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**Master's Thesis of Public Administration**

**Beyond the Call of Duty:**  
**A Study on the Effects of Organizational Mission on**  
**Employee Work Motivation**

**직무 범위를 넘어서:**  
조직 미션이 공무원의 직무 동기에 미치는 영향에 대한 연구

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**Beyond the Call of Duty:**  
**A Study on the Effects of Organizational Mission on**  
**Employee Work Motivation**

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# **Abstract**

## **Beyond the Call of Duty: A Study on the Effects of Organizational Mission on Employee Work Motivation**

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In an effort to generate a complete understanding about the concept of motivation, relevant theoretical and empirical testing in the organizational setting have gained interest among scholars in the previous decades. The popular call to explore the dynamism of this context, however, heavily falls under the realm of psychology and commonly focuses on private organizations, resulting in an imperative to extend its understanding in public administration research.

Anchored in goal setting theory of motivation and expectancy theory, this study follows an integrated model to explain the potential influence of organizational mission on employee work motivation, or the inclusion of an important construct that has been rarely examined in the contemporary motivation literature. Further, the present study intends to address the prevalence of the Western perspective in the empirical testing of the motivational construct with the expectation that substantial explanation on the

distinct organizational behavior of bureaucrats and other particularities of the public sector in Asia, as relatively new subjects of work motivation, will be provided.

Using structural equation modeling, this study analyzes data obtained from regular employees working at the top two revenue generating agencies under the Department of Finance in the Philippines ( $N=638$ ). The main findings of the study included: 1) PSM and job importance as antecedents of work motivation, and 2) the mediating role of job importance on the relationships between work motivation and perceived work impact, perceived organizational goal clarity, and extrinsic rewards. In sum, this study provides theoretical and practical implications regarding the capacities of mission and the power of the complex motivation phenomenon.

**Keywords: organizational mission, motivation, goal setting, PSM, Asian public sector**

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# **Chapter I. Introduction**

Today's world is characterized by complexities through the emergence of various organizations with dynamic structures and processes, relationships between and among people, as well as heterogeneous individual interests and motivations. This reality captures the rationale of organizational management – systematic balancing and reconciliation of organization's goals and employees' interests. Consequently, theoretical and empirical testing of the motivational context in the organizational setting have gained interest among scholars in the previous decades. The popular call to explore the dynamism of this context, however, heavily falls under the realm of psychology (Rousseau 1997) and commonly focuses on private organizations, resulting in an imperative to extend its understanding in public administration research.

In comparison to the private sector, public organizations are characterized by a blanket of missions covering the promotion of general social welfare, protection of society and its citizens, among others, which arguably have more profound impacts (Wright, 2007). There is an expectation, moreover, that the composition of public sector would include individuals possessing needs and values congruent with the altruistic nature of public service. In support of this, it has been constantly revealed that public sector employees place lower value on monetary incentives and higher value on helping others than their private counterparts (Boyne, 2002; Wright 2001; Crewson, 1997) cited in Wright (2007). It was further noted that the differing value assignment of individuals has a substantial influence on the performance, specifically in the public organizations. The conception that employees put high regard to contributing to the public service mission as a source of intrinsic motivation which compensates for the perceived low levels of extrinsic rewards in the public sector was elaborated in previous studies. This generally describes the

principles of Public Service Motivation (Perry and Wise, 1990) suggesting that public servants are motivated by the ideals embedded in public organizations, and the delivery of public service itself (Im, 2017).

The assumed match between goals of the organization and employees, however, is often challenged by the multiplicity of goals in the public sector. As argued by Merton (1940) cited in Han (2018), the bureaucratic characteristics of the government have the tendency to weaken the enthusiasm of altruistic employees because of goal displacement caused by varying social and personal factors. For example, the introduction of best practices in the private sector in managing public organizations with the aim of increased efficiency and reduced costs, may decline the advancement of social goals, and may subsequently lead to the realization of the original public service goals (Perry & Wise, 1990). This shift of management principle, in turn, may result in goal conflict and displacement which ultimately undermine PSM (Wright & Pandey, 2011).

In an effort to generate a complete understanding about the concept of motivation, a number of theoretical advancements covering different antecedents of motivation have been introduced in the existing body of literature (e.g. Expectancy Theory, Self-Determination Theory, Equity Theory, Goal-Setting Theory, among others). Indeed, there is no single comprehensive motivation theory currently exists (Wright, 2004). Despite the predicted inconsistencies with the findings of motivational studies, there is a growing consensus that the underlying variables explaining the influence of goals in work motivation should be included in the models conceptualizing motivation. This is supported by the fact that goals and goal setting have been a function of various operational mechanisms and practices by organizations that have pervasive influence on employee behavior and performance (Locke and Latham, 2002). Perry and Porter (1982) as cited in Wright (2004) initially

recognized the applicability of goal theory in understanding motivation in the public sector “not only because of its reliance on personal significance reinforcement rather than monetary incentives but also because of the key role it plays in many motivational techniques” (pp. 59). In practice though, there are only limited empirical studies that delved on goal theory-motivation relationship in the public sector.

The present study aims to theoretically and practically contribute to the literature on public administration through the following. As a theoretical commitment, the present study magnifies the need to address the specificity and disconnectedness of the previous research by employing a model that would comprehensively explain the power of the complex motivation phenomenon (Ha, 2018). Using an integrated model theorized by Wright (2001, 2004, 2007) and Wright and Pandey (2011) mainly anchored in Goal Theory (Locke and Latham, 1990, 2002) and Expectancy Theory (Vroom, 1964) respectively, this study seeks to explain the influence of organizational mission on employee motivation, or the inclusion of an important antecedent variable that has been rarely examined in the contemporary literature. Moreover, it has been observed that the Western perspective has taken over the empirical testing of work motivation. This study then expects findings that would provide substantial explanation on the distinct organizational behavior of bureaucrats and other particularities of the public sector in Asia, as relatively new subjects of work motivation. In practice al sense, this study aims to serve as: 1) a way to tackle and provide potential explanation on the demotivation issues commonly experienced by a government employee in a developing Asian country such as the Philippines; and, 2) a basis for developing future motivational techniques and other related administrative reform initiatives.

## **Chapter II. Literature Review and Hypotheses**

This chapter intends to comprehensively review the previous research and relevant theories involving the main variables of the present study: PSM, work impact, organizational goal clarity and extrinsic rewards and their relationships with work motivation. The initial section of this chapter explores the definitions and various conceptualizations of work motivation as discussed by different scholars. The succeeding sections present reviews on the previous research pertaining to the organizational constructs related to the work motivation. Moreover, the potential mediating role of job importance on the said relationships based on the existing literature is also explored in this chapter. Lastly, this chapter shows a conceptual framework depicting the theorized relationships between and among variables in study.

### ***1. Work Motivation***

It has been recognized that human behavior is the foundation of social sciences, and that people's motivation to work is one of the major topics on organizational behavior. The concept of motivation, however, has become increasingly complex due to the established body of theory, research and experience that tried to discuss it. Majority of the existing studies and theories have adopted the psychological approach to better understand the underlying causes of employee attitude and behavior toward their work and the organizations they belong to. In his book *Understanding People in Public Organizations*, Rainey (1991) cited the prominence of Human Capital Movement that intensified the focus on motivating public servants as the most important asset of an organization, the importance of investing in the development of human capital, and the need for competitive mechanisms to

attract young population to work for the government relative to the implications of technological advancement. He also emphasized the crucial importance of people in public organizations, and highlighted the interrelationship between individual behaviors and attitudes, and important organizational constructs such as organizational tasks, structures and processes, leadership, organizational culture, among others. This was supported by Pare, Tremblay, and Lalonde (2001) citing that employees' perception of their working environment and culture are a function of the organization's effort to engage and motivate its employees.

Motivation can be characterized by its intrinsically psychological nature; hence, related theories seek to explain the conditions that highlight the underlying attitude, behavior, and perspective of individuals. These parameters are often linked to self-actualization and growth of the members of an organization. Since the human resource serves as the skeleton that provide operative and cognitive contributions to the organization, it is the responsibility of the administrator to carefully identify and understand the conditions that are intrinsically satisfying and extrinsically encouraging for employees.

Among general psychologists, motivation serves as a general label and direction of work efforts and their amount of persistence (Campbell and Pritchard, 1983). Similarly, Lockwood (2010) defines motivation as "the psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of obstacles". It establishes a goal that the employee works towards, thereby giving the employee a direction to follow (Hechanova, 2014). Motivation, as defined by Young (2000) is the "force within an individual that accounts for the level, direction, and persistence of effort expended at work" (p.3). He further argued that there are a variety of ways to define motivation depending on the situation and the background of the person in question. Some scholars including Halepota (2005) as cited in Tep



(2015), on the other hand, recognized that motivation is a non-conclusive concept as it generates varying outcomes based on different strategies used in different times.

Several scholars have conducted related research on the factors related to the motivation of employees to work for an organization such as organizational commitment, organizational support, job satisfaction, work environment, among others (Aselage and Eisenberger, 2003; Porter, Riesenmy & Fields, 2016). Said factors can lead to the display of different behaviors that have impact on the overall success of an organization.

Porter and Miles (1974) emphasized that studying the concept of motivation requires understanding the intricate issues it entails. They suggested the introduction of “simplifying structure to it in order to deal with it – without at the same time doing too much damage to its richness and subtleties” (pp.546). Further, a “systems approach” in the analysis was recommended relative to the nature of the concept in which it would involve the sets of variables predicting motivation, and their interrelatedness (Perry and Porter, 1982). Said authors then provided an extensive classification on the motivational bases of behavior in organizational settings. This multi-variate categorization raises the assumption that human behavior can be determined by a combination of factors rooted at the individual and environmental levels:

a. Individual Characteristics

This factor focuses on the interests, attitudes, and needs intrinsic to the individuals as they become integrated with an organization. (Perry and Porter, 1982) described these characteristics as those that are *brought* to the work situation, and the individual needs that are satisfied by the activities in a government organization. It is further presumed

that these attitudes or beliefs that a person brings to the work situation are likely to affect the his/her motivation.

b. Job Characteristics

These characteristics encompass the nature of the job or the collection of tasks that comprise the job – what the person *does* at work. As mentioned earlier, there are organizational features and conditions that are unique to the government such as structures and goals, that may have potential influence on the design of jobs in the public sector. Further, Johari and Yahya (2016) considered job characteristics as an aspect of organizational environment that may affect behavioral outcome because the attractiveness of the job determines the level of effort the employee is willing to exert to his/her job. Measurability, job clarity, and degree of challenge were some of the job characteristics cited in (Perry and Porter, 1982). Hackman and Oldham's (1974) proposed model shall provide a fuller perspective on the concept of job design/characteristics and motivation.

c. Work Environment Characteristics

According to Perry and Porter (1982), the work environment characteristics affecting motivation can be sub-categorized into two: 1) immediate work environment characteristics, and 2) organizational actions. The critical factors to be considered in an employee's immediate work environment are the employee's *peers* and *supervisor/s*. On the other hand, the organizational actions that are relevant to motivation can be classified into a) provision of system rewards, b) provision of individual rewards, and c) organizational climate. Buchanan (1974) cited the work environment characteristics that influence a manager's leverage in motivating employees namely:

*personal significance reinforcement* or the extent to which individuals perceive that they make contributions to organizational success, *stability of expectations* or the employees' perceptions on their organization's stable commitment to the mission or programs they pursue, and *reference group experiences* or the diversity of values and characteristics of work groups.

d. External Environment Characteristics

This factor particularly differs with the first three factors as it is one which the organization cannot directly control. It may include changes in the external environment that may have significant impact on the individual's behavior towards work. Sub-divisions of external environment characteristics were introduced including *socio-normative, political, demographic, economic, and technological*. Perry and Porter (1982) focused on the first two categories they deemed to have the greatest differential effect on motivation. Socio-normative changes describe the changes in society's attitudes toward the government. These orientations that have the tendency to fluctuate over time are believed to have indirect and direct influences on public sector employees. Political changes, meanwhile, talk about the political trends, interventions, and even legislative mandates that affect employee motivation in general ways.

*Core Theoretical Perspective on Employee Work Motivation*

On the basis of perspective, theories on motivation are categorized into two: content and process theories. The earliest motivational theories are the content theories, otherwise known as the needs theories. Scholars in this group studied the content of people's needs and believe that it is the administrator's

job to satisfy those needs in order to arouse motivation. Process theorists, on the other hand, provide a whole different explanation, claiming that humans are rational beings and not just passive recipients of external stimuli. Thus, they respond positively to positive stimuli (rewards) and negatively to negative stimuli (punishments) (Im, 2017). The following sections cover the main theoretical anchors of the present study: 1) Goal Setting Theory of Motivation and 2) Expectancy/Valence Theory.

a. Goal Setting Theory and Motivation

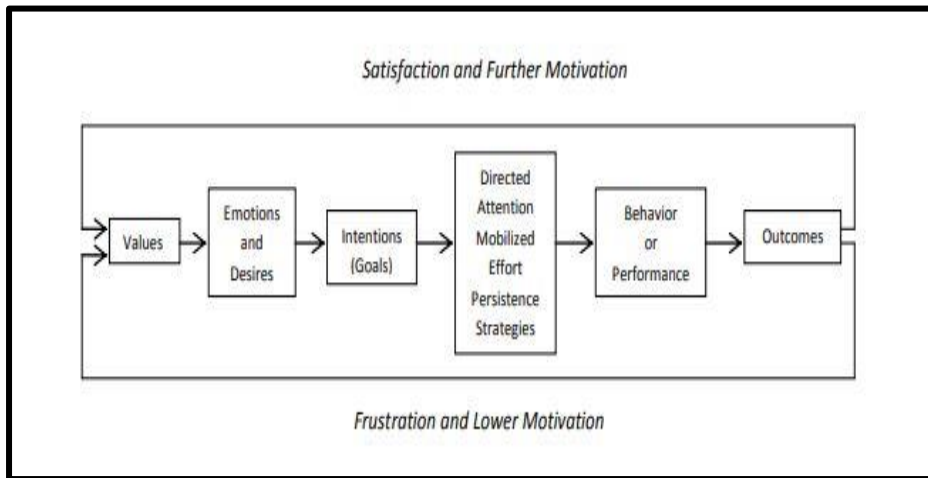
Locke and Latham (1990, 2002, 2007) theorized this integrative model of motivation that mainly links goal setting and task performance (see Figure 1). It was developed through the analysis of the results of several laboratory and field studies. The general idea of this motivational theory mainly revolves around the idea that motivation is purposeful, and goals are conceived as applications of values to specific situations (Locke and Latham, 2002) as cited in Han (2018). In his study, Lunenberg (2011) cited the importance of goals in influencing employee behaviors and performance in organizations. He also mentioned how goal setting has become a key player on the current organizational initiatives relative to strategic planning and development. In the field of current research, several scholars (e.g. Wright, 2007; Wright and Pandey, 2011; DuBrin 2012) have recognized the undeniable link between goal setting and performance, with findings pointing out that specific, difficult but attainable goals have the potential in driving positive performance over unclear and easy goals.

As suggested by the theory, the key determinants of behavior (e.g. motivation) are values and intentions (goals). A goal as defined in Lunenberg (2011) is something that an individual is consciously trying to do. An individual's values, on one hand, determine his/her actions that are normally in line with the said values. Goals, on the other, influence

behavior (e.g. job performance) through other mechanisms. Almost majority of the empirical studies on goal setting are related to an employee's or team's performance (Locke and Latham, 1990), highlighting the influence of specific high goals on choice, effort, and persistence. Particularly, a specific goal increases a person's focus and effort on what is to be achieved instead of delaying the performance. Persistence, moreover, is a function of the commitment to attain the set goal. Ability, commitment, feedback, task complexity, and the situation or complexity and the situation or context are some of moderator variables that may enhance or limit the effectiveness of goal setting. This form of commitment allows an individual to perform better to achieve the set goals. Ultimately, an achieved goal is expected to result in satisfaction and further motivation while frustration or demotivation may be consequences of not accomplishing a goal.

Employee commitment plays an important role in understanding the influence of organizational goals on employee performance (Wright, 2007). Commitment may be categorized as the extent to which an employee is committed to his or her organization, or his or her commitment towards the performance of the work itself; the former being the focus of research in public sector setting (Balfour and Wechsler, 1990, 1996; Buchanan, 1974; Moon, 2000) as cited in Wright (2007). It is important to distinguish the types of commitment as each of them yields different behavioral consequences – organizational commitment is to retention (Mathieu and Zajac, 1990) while commitment at the job level (job and goal commitment) is closely associated with work effort or performance (Wright, 2007).

Figure 1. Integrative Model of Motivation



(Source: Latham, 2011)

b. Expectancy/ Valence Theory

This theory, as introduced by Vroom (1964) cited in Lindenmeyer (2013), posits that “motivation is a combined function of an individual’s belief that effort will lead to performance and the desired outcome that may result from a person’s performance” (p.35). Expectancy theory further suggests that conscious decisions among a variety of choices determine an individual’s behavior, and those decisions are actually based on the individual’s own beliefs and perceptions (Vroom (1964).

Scholars commend this theory as it incorporated a wide range of variables to provide a comprehensive view on motivation in work situation. This theoretical approach relates organizational situations with these three basic elements/propositions: 1) an expectation of the individual concerning whether more effort will lead to better performance; 2) expectations concerning whether better performance will result in changing level of outcomes (positive and negative); and 3) the value of, and preference for,

various outcomes (Porter and Miles, 1974). The theory argues that the foregoing variables interact – multiplicatively as the recent studies suggested, to determine effort or motivational force. It was made clear that this theory is not a theory of performance nor job satisfaction. But “an expectancy/valence approach to motivation can, of course, be linked to considerations of the causes and effects of job satisfaction (e.g., as in the Porter and Lawler, 1968, model)” (Porter and Miles, 1974, p. 558).

## *2. Organizational Mission and Work Motivation*

As mentioned in the previous chapter, scholars have already recognized the importance of goals in the conceptualization of work motivation. The discussion on goal setting theory also explicitly explained how goals direct and attention and action that ultimately result in positive or negative outcomes.

In a growing body of literature in public management, organizational missions characterized by goals which are community and service-oriented in nature have been considered as assets of public organizations (Perry and Porter, 1982; Weiss, 1996; Wright, 2007). As compared to the private sector, public organizations carry missions which have broader scope and have more profound impact (Baldwin, 1984) cited in Wright (2007) on their internal and external stakeholders. In terms of reward preference, it was found that although the levels of work motivation among private and public employees, the importance public employees place on being able to contribute to valuable public service may provide intrinsic rewards which may compensate for the relatively low levels of extrinsic rewards in the public sector (Baldwin, 1984; Rainey, 1983).

While the importance of organizational mission on employee motivation has been recognized, there were considerably few empirical testing conducted in the previous years. Wright (2007) attempted to provide empirical support on the foregoing understanding. Anchored in goal theory, he looked into the concept of mission valence or the employee's "affective orientations toward particular outcomes" associated with an organization's mission (Vroom, 1964, p.15), and rewards that are provided by others in the organization. Both concepts were hypothesized to have the potential in enhancing the employees' perceptions of their job that would eventually lead to work motivation.

In a recent study, Wright and Pandey (2011) looked into the antecedents of mission valence, and their potential effect on important organizational outcomes. The said study tried to reveal the conditions wherein organization missions may be perceived as meaningful or salient by the members of the organization. Consistent with the expectations of Rainey and Steinbauer (1999), engaging, attractive and worthwhile mission have the tendency to attract individuals to join the organization, attract support from and even motivate employees to perform well. Using the samples drawn from a state personnel in the northeastern part of the United States, Wright and Pandey (2011) found that Public Service Motivation (PSM), work impact, and organizational goal clarity were good antecedents for mission valence. In identifying these factors, there was an assumption that higher mission valence may be used to increase the efficiency and effectiveness of an organization. Hence, consistent with the conditions set by Rainey and Steinbauer (1999) which claimed to potentially enhance the attractiveness of an organization's mission, the aforementioned antecedents of mission valence were identified and tested in Wright and Pandey (2011). These conditions included difficult but feasible, reasonably clear and understandable, worthy/worthwhile/legitimate, interesting/exciting, important/influential, and distinctive. The findings of the



said study provided empirical support on the hypothesized relationships between mission valence and PSM, work impact, and organizational goal clarity.

For the purpose of this study, therefore, PSM, work impact and organizational clarity, which measured mission valence, and extrinsic rewards were identified as the independent variables while the work motivation was the dependent variable. The hypothesized relationships between the individual independent variables and the dependent variable is presented in the succeeding sections of this chapter.

*a. PSM and Work Motivation*

The conception that employees put high regard to contributing to the public service mission, as a source of intrinsic motivation which compensates for the perceived low levels of extrinsic rewards in the public sector has been explained by previous studies. It generally describes the principles of PSM (Perry and Wise, 1990) suggesting that public servants are motivated by the ideals embedded in public organizations, and the delivery of public service itself (Im, 2017). Further, the impetus for this shift of view of bureaucrats driven by self-interest and extrinsic motivation factors to individuals embodying public service ethics started in 1970s (Van der Wal, 2015).

PSM as “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions” (Perry and Wise, 1990, p. 368) is often associated to the concept of altruism. It magnifies the intrinsic drives of individuals to engage in public service more than the extrinsic incentives that come with it such as job security, work-life balance, pensions, among others. PSM theory holds that compared to private sector

employees, public sector employees are more likely to embody prosocial values and seek opportunities to extend help others and to benefit the society in general (Wright and Pandey, 2011). That is, public employees with higher PSM are more likely to view their organization's mission as important and salient in a larger policy domain. Their perceptions of mission valence are further enhanced with the feeling that the organization's values are congruent with their own personal values.

Several scholars tried to provide definitions of PSM using different perspectives (Brewer and Selden, 1998; Rainey and Steinbauer, 1999; Perry and Hondeghem, 2008, etc). But an interesting description of PSM was noted by Vandebeelee (2007), which included the "belief, values and attitudes that go beyond self-interest and organizational interest, that concern the interest of a larger political entity and which induce through public interaction motivation for targeted action" (p. 547). Here, organizational interest was differentiated with *larger political entity* pertaining to public interest which gave a considerable specification of PSM from other organization-specific constructs (e.g. organizational commitment, organizational loyalty) (Kim, 2018). Despite the differences with the conceptualization of PSM by different scholars, the core aspect of it remained highly associated with the commitment to public interest that drives behavior.

In a recent theoretical study, Han (2018) discussed that PSM and work motivation (and following job performance) using an integrative model of PSM theory and goal setting theory which were elaborated through three proposed mechanisms: 1) goal setting and PSM influence work motivation separately; 2) the moderating role of goal characteristics on the relationship between PSM and work motivation; and 3) the mediating role of PSM on the relationship between goal setting and work motivation. The said

propositions were drawn consistent with previous PSM research in the West citing a direct on employee work motivation and performance (e.g. Alonso and Lewis, 2001; Crewson, 1997). That is, when an employee perceive that his/her work can bring about public good and can contribute to the society at large, effectiveness and higher productivity in delivering public service may be consequently expected. Further support to the direct influence of PSM on work motivation can be traced back to the arguments posted by Perry and Wise (1990) concerning the potential of the proven public service ethic held by government employees may be capitalized by the government into motivating and inspiring them to perform better. Thus, relative to the studies presented, the present study hypothesizes that:

***H<sub>1</sub>:***     *Public Service Motivation has a direct, positive effect on work motivation.*

*b. Work Impact and Work Motivation*

Building from the conceptualization of Rainey and Steinbauer (1999), mission valence is the employees' perceived attractiveness and salience of an organization's purpose or social contribution with the potential to motivate employees. This is particularly relevant to public organizations which are characterized by missions covering the promotion of general social welfare, protection of society and its citizens, among others, which have unquestionably more profound impacts (Wright, 2007). In their studies, Pandey (et al. 2008) and Wright (2007) found that the more attractive the organization's missions are perceived to be, the more employees are likely to be associated with that organization, and the more the employees are likely to be motivated, respectively.

Following goal theory of motivation, employees are willing to expend greater effort toward the realization of goals they believe are linked to

important outcomes (Locke and Latham, 1990). Thus, when employees perceive that their work has significant impact on the organization and its external stakeholders, their perceptions of mission valence is more likely to increase. An increased mission valence reflects a personal level of work “meaningfulness” (Wright and Pandey, 2011) and salience that in turn enhance the potential of employee motivation relative to achieving performance objectives.

Apart from being meaningful or having a significant contribution to the society, the organization’s mission also must be perceived as achievable to further obtain goal commitment from the employees (Wright 2004). These two attributes of missions, provided they are communicated clearly, were found to result in employees investing significant effort towards successfully achieving them. In connection with Vroom’s (1964) expectancy theory, the positive association of employees to their respective organization may be linked with the evidence that 1) the employees’ work has potential influence on organizational performance (expectancy), and 2) the organization’s work likewise has potential influence on desired social outcomes (instrumentality) (Wright and Pandey (2011). Therefore, as the employees perceive that their respective work has a value beyond the corners of the organization and extends to the society, motivation to perform may be expected to increase in one way or the other. With this, the present study hypothesizes that:

***H<sub>2</sub>: Perceived work impact has a direct, positive effect on work motivation.***

*c. Organizational Goal Clarity and Work Motivation*

As previously mentioned, the inclusion of factors explaining the underlying processes on how goals influence work motivation is a pre-

requisite in understanding the motivational concept. According to Wright (2007), these factors may be categorized into two: goal content and goal commitment. Goal content refers to the way certain job or goal characteristics such as difficulty, specificity, and feedback affect goal-performance relationship by directing or enforcing a behavior. Studies often investigate the effects of goal difficulty and specificity together, but it must be acknowledged that there are theoretical differences on these two goal content constructs. Goal difficulty is primarily linked to effort or arousal, while goal specificity is related to direction of attention and effort (Locke and Latham, 1990) cited in Wright (2004).

Goal commitment, on the other hand, refers to job attitudes related to the persistence of goal-related behavior, focusing on the individual's acceptance and desire to reach the goal regardless of the potential setbacks or challenges (Erez, Earley, and Hulin, 1985). Wright (2007) identified two important conditions relating to goal commitment: 1) employee commitment to performance goals is a function of the degree of their attainability and corresponding outcomes, or 2) the extent to which an employee is committed to the organizational goals/organization itself. Further, he also focused on two main factors relating to goal commitment – self-efficacy and job importance, and other relevant antecedents which indirectly influence the cited conditions.

It has been established that management of public organizations entails management of ambiguous and multi-faceted goals (Anderson and Stritch, 2015). Thus, it is important for employees be made aware of specific and clear goals for them to focus their effort by knowing which ones are worthy of striving. In addition, quantifiable goals often provide a way for employees to measure their progress (Lunenbeg, 2011). Goal-performance studies like that of Steers and Porter's (1974) clarified the impact of goal

specificity on performance. They found out that clear job goals communicated to an employee have the general tendency of improving performance by focusing attention (i.e. reduced searching behavior) and effort (i.e. better understanding about effort-performance-reward mechanism). Focusing effort, moreover, requires feedback mechanism providing the employee his/her performance results and subsequently clarifying job expectations (Locke and Latham, 1990).

Current research has given attention on the considerable influence of goal characteristics (e.g. specificity, difficulty) on work motivation (Wright, 2004, 2007). An important pre-requisite for a successful direction of desired outcomes included explicit communication of organization goals. This is because communication of clearer goals translates to an increased likelihood that employees will perceive a connection between their values and that of the organization's, and thus will result in the perceived "meaningfulness" of the employees' respective jobs (Weiss, 1996) ultimately leading to a likelihood of an increased work motivation. Consistent with Rainey and Steinbauer's (1999) expectations, perceptions of mission valence were found to increase when employees can determine the organization's contribution to a larger policy domain through clearly communicated goals.

Therefore, the perceptions of integration of the organizational values and employees' own personal goals and identity might also be a function of the strategic communication of goals to employees. This is particularly crucial in guiding behaviors and attitudes as individuals tend to positively respond to what is distinctive and what would clarify the organization's purpose in the larger scheme of things. In that regard, the present study hypothesizes that:

**H<sub>3</sub>:**      *Perceived organizational goal clarity has a direct, positive effect on work motivation.*

*d. Extrinsic Rewards and Work Motivation*

As previously mentioned, work motivation is also influenced by factors related to the work's immediate environment or organizational actions (Perry and Porter, 1982). These factors relevant to motivation which may be controlled by the organization included the provision of system rewards, provision of individual rewards, and organizational climate. Scholars had different ways of classifying organizational rewards and incentives, but the prominent typology included: 1) monetary, 2) non-monetary tangible (e.g. coupons or vouchers for food, vacation trip, among others), and 3) non-monetary intangible (e.g. employee recognition, praise, positive feedback from superiors, among others) (Condly, Clark & Stolovitch, 2003) as cited in Tep (2015). Regardless of form, however, the end goal of these rewards and incentives is to drive positive behavior among employees.

Linking to goal setting theory, prior related research discussed that the provision of extrinsic rewards such as the aforementioned, for goal attainment is another way of boosting employees' perceived importance of the assigned organizational goals (Klein, 1991; Mowen, Middlemist, and Luther, 1981; Wright, 1989) as cited in Wright (2007). That is, organizations normally bank on the provision of incentives to encourage and inspire employees to strive for the fulfillment of a common goal. Considered as a management tool, they have been strategically used by various organizations to trigger a motivational reaction and a change in human behavior (Alwabel, 2005).

As discussed in Tep (2015), rewards and incentives offer positive effects to the organization including but not limited to 1) they highlight the priorities of the organization that the employees should focus on, 2) these incentives have the ability to attract people who are competent and who possess the same values as the organization, and 3) they ultimately motivate employees to perform better, and to achieve organizational goals successfully. Tep (2015) further argued that rewards and incentives not only serve as an important tool to enhance human resource capacities, but they are also deemed part of the core processes in the light of civil service reform initiatives in the context of less developed countries.

Wright and Pandey (2011), on other note, claimed that rewards may act only as incentives if they are contingent to performance. For example, beneficial outcomes (e.g. monetary or non-monetary incentives) are more likely to be associated with difficult goals as compared to easy ones. Employees must see a strong link between these rewards and performance for this system of provision be seen as material in their job. Therefore, organizational goal importance may only be enhanced if an extrinsic reward is linked with performance. In light of the foregoing, the present study hypothesizes that:

***H4:***        *Perceptions of extrinsic rewards has a direct, positive effect on work motivation.*

### ***3. Job Importance***

Organizations may actually influence the perception of employees of their assigned work. Rainey and Steinbauer (1999) as cited in Wright (2007) posited that government effectiveness is significantly related to three interrelated intrinsic values – task, mission, public service – which are associated with the



employee's role in the organization. It coincides with the expectations of goal theory of motivation that employees will expend greater effort should they find performance goals as potential in bringing out important outcomes (Locke and Latham, 1990).

Wright (2007) further mentioned about the relevance of the concept of task significance, the notion that one's performance on a task will lead to a positive impact on other people (Hackman and Oldham 1976), stating that the perceived congruence of the organization's mission and employee's personal values will more likely to result in the integration of the organizational values to the employee's sense of identity, and the perception of achieving the assigned goals as personally meaningful. Building on goal theory and the cited intrinsic values, the related effect of task and mission on motivation can be seen in an employee's motivation strengthened by the perceived importance on the job related to the provision of valuable public service. In the same vein, work motivation is likely to decrease when there are lesser incentives to pursue the organizational goals such as the perceived importance of job (Wright, 2007).

Performance goals have to be perceived as important or meaningful for employees to exert an appropriate effort for its achievement. This is of particular importance in the public sector as its goals are crucial in delivery of public goods and services. On a related note, Latham, Erez, and Locke (1988) discussed that the rationale of assigned goals should be provided if they are to increase employee performance (i.e. participative goal setting).

Although it has been established that high level of perceived importance of job may result in a higher likelihood for work motivation to manifest, Jeon (2015) argued that the said interrelatedness may also be potentially influenced by other external factors. As explained by the systems approach (Porter and Miles, 1974) mentioned earlier, these factors may be

related to the individual (i.e. PSM), job (i.e. perceived organizational goal clarity), work environment (i.e. perceived work impact, extrinsic rewards) or external environment characteristics. Thus, the present study hypothesizes that:

***H<sub>5</sub>:*** *Perceived job importance has direct, positive effect on work motivation.*

***H<sub>6a</sub>:*** *Perceived job importance mediates the relationship between PSM and work motivation.*

***H<sub>6b</sub>:*** *Perceived job importance mediates the relationship between perceived work impact and work motivation.*

***H<sub>6c</sub>:*** *Perceived job importance mediates the relationship between perceived organizational goal clarity and work motivation.*

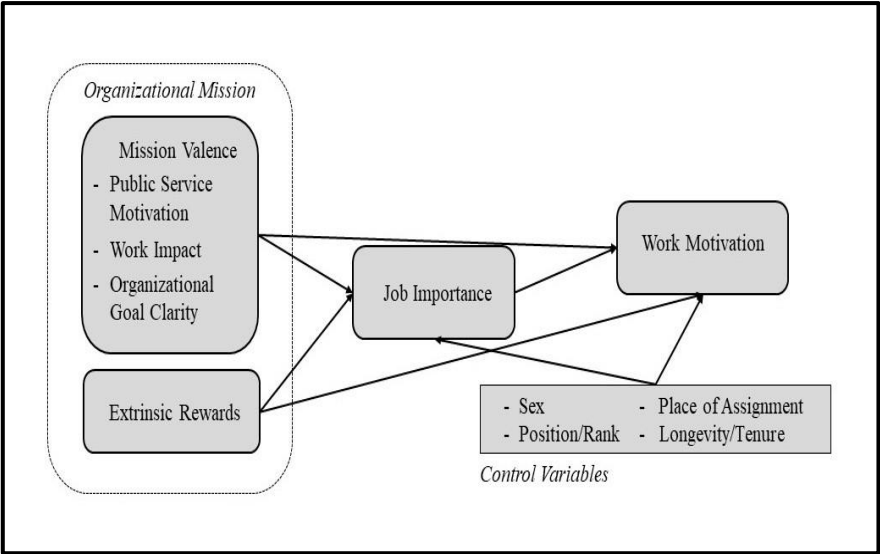
***H<sub>6d</sub>:*** *Perceived job importance mediates the relationship between extrinsic rewards and work motivation.*

#### ***4. Research Model***

Relative to the above review of literature, the present study would like to test whether: 1) work motivation has direct associations with PSM, perceived work impact, perceived organizational goal clarity, extrinsic rewards, and perceived job importance; and 2) job importance mediates the relationship between work motivation and PSM, perceived work impact, perceived organizational goal clarity, extrinsic rewards. Moreover, the model also includes the potential link between the identified control variables such as sex, position/rank, place of assignment, and longevity on job importance and work

motivation. Figure 2 presents the hypothesized research model of the present study.

Figure 2. Hypothesized Research Model



## Chapter III. Methods

This chapter introduces the methods used in this study. It generally contains the description on the sample selection and data collection procedures, and the explanation on the survey instrument and related measures for this study. The latter part of this chapter covers the proposed method of analysis in testing the aforecited hypotheses.

### 1. *Sample Selection*

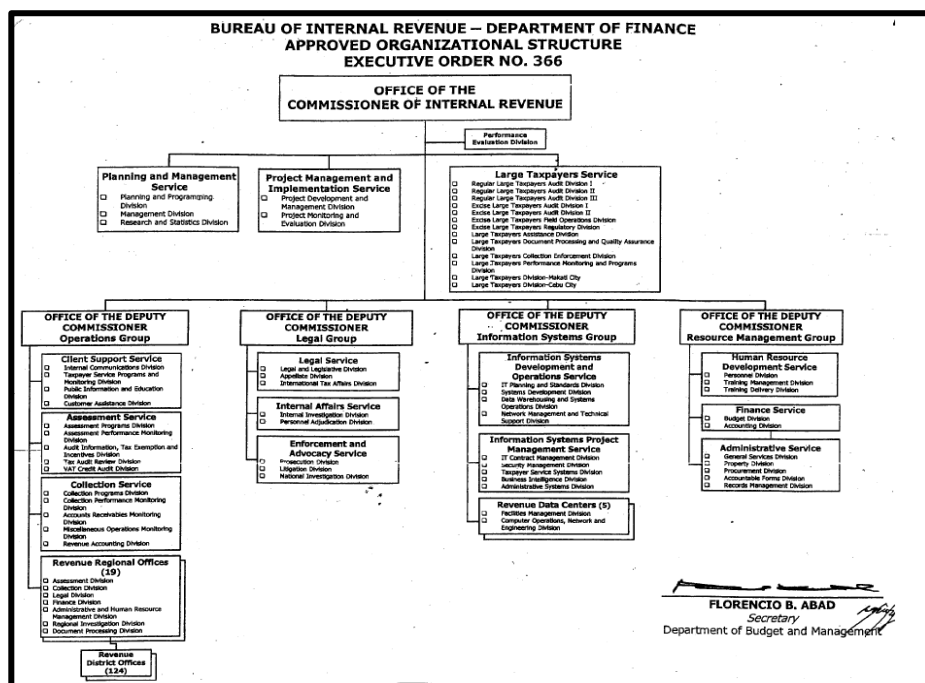
The data for this study were collected from the top two revenue-generating agencies in the Philippines namely Bureau of Internal Revenue (BIR) and Bureau of Customs (BOC). These two bureaus are both under the supervision of the Department of Finance among other agencies responsible for fiscal-related functionalities of the bureaucracy. The Bureau of Internal Revenue (Filipino: *Kawanihan ng Rentas Internas*) was founded in 1904, with the primary function of collecting more than half of the total revenues of the government through internal revenue taxes, fees, and charges. On the other hand, the Bureau of Customs (Filipino: *Kawanihan ng Aduana*) was formed in 1902 with core mandates including 1) trade facilitation; 2) border protection from illegal trade and customs fraud; and, 3) revenue collection (import duties and taxes).

It is worth noting that BIR and BOC have been playing a key role in ensuring a steady stream of revenue for the government's administration and implementation of public programs and services, which can be translated to the annual collection of approximately eighty percent of the overall state revenues. There has been a common notion, however, embroiling these organizations

with controversies such as corruption which resulted in significantly negative public image and stereotypes and consequently a perceived decline in the morale of employees. On a related note, this state of weakened employee morale as a result of stereotypes and negative perception of the public towards the organization is one the reasons why scholars have been putting importance in studying employee motivation particularly in public organizations (Rainey, 1991). Given this relatively new context of employee work motivation, therefore, a number of theoretical and practical implications relating to public administration are expected to be drawn in analyzing the data collected.

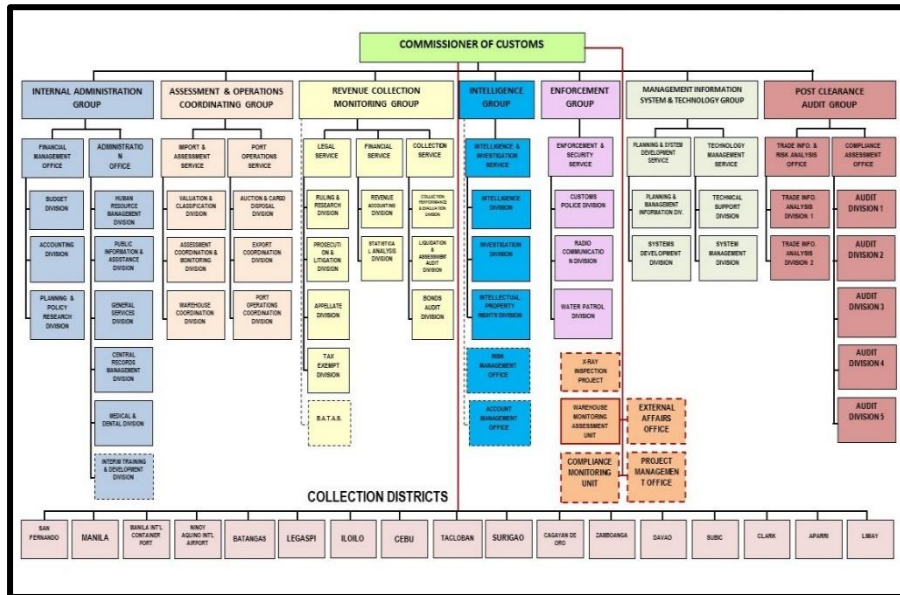
As of 2017, the total population size of BIR and BOC is approximately 17,000. Pursuant to relevant laws that institutionalized them, Figure 3 and 4 show the respective organizational structures of the two agencies indicating the specific offices responsible in realizing their legal mandates.

Figure 3. Bureau of Internal Revenue – Organizational Structure



(source:[https://www.bir.gov.ph/images/bir\\_files/internal\\_communications\\_1/Organizational%20Structure/org%20struc.pdf](https://www.bir.gov.ph/images/bir_files/internal_communications_1/Organizational%20Structure/org%20struc.pdf))

Figure 4. Bureau of Customs – Organizational Structure



(source: Human Resource Management Division, BOC)

While BIR and BOC display structural and operational differences which are aligned with their respective mandates, they ultimately share the same nature of generating state revenues for the purposes stated above. This similarity was considered to be the defining characteristic of the population in study – BIR and BOC. In respect to the large size of the target population, moreover, this study employed the *stratified sampling method* to facilitate the representation of the key subgroups within the population which the researcher intended to highlight. Using this method, strata identified were related to the functional groupings of the target respondents namely 1) *assessment and operations group*, 2) *legal, enforcement, and investigation group*, and 3) *administrative and support group*. These subgroups account for the common functions shared by the two agencies based on the careful review of the

functions of the offices under BIR and BOC. Table 1 shows the proposed percentile distribution of the target respondents per stratum:

Table 1. Proposed Distribution of Respondents

Agency Name	Occupational/ Functional Group	Target Percentile
Bureau of Internal Revenue and Bureau of Customs	<i>Assessment and Operations Group</i>	70%
	<i>Legal, Enforcement, and Investigation Group</i>	20%
	<i>Administrative and Support Group</i>	10%
Total		<b>100%</b>

The above distribution is based on the actual composition and nature of mandates of the two agencies where majority of the total number of permanent employees are performing functions directly related to revenue generation (i.e. assessment and operations), while the two subgroups share the remaining 30% of the total population. Further, Table 2 presents specific offices covered by the above subgroups in BIR and BOC.

The categorization of positions of the samples, on the other hand, was mainly based on the established classes provided for in the Compensation and Position Classification System Act of 1989 (Republic Act 6758). The researcher further categorized the positions, however, based on the actual functions and authorities exercised by employees in BIR and BOC and consequently identified four categories namely *a) executive managerial (Salary Grade 25 to 30)*, *b) professional supervisory (Salary Grade 17 to 24)*, *c) professional non-supervisory and sub-professional supervisory (Salary Grade*

10 to 16), and d) sub-professional non-supervisory (Salary Grade 9 and below).

The expected variation of samples in terms of position category may be

considered as one of the contributions of the present study when compared to the previous studies on employee motivation in the public sector, with empirical tests only concerning managers or high-ranking public officials.

Table 2. Classification of Offices according to Occupational Grouping

<b>Bureau of Internal Revenue</b>		
<i>Assessment and Operations Group</i>	<i>Legal, Enforcement, and Investigation Group</i>	<i>Administrative and Support Group</i>
<ul style="list-style-type: none"> <li>• Office of the Deputy Commissioner for Operations Group</li> <li>• 19 Revenue District Offices</li> </ul>	<ul style="list-style-type: none"> <li>• Office of the Deputy Commissioner for Legal Group</li> </ul>	<ul style="list-style-type: none"> <li>• Office of the Commissioner</li> <li>• Office of the Deputy Commissioner for Resource Management Group</li> <li>• Office of the Deputy Commissioner for Information Systems Group</li> </ul>
<b>Bureau of Customs</b>		
<i>Assessment and Operations Group</i>	<i>Legal, Enforcement, and Investigation Group</i>	<i>Administrative and Support Group</i>
<ul style="list-style-type: none"> <li>• Office of the Deputy Commissioner for Assessment and Operations Coordinating Group</li> <li>• 17 Collection Districts</li> </ul>	<ul style="list-style-type: none"> <li>• Office of the Deputy Commissioner for Revenue Collection Monitoring Group</li> <li>• Office of the Deputy Commissioner for Enforcement Group</li> <li>• Office of the Deputy Commissioner for Intelligence Group</li> </ul>	<ul style="list-style-type: none"> <li>• Office of the Commissioner</li> <li>• Office of the Deputy Commissioner for Internal Administration Group</li> <li>• Office of the Deputy Commissioner for Management Information Systems and Technology Group</li> </ul>



Consistent with the recommended sample size ( $N \geq 200$ ) relative to the statistical estimation of the parameters of the study model using the Structural Equation Modeling (SEM) techniques (Kline, 2011) and also in consideration of the actual population size of the present study, the researcher initially set the target of 1,000 respondents from the two aforementioned agencies. Survey was administered to 1,000 random employees under the three occupational groupings identified previously. Out of 1,000, 687 accomplished questionnaires were collected by the researcher for an almost 70% response rate. Prior to the analysis of data, 31 out of the 687 (approx. 5%) responses were removed from the final sample count due to incomplete responses on the questions pertaining to the respondent's profile such as position, place of assignment (occupational grouping), longevity (tenure), among other demographic items. In addition, there were 18 (approx. 3%) respondents who had not accomplished the entire survey. The latter were also dropped out of the final sample accordingly. The researcher deemed this particular treatment of missing data necessary as it addressed the following possible serious problems: 1) potential bias in the parameter estimation which greatly impacts the generalizability of results; 2) loss of information which may result in the decrease in statistical power and increase in statistical error, and 3) non-compliance with the complete data requirement for most of statistical procedures (Dong and Peng, 2013).

In totality, 638 respondents comprised the final sample of this study. Majority of the respondents were women (54.6%) and married (59.9%). On average, the sample respondents were 43.4 years of age ( $SD = 1.91$ ), and majority of them were above 55 (26.33%). Relative to longevity, the respondents have been serving their respective agencies (either BIR or BOC) for an average of 15.3 years ( $SD = 1.97$ ).

In terms of occupational grouping, almost 70% of the sample respondents were performing the functions related to the assessment and collection of

national internal revenues, taxes, fees and charges, and revenues from imported goods in the case of BIR and BOC, respectively. This data is consistent with the initially targeted distribution of respondents, as mentioned above. 15.7% of the total sample, on the other hand, were tasked to exercise legal, police and intelligence authority in enforcing laws and rules provided for in the National Tax Code of 1997 and Republic Act No. 10863 (Customs Modernization and Tariff Act of 2016). Lastly, those who work on the formulation of policies including the identification of objectives relevant to financial, administrative, human resource, planning and organizational management accounted for the remaining percentage (14.58%) of the sample.

Considering the organizational rank based on the self-identified Salary Grade, 45.61% of the total respondents were under the *Professional Non-supervisory / Non-professional Supervisory category* which includes the performance of technical tasks required in a particular position. Nearly one-thirds of the sample (30.41%), on the other hand, accounted for the respondents having responsibilities that are managerial and supervisory in nature.

In summary, Table 3 presents the details of the demographic characteristics of the respondents explained earlier.

Table 3. Demographic Information

Variable	Frequency	Response (%)
Sex		
Male	291	45.61
Female	347	54.39
Age		
Under 25	52	8.15
25 ~ 34	148	23.20
35 ~ 44	121	18.97
45 ~ 54	149	23.35
Over 55	168	26.33
Marital Status		
Single	222	34.80
Married	382	59.87
Others	34	5.33
Position/Rank		
Executive Managerial	9	1.41
Professional Supervisory	185	29.00
Professional Non-supervisory / Non-professional Supervisory	291	45.61
Non-professional Non-supervisory	153	23.98
Place of Assignment/Occupational Group		
Assessment and Operations Group	445	69.75
Legal, Enforcement, Legal Group	100	15.67
Administrative and Support Group	93	14.58
Longevity/Tenure		
Under 5 years		29.94
6 ~ 10 years	199	6.90
11 ~ 15 years	44	12.70
16 ~ 20 years	81	17.40
21 ~ 25 years	111	7.37
Above 25 years	<u>164</u>	<u>25.71</u>
Total	<b>638</b>	<b>100.00</b>

## *2. Data Collection Procedure*

Relative to the target sample size of this study, the researcher personally collected the data from BIR and BOC from August to October 2018, with the support of Asia Development Institute (ADI), Graduate School of Public Administration, Seoul National University. Prior to the actual administration of survey in BIR and BOC, administrative requirements were complied with the official focal offices for the conduct of the study. Upon securing the approval from Commissioner Ceasar R Dulay (BIR) and Commissioner Isidro S Lapeña, PhD, CESE (BOC) (See Appendix for the copies of approval), survey was administered to random employees assigned at the national, regional and district offices. Several administrative officers from the two agencies were directed to assist the researcher in the said data collection. The accomplished questionnaires were then retrieved from the focal persons per agency, while others were sent to the researcher via e-mail.

## *3. Measures*

Following the quantitative design, an integrated survey questionnaire used in Wright and Pandey (2011) and Wright (2007) to measure employee's individual perceptions on work motivation, mission valence, work context, and demographic information was adopted for the purpose of this study. The items that formed part of the current questionnaire were generally taken from previously tested measures. In Wright (2007), employee motivation was operationalized using the combined items from Patchen's (1970) motivation scale, and Baldwin' (1991) adaptation of the same scale. PSM, on the other hand, was measured using the 5 items from the 24-item scale developed by Perry (1996). These 5 items were used as a short measure in the previous studies

but still covered the three dimensions pertaining to the altruistic appeal of public sector values (Wright and Pandey, 2011). Further, the survey items to measure work impact and organizational goal clarity were sourced from Rainey (1983) and Wright and Pandey (2011), respectively. The remaining study variables were measured through the items developed based on the conceptual definitions found in the literature (Locke and Latham, 1990; Steers and Porter, 1974) as cited in Wright (2007). The responses for all survey items were recorded using a five-point Likert Scale (ranging from 1 = strong disagreement to 5 = strong agreement). Sample items included: *"I do extra work for my job that is not really expected of me."* (work motivation), *"Meaningful public service is very important to me."* (PSM), *"I can see how my work contributes to meeting the needs of external clients & organizations."* (work impact), *"This organization's mission is clear to everyone who works here."* (organizational goal clarity), *"I feel that my work is important."* (job-goal importance), and *"Working hard is recognized by the upper management."* (extrinsic rewards). Moreover, there were a total of five items included in the survey questionnaire which were negatively worded to avoid response bias from the samples. Said items were stated as the following: *"It has been hard for me to get very involved in my current job."*, *"I probably do not work as hard as others who do the same type of work."*, and *"Time seems to drag while I am on the job."* for work motivation; *"I work on tasks that seem useless or unnecessary."* for job importance, and *"Fulfilling all my job responsibilities does little to improve my chances for a promotion."* for extrinsic rewards. The coding of responses to these items, however, was consistent with the direction provided by the scale. Additionally, the control variables which were material in the analysis of the main study constructs included age (1= under 25 years old, 2= 25~34 years old, 3= 35~44 years old, 4= 45~54 years old, 5= 55 and above), sex (0= female, 1= male), marital status (1= single, 2= married, 3= others), position/rank (1= non-

professional non-supervisory, 2= professional non-supervisory / non-professional supervisory, 3= professional supervisory, 4= executive managerial), place of assignment/occupational group (1= administrative and support group, 2 = assessment and operations group, 3= legal, enforcement and intelligence group), longevity/tenure (1= less than 5 years, 2= 6~10 years, 3= 11~15 years, 4= 16~20 years, 5= 21~25, 6= more than 25 years), the complete questionnaire is attached in the Appendix of this paper. Lastly, the validity of the measures used in this study is explored in the next chapter of this study.

#### 4. *Data Analysis*

Using Stata version 13 software, this study followed a two-step method of analysis through the preeminent multivariate technique in the social and behavioral sciences SEM (Lou, 2011) which involved 1) identification and assessment of the proposed measurement model using confirmatory factor analyses (CFA), and 2) examination of the full structural model including paths between variables (Kline, 2011).

Preceding the actual method of parameter estimation used in SEM, data screening was conducted to test the multivariate normality of the data – one of the basic assumptions of the Maximum Likelihood (ML) estimation. The results of the univariate and bivariate analyses conducted which described the data structure of the study are presented in the next chapter.

Consistent with the first step stated above, CFA, which generally explain the correlation between a large set of observed variables in terms of a smaller set of latent variables, was conducted to assess the validity of measurement model in respect to the data collected (Lou, 2011). Goodness-of-fit indices include the non-significant model chi-square ( $\chi^2_m$ ),  $p > .05$ ), the comparative fit index (CFI), the Steiger Lind root mean square error of approximation (RMSEA)  $< .05$  (upper bound 0.08), 90% RMSEA confidence interval between

the values 0 and .1, and the standardized root mean square residual (SRMR) (upper bound of 0.08) (Kline, 2010). Based on the said indices, however, insufficient factor loadings ( $<.40$ ) were associated to some of the indicators specified in the proposed model. This resulted in *model generation* which suggested that the previous *a priori* was not exclusively confirmatory. A series of re-specification was done to exclude some indicators to discover an appropriate model fit with the data following the prescribed model properties: 1) it makes sense, 2) it is reasonably parsimonious, and 3) its correspondence to the data is reasonably close (Kline, 2011) – details of the modification process to be discussed in the succeeding chapter.

Subsequently, the proposed hypotheses specified in the previous chapter including 1) direct effect of PSM, work impact, organizational goal clarity, and extrinsic rewards on work motivation (**H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub>, H<sub>4</sub>**), 2) the direct effect of job importance on work motivation (**H<sub>5</sub>**), and 3) the mediating effect of job importance on the relationships between PSM, perceived work impact, organizational goal clarity, and extrinsic rewards and employee work motivation (**H<sub>6a</sub>, H<sub>6b</sub>, H<sub>6c</sub>, H<sub>6d</sub>**) were tested using structural equation modeling (SEM) (Preacher and Hayes, 2008). The approximate fit indices described above, further, were also used to assess the full structural model of this study.

## Chapter IV. Results

In this chapter, results of the data analyses are provided. As mentioned in the previous chapter, univariate and multivariate analyses that provide the description of the data in study preceded the CFA as the measurement model of SEM and as the first step of analysis conducted. As a result of the analyses, some of the variables were modified in which a few items were excluded for a good model fit. The full structural model indicating the relative influence of antecedent variables on the dependent variable as well as the potential mediation effect between the main variables, moreover, was also analyzed using the Stata version 13 software.

### *1. Univariate Analysis*

As a requirement of the ML estimation, the data in study were tested for multivariate normality. Table 4 shows the univariate statistics associated with each study measure. As the following data suggest, the distributions for all of the measures except *Motiv\_3* were negatively skewed, with the sample respondents reporting a relatively high degree of work motivation, perceived job importance, mission valence (as reflected by the high scores of PSM, perceived work impact and organizational goal clarity), and perception on extrinsic rewards provided by their respective organizations. In terms of the test for univariate normality, the calculated skewness and kurtosis for almost all of the measures fell within acceptable range for the ML estimation in SEM using Stata (+/- 3 skewness and +/-10 kurtosis).



Table 4. Univariate Statistics of Measures

<i>Variables</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Variance</i>	<i>Skewness</i>	<i>Kurtosis</i>
<i>Employee Work Motivation (6 items)</i>					
Motivation_1	4.63	0.53	0.28	-1.35	6.57
Motivation_2	4.25	0.90	0.81	-1.66	6.16
Motivation_3	3.90	2.07	4.27	18.49	423.61
Motivation_4	4.06	0.89	.80	-1.18	4.63
Motivation_5	4.06	0.75	0.56	-0.87	4.60
Motivation_6	3.72	1.01	1.02	-0.62	2.75
<i>Job Importance (2 items)</i>					
Job Importance_1	4.64	0.54	0.29	-1.44	6.32
Job Importance_2	3.84	0.98	0.97	-0.76	3.13
<i>PSM (5 items)</i>					
PSM_1	4.67	0.49	0.24	-1.00	2.64
PSM_2	4.08	0.79	0.63	-0.70	3.35
PSM_3	4.12	0.75	0.56	-0.69	3.59
PSM_4	4.21	0.65	0.43	-0.48	3.29
PSM_5	3.87	0.76	0.57	-0.50	3.52
<i>Work Impact (3 items)</i>					
Work Impact_1	4.47	0.57	0.32	-0.66	3.34
Work Impact_2	4.46	0.56	0.31	-0.40	2.13
Work Impact_3	4.39	0.60	0.37	-0.43	2.33
<i>Organizational Goal Clarity (3 items)</i>					
Goal_1	4.12	0.81	0.66	-0.88	3.75
Goal_2	4.26	0.71	0.51	-0.72	3.41
Goal_3	4.42	0.60	0.35	-0.52	2.6
<i>Extrinsic Rewards (3 items)</i>					
Ex Rewards_1	3.80	0.94	0.88	-0.84	3.76
Ex Rewards_2	3.42	1.19	1.41	-0.31	2.05
Ex Rewards_3	3.83	0.91	0.82	-0.76	3.52

*Note:* Motiv: employee work motivation; Jobimp: job importance; PSM: public service motivation; WI: work impact; Goal: organizational goal clarity; ExRew: extrinsic rewards.

## 2. *Bivariate Correlations*

Table 5 shows the bivariate correlations of the 22 observed variables for the 6 identified measures as per the initial hypothesized model defined by the researcher. The parameters reported in the said matrix generally suggested a relatively strong linear association between the variables that intended to measure the perceived work impact, organizational goal clarity, and PSM as the antecedents of mission valence (Pandey and Wright, 2011), with correlations significant at 0.5.

As an established large sample technique, SEM requires more cases to generate accurate statistical estimates (Kline, 2011). The typical sample size in factor analytic studies is  $N > 200$ . Additionally, researchers consider model complexity which determines the number of corresponding parameters in identifying the appropriate sample size for SEM analysis. The final sample size for this study is  $N = 638$  which was reasonably large enough in terms of the model parameters linked with ML estimation (i.e. pattern coefficient, factor covariance and variance, error covariance and variance) (Kline, 2011).

Provided the results of the assessment of the data structure using univariate and bivariate analyses as well as the assessment of the appropriateness of the samples size, the succeeding section of this chapter discusses the multivariate statistical procedures conducted to test the model-data correspondence of the present study.

Table 5. Correlation Matrix

Var	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
<i>Motiv<sub>-1</sub></i>	1.0																					
<i>Motiv<sub>-2</sub></i>	<b>0.29*</b>	1.0																				
<i>Motiv<sub>-3</sub></i>	<b>0.12*</b>	<b>0.10*</b>	1.0																			
<i>Motiv<sub>-4</sub></i>	<b>0.21*</b>	<b>0.33*</b>	<b>0.21*</b>	1.0																		
<i>Motiv<sub>-5</sub></i>	<b>0.20*</b>	<b>0.11*</b>	<b>0.12*</b>	<b>0.19*</b>	1.0																	
<i>Motiv<sub>-6</sub></i>	<b>0.22*</b>	<b>0.22*</b>	<b>0.18*</b>	<b>0.35*</b>	<b>0.13*</b>	1.0																
<i>Jobim<sub>p-1</sub></i>	<b>0.37*</b>	<b>0.21*</b>	<b>0.12*</b>	<b>0.23*</b>	<b>0.20*</b>	<b>0.18*</b>	1.0															
<i>Jobim<sub>p-2</sub></i>	<b>0.19*</b>	<b>0.20*</b>	<b>0.20*</b>	<b>0.29*</b>	<b>0.17*</b>	<b>0.23*</b>	<b>0.26*</b>	1.0														
<i>PSM<sub>-1</sub></i>	<b>0.40*</b>	<b>0.23*</b>	<b>0.11*</b>	<b>0.23*</b>	<b>0.21*</b>	<b>0.13*</b>	<b>0.42*</b>	<b>0.23*</b>	1.0													
<i>PSM<sub>-2</sub></i>	<b>0.27*</b>	<b>0.18*</b>	0.02	<b>0.12*</b>	<b>0.11*</b>	<b>0.15*</b>	<b>0.18*</b>	<b>0.12*</b>	<b>0.34*</b>	1.0												
<i>PSM<sub>-3</sub></i>	<b>0.33*</b>	<b>0.19*</b>	0.02	<b>0.11*</b>	<b>0.17*</b>	<b>0.18*</b>	<b>0.22*</b>	<b>0.09*</b>	<b>0.32*</b>	<b>0.46*</b>	1.0											
<i>PSM<sub>-4</sub></i>	<b>0.28*</b>	<b>0.21*</b>	0.08	<b>0.12*</b>	<b>0.19*</b>	<b>0.12*</b>	<b>0.28*</b>	<b>0.11*</b>	<b>0.35*</b>	<b>0.26*</b>	<b>0.46*</b>	1.0										
<i>PSM<sub>-5</sub></i>	<b>0.23*</b>	<b>0.20*</b>	0.00	<b>0.17*</b>	<b>0.24*</b>	<b>0.19*</b>	<b>0.15*</b>	<b>0.11*</b>	<b>0.23*</b>	<b>0.27*</b>	<b>0.41*</b>	<b>0.46*</b>	1.0									
<i>WL<sub>-1</sub></i>	<b>0.37*</b>	<b>0.15*</b>	<b>0.12*</b>	<b>0.23*</b>	<b>0.23*</b>	<b>0.21*</b>	<b>0.38*</b>	<b>0.22*</b>	<b>0.41*</b>	<b>0.27*</b>	<b>0.27*</b>	<b>0.28*</b>	<b>0.20*</b>	1.0								
<i>WL<sub>-2</sub></i>	<b>0.41*</b>	<b>0.19*</b>	<b>0.13*</b>	<b>0.25*</b>	<b>0.20*</b>	<b>0.25*</b>	<b>0.42*</b>	<b>0.20*</b>	<b>0.45*</b>	<b>0.29*</b>	<b>0.32*</b>	<b>0.36*</b>	<b>0.24*</b>	<b>0.80*</b>	1.0							
<i>WL<sub>-3</sub></i>	<b>0.38*</b>	<b>0.20*</b>	<b>0.14*</b>	<b>0.29*</b>	<b>0.26*</b>	<b>0.23*</b>	<b>0.38*</b>	<b>0.17*</b>	<b>0.41*</b>	<b>0.28*</b>	<b>0.35*</b>	<b>0.36*</b>	<b>0.30*</b>	<b>0.70*</b>	<b>0.77*</b>	1.0						
<i>Goal<sub>-1</sub></i>	<b>0.29*</b>	<b>0.12*</b>	0.01	<b>0.12*</b>	<b>0.14*</b>	<b>0.16*</b>	<b>0.25*</b>	<b>0.11*</b>	<b>0.25*</b>	<b>0.30*</b>	<b>0.25*</b>	<b>0.26*</b>	<b>0.22*</b>	<b>0.29*</b>	<b>0.33*</b>	<b>0.21*</b>	1.0					
<i>Goal<sub>-2</sub></i>	<b>0.36*</b>	<b>0.13*</b>	0.08	<b>0.11*</b>	<b>0.08*</b>	<b>0.14*</b>	<b>0.27*</b>	<b>0.16*</b>	<b>0.28*</b>	<b>0.27*</b>	<b>0.28*</b>	<b>0.28*</b>	<b>0.24*</b>	<b>0.30*</b>	<b>0.33*</b>	<b>0.36*</b>	<b>0.45*</b>	1.0				
<i>Goal<sub>-3</sub></i>	<b>0.40*</b>	<b>0.12*</b>	0.10	<b>0.13*</b>	<b>0.17*</b>	<b>0.16*</b>	<b>0.35*</b>	<b>0.18*</b>	<b>0.40*</b>	<b>0.27*</b>	<b>0.29*</b>	<b>0.37*</b>	<b>0.22*</b>	<b>0.42*</b>	<b>0.47*</b>	<b>0.45*</b>	<b>0.44*</b>	<b>0.65*</b>	1.0			
<i>ExRe<sub>w-1</sub></i>	<b>0.11*</b>	<b>0.16*</b>	0.04	0.04	-0.02	0.02	<b>0.18*</b>	<b>0.13*</b>	<b>0.14*</b>	<b>0.22*</b>	<b>0.15*</b>	<b>0.25*</b>	<b>0.16*</b>	<b>0.13*</b>	<b>0.15*</b>	0.11	<b>0.16*</b>	<b>0.23*</b>	<b>0.21*</b>	1.0		
<i>ExRe<sub>w-2</sub></i>	<b>0.16*</b>	<b>0.17*</b>	<b>0.12*</b>	<b>0.17*</b>	0.06	<b>0.27*</b>	0.11	<b>0.32*</b>	<b>0.19*</b>	<b>0.18*</b>	0.04	0.03	0.07	0.12	0.11	<b>0.13*</b>	0.08	<b>0.14*</b>	<b>0.15*</b>	<b>0.23*</b>	1.0	
<i>ExRe<sub>w-3</sub></i>	<b>0.11*</b>	<b>0.25*</b>	0.01	0.08*	0.03	0.05	<b>0.18*</b>	0.13	<b>0.17*</b>	<b>0.27*</b>	<b>0.14*</b>	<b>0.24*</b>	<b>0.16*</b>	<b>0.13*</b>	<b>0.16*</b>	<b>0.16*</b>	<b>0.16*</b>	<b>0.21*</b>	<b>0.24*</b>	<b>0.66*</b>	<b>0.26*</b>	1.0

Note: Motiv: employee work motivation; Jobimp: job importance; PSM: public service motivation; WI: work impact; Goal: organizational goal clarity; ExRew: extrinsic rewards. \* $p < 0.05$ .  $N=638$ .

### 3. *Confirmatory Factor Analyses*

The proposed model for the present study consisted of 6 variables namely: work motivation (6 items), job importance (2 items), PSM (5 items), perceived work impact (3 items), perceived organizational goal clarity (3 items), and 2) extrinsic rewards (3 items). As discussed in the previous chapters, mission valence and perception of extrinsic rewards are empirically proven measures of organizational mission. In addition, PSM, perceived work impact, perceived organizational goal clarity were found to predict mission valence in the public sector (Wright and Pandey, 2011) (see Chapter 2 for the visual model). Hence for the purpose of this study, organizational mission was operationalized into four dimensions: PSM, perceived work impact, perceived organizational goal clarity, and perception of extrinsic rewards provided for by the organization.

As described in the previous chapter, CFA was conducted to assess the validity of the proposed measurement model with the data collected. It aimed to identify and discover latent variables, given covariances among a set of indicators (Mulaik, 1987). In the initial CFA conducted as shown in Table 6, there were insufficient pattern coefficient or factor loadings (i.e. low direct effect of factor on indicators;  $<0.40$ ) (Kline, 2011) reported in a total of three items in the model, hence, yielded poor fit indicators. The foregoing result was consistent with the assumption that the technique of CFA is not strictly confirmatory, thus, may lead to alternative models testing and model generation (Kline, 2011) should there be an inconsistency between the data and the model. The items which had insufficient factor loadings were *“It has been hard for me to get very involved in my current job.”* and *“I do extra work for my job that is not really expected of me.”* for work motivation, and *“Fulfilling all my job responsibilities does little to improve my chances for a promotion.”* for extrinsic rewards. The foregoing items were excluded from the initial model and resulted in a 19-item measure covering all the study variables mentioned above. CFA were conducted to test the re-specified model accordingly. It is

worthy to note, on the other hand, that all factor loadings were significant at 0.05.

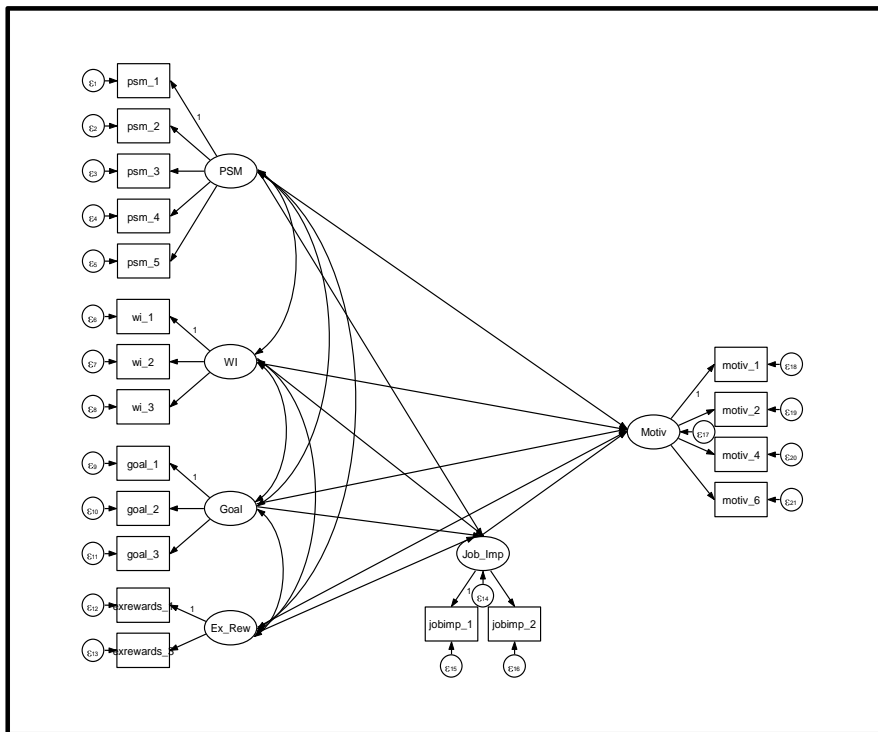
Table 6. CFA Statistics - Original Model

Variable	Unstand. Coefficient	Standardized Coefficient	Standard Error	95% Confidence Interval	
				Lower	Upper
Employee Work Motivation					
Motivation_1	1	.626	.034	.559	.693
Motivation_2	1.227	.451	.041	.372	.531
Motivation_3	<b>1.598</b>	<b>.255</b>	.044	.169	.342
Motivation_4	1.302	.481	.041	.401	.561
Motivation_5	<b>.823</b>	<b>.364</b>	.041	.283	.444
Motivation_6	1.339	.437	.040	.358	.517
Job Importance					
Job Importance_1	1	.617	.048	.524	.711
Job Importance_2	1.245	.419	.043	.335	.503
Public Service Motivation					
PSM_1	1	.587	.033	.522	.651
PSM_2	1.508	.550	.034	.484	.616
PSM_3	1.704	.660	.030	.601	.718
PSM_4	1.479	.654	.029	.596	.711
PSM_5	1.450	.553	.034	.487	.619
Work Impact					
Work Impact_1	1	.854	.013	.828	.879
Work Impact_2	1.079	.936	.010	.917	.955
Work Impact_3	1.033	.827	.015	.798	.856
Organizational Goal Clarity					
Goal_1	1	.565	.032	.502	.627
Goal_2	1.187	.761	.023	.715	.806
Goal_3	1.102	.847	.021	.806	.888
Extrinsic Rewards					
Ex Rewards_1	1	.787	.033	.722	.852
Ex Rewards_2	<b>.501</b>	<b>.313</b>	.041	.233	.392
Ex Rewards_3	1.024	.836	.034	.770	.901

*Note:* Unstand.: unstandardized; Motiv: work motivation; PSM: public service motivation; Goal: organizational goal clarity; Ex Rew: extrinsic rewards.  $N=638$

The result of the CFA conducted after model re-specification by excluding the aforementioned indicators with insufficient factor loadings (i.e. Motiv\_3, Motiv\_6, and ExRew\_2) is reported in Table 7. Cronbach's alphas for the retained variables were computed, with the variable perceived work impact having the highest reported reliability and validity (0.90) followed by perception of extrinsic rewards provided for by the organization (0.80). It is also worth noting that among all the variables, only the measures for job importance reported a relatively low reliability as per Cronbach's alpha value of 0.40. The researcher deemed this result as may be attributed to the number of the variable's indicators (only two) vis-à-vis the recommendation of three indicators for a multi-factor standard model by Kline (2011). The corresponding CFA model is also provided below (see Figure 5).

Figure 5. Modified CFA Model



*Note:* Motiv: work motivation; PSM: public service motivation; WI: work impact; Goal: organizational goal clarity; Ex\_Rew: extrinsic rewards.

Table 7. CFA Statistics – Modified Model

Variable	Unstand. Coefficient	Standardized Coefficient	S.E.	95% CI		Cronbach's Alpha
				Lower	Upper	
Employee Work Motivation						
Motivation_1	1	.652	.034	.585	.719	0.60
Motivation_2	1.208	.461	.041	.380	.542	
Motivation_4	1.182	.455	.042	.373	.538	
Motivation_6	1.245	.424	.041	.343	.505	
Job Importance						
Job Importance_1	1	.641	.049	.545	.737	0.40
Job Importance_2	1.166	.407	.043	.323	.491	
Public Service Motivation						
PSM_1	1	.588	.033	.523	.652	0.73
PSM_2	1.513	.553	.033	.487	.618	
PSM_3	1.702	.661	.030	.603	.719	
PSM_4	1.472	.652	.030	.594	.710	
PSM_5	1.436	.549	.034	.482	.615	
Work Impact						
Work Impact_1	1	.853	.013	.827	.879	0.90
Work Impact_2	1.080	.937	.010	.918	.956	
Work Impact_3	1.032	.826	.015	.797	.856	
Organizational Goal Clarity						
Goal_1	1	.565	.032	.503	.628	0.75
Goal_2	1.187	.762	.023	.716	.808	
Goal_3	1.099	.846	.021	.804	.887	
Extrinsic Rewards						
Ex Rewards_1	1	.802	.042	.719	.884	0.80
Ex Rewards_3	.992	.824	.043	.740	.908	

*Note:* Unstand: unstandardized; S.E.: standard error; Motiv: work motivation; PSM: public service motivation; Goal: organizational goal clarity; Ex Rew: extrinsic rewards. *N*=638.

The default parameter estimation method in SEM is Maximum Likelihood. Although model test statistic is one of the ways to evaluate model fit alongside the approximate fit indexes, the results of the model chi-square were tended to be ignored as it is sensitive to sample size (Kline, 2011). This study, therefore, referred to the results of the approximate fit indexes in assessing the model fit of the proposed measurement model. The root mean square error of approximation (RMSEA), the comparative fit index (CFI), and the standardized root mean square residual (SRMR) were the statistics used to assess the goodness-of-fit of the model. Table 8 below presents a comparative of the model fit between the initial and the model using the said statistics:

Table 8. Comparative of Model Fit

Fit Indices	Proposed Model	Modified Model
<b>RMSEA</b>	0.061	0.053
<b>CFI</b>	0.898	0.919
<b>SRMR</b>	0.057	0.044

In interpreting the above results, it can be inferred that the modified 6-factor model of this study provided a good fit with the data (RMSEA = 0.053, CFI = 0.919, SRMR = 0.044) compared to the proposed model. The standardized factor loadings for the indicators were all significant ( $p < .001$ ). In view of the foregoing, a significantly satisfactory measurement validity can be inferred relative to the constructs that were set out to be examined in this study.



#### 4. *Structural Equation Model*

Having assessed the measurement equation of this study through CFA as the first major component of SEM, this section relates to structural equation and the corresponding path analysis models to test the hypothesized relationships of the latent variables using the maximum likelihood estimation procedures (Jeon, 2015). It is worthy to note that the full structural model tested for this study included the control variables with data coming from the demographic information of the respondents. The said decision was made with the intention of generating more accurate analysis with due consideration of other relevant variables which were previously found to have significant influence on the variables in study.

Firstly, the direct associations with work motivation and job importance ( $H_5$ ), PSM ( $H_1$ ), perceived work impact ( $H_2$ ), perceived organizational goal clarity ( $H_3$ ), and perception of the extrinsic rewards provided for the organization ( $H_4$ ) were tested. The individual parameter estimates per variable is presented in Table 9. Interestingly, only job importance and PSM had positive significant effects on work motivation which was not mediated by other variables (i.e. direct effect) (Jeon, 2015), with reported standard path coefficients of .756 and .368 ( $p < 0.05$ ), respectively. The analyses, moreover, supported hypotheses **H<sub>1</sub>** and **H<sub>5</sub>** citing that job importance and PSM have substantial direct effects on work motivation. The hypothesized direct effects of the other independent variables (work impact, organizational goal clarity, and extrinsic rewards), on the other hand, were found to be insignificant in which potential explanations are contained in the succeeding chapter. Additionally, below results suggested that position/rank of employees and place of assignment (Assessment and Operations Group when compared to Administration Group) had significant positive and negative effect on work motivation, respectively.

Relative to the direct effect of the independent variables on the mediating variable, the path analyses conducted reported that 3 out of 4 independent variables had direct positive effects on job importance – work impact (0.43),

organizational goal clarity (0.21) and extrinsic rewards (0.13), all significant at 0.05. Details are also provided below.

Table 9. Path Analyses Coefficients (Direct Associations)

Variable	Standardized Coefficient	Standard Error	P> z	95% Confidence Interval	
				Lower	Upper
→ Work Motivation					
Job Importance → Work Motivation	.747*	.247	0.003	.262	1.232
PSM → Work Motivation	.445*	.133	0.001	.185	.705
WI → Work Motivation	-.072	.093	0.440	-.254	.110
Goal → Work Motivation	-.036	.076	0.638	-.185	.114
Extrinsic Rewards → Work Motivation	-.052	.033	0.115	-.118	.013
Sex → Work Motivation	-.025	.036	0.484	-.096	.045
Position → Work Motivation	.069*	.026	0.008	.018	.120
Place of Assignment (Assessment and Operations) → Work Motivation	-.115*	.053	0.029	-.219	-.012
Place of Assignment (Legal, Enforcement and Intel) → Work Motivation	-.076	.068	0.228	-.199	.047
Longevity → Work Motivation	.012	.009	0.190	-.006	.031

(continuation)

→ Job Importance

PSM → Job Importance	.210	.121	0.082	-.027	.446
WI → Job Importance	<b>.313*</b>	.058	0.000	.199	.426
Goal → Job Importance	<b>.160*</b>	.064	0.013	.034	.286
Extrinsic Rewards → Job Importance	<b>.058*</b>	.029	0.048	.000	.116
Sex → Job Importance	-.038	.035	0.278	-.108	.031
Position → Job Importance	-.041	.024	0.091	-.088	.007
Place of Assignment (Assessment and Operations) → Job Importance	.076	.051	0.138	-.024	.177
Place of Assignment (Legal, Enforcement and Intel) → Job Importance	-.011	.064	0.859	-.136	.114
Longevity → Job Importance	-.009	.009	0.363	-.027	.010

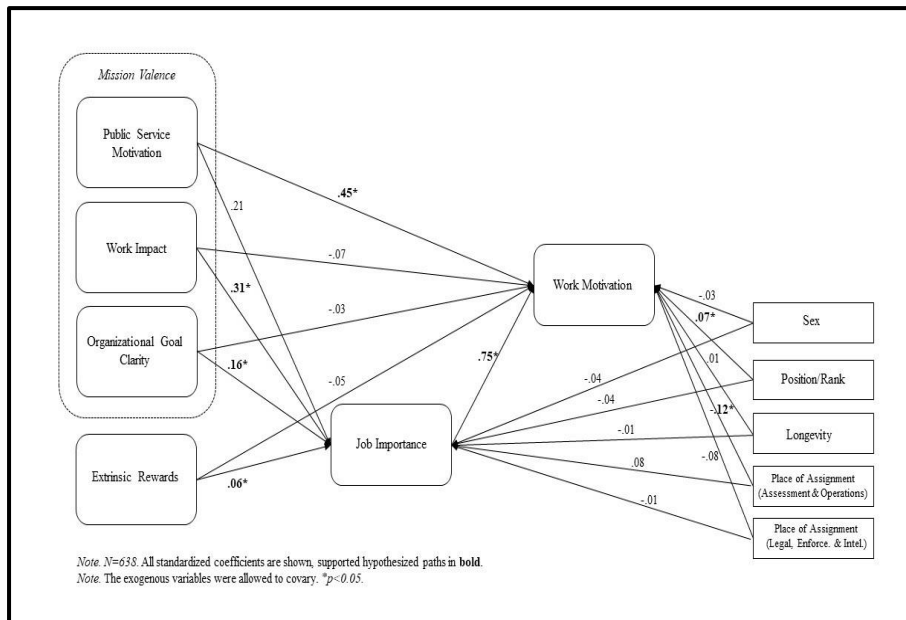
Note: PSM: public service motivation; WI: work impact; Goal: organizational goal clarity.

\* $p < 0.05$ .  $N=638$ .

Subsequently, the hypothesized mediation model (see Figure 6 below) was tested. This model predicted paths from PSM, work impact, organizational goal clarity and extrinsic rewards to job importance. It also hypothesized a path from job importance to work motivation.

In terms of the overall fit of the model, the approximate fit indexes suggested by Kline (2010) were used in the analysis. The above model reported CFI of 0.92 (higher than 0.90 value suggesting good model fit), RMSEA = 0.053 (lower than the threshold of 0.080), and standardized RMR = 0.044 which suggested an overall good model fit. This model-data correspondence as supported by the aforementioned fit indexes, therefore, implied that the theoretical model mirrored that pattern of relationships identified in the data (Kline, 2011).

Figure 6. Hypothesized Structural Model



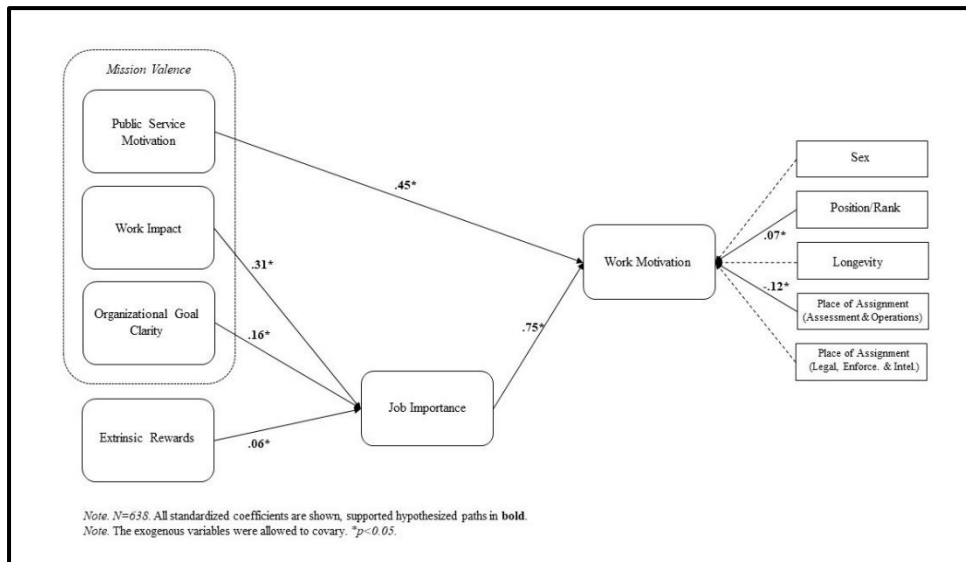
The above model depicted paths from work impact ( $\beta = .31$ ,  $p < .05$ ), organizational goal clarity ( $\beta = .16$ ,  $p < .05$ ), and extrinsic rewards ( $\beta = .06$ ,  $p < .05$ ) to job importance were all significant. Meanwhile, although PSM reported a non-significant association with job importance, the path from PSM to work motivation suggested a positive direct effect of the former on the latter ( $\beta = .45$ ,  $p < .05$ ). This particular result was not surprising as an established body of literature had established this relationship in various empirical tests conducted (Alonso and Lewis, 2001; Crewson, 1997). With regard to the hypothesized relationship between job importance and work motivation, its corresponding path analysis reported the strongest association ( $\beta = .75$ ,  $p < .05$ ). As mentioned above, control variables were deemed relevant in terms of the relationship of the independent, mediating, and dependent variables in study. Particularly, paths from position/rank and place of assignment (Assessment and Operations Group) to work motivation reported positive and negative coefficients, ( $\beta = .07$ ,  $p < .05$ ) ( $\beta = -.12$ ,  $p < .05$ ), respectively, which were both significant. Table 10

and Figure 7 present the complete listing of the reported coefficients relative to the testing of mediating hypotheses, and the summarized results of the paths tested between variables, respectively.

Table 10. Path Analyses Coefficients (Mediation Effects)

Variable	Standardized Coefficient	Standard Error	P> z	95% Confidence Interval	
				Lower	Upper
PSM → Job Importance → Work Motivation	.157	.100	0.117	-.039	.352
Work Impact → Job Importance → Work Motivation	<b>.432*</b>	.078	0.000	.279	.586
Organizational Goal Clarity → Job Importance → Work Motivation	<b>.211*</b>	.084	0.012	.046	.376
Extrinsic Rewards → Job Importance → Work Motivation	<b>.127*</b>	.065	0.050	-.000	.255
Sex → Job Importance → Work Motivation	-.029	.028	0.311	-.084	.027
Position/Rank → Job Importance → Work Motivation	-.031	.020	0.133	-.070	.009
Place of Assignment (Assessment and Operations) → Job Importance → Work Motivation	.057	.042	0.172	-.025	.138
Place of Assignment (Legal, Enforcement and Intel) → Job Importance → Work Motivation	-.008	.048	0.859	-.102	.085
Longevity → Job Importance → Work Motivation	-.006	.007	0.38	-.021	.008

Figure 7. Summarized Results of the Structural Model



As shown in the reported coefficients and the summarized results of the final structural model above, there was a potential mediation effect of job importance on the relationships between work motivation and three of the main exogenous variables – work impact, organizational goal clarity, and extrinsic rewards.

In reference to the hypothesized relationships of variables explicitly described in the previous chapter, therefore, the aforecited findings support **H<sub>6b</sub>**, **H<sub>6c</sub>**, and **H<sub>6d</sub>**. It may be reiterated, on the other hand, that the remaining exogenous variable PSM was found to be positively associated with work motivation in the absence of the mediating variable job importance. The said finding rejects the initially hypothesized indirect effect of PSM on work motivation through job importance (**H<sub>6a</sub>**). Nonetheless, PSM was reported to have a positive significant effect on work motivation which supports **H<sub>1</sub>**. This is also consistent with the previous PSM scholarship linking it with behavioral constructs such as work motivation. The succeeding chapter provides the comprehensive theoretical and practical implications of the above findings.

## **Chapter V. Discussion**

The present study was anchored on the need to explain the complex motivation phenomenon in the public sector in terms of the potential influence of organizational mission, specifically its corresponding antecedents such as PSM, perceived work impact, perceived organizational goal clarity, and perception of extrinsic rewards provided for by the organization on work motivation. Further, this study intended to address the prevalence of the Western perspective in the empirical testing of the motivational construct, which was considered as a significant gap in the public administration literature. There was an expectation that this study would provide substantial explanation on the distinct organizational behavior of bureaucrats and other particularities of the public sector in Asia, as relatively new subjects of work motivation. This chapter focuses on the main findings identified from the study – 1) PSM and job importance as antecedents of work motivation, 2) the mediating role of job importance in the relationships between work motivation and perceived work impact, perceived organizational goal clarity, and extrinsic rewards. Additionally, the significant effects of the control variables included in the model to work motivation are explored in this chapter. With respect to the aforecited key findings, theoretical and practical implications relating to public administration are also highlighted in this chapter alongside the methodological and statistical limitations found during the conduct of the study. Lastly, recommendations addressing the study's limitations for future research are to be presented.

## *1. Theoretical Implications*

### *a. PSM as antecedent of Work Motivation*

The existing literature on motivation has already established that employees put high regard to contributing to the public service mission as a source of intrinsic motivation which compensates for the perceived low levels of extrinsic rewards often available in the public sector. It generally described PSM suggesting that public servants are motivated by the ideals embedded in public organizations, and the delivery of public service itself (Im, 2017). The interrelation between PSM and the concept of altruism magnifies the intrinsic drives of individuals to engage in public service more than the extrinsic incentives that come with it such as job security, work-life balance, pensions, among others. A number of empirical studies in the West, moreover, reported that PSM is consistently associated with positive outcomes such as increased job performance and work motivation (e.g., Alonso & Lewis, 2001; Brewer & Selden, 1998; Crewson, 1997). That is, when an employee perceives that his/her work can bring about public good and can contribute to the society at large, effectiveness and higher productivity in delivering public service may be consequently expected. In support of the claims of the previous research, the present study found that high levels of PSM were more likely to associate with higher levels of work motivation among public sector employees in the Philippines. This particular result also provided a good point on the issues raised by scholars like Van der Wal (2015) concerning the validity of PSM as a universal construct - 1) conceptual and operational definitions of PSM vary in different cultural contexts, and 2) heavy focus of international comparative research on the Europe and US settings. The present study offered that even in non-Western contexts, principles of PSM can be also observed (i.e. Philippines).



b. Job Importance as antecedent of Work Motivation

Consistent with prior studies (Wright, 2004, 2007), this study found a relatively strong link between perceived job importance and work motivation. Relating to the concept of task significance, the notion that one's performance on a task will lead to a positive impact on other people (Hackman and Oldham 1976), employees may be more likely to be motivated to contribute in achieving organizational goals should they perceive performance objectives and the work itself as meaningful or important (Wright, 2004), or if they find that the organizational goals are aligned with their personal goals. In the same vein, work motivation is likely to decrease when there are lesser incentives to pursue the organizational goals such as the perceived importance of job (Wright, 2007).

As discussed in the previous chapters, the loci of the present study were the top two revenue-generating agencies in the Philippines. Under the supervision of Finance Department, BIR and BOC have been at the forefront of ensuring a steady and stable stream of revenue for the entire bureaucracy. Therefore, the respondents were primarily performing functions that are crucial in the overall operations of the government (i.e. collection of revenues necessary for the delivery of public goods and services, and implementation of public programs). Their mandates are especially distinct in comparison to other functionalities of the government, hence, the reported high levels of association between perceived job importance and work motivation among the respondents may be attributed to this fact. In his study, Wright (2007) cited the ways an organization may influence their employees' perceptions of the importance of their work. It included Rainey and Steinbauer's (1999) three interrelated level of intrinsic rewards – task, mission, and public service. For example, if the employees deem the mission of their organization as important and congruent with their personal principles and values, there is an increased likelihood that

such objectives and/or goals will be integrated in their personal sense of identity, thus, increasing the possibility of them viewing their respective roles in the organization as meaningful and important. Although high level of perceived importance of job statistically predicted of a higher likelihood for work motivation to manifest, the researcher deemed this result as inclusive of the potential influence of other external factors (Jeon, 2015). These organizational factors which were tested relative to job importance and work motivation are explained in the succeeding section of this chapter.

c. Work Impact, Organizational Clarity, Extrinsic Rewards – Job Importance – Work Motivation

As presented in the previous chapter, the mediating role of job importance on the relationships between work motivation and 3 out of 4 independent variables (perceived work impact, perceived organizational clarity and extrinsic rewards) were found to be statistically significant. Said findings were consistent with **H<sub>6b</sub>**, **H<sub>6c</sub>**, and **H<sub>6d</sub>**.

It is worth noting again that perceived work impact and perceived organizational goal clarity were empirically proven to predict the likelihood of an increased mission valence (Wright and Pandey, 2011). The concept of mission valence which was initially postulated by Rainey and Steibauer (1999) mainly relates to the employees' perceived attractiveness and salience of an organization's purpose or social contribution and the potential to ultimately motivate employees. Previous studies suggested that in organizations where missions are deemed attractive, the employees are more likely to be associated with said organizations and motivated to achieve the said missions (Wright, 2007). Consistent with goal theory of motivation, employees are willing to expend greater effort toward the realization of goals they believe are linked to important outcomes (Locke and Latham, 1990). Thus, when employees

perceive that their work has significant impact on the organization and its external stakeholders, their mission valence is more likely to increase. An increased mission valence reflects a personal level of work “meaningfulness” (Wright and Pandey, 2011) and salience that in turn enhance the potential of employee motivation relative to achieving performance objectives. The empirical findings of the present study, there, were able to shed light on the theorized mediating influence of job importance between the relationship of perceive work impact and work motivation.

Following the results of the test for mediation hypotheses, job importance had also a significant role on the relationship between perceived organizational goal clarity and work motivation. The latter was also an antecedent of mission valence, in reference to the empirical findings of Wright and Pandey (2011). Consistent with Rainey and Steinbauer’s (1999) expectations, perceptions of mission valence were found to increase when employees can determine the organization’s contribution to a larger policy domain through clearly communicated goals.

Previous studies which are anchored on the main premise of goal setting theory maintained that goal characteristics such as goal clarity/specificity (Wright, 2004) or difficulty (Locke and Latham, 2002) have a significant positive effect on work motivation. It has been cited in the previous chapter that goals in general take numerous important roles in an organization. For one, goals make up the vision of an organization that streamline all the prevailing management decision and operative activities relevant to achieving a desired future state (Wright and Pandey, 2011). In order to successfully direct and guide employees’ behaviors, however, explicit communication of organizational goals is always necessary. This is because communication of clearer goals translates to an increased likelihood that employees will perceive a connection between their values and that of the organization’s, and thus will result in the

perceived “meaningfulness” of the employees’ respective jobs (Weiss, 1996) ultimately leading to a likelihood of an increased work motivation. This particular theoretical finding is significantly relevant in the case of BIR and BOC as the two agencies operate in a highly target-driven manner. Aligned with their major function of collecting state revenues, their respective performances are measured through the assessed revenue estimates set by the Development Budget Coordination Committee composed of the principals of the following member agencies: 1) Department of Budget and Management, 2) Department of Finance, 3) National Economic and Development Authority, 4) Office of the President (Department of Budget and Management, n.d.) annually. In the context of public administration where goals are deemed ambiguous and multi-faceted (Anderson and Stritch, 2015), this kind of highly specific goal by virtue of its quantifiability sends a signal to employees on what exactly to strive for and also provides for a way to track their progress (Lunenbeg, 2011).

It is also possible, however, that perceptions of clear goals would instantly yield an increased likelihood in work motivation of employees. Similar to the concept of task significance, public employees might channel or direct their effort to achieve better performance (i.e. work motivation) when they feel that their job provides for a valuable public service (Anderson and Stritch, 2015; Wright and Pandey, 2011). As mentioned above, employees may be more likely to be motivated to contribute in achieving organizational goals should they perceive performance objectives and the work itself as meaningful or important (Wright, 2004). In other words, it can be inferred that work motivation and the desire to perform might also be attributed to other drivers beyond the organization’s control.

Lastly, the present study found support for the hypothesis that job importance has the mediating effect on the relationship between perceptions of extrinsic rewards provided for the organization and work motivation. Prior

research concluded that the provision of appropriate rewards for goal attainment was one of the strategies employed by some organizations to make the assigned performance goals important to the employees (Klein 1991; Mowen, Middlemist, and Luther 1981; Wright 1989) as cited in Pandey and Wright (2011). These extrinsic rewards included pay, promotion, and recognition granted by the others in the organization. Contrary to other previous literature suggesting the direct link of extrinsic rewards (cite studies) to work motivation, the findings of the present study suggested that the direct association of the two concepts was not significant. The findings supported the claim of Wright and Pandey (2011), however, that these rewards may act only as incentives if they are contingent to performance. That is, the positive perceptions of extrinsic rewards are more likely to increase employees' work motivation should the said rewards are linked with their performance. As discussed in Tep (2015), rewards and incentives offer positive effects to the organization including but not limited to 1) they highlight the priorities of the organization that the employees should focus on, 2) these incentives have the ability to attract people who are competent and who possess the same values as the organization, and 3) they ultimately motivate employees to perform better, and to achieve organizational goals successfully. In the context of BIR and BOC, Republic Act No. 9335 or the Attrition Act of 2005 was enacted in 2005 to optimize the revenue-generating capability of BIR and BOC through a system of rewards and sanctions (Senate of the Philippines website, nd). Its relevant provision states that there should be a Rewards and Incentives fund to be sourced from the actual collection of the two agencies, in excess of their respective revenue targets for a particular year. This system is highly linked with performance as the provision of rewards and incentives (monetary) is greatly determined by the actual revenue collection of BIR and BOC with respect to their targets. The concerned board on the implementation of this law has recently introduced amendments to include additional performance

indicators aside from the basis of hitting collection targets. The foregoing administrative reform in the Philippines was in line with the study conducted by Morgan and Baser (2007) as cited in Tep (2015) which explained that incentives not only serve as an important tool to enhance human resource capacities, but they are also deemed part of the core processes in the light of civil service reform initiatives in the context of less developed countries.

Table 11 presents the summary of hypotheses and results related to the main variables of the current study.

Table 11. Summary of Hypotheses and Results (Main Variables)

<b>Hypothesis</b>	<b>Description</b>	<b>Result</b>
H <sub>1</sub>	PSM → Work Motivation	<i>Supported</i>
H <sub>2</sub>	Perceived Work Impact → Work Motivation	Not supported
H <sub>3</sub>	Perceived Organizational Goal Clarity → Work Motivation	Not supported
H <sub>4</sub>	Extrinsic Rewards → Work Motivation	Not supported
H <sub>5</sub>	Perceived Job Importance → Work Motivation	<i>Supported</i>
H <sub>6a</sub>	PSM → Perceived Job Importance → Work Motivation	Not supported
H <sub>6b</sub>	Perceived Work Impact → Perceived Job Importance → Work Motivation	<i>Supported</i>
H <sub>6c</sub>	Perceived Organizational Goal Clarity → Perceived Job Importance → Work Motivation	<i>Supported</i>
H <sub>6d</sub>	Extrinsic Rewards → Perceived Job Importance → Work Motivation	<i>Supported</i>

#### d. Control Variables and Work Motivation

As deemed relevant, control variables (i.e. sex, position/rank, place of assignment, and longevity/tenure) were included in the final structural model of the study. Based on the results, it was found that position had a positive direct influence on work motivation in which an increase in the position/rank of BIR and BOC employees (with respect to the categorization developed for this study as contained in Chapter 3) yields an increase in work motivation. In other words, as an employee increases his/her rank within an organization, the higher the likelihood that the work motivation also increases. In his article in the *Harvard Business Review*, Myers (1966) reported a study concerning work motivation of more than 1,000 managers and cited that motivation for managers was both a consequence and a symptom of effective job performance, among other factors. In addition, it was also highlighted that managers were offered more opportunities to understand and relate to the organization's goals as an increase in rank entails a closer step to the policy-making level of the organization. Another potential explanation on this finding relates to the context of the study – Philippines as a developing country. As affirmed by a recent study authored by Chang and Ryu (2017), public officials in developing countries in Asia were reported to be motivated by the factors such as social recognition (high prestige and social status), strong bureaucratic power and network, among other cultural-related factors, which are believed to be associated with public service. Further, it is logical to accept that a higher position/rank in the public office, as viewed in the context of developing countries, reflects higher prestige, higher social status, stronger bureaucratic power and network.

Another interesting finding of the study was that when compared to the employees assigned at the administrative and support arm of the subject agencies, those who were performing the main functions of BIR and BOC – assessment and operations were unlikely to show work motivation. As

mentioned earlier, BIR and BOC have been dealing with the negative public image attached to them which concerns mainly the issue of corruption and even misconduct. By virtue of the nature of functions, employees who are assigned at the assessment and operations arm of BIR and BOC are the ones who have the primary responsibility of transacting with the public (eg assessment and collection of internal and import taxes from taxpayers and importers, respectively). These employees, thus, are often the major subjects of alleged prevalent corruption and abuse of power. As explained by da Silva and Batista (2007), it is considered as a pressing issue because it tends to over-shadow and discount positive outcomes despite the genuine efforts by the government to perform better. It also significantly negatively influences the commitment of public employees which will have a domino effect on the government's performance. This state of weakened employee morale as a result of stereotypes and negative perception of the public towards the organization is one the reasons why scholars have been putting importance in studying employee motivation particularly in public organizations (Rainey, 1991).

## *2. Practical Implications*

Based on the findings of the present study, important implications may be drawn concerning management of public organizations in the non-Western context. In particular, work motivation in a developing country such as the Philippines was proven to be influenced by factors beyond individual and intrinsic drives which included those that organizations can control.

For one, public managers might want to capitalize on the motivational capacity of organizational mission which can link employee performance to self-identity of employees. It is worth noting again that in order to successfully direct and guide employees' behaviors, explicit communication of organizational goals is always necessary. This is because communication of



clearer goals translates to an increased likelihood that employees will perceive a connection between their values and that of the organization's, and thus will result in the perceived "meaningfulness" of the employees' respective jobs (Weiss, 1996) ultimately leading to a likelihood of an increased work motivation. Apart from ensuring that there is value alignment between the organization and the employees, managers should also emphasize how individual performance of employees contributes to the organization's ability to operationalize such values (Kim, 2018). This could be done by making a conscious effort to encourage and inspire employees to deliver genuine public service. It is supported by prior studies (e.g., Grant, 2008; Perry & Thomson, 2004; Wright, 2007) as cited in Wright and Pandey (2011), which found that employees tend to exert extra effort when they are informed of the difference that job-level contributions make to the organization and to the society in general (i.e. positive reinforcement through knowledge of the organizational and social impact of the employees' jobs).

Another significant finding of this study involved the role the provision of extrinsic rewards can potentially play in terms of work motivation. Apart from the financial incentives, extrinsic rewards, as operationalized in this study, may also be in non-financial form including but not limited to praise and recognition. Similar to a research conducted by Tep (2015) in the Cambodian public sector, the present study recognizes the limitations and challenges linked with the provision of financial incentives to bureaucrats in a developing country. On the other hand, his findings indicated that non-financial incentives such as recognition, approval and praise for the employee contributions, capacity building through education and various training programmes, participative leadership, as well as enabling a good working environment which would more likely to increase the employees' perceptions of the significance of their jobs, might have the potential in managing and motivating public employees effectively.

Therefore, it can be drawn that indeed, work motivation is a function of factors with nature ranging from intrinsic through extrinsic. This study revealed that organizational mission characterized by clearly communicated goals and its inherent value linked with public service has the potential of going beyond its conceived role (i.e. oftentimes a statement of the desired future state of an organization) – it was found to have significant association to work motivation among employees. Similarly, the perceptions of extrinsic rewards provided for by BIR and BOC contingent to the performance of their employees were found to be linked with work motivation when they perceive their job as important. It may serve as a reminder that the employees' interest in their work and workplace does not solely secured by the very act of providing rewards but more importantly it comes with the perspective that the work in itself is a reward with respect to the its valuable contributions to the organization and to the society.

### *3. Summary and Conclusions*

The concept of motivation has become increasingly complex due to the established body of theory, research and experience that tried to discuss it. Majority of the existing studies and theories have adopted the psychological approach to better understand the underlying causes of employee attitude and behavior toward their work and the organizations they belong to. In an effort to generate a complete understanding about the concept of motivation, theoretical and empirical testing of that context in the organizational setting have gained interest among scholars in the previous decades. Despite the growing interest, no overall, commonly accepted framework or approach currently exists (Steers, Porter, and Bigley, 1996). Moreover, the popular call to explore the dynamism of this context, heavily falls under the realm of psychology and commonly focuses on private organizations, resulting in an imperative to extend its

understanding in public administration research. The insufficient body of literature related to work motivation in the public sector, however, has been dominated by Western perspective. The present study filled this gap by conducting an empirical test of work motivation in the context of an Asian public sector. Additionally, it did not purposely limit the sample respondents as having only supervisory/managerial-level functions, in contrary to most of the previous research on work motivation.

This study found that PSM and job importance have relatively high direct association with work motivation. Further, it was also revealed that consistent with the theoretical assumptions of this study, job importance has potential mediating effects on the relationships between work motivation and perceived work impact, perceived organizational clarity, and perceptions of extrinsic rewards provided for by the organization. Additionally, findings suggested that as employees' rank increases, the likelihood of work motivation among them also increases. Lastly, when compared to employees performing administrative and support functions, those who were under the assessment and operations group of both BIR and BOC showed negative levels of motivation.

#### *4. Limitations*

Relative to the findings of this study, methodological limitations were acknowledged by the researcher. First and foremost, cross-sectional data was used in the analyses which signaled caution when interpreting the results as causal relationships. Since the data were captured for a specific period of time, cause and effect relationships cannot really be determined. Additionally, this study cannot rule out the possibility of reverse causality. As an example, BIR and BOC employees who have high levels of work motivation may be more likely to perceive their respective jobs as important or meaningful. It highlights

the intrinsic nature of motivation that activates and directs attitudes, behaviors and perceptions of individuals. It has been established previously that BIR and BOC are indeed playing crucial role in the overall operations of the Philippine bureaucracy, and it may be argued that employees who have high levels of motivation are the ones who are more likely to view to view public service (i.e. generating revenue for government purposes) as important or meaningful for the stakeholders concerned. Thus, it can be said that the relationships presented in this study have to be interpreted as correlational in nature, but not totally discounting the conceptual framework supported by prior studies that served as basis of the hypotheses of this study.

Another limitation posted by the present study involved the sampling method used – *stratified random sampling method*. Despite the intention of achieving greater level of representation among the participants and reducing sampling error, the researcher recognizes the potential issue of overlapping of samples with respect to the identified stratum for this study which was the place of assignment (e.g. administrative and support group, assessment and operations group, legal, enforcement and intelligence group). As one of the conditions of this kind of sampling, it is expected that the researcher must identify each member of a population and classify each one of them into one, and only one, sub-population. In the case of BIR and BOC, it was a challenge for the researcher to completely fulfill the foregoing condition as exclusivity of occupational functions was not ensured. For example, there may be cases of employees assigned in offices under the Assessment and Operations Group but are currently performing administrative or any related functions. Therefore, it would also be appropriate to take caution in generalizing the results of this study.

Lastly, it is acknowledged that there were issues associated with the measures used for the key variables in study. As mentioned in the previous

chapter, an integrated survey questionnaire was used in this study, covering previous measures in the previous studies. For one, work motivation had 6 measure items based on Patchen's (1970) scale and Baldwin' (1991) adaptation of the same scale as cited in Wright (2007). As per the results of the CFA, however, the said scale was modified which resulted in the trimming out of 2 from the 6 original items. Likewise, the scale for extrinsic rewards was also modified leaving only 2 measure items. It is worth noting that job importance was also measure using 2-item scale adopted from previous study. Although factor identification requires at least 2 indicators for CFA models with 2 or more factors as in the case of this study, Kline (2011) recommended at least three indicators per factor. It did not pose any serious threat on the analyses of data, though, but the researcher deemed it as a limitation. In terms of PSM, the short measure including 5 items from the 24-item scale develop by Perry (1996) was used in this study. As Perry's (1996) scale was developed in the U.S., some scholars raised the universality of this measure considering the differences in cultures and norms across countries (Kim, 2008; Kim, 2018). Therefore, the findings of this study concerning the above variables should be interpreted with caution.

## *5. Recommendations for Future Research*

Considering the theoretical implications as well as the identified limitations associated with the present study, recommendations for future research are presented in this section. Firstly, looking at the limitation cited with regard to the sampling method used, future research might consider a more in-depth planning and analysis during the identification and classification of sample respondents according to the stratum to be employed in the study population. This is to ensure that more accurate and more precise analysis among between and among sub-groups would be generated. While the final samples obtained

almost reflected the initial target distribution of respondents according to the composition of BIR and BOC, a more careful classification of respondents may decrease the likelihood of overlapping, and thus may yield better findings on the particularities of bureaucrats under revenue-generating agencies.

Secondly, since there was only a marginal modification in terms of the measures used in the present study, it would be interesting for future research to conduct succeeding empirical testing of the same constructs in another non-Western context. Apart from being able to contribute to the existing literature on public administration, this might also address the concerns of other scholars on the universality of the established measures for the motivational construct and its antecedents. Given the differences on culture, norms, practices among other particularities of public sector employees across countries, it would serve significant theoretical implications to identify the potential similarities and differences in measuring these constructs across countries and cultures. Specific limitations mentioned above, however, should be taken into consideration to ensure accuracy and validity of measure.

Lastly, this study has also opened our understanding on the dynamism of the motivational construct its varying implications in certain contexts. Another future research agenda for work motivation scholarship in the public sector of developing countries may then consider moving beyond individual motives and dispositions, and include the historical, cultural, governance and institutional contexts (Van der Wal, 2015) particular to developing countries. For example, following the study of Chang and Ryu (2017) concerning the motivation in selected developing countries in Asia (Bangladesh, Cambodia, Indonesia, Philippines, and Vietnam) which focused on non-intrinsic factors like social recognition (high prestige and social status), strong bureaucratic power and network, and family-oriented culture as determinants of motivation in the public sector. This perspective which is actually observed in developing countries can be an interesting starting point in exploring other potential explanation of the complex phenomenon of motivation in a given context.

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# APPENDICES

## APPENDIX A: Approval on the conduct of study in BIR and BOC

### A. Letter to Commissioner Caesar R Dulay, Commissioner, Bureau of Internal Revenue



B. Endorsement of Request and Approval from Commissioner Isidro S. Lapena, Bureau of Customs

Republic of the Philippines  
Department of Finance  
**BUREAU OF CUSTOMS**  
1099 Manila

MEMORANDUM

FOR : ISIDRO S. LAPENA, PhD, CSEE  
Commissioner

THRU : GLADYS F. ROSALES, MPA, CESE  
Chief of Staff, Office of Deputy Commissioner  
Internal Administration Group (IAG)  
ATTY. JACQUELYN L. DE GUZMAN  
OIC Director  
Administration Office, IAG

FROM : JOSEPH G. ESCASIO  
Chief Administrative Officer  
Human Resource Management Division

SUBJECT : SAMPLE SURVEY QUESTIONNAIRE ON RESEARCH  
STUDY OF MS. KHRISTINE JANE V. MELENCIO

DATE : 22 August 2018

BACKGROUND

1. References:

- Travel Authority No. 444-2017 issued by Undersecretary Gil S. Beltran, Department of Finance.
- Letter to Commissioner and Sample Survey Questionnaire of Ms. Khristine Jane V. Melencio in relation to her research study.

DISCUSSION

1. Pursuant to Travel Authority No. 444-2017 issued by Undersecretary Gil S. Beltran, Department of Finance to Ms. Khristine Jane V. Melencio, Administrative Officer IV, Human Resource Management Division, Internal Administration Group, was authorized to attend and complete

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Internal Admin Group  
Resolved by: JOSEY ROYES  
Date: 0823/18  
Floor: 2nd

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the course requirements for the Master's Degree program in Public Administration at the Seoul National University, South Korea.

2. In completion of her Master's Degree, she will be conducting survey to around 500 employees of this Bureau, relative to the research study entitled "Beyond the Call of Duty: A Study on the Effects of Organizational Mission on Work Motivation"

**RECOMMENDATION**

3. For approval and signature of the Commissioner

**DECISION MATRIX**

☒ **APPROVED**

☐ **DISAPPROVED**

*[Signature]*  
**ISIDRO S. LAPENA, Ph.D., CSEE**

Commissioner



**REMARKS:**

**AUG 23 2018**

## APPENDIX B: Survey Consent Form and Survey Questions

### Beyond the Call of Duty:

#### A Study on the Effects of Organizational Mission on Work Motivation

The present study mainly focuses on employee motivation in the public sector. It aims to theoretically and practically contribute to the literature on public administration through the following:

1. address the specificity and disconnectedness of the previous research on the motivational construct;
2. provide substantial information on the distinct organizational behavior of bureaucrats primarily responsible for revenue generation, as relatively new subjects of work motivation, and define other particularities of the public sector in Asia;
3. address demotivation issue commonly experienced by government employees in a developing Asian country such as the Philippines; and
4. serve as an empirical basis for the development of future motivational techniques and other related administrative reform initiatives.

### I. Statement of Informed Consent

Good day!

This is to humbly request for your participation in a research study being conducted by Khristine Jane V. Melencio, Administrative Officer IV, Human Resource Management Division, Internal Administration Group, Bureau of Customs and a masters student at the Graduate School of Public Administration (GSPA), Seoul National University (SNU), Seoul, South Korea. This research is under the supervision of Dr. Soo-Young Lee, and supported by the Asian Development Institute, GSPA, SNU.

As a respondent of this study, among other employees under the Department of Finance, please be informed of the following:

1. While your participation in this research is voluntary, any personal information and opinion to be obtained from the questionnaire will be used for academic purposes only, and confidentiality shall be strictly secured.
2. It will take you approximately 10-15 minutes to accomplish the questionnaire. Should you feel any discomfort in answering a particular item, you may decline to answer, or not complete the questionnaire.
3. This research study and the corresponding questionnaire have been reviewed and approved by Commissioner, Bureau of Internal Revenue / Bureau of Customs.

For further information, including a copy of the results of this study, please contact:

Khristine Jane V Melencio

[khristinejane.melencio@customs.gov.ph](mailto:khristinejane.melencio@customs.gov.ph)

**NOTE:** By completing and submitting this questionnaire, you are indicating that you understand the statements above, and consent to participate in this study. **Do not put your name on the questionnaire;** your signature acknowledging that you understand the information presented above is not required.

## II. RESPONDENT'S PROFILE

1. What is your sex? ☐ Male ☐ Female
2. How old are you?
  - ☐ Under 25 years of age
  - ☐ 25–34 years of age
  - ☐ 35–44 years of age
  - ☐ 45–54 years of age
  - ☐ 55 years of age or older
3. What is your marital status?
  - ☐ Single
  - ☐ Married
  - ☐ Widowed
  - ☐ Other: \_\_\_\_\_
4. What is your plantilla position? \_\_\_\_\_ Salary Grade? \_\_\_\_\_
  - a. Do you have any authorized designation/s? If yes, please indicate it below:  
\_\_\_\_\_
5. Where is your current place of assignment? (*Groupings specified differed based on the organizational structure of two agencies*)
  - ☐ Office of the Commissioner
  - ☐ Assessment and Operations Coordinating Group
  - ☐ Enforcement / Intelligence Group
  - ☐ Internal Administration Group / Management Information Systems and Tech. Group
  - ☐ Revenue Collection Monitoring Group
  - ☐ Port (please specify) \_\_\_\_\_
    - ☐ Administrative
    - ☐ Assessment and Operations
6. How long have you been working at the Bureau of Customs?
  - ☐ Under 5 years
  - ☐ 6-10 years
  - ☐ 11-15 years
  - ☐ 16-20 years
  - ☐ 21-25 years
  - ☐ 26 years or longer



### III. Survey Questionnaire

**Instructions:** Please read each of the following statements carefully and respond by ticking ☒ the response box that best reflects your opinion. Please be completely open and honest in your responses. Take as long as you need, but do not linger over any statement.

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Uncertain or Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
<b>A. Work Motivation</b>					
1. I put forth my best effort to get my job done regardless of the difficulties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I am willing to start work early or stay late to finish a job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. It has been hard for me to get very involved in my current job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I probably do not work as hard as others who do the same type of work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I do extra work for my job that is not really expected of me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Time seems to drag while I am on the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>B. Work Impact</b>					
1. I can see how my work contributes to the performance of my work unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I can see how my work contributes to the performance of my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I can see how my work contributes to meeting the needs of external clients & organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>C. Organizational Goal Clarity</b>					
1. It is easy to explain the goals of this organization to outsiders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. This organization's mission is clear to everyone who works here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. This organization has clearly defined goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>D. Public Service Motivation</b>					
1. Meaningful public service is very important to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I am often reminded by daily events about how dependent we are on one another.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Making a difference in society means more to me than personal achievements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(continuation)

<i>D. Public Service Motivation (continuation)</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Uncertain or Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
4. I am prepared to make sacrifices for the good of society.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I am not afraid to go to bat for the rights of others even if it means I will be ridiculed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 <i>E. Job-Goal Importance</i>					
1. I feel that my work is important.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I work on tasks that seem useless or unnecessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 <i>F. Extrinsic Rewards</i>					
1. Working hard is recognized by upper management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Fulfilling all my job responsibilities does little to improve my chances for a promotion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I have seen a good job performance rewarded in my work unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Thank you for your participation!

# 국문 초록

## 직무 범위를 넘어서:

조직 미션이 공무원의 직무 동기에 미치는 영향에  
대한 연구

Khristine Jane Vergara Melencio

서울대학교 행정대학원

글로벌행정전공

조직 환경에서 인간의 동기를 이해하기 위해 이론적이고 실증적인 연구들이 이루어져 왔으나, 주로 심리학의 영역에서 민간조직을 대상으로 한 선행연구가 대부분이다. 따라서 행정의 영역에서의 동기에 대한 연구는 미비하여 행정학적인 연구가 필요하다.

본 논문은 동기부여에 대한 목표설정이론과 기대이론을 접목하여, 기존의 선행연구가 다루지 않았던 조직 미션이 공무원의 직무 동기에

어떤 잠재적 영향을 미치는지를 살펴본다. 더 나아가 서구적 시각에서의 실증적 조사에서 벗어나 이와는 상이한 모습을 보이는 아시아 관료들의 조직 행동과 공공부문의 특성들을 통해 직무 동기를 설명하고자 한다.

본 연구는 필리핀 재무부 수익창출 상위 2개 기관에서 근무하는 638명의 정규직 근로자들을 조사 대상으로 설정하여 구조방정식모형을 활용하여 분석했다. 그 결과 1) 공공봉사동기와 직무 중요도는 직무 동기에 선행하며, 2) 직무 동기와 인식된 직무 영향, 인식된 조직 목표 명확성, 외재적 보상의 관계에서 직무 중요도가 중재적인 역할을 한다는 점이 나타났다. 요컨대 본 연구는 조직 미션이 직무 동기에 영향을 미치는 현상에 대한 이론적이고 실용적인 시사점을 제시한다는 데 의의가 있다.

**주제어:** 조직 미션, 동기, 목표 설정, 공공봉사동기(PSM), 아시아

**공공부문**

**학 번:** 2017-29095

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I would also like to thank the senior management of Bureau of Internal Revenue (BIR) and Bureau of Customs (BOC), Department of Finance, Philippines for allowing me to conduct my study in the said agencies. I would also like to acknowledge Ms. Benilda Caraig (BIR) and all officials and administrative officers in BOC who willingly extended their help for the successful completion of my data collection.

Lastly, I would like to thank Him, my family, Mr. Lloyd Uy, my friends, and colleagues – my support system, who gave me more than enough motivation through and through. I am beyond grateful.

- Tin