

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
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**PUBLIC SERVICE MOTIVATION AND
JOB PERFORMANCE OF EMPLOYEES
IN MINISTERIAL OFFICE**

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ACADEMIC YEAR (2019-2022)

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A thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

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ACCEPTANCE

This is to certify that the thesis entitled “**Public Service Motivation and Job Performance of Employees in Ministerial Office.**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

This study aims to identify the effect of public service motivation on job performance of employees, as well as to analyze the mediating effect of job satisfaction between public service motivation and job performance of employees in Ministerial Office, Ministry of Industry. To achieve the study objectives, this research conducted multiple linear regression analysis and simple regression analysis. In this study, census sampling method is used and the population size is one hundred employees who are working at Ministerial Office. Their responses are collected through questionnaire surveys with a self-administered questionnaire. The findings of this study show that public service motivation dimensions, which are commitment to public values (CPV), compassion (COM) and attraction to public service (APS) positively affect job performance of employees in Ministerial Office. Moreover, the study discovers that job satisfaction has a partial mediating effect on job performance of employees in Ministerial Office. The study highly recommends that the Ministerial Office sustain and enhance job performance by assigning job beneficial to the public and delivering equal opportunities for the public, adding the plan about public aid program, praising employees, providing more training, put into the job with sustainable development for future generation and supporting working related opportunities to reach the peak level of the job performance of their employees.

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CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGMENTS	ii
CONTENTS	iv
LIST OF TABLES	vi
LIST OF FIGURES	vii
LIST OF ABBREVIATIONS	viii
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of Study	3
1.2 Objectives of Study	4
1.3 Scope and Method of Study	4
1.4 Organization of Study	5
CHAPTER 2 THEORETICAL BACKGROUND	6
2.1 Motivation Concepts	6
2.2 Job Satisfaction	10
2.3 Job Performance	11
2.4 Reviews on Previous Studies	13
2.5 Conceptual Framework of Study	23
CHAPTER 3 PROFILE AND JOB NATURE OF MINISTERIAL OFFICE	24
3.1 Profile of Ministerial Office	24
3.2 Job Nature of Ministerial Office	28
3.3 Demographic Profile of the Respondents	33
CHAPTER 4 ANALYSIS OF THE EFFECT OF PUBLIC SERVICE MOTIVATION ON JOB PERFORMANCE OF EMPLOYEES	36
4.1 Reliability Test	36
4.2 Employee Perception on Public Service Motivation, Job Satisfaction and Job Performance	37

4.3	Analysis on the Effect of Public Service Motivation on Job Performance	46
4.4	Analysis on the Effect of Job Satisfaction on Job Performance	48
4.5	Mediating Effect of Job Satisfaction on relationship between Public Service Motivation and Job Performance	49
CHAPTER 5	CONCLUSION	55
5.1	Finding and Discussions	55
5.2	Suggestions and Recommendations	56
5.3	Needs for Further Research	57
REFERENCES		
APPENDIX		

LIST OF TABLES

Table No.	Particular	Page No.
Table 2.1	Findings from Previous Studies	18
Table 3.1	Number of Employees in Six Departments	32
Table 3.2	Demographic Background of Respondents	34
Table 4.1	Reliability of the Variables	36
Table 4.2	Employee Perception on Attraction to Public Service (APS)	38
Table 4.3	Employee Perception on Commitment to Public Values (CPV)	39
Table 4.4	Employee perception on Compassion (COM)	40
Table 4.5	Employee perception on Self-Sacrifice (SS)	41
Table 4.6	Summary of Employee Perception on Public Service Motivation	41
Table 4.7	Employee Perception on Job Satisfaction	42
Table 4.8	Job performance of Employees	43
Table 4.9	Task Performance of Employees	44
Table 4.10	Contextual Performance Employees	46
Table 4.11	Effect of Public Service Motivation on Job Performance	47
Table 4.12	Effect of Job Satisfaction on Job Performance of Employees	49
Table 4.13	Mediating Effect of Job Satisfaction on the Relationship between Public Service Motivation and Job Performance of Employees	50

LIST OF FIGURES

Figure No.	Particular	Page No.
Figure 2.1	Conceptual Framework of (Kim, 2004)	20
Figure 2.2	Conceptual Framework of (Vandenabeele, 2009)	21
Figure 2.3	Conceptual Framework of (Alemnew, 2014)	22
Figure 2.4	Conceptual Framework of (Alford, 2014)	22
Figure 2.5	Conceptual Framework of the Study	23
Figure 3.1	Organization Structure of Ministerial Office	26
Figure 4.1	Mediation Effect of Job Satisfaction on the Relationship between Attraction to Public Service(APS) and Job Performance	51
Figure 4.2	Mediation Effect of Job Satisfaction on the Relationship between Commitment to Public Values (CPV) and Job Performance	52
Figure 4.3	Mediation Effect of Job Satisfaction on the Relationship between Compassion (COM) and Job Performance	53
Figure 4.4	Mediation Effect of Job Satisfaction on the Relationship between Self-Sacrifice (SS) and Job Performance	54

LIST OF ABBREVIATIONS

APS	Attraction to Public Service
CoA	Certificate of Approval
COM	Compassion
CPV	Compassion to Public Values
ITC	Industrial Training Center
JP	Job Performance
JSS	Job Satisfaction
MO	Ministerial Office
MOI	Ministry of Industry
MSDP	Myanmar Sustainable Development Plan
NSSA	National Skills Standards Authority
PPP	Public Private Partnership
PSM	Public Service Motivation
SOE	State Owned Enterprise
SOP	Standard Operating Procedure
SS	Self-Sacrifice

CHAPTER 1

INTRODUCTION

Service is an act of using resources which is paid by customer, company or government. Various definitions of service are revealed by many researchers. Sanjeev et al. (2014) defined that “Services are deeds, processes, and performances”. Gronroos (1990) mentioned that service is a motion or chain of motion of more or less intangible nature, but it happens related between customer and service employees or tangible resources or goods or systems of the service provider, which are provided as solutions to customer problems.

Public sectors were founded to serve the public. Public service is the activities that are done in any government ability in the interest of the public field and for the advantage of the public. Those services consist of policing, defense, healthcare and education, etc. Every country of the globe, public service represents the mechanism of government through which public policies are formulated and implemented. Public service is that the accomplishment of public objectives and the appliance of public policy (Eugene, 1982). Public sector services are dependable and responsible to citizens, communities and customers (Prabha, 2010).

Service Quality is the combination service and quality. Quality is the strategic tool for achieving operational efficiency and better performance of business. Service quality is the capability of a service provider to make happy a customer in an efficient practice through better performance of work (Ramya et al., 2019). Service quality is known by academic community as the most important factor that supports to the foundation of credibility and reputation of the organization in public point of view (Mokhlis, 2011).

Service quality as it is the capability of a service provider to grasp its customer. Thus, the customer retention is the best determiner of service quality (Ramya, 2019). Gronroos (1990) mentioned that the quality of service as noted by the customer has two dimensions - technical or outcome dimension and the function of process related dimension.

Customer service plans and drives cannot be victoriously executed unless service employees are motivated to participate in them (Herhausen et al., 2018). Employee Motivation is the essential factor to aid the capability of an organization (Hur et al., 2020). Subsequently, in the current world, every association efforts to compromise with its human property office to keep its agents motivated. In that specific circumstance,

some of the administration considerations have been rehearsing by them. Motivation of employee is the rank of commitment, drive and energy that an organisation's workers do the task in each day. Pinder (2008) defined that motivation is "the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal." Vandenaabeele and Schott (2020) observed that motivated people are the major asset of public organizations. Vandenaabeele et al., (2006) described that motivation occurs only in the interaction of individual values and an actual situation; it enables each people to put those values into practice.

Perry et al., (2010) is defined Public Service Motivation as "a particular form of altruism or prosocial motivation that is animated by specific dispositions and values arising from public institutions and missions". It is the motivation of people that they highly devoting their energy or resources to make the community a better place – for any given value of better. Many research proved that people in the public organizations are more public service ethics than private organizations.

Attraction to public service (APS) means that employees could be motivated to policy making as the way of making the best application in need of authority and self-esteem or to support a special motivation that would give personal advantage (Perry, 1996). Commitment to public values (CPV) is one of the 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 & Hart,1985). Self-sacrifice (SS) is "the willingness to substitute service to others for tangible personal rewards" (Perry, 1996).

Job satisfaction is the intensity to which people like their jobs. It attribute to an intuitive judgment of the worker's own job. Job satisfaction is defined "a pleasurable or positive emotional state resulting from the evaluation or appraisal of one's job or job experience" (Locke, 1976).

According to Porter and Lawler (1967) performance is described as an operation of personal ability and skill and effort in a given situation. Task performance considers meet the requirements of the contract between the employer and employee and contextual performance is not directly support to organizational performance but supports the organizational, social and psychological environment (Sonnentag et al., 2008).

Alemnew (2014) stated that job performance is a multifaceted concept and the

overall individual performance will impact the organizational performance. According to Pransky et al. (2006) measures of individual performance are vital in order to know the effect of different interfere on job functioning.

The higher the level of PSM in public employees, the more they satisfied with their job. Systematic reviews support that intrinsic motivation is a excel forecaster of performance quality and that extrinsic incentives are stronger forecasters of performance quantity (Cerasoli et al., 2014).

Ministerial Office (MO), Ministry of Industry (MOI) is responsible for administrative and supporting services to the subordinate departments and enterprises in line with the mission and vision of MOI. Moreover, there is important to recruit and retain with higher public service motivation employees who focus on public benefits for the achievement of organizational goal.

1.1 Rationale of the Study

Public services are key players of the country. As civil service Motto of Myanmar “A stronger civil service, A stronger Nation”, public sector is the important pillar of the development of the nation. Public jobs are still difficult to motivate by the limitation in terms of pay, promotion and incentive. Public service motivation (PSM) is suggested as a process to enhance performance and reduce incentive difficulties in the public sector. Therefore, recruiting employees with strong public service motivation are important for public organization.

Service providers need more motivation than others employees. Customer service plans and drives cannot be victoriously executed unless service employees are motivated to participate in them (Herhausen et al., 2018). If service providers have motivation to their job, they will be more satisfy and perform their job effectively. The worth and requirements of the individual when connect to job satisfaction and a high level of job satisfaction is directly related to positive behavior on the job, specifically to high performance, low turnover, and low absenteeism.

Public services are selected and recruited according to rules and regulation of the nation. Then, they have to follow the rules and regulations laid down by the concerning Ministries. There is limitation for government services that they cannot motivate by financial reward that will encourage employee turnover. Today, several obstacles of retaining, attracting and motivating of high- quality employees has encouraged to study

the public service motivation of employees that influence on job satisfaction and performance.

The employees of Ministerial Office might have PSM or other employment opportunities or decent work related environments are still need to uncover. The effect of that motivation on job satisfaction and job performance employees are needed to explore. They are responsible for administrative and supporting services to the subordinate departments and enterprises in line with the mission and vision of Ministry of Industry.

Therefore, the influencing of public service motivation (PSM) on job performance of employees in the Ministerial Office is necessary to analyze. The impact of PSM dimensions on job performance with mediation effect of job satisfaction need to examine in this study.

1.2 Objectives of the Study

The objectives of the study are as follows;

1. To examine the effect of public service motivation on job performance of employees in Ministerial Office
2. To analyze the mediation effect of job satisfaction on relationship between public service motivation and job performance of employees in Ministerial Office

1.3 Scope and Method of the Study

Descriptive statistics research was used to describe the profile of the respondents, the perception of the respondents on public service motivation and job performance of employees in Ministerial Office. Linear regression analysis and multiple regression analysis are used to analyze the effect of public service motivation on employees' job performance and mediating effect of job satisfaction on the relationship between public service motivation and job performance of employees in the Ministerial Office. Primary data was collected by distributing structured questionnaires to employees of Ministerial Office. Secondary data is collected from relevant texts, previous research paper, Ministerial Office's record and Ministry of Industry internet websites. Respondents were selected from Ministerial Office and asked by using structured questionnaires with five point likert scales in August, 2022.

This paper studied the public service motivation, job satisfaction and job

performance of employees in Ministerial Office and expressed about the variables which are studied and not expressed others. Ministerial Office has (100) employees in August, 2022. This study emphasized on (100) respondents from Ministerial office, Ministry of Industry by using census sampling method.

1.4 Organization of the Study

This study composes with five chapters in total. Chapter one includes the introduction of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two presents the theoretical background concerning public service motivation, job satisfaction and job performance of employees in Ministry of Industry, Chapter three consists of profile and job nature of Ministerial Office, Ministry of Industry, Chapter four organizes the analysis of the effect of public service motivation on job performance, mediating effect of job satisfaction on relationship between public service motivation and job performance of employees in Ministerial Office, and final chapter discusses about findings and discussions, suggestions and recommendations and needs for further study are presented.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter begins with the overview of public service motivation theory (PSM), including how PSM has been measured, next job satisfaction and job performance.

2.1 Motivation Concepts

The name motivation has been descended from the Latin word , movere“ which means “to move.” Motivation is described as the route that initiates, directs, and preserve career-minded manners (Goyal, 2015). Rainey (2014) mentioned that “work motivation refers to a person’s desire to work hard and work well to the arousal, direction, and persistence of effort in work settings”. Motivation consists the biological, emotional, social, and cognitive forces that stimulus actions. Various types of motivation are recurrently explained as being either extrinsic or intrinsic. Extrinsic motivations are one that come from outside of the person and often contain rewards such as prizes, cashes, honor or praise. Intrinsic motivations are one that comes from within the one, such as finishing puzzle game simply for the individual satisfaction of answering an issue.

2.1.1 Public Service Motivation Theory

The foremost report of public service by Sikula (1973) is that Public executives and managers incline to express motivation to serve the public. Likewise, Kilpatrick et al. (1964) observed that the main sources of occupational satisfaction of public executives are higher the ratings than their counterparts in business to the importance of doing work that is worthwhile to society, and to helping others. The general characteristics of persons motivated by public service are that they place a high value on work through self-sacrifice to help others and benefit society with a sense of responsibility and integrity. Motivation can deal as an antecedent of incentives option to pay and other rewards that are often constrained in government. For these reasons, researchers began to conduct the meaning and measurement of PSM.

Public Service Motivation is known as an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations (Perry & Wise,1990). Perry and Wise (1990) purposed that public service motives can fall into three categories: instrumental motives which means participation in policy creation,

dedication to a public program because of personal categorization, and assistance for a special or personal interest; norm-based motives , means desire to serve the public interest, loyalty to duty and to government, and devotion to social equity; and affective motives , means commitment to a program based on convictions about its social importance and the patriotism of benevolence. Frederickson and Hart (1985) defined the patriotism of benevolence that as feeling for all the people in the nation and a devotion to protecting the basic rights granted by enabling documents such as the constitution.

Naff and Crum (1999) constructed that the people with higher levels of PSM, expressed higher job satisfaction, and had higher performance ratings from their supervisors, and otherwise expressed more positive attitudes toward their work. The antecedents and influences that relate positively to PSM in recent research are strong religious orientation, family background, gender, organizational factors such as positive leadership, low levels of red tape ,other socio- demographic and organizational factors encourages kindness service to others, (Park and Rainey, 2008). Wright (2007) discovered that if government employees convey higher levels of social contribution, they are reported higher levels of PSM, if they consider their organisation's goals is important and if their job goals are specific and difficult, they are reported higher service motivation.

Many studies of PSM also express that is positive relations to important work and organizational attitudes, such as organizational commitment, work satisfaction, self-reported performance, intent to turn over, interpersonal citizenship behavior, perceptions of leadership and organizational mission, and charitable activities (Wright et al., 2012). Contributing to this research and theory, Francois (2000) supported that public sector organizational activities can operate efficiently and effectively as private business organizations, when PSM accomplish as basic incentive.

Brewer et al. (2000) concluded that government employees and public administration students participate four categories of conceptions of public service as strong motivation to help other people, to perform civic duties, work for causes related to the public good and strong motivation to pursue social justice makes the important point that PSM is likely to vary among individuals and organizations. Vandenabeele and Van de Walle (2008) discovered that public service motivation has a universal character in the certain extent.

The evidence indicates that PSM plays an important role in the motivation of

public employees in many nations; it can have different meanings and will require different measures in different cultures. PSM is uncommon, not area-specific, idea (Brewer & Selden, 1998). Conversely, “PSM is not just a public sector phenomenon but pertains to all work sectors” (Bozeman & Su, 2015). A systematic literature review of Ritz et al. (2016) is that upmost positive relationships between PSM and age, job level, leftist political belief, faithfulness, unpaid helping, ancestor/organizational socialization, organizational commitment, follower- leader relations (e.g., being fair and understanding of follower), certain job characteristics (e.g., autonomy and different task), and employee feeling to the organization (e.g., whether ethical and customer-based).

Ritz et al. (2016) mentioned that PSM is positively related with job satisfaction, public sector career option, departmental and job engagement, individual and organizational performance, and low turnover. PSM is a result of individual socio-historical backgrounds and also the organizational environment in which employees find themselves. The existence of red tape is conversely related to PSM. Perry (2000) mentioned that few studies have examined job characteristics and work environments play in cultivating PSM, and thus this study focuses on the direct relationships between job characteristics and PSM (Moynihan and Pandey, 2007)

2.1.2 Measurement of PSM

Perry and Wise (1990) proposed that PSM can have dimensions associated with three types of motives: affective, norm-based, and rational. Construction on this multidimensional framework later created a 24-item dimension of PSM that identified four dimensions of the PSM construct: attraction to public policy making, commitment to the public interest/civic duty, compassion, and self-sacrifice (SS) (Perry, 1996). There is growing acceptance that PSM is composed of multiple dimensions (Wright, 2008). Kim (2009) stated that the various scholars used Perry’s measuring items for the determination of PSM. Furthermore, this four dimensions structure and its respective measurement items were initially developed based on models inside the United States, they have been used often modify to measure PSM across other customs and languages such as Australia ,Belgium ,China, Germany , Italy ,Malta , South Korea, the Netherlands, and Switzerland.

International findings suggest some meaningful differences in the theoretical structure and psychological meaning of PSM across different languages and cultures but these findings may only reflect limitations in the original instrument as studies in the

United States have raised similar concerns. Measurement is a key obstacle to interpret the findings of international studies with any confidence. Perry's (1996) determined that PSM consisting of four dimensions and 24 items provides a good foundation for an international measure of PSM. Scholars in the United States and other countries have recognized many of the same conceptual weaknesses in how the dimensions were operationalized.

Building on Perry's (1996) multidimensional measure of PSM, it is controverted that PSM should continue to be accepted as four dimensions construct, SS as the base concept of representing the altruistic or prosocial origins of PSM (Kim & Vandenberg, 2010). In addition to SS, they propose that three other dimensions; attraction to public participation (APP), commitment to public values (CPV), and compassion that they are respectively represent instrumental, value-based, and affective motives. Value-based motives mean the extent to which an individual's interest in public service is induced by their internalization and interest in pursuing commonly held public values such as fairness, concern for next generations, responsibility and morality. By using this motive, it is redefining Perry's (1996) commitment to public interest dimension as CPV and identifying measurement items that specifically represent the degree to which individuals share these common values (Kim & Vandenberg, 2010). Highlighting an individual's affective commitment or concern for the needs of specific individuals and groups is the last measure and it is based on identification motives.

Kim and Vandenberg (2010) noted that the need to develop measurement items, although Perry's original compassion dimension represents the identification motives, that better pick up the degree to which individuals identify with the requirements and misery of others. There are raising a number of important issues/questions about the applicability of PSM across cultures/countries from several works on PSM. Vandenberg and Vandewalle (2008) mentioned that in reality, "although public service motivation is a more or less universal concept...the focus and empirical nature tends to differ due to a different or partial implementation of similar ideas". By using the modify construct of PSM and data from an international survey conducted in twelve countries, found that the APS dimension evaluates the instrumental motives of PSM, the CPV dimension measures the value-based motives of PSM, whereas the COM and SS dimensions determine the identification motives and self-sacrifice, variously. Attraction to public affairs related to PSM is that the relationship between post material job quality (i.e., the ability to be useful

to society and help other people) and organizational commitment was seen to be robust in countries with collectivistic cultures than individualistic countries cultures (Andolsek & Stebe , 2004). Findings and conclusions based on PSM among local government employees and may be different in central government employees or other specific groups in the public sector. The survey items for measuring PSM should be examined with different samples in various areas and at different government levels (Kim et al., 2013).

2.2 Job Satisfaction

Many researchers had studied job satisfaction in the previous decade. Job satisfaction implications for how an individual person feels about his or her job and various aspects of it (Gruneberg, 1979). Then, job satisfaction is often related to other important attitudes and behaviors, such as absenteeism, the intention to quit, and actually quitting. In addition, job satisfaction is typically referred to as an emotional affective response to a job or specific aspect of a job (Locke, 1976). Locke (1976) classified that three major approaches to the causes of job attitudes. Job attitudes occur from an interaction certain aspects of jobs should lead to satisfaction of particular job aspects. For example, level of pay should be related to satisfaction with pay, job scope should be related to satisfaction with the job itself. Job satisfaction is a person's overall evaluation of his or her job as favorable or unfavorable. It demonstrates an attitude toward one's act and includes affect, cognitions, and behavioral trends. Job satisfaction is a broadly studied and central variable in many theories about organizational phenomena that is conveyed to many factors important for human resource management such as performance, counterproductive work behavior, turnover, and employee health. Multinational surveys show that job satisfaction levels are different across countries.

With reference to Europe, job satisfaction is highest in Scandinavia, and lowest in Eastern Europe. A more detailed concentration on job satisfaction shows that employees may be satisfied with some aspects of the job, but not with others (Spector, 2012). Although the various aspects of job satisfaction such as pay and supervision are differentially related to its proposed antecedents as well as outcomes, the majority of research focuses on general facets and global level of job satisfaction. Previous meta-analytical results indicate that job satisfaction is more stable over time when people remain on the same job and then when they change jobs, suggesting that work conditions also affect job satisfaction (Dormann & Zapf, 2001). Job satisfaction is a prevalent

concept in industrial and organizational psychology. Job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976). Locke (1976) suggested that feelings of welfare or satisfaction derive from a system of values rather than from needs. While needs are innate, values are assumed to be learned. It is these values that determine the individual's actual choices and emotional reactions.

2.3 Job Performance

Jex (2002) asserted that job performance at the most general level can be defined simply as all the behaviors employees engage in while at work. However, such behaviors must contribute to organizational goals in order to be considered in the domain of job performance. Jex (2002) stated continually that this is imprecise definition because employees often engage in behaviors at work that have little or nothing to do with job specific tasks. On the other hand, if job performance confined only to behaviors associated with task performance, much productive behavior in the work place would be excluded. Porter and Lawler (1967) identified that performance is as a function of individual talent, ability and skill and effort in a given situation. Pushpakumari (2008) expressed that employee's skill and abilities are relatively stable in the short duration and describe performance as the effort extended to the job of an employee and increased effort results in better performances. Thus, job performance is behaviors envisaged to organizational goal accomplishment from employees and is a function of outcome.

Milkovich and Widgor (1991) described that some researchers have described job performance as regards outcomes, job behaviors, and personal traits such as conscientiousness or leadership orientation as correlates of successful performance. In addition, they stated that job performance is a complex group of cooperating factors, some of them attribute to the job, some to the worker and some to the environment. However, Motowildo (2003) met performance only to behaviors that can make a difference to organizational goal accomplishment rather than to the result of that behavior because there are situational constraints and opportunities which affects valued organizational results without necessarily affecting individuals' performance behaviors. Campbell (1990) defined eight behavioral dimensions of performance, which are job-specific proficiency, non-Job Specific task proficiency, written and verbal communications, demonstrating effort, maintaining personal discipline, facilitating peer

and team performance, supervision and management/ administration.

From this definition, it can be obtained that there are task performances and non-task performance behaviors which result in expected organizational value. Task performance will fulfill the requirements of the contract between the employer and employee and contextual performance is the behavior that does not directly contribute to organizational performance but, it supports the organizational, social and psychological atmosphere (Sonnetag et al., 2008). In addition, Sonnetag et al., (2008) expressed that five of the eight factors, such as task performance: job-specific proficiency, non-Job specific task proficiency, written and oral communication proficiency, supervision and management/administration. Borman and Motowidlo (1993) described five types of contextual activities: helping to carry out task activities that are not formally a part of the job; enduring with extra enthusiasm or effort when necessary to complete own task activities successfully such as comply with others, following organizational rules and procedures even when personally inconvenient, supporting, and protecting organizational objectives. For this study, task performance and contextual performance behavioral dimension of job performance will be used as dimension of job performance.

Carlos and Rodrigues (2016) stated that the measurement of job performance is a single challenging matter for managers and researcher. Self-reported measure is broadly used in productivity (Campbell & Pritchard ,1976). Self-reported measure usually use in public administration (Bright, 2007). Carlos and Rodrigues (2015) stated that despite self-measure may be biased view of truth. Motowildo (2003) and Campbell (1990) explained that cognitive ability is a better proclaimer of task performance, whereas as personality variables such as extraversion, agreeableness, and conscientiousness are better proclaimer of contextual performance. Knowledge, skills, and work habits directly influence both task and contextual job performance. In addition, Motowildo (2003) expressed that empirical and theoretical reports in the performance literature are converging on an overall model of performance that identifies variables such as knowledge, skill, motivation, and habits as direct determinant of the expected value of an individual's behaviors over time or job performance. Bright (2007) concluded that performance measures are necessary to agreeable, feasible and protective of the objectivity of respondents. According to Carlos and Rodrigues (2016) concluded that job performance can be measured task performance (job knowledge, organizational skills, efficiency) and contextual performance (persistent effort, cooperation, organizational consciousness and

interpersonal and rational skills).

2.4 Reviews on Previous Studies

Stimulating PSM-related demands is a low-cost motivator of job satisfaction. If managers purpose to increase job satisfaction in their organizational units through PSM, he should put particular emphasis on responding to individuals' self-sacrifice and commitment to the public interest. Experts should actively seek and create opportunities to serve citizens directly when aiming to increase the job satisfaction of their employees. The relationship between PSM and job satisfaction was selected for several reasons. Like literature of Lewis and Frank (2002) provided that conflict findings regarding the positive effects of PSM on job satisfaction. Next, Rainey (2003) defined that job satisfaction is one of the most comprehensive researched areas in organizational behavior, and Eby et al. (1999) mentioned that it has been linked to many performance-related outcomes, Boardman and Sundquist (2009) stated that job satisfaction is also related to turnover, commitment, and Organ and Ryan (1995) described that it is also related organizational citizenship behaviors. Tschirhart et al. (2008) supported the idea that people who have a preference for helping others (a key component of PSM) will self-select into the public sector but fails to find any effect of salary preferences in relation to sector preference.

Vandenabeele (2009) clarified that "in PSM research job satisfaction is considered to be a consequence of PSM" because public sector job helps individuals' satisfaction of prosocial needs. Employees with a high level of PSM are motivated by opportunities to serve the public interest. Public sector organizations are best placed to provide employees with an opportunity to serve the public interest that is expected PSM to link with job satisfaction among public sector employees (Andersen & Kjeldsen , 2013). If employees sense that their jobs give the chance to serve the public, it will be a positive effect of PSM on job satisfaction. Andersen and Kjeldsen (2013) suggested that individuals with high PSM may be better able to act on their motivation in the public sector (compared to the private sector) if this environment is perceived as offering better opportunities for serving the public and if public employees aware that they can contribute to the public more rather than to a private excess claimant. Taylor (2007) stated that this is a person–job fit argument showing the better aligned a job is with a post holder's attitudes, values, and preferences, the higher job satisfaction. The relationship between PSM and job satisfaction becomes increasingly stated and is stronger when jobs explicitly offer

individuals opportunities to serve the public. At least from a practitioner's point of view, achieving an increase in job satisfaction by either providing individuals with an opportunity to contribute to society or recruiting individuals who score high on PSM is cost-effective strategy for public sector managers. Park and Rainey (2008) mentioned that autonomy in the workplace enhances PSM of employees.

Relationship between Job satisfaction and Job performance review Judge et al. (2001) explained that seven different general models of relationship between job satisfaction and job performance are such as job satisfaction causes job performance, job performance causes job satisfaction, job satisfaction and job performance are mutually related, the relationship between job satisfaction and job performance is faked, the relationship between job satisfaction and job performance is moderated by other variables, there is no relationship between job satisfaction and job performance and lastly alternative conceptualizations of job satisfaction and/or job performance.

Correlation between satisfaction and performance is relatively low and conclude that job satisfaction and job performance were only slightly related to each other (Iffaldano & Muchinsky 1985). Crossman and Abou-Zaki (2003) supported that the relationship between job satisfaction and performance show no significant relationship. It is a widely held conclusion based on available evidence that job satisfaction is not consistently associated with job performance (Locke, 1976).

In public services, however, there is evidence that satisfaction is associated with employee performance (Wiggins & Moody, 1983) and client outcomes (Buffum & Konick, 1982). On the productivity aspect, job satisfaction has been linked to job performance, organizational citizenship behavior (behaviors beyond required job tasks that help the organization), counterproductive work behavior (behaviors that harm organizations), and withdrawal, including absence and turnover (Spector, 1997). There is a proper correlation between global job satisfaction and job performance (Judge et al., 2001). It is believable if people enjoy their job, they work harder and perform better as well as people perform well receive more desirable outcomes such as money and esteem and will be more satisfied with their jobs.

Dizgah et al. (2012) showed that there is a meaningful relationship between job satisfaction and job performance. Iaffaldano and Muchinsky (1985) argued that employees who satisfied their job will perform better. Steers (1981) approved that "the fact that workers are satisfied does not mean that they will produce more, only that they

are satisfied". Likewise, he also removed the unusual relation citation as good performance causing job satisfaction, stating that "there is no compelling argument that performance must necessarily cause satisfaction". Petty et al. (1984) supported that there is positively associated between job satisfaction and performance. This finding was repeated by Judge et al. (2001) that previous studies sometimes were inhabit in their idea of both job satisfaction and performance. They added various types of relationships between job satisfaction and performance, mediated and moderated by a plenty of variables. Concerning the satisfaction–performance relationship, positive emotions such as a feeling of satisfaction would cause higher performance, especially when regarding performance is being wider than simple task performance.

In PSM research, job satisfaction is considered to be a consequence of PSM in a public sector environment, as the particular work situation in the public sector seems to be able to satisfy the individual need of wanting to help others (Pandey & Stazyk, 2008). This claim has been supported by a number of empirical studies (Steijn, 2008). Lee (2005) stated that the higher PSM among public employees is positively related to higher performance levels in Korea. Kim (2005) mentioned that PSM is positive relationship with organizational performance.

In the present scenario, public service motivation has become one of the most important intrinsic motivations for employees' job satisfaction and job performance in public organization. The previous studies of different authors, years, dependent variables, independent variables and findings are explained in Table (2.1).

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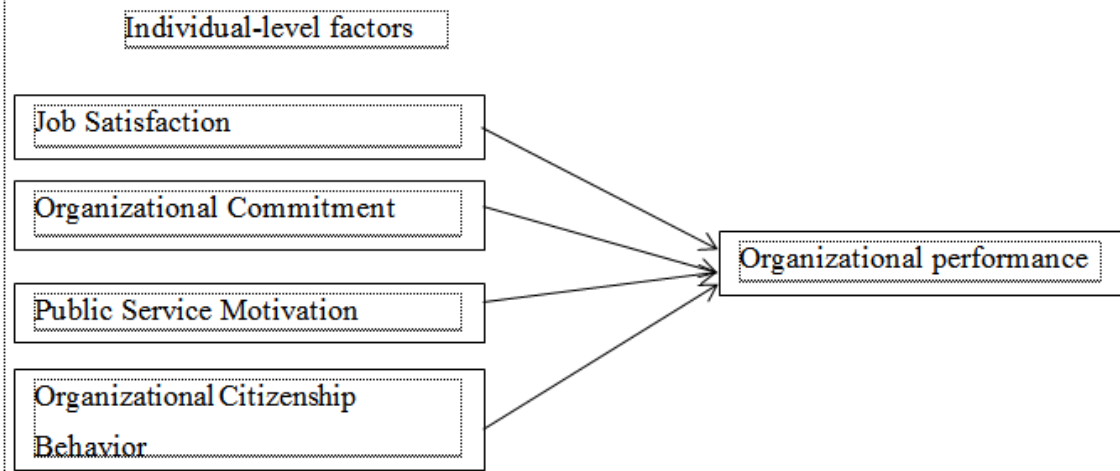
Table (2.1) Findings from Previous Studies

Sr. No.	Authors (Year)	Independent Variables	Dependent Variables	Findings
1.	<u>Sangmook Kim</u> (2004)	<u>Job Satisfaction</u> , <u>Affective Commitment</u> , <u>Public Service Motivation</u> , <u>Organizational Citizenship Behavior</u>	Organizational Performance	This study clarifies the effect of individual-level factors on organizational performance. (Job satisfaction, affective commitment, public service motivation, and organizational citizenship behavior influence organizational performance). (permanent full-time public employees in nine central government agencies, five provincial government agencies, and twenty-six lower-level local government agencies in the Republic of Korea)
2.	<u>Wouter Vandenabeele</u> (2009)	PSM, <u>Organizational Commitment</u> , <u>Job Satisfaction</u>	Self-reported Performance	The study provides further evidence for a robust link between individual PSM and individual performance in public sector organizations. Moreover, both mediation hypotheses were to some extent corroborated, with job satisfaction and organizational commitment completely or partially mediating this effect (depending on the PSM dimension). (Flemish state civil servants of most of the central ministries and some associated agencies.)

3.	Abel Alemnew(2014)	Job Satisfaction(Pay, Promotional opportunities, Supervision, Co- Worker, Work itself)	Job Performance	The results of the correlation analysis indicated that there is a positive correlation between Job satisfaction variables (pay, promotional opportunities, co-workers, supervisor and work itself) and job performance. (Development Bank of Ethiopia)
4.	Wesley A. Alford(2014)	Job Commitment ,Job Satisfaction	Leader Member Exchange(LMX), PSM	The correlations between LMX and job satisfaction and organizational commitment revealed significant positive relationships between the variables. Correlations between total PSM and the outcome variables of job satisfaction and organization commitment were positive in direction but not significant. Correlations between the PSM subscales and the outcome variables also proved to be insignificant. The lack of significant findings may be due to the small sample size or the fact that the study consisted of a self-selecting sample. The sample for this study also differed from previous samples in that it was not a federal employee sample (employees of the state agencies)

Source: Own Compilation Based on Previous Studies

Figure (2.1) Conceptual Framework of Individual-Level Factors and Organizational Performance in Government Organizations (Kim, 2004)

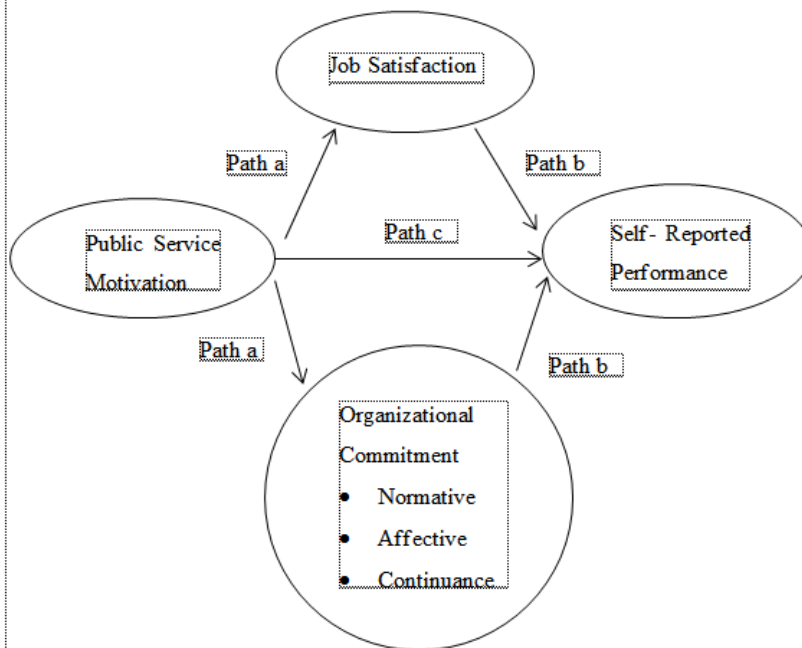


Source: Kim (2004)

The study “Individual-Level Factors and Organizational Performance in Government Organizations” is researched by Kim (2004) in permanent full-time public employees in nine central government agencies, five provincial government agencies, and twenty-six lower-level local government agencies in the Republic of Korea. The independent variables are Job Satisfaction, Affective Commitment, Public Service Motivation, and Organizational Citizenship Behavior. The dependent variable is Organizational Performance. This study clarifies the influence of individual-level factors (Job satisfaction, affective commitment, public service motivation, and organizational citizenship behavior) on organizational performance.

In this study, Kim (2004) used public service motivation: survey instrument as self-sacrifice, public interest, compassion, and social justice. Survey instrument to measure six hypothesized dimensions of public service motivation was developed as attraction to policy making, compassion, self-sacrifice, commitment to the public interest, social justice, and civic duty (Perry, 1996).

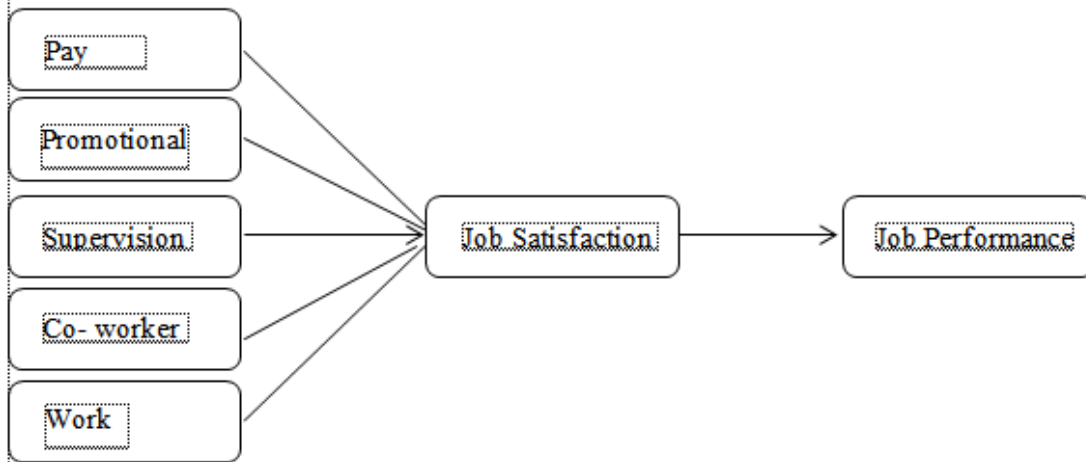
Figure (2.2) Conceptual Framework of the mediating effect of job Satisfaction and Organizational Commitment on Self -Reported Performance: more robust evidence of the PSM - Performance Relationship (Vandenabeele, 2009)



Source: [Vandenabeele \(2009\)](#)

The study “ The mediating effect of job satisfaction and organizational commitment on self -reported performance: more robust evidence of the PSM - performance relationship is researched by Vandenabeele (2009) in Flemish state civil servants of most of the central ministries and some associated agencies. The independent variables are PSM, Organizational Commitment, and Job Satisfaction. The dependent variable is Self-reported Performance. The study provides further evidence for a robust link between individual PSM and individual performance in public sector organizations. Moreover, both mediation hypotheses were to some extent corroborated, with job satisfaction and organizational commitment completely or partially mediating this effect (depending on the PSM dimension).

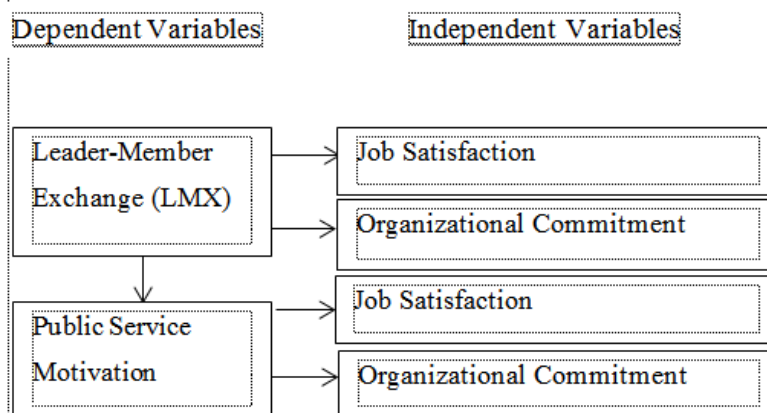
Figure (2.3) Conceptual Framework of Impact of Job Satisfaction on Employee Job Performance at Development Bank of Ethiopia (Alemnew, 2014)



Source: Alemnew (2014)

The study “Impact of Job Satisfaction on Employee Job Performance At Development Bank Of Ethiopia by (Alemnew, 2014). The independent variables are Job Satisfaction (Pay, Promotional opportunities, Supervision, Co- Worker, Work itself). The dependent variable is Job Performance .The results of the correlation analysis indicated that there is a positive correlation between Job satisfaction variables (pay, promotional opportunities, co-workers, supervisor and work itself) and job performance.

Figure (2.4) Conceptual Framework of Effects of Leader-Member Exchange and Public Service Motivation on Job Satisfaction and Organizational Commitment in a Public Workforce Sample (Alford, 2014)

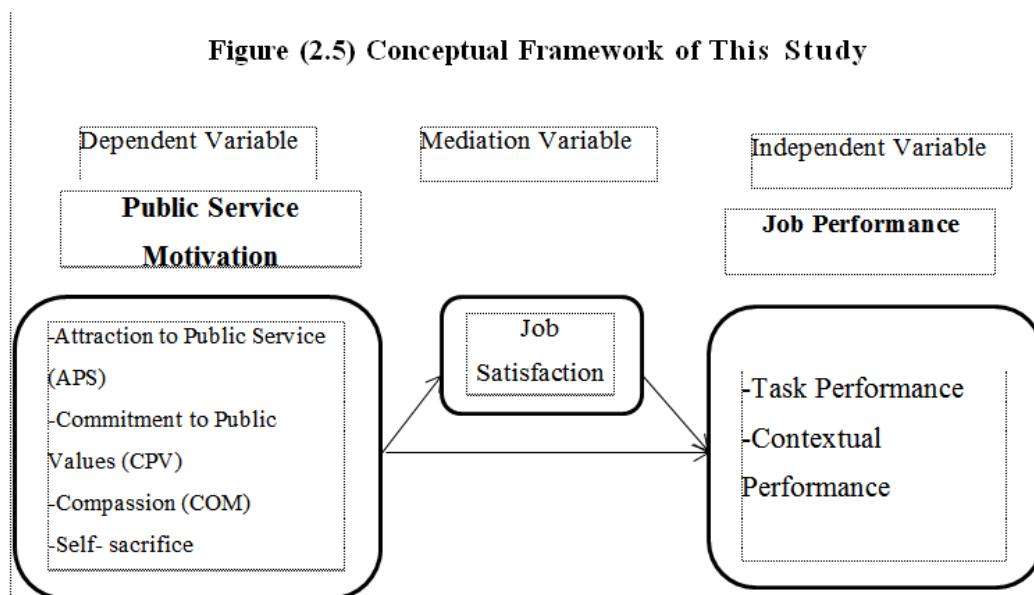


Source: Alford(2014)

The study “Effects of Leader-Member Exchange and Public Service Motivation on Job Satisfaction and Organizational Commitment in a Public Workforce Sample” is researched by (Alford, 2014). The independent variables are Job Commitment, Job Satisfaction in employees of the state agencies. The dependent variable is Leader Member Exchange (LMX), PSM. The study found that the correlations between LMX and job satisfaction and organizational commitment revealed significant positive relationships between the variables. Correlations between total PSM and the outcome variables of job satisfaction and organization commitment were positive in direction but not significant.

2.5 Conceptual Framework of the Study

The following Figure (2.5) represents the conceptual framework of public service motivation and job performance of employees in Ministerial Office.



Source: Own Compilation based on Previous Studies,2004

Independent variables consist of public service motivation (PSM) as attraction to public service (APS), commitment to public values (CPV), compassion (COM) and self-sacrifice (SS). Dependent variable is job performance that will be measure as task performance and contextual performance. This study proposes to analyze the effect of independent variable PSM such as attraction to public service (APS), commitment to public values (CPV), compassion (COM) and self-sacrifice (SS) on dependent variables, job performance and to analyze the mediating effect of job satisfaction on the relationship between PSM and job performance.

CHAPTER 3

PROFILE AND JOB NATURE OF MINISTERIAL OFFICE

This chapter consists of the job nature of Ministerial Office (MO), MOI. In the introduction includes the profile of Ministerial Office, vision, mission, motto, policies and organization structure. This chapter also describes demographic profile of respondents.

3.1 Profile of Ministerial Office

MO is the key player of the Ministry of Industry (MOI). MOI formulated and implementing Myanmar industrial development strategies , private industry law, industry zone law, boiler law, electricity law, industrial policies, small and medium enterprise development policy and law, automotive policies, prevention of hazard from chemical and related substances law and rule and textile policies in accordance with the economic policies of the state. Moreover, it also wrote the industrial sector development plans rely on Myanmar Sustainable Development Plan (MSDP) and Myanmar Investment Promotion Plan.

It has been striving for promoting State Owned Enterprise (SOE) to the Public Private Partnership (PPP) program, producing more skillful workers systematically and receiving certificates from National Skills Standards Authority (NSSA), and providing mobile vocational training as a local service, taking vehicles inspection services for safety certification, inspecting and giving awareness programs for waste management and online wastewater monitoring system of factories all over the world, plans for renewable energy production, research and development program, inspection and supervision of boiler and electrical services to private and public industries, Micro, Small and Medium Enterprise Development activities such as assisting the firms for technologies, markets and financial supports.

There are totally (103) factories under the supervision of MOI but MOI has been changing Public Private Partnership regime since the previous decades. Now, (50) factories are state owned enterprises (SOEs) and the remaining (53) factories are transformed as public private partnership (PPP) program. All these factories matters such as planning, administration, production and leasing are vital duties of MOI. Moreover, it is also performing the human resources development program by opening six Industrial Training Centers (ITC) and mobile trainings.

Before consolidating as Ministry of Industry, Ministry of Industry (1) ,MOI (1) and

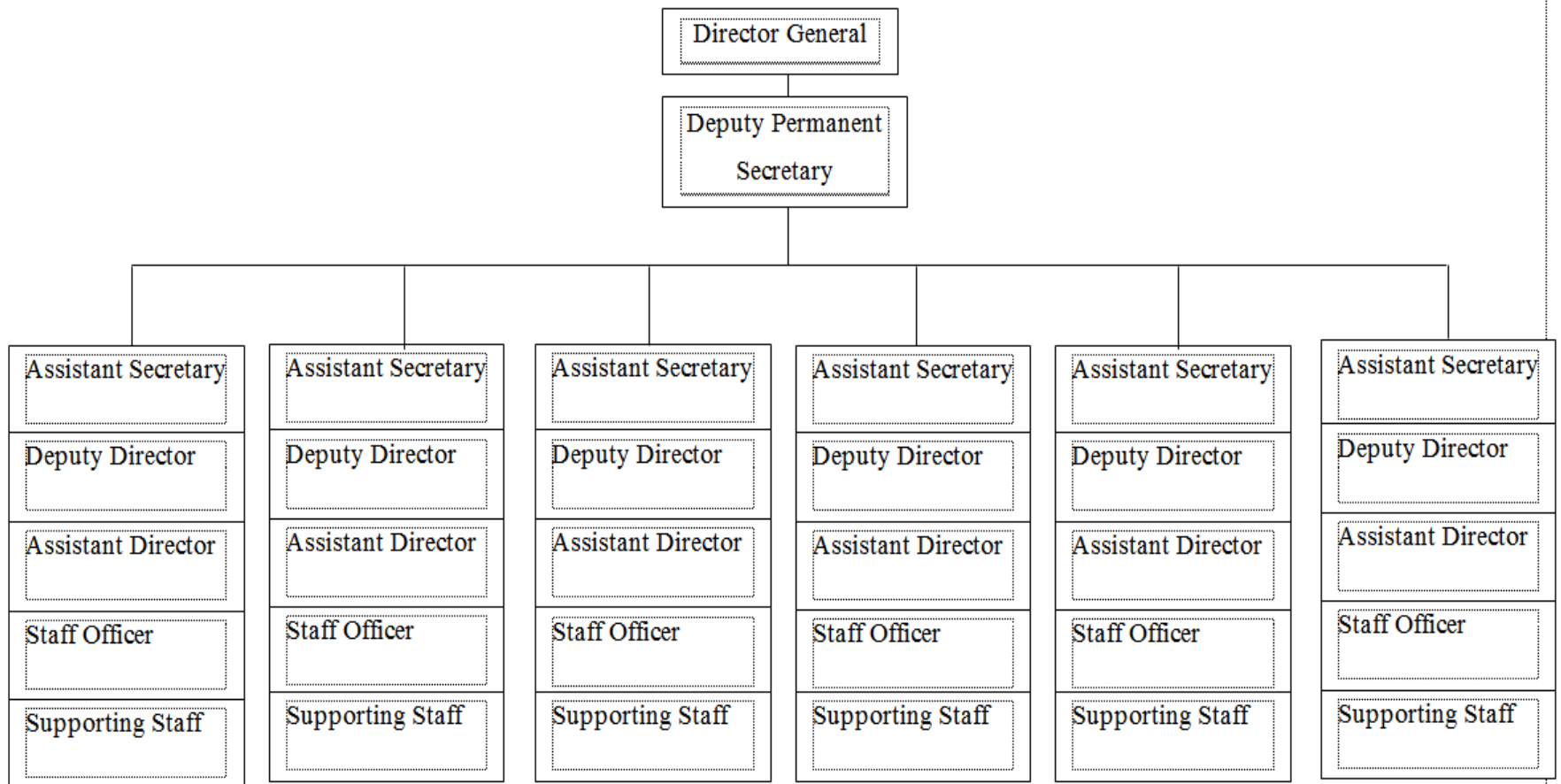
Ministry of Industry (2) ,MOI (2) stood separately. Whereas, MOI (1) strived as state owned enterprises and produce consumer products such as pharmaceuticals and foodstuffs, textiles, ceramics, paper and chemical products, home utilities and construction materials, MOI (2) strived as state owned enterprises and produced various types of vehicles, earth-moving equipment, diesel engines, automotive parts, turbines and generators, CNC machines, transformers, agricultural machines, rubber and tires, etc.

According to Notification 95/2011 of the President's Office of the Republic of the Union of Myanmar MOI(1) and MOI (2) were consolidated as Ministry of Industry and organized with 12 Departments; Ministerial Office, three Directorates, six Enterprises and two Centers. Due to the same functions of Directorates under the Ministry of Industry; some Departments needed to be expand for the development of private industrial sector and constituted as Small and Medium Enterprises; and some Departments were abolished for Public Private Partnership (PPP) programmes. Then, Ministry was reorganized with ten Departments; Ministerial Office, two Directorates, six Enterprises and one Center in 1.4.2014, with the approval of the Union Government Meeting No. (3/2014).

In order to adapt the governance reform plan, many government organizations need to be restructured to cope with the modern system. In this regard, Ministerial Office was restructured to be expanded, two Directorates were renamed and scaled down; some Enterprises were consolidated; and the Center was abolished and new organizational structure of the Ministry of Industry is restructured as mentioned above - was reorganized with seven Departments; Ministerial Office, two Directorates and four Enterprises in 1.4.2015 with the approval of the Union Government Meeting No. (7/2015).

The present organization structure is shown in Figure (3.1).

Figure (3.1) Organization Structure of Ministerial Office



Source: Ministerial Office, 2022

The present organization structure is as followed:

- (1) Ministerial office
- (2) Directorate of Industrial Collaboration
- (3) Directorate of Industrial Supervision and Inspection
- (4) No.1 Heavy Industrial Enterprise
- (5) No.2 Heavy Industrial Enterprise
- (6) No.3 Heavy Industrial Enterprise
- (7) Myanma Pharmaceutical Industrial Enterprise

MOI is laid down the following the vision, mission and policies

(a) Vision

The vision is “Creation of Industrially Developed Nations”.

(b) Mission

The missions are as followed:

- (1) To be successful of the State-owned Enterprises which should be continue to operate ; promoting private involvement and cooperation in State-owned Enterprises for the development of private industrial sector ; uplifting the socio- economic development of citizens by enhancing Micro, Small and Medium Enterprises.
- (2) To encourage the labor intensive industries, agro-based and value - added industries for the development of export- oriented industries by the expansion of domestic market.

(d) Motto

The motto is “Resources are limited. Creativity is unlimited.

(e) Policies

The policies are as followed:

- (1) To promote the agro-based, value- added farm- products and food industries by aiming the comprehensive development of Agriculture and Livestock industries; and for import substitution and export promotion by encouraging small and medium enterprises and establishing heavy industrial enterprises.
- (2) To the industrial sector development with the successfulness of State-owned Enterprises, private sector and public private partnership program improvement by promoting the invitation of technical know-how and

investments.

- (3) To encourage Research and Development activities and human resources development for the industry and service sectors aiming to the innovation and the product qualities enhancement.
- (4) To promote the value- added industries with the effective utilizing of local resources, establish low environmental impact industries and use the renewable energy and use of energy efficiently.
- (5) To negotiate with the relevant organizations and support the requirement of resources such as electricity, petroleum and natural gas for industries, to manage systematically and formulate the protective plans for the development of local industrial zones leading to the industrial development.
- (6) To upgrade the quality of industrial sector of the country with result of the technology and integrated assistance by participating with keep abreast of regional, local and international cooperation.

3.2 Job Nature of Ministerial Office

MO is the key player for MOI and functioning for on time delivery of the instructions of State Administration Council Office and Union Government Office to Subordinate Departments.

MO is organized as followed:

- (1) Administration and Human Resource Management Department and Head office
- (2) Policies, Laws and Regulations Scrutiny and Work Investigation Department
- (3) Planning and Statistics Department
- (4) Internal Audit and Finance Department
- (5) International Relations and Information Department
- (6) E-Government Department

The responsibilities and activities implemented by each department are discussed in the following section.

(1) Administration and Human Resource Management Department and Head office

The tasks carried out by this department is summing the case of subordinate departments and enterprises to Ministerial executive committee meeting and Steering committee, issuing the notifications of State Administration council and Union Government office to subordinate departments, Ministry's employees matters (recruitment, promotion, transfer, leave, pension, resignation, criminal matters of subordinate departments/ enterprises including Ministerial office), Ministerial office administration, sending of representatives for domestic and foreign trainings : such as workshops , meeting , conferences and external lecturer, staff housing administration, motor vehicles and fuel issues, procurement of office stationary and formulating organisational structure. It is also responsible for transportation of employees from housing to office and delivery of office letters, to carry out administrative matters of the Union Minister's and Permanent Secretary's personal officers, office team and drivers.

(2) Policies, Laws and Regulations Scrutiny and Work Investigation Department

The tasks carried out by this department is issuing the laws, rules, policies and notifications, , Scrutinize in MoU, MoA, LoA and LoI signing ,asking and replying comment from and to other Ministries, matters of obtaining land entitle and returning unused land to the state, complaint case about land and private industry, matters requesting comments on formation and registration of association, leasing lands and factory, Joint venture and privatization matters, Leasing land for Win Thuza shops and telecommunication tower construction, issues regarding the right to use agricultural land in other ways, responding comments to Myanmar investment commission, foreigner staying permits and entry visa application, extracting, transporting and destroying ammunition and related substances and concerning with answering parliamentary questions.

(3) Planning and Statistics Department

The tasks carried out by this department is compiling and presenting the current operations of Ministry, project implementation programs, reporting for the projects which are executed by the assistant of international organizations in term of technical and loan, public private partnership (PPP) projects, projects to be added to the project bank, asking for comments for project implementation, coordination and negotiation with other related Ministries regarding with MSME, sending monthly reports of projects completion, execution, manufacturing and sale distribution during the fiscal year to project appraisal

and progress reporting department, sending quarterly and mid- year reports and basic statistics report in the fiscal year to planning department, quarterly presenting the condition of projects execution, sending the aggregated capital expenditure in the fiscal year to be added in the national planning law, sending the matter of SOEs' production (number) actual production over estimation , reporting monthly operations of all enterprises and departments which worked in line with the policy, objectives and work plan of the Ministry.

(4) Internal Audit and Finance Department

The tasks carried out by this department are verifying the budgets of subordinate departments and enterprises under the Ministry on a monthly basic, monitoring and supervising the correctness of spending on revenue, monitoring whether the activities are consistent with the financial procedure, to carry out internal audit within the ministry, to plan for audits examination by an Auditor General of the Union office and to supervise the settlement of audit objections by relevant departments.

(5) International Relations and Information Department

The tasks carried out by this department are liaising for the cooperation of international and regional organisations, providing information and connecting with the internal and international organizers for attending meeting and conferences of Minister and Deputy Minister, compromise meeting requests related to the cooperation , collaboration documentation and press releasing of industrial sector between internal and international organisations and Union Minister and Deputy Minister , coordination and collaboration with Region, States and other Ministries, collecting international news and issuing press release, publication and distribution the news documents and bulletins concern with the Ministry ,response via public media, social media and print media for dissemination of false news of Ministry's activities by foreign media, coordinating with the relevant departments for the production and inspection of the vehicles of the domestic (Knock-Down) KD system and coordinating and collaborating if the Myanmar Investment Commission asks for comments related to manufacturing activities and electric vehicle initial introduction and utilization process.

(6) e-Government Department

The tasks carried out by this department are to implement the e-Government process of the Ministry in accordance with the guidelines of the e-Government Steering Committee and the e-Government working Committee, sending and receiving

incoming/outgoing mails of Ministries, departments and enterprises by using Electronic Document Management System (EDMS), providing technical services for able to use online and virtual meetings, Posting Ministry's information on Ministry Website and Myanmar National Portal which is developed by Ministry of Transport and Communications, collaboration and cooperation with other departments for the requirement of technology, infrastructure, Online Services and information communication technology (ICT) standards for the implementation of e-Government processes, submitting documents for the requirements, upgrading and extending of infrastructure and coordinating with relevant telecommunication service organizations in necessary, to implement e-Services in order to provide efficient to the public, to take awareness for information security and preventing activities in cooperation with the relevant Ministry for information and cyber security and implement the tasks of the Digital Economy Development Committee.

Table (3.1) describes the number of employees in MO.

Table (3.1) Number of Employees in Six Departments

Sr. No.	Name of Department	Number of Employees			
		High Level officer	Mid-level officer	Support staff	Total
1	Administration and Human Resource Management Department and Head office	3	7	17	27
2	Policies, Laws and Regulations Scrutiny and Work Investigation	2	3	7	12
3	Planning and Statistics Department	3	5	8	16
4	Internal Audit and Finance Department	3	6	12	21
5	International Relations and Information Department	4	4	10	18
6	E-Government Department	-	4	2	6
	Total	15	29	56	100

Source: Ministerial Office, 2022

In Table (3.1), the amounts of employees in six departments are illustrated. There are 15 high level officers and 29 mid- level officers and 56 support staff in total. In this study has been already explained that employees in this study mean all level employees.

These six departments are under the control of Deputy Permanent Secretary who has to report to Director General. All departments are led by an Assistant Secretary and have to report to Permanent Secretary.

Ministerial Office is using the following public service motivation practices:

The motivation practices of public organizations are highly different from private organizations. Salary and incentives of public service employees are significantly lower than private employees. Like as other government organizations, MO is practicing internal and external the human resources recruiting system and following the code of conducts as according to the civil service law and regulations. Provision of employees is salary, housing, and transportation to the job, office cooperative loan and travel allowances that are issued the employees for assigning on duty to travel other places. For foreign training, majority of officers and minority of lower level employees are sent to seminars, workshops, master and PhD Programs. Moreover, any level of employees is sent to the domestic trainings such as English, computer, accounting and civil service training. Employees' promotional plan is three years interval and employee development plan are held in MO while transfer plan is held depend on the job requirement.

3.3 Demographic Profile of the Respondents

In this study, demographic characteristics of the respondents are examined by five characteristics. These characteristics include gender, age, education and position at Ministerial Office.

Table (3.2) Demographic Background of Respondents

No.	Attribute	Frequency	Percentage
1	Gender		
	Male	32	32
	Female	68	68
2	Age (Year)		
	20-29	2	2
	30-39	31	31
	40-49	51	51
	50 and above	16	16
3	Education		
	High School	22	22
	University	66	66
	Postgraduate Diploma	2	2
	Master	10	10
4	Position		
	High- level officer	15	15
	Mid- level officer	29	29
	Support staff	56	56
	Total	100	100

Source: Survey data, 2022

According to Table (4.2), the percentage of gender of respondents is different comprising 32% of male and 68% of female. The result indicated that female employees are more interested to work in public sector. Regarding age, it is found that 2 % of total respondents are between 20 and 29 years , 31 % are between 30 and 39 years, 51 % are between 40 and 49 years and 16 percentages are 50 years and above. Most of the employees mature age. For the level of education 22 %of total respondents have high school level, 66 % have a university degree and 2 % have a postgraduate diploma and 10 %have master degree. Because of employees who interested to serve in government sector after getting a degree. As a table, position of total respondents is classified into three groups: High-level officer, Mid-level officer and Support staff. As a result, 15 %of total respondents are high- level officer, 29% are mid- level Officer, 56 %are support staff. Majority position of employees is support staff.

CHAPTER 4
ANALYSIS OF THE EFFECT OF PUBLIC SERVICE MOTIVATION ON JOB PERFORMANCE OF EMPLOYEES

This chapter discusses the analysis on the effect of public service motivation on job performance of employees working at MO. There are three main parts in this chapter. The first part exhibited the mean scores of public service motivation, job satisfaction and job performance of employees. The second part is the analysis of the effect of public service motivation on job performance of employees at MO. The last part explores about the mediating effect of job satisfaction on relationship between public service motivation and job performance of employees on the regression output of SPSS software.

4.1 Reliability Test

One of the most commonly used measures of reliability is Cronbach’s Alpha. The values of Cronbach’s Alpha for the studied variables must exceed 0.600 which meet the minimum alpha value need(Hair et al., 1998). If the alpha values of the variables meet the minimum value 0.600, this study can be said as a reliable one. Thus, all the variables in this study are reliable and can be used for further research.

Table (4.1) Reliability of the Variables

Sr. No.	Variables	Items	<u>Cronbach’s Alpha(>0.7)</u>
1	Attraction to public service(APS)	5	.803
2	Commitment to public values(CPV)	6	.785
3	Compassion(COM)	4	.670
4	Self-sacrifice(SS)	5	.795
5	Job satisfaction	16	.888
6	Task performance	9	.765
7	Contextual Performance	12	.804

Source: Survey data, 2022

Table (4.1) represents the reliability (alpha value) of the independent variables as well as dependent variable. In this study attraction to public service (APS), commitment to public values (CPV), compassion (COM) and self-sacrifice (SS), was regarded, as the independent variables and job satisfaction and job performance were

dependent variables. According to the results of the reliability test, alpha values of all variables except compassion (COM) which meet acceptable level at 0.67, and other variables are between the satisfactory ranges ($0.70 \leq \alpha \leq 1$). They have the acceptable reliability level (Cronbach, 1951). Therefore, the data collected through questionnaires is reliable and can be used for further statistical analysis.

4.2 Employee Perception on Public Service Motivation, Job Satisfaction and Job Performance

Public service motivation was measured with four dimensions such as attraction to public service (APS), commitment to public values (CPV), compassion (COM) and self-sacrifice (SS) with (20) items, job satisfaction was measured with (16) items, job performance was measured with two dimensions such as task performance (9) items and contextual performance (12) items.

In order to conduct questionnaire analysis, five point Likert Scale questionnaires were used to evaluate employee perception on variables. According to Best (1977), the mean values of five point Likert Scale were interpreted as follows:

The score among 1.00 – 1.80 means strongly disagree.

The score among 1.81 – 2.60 means disagree.

The score among 2.61 – 3.40 means agree to some extent.

The score among 3.41 – 4.20 means agree.

The score among 4.21 – 5.00 means strongly agree.

The employees perception (mean values) on each variable are shown in following tables.

4.2.1 Employee Perception on Attraction to Public Service (APS)

Regarding employee's perception on attraction to public service statements, the surveyed employees answered five statements using five-point scale. The results from analysis on employee's perception towards attraction to public service (APS) of MO are shown in Table (4.2).

Table (4.2) Employee Perception on Attraction to Public Service (APS)

Sr. No.	Description	Mean	Std. Deviation
1	Interesting to help the improvement of publicservice	4.32	.618
2	Satisfying by seeing people benefiting from the public programs	4.49	.626
3	Discussing publicprograms and policies with others	4.00	.791
4	Believing Public sector activities contribute to general welfare.	3.75	.880
5	Admiring people who initiate or are involved in community activities	4.34	.670
Overall Mean		4.18	

Source: Survey data, 2022

As shown in Table (4.2), the respondents reflect the description of seeing people benefiting from the public programs, admiring people who initiate or involve in activities to aid the communities and helping to improve public service at the strongly agree level. The remaining descriptions of discussing topics regarding public programs and policies and believing public sector activities contributing to general welfare are reflected at the agree level. Therefore, overall mean score of attraction to public service (APS) is at the agree level, 4.18.

4.2.2 Employee Perception on Commitment to Public Values (CPV)

In the analysis on employee's perception towards commitment to public values (CPV) of Ministerial office, the surveyed employees answered six statements using five-point scale. The outcomes are described in Table (4.3).

Table (4.3) Employee Perception on Commitment to Public Values (CPV)

Sr. No.	Description	Mean	Std. Deviation
1	Thinking of equal opportunities for citizens are very important	4.77	.529
2	Being important of Citizens can rely on the continuous provision of public services	4.32	.763
3	Taking fundamental of Public services respond to the needs of the citizens	4.41	.726
4	Regarding democratic Decisions	4.26	.705
5	Entitling good service to everybody	4.25	.757
6	Taking Fundamental to interests of future generations	4.69	.580
Overall Mean		4.45	

Source: Survey data, 2022

As shown in Table (4.2), the respondents reflect the all descriptions of equaling opportunities for citizens are very important, interesting of the future generations are taking into account when developing policies, relying on continuous provision of public services by citizen is important, responding of public service to the need of citizens are fundamental ,deciding public services as democratic although it is taking the time and effort and entitling of everyone to a good service even though it is high costing at the strongly agree level. Therefore, the overall mean score of commitment to public values (CPV) is at the strongly agree level, 4.45.

4.2.3 Employee Perception on Compassion (COM)

Regarding employee's perception on compassion (COM) dimension of MO, the surveyed employees answered four statements using five-point scale. The effects are described in Table (4.4).

Table (4.4) Employee Perception on Compassion (COM)

Sr. No.	Description	Mean	Std. Deviation
1	Feeling of seeing people in distress	3.94	.919
2	Feeling Sympathetic to the plight of the underprivileged	4.45	.657
3	Empathizing with other people who faced difficulties	4.40	.696
4	Having Compassion for people in need who are unwilling to take the first step to help themselves.	3.66	1.03
Overall Mean		4.11	

Source: Survey data, 2022

As shown in Table (4.4), the respondents reflect the descriptions of feeling sympathetic to the plight of underprivileged and empathizing with people facing difficulties at the strongly agree level. The two remaining descriptions of controlling the feeling is difficult by seeing the distress people and having little compassion for need of the people with unwilling to take the starting step themselves are reflected at the agree level. Therefore, the overall mean score of compassion (COM) is at the agree level, 4.11.

4.2.4 Employee Perception on Self-Sacrifice (SS)

In the analysis of employee's perception on self-sacrifice (SS) of Ministerial Office, the surveyed employees answered five statements using five-point scale and the consequences are shown in Table (4.5).

Table (4.5) Employee Perception on Self-Sacrifice (SS)

Sr. No.	Description	Mean	Std. Deviation
1	Treating unfairly	4.19	.873
2	Making a difference to society means more than personal achievements	4.10	.789
3	Having sacrifices for the good of society	3.71	.795
4	Putting civic duty before self.	3.99	.835
5	Willing to risk personnel loss to help society	3.75	.857
Overall mean		3.94	

Source: Survey data, 2022

As shown in Table (4.8), the respondents reflect all descriptions , getting very upset by seeing people who are treated unfairly, making a difference to society is meaningful than personal achievement, putting civic duty before self, willing to risk personnel loss by helping the society and making sacrifice for the good of society at the agree level. Therefore, the overall mean score of self-sacrifice is at the agree level, 3.94.

4.2.5 Overall Means of Public Service Motivation

Employee perception on the overall mean value of public service motivation is presented in Table (4.6). Four variables are considered as public service motivation that affects employee job satisfaction: attraction to public service (APS), commitment to public value (CPV), compassion (COM) and self- sacrifice (SS).

Table (4.6) Summary of Employee Perception on Public Service Motivation

Sr. No.	Variables	Mean Value
1	Attraction to public service(APS)	4.18
2	Commitment to public values(CPV)	4.45
3	Compassion (COM)	4.11
4	Self- sacrifice (SS)	3.94

Source: Survey data, 2022

According to Table (4.6), the overall mean score of commitment to public values (CPV) is 4.45, at the strongly agree level. The overall mean scores of three remaining variables are at the agree level. Thus, employees from Ministerial Office strongly desire to serve for the interest of public.

4.2.6 Job Satisfaction

In this study, 100 employees working at Ministerial Office are taken the questionnaire survey. To analyze the employees' job satisfaction, 16 structured questions are asked by using 5 points of Likert Scale. The survey results on outcomes are shown in Table (4.7).

Table (4.7) Employee Perception on Job Satisfaction

Sr. No.	Description	Mean	Std. Deviation
1	Receiving high amount of paid	2.48	1.068
2	Quite competence of Supervisor by doing his/ her work	4.04	.790
3	Being meaningful job	3.77	.827
4	Having large and frequent raises	2.17	1.092
5	Having fair chance of promotion	3.85	1.114
6	Being fair supervisor	3.91	.753
7	Working harder for the competence of coworker	3.73	.790
8	Being like doing the things at work.	3.95	.770
9	Appreciated the organization for pay	4.11	.803
10	Getting ahead as fast as in otherplaces.	3.07	1.103
11	Having high interest of supervisor to the feeling of subordinates	3.76	.818
12	Being like of coworkers.	3.92	.748
13	Being sense of pride in job	4.08	.895
14	Having chances for salary increases.	4.47	.658
15	Being like of supervisor	3.98	.804
16	Being enjoyable job	3.70	1.049
Overall Mean		3.68	

Source: Survey data, 2022

According to the above Table (4.7), the respondents reflect the description of satisfying with the chances for salary increase at the strongly agree level. The descriptions of being a competent of supervisor, feeling the job is meaningfulness, doing well on the job stand a fair chance of promotion, being a supervisor is fairness, having to work harder

for the competence of people in the work, doing the thing at work, appreciating the organization for pay, showing high interest the feeling of subordinates by supervisor, being like coworker, feeling pride the job, being like supervisor and enjoying the job are reflected at the agree levels. The description of getting ahead as fast as doing in other places are reflected at agree to some extent level. The remaining two descriptions of being raises are large and frequent and being paid a high amount are reflected at the disagree levels. Therefore, overall mean scores is at the agree level, 3.68.

4.2.7 Job Performance

In this study, employees' outcome is measured as their task performance and contextual performance. The overall mean score of job performance is presented in Table (4.8).

Table (4.8) Job Performance of Employees

Sr.No.	Variables	Mean Value	Std. Deviation
1	Task Performance	3.91	.471
2	Contextual Performance	3.96	.432
	Overall Mean	3.94	

Source: Survey data, 2022

According to the above Table (4.8), the overall mean score of job performance is at the agree level, 3.94. Thus, employees of Ministerial Office are positive attitude on the job performance by finishing work on time, never harming well- being of other workers and good communication inside and outside the organization.

(a) Task Performance of Employees

In this study, 100 employees are taken the structured questionnaire survey. To analyze the task performance, 9 structured questions are used as self-assessment performance by using 5 points of Likert Scale. The survey results on outcomes are shown in Table (4.9).

Table (4.9) Task Performance of the Employees

Sr. No.	Description	Mean	Std. Deviation
1	Seeking for information	4.11	.695
2	Executing the tasks effectively for having experience.	4.01	.927
3	Performing the basic tasks as the requirement of <u>organisation</u>	3.41	.818
4	Being well time management	4.28	.740
5	Finishing task on time	4.37	.580
6	Performing a task in conjunction with other workers, responsible for the planning, organizing and <u>monitorising</u> of the work to be done.	3.90	.745
7	Being aware the lack of the resources (material or human)	4.02	.724
8	Disappointed with performance at work	3.79	.935
9	Taking fundamental worker to the <u>organisation</u> for high quality of performance.	3.28	.944
Overall Mean		3.91	

Source: Survey data, 2022

As shown in Table (4.9), the respondents reflect the descriptions of having a deadline of task finish on time and managing the time well are at the strongly agree level. The descriptions of seeking information for better performance, being aware the lack of resources for efficient performance, executing the tasks due to experiences, feeling disappointed of performance at work and performing the basic tasks corresponds to the requirement of organization are reflected at the agree level. The remaining description of considering as fundamental worker to the organization for high quality of performance are reflected at agree to some extent level. Therefore, the overall mean score of task performance is at the agree level, 3.91.

(b) Contextual Performance of Employees

Employees' outcome is also measured as their contextual performance. In this study, 100 employees take the structured questionnaire survey. To analyze the contextual performance, 12 structured questions are used as self-assessment by using 5 points of Likert Scale. The survey results on outcomes are shown in Table (4.10).

Table (4.10) Contextual Performance Employees

Sr. No.	Description	Mean	Std. Deviation
1	Initiating to give constructive feedback to improve the performance of other workers	3.77	.694
2	Seeking information from other sources	3.93	.728
3	Working under pressure	3.60	.888
4	Setting aside all personal problems,	4.10	.785
5	Assisting other workers from the <u>organisation</u>	4.06	.708
6	Performing tasks that are not related to specific duties.	2.92	.939
7	Arriving on time	4.35	.687
8	Missing work	4.09	.830
9	Having never adopt actions that could harm the well-being of the other workers	4.45	.672
10	Being always comply with the rules and procedures	4.28	.712
11	Having good communication skills	3.66	.831
12	Communicating inside <u>organisations</u>	4.31	.662
	Overall Mean	3.96	

Source: Survey data, 2022

As shown in Table (4.10), the respondents reflect the descriptions of never adopting the actions that could harm the well-being of other workers, arriving consistently on time at work and communicating inside organisations to perform tasks effectively at the strongly agree level. The descriptions of setting aside all my personal problems, being difficult to miss work, willing to assist other workers, seeking information from other sources for not provided training, initiating to give constructive feedback, performing duties effectively under pressure and being good in communication skills are reflected at the agree level. The remaining description of performing the tasks that are not related to specific duties is reflected at the disagree level. Therefore, the overall mean scores of contextual performance is at the agree level, 3.96.

4.3 Analysis on the Effect of Public Service Motivation on Job Performance

To analyze the effect of public service motivation on job performance Ministerial Office are presented in Table (4.11).

Table (4.11) Effect of Public Service Motivation on Job Performance

Variable	Unstandardized Coefficients		B	T	Sig	VIF
	B	Std. Error				
(Constant)	1.043	.343		3.043	.003	
Attraction to Public Service (APS)	.178**	.072	.231	2.459	.016	1.485
Commitment to Public Values (CPV)	.263***	.084	.267	2.812	.006	1.528
Compassion(COM)	.183***	.063	.260	2.914	.004	1.345
Self- Sacrifice (SS)	.087	.065	.128	1.340	.183	1.551
R	.662					
R Square	.438					
Adjusted R Square	.414					
F value	18.485***					
Durbin-Watson	1.964					

Source: Survey data, 2022

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

As shown in above Table (4.11), correlation coefficient R measures the linear relationship between independent variables and dependent variable. According to above Table (4.11), R, the correlation between the public service motivation and job performance is 0.662 which lies between 0 and 1. It indicates that the level of job performance and the public service motivation of Ministerial Office are correlated. Adjusted R square = 0.414, the model can explain 41.4 percent about the variance of the independent variable (Public Service Motivation) and dependent variable (Task Performance).

The significant value of commitment to public values (CPV) and compassion (COM) shows strong correlation with job performance at 99% and attraction to public service (APS) dimensions show correlation at 95% confidence interval. However, self-sacrifice (SS) dimension is not related to job performance of employees in Ministerial Office.

Commitment to public values (CPV) , commitment to public values (CPV) is most significant and positively related to job performance . Next to commitment to public values (CPV) is compassion (COM) and it is also positively related to job performance.

Attraction to public service (APS) is positively significant.

The standardized coefficient (Beta) of commitment to public values (CPV) of Ministerial Office has the largest value (0.267). It indicates commitment to public values (CPV) has the greatest contribution to effect on job performance. The Durbin-Watson $d = 1.964$ (nearly 2), and thus, it is assumed that there is no auto-correlation in sample. All VIFs (variance inflation factor) of independent variables are less than 10. Hence, there is no problem of multicollinearity (correlation between independent variables) in this survey. Next to CPV is COM and APS which also have contribution towards job performance. SS dimension is not supportive to enhance the job performance of employees.

The results show that Ministerial Office's employees with commitment to public values (CPV) are loyal to the organisation and prioritize the benefits of stakeholders. Compassion (COM) of employees is also promoting employee engagement, dedication and loyalty to their work and they are more likely to cooperate and help each other out. Attraction to public service (PSM) of employees is that they apply their abilities in the policies making for the advantage of the people and policies formulation. Thus, employees owned the public service motivation effected Ministerial Office get high performance.

4.4 Analysis on the Effect of Job Satisfaction on Job Performance

Analysis on the effect of job satisfaction on job performance of employees is applied by using regression model as Table (4.15).

Table (4.12) Effect of Job Satisfaction on Job Performance of Employees

Variable	Unstandardized Coefficients		B	T	Sig	VIF
	B	Std. Error				
(Constant)	2.539	.252		10.094	.000	
JSS	.378***	.067	.492	5.601	.000	1.000
R			.492			
R Square			.242			
Adjusted R Square			.235			
F value			31.373***			
Durbin-Watson			1.658			

Source: Survey Data, 2022

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

Table (4.15) pointed out the effect of job satisfaction on job performance. R square is the variation in the job performance predicted by the job satisfaction, it is about 24 percent. The model can explain R square =0.242, 24 percent of the variance of the performance was explained by job satisfaction.

Job satisfaction had the positive and highly significant, coefficient value at 1 percent level. Thus, employees of Ministerial Office are satisfied with their job while performing their job.

4.5 Mediating Effect of Job Satisfaction on relationship between Public Service Motivation and Job Performance

The type of interrelationship is quoted as mediation that engages a set of connecting hypothesis. Mediation is implied as underlying chain in which one variable influence a second variable that also effect third variable (Crandall et al., 2007). This approach contains three steps to test the process among variables.

In this study, job satisfaction is considered as a mediator to clarify the nature of relationship between independent variable of public service motivation which includes attraction to public service (APS), commitment to public values (CPV), commitment (COM) and self- sacrifice (SS) to a dependent variable of job performance. Then, mediation analysis is performed to understand the mediating role of job satisfaction on

the linkage between public service motivation and job performance.

Table (4.13), shows the direct and indirect and total effects of public service motivation (PSM) on job performance. According to this table, indirect effect through job satisfaction is analyzed by multiplying contributing path coefficients. For example, the indirect effect of attraction to public service (APS) on job performance through job satisfaction (0.179) is obtained by multiplying the coefficient attraction to public service (APS) on job satisfaction (0.364) with the coefficient of job satisfaction to job performance (0.492). The total effect of (0.662) is the sum of direct effect (0.483) and indirect effect (0.179).

Table (4.13) Mediating Effect of Job Satisfaction on the Relationship between Public Service Motivation and Job Performance

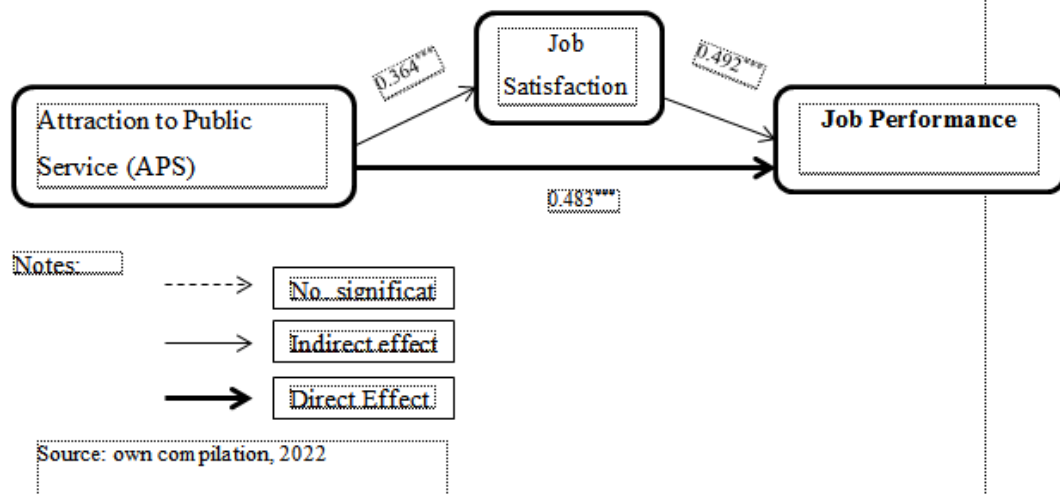
Public Service Motivation	Job Satisfaction		
	Direct Effect	Indirect Effect	Total Effect
Attraction to Public Service (APS)	0.483	0.179	0.662
Commitment to Public Values (CPV)	0.537	0.141	0.678
Compassion (COM)	0.427	0.099	0.526
Self-Sacrifice (SS)	0.467	0.194	0.661

Source: Survey data, 2022

(a) Mediating Effect of Job Satisfaction on the Relationship between Attraction to Public Service (APS) and Job Performance

As shown in Table (4.13), the total effect of attraction to public service (APS) on job performance through job satisfaction is greater than the direct effect of attraction to public service (APS) on job performance. Therefore, there is a mediating effect of job satisfaction on relationship between attraction to public service (APS) and job performance. The mediating effect of job satisfaction on the relationship between attraction to public service (APS) and job performance is shown in Figure (4.1).

Figure (4.1) Mediating Effect of Job Satisfaction on the Relationship between Attraction to Public Service (APS) and Job Performance

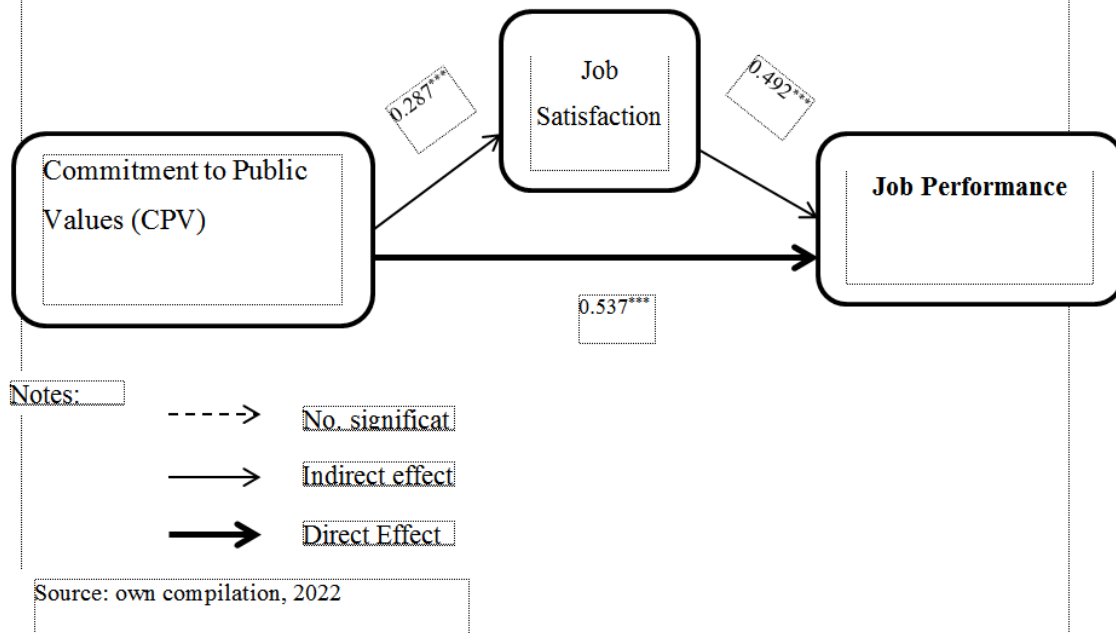


The study suggested that there is a positive significant effect of attraction to public service (APS) on job performance, as demonstrated in Figure (4.1). Regarding with the indirect impact, it is shown that there is a positive significant effect of attraction to public service (APS) on job satisfaction and a positive significant effect of job satisfaction on job performance as well. Thus, there is a partial mediation of job satisfaction is occurred on the relationship between attraction to public service (APS) and job performance of employees in Ministerial Office.

(b) Mediating Effect of Job Satisfaction on the Relationship between Commitment to Public Values(CPV) and Job Performance

As shown in Table (4.13), the total effect of commitment to public values (CPV) on job performance through job satisfaction is greater than the direct effect of commitment to public values (CPV) on job performance. Therefore, there is a mediating effect of job satisfaction on relationship between commitment to public values (CPV) and job performance. The mediating effect of job satisfaction on the relationship between commitment to public values (CPV) and job performance is shown in Figure (4.2).

Figure(4.2) Mediating Effect of Job Satisfaction on the Relationship between Commitment to Public Values (CPV) and Job Performance

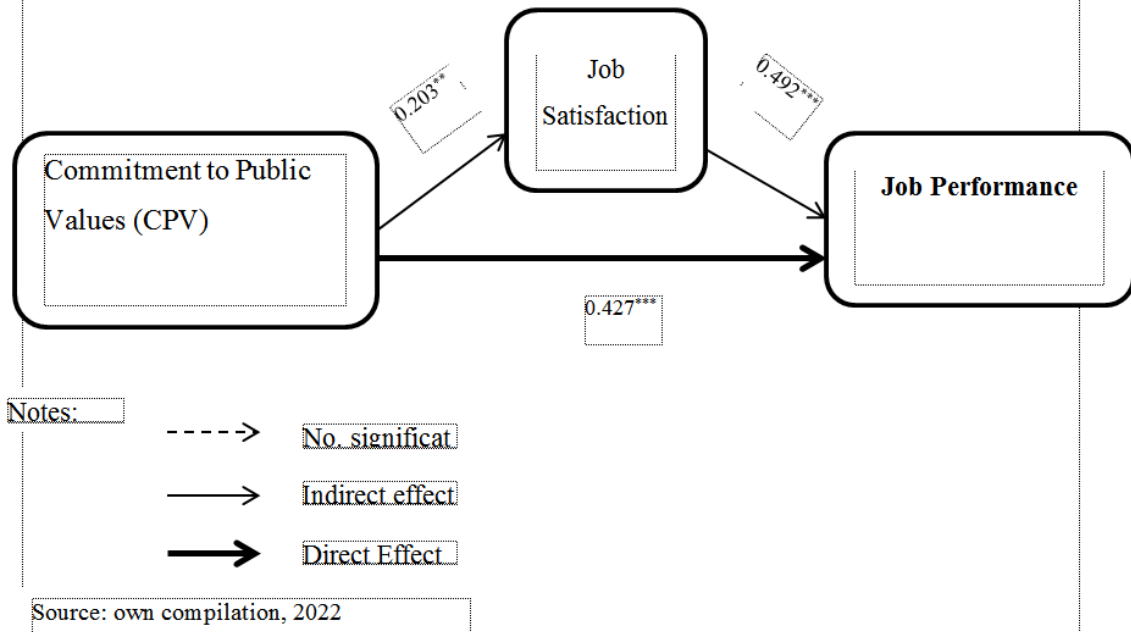


The study suggested that there is a positive significant effect of commitment to public values (CPV) on job performance, as demonstrated in Figure (4.2). Regarding with the indirect impact, it is shown that there is a positive significant effect of commitment to public values (CPV) on job satisfaction and a positive significant effect of job satisfaction on job performance as well. Thus, there is a partial mediation of job satisfaction is occurred on the relationship between commitment to public values (CPV) and job performance of employees in Ministerial Office.

(c) Mediating Effect of Job Satisfaction on the Relationship between Compassion (COM) and Job Performance

As shown in Table (4.13), the total effect of compassion (COM) on job performance through job satisfaction is greater than the direct effect of compassion (COM) on job performance. Therefore, there is a mediating effect of job satisfaction on relationship between compassion (COM) and job performance. The mediating effect of job satisfaction on the relationship between compassion (COM) and job performance is shown in Figure (4.3).

Figure(4.3) Mediating Effect of Job Satisfaction on the Relationship between Compassion (COM) and Job Performance

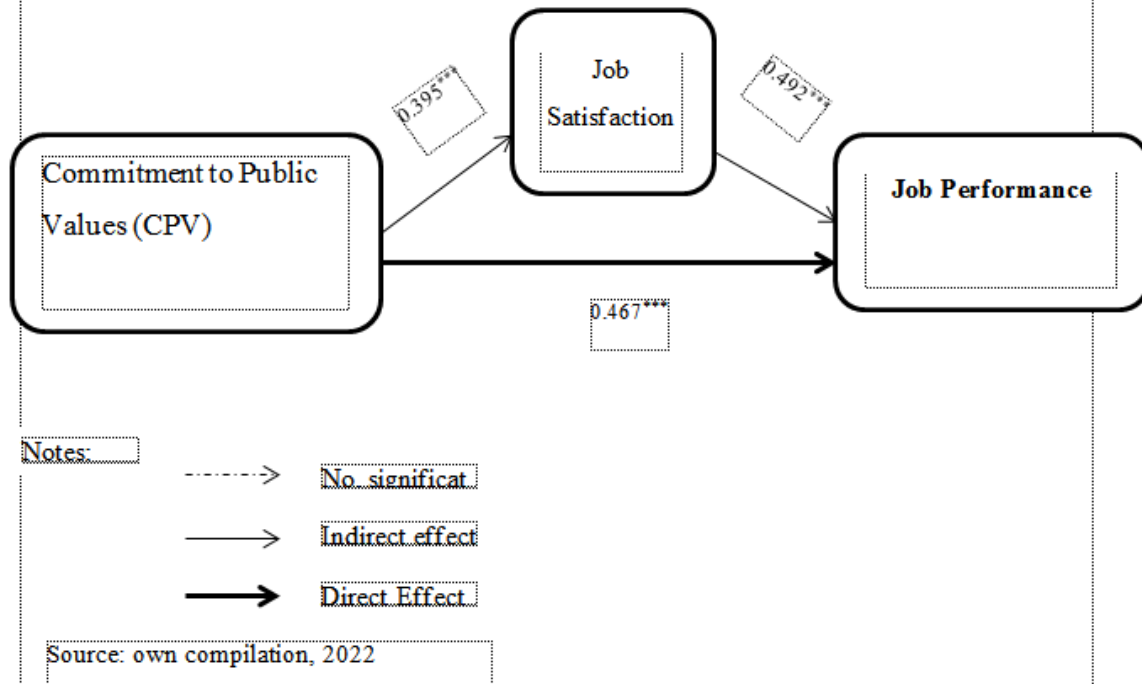


The study suggested that there is a positive significant effect of compassion (COM) on job performance, as demonstrated in Figure (4.3). Regarding with the indirect impact, it is shown that there is a positive significant effect of compassion (COM) on job satisfaction and a positive significant effect of job satisfaction on job performance as well. Thus, there is a partial mediation of job satisfaction is occurred on the relationship between compassion (COM) and job performance of employees in Ministerial Office.

(c) Mediating Effect of Job Satisfaction on the Relationship between Self-Sacrifice (SS) and Job Performance

As shown in Table (4.13), the total effect of self- sacrifice (SS) on job performance through job satisfaction is greater than the direct effect of self- sacrifice (SS) on job performance. Therefore, there is a mediating effect of job satisfaction on relationship between self- sacrifice (SS) and job performance. The mediating effect of job satisfaction on the relationship between self- sacrifice (SS) and job performance is shown in Figure (4.4).

Figure(4.4) Mediating Effect of Job Satisfaction on the Relationship between Self- Sacrifice(SS) and Job Performance



The study suggested that there is a positive significant effect of self- sacrifice (SS) on job performance, as demonstrated in Figure (4.4). Regarding with the indirect impact, it is shown that there is a positive significant effect of self- sacrifice (SS) on job satisfaction and a positive significant effect of job satisfaction on job performance as well. Thus, there is a partial mediation of job satisfaction is occurred on the relationship between self- sacrifice (SS) and job performance of employees in Ministerial Office.

Regarding to all of the above results, it can be said that public service motivation of employees by mediating of job satisfaction effect better performance in Ministerial Office than the single effect of public service motivation on job performance.

CHAPTER 5

CONCLUSION

This chapter composed with three parts: findings and discussions, suggestions and recommendation, and needs for further research. The main goal of this research is to determine the dimension of public service motivation keeps job performance of employees to their organization and mediating effects of job satisfaction between public service motivation and job performance of employees.

5.1 Findings and Discussions

This study is intended to analyze two major assumptions. The first assumption is that the public service motivation of Ministerial Office would impact on job performance of employees who are working there. The second assumption is that job satisfaction as a mediator between public service motivation and job performance of employees at Ministerial Office. Total hundred employees are participating to answer in this study. Descriptive research method and quantitative method are conducted in this study. Structured questionnaire is applied to collect data from employees. In term of demographic factor, the compositions of female higher than male are the nature of public organization. In the age analysis, most of employees are between the ages of 40-49 years old. This highlights that most of employees in Ministerial Office are mature ages. The educational backgrounds of most of employees possess bachelor degree and most position of employees is supporting staff. The main conclusion of this study is that employees working at Ministerial Office have commitment to public values (CPV), compassion (COM) and attraction to public service (APS) dimensions of public service motivation to their work which have positive impacts on job performance lead to effective and efficient organization.

In regards to attraction to public service (APS) of employees is that they are motivated for applying their abilities in the policies making for advantage of the people. According to the finding, overall mean score of commitment to public value (CPV) is at strongly agree level while other mean score are agree level. It can be said that the employees at Ministerial Office focus on commitment to public values among others public service motivation factors. Based on the result, employees agree with their job satisfaction statement and employees also agree with their job performance statement.

The regression results show that commitment to public values (CPV) and compassion (COM) have the highest contribution towards the level of job performance of employees working at Ministerial Office. Next is the attraction to public service (APS), which has also significant and direct positive effect on job performance. Employees who are working at Ministerial Office are very interested to the benefits of people with sympathetic mind concerning with people. They want to contribute in the welfare of society including employees of the subordinate departments. In addition, they are applying their abilities in the policies making for advantage of the people. Commitment to public values (CPV), compassion (COM) and attraction to public service (APS) are important dimensions for employee of Ministerial Office, as they are mainly responsible for policies making, coordinating and cooperation process within the Ministry and other Ministries.

For job satisfaction concern with public service motivation, regression results show that self-sacrifice (SS) is high contribution towards the level of job satisfaction of employees working at Ministerial Office. Next is the attraction to public service (APS), which has also significant and positive effect on job satisfaction of employees.

Regarding job performance related to job satisfaction, regression results show that job satisfaction is highly significant and positively effect on job performance of employees in Ministerial Office.

When analyzing mediating effect of job satisfaction on the relationship between public service motivation and job performance, it was found that the direct effect of PSM on job performance was less than the total effect of PSM on job performance of employees in Ministerial Office. This mean that job satisfaction is partial mediating effect on the relationship between the relationship between public service motivation and job performance of employee and it can be said that public service motivation of employees by mediating of job satisfaction effect better performance in Ministerial Office than the single effect of public service motivation on job performance.

5.2 Suggestions and Recommendations

Based on the findings as mentioned above, to increase the level of job performance of employees, Ministerial Office should maintain public service motivation: commitment to public values (CPV), compassion (COM) and attraction to public service (APS) dimensions of employees in order to enhance their performance by assigning jobs

that benefits and equal opportunities for the public, adding the plan about public aid program, praising employees who love philanthropist jobs and put into the job with sustainable development for future generation.

In addition, to maintain and increase the attraction to public service (APS) by assigning more works related to policies that are beneficial to public. Moreover, arranging and sending seminars of policy program for employees.

To get the better performance, job satisfaction is also important for Ministerial Office. Thus, senior executive should be need to create promotion opportunities, more on job and off job training opportunities for culturing skilled and competent employees and then keep taking care of employees' work and life related problems while salary increment and promotional opportunities are difficult to use as an incentives.

5.2 Needs for Further Research

This study only emphasizes on employee's perception on public service motivation and job performance of Ministerial Office in MOI. Due to the constraint of time frame, only the total 100 employees of Ministerial office are answered by using census sampling method in the study. Collected data is based on questionnaire and the results could be varied depending on the individual's level of comprehension upon the structured questions. Current research only describes the relationship of the public service motivation to job performance of employees working at Ministerial Office only. This study does not cover other influencing factors like employee commitment on job performance. Future studies should reveal the uncovered area and employees at all levels in order to be beneficial for Ministerial Office to implement best practices. It can be worthwhile to conduct future researches that explore the relationship of the above factors in the whole Ministry, MOI and other Ministries in Myanmar in order to really reflect the nature of success of public sector in Myanmar.

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APPENDIX I
RESEARCH QUESTIONNAIRE
YANGON UNIVERSITY OF ECONOMICS

Dear Sir/Madam

I am kindly request you to participate on this survey questionnaire of public service motivation, job satisfaction and job performance of employees in Ministry of Industry. The information you will provide will be used as primary data for partial fulfillment of the requirements for the degree in Master of Business Administration. Your participation in this study is completely voluntary. Your genuine response and cooperation is vital for this study and will take approximately 10 minutes. All your responses are strictly confidential and data from this research will be reported only in the aggregate. Please don't write your name anywhere on this questionnaire. Please Tick (√) where appropriate in the box. I would like to express my heartfelt gratitude in advance for your kind participation.

**Public Service Motivation, JobSatisfaction, Job
Performance**

Public Service Motivation Measurement (Kim et al., 2011), Job Satisfaction Survey (Spector,1985) and Job Performance Scale (Vera Silva Carlos et al.,, 2015 & Pedro J. Ramos- Villagrasa et al., 2019)	1. Strongly Disagree 2. Disagree 3. Neither Agree nor Disagree 4. Agree 5. Strongly Agree
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------

Attraction to Public Service (APS)						
1	I am interested in helping to improve public service.	1	2	3	4	5
2	I am satisfied when I see people benefiting from the public programs, I was involved in.	1	2	3	4	5
3	I like to discuss topics regarding public programs and policies with others.	1	2	3	4	5
4	I believe that public sector activities contribute to our general welfare.	1	2	3	4	5
5	I admire people who initiate or are involved in activities to aid my community.	1	2	3	4	5
Commitment to Public Values(CPV)						
6	I think equal opportunities for citizens are very important.	1	2	3	4	5
7	It is important that citizens can rely on the continuous provision of public services.	1	2	3	4	5
8	It is fundamental that public services respond to the needs of the citizens.	1	2	3	4	5
9	Decisions regarding public services should be democratic despite the time and effort it takes.	1	2	3	4	5
10	Everybody is entitled to a good service, even if it costs a lot of money.	1	2	3	4	5
11	It is fundamental that the interests of future generations are taken into account when developing public policies.	1	2	3	4	5
Compassion(COM)						
12	It is difficult for me to control my feelings	1	2	3	4	5

	when I see people in distress.					
13	I feel sympathetic to the plight of the underprivileged.	1	2	3	4	5
14	I empathize with other people who face difficulties.	1	2	3	4	5
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
Self-Sacrifice(SS)						
16	I get very upset when I see other people being treated unfairly.	1	2	3	4	5
17	Making a difference to society means more to me than personal achievements.	1	2	3	4	5
18	I am prepared to make sacrifices for the good of society.	1	2	3	4	5
19	I believe in putting civic duty before self.	1	2	3	4	5
20	I am willing to risk personnel loss to help society.	1	2	3	4	5
Job satisfaction Survey (JSS)						
21	I feel I am being paid a high amount for the work I do.	1	2	3	4	5
22	My supervisor is quite competent in doing his /her job.	1	2	3	4	5
23	I feel my job is meaningfulness.	1	2	3	4	5
24	Raises are large and frequent between.	1	2	3	4	5

25	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5
26	My supervisor is fair to me.	1	2	3	4	5
27	I find I have to work harder at my job because of the competence of people I work with.	1	2	3	4	5
28	I like doing the things I do at work.	1	2	3	4	5
29	I feel appreciated by the organization when I think about what they pay me.	1	2	3	4	5
30	People get ahead as fast here as they do in other places.	1	2	3	4	5
31	My supervisor shows high interest in the feelings of subordinates.	1	2	3	4	5
32	I like my coworkers.	1	2	3	4	5
33	I feel a sense of pride in doing my job.	1	2	3	4	5
34	I feel satisfied with my chances for salary increases.	1	2	3	4	5
35	I like my supervisor.	1	2	3	4	5
36	My job is enjoyable.	1	2	3	4	5
Job Performance Scale(JP)						
Task Performance						
37	If I need to perform a task that I'm not familiar with, I seek for information that allows me to perform it better.	1	2	3	4	5
38	I think I could execute my tasks effectively if I have a certain amount of experience.	1	2	3	4	5
39	The way I perform the basic tasks required in my job corresponds completely to the performance that the organisation where I work asks from me.	1	2	3	4	5

40	I managed my time well.	1	2	3	4	5
41	When I have a deadline to perform a certain task, I always finish it on time.	1	2	3	4	5
42	If I had to perform a task in conjunction with other workers, I would probably be responsible for the planning, organizing and monitorising of the work to be done.	1	2	3	4	5
43	I am always aware when there is a lack of the resources (material or human) needed for the efficient performance of the organization.	1	2	3	4	5
44	Sometimes, I feel disappointed with my performance at work, because I know I could have done better.					
45	I consider myself a fundamental worker to the organisation I work for, due to the high quality of my performance.	1	2	3	4	5
Contextual Performance						
46	Usually, I take the initiative to give constructive feedback in order to improve the performance of other workers (subordinates, colleagues, supervisor or workgroups).	1	2	3	4	5
47	In the event the organisation did not provide the training that I consider necessary to perform my duties effectively, I would seek information from other sources.	1	2	3	4	5
48	I'm still able to perform my duties effectively when I'm working under pressure.	1	2	3	4	5
49	As soon as I arrive at work, I set aside all my personal problems, so that my performance is not harmed.	1	2	3	4	5
50	I am always willing to assist other workers from the organisation, even when I don't have much time available.	1	2	3	4	5

51	Usually, I also perform tasks that are not related to my specific duties.	1	2	3	4	5
52	Consistently, I arrive on time at work.	1	2	3	4	5
53	It's really difficult for me to miss work, even when I'm feeling sick.	1	2	3	4	5
54	I would never adopt actions that could harm the well-being of the other workers.	1	2	3	4	5
55	I take my job really seriously, so I always comply with the rules and procedures imposed (by my supervisor or by the organisation), even when no one is around.	1	2	3	4	5
56	My communication skills are so good that I'm always able to capture everyone's attention.	1	2	3	4	5
57	Communication inside organisations, even in workgroups, is fundamental so that people can perform their tasks effectively.	1	2	3	4	5

Demographic questionnaire

58. How old are you?

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

59. Gender (a) Male ----- or (b) Female -----

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

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

61. Position (Select one)

Type of civil servant	Mark as appropriate
High-level officer – Director General (550,000 Kyats)	
High-level officer - Deputy Permanent Secretary (418,000 Kyats)	
High-level officer - Assistant Secretary (374,000 Kyats)	
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 – Office Superintendent (234,000 Kyats)	
Support staff – Branch Clerk (216,000 Kyats)	
Support staff - Deputy Staff Officer (216,000 Kyats)	
Support staff – Computer Operator (216,000 Kyats)	
Support staff – Accountant Level (2)(216,000 Kyats)	
Support staff – Auditor Level (2) (216,000 Kyats)	
Support staff – Upper Division Clerk (198,000 Kyats)	
Support staff – Assistant Computer Operator (198,000 Kyats)	
Support staff – Accountant level(3) (198,000 Kyats)	
Support staff – Auditor level(3) (198,000 Kyats)	
Support staff – Photo and Video Expert (198,000 Kyats)	
Support staff – Lower Division Clerk (180,000 Kyats)	
Support staff – Deputy Assistant Computer Operator (180,000 Kyats)	
Support staff – Office Assistant (162,000 Kyats)	
Support staff – Inspector level (5)(162,000 Kyats)	

Support staff – Driver level (5)(162,000 Kyats)	
Support staff - Peon (144,000 Kyats)	
Other(Please Specify)	

Thank you very much for your participation!

APPENDIX II

REGRESSION ANALYSIS

1. Effect of Public Service Motivation on Job Performance

Model Summary^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.662 ^a	.438	.414	.32028	.438	18.485	4	95	.000	1.964
a. Predictors: (Constant), SS M, CPV M , COM M , APS M										
b. Dependent Variable: JP										

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.585	4	1.896	18.485	.000 ^b
	Residual	9.745	95	.103		
	Total	17.330	99			
a. Dependent Variable: JP						
b. Predictors: (Constant), SS M, CPV M , COM M , APS M						

Coefficients ^a												
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Beta	Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance
1 (Constant)	1.043	.343		3.043	.003	.362	1.723					
APS M	.178	.072	.231	2.459	.016	.034	.322	.483	.245	.189	.673	1.485
CPV M	.236	.084	.267	2.812	.006	.069	.403	.537	.277	.216	.655	1.528
COM M	.183	.063	.260	2.914	.004	.058	.307	.472	.286	.224	.744	1.345
SS M	.087	.065	.128	1.340	.183	-.042	.217	.467	.136	.103	.645	1.551

a. Dependent Variable: JP

2. Effect of Job Satisfaction on Job Performance

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.492 ^a	.242	.235	.36599	.242	31.373	1	98	.000	1.658

a. Predictors: (Constant), JSS M

b. Dependent Variable: JP

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.202	1	4.202	31.373	.000 ^b
	Residual	13.127	98	.134		
	Total	17.330	99			

a. Dependent Variable: JP

b. Predictors: (Constant), JSS M

Coefficients ^a													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance	VIF
1	(Constant)	2.539	.252		10.094	.000	2.040	3.039					
	JSS M	.378	.067	.492	5.601	.000	.244	.512	.492	.492	.492	1.000	1.000

a. Dependent Variable: JP

3. Effect of Attraction to Public Service (APS) on Job Satisfaction

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.364 ^a	.132	.123	.51023	.132	14.941	1	98	.000	1.387

a. Predictors: (Constant), APS M

b. Dependent Variable: JSS M

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.890	1	3.890	14.941	.000 ^b
	Residual	25.513	98	.260		
	Total	29.403	99			

a. Dependent Variable: JSS M

b. Predictors: (Constant), APS M

Coefficients ^a													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance	VIF
1	(Constant)	2.159	.399		5.414	.000	1.368	2.950					
	APS M	.366	.095	.364	3.865	.000	.178	.553	.364	.364	.364	1.000	1.000

a. Dependent Variable: JSS M

4. Effect of on Attraction to Public Service (APS) Job Performance

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.483 ^a	.233	.225	.36826	.233	29.786	1	98	.000	1.849

a. Predictors: (Constant), APS M

b. Dependent Variable: JP

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.039	1	4.039	29.786	.000 ^b
	Residual	13.290	98	.136		
	Total	17.330	99			

a. Dependent Variable: JP

b. Predictors: (Constant), APS M

Coefficients ^a														
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance	VIF	
1	(Constant)	2.376	.288		8.254	.000	1.805	2.947						
	APS M	.373	.068	.483	5.458	.000	.237	.508	.483	.483	.483	1.000	1.000	

a. Dependent Variable: JP

5. Effect of Commitment to Public Values (CPV) on Job Performance

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.537 ^a	.289	.281	.35465	.289	39.779	1	98	.000	1.955

a. Predictors: (Constant), CPV M

b. Dependent Variable: JP

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.003	1	5.003	39.779	.000 ^b
	Residual	12.326	98	.126		
	Total	17.330	99			

a. Dependent Variable: JP

b. Predictors: (Constant), CPV M

Coefficients ^a													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance	VIF
1	(Constant)	1.821	.337		5.407	.000	1.153	2.490					
	CPV M	.475	.075	.537	6.307	.000	.325	.624	.537	.537	.537	1.000	1.000

a. Dependent Variable: JP

6. Effect of Commitment to Public Values (CPV) on Job Satisfaction

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.287 ^a	.082	.073	.52474	.082	8.780	1	98	.004	1.391

a. Predictors: (Constant), CPV M

b. Dependent Variable: JSS M

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.418	1	2.418	8.780	.004 ^b
	Residual	26.985	98	.275		
	Total	29.403	99			

a. Dependent Variable: JSS M

b. Predictors: (Constant), CPV M

Coefficients ^a													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance	VIF
1	(Constant)	2.219	.498		4.453	.000	1.230	3.208					
	CPV M	.330	.111	.287	2.963	.004	.109	.551	.287	.287	.287	1.000	1.000

a. Dependent Variable: JSS M

7. Effect of Compassion (COM) on Job Satisfaction

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.203 ^a	.041	.031	.53640	.041	4.191	1	98	.043	1.368

a. Predictors: (Constant), COM M

b. Dependent Variable: JSS M

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.206	1	1.206	4.191	.043 ^b
	Residual	28.197	98	.288		
	Total	29.403	99			

a. Dependent Variable: JSS M

b. Predictors: (Constant), COM M

Coefficients ^a													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance	VIF
1	(Constant)	2.925	.376		7.769	.000	2.178	3.672					
	COM M	.185	.091	.203	2.047	.043	.006	.365	.203	.203	.203	1.000	1.000

a. Dependent Variable: JSS M

8. Effect of Compassion (COM) on Job Performance

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.472 ^a	.223	.215	.37070	.223	28.106	1	98	.000	1.740

a. Predictors: (Constant), COM M

b. Dependent Variable: JP

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.862	1	3.862	28.106	.000 ^b
	Residual	13.467	98	.137		
	Total	17.330	99			

a. Dependent Variable: JP

b. Predictors: (Constant), COM M

Coefficients ^a													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance	VIF
1	(Constant)	2.568	.260		9.872	.000	2.052	3.085					
	COM M	.332	.063	.472	5.301	.000	.208	.456	.472	.472	.472	1.000	1.000

a. Dependent Variable: JP

9. Effect of Self- Sacrifice (SS) on Job Performance

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.467 ^a	.218	.210	.37179	.218	27.369	1	98	.000	1.665

a. Predictors: (Constant), SS M

b. Dependent Variable: JP

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.783	1	3.783	27.369	.000 ^b
	Residual	13.546	98	.138		
	Total	17.330	99			

a. Dependent Variable: JP

b. Predictors: (Constant), SS M

Coefficients ^a													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance	VIF
1	(Constant)	2.682	.242		11.075	.000	2.201	3.162					
	SS M	.318	.061	.467	5.231	.000	.197	.438	.467	.467	.467	1.000	1.000

a. Dependent Variable: JP

10. Effect of Self- Sacrifice (SS) on Job Satisfaction

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.395 ^a	.156	.147	.50326	.156	18.090	1	98	.000	1.377

a. Predictors: (Constant), SS M

b. Dependent Variable: JSS M

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.582	1	4.582	18.090	.000 ^b
	Residual	24.821	98	.253		
	Total	29.403	99			

a. Dependent Variable: JSS M

b. Predictors: (Constant), SS M

Coefficients ^a													
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance	VIF
1	(Constant)	2.310	.328		7.048	.000	1.660	2.961					
	SS M	.350	.082	.395	4.253	.000	.186	.513	.395	.395	.395	1.000	1.000

a. Dependent Variable: JSS M