my projects (school and non-school projects).

**Political beliefs (1 item):**

Can you please place your political beliefs on a political ideology scale where 1 = left-wing, 7 = right-wing.

**Questions about organizational factors (4 items)**

Please indicate to which extent the following statements apply to the municipality you work for (1=strongly disagree and 7=strongly agree).

**Hierarchical culture (2 items):**

- My municipality is a very formalized and structured workplace.
- Bureaucratic procedures generally govern what people do in the municipality I work for.

**Red tape (1 item):**

- The administrative rules and procedures in the municipality I work for are burdensome and have negative effects on the municipality’s performance.

**Job satisfaction (1 item):**

- Please indicate to which extent you are satisfied with your current job at the municipality (1. Not satisfied at all, 7. Very satisfied).
Appendix 2: Survey questions in Swedish

Demografiska frågor

- Jag är:
  1. Man
  2. Kvinna
- Vilket år är du född? (Ange ett fyrsiffrigt födelseår, till exempel 1976)
- Vilken är den högsta utbildningsnivån du har nått?
  1. Gymnasieexamen
  2. Kandidatexamen
  3. Magister/Masterexamen
  4. Annat
- Vilket ämnesområde/program har du studerat?
- Vilken kommun jobbar du för?
- Hur många år har du jobbat för din kommun?
- Vilken är din enhet/position?
- Vad är ditt modersmål?

Frågor om Public Service Motivation (4 objekt)

Ange hur du förhåller dig till följande påståenden (1=Håller inte alls med, 7=Håller med fullständigt).

Engagemantg till offentliga intressen (4 objekt):

- Jag bidrar osjälviskt till mitt samhälle.
- Att göra skillnad för andra är det viktigaste med mitt jobb.
- Jag skulle hellre göra det som krävs för samhällets bästa, även om det skadar mina egna intressen.
- Att jobba för samhällets bästa är min plikt.

Frågor om de individuella faktorerna (15 objekt)

Ange till vilken grad följande påståenden stämmer om din personlighet (1=Stämmer inte alls, 7=Stämmer helt).

Extraversion (3 objekt):

- Jag är pratsam.
- Jag är full av energi.
- Jag är social och utåtriktad.
Emotionell stabilitet (3 objekt):

- Jag är bra på att hantera stress.
- Jag oroar mig mycket (omvänd).
- Jag är inte lättirriterad.

Öppenhet (3 objekt):

- Jag är kreativ och kommer fram med nya idéer.
- Jag är nyfiken på många olika saker.
- Jag gillar ett rutinmässigt arbete (omvänd).

Samvetsgrannhet (3 objekt):

- Jag är pålitlig i mitt arbete.
- Jag gillar inte att lämna saker till ett annat tillfälle utan kämpar på tills jag är klar med en arbetsuppgift.
- Jag är bra på att planera och följer upp mina planer.

Behag (3 objekt):

- Jag är hjälpsam och osjälvisk mot andra.
- Jag vill andra människor väl.
- Jag gillar att samarbeta med andra.

Frågor om de socio-historiska faktorerna

Ange hur du förhåller dig till följande påståenden (1=Stämmer inte alls, 7=Stämmer helt).

Religiös socialisering (2 objekt):

- Jag ser mig själv som en troende och religiös person.
- Jag deltar regelbundet i religiösa aktiviteter såsom gudstjänster.

Socialisering med föräldrar (8 objekt):

- Mina föräldrar har ofta donerat pengar till välgörenhet.
- Mina föräldrar har varit engagerade inom välgörenhetsorganisationer t.ex. Röda Korset.
- I min familj har vi alltid stöttat varandra.
- Mina föräldrar har ofta diskuterat etiska värderingar med mig.
Under tonåren har jag ofta känt att mina föräldrar är arga på mig (omvänd).
Under tonåren har jag ofta varit arg på mina föräldrar (omvänd).
Under tonåren har jag vågat uttrycka mina tankar och känslor framför mina föräldrar.
Mina föräldrar har ofta visat intresse/hjälpt till med mina projekt och aktiviteter såsom skolarbeten eller hobby.

**Politiska åsikter (1 objekt):**

- Placera dina politiska åsikter på en politisk ideologiskala där 1=vänster, 7=höger.

**Frågor om de organisatoriska faktorerna (4 objekt)**

Ange hur väl följande påståenden stämmer på kommunen som du jobbar på (1=Stämmer inte alls, 7=Stämmer helt).

**Hierarkisk kultur (2 objekt):**

- Min kommun är en väldigt formell och strukturerad arbetsplats.
- Byråkratiska procedurer bestämmer vad som ska göras i kommunen jag jobbar för.

**Red tape (1 objekt):**

- De administrativa reglerna och procedurerna som gäller i kommunen jag jobbar för känns betungande och har en negativ påverkan på hur effektivt jag jobbar.

**Arbetstillfredsställelse (1 objekt):**

- Jag är trivs överlag på mitt arbete inom kommunen.