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Master's Thesis of Public Administration

**The Impact of Public Service Motivation on
Employees' Job Satisfaction in the Union Civil
Service Board of Myanmar**

미얀마 연방인사위원회 공무원의 직무
만족도에 미치는 공공봉사동기의 영향

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Abstract

The Impact of Public Service Motivation on Employees’ Job Satisfaction in the Union Civil Service Board of Myanmar

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Civil servants are the keystone of any government agency taking the critical role of implementation and realization of the goals of government. It is, therefore, vital function for government agencies to recruit and retain employees with higher public service motivation so that they would achieve job satisfaction which incredibly impacts organizational performance. Many previous academic researchers discovered that public service motivation is positively associated with employees’ job satisfaction across the world. However, many academic studies on public service motivation suggested that values of public service motivation may differ according to different regions. This research, therefore, intended to investigate the impact of public service motivation on employees’ job satisfaction in the context of Myanmar civil service.

This study was a cross-sectional, non-experimental and quantitative survey research. This study surveyed the sample of 152 middle level and lower rank civil servants in the Union Civil Service Board (UCSB) of Myanmar by using simple random sampling from the population of 250 civil servants. The

perception of civil employees on public service motivation and job satisfaction was collected through a single survey made by combining revised public service motivation questionnaire (Kim et al., 2012) and job satisfaction survey (Spector, 1985). Data was analyzed using statistical procedures of descriptive analysis, t-test, correlation and regression analysis in SAS software.

The major finding of this study was that the existing public service motivation theory was observed in the survey data of this study and public service motivation has positive impact on employees' job satisfaction in the Union Civil Service Board of Myanmar. In addition, employees with higher rank was found to be positively associated with public service motivation among other demographic variables. Moreover, this study also found out the influence of dimensions of public service motivation and employees' demographic variables on job satisfaction. The results indicated that "attraction to public service (APS)" dimension of public service motivation was the best predictor of employees' job satisfaction and employees with higher level education had significantly negative effect on job satisfaction.

The policy implication drawing from the findings is that public service motivation can be specifically embodied in the stages of civil service exam such as screening test and personal interview in the objectives of recruiting the right person in the right job position and in order of achieving job commitment with the public interest. In addition, the UCSB can promote the civil service training courses conducted by the Central Institutes of Civil Service with respect to the theory of public service motivation to strengthen civil servants' attitudes towards on the values of public service professions.

The UCSB could promote the sense of public service motivation in the civil service hiring process by providing applicants with the detailed information of realistic job designs and goals of the organization to better understand the nature of the civil service professions as well as to meet employees' expectations. As rational motive was found to be the dominant category of public service motivation on employees' job satisfaction, the UCSB could foster opportunities for its civil employees to participate in the public programs which permit them to contribute to the society through their interest.

Further research would be interesting to conduct both qualitative as well as quantitative approach by adopting the relationship between different dimensions of public service motivation and job satisfaction mediated by person-organization fit theory in order to contribute more to the human resource development processes of Myanmar civil service system.

Keywords: public service motivation, job satisfaction, Union Civil Service Board of Myanmar

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Chapter 1: Introduction

1.1. Background of the study

The role of public employees is crucial to strengthen trust between government and citizen because they are imperative in implementing and realizing the goals of government policies. In this respect, it is vital ground for public organizations to recruit and retain employees with higher level of public service motivation so that they may focus on public benefit than self interest when they are providing government services to people. Perry and Wise (1990) conceptualized public service motivation as “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations” (p.368).

Organizations accompanied by the employees with higher level of job satisfaction would have prospect to be more successful. Many scholars approved that employees’ job satisfaction emerge from individual’s desire to contribute to the society through their job so it positively associates with the concept of public service motivation (Naff and Crum, 1999; Norris, 2003; Kim, 2005; Steijn 2006). Understanding the relationship between public service motivation and job satisfaction is critical for public sector management because this relationship can significantly contribute to organizations in the public sector (Kjeldsen and Hansen, 2016).

Many scholars investigated the effects of public service motivation on employees’ job satisfaction mostly in western countries. Later it disseminated to public administration scholars in Asia like Korea, China and Indonesia. Brewer and Selden (1998) found that the U.S Federal whistle blowers reported high levels of job satisfaction. Naff and Crum (1999) observed that significant relationship between public service motivation and federal employees’ job satisfaction. Norris (2003) examined that public employees are satisfied with

their job when they contribute to benefits of the public. Kim (2005) also found a significant correlation between public service motivation and job satisfaction in public sector of Korea. Steijn (2006) also investigated the significant relationship between public service motivation and job satisfaction in the Netherlands civil service.

Taylor (2007) enumerated that commitment to public interest (CPV) had more influence on job satisfaction than self sacrifice (SS), attraction to public service (APS) and compassion (COM) in Australian public service. In contrast with Taylor's (2007) study, Liu et al. (2008) mentioned that both self sacrifice (SS) and attraction to public service (APS) had impact on job satisfaction in Chinese civil service. Additionally, Yanti (2012) also supported the findings of Liu et al. (2008) and she described that attraction to public service (APS) and self sacrifice (SS) had strong influence on job satisfaction in Indonesian public service.

Norris (2003)'s suggested that measurement of public service motivation may differ because values of public service motivation seem to vary based on different regions. Vandenabeele and Van (2008) asserted that dimensions of public service motivation can be regarded as the vital importance in various countries with respect to their different perspectives when looking at many international studies on public service values. It is because the influence of each dimension of public service motivation varies depending on the different regions across the world.

These above mentioned studies inspired this study to explore the impact of public service motivation on the employees' job satisfaction in the Union Civil Service Board (UCSB) of Myanmar. The mandate of the UCSB is to perform on recruitment, selection, training and promotion of civil service personnel and take on the prescription and regulation of civil service personnel law and rules. In addition, the UCSB has been currently taking the main role in civil service

reform of Myanmar under the directives of new Myanmar civil government. Norris (2003) espoused an idea regarding with civil service reform which functions as employing the right people in job motivating and providing incentives to them for their effective performance in realizing the organizational goals.

In most Asian countries, the public service entrance exams select the applicants based on their knowledge, ability and skills rather than their higher motivation in public service unlike western countries. Drawing on person-organization fit theory, “recruiting individuals who are not only task qualified but who hold values consistent with the organization’s missions is important” (Ireland Institute of Public Administration, 2013, p. 7). The public employees in developing countries may practically encounter various challenges such as poor pay and compensation and centralized hierarchical culture, and in-transparent promotion system, etc., so they can easily turnover or violate the civil service ethical conducts unless their attitude towards public service career is rooted in public interest than self.

This study, therefore, intended to provide applicability and generalizability implications of public service motivation literature in Myanmar civil service context. Norris (2003) noted that to upgrade the effectiveness and efficiency of the public sector organizations depends on the ability of governments in recruiting, retaining and rewarding higher motivated employees who are committed to realizing the organization goals, so this study also aimed to contribute to human resource management practices of the UCSB with respect to the perspectives of public service motivation theory.

1.2. Statement of the problem

This study focused on the lack of practical literature on public service motivation in the Union Civil Service Board of Myanmar. Myanmar is a

developing country and it has been implementing civil service reform to change old public administration into new public management under the directives of new democratic government (Civil Service Reform Strategic Action Plan for Myanmar, 2017-2020). Therefore, the situation of Myanmar may vary from other countries which already have public service motivation literature.

The measurement of public service motivation changes from one place to another since diversified standards and principles reflected to public service motivation (Wright, 2007, 2008). Perry (1997) identified that the impact of religious, parental and educational socialization notably influenced on each dimension of public service motivation.

Raadschelders (2003) observed that the nature of public values can be seen in different countries yet some dimensions of public service motivation are more influential in some places than other places. Taylor (2007) mentioned that commitment to public values dimension has a greater impact on job satisfaction of Australian public employee. Liu et al. (2008) of China also observed that self-sacrifice dimension remarkably dominated employee's job satisfaction. Although many scholars studied the relationship between public service motivation and job satisfaction (e.g. Kim, 2005; Naff & Crum, 1999; Rainey, 1982), there is little systematic research which explored the relationship between various dimensions of public service motivation and work-related factors (Taylor, 2007).

In this respect, this study investigated the relationship between public service motivation and employee's job satisfaction in the Union Civil Service Board of Myanmar. Consequently, this study will identify which dimension of public service motivation has the greatest impact on employees' job satisfaction in the UCSB of Myanmar.

1.3. Purpose of the study

The first purpose of this study was to test existing public service motivation theory in the Union Civil Service Board of Myanmar. In doing so, 20-items of PSM measure developed by Kim et al.'s (2012) which was based on Perry (1996)'s concepts and argued to provide the international measurement of PSM was employed in this study.

The second purpose of this study was to examine the relationship between public service motivation and job satisfaction in the Union Civil Service Board of Myanmar. It was sought to show the evidence that public service motivation has the effect on job satisfaction in the Union Civil Service Board of Myanmar. In this respect public service motivation was independent variable whereas job satisfaction was dependent variable.

1.4. Significance of the study

Firstly, this study contributed to public service motivation theory. The findings of the study proved adopting the public service motivation theory in Myanmar context. Secondly, as this study was the first public service motivation research for the Union Civil Service Board of Myanmar so, it is useful to make argument and foundation for future Myanmar public service motivation studies.

Thirdly, the practical application of this study supported to civil service reform and employee recruitment, selection, training and administering the Civil Service Personnel Law, Rules and Code of Conduct of Myanmar Civil Service which are core functions of the Union Civil Service Board of Myanmar with respects to the concept of public service motivation. Next, the findings of this study contributed to making human resource management and development policy for the Union Civil Service Board of Myanmar with the purpose of motivating public employees if there is positive relationship

between public service motivation and job satisfaction. Finally, this research provided one more literature in the field of public administration with regards to public service motivation and this research is useful for the researchers who would like to develop the similar research topic in developing country like Myanmar.

1.5. Definition of terms

Public service motivation (PSM) is defined as an individual's tendency to respond to the motivating forces embedded solely in public organizations (Perry and Wise, 1990). Four dimensions of public service motivations are as follows:

Attraction to public service (APS) means that employees could be attracted to policy making as the way of making the best utilization in need of authority and self-esteem or to support a special motivation that would give personal advantage (Perry, 1996). Kelman (1987) stated that a rational motive which allows making someone become involved in public service is the opportunity to participate in the formulation of public policy.

Commitment to public values (CPV) is one of normative motives which can be defined as "desire to serve the public interest that is essentially altruistic even when the public interest is convinced as an individual's opinion" (Downs, 1967).

Compassion (COM) can be defined as "patriotism of benevolence" (Frederickson and Hart, 1985). Patriotism of benevolence means "an extensive love all people within our political boundaries and the imperative that they must be protected in all of the basic rights granted to them by the enabling documents" (Frederickson and Hart, 1985, p. 549).

Self-sacrifice (SS) is "the willingness to substitute service to others for tangible personal rewards" (Perry, 1996).

Job satisfaction (JS) refers to “a pleasurable or positive emotional state, resulting from the appraisal of one’s job or job experiences” (Locke 1976, p. 1304).

Chapter 2: Literature Review

This chapter presented the theoretical and practical review of public service motivation and job satisfaction with respect to the concepts and measurement of public service motivation and job satisfaction applied in this study. Variables which could influence on both predictor variable and criterion variable were discussed based on previous literatures. The background of the Union Civil Service Board was illustrated in this chapter with reference to Myanmar civil service code of conducts (2004), civil service personnel law (2013) and by-laws (2014) and derived from the official website of the Union Civil Service Board with translation from Myanmar into English language.

2.1. Public service motivation (PSM)

The first fundamental concept of public service motivation was developed as altruism and willingness to contribute to the society and public employees' value more on these kinds of intrinsic motivation and value less on extrinsic monetary rewards than private workers (Rainey, 1982). A more comprehensive and theory-based conceptualization of public service motivation (PSM) was derived from the definition of Perry and Wise (1990), "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations" (p.368). Based on this definition, many scholars tried to improve this it so as to be more comprehensive with a wide scope of public service motivation. Depending on the Perry and Wise's (1990) definition, Brewer and Selden (1998) espoused the idea of individual's predisposition as "the motivational force that includes individuals to perform meaningful public service" (p.417).

"Public service motivation can be defined as a general motivation to serve the interests of a community of people, a state, a nation, or humankind" (Rainey and Steinbauer 1999, 23). Depending on the articulations of public service

motivation, Vandenberg and Van (2008) noted various perspectives upon definitions of public service motivation as public organization character by Perry and Wise (1990), selflessness in Brewer and Selden (1998)'s study and public service ethic context in the definition of PSM by Rainey and Steinbauer (1999).

Wise (2000) also illustrated altruistic motives as the core of PSM, giving the meaning as "individuals may have such strong needs to perform acts of public service and to contribute to the advancement of the quality of life in society that they may choose a career of public service" (p. 343). Vandenberg (2007) gave the widest range of PSM's definition as "the beliefs, values and attitudes that go beyond self-interest or organizational interest, that concern the interest of a broader political entity and that motivate individuals to act accordingly whenever appropriate" (p. 547).

Perry and Hondeghem (2008) defined public service motivation as "an individual's orientation to delivering services to people with a purpose to do good for others and society" (p.vii). "Studies operationalized public service motivation as work-related values or reward preference such as the employees' desire to help others, benefit society, or engage in meaningful public service" (Wright and Pandey 2008, p. 503-4). Many literatures indicated that public sector employees stress on intrinsic motivation through contributing to society and to public benefit than extrinsic motivation drawing from recognition with money. Government professions allow individuals with higher public service motivation to better fulfill their public service motivations (Crewson, 1997; Perry and Wise, 1990; Wise, 2000).

Perry and Wise (1990) set up public service motivation with three theoretical bases: rational, normative or affective in order to identify four core dimensions of public service motivation: attraction to public policy making, commitment to public value, compassion and self-sacrifice. These three kinds

of rational, norm-based and affective motives are connected with public service than private employment (Perry and Wise 1990). Perry (1996) recommended that dimensions of public service motivation are different from each other with various aspects and each dimension develops a diverse and certain notable category of public service motivation.

First, rational motive is rooted on the self-interest when an individual is committed to participate in public policy making or to show a special interest advocacy because his/her interest is correlated with public. Perry and Wise (1990) asserted that passion to pertain for in policy-making fulfills personal needs while serving social interests. In addition, Kelman (1987) described that government staff are drawn to the formulation of good public policy. The rational motive can, therefore, be regarded as self-importance and maximization of individual utility.

Norm-based motives involve altruistic desires to serve the public interest and are based on responsibility and loyalty to the government and social equity which improve welfare of people who lack political and economic resources (Perry and Wise, 1990). This motive has already been embedded in the public service and it refers to the individual's belief that he or she is responsible and accountable for the good of society where they live (Perry and Wise, 1990).

Affective motive refers to individuals' interest in public programs in the sense of commitment to the benefits of the society and the state. Although some public employees may be motivated by personal identification with a public program, commitment to a program may also derive from sincere convictions about social important (Perry and Wise, 1990). Frederickson and Hart (1985) stated that core motive for civil servants is the patriotism of benevolence. This affective motive is related to the feelings of altruism and benevolence which represent how public employees care about the public interest than they care about themselves. The above-mentioned norm-based motive is similar with

affective motive but norm-based motive is a strong feeling as obligation to serve the government and citizens.

2.1.1. Measurement of PSM

Perry (1996) constructed public service motivation measurement. Firstly, he designed four surveys with respect to six dimensions of PSM: attraction to public policy making, commitment to the public interest, civic duty, social justice, compassion and self-sacrifice. Drawing from these survey results from 376 respondents in the public sector, Perry (1996) recognized four aspects of public service motivation: attraction to public policy making, commitment to the public interest or civic duty, compassion and self-sacrifice. Perry's (1996) study resulted in the establishment of 24 items measurement for each aspect of PSM.

Many researchers applied Perry's (1996) measurement of PSM and approved that this 24 items measurement had limitations (Castaing, 2006; DeHart-Davis et al., 2006; Moynihan and Pandey, 2007a; Moynihan and Pandey, 2007b; Vandenabeele, 2008; Wright and Pandey 2008). Such kinds of limitation lead to determine generalization based on previous research findings and dimensions of PSM require to be improved and remedied so as to be better define and interpret the situation of the public service internationally (Kim and Vandenabeele, 2010).

Attraction to public policy making dimension should emphasize on attitude towards public sector work, participation in the public policy formulation and activities for the benefits of society as well as items with more face validity should be added as indicators for this dimension (Kim, 2009a; Taylor, 2007). Coursey and Pandey (2007) suggested that the items in this dimension may generate disappointments upon politicians than the attitudes towards public

policy making so it is ill-fitting for measuring individual's interest in policy making.

Similarly, dimension of commitment to public interest or civic duty require to be updated as commitment to public values (Kim and Vandenberg, 2010). This dimension should pay attention to individual's instinct and attitude on public values (Castaing, 2006; Taylor, 2007; Wright and Pandey, 2008). This public value-based items will be the solution for overlapping with self-sacrifice dimension (Kim and Vandenberg, 2010). Vandenberg (2008) suggested that democratic governance is solely related with public values as it is attached with such importance of accountability and equality.

Many previous literatures pointed out that dimension of compassion is weak and it does not represent the distinct nature of affective motive (Moynihan and Pandey, 2007a; Wright, 2008; Liu et al., 2008). Dimension of self-sacrifice is the major component for the public service motivation construct albeit each dimension should independently be involved in the operational dimensions as the features of each dimensions can capture the distinct and remarkable aspect of public service motivation. Perry's (1996) four-dimensional 24 items scale was devised to capture the distinct aspects of PSM which may pertain intrinsic rewards such as public interest, contribution to society and obligation for community service. Kim and Vandenberg (2010) proposed that motives of public service motivation are based on self-sacrifice and fall into three categories – instrumental, value based, and identification motives – and that the dimensions of the PSM construct are refined as attraction to public participation, commitment to public values, compassion and self-sacrifice.

Kim et al. (2012) built the revised four-dimensional measurement of public service motivation conducting studies in 12 countries containing Australia, Belgium, China, Denmark, France, Italy, Korea, Lithuania, the Netherlands, Switzerland, the U.K and the USA and used data from a sample of 2,868 local

government staff in these countries. Drawing on Kim and Vandenabeele (2010) proposed motives: the new dimension was devised as attraction to public service (APS), commitment to public values (CPV), compassion (COM) and self-sacrifice (SS) with 20 items. They recommended it for better use of international research to reduce variation of operational measures and improve dynamic aspects Kim et al. (2012).

2.2. Job satisfaction

Many previous scholars focused on job satisfaction in past several decades ago. Job satisfaction is regarded “a pleasurable or positive emotional state resulting from the evaluation or appraisal of one’s job or job experience” (Locke, 1976, p. 1304). Job satisfaction also represents the results of “the appraisal of one’s job as attaining or allowing the attainment of one’s important values, providing these values are congruent with or help to fulfill one’s basic needs” (Locke, 1976, p. 1319). Job satisfaction encompasses an employee’s overall attitude toward their job (Vroom, 1964).

Spector (1997) defined job satisfaction as feelings of employees whether they satisfy or dissatisfy on their divergent characteristics of jobs. Spector (1985) introduced nine facets of job satisfaction survey in order to measure the different emotional states of various facets of the job. Those nine facets are pay, promotion, supervision, coworkers, nature of work, fringe benefits, contingent rewards, operating procedures, communication Spector (1985).

Further, job satisfaction is defined as the “... emotional reaction a worker has towards his/her job after a comparison of the outputs he/she expects or desires with real outputs” (Swaminathan and Jawahar, 2013, p.75). Similarly, job satisfaction is defined as the fulfillment of an individual’s needs and personal goals while doing their job (Wanous & Lawler, 1972). Additionally, job satisfaction covers a person’s overall content of the work process (Katz &

Kahn, 1978; Locke, 1976).

Most of the scholarships have identified many determining factors for job satisfaction but “intrinsic job characteristics” have been most influential among other factors (Saari and Judge, 2004). Bussing et al. (1999) suggested that research about job satisfaction should be drawn on the assessment of expectations, needs, motivations and work conditions.

Worker’s psychological and physical satisfaction of environmental factors, along with an individual’s subjective response to working situation, comprises an individual’s reported level of job satisfaction (Bowling & Cucina, 2015). Furthermore, author argued that job satisfaction is a reflection of different attitudes towards work and private life. Herzberg (1968) developed two factor theories and Maslow (1954) pioneered ‘Hierarchy of Need Theory’ to define individual’s job satisfaction in terms of overall needs. This study therefore employed job satisfaction as criterion variable to test the public service motivation tools in the Union Civil Service Board of Myanmar.

2.3. Relationship between public service motivation and job satisfaction

Most of the literatures showed that there is a positive relationship between PSM and job satisfaction although the degree of association ranges from weaker to stronger. Perry and Wise (1990) asserted that the higher level of public service motivation in public employees, the more satisfied with their jobs and the more loyal to their organizations and the more productive. Rainey (1982) observed that job satisfaction is associated with public service motivation and he also examined that managers in the public sector with higher level of public service motivation have higher level of job satisfaction. Brewer and Selden (1998) conducted the U.S Merit Principles Survey in 1992 and they found that whistle blowers have high level of job satisfaction. Later, Naff and Crum (1999) supported that idea with their findings which indicated the strong relationship

between public service motivation and job satisfaction using the original scale of Perry's (1996) a subset of six measure and data conducted on 10,000 federal staff from the U.S Merit Principles Survey in 1996.

Norris (2003) noted that public employees are satisfied with their job when they contribute to benefits of the public. Kim (2005) also found a strong correlation between public service motivation and job satisfaction in public sector of Korea and he concluded that both public service motivation and job satisfaction enhance the performance of the organization. Steijn (2006) also investigated the significant association between public service motivation and job satisfaction in the Ministry of Interior of the Netherlands.

The correlation between employees' job satisfaction or other work-related outcomes and each dimension of public service motivation should be examined because each dimension has significant impact on employees' job satisfaction and other work outcomes than other dimensions (Taylor, 2007). Taylor (2007) also suggested that this way of analyzing the impact of each dimension of public service motivation on employees' job satisfaction would contribute to human resources management departments to notice the category of public service motives which most influence on employees' job satisfaction.

Taylor (2007) noted that commitment to public interest (CPV) had more influence on job satisfaction than self-sacrifice (SS), attraction to public service (APS) and compassion (COM) in Australian public service. As opposed to Taylor's (2007) study, Liu et al. (2008) observed that both self-sacrifice (SS) and attraction to public service (APS) had impact on job satisfaction in Chinese civil service. Similarly, Yanti (2012) founded that attraction to public service (APS) had a greater impact on job satisfaction than other dimensions in Indonesian civil service. Drawing on the studies of Naff & Crum (1999) and Moynihan & Pandey (2007b), they also found that attraction to public service (APS) had a significant and positive impact on employees' job satisfaction.

The person-organization fit theory is critical to explain the impact of each dimension of public service motivation on job satisfaction (Bright, 2007; Taylor, 2007). According to P-O fit theory, there are two ways to achieve congruence between individuals and organizations: supplementary congruence which can be achieved when individuals and organizations is indistinguishable but complementary congruence is achieved when individuals and organizations put something which is lacking to make each of them perfect (Bright, 2007, p. 363). Additionally, Bright (2007) also suggested that complimentary congruence as satisfaction of people's salient unmet needs through resources and activities of an organization whereas Taylor's (2008) study findings approved the argument of P-O fit supplementary congruence that public employees are satisfied with their job when they get an opportunity to server for the public benefit.

On the other hand, some studies also approved that there is no significant relationship between between job satisfaction and public service motivation. Behaj, S. D. (2012) noted that the relationship between PSM, job satisfaction, and organizational commitment is a vital characteristic in encouraging performance. In that study, the correlation coefficient between public service motivation and job satisfaction was 0.24 which is a weak association between concerned variables. Furthermore, Grice, C. J. (2010) pointed out that the correlation between job satisfaction and public service motivation was not significant. Similarly, none of the demographic factors moderated the relationship between public service motivation and job satisfaction.

Liu, B., & Tang, T. (2011) explained that a public servant who loves money have a stronger relationship between public service motivation and job satisfaction than those without and so this study supports the "crowding-in effect". Kjeldsen, A. M., & Hansen, J. R. (2016) observed the effect of organizational characteristics such as a red tape, hierarchical authority and absence of organizational goal specificity on public or private sector differences

in the public service motivation and job satisfaction relationship in hard-case setting. As public or private sector differences still remain in the public service motivation and job satisfaction relationship when controlling the other organizational characteristics, sector status is more important for the relationship between public service motivation and job satisfaction than the other organizational characteristics.

2.4. Control Variables

2.4.1. Public service motivation control variables

Public service motivation research commonly used controlled variables such as age, gender, education, income and working experience. Many scholars pointed out that female, highly educated and managers probably have high levels for public service motivation (Bright, 2005; Dehart-Davis, Marlowe & Pandey, 2006; Naff & Crum, 1999; Perry, 1997). Bright (2005) explained that female employees might have high scores for public service motivation, especially on compassion dimension due to their nature of caring and supporting. DeHart-Davis et al. (2006) also discovered that female employees gained high score not only on PSM dimension of compassion but also on attraction to policy-making dimension.

The conceptualization of public service motivation directs employees to focus on delivering services to people than on financial reward (Perry and Wise, 1990). However, Pratchett and Wingfield's study (1996) pointed out that public employees are loyalty to their organization if they are highly paid but loyalty disappear when income is low. In addition, few evidences might be found that high level of public service motivation is more important than financial rewards. From these findings, if it can be concluded that the intrinsic reward is also as important as financial motivators.

Working experience is positively related to public service motivation

(Perry,1997) but Camilleri (2007) discovered that lower level of public service motivation can be found in the individuals who has been working in the same position for many years in which job satisfaction might be low. Moynihan & Pandey (2007a) enumerated that there is a negative relationship between job tenure and public service motivation. Steijn (2006) examined that employees with shorter job tenure seem to have higher level of public service motivation. Camilleri (2007) also discovered that there is no impact of working experience on public service motivation and working in the same position for a long time may decrease employee job satisfaction and it may lead to diminish level of public service motivation.

Many scholars mentioned that Education is positively related with public service motivation (Bright, 2005; Moynihan & Pandey, 2007b; Naff & Crum, 1999; Perry, 1997). As Perry (2000) stated that education determine belief of a person and educational society is fundamental to influence the individual's behavior with the society (Boyte & Kari, 2000). Therefore, there is strong relationship between high level of education and public service motivation.

Age positively associated with public service motivation (Perry & Wise, 1990; Houston, 2000; Vandenabeele, 2011). Older employee inclined to have high level of public service motivation (Vandenabeele, 2011). Steijn (2006) mentioned that older employees have higher level of public service motivation in the Netherlands public service. He explained that older employees have greater impact on policy decisions because of hierarchical culture especially in participating in policy decision-making. Older employees with higher rank and involving in policy decisions have higher public service motivation than younger employees.

Perry (1997) suggested that religious activity has negative relationship with public service motivation and negative meaning of the measurement scale may result in negative impacts of the questionnaire so that respondents may response

the questions inappropriate ways. Then Perry et al. (2008) reexamined the instruments for measurement on the the influences of religious activities with the individual's public service motivation level and the findings also showed that individual public service motivation level was increased probably due to religious activities focusing on altruistic values and self-sacrificing manner. Perry (1997) stated that religion is an organization in which Americans can grow beliefs of their commitments to others and can get chances to take on practically their beliefs and he also revealed that higher levels of participation in religious activities in church lead to the higher level of public service motivation.

This study applied control variables such as age, gender, religion, ethnicity, education, rank, family size and job tenure based on the above-mentioned previous literatures.

2.4.2. Job satisfaction control variables

Control variables related with job satisfaction contain age, gender, education, rank and length of tenure. Job satisfaction grows with age (Ang, Goh and Koh, 1993; Decker & Borgen, 1993; Savery, 1996; Weisman, Alexander & Chase, 1981). Donohue and Heywood (2004) described that younger employees with transferrable skills are more satisfied than older ones with job specific skills. However, Bellou (2010) identified that job satisfaction in younger employees is improved by passion for the job and long working hours and negatively influenced by rudeness and impoliteness whereas older employees' job satisfaction is influenced by fairness and job security and negatively influenced by competition and sympathy and she highlighted that older workers are more satisfied than younger ones, although job satisfaction can be found in the younger ones.

Rainey (1982) found that job satisfaction is connected with working tenure

and position amid upper level employees or highly paid positions. Traut, Larsen and Feimer (2000) observed that the most recent employees have remarkable higher satisfaction than the ones who has been working for long period of time within the same organization. Oshagbemi (1997) asserted that job satisfaction can be found in the organizations which provide rewards to employees with career development for their performance in all positions. However, Garavan and Coolahan (1996) brought up the concept that higher level of job satisfaction can also be found in the organizations that emphasize more on delivering intensive training and ensuring strict Principles and regulations within the organizations than on promotion but it might have negative impact on ceiling positions.

Hamilton and Wright (1986) observed that young female employees are more satisfied in their job than young men in the organizations. Generally, female workers inclined to have greater job satisfaction than men (Bartol, Wortman and Max, 1975; Clark & Oswald, 1996; Mottaz, 1986). However, Blackburn & Bruce's (1989) pointed out that there is little relationship between job satisfaction and gender.

Different perspectives of many studies on the relationship between job satisfaction and education have been reviewed in this study. Verhofstadt, Witte & Omey (2007) identified that job satisfaction is robustly related with the standard of job measurements might lead to the negative impact of job satisfaction on the education. However, Hamilton and Wright (1986) pointed out the positive relationship between job satisfaction and education.

Based on the above-mentioned previous researches' findings, this study will apply control variables: age, gender, education, position and working tenure in order to observe the relationship between job satisfaction and public service motivation.

2.5. Background of the Union Civil Service Board (UCSB)

During the British Colonial Era, the first Public Service Commission (PSC) was formed in 1881 and then in 1919, second PSC was organized to appoint senior and junior staff. After separation from India in 1937, Public Service Commission (PSC) of Burma (Myanmar) was initially formed on 1st April 1937 which was chaired by Mr. C. F. Grant, the first chairman of PCS. During the rule of Japanese government, the fourth PSC of Myanmar was organized in 1945. After Myanmar achieved Independence from Britain in 1948, the fifth PSC was reorganized to appoint civil servants in 1957 during the era of post-independence government in accord with the 1947 Constitution. On 4th May 1972, the sixth PSC was renamed as the “Civil Service Selection, Training and Posting Board” during the Union Revolutionary Council. In 1977, the seventh PSC was reorganized as the “Civil Service Selection and Training Board” under the 1974 Constitution (“Union Civil Service Board,” n.d).

After new 2008 Constitution was approved through the referendum, the “Civil Service Selection and Training Board” has been renamed as the “Union Civil Service Board” in respect to the Union Civil Service Board Law of 28th October 2010. The Union Civil Service Board (UCSB) is a constitutional central level organization to take on the responsibilities of recruitment, selection, training and promotion of civil service personnel and to perform the prescription and regulation of civil service personnel law (2013) and rules pursuant to the Section 246 of the Constitution of the Republic of the Union of Myanmar (2008). The mandate of the UCSB is to conduct recruitment and selection process, to undertake and organize induction training courses for all levels of civil service personnel, to provide arrangements for middle, senior and executive level officers to participate in various training programs, to conduct training and educational programs for capacity enhancement, to administer

rules and regulations related to the civil service personnel and to provide advisory and consultancy service directly to the President in civil service matters.

The mission of the UCSB is to build an independent, efficient, competent, and disciplined civil service for the sustainable all-round development of the Nation. Pursuant to the organizational structure of the UCSB, there are civil service selection and training department and civil service affairs department in Nay Pyi Taw Office and Central Institutes of Civil Service in lower Myanmar and upper Myanmar with each Civil Service Academy under both institutes (“Union Civil Service Board,” n.d).

The main functions of civil service selection and training department are to select candidates at the entry point of gazette officials, to nature and train all levels of civil personnel and to participate in the affairs of ASEAN Cooperation on Civil Service Matters (ACCSM). Civil service affairs department is mainly responsible for administering existing Civil Service Personnel Law (2013) and Civil Service Personnel Rules (2014) and providing suggestions and comments concerned with civil service affairs. Both Central institutes of civil service in Upper and Lower Myanmar are solely responsible to conduct training courses for all levels of civil service personnel and deliver lectures and to revise curriculum and syllabuses of each course in each year.

Civil Service Personnel Law (2013) was enacted by the Pyidaungsu Hluttaw (Union Parliament) on 8th March 2013 with the proposal of the Union Civil Service Board pertaining fourteen chapters such as title and definition, the service personnel organization, selection and appointment, duties and rights, pay, stipend, allowance and other allowances, leave, enjoyment, promotion, awarding, training and educating, maintenance of disciplines complying with the civil service code of conduct and workplace disciplines, imposing penalty related to disciplines of service personnel, appeal, retirement, record of civil

services personnel and the last one, miscellaneous. This law was compiled and promulgated based and revised on the former civil service regulations, fundamental rules, supplementary rules, Burma leave rules, civil account code, new pension rules, criminal procedure code and also Burma official secret act. After being enacted by the Civil Service Personnel Law (2013) with the approval of the President, Civil Service Personnel Rules (2014) was promulgated in line with the primary duty of the Union Civil Service Board describing means how to exercise the law in the cases of specified civil service affairs.

In accordance with the Union Civil Service Board Law (2010), human resource development programs in respect to training and nurturing civil service personnel effectively is one of the core functions of the UCSB. Therefore, the critical skills of leadership and management for establishment of good governance are embedded in the curriculum of the training courses in the Central Institutes of Civil Service. In order to dispatch the qualified civil service personnel to further study in universities in foreign countries, the Committee for further study presided by the Chairman of the UCSB, which scrutinizes the training programs allocate suitable courses to the relevant ministries.

Myanmar new civilian government put emphasis on the civil service reform as a pivotal transformation of the public administration stressing to make more responsive to needs of people and more accountable for the better service delivery. With the directives of the new political leadership, Myanmar civil government has profoundly highlighted its policy directives on the requirement to build an efficient government which would have prospect for the welfare of the people strengthening the rule of law and combating corruption.

Reform processes which has performed by the UCSB can be divided into four focus areas. The first area is to review the mandate of the UCSB in relation to other ministries and organizations will all aspects of civil service

management so that revised mandate could allow the role of the UCSB for upholding ethical conduct and addressing inconsistencies in practices to approach new civil service governance. The second priority is to analyze the Civil Service Personnel Law, Rules and Code of Conduct for Civil Service to be able to update with respect to public service values and principles of ethics, meritocracy and equity and inclusiveness. The third area is the establishment of competency framework for the civil service that would be helpful to define role responsibilities in job description addressing individual skills, knowledge, abilities, attributes, experience, motivators which can be effective for the individual performance evaluation system.

The final priority is to enhance training curricula of Central Institutes of Civil Service to improve relevance of training to job requirements and career progression, including skills and competency development and introducing the targeted modules on ethics and equal opportunities would develop and integrate on gender equity, women's empowerment and equal opportunities into training curricula, and develop awareness materials targeting the leaders who are responsible for the human resources management. Moreover, nurturing the civil servants to be skilled, motivated and efficient civil servants with special attention to UCSB has been conducting the professional trainings which is specially focused on the modules of public management, public policy and public administration.

The UCSB is developing the update recruitment system with new question type which targets to raise the motivation of civil services and personal interview. After the candidates pass the written civil service entrance exam, Members of the UCSB asks about which are regarding the subject matters about the respective ministries those selected candidates at the personal interview. The personal interview has been developed based on the reference from UK model and Indian public service commission.

Myanmar culture is primarily embedded with sets of ethical values. Moral lessons are already prescribed in school curriculum to nurture children so as to become good citizens. Pursuant to the specified duties, ethics and disciplines in the Civil Service Code of Conduct (2004) published by the Union Civil Service Board in 1991 and revised it in 2004, Myanmar civil service personnel must follow the conducts and disciplines as follows:

- (a) allegiance to the State
- (b) observance of laws
- (c) giving priority to public interests
- (d) prevention of public finance from losing and abusing
- (e) safe-keeping of confidentialities and secrets of the State and its functions
- (f) following the orders, instructions and functional disciplines
- (g) having a proper sense of duty
- (h) performing the duty with honesty
- (i) making constant endeavor to enhance capacity
- (j) abstention from bribery, corruption and abuse of discretionary power
- (k) avoidance of misconduct and misbehavior
- (l) behaving decently (Myanmar civil service code of conduct, 2004).

These civil service ethics pertain disciplines regarding performing duties, personnel behavior, working hours, conditions of work, freedom from political parties, and taking advantage of private business. Among these disciplines, civil service code of conducts identified that civil service personnel must give priority to the public welfare. In addition, civil service personnel must avoid form taking bribes and gratification in line with the specification of Penal Code, Public Property Act and Corruption Suppression Act.

Depending on various government organization, detailed conducts are provided as well. Civil service personnel keep conducts to be avoided and

disciplines to be observed so that they can perform duty effectively and productively to deliver government service to the people and can achieve trust and confidence from people.

If civil service personnel violate the rules and conducts, disciplinary action is taken in line with the provisions of discipline and appeal rules. Preliminary investigation and formal departmental enquiry are carried out separately. Departmental action is conducted to rehabilitate the offensive civil service personnel apart from giving him or her punishment. When a civil servant is found with guilty of offense by departmental action, penalty commensurate with the offense is imposed on him or her in order not to commit offences more and to prevent others from perpetrating similar offences. The penalties specified in discipline and appeal rules are imposed depending on the nature of offence as follows;

- (a) censure
- (b) withholding of increment
- (c) withholding of promotion
- (d) reduction to a lower stage of salary in a time scale
- (e) reduction to a lower post
- (f) recovery from pay
- (g) suspension (without full pay or the period of which is not considered as on duty)
- (h) removal
- (i) dismissal (Myanmar civil service code of conduct, 2004).

It is imperative to consider carefully to impose penalties in order to prevent disciplinary disorder, unfair justice and depression among civil servants. The Union Civil Service Board puts emphasis on ethical training for civil servants through wide range of civil service training courses aiming at promoting to uphold the code of conduct among civil servants.

Chapter 3: Research Methodology

This study was quantitative, non-experimental, correlational, survey research. The targeted respondents of this study were middle level and lower position civil servants in the Union Civil Service Board (UCSB) of Myanmar. The data was collected through the simple random sampling method by using revised measurement scale of public service motivation developed by Kim et al. (2012) which have been applied internationally in cross-national PSM studies and job satisfaction survey developed by Spector (1985) which has been the most popular measurement to measure the level of satisfaction of the employees with their job with nine facets of satisfaction. Many previous studies have widely applied both instruments of public service motivation and job satisfaction survey which was employed in this study.

3.1. Conceptual framework

This study analyzed data collected from a random sample of public and private employees in the Union Civil Service Board (UCSB), Myanmar. The sample was chosen with simple random sampling from the employee list of Human Resource Department of the UCSB of Myanmar. Data was collected by with revised public service motivation questionnaires developed by Kim et al. (2012) and job satisfaction survey developed Paul E. Spector (1985). This survey was tested the relationship between public service motivation and job satisfaction among employees in the Union Civil Service Board of Myanmar. Both instruments were translated into Myanmar language.

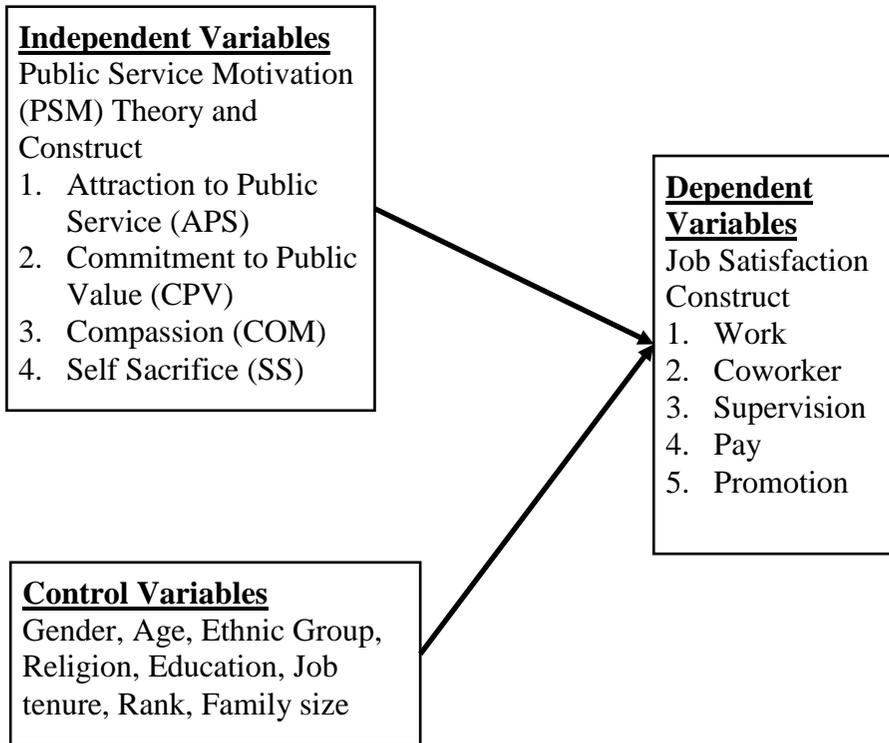


Figure 1: Conceptual Framework of the Study

3.2. Research questions and Hypothesis

Research questions investigated in this current study were fundamentally based on the conception of public service motivation developed by Perry and Wise (1990) stressing the idea of public organization character. Many international researchers explored the relationship between public service motivation and work-related outcomes across different regional settings. Most of the literature on public service motivation were based on the U.S, Europe, Australia and East Asia countries like China, Korea and Indonesia. This current study examined the relationship between public service motivation and job satisfaction in the context of Myanmar civil service.

Does public service motivation impact on employees' job satisfaction in the Union Civil Service Board of Myanmar? If it has impact on job satisfaction,

which dimension of public service motivation most influences on employees' job satisfaction?

In response to these questions, hypotheses tested in this study were as follows;

H1: the higher the level of a civil employee' s public service motivation, the higher the level of his or her job satisfaction

H2: the higher the level of attraction to public service dimension, the higher the level of job satisfaction.

H3: the higher the level of commitment to public values dimension, the higher the level of job satisfaction.

H4: the higher the level of compassion dimension, the higher the level of job satisfaction.

H5: the higher the level of self-satisfaction dimension, the higher the level of job satisfaction.

3.3. Population and Sample

The population of civil service personnel employed in this study were civil servants in position of middle level managers and lower rank clerks in the Union Civil Service Board of Myanmar. The total number of civil servants was 250. This number of civil service personnel in the UCSB was the population of this study.

Samples for this survey was opted by probability sampling with simple random sampling techniques. The list of civil employees who are working for the Union Civil Service Board of Myanmar made the sampling frame for this study. From the sampling frame, a sample size of 175 was chosen by using simple random table. However, only 152 self- administered questionnaires were completely filled and usable for the purpose of this study. Of the remaining 23 questionnaires which were unusable, 15 respondents failed to

complete the questionnaires and questionnaires from another 8 respondents were omitted to fill some parts of the questionnaire. The use of simple random sampling with random table provided unbiased and representative sample for the study.

3.4. Instrumentation

This study applied the public service motivation construct of Perry (1996) reanalyzed by Kim et al. (2012) to measure levels of public service motivation. Previous studies showed that using four dimensions of Perry (1996) were enfeebled due to some weak points in two dimensions: commitment to public interest and attraction to policy-making. Many scholars demanded for more valid construct of attraction to policy making that is able to deal with the limitations of the current instruments (Alonso & Lewis, 2001; Bright, 2007; Camilleri, 2006; Wright & Pandey, 2008; Kim, 2009a; Kim, 2009b; Perry, 1996). Many studies pointed out that commitment to public interest overlaps with self-sacrifice dimension (Castaing, 2006; Taylor, 2007; Vandenabeele, 2008; Wright & Pandey, 2008). Based on the assumptions of previous studies, Kim et al.'s (2012) observed in 12 countries (Australia, Belgium, China, Denmark, France, Italy, Korea, Lithuania, the Netherland, Switzerland, the U.K and the U.S.A) readdressed the public service motivation measure. The new revised public service motivation construct comprised 20-items measurement with four dimensions: attraction to public service, commitment to public values, compassion and self-sacrifice and it is recommended for future international public service motivation study as it is more suitable for measuring public service motivation across the countries (Kim et al., 2012).

The 20-items questionnaire for public service motivation construct was taken from the paper of Kim et al.'s (2012) "measuring public service motivation: developing an instrument for international use" originally

developed by Perry (1996) and these questionnaires was used to measure the public service motivation of the public employees in the Union Civil Service Board of Myanmar where the respondents expressed their perception on public service motivation.

This study utilized four dimensions of public service motivation construct: attraction to public service (APS), compassion (COM), self-sacrifice (SS) and commitment to public values (CPV). Attraction to public service (APS), compassion (COM) contain 5-items, commitment to public values (CPV) comprises of 6-items and self-sacrifice (SS) pertains 4-items. Each of the questionnaire item was measured by a Likert-style 7 points scale ranging from strongly disagree (1) to strongly agree (7). The scores given by respondents for each question were added to get the total score of PSM. The PSM score was ranging from minimum (20) to maximum (140). So, attraction to public service and compassion dimension could get minimum (5) to maximum (35) from five items each. The commitment to public service could get minimum (6) to maximum (42) from six items. Finally, self-sacrifice could get minimum (4) to maximum (28) from four items. This study employed control variables of age, gender, rank, education, ethnic groups, religion,

To measure the level of employees' job satisfaction in the Union Civil Service Board of Myanmar, the job satisfaction survey (JSS) developed by Spector (1985) was applied in this present study. This job satisfaction survey (JSS) used in this study consists of 20 items in order to get the perception of employees with nine factors: pay, promotion, supervision, coworkers and nature of work in seven-point Likert Scale (1= disagree very much, 2 = disagree moderately, 3 = disagree slightly, 4 = neither agree nor disagree, 5 = agree slightly, 6 = agree moderately, 7 = agree very much). Each factor has four questions so there are altogether 20 items in the questionnaire. The total score for job satisfaction was obtained by addition of the scores given by respondents

to 20 items of the questionnaire. So, job satisfaction could get minimum (20) to maximum (140) from the survey. Each facet of job satisfaction could get, minimum (4) to maximum (28) from four items assigned to them. Additionally, control variables of age, gender, religion, ethnic groups, education, rank, family size and length of public service to influence on job satisfaction were used in this study.

3.5. Data analysis methodology

The collected data transferred to 25 SAS software for descriptive and inferential analysis. The descriptive statistics such as mean, median, mode, maximum, minimum and standard deviation of the public service motivation and job satisfaction was computed. As this study used the survey questions in Likert point scale, the descriptive statistics will be expressed within the range of the point scales. The correlation between each dimension of the public service motivation and employees' job satisfaction was calculated. Further, the correlation between overall public service motivation and job satisfaction was computed. The regression analysis was done for those pairs of dependent and independent variables which are statistically significant. Furthermore, to examine the influence of each dimension of public service motivation to job satisfaction, the method of linear hierarchal regression analysis was used. The significance of the model and the coefficients of correlation, coefficient of regression model was tested in 95% confidence level.

3.6. Data collection strategy

This study was used Kim et al. (2012)'s public service motivation questionnaire which was revised the original public service motivation construct developed by Perry (1996) with 20-items. Moreover, this study applied job satisfaction survey developed by Spector (1985) with 20-items to measure the employees' job satisfaction. The single survey instrument made by

combining these two questionnaires and control variables: age, gender, religion, ethnic groups, education, rank, family size and length of public service translated into Myanmar language. The sample for this study was chosen by using simple random table from sampling frame. This questionnaire was provided to each employee selected in the sample of this study by the local research agents in the Union Civil Service Board of Myanmar. As this study used self-administered survey technique, every respondent expressed their perception on public service motivation and job satisfaction. All completed surveys were collected by the local research agent and sent back to researcher at South Korea. The perceptions expressed in the survey remained fully anonymous and keep confident. The researcher carefully separated the request letter from each questionnaire and checked whether every question was fully responded or not. The researcher separated the incomplete questionnaire and took completed questionnaire as the final sample. Then, the data was recorded in Microsoft excel and imported into SAS software for the purpose of statistical and inferential analysis. The data was analyzed by using correlation and regression analysis.

Chapter 4: Data Analysis and Research Findings

4.1. Introduction

This chapter described the analysis of data which was derived from discussion of the research findings to answer the research questions. Data were analyzed to describe and explore the impact of public service motivation on employees' job satisfaction in the Union Civil Service Board (UCSB) of Myanmar and to identify how four dimensions of public service motivation influenced on employees' job satisfaction and which dimension most influenced on job satisfaction of civil servants in the Union Civil Service Board of Myanmar. Total population of this study was 250 which contains the employees ranging from mid-level to lower level civil servants in the UCSB of Myanmar. Out of the total population, only 175 employees were selected randomly as the sample for this study but only 152 self-administered questionnaires were completely filled and usable for the purpose of this study. Of the remaining 23 questionnaires which were unusable, 15 respondents failed to complete the questionnaires and questionnaires from another 8 respondents were omitted to fill some parts of the questionnaire. This made 86.85 % response rate.

Data generated from the questionnaire was presented and analyzed in this section. The first section was the analysis of reliabilities of variables public service motivation (PSM) and job satisfaction (JS). The second section was the presentation of demographics of the respondents and descriptive statistics of PSM (independent variable), JS (dependent variable). The third section analyzed correlation and regression between dependent and independent variables followed by hypothesis testing. The last section of this chapter presented the summary of the findings of this study.

4.2. Reliabilities of the dependent and independent variables

As seen in table 1 and 2, Cronbach's alpha for job satisfaction is 0.71 (acceptable) and for public service motivation 0.90 (excellent). The rule of thumb is that a value equal to or greater than 0.90 is excellent, above .80 is good, between .70 and .80 is acceptable, between .60 and .70 is questionable, .50 to .60 is poor and under .50 is unacceptable (Bland & Altman, 1997). Survey questionnaires were conducted using the 20 items to measure public service motivation (PSM) and the 20 items of the job satisfaction survey (JSS).

Table 1: Job satisfaction reliability (N=152)

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.660408
Standardized	0.710429

Table 2: PSM reliability (N=152)

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.892759
Standardized	0.907802

4.3. Demographic information of the study

Table 3 indicated the distribution of demographic information of respondents in this study. There were larger number of respondents from female category (n=109, 71.71%) than male category (n=43, 28.29) among total number of respondents (N=152). As the distribution of female (n=178, 71.2%)

and male (n=72, 28.8%), the ratio of female and male in sample was almost equal to ratio in total population making sample representative.

The distribution of age group in the sample started ranging from under 20 to over 50. The number of respondents under 20 years (n=3, 1.97%) was similar to the distribution of same age group in population (n=5, 2%). Similarly, respondents from 20 to 30 years of age (n=47, 30.92%) in sample is almost equal to the number in population (n=71, 28.4%). The third age group of respondents is 31 to 40 years which had distribution of (n=55, 36.18%) in sample. The total number of employees in this age group in population was (n=92, 36.8%). The next age group (41-50) years had the distribution of (n=33, 21.71%) in the sample whereas in the population this age group had similar distribution of (n=50, 20%). The last age group category was the respondents over 50 years of age. In the sample, their numbers were 14 (9.25%) whereas total number of employees in this category in population was 32 (12.8%).

This gave the evidence for representative sample in terms of distribution of age group in this study. The third demographic information was about ethnic group in this study. Sample contained 134 (88.12%) of 152 respondents from Bamar ethnic group. The rest of the ethnic group (Mon, Kayin, Chin, Rakhine and Shan) pertained total of 18 out of total sample size. This showed that the majority of employees were Bamar in the total population of this study.

The fourth demographic information was about religion. The majority of Bamar were Buddhist and reflected in the sample by inclusion of 149 out of 152 sample size of this study.

The fifth demographic information was educational level of the respondents. It was divided into four levels with high school, bachelor, master and Ph.D. The number of high school level respondents in the sample was 11 (7.24%) which was similar to the number (n=16, 6.54%) in the population. There were 126 (82.89%) respondents with Bachelor degree in the sample with population in

this level is 203 (78.03%). The sample contained 14 (9.21%) respondents in the sample out of 30 (15.42%) employees in the population. The majority were at bachelor level which suggested that the UCSB should encourage its employees for further study.

The sixth demographic information was rank of the respondents. The number of respondents in gazette official level including deputy director, assistant director and staff officers were 32.23% and 67.76% in non-gazette clerks pertaining deputy staff officer and lower positions respectively. The majority of respondents in this study were non-gazette level clerks.

The seventh demographic information was about work experience of the respondents. This variable had five levels starting from under five years to over 30 years of work experience. The respondents with work experience under five years was 40 (26.32%) whereas in the job tenure from five to ten years' experience was 26 (17.11%). Similarly, the third level was for respondents with 10 to 20 years of work experience. This category pertained 57 (37.5%) respondents out of 87(34.8%) in the population. The fourth level of 20 to 30 years contained 22 (14.47%) respondents out of 40 (16%) employees in the population. The last category of work experience i.e. over 20 years contained 7(4.61%) out of 15 (6%) employees in the population. The ratio of the number of respondents in the sample and the population was almost same for this study.

The eight-demographic information was respondents' family size. The variable had three levels ranging from under 3, 3 to 6 and over 6 family size. The respondents with under 3 family size was (n=28, 18.42 %), 3 to 6 family size was (n=102, 67.11%) and over 6 family size was (n=22, 14.47%) respectively. The majority of respondents had 3 to 6 family members in this current study.

Table 3: Demographic data of respondents' characteristics (N=152)

Variables	Characteristics	Frequency	Percentage %
Gender	Male	43	28.29
	Female	109	71.71
Age Group (years)	Under 20	3	1.97
	20-29	47	30.92
	30-39	55	36.18
	40-49	33	21.71
	Over 50	14	9.21
Ethnic Group	Mon	1	0.66
	Kayin	3	1.97
	Chin	4	2.63
	Rakhine	5	3.29
	Shan	5	3.29
	Bamar	134	88.16
Religion	Christian	3	1.97
	Buddhist	149	98.03
Education level	High School	11	7.24
	Bachelor	126	82.89
	Master	14	9.21
	Ph.D	1	0.66
Rank	Peon	12	7.89
	Lower Division Clerk	15	9.87
	Upper Division Clerk	23	15.13
	Branch Clerk	16	10.53
	Superintendent	25	16.45

	Deputy Staff Officer	12	7.89
	Staff Officer	24	15.79
	Assistant Director	16	10.53
	Deputy Director	9	5.92
Working Experience (years)	Under 5	40	26.32
	5-9	26	17.11
	10-19	57	37.50
	20-29	22	14.47
	30 and above	7	4.61
Family Size	under 3	28	18.42
	3-6	102	67.11
	Over 6	22	14.47

4.4. Descriptive statistics of the PSM

Table 4 showed descriptive statistic of independent variable (public service motivation). The minimum and maximum values for PSM were 39 and 140 respectively. Similarly mean score for PSM was 119 with standard deviation of 13.77.

Table 4: Descriptive statistics of public service motivation (PSM) (N=152)

N	Minimum	Maximum	Mean	Std Dev
152	39	140	119	13.77

4.4.1. Descriptive statistics of PSM by demographic variables

Table 5 displayed data analysis to examine any age group associated with higher public service motivation levels. Although it showed that age group of under 20 employees seemed to have higher public service motivation levels than other age groups, the differences in mean among age categories were not

statistically significant because P-value for this ANOVA is $0.682 > 0.05$. This suggested that there is no difference in PSM by age category.

Table 5: Public service motivation (PSM) by age

Age	N	Minimum	Maximum	Mean	Std Dev	Std Error
Under 20	3	121	129	125.33	4.04	2.33
20-29	47	85	140	118.66	11.54	1.68
30-39	55	39	140	117.72	18.24	2.46
40-49	33	89	140	121.61	9.16	1.59
Over 50	14	103	132	119.64	10.26	2.74

Table 6 displayed data analysis to examine any gender associated with high public service motivation levels. Although it showed that female employees seemed to have higher public service motivation levels than male; the differences in mean among gender categories were not statistically significant because P-value for this ANOVA is $0.2107 > 0.05$. This suggested that there is no difference in PSM level by gender.

Table 6: Public service motivation (PSM) by gender

Gender	N	Minimum	Maximum	Mean	Std Dev	Std Error
Female	109	83	140	120.06	10.62	1.02
Male	43	39	140	116.95	19.60	2.99

Table 7 displayed data analysis to examine any ethnic group associated with high public service motivation levels. Although it showed that ethnic group of Rakhine employees seems to have higher public service motivation levels than other ethnic groups, the differences in mean among ethnic groups were not statistically significant because P-value for this ANOVA is $0.7038 > 0.05$.

Table 7: Public service motivation (PSM) by ethnic group

Ethnic Group	N	Minimum	Maximum	Mean	Std Dev	Std Error
Mon	1	108	108	108	.	.
Kayin	3	113	123	119.33	5.51	3.18
Chin	4	121	127	123.75	3.20	1.60
Rakhine	5	103	140	126.20	15.02	6.72
Shan	5	101	131	114.40	14.81	6.62
Bamar	134	39	140	119.04	14.03	1.21

Table 8 described data analysis to identify any group of education level associated with higher public service motivation levels. Although it showed that high school graduate employees seemed to have higher public service motivation levels than other education group; the differences in mean among education categories were not statistically significant because P-value for this ANOVA is $0.1001 > 0.05$.

Table 8: Public service motivation (PSM) by education

Education	N	Minimum	Maximum	Mean	Std Dev	Std Error
High School	11	117	140	125.18	7.31	2.21
Bachelor	126	39	140	118.25	14.50	1.29
Master	14	109	136	124.14	6.94	1.85
Ph.D	1	101	101	101	.	.

Table 9 showed data analysis to explore any group of religion associated with high public service motivation levels. Although it indicated that Christian employees seemed to have higher public service motivation levels than Buddhist religion group; the differences in mean among religion groups were not statistically significant because P-value for this ANOVA is $0.4365 > 0.05$.

Table 9: Public service motivation (PSM) by religion

Religion	N	Minimum	Maximum	Mean	Std Dev	Std Error
Christian	3	123	127	125	2.08	1.20
Buddhist	149	39	140	119	13.88	1.14

Table 10 displayed data analysis to identify any rank associated with high public service motivation levels. Although it showed that deputy director level employees had highest and branch clerk employees had lowest level of public service motivation. The range of PSM was higher but except branch clerk, other ranks have comparably equal level of public service motivation. After ANOVA tested the differences in mean PSM among different ranks were statistically significant because P-value for this ANOVA is $0.0350 > 0.05$. This suggested that deputy director level employees had the highest PSM level followed by superintendent and staff officers in the second and third position. Similarly, assistant directors were at fourth position followed by peon, lower division clerk, and upper division clerk in fifth, sixth and seventh position. Branch clerk employees had the lowest level of public service motivation among others in the UCSB of Myanmar.

Table 10: Public service motivation (PSM) by rank

Rank	N	Minimum	Maximum	Mean	Std Dev	Std Error
Peon	12	85	140	119.66	14.80	4.275
Lower Division Clerk	15	88	136	119.53	11.48	2.96
Upper Division Clerk	23	98	135	118.96	9.52	1.99
Branch Clerk	16	39	137	107.44	28.35	7.09
Superintendent	25	83	133	121.96	10.33	2.06
Deputy Staff Officer	12	108	132	117.67	7.63	2.20
Staff Officer	24	103	140	121.08	10.88	2.22
Assistant Director	16	101	130	120.19	8.03	2.01
Deputy Director	9	112	133	126.89	6.67	2.23

As shown in Table 11, although it showed that employees who have been working for 5 to 9 years seem to have higher public service motivation levels than other groups of working experience, the differences in PSM mean among groups were not statistically significant at the 0.05 level.

Table 11: Public service motivation (PSM) by work experience

Work experience	N	Minimum	Maximum	Mean	Std Dev	Std Error
Under 5	40	85	140	119.45	11.24	1.78
5-9	26	98	138	120.81	10.09	1.98
10-19	57	39	140	118.79	17.98	2.38
20-29	22	89	132	118	10.75	2.29
30 and above	7	103	132	118.57	9.11	3.44

As shown in Table 12, employees who have less family members seemed to have higher public service motivation levels than other groups, the differences in mean among groups were not statistically significant at the 0.05 level.

Table 12: Public service motivation (PSM) by family members

Family size	N	Minimum	Maximum	Mean	Std Dev	Std Error
Under 3	28	101	140	123.25	9.19	1.74
3-6	102	39	140	117.60	15.54	1.53
Over 6	22	104	138	121.36	7.33	1.56

4.5. Descriptive statistics of five aspects of job satisfaction

Job satisfaction was measured in terms of five principal facets: nature of work, pay, promotion, coworkers and supervision. Each dimension of job satisfaction was a dependent variable. Table 13 showed that all variables are relatively normal with skewness and kurtosis of ± 2 except promotion. Work, promotion and coworker had high mean scores compared to pay and supervision.

Table 13: Descriptive statistics of five aspects of job satisfaction

Variable	Min	Max	Mean	Std Dev	Skewness	Kurtosis
Pay	8	28	18.60	3.58	0.09	0.09
Promotion	5	28	21.20	3.83	-1.35	3.14
Work	8	28	20.88	3.25	-0.65	2.27
Supervision	11	28	18.28	3.13	0.82	0.57
Coworker	8	28	20.08	3.40	-0.20	0.12

4.6. Correlation between five facets of job satisfaction and public service motivation

To test hypothesis H1: the higher the level of a civil employee's public service motivation, the higher the level of his or her job satisfaction. SAS statistics program was used to perform the bivariate test on five facets of job satisfaction and public service motivation using a sample of 152 respondents.

As shown in table 14, the correlation of all dimensions of job satisfaction and public service motivation using a sample of 152 respondents was displayed.

Table 15 indicated the correlation of all aspects of job satisfaction with overall public service motivation. Variables of promotion and nature of work had statistically significant positive relationship with public service motivation at the .001 level, whereas pay and coworker were significantly and positively related to public service motivation at the .05 level. Therefore, the null hypothesis was rejected. But the positive relationship between PSM and supervision was not statistically significant at 0.05 level. The null hypothesis was not rejected.

Table 14: Correlation between five aspects of job satisfaction and PSM

Variables	Pay	Promotion	Work	Supervision	Coworker	PSM
Pay	1	0.52 <.0001	0.25 0.0019	0.50 <.0001	0.35 <.0001	0.23 0.0039
Promotion	0.52 <.0001	1	0.38 <.0001	0.20 0.0114	0.37 <.0001	0.32 <.0001
Work	0.25 0.0019	0.38 <.0001	1	0.22 0.0056	0.37 <.0001	0.42 <.0001
Supervision	0.50 <.0001	0.20 0.0114	0.22 0.0056	1	0.28 0.0004	0.01 0.89
Coworker	0.35 <.0001	0.37 <.0001	0.37 <.0001	0.29 0.0004	1	0.22 0.0060
PSM	0.23 0.0039	0.32 <.0001	0.41 <.0001	0.01 0.89	0.22 0.0060	1

4.7. Relationship between pay satisfaction and public service motivation

Bivariate tests were conducted to examine relationships between each of five dimensions of job satisfaction and demographic variables and PSM on the other, followed by regression analysis. The first bivariate analysis was to determine which demographic variables were significantly related to satisfaction with pay.

Table 15 indicated that rank and education had significant negative relationship with pay satisfaction at 0.001 level of significance. Whereas age, gender, work experience, religion, ethnic group and family size were not significantly correlated to pay satisfaction.

Table 15: Correlation between job satisfaction by pay and demographic variables

	P	A	G	E	WE	RL	R	EG	FS
P	1	-0.05	0.09	-0.27	0.03	-0.07	-0.22	-0.05	0.02
A		0.5	0.22	0.001	0.68	0.4	0.01	0.52	0.8

Notes: P=Pay, A=Age, G=Gender, E=Education, WE=Work Experience, RL=Religion, R=Rank, EG= Ethnic Group, FS= Family Size

Regression analysis showed that public service motivation has positive effects whereas education level has negative effects on pay component of job satisfaction. Table 16 indicated that the relationship between pay satisfaction with public service motivation and education were statistically significant at .05 level whereas rank and salary scale were not statistically significant at 0.05 level.

Table 16: Partial regression coefficients of the relationship between pay satisfaction, PSM and demographic variables

Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	1	14.92	3.50	4.26	<.0001
PSM	1	0.06	0.02	3.19	0.0017
Education	1	-1.68	0.66	-2.56	0.0114
Rank	1	-0.43	0.42	-1.03	0.3039

Table 16 showed the results of regression analysis between pay satisfaction; and PSM and demographic variables. PSM had positive significant relation with pay satisfaction at 0.05 level but education had negative significant relationship with pay satisfaction. The regression line for this relationship was shown below.

$$\text{Pay satisfaction} = 14.92 + 0.06 * \text{PSM} - 1.68 * \text{Education}$$

This meant one-unit changes in PSM increased unit of 0.06 variation in pay satisfaction whereas one-unit changes in education decreases 1.68 unit in pay satisfaction. This suggested the fact that employees with higher level of education had low pay satisfaction and vice-versa.

Table 17 indicated that employees with different level of education had different level of pay satisfaction in the UCSB. There was reverse pay satisfaction with respect to the level of education. Therefore, ANOVA test was conducted further to confirm whether these differences in mean were significant or not.

Table 17: Descriptive statistic of job satisfaction by pay with respect to education

Education	N	Mean	Std Dev	Std Error	Minimum	Maximum
High School	11	21.27	3.52	1.06	17	27
Bachelor	126	18.63	3.59	0.32	8	28
Master	14	16.5	2.1	0.56	13	20
Ph.D	1	16	.	.	16	16

ANOVA was conducted to identify whether one education level presented significantly higher levels of pay satisfaction or not. The descriptive analysis showed in table 17 above conveyed employees' different education level had different pay satisfaction level at 0.001 level of significance. This confirmed that employees with high school education had the highest level of pay satisfaction among other groups. Similarly, pay satisfaction of employees decreased with increasing level of education from high school to Ph.D. level.

4.8. Relationship between work satisfaction and public service motivation

The bivariate tests demonstrated in table 18 indicated the impact of each demographic variable on satisfaction with work. The analysis expressed that none of demographic variable were significantly correlated with satisfaction by work at the .05 level.

Table 18: Correlation between work satisfaction and demographic variables

	W	A	G	E	WE	RL	R	EG	FS
W	1								
		-0.04	-0.04	-0.11	0.04	-0.09	0.05	-0.03	-0.09
		0.65	0.59	0.18	0.64	0.26	0.58	0.69	0.22

Notes: W=Work, A=Age, G=Gender, E=Education, WE=Work Experience, RL=Religion, R=Rank, EG= Ethnic Group, FS= Family Size

A regression analysis was made with only variable which had significantly relationship with work satisfaction. Table 19 indicated only public service motivation was found to have a positive impact on work dimension of satisfaction at the .001 level. The regression line for this relationship was shown below.

$$\text{Work satisfaction} = 9.16 + 0.1 * \text{PSM}$$

This meant that one-unit increase in PSM increased 0.1-unit change in the Work satisfaction.

Table 19: Partial regression coefficients of the relationship between work satisfaction and PSM

Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	1	9.16	2.1	4.35	<.0001
PSM	1	0.1	0.02	5.61	<.0001

4.9. Relationship between promotion satisfaction and public service motivation

The bivariate analysis of one of the dimensions of job satisfaction: promotion with demographic variables as in table 20 showed that rank had significant negative relationship with satisfaction by promotion. This means that employees in higher ranks have experienced lower promotion satisfaction in UCSB.

Table 20: Correlation between promotion satisfaction and demographic variables

	PRO	A	G	E	WE	RL	R	EG	FS
PRO	1	0.03	-0.01	-0.11	0.06	-0.05	-0.22	0.003	0.05
		0.73	0.86	0.17	0.43	0.50	0.01	0.96	0.55

Notes: PRO=Promotion, A=Age, G=Gender, E=Education, WE=Work Experience, RL=Religion, R=Rank, EG= Ethnic Group, FS= Family Size

Table 21 showed the results of regression analysis between promotion satisfaction; and PSM, rank. PSM have positive significant relation with satisfaction with promotion at 0.001 level but rank had negative significant relationship with satisfaction with promotion.

Table 21: Partial regression coefficients of the relationship between promotion satisfaction and PSM

Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	1	11.51241	2.51610	4.58	<.0001
PSM	1	0.09907	0.02093	4.73	<.0001
Rank	1	-0.43140	0.12281	-3.51	0.0006

Table 22 indicated that employees with different rank of had different levels of satisfaction with promotion in the UCSB. This revealed that peon had the highest satisfaction with promotion whereas deputy director had lowest promotion satisfaction. Therefore, ANOVA test was conducted further to confirm whether these differences in mean are significant or not.

Table 22: Descriptive statistic of promotion satisfaction with respect to rank

Rank	N	Mean	Std Dev	Std Error	Minimum	Maximum
Peon	12	23.33	2.74	0.79	20	28
Lower Division Clerk	15	21.93	2.43	0.63	19	27
Upper Division Clerk	23	21.48	3.98	0.83	12	28
Branch Clerk	16	21	5.76	1.44	8	28
Superintendent	25	22.44	2.69	0.54	17	27
Deputy Staff Officer	12	19.5	5.31	1.53	5	24
Staff Officer	24	19.92	3.21	0.66	12	25
Assistant Director	16	21.19	1.94	0.48	17	24
Deputy Director	9	19.11	5.11	1.7	10	25

ANOVA was conducted to identify whether one rank presented significantly higher levels of promotion satisfaction or not. The descriptive analysis showed in table 22 conveyed employees with different rank had different promotion satisfaction level. This was not supported by the ANOVA test at 0.05 level.

The regression line for this relationship is shown below.

$$\text{Promotion satisfaction} = 11.51 + 0.09 * \text{PSM} - 0.43 * \text{Rank}$$

This meant the one-unit change in PSM increased 0.09-unit positive change in promotion satisfaction.

4.10. Relationship between coworker satisfaction and public service motivation

As seen in Table 23, the bivariate test of coworker satisfaction and demographic variables revealed that only education and rank had a statistically significant relationship to coworker at the .05 level.

Table 23: Correlation between job satisfaction by coworker and demographic variables

	CW	A	G	E	WE	RL	R	EG	FS
C	1.0	-	0.04	-	-	-	-	-	-
W	0	0.056	1	0.1929	0.0375	0.066	0.181	0.079	0.116
		0.49	0.61	0.0173		0.417	0.025	0.332	0.151
			3		0.6458				

Notes: CW=Coworker, A=Age, G=Gender, E=Education, WE=Work Experience, RL=Religion, R=Rank, EG= Ethnic Group, FS= Family Size

Table 24 showed the results of regression analysis between coworker satisfaction; and PSM, rank, education. PSM had positive significant relation with coworker satisfaction at 0.05 level. Similarly, rank had negative significant relationship with promotion satisfaction at the 0.05 level. Even if the relationship between coworker satisfaction is positive but it is not significant at the .05 level of significance.

Table 24: Partial regression coefficients of the relationship between coworker satisfaction and PSM, rank and education

Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	1	16.62492	2.64183	6.29	<.0001
PSM	1	0.05704	0.01928	2.96	0.0036
Education	1	-1.04197	0.63487	-1.64	0.1029
Rank	1	-0.24109	0.11902	-2.03	0.0446

Table 25 indicated that employees with different rank of had different level of coworker satisfaction in the UCSB. This showed that different ranks had different coworker satisfaction So ANOVA test was conducted further to conform whether these differences in mean were significant or not.

Table 25: Descriptive statistic of job satisfaction by coworker with respect to rank

Rank	N	Mean	Std Dev	Minimum	Maximum
Peon	12	22.67	3.49	16	28
Lower Division Clerk	15	19.13	3.58	12	25
Upper Division Clerk	23	21.26	3.33	14	28
Branch Clerk	16	19.38	4.75	8	26
Superintendent	25	20.48	2.88	14	25
Deputy Staff Officer	12	18.92	2.94	14	23
Staff Officer	24	19.71	2.76	15	25
Assistant Director	16	19	2.31	16	23
Deputy Director	9	19.78	4.06	15	25

The descriptive analysis showed in table 25 conveyed employees different rank had different coworker satisfaction level but this was not supported by the ANOVA test at 0.05 level. Therefore, the regression line for this relationship was shown below.

$$\text{Promotion satisfaction} = 16.62 + 0.057 * \text{PSM} - 0.24 * \text{Rank}$$

This meant that one-unit change in PSM increased 0.057-unit positive changes in coworker satisfaction.

4.11. Relationship between supervision satisfaction and PSM

The bivariate test of bivariate of demographic variables with job satisfaction by supervision as evident in table 26 which showed that there was a significant correlation of demographic variables: education and rank with supervision.

Table 26: Correlation between job satisfaction by supervision and demographic variables

	SV	A	G	E	WE	RL	R	EG	FS
SV	1	-0.12	0.06	-0.16	-0.02	-0.09	-0.16	-0.05	-0.09
		0.14	0.45	0.05	0.8	0.25	0.05	0.57	0.29

Notes: SV= Supervision, A=Age, G=Gender, E=Education, WE=Work Experience, RL=Religion, R=Rank, EG= Ethnic Group, FS= Family Size

Regression test of public service motivation on supervision as seen in table 27 also revealed that there was no significant relationship between supervision satisfaction and PSM, education, rank at 0.05 level. This suggested that supervision satisfaction was regressed by none of the independent variables of the study.

Table 27: Partial regression coefficients of the relationship between supervision satisfaction and PSM

Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	1	20.32662	2.54050	8.00	<.0001
PSM	1	0.00411	0.01854	0.22	0.8247
Education	1	-0.84799	0.61052	-1.39	0.1669
Rank	1	-0.16271	0.11446	-1.42	0.1573

4.12. Bivariate correlation between dependent and independent variables

Table 28 displayed the correlation between five dimensions of job satisfaction and four dimensions of PSM. It showed that pay satisfaction was correlated with CPV, COM and SS dimension of PSM at .05 level. Promotion satisfaction was correlated with four dimensions of PSM at .05 level. Supervision satisfaction was negatively correlated with attraction to public service (APS) dimension of PSM at .05 level whereas nature of work variable was positively correlated with four dimensions of PSM at .0001 level. On the other hand, coworker satisfaction was correlated with APS, CPV, COM dimension of PSM at .05 level.

Table 28: Correlation between five dimensions of job satisfaction and four dimensions of PSM

Variables	P	PR	S	W	CW	APS	CPV	COM	SS
P	1	0.52 <.0001	0.5 <.0001	0.25 0.002	0.35 <.0001	0.09 0.28	0.17 0.03	0.25 0.002	0.24 0.003
PR	0.52 <.0001	1	0.2 0.0114	0.38 <.0001	0.37 <.0001	0.24 0.003	0.25 0.002	0.26 0.001	0.3 0.002

Variab les	P	PR	S	W	CW	APS	CPV	COM	SS
S	0.49 <.00 01	0.2 0.01	1	0.22 0.00 6	0.28 0.00 04	-0.18 0.026	- 0.000 6 0.99	0.15 0.07	0.05 7 0.5
W	0.25 0.00 19	0.4 <.00 01	0.22 0.005 6	1	0.37 <.00 01	0.358 89 <.000 1	0.3 <.000 1	0.3 <.00 01	0.34 <.00 01
CW	0.35 <.00 01	0.37 <.00 01	0.28 0.000 4	0.37 <.00 01	1	0.186 7 0.021	0.18 0.03	0.2 0.01 18	0.13 0.11
APS	0.09 0.28	0.24 0.00 3	-0.18 0.03	0.36 <.00 01	0.18 0.02	1	0.7 <.000 1	0.3 <.00 01	0.5 <.00 01
CPV	0.17 0.02	0.25 0.00 18	- 0.000 6 0.99	0.3 <.00 01	0.18 0.03	0.7 <.000 1	1	0.5 <.00 01	0.67 <.00 01
COM	0.24 0.00 2	0.26 0.00 1	0.15 0.07	0.3 <.00 01	0.2 0.01	0.3 <.000 1	0.5 <.000 1	1	0.6 <.00 01
SS	0.24 0.00 2	0.3 0.00 02	0.06 0.48	0.34 <.00 01	0.13 0.11	0.5 <.000 1	0.67 <.000 1	0.55 <.00 01	1

Notes: P=Pay, PR=Promotion, S=Supervision, W=Worker, CW=Coworker, APS=Attraction to public service, CPV=Commitment to public values, COM= Compassion, SS=Self sacrifice

4.13. Relationship between public service motivation and job satisfaction

To test second hypothesis H2, H3, H4, H5; regression analysis was conducted between every facets of job satisfaction with four dimensions of

PSM: attraction to public service (APS), commitment to public values (CPV), compassion (COM) and self-sacrifice (SS).

In order to test the hypothesis H2 to H5, the different regression analyses were employed in this study. Particularly, each dimension of job satisfaction was regressed with four dimensions of PSM.

4.13.1 Relationship between pay satisfaction and four dimensions of PSM

Table 29 showed the casual relationship between pay satisfaction and four dimensions of PSM. It is revealed that the regression model was significant at 0.05 level of significance with F statistic [(3,151), 4.08]. But, none of the PSM dimensions had significant relationship with pay satisfaction at 0.05 level.

Table 29: Regression model summary of pay satisfaction and dimensions of PSM

Variable	DF	Parameter Estimate	Standard Error
Intercept	1	11.53*	2.49
CPV	1	-0.008	0.09
COM	1	0.12	0.07
SS	1	0.16	0.12
ANOVA (F-value)	(3, 151)	4.08	
ANOVA (P-value)		0.0081	
R-square		0.0764	

*Significant at 0.01 level of significance

4.13.2 Relationship between promotion satisfaction and four dimensions of PSM

Table 30 showed the casual relationship between promotion satisfaction and four dimensions of PSM. It is revealed that the regression model was significant at 0.05 level of significance with F statistic [(4,151), 4.69]. But, none of the

PSM dimensions has significant relationship with promotion satisfaction at 0.05 level.

Table 30: Regression model summary of promotion satisfaction and dimensions of PSM

Variable	DF	Parameter Estimate	Standard Error
Intercept	1	10.86*	2.64
APS	1	0.1	0.1
CPV	1	-0.01	0.11
COM	1	0.1	0.07
SS	1	0.2	0.12
ANOVA (F-value)	(4 151)	4.69	
ANOVA (P-value)	0.0014		
R-square	0.1131		

*Significant at 0.01 level of significance

4.13.3 Relationship between work satisfaction and four dimensions of PSM

Table 31 showed the casual relationship between work satisfaction and four dimensions of PSM. It is revealed that the regression model was significant at 0.05 level of significance with F statistic [(4,151), 8.18]. But, only APS dimension of PSM has significant relationship with work satisfaction at 0.05 level whereas CPV, COM and SS dimensions of PSM were not significantly related with nature of work satisfaction at 0.05 level. Therefore, hypothesis H2 was not rejected.

Table 31: Regression model summary of work satisfaction and dimensions of PSM

Variable	DF	Parameter Estimate	Standard Error
Intercept	1	9.51*	2.15
APS	1	0.18**	0.08
CPV	1	-0.004	0.09
COM	1	0.109	0.06
SS	1	0.12	0.1
ANOVA (F-value)	(4 151)	8.18	
ANOVA (P-value)	<0.0001		
R-square	0.18		

*Significant at 0.01 level of significance

**Significant at 0.05 level of significance

4.13.4 Relationship between coworker satisfaction and four dimensions of PSM

Table 32 showed the casual relationship between coworker satisfaction and four dimensions of PSM. It is revealed that the regression model was not significant at 0.05 level of significance with F statistic [(4,151), 2.34] and none of the PSM dimensions had significant relationship with coworker satisfaction at 0.05 level.

Table 32: Regression model summary of coworker satisfaction and dimensions of PSM

Variable	DF	Parameter Estimate	Standard Error
Intercept	1	13.8*	2.42
APS	1	0.1	0.09
CPV	1	0.03	0.1
COM	1	0.12	0.07
SS	1	-0.06	0.11
ANOVA (F-value)	(4 151)	2.34	
ANOVA (P-value)	0.0577		
R-square	0.06		

*Significant at 0.01 level of significance

4.13.5 Relationship between supervision satisfaction and four dimensions of PSM

Table 33 showed the casual relationship between supervision satisfaction and four dimensions of PSM. It is revealed that the regression model was significant at 0.05 level of significance with F statistic [(1,151), 5.05] and only APS dimension of PSM had significant relationship with supervision satisfaction at 0.05 level. Therefore, Hypothesis H2 was not rejected.

Table 33: Regression model summary of supervision satisfaction and dimensions of PSM

Variable	DF	Parameter Estimate	Standard Error
Intercept	1	22.13*	1.73
APS	1	-0.13**	0.06
ANOVA (F-value)	(1, 151)	5.05	
ANOVA (P-value)	0.026		
R-square	0.0326		

*Significant at 0.01 level of significance

**Significant at 0.05 level of significance

Among four dimensions of PSM, only APS dimension was found to be a predictor of job satisfaction. Particularly, APS was seen to be predictor of pay, supervision and nature of work dimension of job satisfaction at .05 level. Therefore, Hypothesis H2 was accepted whereas Hypothesis H3, H4 and H5 were rejected. This suggests that the APS dimension of PSM was better predictor of job satisfaction than other three dimensions: CPV, COM and SS in the UCSB of Myanmar.

4.14. Summary

This chapter provided statistical analysis of data collected from the survey conducted with the sample size of 152 civil employees from the Union Civil Service Board of Myanmar. The ANOVA results showed that the mean differences in PSM are only significant for rank variable indicating employees with higher position have the highest PSM level. Deputy director level is the highest rank in this study, so they seemed to have the highest PSM.

The survey results showed that younger, religion of Christian, Rakhine ethnic group, higher rank employees (higher pay scale), shorter length of job tenure from 5 to 9 years, family size of 3 to 6 and less educated high school graduates employees seemed to have higher level of public service motivation. Additionally, female employees have higher level of public service motivation than male workers in this study.

This research study showed a positive relationship between public service motivation and employee job satisfaction by testing the first hypothesis of this study (H1: the higher the level of a civil employee's public service motivation, the higher the level of his or her job satisfaction). Regression analysis were employed to test the relationship between five components of job satisfaction: pay, promotion, supervision, nature of work and coworker with public service motivation. Only pay, promotion, nature of work and coworker showed the

positive relationship with public service motivation dimensions. Similarly, satisfaction with supervision had positive relationship with public service motivation although it was statistically not significant. Among eight demographic variables of this study, ANOVA results showed that employees with different educational levels had mean differences of pay satisfaction.

Only one dimension of public service motivation; “attraction to public service” (APS) had the highest predictability of employee job satisfaction in the Union Civil Service Board of Myanmar. Therefore, “H2: the higher the level of attraction to public service dimension, the higher the level of job satisfaction” was not rejected. As only dimension of PSM was found to have significant relationship with employees’ job satisfaction at .05 level through testing the hypotheses H2 to H5, the hypotheses H3, H4 and H5 were rejected in this study.

Chapter 5: Discussion, Conclusion and Recommendation

This study was conducted to answer the research questions: does public service motivation impact on employees' job satisfaction in the Union Civil Service Board of Myanmar? And if it has impact on job satisfaction, which dimension of public service motivation most influences on employees' job satisfaction? In response to these questions, the five hypotheses were tested by using survey data collected through PSM questionnaire (Kim et al. 2012) and Job Satisfaction Survey (Spector, 1985). This study employed quantitative method and data was collected using self-administered surveys. The data was collected from a sample of 152 taken from a population of 250 middle level and lower position civil employees at the UCSB of Myanmar by using simple random sampling method. The collected data was imported to SAS software for data analysis. This research study discovered four major findings after testing the hypotheses at 0.05 level of significance.

5.1. Relationship between demographic variables and PSM

Age was found not significant influence on public service motivation in this study. This study showed that younger employees with the under 20 years old revealed highest public service motivation. As opposed to this study, the previous research studies proved that older employees tend to have higher public service motivation (Vandenabeele, 2011; Pandey and Stazyk, 2008). Steijn (2006) also mentioned that older employees have higher level of public service motivation in the Netherlands public service as they have greater impact on policy decisions because of hierarchical culture especially in participating in policy decision-making. Older employees with higher rank and involving in policy decisions have higher public service motivation than younger employees.

However, this current study conducted survey with mid-level officials and lower position clerks, so middle level officials have to take the role of managers and duties of non-gazette level clerks are assigned in line with office procedures under their direct supervisors. The ANOVA results did not also support the mean differences among different age groups in this study.

In this study, female employees showed higher mean public service motivation than male employees but the difference in means was not statistically significant at the .05 level. Previous scholars observed that female, highly educated and managers probably have high levels for public service motivation (Bright, 2005; Dehart-Davis, Marlowe & Pandey, 2006; Naff & Crum, 1999; Perry, 1997). Bright (2005) suggested that women might have high scores for public service motivation, especially on compassion dimension due to their nature of caring and supporting. DeHart-Davis et al. (2006) also observed that women gained high score not only on PSM dimension of compassion but also on attraction to policy-making dimension.

Although majority of respondents were civil employees of Bamar ethnicity in this study, the results showed that Rakhine ethnic group employees have highest public service motivation level with mean 126.20, followed by Chin ethnic employees with mean 123.7, among other ethnic group employees. However, the differences in mean among ethnic groups were not statistically significant because P-value for this ANOVA is $0.7038 > 0.05$.

Previous literature review observed that education is positively and strongly related with public service motivation (Bright, 2005; Moynihan & Pandey, 2007a; Naff & Crum, 1999; Perry, 1997). As Perry (2000) suggested that education determines perception of a person and educational society is fundamental to influence on the individual's behavior within the society (Boyte & Kari, 2000). There is, hence, strong relationship between high level of education and public service motivation. Steijn (2006) asserted that higher

educated employees have higher level of public service motivation in the Netherlands context. However, the findings of this study depicted that high school graduate employees with mean score 125.18, followed by Master degree holder employees with mean score 124.14, have greater level of public service motivation among other education levels of employees. Nevertheless, demographic variable of education was found not to be statistically significant at the confidence level of .05 in this study.

The study enumerated that Christian employees seem to have higher public service motivation levels than Buddhist religion group. Nevertheless, the differences in mean among religion groups were not statistically significant because P-value for this ANOVA is $0.4365 > 0.05$. Perry (1997) suggested that religious activity has negative relationship with public service motivation and negative meaning of the measurement scale may result in negative impacts of the questionnaire so that respondents may response the questions inappropriate ways. Religion is an organization in which Americans can grow beliefs of their commitments to others and can get chances to take on practically their beliefs and he also revealed that higher levels of participation in religious activities in church lead to the higher level of public service motivation (Perry, 1997).

Perry et al. (2008) reexamined the instruments for measurement on the the influences of religious activities with the individual's public service motivation level and the findings also showed that individual public service motivation level was increased probably due to religious activities focusing on altruistic values and self-sacrificing manner.

Rank was found to have significant relationship with high level of public service motivation at the confidence level of .05. Deputy director level employees have highest and branch clerk employees have lowest level of public service motivation. The range of public service motivation is higher but except branch clerk, other ranks have comparably equal level of public service

motivation. After ANOVA test, the differences in mean PSM among different ranks are statistically significant because P-value for this ANOVA is $0.0350 > 0.05$.

This suggested that deputy director level employees have the highest PSM level followed by superintendent and staff officers in the second and third position. Similarly, assistant directors are at fourth position followed by peon, lower division clerk, and upper division clerk in fifth, sixth and seventh position. Branch clerk employees have the lowest PSM level among others in the UCSB of Myanmar. showing higher rank in job position increases higher level of public service motivation.

In this regard, pay scale of civil servants in Myanmar is direct proportionate to their respective ranks. This means that higher rank officials get higher salary and allowances than lower staff so the perception of employees with higher salary have greater level of public service motivation than ones earning low pay in light of the findings of this study. Perry and Wise (1990) conceptualize that public service motivation may lead employees to stress on performing better service for public than on financial reward. Houston (2000) also supported to this concept with his study's finding that public employees' value more on taking on the responsibility to contributing to public good than on financial rewards. On the other hand, Pratchett and Wingfield (1996) enumerated that employees who get highly paid are loyalty whereas lack of loyalty may be found with low income. Alonso and Lewis (2001) found that employees with higher salary incomes have greatest level of public service motivation.

Working experience variable was found not to have impact on public service motivation at the 0.05 level. In this study, employees who has been working for 5 to 9 years have higher level of public service motivation than others. This seemed to be consistent with the previous study of Steijn (2006) who examined that employees with shorter job tenure seem to have higher level of public

service motivation. Working experience is positively related to public service motivation (Perry, 1997). On the other hand, Moynihan & Pandey (2007a) enumerated that there is a negative relationship between job tenure and public service motivation. Camilleri (2007) also discovered that there is no impact of working experience on public service motivation and working in the same position for a long time may decrease employee job satisfaction and it may lead to diminish level of public service motivation.

This study revealed that differences in mean of family size variable were not statistically significant at the 0.05 level. Less family members seemed to have higher level of public service motivation in the findings of this study. Camilleri (2006) noted that family life cycle status (having number of children) has positive association with three dimensions of public service motivation except policy making and he suggested that employees with children seemed to have higher need for three dimensions of PSM namely compassion, commitment to public interest and self-sacrifice because they seemed to have more duties and financial needs in their family, accordingly they seemed have more benevolent attitudes towards the society.

Therefore, this survey results enumerated that younger, religion of Christian, Rakhine ethnic group, higher rank employees with (higher pay scale), shorter length of job tenure from 5 to 9 years, family size of 3 to 6 and less educated high school graduates' employees seemed to have higher level of public service motivation. Furthermore, female employees have higher level of public service motivation than male employees in this study.

Nonetheless, the ANOVA results showed that mean differences in PSM are only significant for variable of rank indicating higher rank officials in the position of "deputy director" have higher level of public service motivation in the Union Civil Service Board of Myanmar. The highest civil service rank in this study was deputy director level position. Therefore, this study was

consistent with the findings of the previous literatures presenting higher rank in job position increases higher level of public service motivation.

5.2. Relationship between public service motivation and job satisfaction

This research study showed a positive relationship between public service motivation and employees' job satisfaction by testing the first hypothesis of this study (H1: the higher the level of a civil employee's public service motivation, the higher the level of his or her job satisfaction). Regression analysis were employed to test the relationship between five facets of job satisfaction: pay, promotion, supervision, nature of work and coworker with public service motivation. Only pay, promotion, nature of work and coworker satisfaction showed the positive relationship with public service motivation dimensions. Similarly, the supervision satisfaction had positive but statistically insignificant relationship with public service motivation.

In this study, employee pay satisfaction had a positive relationship with public service motivation. Many studies argued that public employees with high public service motivation put emphasis on non-monetary reward unlike private employees (Rainey, 1982; Crewson, 1997; Houston, 2000). On the other hand, public employees with high public service motivation are also interested in the extrinsic motivation through monetary rewards (Alonso & Lewis, 2001; Wright, 2007). In this respect, demographic variable "education" employed in this study was negatively associated with pay satisfaction. This means that less educated employees seemed to be satisfied with their salary than highly educated employees. Pay scale for civil servants are low in Myanmar civil service, so highly educated employees may not be satisfied with their pay in government sector than less educated employees. Naff and Crum (1999) proposed that employees with higher level education seemed to have desire for mobility of

job because they tended possibly to have higher expectations than their organizations could give.

Promotion satisfaction investigated in this study had positive impact on public service motivation. Pursuant to the Civil Service Personnel Law (2013), when the citizens of the Republic of the Union of Myanmar are selected as the civil servants, offered posts, offered privileges and given promotion, they shall not be discriminated regardless of race, regions they were born in, religion and gender. Employees in Myanmar civil service are promoted if they meet the specified educational qualification, skills, term of post and term of service and ability to perform duties which would be assigned to the promoted position (Civil Service Personnel Law, 2013). The criteria for evaluation of civil servants based fundamentally on the important skills of leadership, reliability, proficiency, enthusiasm and good relationship (Civil Service Personnel Rules, 2014). In this regard, civil service respondents surveyed in this study seemed to be satisfied with their enjoyment of promotion in conformity with the specified laws and rules.

Work satisfaction was found to be positively associated with public service motivation. Civil service employment is highly regarded as a distinguished employment in Myanmar. It may be because of the honor to pass the tough entrance exam for gazette officials and authority which can be achieved when they get a job in government sector, so civil servants are respected in Myanmar society. Additionally, it can also be noted that employees are satisfied with their job because they think of it as the civil service employment could give opportunities to participate in realizing their organization's goals and providing government services to the people through their job. Public employees with higher public service motivation seemed to be more satisfied with their jobs and work harder because they highly regard to deliver services to the citizen as a great chance given by their public service employment (Naff and Crum, 1999).

The study also showed that coworker satisfaction had a positive relationship with public service motivation. In accordance with the Myanmar Civil Service Code of Conduct (2004), employees must avoid behaviors such as impolite ways of communication, fights with coworkers and acting or stimulating others in order to destroy peace and unity in the workplace. In light of following these disciplines, employees seemed to be satisfied with their coworkers at their workplace.

Supervision satisfaction was found to have insignificant association with public service motivation in this study. It can be explained with the hierarchical culture of the workplace in Myanmar civil service between gazette officials and non-gazette subordinates. This hierarchical system sometimes creates situations where young and more educated supervisors but less experience and their subordinates who have less education yet more experienced their supervisors. Young and highly educated employees can be directly appointed as gazette level officials after they passed the civil service entrance exams for officials whereas non-gazette clerks in the organization are trying to be promoted according to the hierarchical positions.

These findings with respect to job satisfaction from perceiving higher level of public service motivation suggested many possible impacts in Myanmar civil service system. The higher level of public service motivation increases at least four facets of employee job satisfaction so, perceiving higher level of public service motivation could possibly boost employees job satisfaction with respect to satisfaction components with pay, promotion, nature of work, and coworker. This in return will contribute to higher level of individual and organizational performance in the Union Civil Service Board of Myanmar.

Among eight categorical variables of this study, ANOVA results showed that employees with different education level had differences of job satisfaction. This result revealed that the employees with low education level had higher job

satisfaction than higher levels. This was not surprising result that employees with lower level education perceive the higher level of job satisfaction. It might be because of their lower expectation from job and the return from the job. They do not need to interact with many levels of officials and interactions with the parties outside of the service are also low. On the other hand, the higher education leads to higher level of job position. This increases the complexities and interactions of accountability and responsibility in workplace in terms of relationship with supervisors, senior executives and subordinates even with political leadership and the parties outside of the civil service. Hence, it seemed to be difficult to manage work life balance and could decrease the level of job satisfaction.

The ANOVA results for other categorical variables were not significant at .05 level indicating that there was not any difference of job satisfaction by rank, age, gender, work experience, ethnic groups, religion and family size. This finding suggested that employees with different ranks or gender or work experience or ethnic groups or religion or family size might have similar perceptions of job satisfaction.

5.3. Dimensions of public service motivation and job satisfaction

Among four dimension of public service motivation: attraction to public service (APS), commitment to public value (CPV), compassion (COM) and self-sacrifice (SS), only attraction to public service (APS) dimension of PSM showed the highest predictability of employees' job satisfaction in the Union Civil Service Board of Myanmar. That was the only dimension of public service motivation to have significant and relationship with employee job satisfaction at .05 level. It was confirmed by testing the hypotheses H2, H3, H4 and H5.

The hypothesis H2 examined that whether “the higher the level of attraction to public service dimension, the higher the level of job satisfaction.” It was

confirmed with the findings which showed that only dimension of “attraction to policy making” had statistically significant relationship with job satisfaction in this study as opposed to the previous study of Taylor (2007) which revealed that commitment to public interest (CPV) had more influence on job satisfaction than self-sacrifice (SS), attraction to public service (APS) and compassion (COM) in Australian public service. Liu et al. (2008) and Yanti (2012) mentioned that both self-sacrifice (SS) and attraction to public service (APS) had impact on job satisfaction in Chinese civil service and Indonesian civil service respectively.

Attraction to public service (APS) is derived from rational motive and it refers that employees could be attracted to policy making as the way of making the best utilization in need of authority and self-esteem or to support a special motivation that would give personal advantage (Perry, 1996). In Myanmar culture, civil service employment is regarded as respected career because civil servants are serving for the government to deliver its services to the people. In this respect, civil servants are given to make their decision and discretionary power with respects to their positions which has been assigned. Additionally, they have to follow not only their professional ethics but also civil service code of conducts in performing their duties so civil servants are respected in Myanmar society.

The other dimensions of public service motivation: commitment to public values, compassion and self-sacrifice were found insignificant with job satisfaction in this study. Nonetheless, it did not mean that Myanmar civil servants do not have sympathy, kindness and generosity. Commitment to public interest and self-sacrifice were also embedded in the culture of Myanmar civil service because civil servants have to be loyal to the state and to prioritize the benefits of the people since ancient kingdoms period. Additionally, today’s

Myanmar civil servants have to strictly follow the disciplines and rules in conformity with code of conduct to prioritize for the public interest than self.

5.4. Limitations

The underlying assumption of this study presumed that higher public service motivation greatly impacts on public employees' job satisfaction in the Union Civil Service Board of Myanmar. This study applied public service motivation theory developed by Perry and Wise (1990) to explore each dimension of public service motivation which were based on three basic PSM motives: rational motive, normative motive and affective motive.

The first limitation of this study was conducting the self-administered survey to collect the perception of the respondents on public service motivation and job satisfaction. The self-completion questionnaire might not represent accurate organizational factors and data might also be biased.

The second limitation was the translation of the questionnaire. Both public service motivation and job satisfaction survey questionnaires were translated from English to Myanmar. Back to back translation will be applied so as to minimize the slightly changes in meaning with the assistance of two lecturers from English department of the University of Yangon.

5.5. Recommendation for further research

This study was a quantitative, descriptive, non-experimental survey research conducted in the Myanmar civil service population. This study used the revised version of public service motivation questionnaire developed by Kim et al (2012). A questionnaire called job satisfaction survey (Spector, 1985) was applied to measure employees' job satisfaction. The data collection method was self-administered survey to collect on the perception of employees' job satisfaction and public service motivation. In this vein, there could be many further research options for the future researchers and students. Further research

can be conducted by using both qualitative as well as quantitative approach. The future study can adopt the relationship between different dimensions of public service motivation and job satisfaction mediated by person-organization fit theory to contribute more to the human resource development processes for Myanmar civil service system. The further study can be conducted by using experimental research as well. They can conduct new research study considering whole civil service as their target population including employees from all ranks. The further study can be conducted as a comparative study for the case of different ministries in Myanmar as well as for the analysis between other similar countries in Asian region.

5.6. Practical implications

This study found that public service motivation had positive association with employees' job satisfaction in the Union Civil Service Board (UCSB) of Myanmar. As public service motivation is one of the best instruments for human resource management processes such as recruiting and selecting employees, it can be employed in the major functions of the UCSB of recruitment, selection and training of civil servants.

First, public service motivation can be used in the screening test for civil service exam because it is critical for the assessment of the applicants in order to achieve job commitment with the public interest to perform duties aiming at helping society which will contribute to the organization realize the goals. In this respect, it would help to recruit the employees with high public service motivation and it can lead to develop the motivation of the civil servants in the workplace. Pursuant to the person-organization fit theory, the screening test is crucial for the recruitment of employees who are not only qualified in relative fields for vacant position but also holding civil service values of integrity,

honesty, impartiality and objectivity in line with the organizational goals (Ireland Institute of Public Administration, 2013).

Second, public service motivation concept is also very important in personal interview of the civil service exam in respect of recruiting the right person in the right job position. The recruitment of the employees with higher public service motivation is critical for the organization, whereas it is also imperative for the candidates to assess whether the job fits well with their personal values or not (Perry and Hondeghem, 2008). In this regard, realistic job preview would much help to provide the candidates to be completely aware of the details of the job so that it can reduce the expectations of the employees by understanding the nature of civil service professions and it can lead to the dissatisfaction of the job.

Third, the role of UCSB is also critical in human resource development of training and educating the new recruits as well as the incumbent civil servants to promote not only their skills, knowledge and ability as well to strengthen their attitudes towards on the values of public service professions with respect to the theory of public service motivation in the civil service training courses conducted by the Central Institutes of Civil Service. In this way of civil service training, civil servants were allowed to promote their sense of obligation to serve the society in line with the civil service code of conduct in addition to improve personal development.

This study also found that higher rank employees had higher public service motivation whereas employees with higher level education perceived lower job satisfaction. According to the the findings, the highest ranks, deputy directors, had the highest public service motivation in this study. It is, therefore, very important for the UCSB to retain the incumbent middle level managers with high public service motivation because they are key in both policy formulation and implementation of any organization through their performance. Managers

are required to be aware that it will be very effective to encourage and reinforce the intrinsic motivation of employees in the situation where extrinsic motivation are restrained and even decreased (Ireland Institute of Public Administration, 2013). In this regard, the UCSB can improve civil service training in the respect of public service motivation theory in order for enhancing leadership and management skills of middle level officials. As a result, the managers can manage and lead the subordinates by encouraging their intrinsic motivation to perform duties efficiently so that they can provide assistances and suggestions effectively to the senior officials.

Furthermore, the UCSB can promote public service motivation in the hiring process to elevate the motivation of more educated employees providing with the detailed information of realistic job designs and goals of the organization to better understand the nature of the civil service professions and to reduce their unrealistic expectations from the organizations. As a result, it can introduce the workplace with the motivation of employees and it can lead to meeting with their expectations and achieving their job satisfaction.

“Attraction to public service (APS)” was found as the most influenced dimension of public service motivation of the civil servants in the UCSB of Myanmar. In other words, rational motive is significant among the civil servants in the UCSB of Myanmar and employees sought to get the opportunity to participate in the policy formulation in need of self importance while contributing to the society. In order to motivate its employees, the UCSB can create working conditions for employees to pertain the public programs which allow them to contribute to the society through making their self development.

5.7. Conclusion

This study intended to examine whether the theory of public service motivation exist in the context of Myanmar civil service or not and to observe

the relationship between public service motivation and civil employees' job satisfaction in the Union Civil Service Board of Myanmar. This study set five hypotheses based on the research questions generated on the basis of past literatures. This study was a cross-sectional, non-experimental and quantitative survey research. The sample of 152 civil servants currently working in the UCSB of Myanmar was selected by using simple random sampling method out of 250 populations. The perception of civil servants on public service motivation and job satisfaction was collected through a single survey made by combining revised version of public service motivation questionnaire developed by Kim et al.'s (2012) and job satisfaction survey (Spector, 1985). The survey data was analyzed in SAS software and statistical procedures of descriptive analysis, t-test, ANOVA, correlation, and regression analysis were performed.

The findings showed that revised public service motivation dimensions developed by Kim et al.'s (2012) for the use in international studies existed in the data of the Union Civil Service Board of Myanmar. Additionally, these results supported the hypothesis H1: the higher the level of a civil employee's public service motivation, the higher the level of his or her job satisfaction indicating that public service motivation positively affects on components of job satisfaction: pay, promotion, supervision, nature of work and coworker. Furthermore, this study also enumerated that employees with higher rank had higher public service motivation but employees with higher level education perceived lower job satisfaction.

Therefore, the findings of this study provided empirical evidences to support the public human resource management functions and practices of the Union Civil Service Board of Myanmar. Employing public service motivation theory is beneficial for human resource management practices with respect to recruiting the employees with high public service motivation, retaining the

incumbent managers level employees with high public service motivation as well as promoting the training and education of the civil service to strengthen employees' attitude towards civil service professions in addition to enhancement of their capacity.

This study also found that the hypothesis H2: the higher the level of attraction to public service dimension, the higher the level of job satisfaction" was accepted. On the other hand, the hypotheses H3, H4 and H5 were rejected in this study because only one dimension of public service motivation: "attraction to public service (APS)" had the highest predictability of employees' job satisfaction indicating that rational and affective motives influence the civil employees in the Union Civil Service Board of Myanmar. The results of this study revealed a mixture of evidences supportive to that of past literatures. The major findings of this study expected to contribute to public human resource management functions and practices in the Union Civil Service Board of Myanmar.

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Appendix: Public Service Motivation Measurement, Job Satisfacción Survey

Public Service Motivation Measurement (Kim et al., 2011) and Job Satisfaction Survey (Spector, 1985)		1.Disagree very much 2.Disagree moderately 3.Disagree slightly 4.Neither Agree nor Disagree 5.Agree slightly 6.Agree moderately 7.Agree very much						
Attraction to Public Service (APS)								
1	I am interested in helping to improve public service.	1	2	3	4	5	6	7
2	I am satisfied when I see people benefiting from the public programs, I was involved in.	1	2	3	4	5	6	7
3	I like to discuss topics regarding public programs and policies with others.	1	2	3	4	5	6	7
4	I believe that public sector activities contribute to our general welfare.	1	2	3	4	5	6	7
5	I admire people who initiate or are involved in activities to aid my community.	1	2	3	4	5	6	7
Commitment to Public Values (CPV)								
6	I think equal opportunities for citizens are very important.	1	2	3	4	5	6	7
7	It is important that citizens can rely on the continuous provision of public services.	1	2	3	4	5	6	7
8	It is fundamental that public services respond to the needs of the citizens.	1	2	3	4	5	6	7
9	Decisions regarding public services should be democratic despite the time and effort it takes.	1	2	3	4	5	6	7
10	Everybody is entitled to a good service, even if it costs a lot of money.	1	2	3	4	5	6	7

11	It is fundamental that the interests of future generations are taken into account when developing public policies.	1	2	3	4	5	6	7
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Compassion (COM)

12	It is difficult for me to contain my feelings when I see people in distress.	1	2	3	4	5	6	7
13	I feel sympathetic to the plight of the underprivileged.	1	2	3	4	5	6	7
14	I empathize with other people who face difficulties.	1	2	3	4	5	6	7
15	I have little compassion for people in need who are unwilling to take the first step to help themselves.	1	2	3	4	5	6	7
16	I get very upset when I see other people being treated unfairly.	1	2	3	4	5	6	7

Self-Sacrifice (SS)

17	Making a difference to society means more to me than personal achievements.	1	2	3	4	5	6	7
18	I am prepared to make sacrifices for the good of society.	1	2	3	4	5	6	7
19	I believe in putting civic duty before self.	1	2	3	4	5	6	7
20	I am willing to risk personnel loss to help society.	1	2	3	4	5	6	7

Job Satisfaction Survey (JSS)								
21	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6	7
22	There is really too little chance for promotion on my job.	1	2	3	4	5	6	7
23	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6	7
24	I like the people I work with.	1	2	3	4	5	6	7
25	I sometimes feel my job is meaningless.	1	2	3	4	5	6	7
26	Raises are too few and far between.	1	2	3	4	5	6	7
27	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6	7
28	My supervisor is unfair to me.	1	2	3	4	5	6	7
29	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6	7
30	I like doing the things I do at work.	1	2	3	4	5	6	7
31	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6	7
32	People get ahead as fast here as they do in other places.	1	2	3	4	5	6	7
33	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6	7
34	I enjoy my coworkers.	1	2	3	4	5	6	7
35	I feel a sense of pride in doing my job.	1	2	3	4	5	6	7
36	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6	7
37	I like my supervisor.	1	2	3	4	5	6	7
38	I am satisfied with my chances for promotion.	1	2	3	4	5	6	7
39	There is too much bickering and fighting at work.	1	2	3	4	5	6	7
40	My job is enjoyable.	1	2	3	4	5	6	7

Demographic questionnaire

41. How old are you?

- (a) Less than 20 years old
- (b) 20-29 years old
- (c) 30-39 years old
- (d) 40-49 years old
- (e) 50 years and above

42. Gender: (a) Male _____ or (b) Female _____

43. Which ethnic group do you belong to?

- (a) Kachin (b) Kayar (c) Kayin (d) Chin (e) Mon (f) Bamar (g) Rakhine (h) Shan (9) Others

44. What is your religion?

- (a) Buddhist (b) Christian (c) Islam (d) Hinduism (e) others

45. What is your level of education? (Select one)

- (a) High school (Grade 10 and 11)
- (b) University degree or similar
- (c) Diploma degree
- (d) Master degree
- (e) PhD degree or similar

46. Type of civil servant and respective pay scale (Select one)

Type of civil servant	Mark as appropriate
Mid-level officer - Deputy Director (341,000 Kyats)	
Mid-level officer - Assistant Director (308,000 Kyats)	
Mid-level officer - Staff Officer (275,000 Kyats)	
Support staff - Deputy Staff Officer (216,000 Kyats)	

Support staff - Office Superintendent (234,000 Kyats)	
Support staff - Branch Clerk (216,000 Kyats)	
Support staff - Upper Division Clerk (198,000 Kyats)	
Support staff - Lower Division Clerk (180,000 Kyats)	
Support staff - Peon (144,000 Kyats)	
Other (please specify)	

47. How many years have you been working in the civil service? (Select one)

- (a) Less than 5 years
- (b) 5 to 10 years
- (c) 10-20 years
- (d) 20-30 years
- (e) over 30 years

48. Please choose your family size.

- (a) under 3
- (b) 3-6
- (c) Over 6

국문초록

미얀마 연방인사위원회 공무원의 직무 만족도에 미치는 공공봉사동기의 영향

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글로벌행정전공

공무원은 정부 목표의 추진과 실현이라는 중요한 역할을 하는 정부 기관의 주축이다. 그러므로, 공공봉사동기가 높은 직원들을 채용하고 유지하는 것은 정부 기관의 중요한 역할이다. 그들이 높은 직무 만족도를 갖는다면 조직 성과에 엄청나게 영향을 미칠 수 있기 때문이다.

많은 기존 연구들에 따르면 공공봉사동기는 국가에 상관없이 직원들의 직무 만족도에 긍정적인 영향을 미치는 것으로 나타났다. 그러나 공공봉사동기에 관한 여러 연구에서는 공공봉사동기의 가치가 지역에 따라 다를 수 있다는 것을 제시했다. 따라서 본 연구는 미얀마 공직에서 공공봉사동기가 직원들의 직무 만족도에 미치는 영향을 조사하였다.

본 연구는 횡단면적, 비실험적, 양적 설문지로 행해졌으며, 250 명의 공무원 모집단에서 간단한 무작위 표본 추출로 미얀마 연방인사위원회(UCSB)의 152 명의 중간급 및 하위직 공무원의 표본을 조사하였다. 또한 공무원들의 공공봉사동기 및 직무 만족도에 대한 인식은 개정된 공공봉사동기 설문(Kim et al., 2012)과 직무만족도 설문(Spector,

1985)을 결합한 설문조사를 통해 수집되었다. 자료는 SAS 소프트웨어의 기술통계분석, t-검정, 상관관계 및 회귀 분석을 사용하여 분석하였다.

본 연구의 주요 결론은 본 연구에서 수행된 설문 자료에서 기존 공공봉사동기 이론이 관찰되었다는 것과 공공봉사동기가 미얀마 연방인사위원회 공무원들의 직무 만족도에 긍정적인 영향을 미친다는 것이다. 또한 상위 직급의 직원들은 다른 인구통계학적 변수들 중에서 공공봉사동기와 긍정적으로 관련이 있는 것으로 밝혀졌다. 이에 더하여 본 연구는 공공봉사동기의 차원들과 직원들의 인구통계학적 변수가 직무 만족도에 미치는 영향도 알아냈다. 그 결과 공무원의 직무만족도를 가장 잘 예측한 것은 공공봉사동기 중 ‘공공 서비스에 대한 관심도(APS)’였으며, 고등교육을 받은 근로자의 경우 직무만족도에 크게 부정적인 영향을 갖는 것으로 나타났다.

그 결과 올바른 직책에 적임자를 채용하고 공공의 이익을 도모하려는 목표를 가지고 적격 심사 및 개인 면접을 수행한다면 공무원 시험 단계에서 공공봉사동기가 구체적으로 구현될 수 있음을 알 수 있다. 또한 UCSB는 공직 가치에 대한 공무원의 태도를 강화하기 위해 공공봉사동기 이론과 관련하여 중앙행정기관이 실시하는 공무원 연수 과정을 추진할 수 있다.

UCSB는 지원자에게 현실적인 직업 설계와 조직의 목표에 대한 상세한 정보를 제공하여 공직의 본질에 대해 이해하도록 함으로써 공무원 채용 과정에서 공공봉사동기를 촉진할 수 있었다. 또한 직원의 직무만족에 대한 공공봉사동기의 합리적 측면이 우세한 것으로 판명됨에 따라, UCSB는 공무원이 자신의 관심사를 통해 사회에 기여할 수 있는 공공 프로그램에 참여할 수 있는 기회를 조성할 수 있었다.

미얀마 공직 시스템의 인적자원개발 과정에 더 많은 기여를 하기 위해 개인-조직 간 적합 이론에 의해 매개되는 공공봉사동기와 직무 만족도

사이의 관계에 대하여 질적 접근과 양적 접근 모두를 수행하는 추가 연구를 하는 것도 흥미로울 것이라고 여겨진다.

주제어: 공공봉사동기, 직무 만족도, 미얀마 연방인사위원회

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