

Job Characteristics, Public Service Motivation, and Work Performance in Korea.

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Abstract:²

This study aims to analyze the effects of job characteristics on PSM in the context of Korean government organizations and to compare the influence of PSM on work performance with that of the main extrinsic incentives such as economic compensation and job security. It uses data (n = 1,500) from the 2011 Public Service Panel Survey conducted by the Korea Institute of Public Administration. The test results show that only three out of five core job characteristics—skill variety, task significance, and feedback—are positively associated with PSM and that PSM and economic compensation, except job security, are related to work performance in Korean government organizations. The practical implications are discussed.

Key-words: Job characteristics, public service motivation, work performance, Korea

1. Introduction

Research on public service motivation (PSM) assumes that PSM is prevalent in the public sector (Brewer and Selden, 1998; Houston, 2006; Lewis and Frank, 2002; Steijn, 2008). A persuasive proposition is that individuals self-select into government jobs due to their interest in public service (Lewis and Frank, 2002; Naff and Crum, 1999; Perry and Wise, 1990). However, “becoming a public sector employee involves not only making a choice to work in the public sector, but also having the opportunity to do so” (Steen, 2008: 204). Particularly in Korea where jobs in the public sector are highly valued and competitive, and PSM is not the prime criterion in recruitment and selection procedures, this proposition is not supported. The exam result is the only criterion to determine who will work for the government. The government has traditionally offered strong extrinsic motivators such as job security, power, prestige, career development, fringe benefits, pension, and work–family balance. A series of surveys have proven job security to be the most important motive to become a civil servant in Korea (Kwon, 2013; Lee and Choi, 2016).

An alternative proposition is that PSM is improved by job experience in the government because the government provides civil servants with superior opportunities to perform meaningful public service (Brewer and Selden, 1998; Moynihan and Pandey, 2007). Civil servants may have valuable experiences such as helping others, serving the public interest, and performing work that is worthwhile to society, which provide the opportunity to develop public service motives. Those who work in public organizations may inculcate and strengthen PSM over time. However, relatively few studies have examined how PSM can be

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fostered or strengthened through jobs in the government (Camilleri, 2007; Kim, Henderson, and Eom, 2015).

Another fundamental assumption is that employees with greater PSM are likely to perform better in public sector jobs (Perry and Wise, 1990). It includes two issues: PSM is positively related to performance, and PSM is more important than monetary rewards for stimulating performance in the public sector. Crewson (1997) concludes that intrinsic rewards are more important to public employees than to those employed in the private sector. Wright (2007) concludes that the intrinsic rewards may be more important to public sector employees than performance-related extrinsic rewards. In Korea, the higher PSM among public employees is positively related to higher performance levels (Lee, 2005). PSM has a positive relationship with organizational performance (Kim, 2005). However, we are not sure about the influence of PSM on work performance in the government when considering extrinsic incentives simultaneously (Perry, 2014).

The goals of this article are twofold. The first is to analyze the effects of job characteristics on PSM in the context of Korean government organizations. The second goal is to compare the influence of PSM on work performance with that of main extrinsic incentives such as economic compensation and job security. This study uses data ($n = 1,500$) from the *2011 Public Service Panel Survey* conducted by the Korea Institute of Public Administration. The respondents, selected by proportionate quota sampling—applying the typical quota characteristics—represented the population of Korean civil servants. This study contributes to the process theory of PSM (Perry, 2000) by providing empirical evidence that job characteristics in the government can foster civil servants' PSM, which is more important than extrinsic incentives in predicting work performance.

2. Public Service Motivation

PSM reflects a desire to serve the public (Perry and Wise, 1990). Perry and Wise (1990: 368) define PSM as “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations.” Brewer and Selden (1998: 417) describe it as “the motivational force that induces individuals to perform meaningful public service.” Rainey and Steinbauer (1999: 23) define it as “a general altruistic motivation to serve the interests of a community of people, a state, a nation or mankind.” PSM is thought of as “an individual’s orientation to delivering services to people with a purpose to do good for others and society” (Perry and Hondeghem 2008: vii). This study defines PSM as an individual’s predisposition to perform meaningful service for the country and the public, in pursuit of public values and the public interest rather than self-interest. PSM is an individual, not a sector-specific, concept (Brewer and Selden, 1998). “PSM is not just a public sector phenomenon but pertains to all work sectors” (Bozeman and Su, 2015: 702).

PSM is a multidimensional construct with an overarching meaning (Perry and Hondeghem, 2008). Perry and Wise (1990) propose that PSM has rational, norm-based, and affective motives. *Rational motives* are grounded in individual utility maximization. *Norm-based motives* relate to a desire to pursue the common good and further the public interest. *Affective motives* are rooted in human emotion. Rational motives include participation in the policymaking process, commitment to a public program because of personal identification, and special or private interest advocacy. Norm-based motives include a desire to serve the public interest, a sense of duty and loyalty to the government, and social equity. Affective motives include patriotism of benevolence and commitment to a program based on a genuine conviction about its social importance.

Kim and Vandenabeele (2010) assess

international commonalities in the content of PSM and modestly changed its concept. They suggest that PSM is fundamentally grounded in *self-sacrifice*, which underpins three distinct categories of motives: instrumental, value-based, and identification. *Value-based motives* concern the ultimate public values that individuals want to achieve through their behaviors and actions. *Identification motives* relate to people, groups, or objects that individuals want to serve. *Instrumental motives* consist of the means to perform meaningful public service. Value-based motives are related to values and ethics, identification motives to attitude, and instrumental motives to behavior. This reconceptualization highlights self-sacrifice's centrality to the construct as a whole and increases the distinctiveness of the component theoretical dimensions (Perry, 2014).

Scholars have devoted themselves to finding and explaining the antecedents, correlates, and outcomes of PSM (see Bellé and Cantarelli, 2010; Perry, Hondelghem, and Wise, 2010; Ritz, Brewer, and Neumann, 2016). PSM is a result of not only individual socio-historical backgrounds but also the organizational environment in which employees find themselves (Moynihan and Pandey, 2007). A systematic literature review (Ritz, Brewer, and Neumann, 2016) reports mainly positive relationships between PSM and age, job grade, left-of-center political ideology, religiosity, volunteering, parental/organizational socialization, organizational commitment, employee-leader relations (e.g., being fair and considerate of employees), certain job attributes (e.g., autonomy and task variety), and employee perception of the organization (e.g., whether ethical and customer-focused). Researchers have also confirmed relationships between PSM and positive outcomes. PSM is positively associated with job satisfaction, public sector job choice, organizational and job commitment, individual and organizational performance, and low turnover (Ritz, Brewer, and Neumann, 2016).

3. Job Characteristics and PSM

What a person does at work can influence work motivation (Perry and Porter, 1982). The process theory of PSM (Perry, 2000) emphasizes that PSM can be fostered via institutions and that different job characteristics shape different bases of motivation. However, few studies have purposefully targeted this relationship. Emmert and Taher (1992) find no relationship between the job characteristics public employees experience in their jobs and their intrinsic work motivation. Wright (2004) finds that work context variables (i.e., procedural constraints, organizational goal specificity, and organizational goal conflict) are relevant to work motivation. Camilleri (2007) shows that the PSM of public employees is mainly the result of the organizational environment surrounding them. The analysis indicates a generally positive correlation between job characteristics and the PSM dimensions. Moynihan and Pandey (2007) find that the existence of red tape is negatively related to PSM. Still, few studies have examined the role that job characteristics and work environments play in cultivating PSM (Perry, 2000), and thus this study focuses on the direct relationships between job characteristics and PSM.

Job design involves the structuring of various aspects of the job content. The job characteristics model (Hackman and Lawler, 1971; Hackman and Oldham, 1976, 1980) focuses on five core elements of the job: skill variety, task identity, task significance, autonomy, and feedback. The fundamental premise behind this model is that objective characteristics of the work influence outcomes such as job satisfaction or job performance (Fried and Ferris, 1987). The five core job dimensions are seen as prompting three psychological states, which, in turn, lead to a number of beneficial personal and work outcomes. The job characteristics theory posits that an individual must experience all three of the psychological states if desirable outcomes are to emerge: the person must

experience the work as meaningful; s/he must experience personal responsibility for work outcomes; and s/he must have knowledge of the results of his or her work. High internal work motivation, high-quality work performance, high satisfaction with the work, and low absenteeism and turnover are several outcome variables that are predicted to result when the psychological states are present (Kulik, Oldham, and Hackman, 1987).

Skill variety means the degree to which a job requires a variety of activities in carrying out the work, involving the use of a number of personal skills and talents (Hackman and Oldham, 1980). Because the job requires civil servants to use multiple skills in various activities, skill variety may satisfy basic needs such as the need for competence and relatedness and, therefore, make them enthusiastic about their work. Skill variety has a significant positive impact on the motivation of civil servants in Belgium (Vandenabeele et al., 2005). In contrast, lack of skill variety undermines prosocial motivation of government employees (Koppell and Auer, 2012). Skill variety will foster employees' PSM and make a positive contribution to job performance (Bakker, 2015). Thus, we have the following hypothesis:

H1: Skill variety is positively related to PSM.

Task identity is the degree to which a job requires completion of a "whole" and identifiable piece of work, that is, doing a job from beginning to end with a visible outcome (Hackman and Oldham, 1980). When civil servants are doing a whole job, they care about their work more. When they are responsible for dealing with the procedures of work as a whole and providing a complete result, they will be motivated by employees' understanding that their work is worthwhile. In the context of the public sector, task identity produces intrinsic rewards, and public employees' perception of these intrinsic rewards can influence their PSM (Jung and Rainey, 2010; Rainey and Steinbauer, 1999).

Thus, task identity will have a positive effect on employees' PSM.

H2: Task identity is positively related to PSM.

Task significance means the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large (Hackman and Oldham, 1980). When employees perceive a high degree of task significance, they gain opportunities to fulfil their higher-order needs, such as self-actualization and self-esteem (Wright and Kim, 2004). Perceived job significance has a positive and statistically significant impact on PSM levels, supporting the idea that such perceptions are critical to developing a prosocial orientation and PSM in Korean public sector employees (Kim, Henderson, and Eom, 2015). Employees are particularly motivated by the extent to which their jobs affect the well-being of others and society (Hackman and Oldham, 1980).

H3: Task significance is positively related to PSM.

Autonomy is the degree to which the job provides substantial freedom, interdependence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out (Hackman and Oldham, 1980). Park and Rainey (2008) propose that autonomy in the workplace enhances employees' PSM by allowing employees to internalize organizational regulations and integrate rules with their own values. On the other hand, centralized structures of decision making may limit employees' participation in decisions that directly affect their ability to perform their jobs, reducing their PSM (Paarlberg and Lavigna, 2010). As employees lose their autonomy over their work, they also lose the ability to consider how their decisions affect the public interest, weakening public service behaviors (Moynihan, 2008).

Therefore, autonomy in the workplace enhances employees' PSM (Park and Rainey, 2008).

H4: Autonomy is positively related to PSM.

Job feedback means the degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance (Hackman and Oldham, 1980). Based on the job feedback, employees would be highly involved in their work and continuously exert efforts to improve their job performance. Feedback enables employees to gauge their progress toward goal attainment (Selden and Brewer, 2000). In addition, connecting employees to the prosocial impact of their jobs may play a significant role in increasing employees' motivation (Grant, 2007). The motivation of public employees may be enhanced by gaining knowledge of the results derived from the work activities themselves. Thus, we can suggest the following hypothesis:

H5: Job feedback is positively related to PSM.

4. Multiple Incentives and Work Performance

It has been taken for granted that public employees joining the public sector with high PSM bring positive behavioral and organizational outcomes (Kim, Henderson, and Eom, 2015; Perry and Wise, 1990). However, it is also possible that employees are attracted to public service professions with different motives. The Korean government has traditionally offered strong extrinsic motivators that might attract people to civil service (Kim, 2012). Most studies examining Korean government employees indicate that they choose government jobs because of the promised job security rather than out of PSM or prosocial motivation (Hahm, 2010; Kwon, 2013). Lee and Choi

(2016) show that PSM and prosocial behaviors are not associated with public sector choice. Only job security was found to be a main reason why college students intended to enter the public sector in Korea. In a series of surveys, job security is also considered as the most important factor when choosing a job in the Korean government sector, followed by an economically stable life, and attractive role and a sense of mission in public service (Table 1).

Table 1: Job Selection Motives of Civil Servants in Korea

What was the most important reason for you to become a civil servant?	Unit: %			
	2004	2007	2010	2013
Job security	31.6	32.7	33.7	31.3
Economically stable life	10.1	17.8	19.3	19.6
Attractive role and a sense of mission in public service	14.8	19.0	17.2	18.6
Power and influence	2.0	2.7	11.7	1.6
Parents or relatives' advice/suggestion	13.0	10.6	9.4	11.2
Fair public personnel system	11.0	5.9	4.7	5.7
Good social reputation and recognition	4.5	8.6	2.2	8.3

Source: Kwon (2013: 25)

Thus, there are three big incentives in the Korean public sector: job security, economic compensation, and PSM. Job security means the security of job tenure civil servants are accorded by either policy, contract, or law. Economic compensation includes both wages and salaries and deferred compensation in the form of pensions (Perry, 2014). Multi-incentive research is useful because it gives a more complete picture of the dynamics that influence public employees' behavior, but no studies have looked simultaneously at the

three incentives yet (Perry, 2014). We can assume that the incentives are differently associated with work performance.

First, it is expected that in public organizations, PSM is positively related to work performance because public jobs would be intrinsically motivating for individuals with high PSM (Perry and Wise, 1990). Brewer and Selden (2000) find a positive and significant relationship between PSM and perceived organizational effectiveness in the United States. Kim (2005) finds that PSM is a significant positive influence on perceived organizational performance in Korea. Vandenberghe (2009) concludes that there is a positive and significant relationship between PSM and self-reported performance in Belgium. After conducting a field experiment in Italy, Bellé (2013) confirms the positive relationship between PSM and job performance. Consequently, we propose the following hypothesis:

H6: PSM is positively related to work performance.

Second, it is also expected that employees who are satisfied with job security perform better than those who are not satisfied with job security. Job security means the extent to which an organization provides stable employment (Herzberg, 1968). Yousef (1998) reports a positive significant correlation between satisfaction with job security and performance in a multicultural non-Western environment. Rosenblatt and Ruvio (1996) indicate that job insecurity has an adverse effect on organizational commitment and perceived performance. Giauque, Anderfuhren-Biget, and Varone (2013) find that job security has a positive and significant impact on perceived organizational efficiency. When public employees are satisfied with stable employment, they will exert more effort to achieve organizational

goals.

H7: Job security is positively related to work performance.

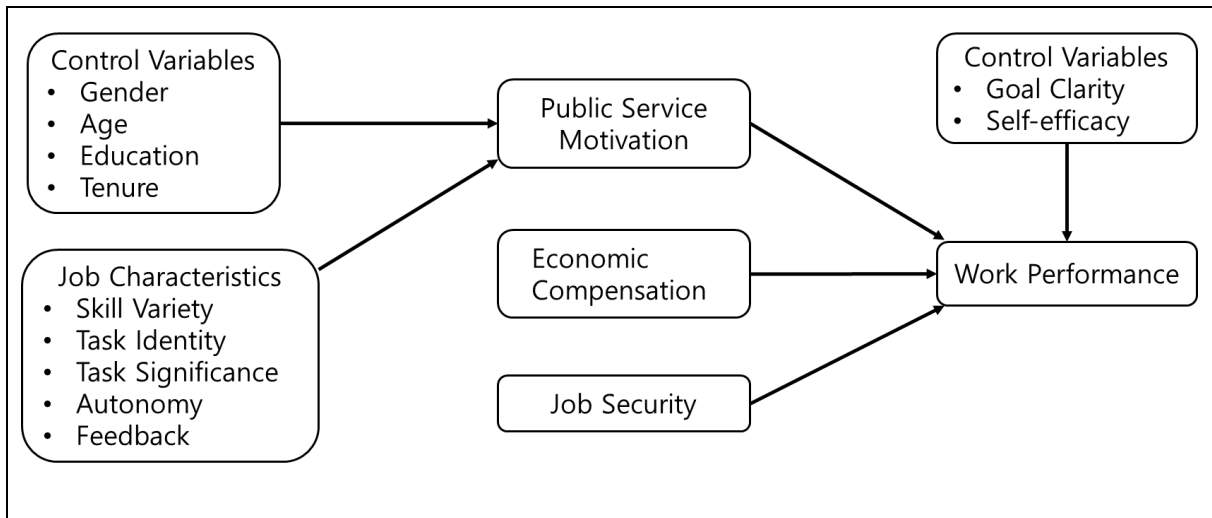
Third, it is expected that employees who are satisfied with economic compensation will perform better. Pay can be used to create consequences for desired behaviors such as high performance that will reinforce the behaviors (Perry, Mesch, and Paarlberg, 2006). Merit pay plans can result in positive outcomes, particularly in terms of individual job performance. Empirical research indicates that individual incentive plans can improve individual performance (Milkovich and Wigdor, 1991). Pay satisfaction is positively related to organizational-level performance outcomes (Currall et al., 2005). On the contrary, "research has unequivocally shown that pay dissatisfaction can have important and undesirable impacts on numerous employee outcomes" (Heneman and Judge, 2000: 85). Thus, we have the following hypothesis:

H8: Economic compensation is positively related to work performance.

5. Research Design

Figure 1 shows the research model of this study. It should, however, be noted that the direction of causation is debatable. It is certainly possible, and even likely, that work performance influences PSM. For example, the prosocial impact of public employees' jobs may strengthen their awareness that their actions can have a prosocial impact and so may play a significant role in increasing their PSM. Thus, there is a likelihood for a causal direction from work performance to PSM. The present study focuses on a simpler model (i.e., PSM to work performance), leaving more complicated theoretical issues such as mutual causation for future work.

Figure 1. Research Model



Two sets of control variables were included in the analysis. First, gender, age, education, and organizational tenure were included in explaining the variance of PSM. Socio-demographic characteristics are commonly included in PSM studies as control variables (Pandey and Stazyk, 2008). Some evidence suggests that these socio-demographic variables may be associated with an individual’s PSM (Kim, 2015; Perry, 1997). Second, goal clarity and self-efficacy were included for predicting work performance. Goal clarity means “the extent to which the outcome goals and objectives of the job are clearly stated and well defined” (Sawyer, 1992: 134). Clearer goals drive higher levels of performance by energizing behavior, encouraging persistence, and fostering problem solving (Locke and Latham, 2002; Paarlberg and Lavigna, 2010). Self-efficacy is an employee’s belief “in their capabilities to produce given attainments” (Bandura, 2006: 307). High self-efficacy is thought to contribute to improved performance in a range of situations due to its association with effective behavioral strategies (Beauregard, 2012).

5.1 Measures

All of the indicators described here allowed responses on a five-point Likert-type scale (1 = strong disagreement, 5 = strong

agreement). The five job characteristics were measured with 11 items suggested by Hackman and Oldham (1980) and modified by Idaszak and Drasgow (1987). PSM was measured with the 16-item index developed by Kim et al. (2013). This measurement index of PSM comprises the four dimensions of attraction to public service, commitment to public values, compassion, and self-sacrifice. The responses were summed by each of the four dimensions. The summed dimensions were used as four observed indicators of PSM, as in Bright (2007). Work performance at organizational level means whether the organization does well in discharging the administrative and operational functions pursuant to the mission and whether the civil servants in the organization actually produce the actions and outputs pursuant to the organizational goals (Kim, 2005). Work performance was measured with three items developed by Kim and Lee (2010). Goal clarity was measured with three items used by Rainey (1983) and Moynihan and Pandey (2005). Self-efficacy was measured with two items selected from the general self-efficacy scale (Jerusalem and Schwarzer, 1992; Schwarzer and Jerusalem, 1995). The complete list of used survey items is provided in the appendix.

5.2 Sample

The model and hypotheses were tested using data from the *2011 Public Service Panel Survey* conducted by the Korea Institute of Public Administration. The participants—1,500 permanent full-time civil servants in the Korean national government and local authorities—were selected by proportionate

quota sampling. This sample represented the population of Korean civil servants by applying the typical quota characteristics such as government level (central or local), types of public officials, grades, and gender. Of the total respondents, 40 percent were national public officials, while 60 percent were local public officials. In terms of gender, 68 percent were men. General characteristics of the survey respondents are provided in table 2.

Table 2: Background of Respondents (n = 1,500)

Variables	Characteristics	Respondents	Percent
Gender	Male	1,020	68.0
	Female	480	32.0
Age	20s	75	5.0
	30s	534	35.6
	40s	574	38.3
	50s	317	21.1
Education	High school diploma or under	190	12.7
	Junior college diploma (2 years)	157	10.5
	Undergraduate degree (4 years)	884	58.9
	Graduate degree or more	269	17.2
Organizational Tenure (years)	0–5	265	17.7
	6–10	345	23.0
	11–20	440	29.3
	21–30	339	22.6
	30–40	111	7.4

5.3 Analyses

The statistical analysis applied partial least squares (PLS) structural equation modeling (SEM) to estimate the research model using *Smart PLS 2.0* (Ringe, Wende, and Will, 2005). SEM allows for all of the relationships in the model to be tested simultaneously, and PLS is appropriate when the model is more complex (Fornell and Bookstein, 1982). The structural model in PLS is assessed by examining the path coefficients, *t*-statistics, and *R*² value. A nonparametric bootstrapping procedure (3,000 replications) was applied to test the statistical significance of PLS path coefficients (Davison and Hinkley, 1997).

6. Results

Descriptive statistics were computed for individual items using *SPSS 22.0*, as shown in the appendix. The loadings of all items on their factors are significant (*p* < .001) and greater than .6. The loadings of the summed dimensions on PSM ranged from .690 to .809. Table 3 shows the results of the PLS methods. All Cronbach's alphas are greater than the suggested level of .7, and all estimates of the composite reliability exceed .7. All average variance extracted (AVE) scores are above .5. The correlation estimates between the two constructs are from .122 to .451. Each

construct meets the criterion in support of discriminant validity that the square root of the AVE of each construct is larger than the construct's correlation with any other construct in the model (Fornell and Larcker, 1981). Thus, the results provide support for the reliability, convergent validity, and discriminant validity of all constructs used in this study.

In this model, the control variables and the job characteristics account for 18.9 percent of the variance of PSM, and the three incentives and the control variables explain

22.7 percent of the variance in work performance. Table 3 represents the test results of the hypotheses on the relationships between job characteristics and PSM. Hypothesis 1 postulates that skill variety has a positive effect on PSM. The relationship between skill variety and PSM is positive and statistically significant ($\beta = .061, p < .05$), even after controlling for the effects of the control variables. Thus, it provides support for hypothesis 1, implying that the degree to which a job requires skill variety is positively related to the civil servant's level of PSM.

Table 3: Results of PLS Model Estimation

				Inter-Construct Correlations								
	α	CR	AVE	JC-SV	JC-TI	JC-TS	JC-AT	JC-FB	PSM	GL-CL	SE-EF	W-PM
JC-SV	.907	.956	.915	(.956)								
JC-TI	.747	.886	.796	.192	(.892)							
JC-TS	.781	.871	.693	.357	.238	(.832)						
JC-AT	.751	.889	.801	.168	.378	.275	(.895)					
JC-FB	.763	.894	.808	.239	.371	.387	.451	(.899)				
PSM	.774	.854	.595	.199	.149	.317	.137	.302	(.771)			
GL-CL	.883	.928	.812	.131	.179	.213	.180	.257	.214	(.901)		
SE-EF	.745	.886	.795	.122	.185	.192	.167	.270	.293	.217	(.892)	
W-PM	.713	.841	.639	.247	.250	.366	.244	.341	.256	.433	.193	(.799)
Structural Parameter Estimates												
Dependent Variable: PSM						Dependent Variable: Work Performance						
Path from:	β	t-value	Path from:	β	t-value							
Gender (female)	-.051*	1.975	Goal clarity	.381***	15.259							
Age	.202***	3.747	Self-efficacy	.061*	2.293							
Education	-.005	0.218	Job security	.018	0.772							
Tenure	-.009	0.174	Economic compensation	.087***	3.489							
JC-SV	.061*	2.312	PSM	.148***	5.212							
JC-TI	.024	0.819										
JC-TS	.214***	7.815										
JC-AT	-.030	1.096										
JC-FB	.177***	6.384										

Notes: α = Cronbach's alpha; CR = composite reliability; AVE = average variance extracted; JC-SV = skill variety; JC-TI = task identity; JC-TS = task significance; JC-AT = autonomy; JC-FB = feedback; PSM = public service motivation; GL-CL = goal clarity; SE-EF = self-efficacy; W-PM = work performance. Values in parentheses on the diagonal in the correlation matrix show the square roots of AVE.

* $p < .05$; ** $p < .01$; *** $p < .001$.

Hypothesis 3 predicts that task significance is positively associated with PSM. The relationship between task significance and PSM is positive and statistically significant

($\beta = 0.214, p < .001$). Thus, the test result provides support for hypothesis 3. Hence, we can explain that the degree to which the job has task significance is positively related to

the civil servant's level of PSM.

Hypothesis 5 expects that feedback is positively related to PSM. It shows that the relationship between feedback and PSM is positive ($\beta = .177$) and statistically significant at $p < .001$. This hypothesis is supported. We can expect that the degree to which the job provides feedback is positively related to the civil servant's level of PSM. However, the path coefficients of task identity and autonomy are not significant, and, thus, hypotheses 2 and 4 are not supported by the findings of the current study.

Thus, in the Korean public sector, only three out of five job characteristics—skill variety, task significance, and feedback—are positively related with PSM, but task identity and autonomy are not. Task significance is the better predictor for PSM. These test results are somewhat different from the previous studies. There were positive correlations between all job characteristics and PSM in the Maltese government ministries (Camilleri, 2007), and all job characteristics except task identity have a significant positive impact on the motivation of individual civil servants in Belgium (Vandenabeele et al., 2005). This can be explained by the fact that it is very difficult to obtain a high level of task identity within the bureaucratic environment, where division of labor vertically and horizontally is a common practice in government organizations (Vandenabeele et al., 2005), and in the centralized decision-making structure and complex control system in Korea, civil servants are not able to have discretionary power and to act on their service motivations.

Among the control variables, only age ($\beta = .202$, $p < .001$) and gender ($\beta = -.051$, $p < .05$) are related to PSM. The older the civil servants, the higher their levels of PSM. Men are likely to have higher levels of PSM than women. However, education and organizational tenure have no statistically significant effect on PSM.

Next, the relationships between the incentives and work performance are examined. Hypothesis 6 postulates that PSM

is positively related to work performance. The relationship between PSM and work performance is positive and significant ($\beta = .148$, $p < .001$). Thus, the test result provides support for this hypothesis, confirming the previous studies (Kim, 2005; Ritz, 2009; Vandenabeele, 2009).

Hypothesis 7 predicts that job security is positively related to work performance, but it is not supported by the test result. Once civil servants are appointed, they expect to have life-long job security and periodic promotions in Korea. Thus, we can say that given the high level of job security in practice, job security has little positive impact on work performance in Korea.

Hypothesis 8 expects that economic compensation is positively associated with work performance. The test result shows that the relationship between economic compensation and work performance is positive and statistically significant ($\beta = .087$, $p < .001$). The test result provides support for hypothesis 8, implying that public employees' satisfaction with economic compensation is positively related to their levels of PSM. Among the three incentives, PSM is a more powerful predictor of work performance in Korean government organizations. We can say that PSM and economic compensation are effective, but job security is not a positive predictor of work performance in the Korean public sector.

As expected, the two control variables, goal clarity ($\beta = .381$, $p < .001$) and self-efficacy ($\beta = .061$, $p < .05$), are positively related to work performance. Clear goals may energize behavior, encourage persistence, and foster problem solving (Locke and Latham, 2002). Civil servants are more likely to perform their work better when they have clearly understood goals (Wright, 2007). Moreover, civil servants with higher self-efficacy will believe that the goal can be achieved and are more likely to persist in their efforts toward goal attainment. Ambrose and Kulik (1999) report that individuals with high levels of self-efficacy typically set high personal goals and achieve high levels of

performance.

7. Discussion

The test results show that the civil servants' PSM will be enhanced by the extent to which they perceive that their jobs require a variety of activities in carrying out the work, affect the well-being of others, and provide them with direct and clear information about the effectiveness of their performance. These results support the theoretical expectations and practical suggestions about the positive effects of job design on PSM (Hackman and Oldham, 1980; Paarlberg and Lavigna, 2010; Paarlberg, Perry, and Hondeghem, 2008). These findings imply that, even when civil servants join public professions without an inclination toward public service, the characteristics of their work itself can foster and strengthen PSM.

Job redesign may strengthen the relationship between job characteristics and PSM. First, it needs to enhance civil servants' understanding of the social significance of their work (Paarlberg, Perry, and Hondeghem, 2008). Managers need to make the connections between organizational mission and specific task goals and to explain why civil servants should do their tasks. PSM may be enhanced by redesigning their jobs to provide them with contact with the beneficiaries of their work. Contact with beneficiaries enables employees to receive information and feedback about the difference that their efforts can make in beneficiaries' lives, strengthening their awareness of the potential prosocial impact of their actions (Grant, 2008). Second, it needs to provide more changes for civil servants to identify how well they are doing in their work. Feedback enables individuals to gauge their progress toward goal attainment (Selden and Brewer, 2000). Acknowledging feedback is crucial to ensure that expectations can be clarified. Third, it needs to assign jobs that require civil servants to use multiple skills and talents in various activities. Skill variety will

make them more enthusiastic about and committed to their work.

The test results also show that both PSM and economic compensation will influence work performance. Performance represents an accumulation of behaviors that occur over time and across contexts and people. It may be related to the argument that "the desire to perform public service is likely propelled by a combination of altruism and self-interest" (Ritz, Brewer, and Neumann, 2016: 423), and we need to assess effects of PSM in conjunction with other incentives (Perry, 2014).

Perry and Wise (1990) proposed that in public organizations, PSM is positively related to performance. Previous researchers also found that PSM is positively associated with both individual (Alonso and Lewis, 2001; Bright, 2007; Leisink and Steijn, 2009; Naff and Crum, 1999; Vandenabeele, 2009) and organizational performance (Brewer and Selden, 2000; Kim, 2005; Ritz, 2009). This study provides support for the findings of the previous studies. It suggests that Korean government organizations should retain civil servants with high levels of PSM. Government organizations should pay more attention to organizational socialization as well as attraction-selection-attrition processes in order to have civil servants with high levels of PSM (Wright and Grant, 2010). First, in recruitment and selection procedures, government organizations should use PSM as a prime criterion for entry into public service employment through employment interviews (Paarlberg, Perry, and Hondeghem, 2008). Structured face-to-face interviews, past-oriented (behavioral description) interviews, situational assessments, and realistic job interviews can be useful to identify the candidate's level of PSM (Paarlberg and Lavigna, 2010). Second, government organizations should provide formal and informal socialization opportunities for civil servants to learn about organizational expectations for civil servants' behavior that reflect PSM. Organizational socialization

means civil servants learning and internalizing the history, mission, goals, objectives, and norms of their organizations, and demonstrates how public service goals are achieved (Paarlberg, Perry, and Hondeghem, 2008). Third, government organizations should provide good management practices that increase the level of PSM. Management practices that are designed to stimulate public service motives may actually generate better performance (Paarlberg and Lavigna, 2010). It is also important to build a public service culture that can cultivate PSM in government organizations.

The extrinsic rewards such as pay increases and better economic compensation for civil servants need to be the foundation for better work performance in the Korean government. Civil servants place less value on higher pay and more importance on meaningful work (Rainey, 1982), but base pay should be enough to let them concentrate on significant tasks. Economic compensation must meet standards that are driven by external and internal labor markets. The government must be able to pay enough to hire civil servants with the high levels of PSM and retain the highest-output employees (Lazear, 1999). It means that we need to seek an optimal balance, using “extrinsic incentives to crowd in intrinsic rewards” (Perry and Hondeghem, 2008: 308). Thus, it is important to design more elaborate compensation systems, which are effective in the Korean public sector.

8. Conclusion

This study focuses on the relationships between job characteristics and PSM and between multiple incentives and work performance, and shows that only three out of five core job characteristics—skill variety, task significance, and feedback—are positively associated with PSM and that PSM and economic compensation, except job security, are related to work performance in Korean government organizations. The contributions of the present study are that it

clarifies the effects of job characteristics on PSM in the context of Korean government organizations and that it analyzes the influences of the three incentives on work performance simultaneously.

This study has several limitations. First, we recognize limitations of self-reports and cross-sectional data. Self-reports can be inaccurate as respondents may come up with post-hoc explanations or justifications, which could lead to social desirability bias (Kim and Kim, 2016). Cross-sectional survey data do not allow conclusions on the direction of causality, and thus the ability to make causal statements about the hypothesized relationships is constrained. Moreover, with respect to the incentives and work performance relationships, the use of cross-sectional survey data may create the potential for common-method bias to create spurious relationships. Longitudinal research designs may be more appropriate for analyzing the relationships on which this study focused because they can provide the ability to observe how relationships culminate over time (Ritz, Brewer, and Neumann, 2016). Second, the items for measuring economic compensation, job security, and work performance are not well developed. This study uses only a one-item measure to represent economic compensation and job security. Future research should use more rigorous multi-item measures to evaluate economic compensation and job security. The three items for work performance are also not verified to be good enough to evaluate work performance. Future research should use more valid measures to evaluate work performance in the public sector.

Despite growing evidence that civil servants are motivated to do good for others and society and that PSM positively influences civil servants’ work performance, many efforts to reform government organizations in Korea have taken the opposite approach—focusing on discriminating performance-related pay and strengthening bureaucratic control systems (Paarlberg and Lavigna, 2010; Perry, Engbers, and Jun, 2009). This study may

contribute to showing which way is better for the Korean government.

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Appendix Survey Items and Statistics (n = 1,500)

Constructs and Items	Mean	SD	FL
Job Characteristics: Skill Variety			
The job requires me to use a number of complex or high-level skills.	3.20	.933	.951
The job requires me to do many different things at work, using a number of different skills and talents.	3.16	.931	.963
Job Characteristics: Task Identity			
The job provides me the chance to completely finish the pieces of work I begin.	3.55	.843	.917
The job is arranged so that I can do an entire piece of work from beginning to end.	3.51	.897	.866
Job Characteristics: Task Significance			
The outcome of my work can significantly affect the work, lives, or well-being of other people.	3.53	.954	.799
The job is one where a lot of other people can be affected by how well the work gets done.	3.60	.933	.870
The job itself is very significant and important in the broader scheme of things.	4.03	.797	.827
Job Characteristics: Autonomy			
The job gives me considerable opportunity for independence and freedom in how I do the work.	3.27	.934	.884
The job gives me a chance to use my personal initiative and judgment in carrying out the work.	3.23	.920	.905
Job Characteristics: Feedback			
Just doing the work required by the job provides many chances for me to figure out how well I am doing.	3.36	.807	.899
After I finish a job, I know whether I performed well.	3.46	.805	.898
PSM: Attraction to Public Service (Summed dimension's FL on PSM = .797)			
I admire people who initiate or are involved in activities to aid my community.	4.23	.609	.694
Meaningful public service is very important to me.	3.97	.661	.849
It is important for me to contribute to the common good.	4.02	.649	.843
It is important to contribute to activities that tackle social problems.	3.82	.732	.736
PSM: Commitment to Public Values (Summed dimension's FL on PSM = .690)			
I think equal opportunities for all citizens are very important.	4.28	.625	.701
It is important that citizens can rely on the continuous provision of public services.	4.28	.595	.803
The interests of future generations should be taken into account when making public policies.	4.38	.646	.662
To act ethically is essential for public servants.	4.48	.637	.691
PSM: Compassion (Summed dimension's FL on PSM = .783)			
I feel sympathetic to the plight of the underprivileged.	3.82	.721	.832
I empathize with other people who face difficulties.	4.09	.611	.869
I get very upset when I see other people being treated unfairly.	4.26	.642	.730
Considering the welfare of others is very important.	4.07	.622	.670
PSM: Self-sacrifice (Summed dimension's FL on PSM = .809)			
I am prepared to make sacrifices for the public good of society.	3.43	.786	.837
I believe in putting civic duty before self.	3.62	.755	.809

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I am willing to risk personal loss to help society.	3.22	.853	.871
I would agree to a good plan to make a better life for the poor, even if it costs me money.	3.71	.807	.766
Goal Clarity			
The organization has clearly defined vision and goals.	3.69	.843	.887
The organization's mission and goals are clear to almost everyone who works here.	3.44	.856	.939
It is easy to explain the vision and goals of this organization to outsiders.	3.18	.875	.885
Self-Efficacy			
I can always manage to solve difficult problems if I try hard enough.	3.56	.936	.915
I am confident that I could deal efficiently with unexpected events.	3.66	.768	.868
Job Security			
I am confident that I will work as a civil servant until my retirement age.	3.88	1.039	
Economic Compensation			
I am satisfied with my current salary.	2.40	.898	
Work Performance			
The performance level of my work is closely linked with the performance level of the organization for which I work.	3.45	.834	.710
The performance levels of my colleagues are quite high.	3.36	.743	.847
The overall performance level of the organization for which I work is relatively high, when compared with other organizations.	3.38	.795	.835

SD = standard deviation; FL = factor loading